



ATLANTA PUBLIC SCHOOLS BOARD OF EDUCATION BUDGET COMMISSION

May 20, 2021

Agenda

- ☐ FY2022 General Funds Update
- ☐ Final Recommendations for FY2022 Budget



ATLANTA
PUBLIC
SCHOOLS

FY2022 General Fund Update

Changes to Revenue-Since Tentative Adoption

Revenue	FY2022 From Tentative	FY2022 Current Projection	Change	% Change	Notes
Local	\$688,878,713	\$688,878,713	\$0	0%	
State	\$180,007,059	\$180,007,059	\$0	0%	
Other	\$6,122,560	\$6,122,560	\$0	0%	
Transfer	\$18,527,799	\$18,527,799	\$0	0%	
Fund Balance	\$11,037,572	\$9,915,399	-\$1,122,173	0%	Use of fund balance reduced
Total	\$904,573,703	\$903,451,530	-\$1,122,173	0%	

Impact to Fund Balance

Fund Balance Analysis Assuming Over Collections and Under Spend*

FY2021 Beginning Fund Balance	\$	136,322,737
FY2021 Anticipated Use of Fund Balance*	\$	10,000,000
FY2021 Ending Fund Balance	\$	126,322,737
FY2021 Expenditures	\$	890,099,652
% of Expenditures		14.19%

FY2022 Beginning Fund Balance	\$	126,322,737
FY2022 Anticipated Use of Fund Balance	\$	9,915,399
FY2022 Ending Fund Balance	\$	116,407,338
FY2022 Expenditures	\$	903,451,530
% of Expenditures		12.88%

*We are currently ahead in revenue collections and lagging expenditure projections; will continue to monitor.

Changes to Expenditures-Since Tentative Adoption

	FY2022 Changes Since Tentative By Division	
Division	Budget*	Description
Academics	-\$822,627	Moved to CARES
Accountability and Info Systems	\$135,695	Restored 1 FTE from CARES
Board / Internal Audit	\$29,757	Salary increase
Finance	-\$465,000	Moved to CARES
Total	-\$1,122,174	

- Changes also include a -\$9.38m shift in funds from Staff Services to appropriate lines in Instruction, Pupil Services, Transportation, Maintenance and Operations, and reclassifying expenditures to CARES. These shifts in our coding have no impact to the programs themselves.

Expenditure Walk-through

School allotments reflect the net impact of enrollment declines and salary and benefit increases. Charter schools and partner schools reflect the preliminary projections (we have not yet received charter school QBE allotment sheets). Departments reflect the net impact of reorganizations, reductions in budgets, and shifts to CARES funding. The districtwide reflects the roll-out of the placeholder for salary and lapsed salary. Utilities reflects a shift between the utilities budget and the creation of a new Environmental Services budget. State grants reflects a true-up to actual projections for state grants for FY2022.

Revenue	FY2021 Budget	FY2022 Projection	Change	% Change
Local	\$652,732,576	\$688,878,713	\$36,146,136	6%
State	\$175,624,499	\$180,007,059	\$4,382,560	2%
Other	\$9,763,887	\$6,122,560	-\$3,641,328	-37%
Transfer	\$20,739,201	\$18,527,799	-\$2,211,402	-11%
Fund Balance	\$31,239,488	\$9,915,400	-\$21,324,088	-68%
Total	\$890,099,652	\$903,451,531	\$13,351,879	2%
Expenditures	FY2021 Budget	FY2022 Projection	Change	% Change
School Allotments	\$436,427,017	\$444,405,530	\$7,978,513	2%
Charter Schools	\$143,583,925	\$148,038,424	\$4,454,500	3%
Partner Schools	\$43,021,592	\$43,336,315	\$314,723	1%
Departments	\$175,266,924	\$179,967,481	\$4,700,556	3%
Districtwide	\$70,879,285	\$68,607,000	-\$2,272,285	-3%
Utilities	\$17,995,900	\$16,359,720	-\$1,636,180	-9%
State Grants	\$2,925,007	\$2,737,060	-\$187,947	-6%
Total	\$890,099,651	\$903,451,530	\$13,351,880	2%
Difference	\$1	\$0		

Preliminary FY22 Budget by Function

	FY2021 Approved			FY2022 Preliminary			
<small>*Budget in millions</small>	Budget	% of Exp	Per Pupil	Budget	% of Exp	Per Pupil	Change
Instruction ¹	\$555.40	65.89%	\$10,650	\$593.94	65.74%	\$11,664	\$38.54
Pupil Services ²	\$49.31	5.85%	\$946	\$37.90	4.20%	\$744	(\$11.41)
Staff Services ³	\$42.16	5.00%	\$809	\$50.38	5.58%	\$989	\$8.22
Federal Grant Admin ⁴	\$0.00	0.00%	\$0	\$0.00	0.00%	\$0	\$0.00
School Admin ⁵	\$41.70	4.95%	\$800	\$43.34	4.80%	\$851	\$1.63
General Admin ⁶	\$36.98	4.39%	\$709	\$44.43	4.92%	\$872	\$7.44
Maintenance & Ops ⁷	\$79.71	9.46%	\$1,528	\$92.48	10.24%	\$1,816	\$12.77
Transportation ⁸	\$31.90	3.78%	\$612	\$33.86	3.75%	\$665	\$1.96
School Nutrition ⁹	\$0.38	0.04%	\$7	\$0.38	0.04%	\$7	(\$0.00)
Other Outlay ¹⁰	\$4.44	0.53%	\$85	\$5.31	0.59%	\$104	\$0.88
Debt ¹¹	\$0.93	0.11%	\$18	\$1.44	0.16%	\$28	\$0.51
Total	\$842.92	100.00%	\$16,163	\$903.45	100.00%	\$17,743	\$60.53

1. Salary increases for schools, increase to charters and partners, school reserve, increase in digital resources and supplies, 3% annual pension growth
2. School Social Workers, Nurses and Psychologist positions moved to CARES for FY22
3. Increase to Academics due to re-organization, SLPs and assessments for special education, new instruments and equipment for fine arts, transportation for special education and fine arts
4. No change from current year
5. Salary increases for schools
6. Increase to support network security and repair contracts. New CESJO and Chief of Staff offices annualized
7. Increase in Operations due to contracted services, custodial services, ground and pest control, electrical, and environmental services
8. Increase to Transportation due to upgrading bus drivers from 4 hours to 6 hours and cost of fuel
9. No change from current year
10. Increase to GF supplement for Pre-K teacher salaries
11. Minimal changes from current year

Preliminary FY22 Budget by Object

	FY2021 Approved			FY2022 Preliminary			
	Budget	% of Exp	Per Pupil	Budget	% of Exp	Per Pupil	Change
*Budget in millions							
Salaries ¹	\$354.04	42.00%	\$6,789	\$374.04	41.40%	\$7,346	\$20.00
Other Compensation ²	\$16.20	1.92%	\$311	\$18.80	2.08%	\$369	\$2.60
Employee Benefits ³	\$186.44	22.12%	\$3,575	\$193.44	21.41%	\$3,799	\$7.01
Professional Services ⁴	\$67.53	8.01%	\$1,295	\$74.41	8.24%	\$1,461	\$6.88
Purchased Property Services ⁵	\$22.06	2.62%	\$423	\$22.30	2.47%	\$438	\$0.24
Other Purchased Services ⁶	\$153.11	18.16%	\$2,936	\$162.42	17.98%	\$3,190	\$9.31
Supplies ⁷	\$35.61	4.23%	\$683	\$43.04	4.76%	\$845	\$7.43
Property ⁸	\$0.70	0.08%	\$13	\$1.25	0.14%	\$25	\$0.55
Operating Transfer ⁹	\$4.44	0.53%	\$85	\$5.31	0.59%	\$104	\$0.88
Other Objects ¹⁰	\$2.78	0.33%	\$53	\$8.44	0.93%	\$166	\$5.66
Total	\$842.92	100.00%	\$16,163	\$903.45	100.00%	\$17,743	\$60.53

1. Increase to compensation strategy, Academics re-organization and expansion. CESJO and Chief of Staff offices annualized
2. Increase to hourly employees and sub pay rates
3. TRS rate increase, increase to pension, along with TRS and FICA increases due to salary adjustment
4. Increase to IT, Operations, and Academics
5. Increase to Operations in contract services, custodial services, ground and pest control, electrical, and environmental services
6. Increase to charter and partner school allocations
7. Increase in digital resources (including textbooks) and supplies
8. Increase vocational construction and schoolhouse furniture in Operation, and office refurnishing and cube configuration for department changes
9. Increase to GF supplement for Pre-K teacher salary increases, school nutrition transfer, admin fee for charters and partners
10. Placeholder for school reserves



ATLANTA
PUBLIC
SCHOOLS

FY2022 Final Budget Recommendation

Atlanta Public Schools Board of Education
Fiscal Year 2021-2022 Final Budgets (in \$)

	General Fund (Consolidated)	Special Revenue	SPLOST	Nutrition	Student Activity	Total All Funds
Est. Beginning Fund Balances, July 1, 2021	\$126,322,737	\$6,644,694	\$71,056,340	\$9,747,408	\$0	\$213,771,179
Revenues:						
Local Revenues	\$688,878,713	\$9,088,021	\$89,052,074			\$787,018,808
State Revenues	\$180,007,059	\$6,976,978	\$1,100,000			\$188,084,037
Federal Revenues		\$341,505,922	\$3,400,000	\$33,384,739		\$378,290,661
Other Revenues	\$6,122,560				\$4,500,000	\$10,622,560
Transfers	\$18,527,799	\$5,311,502				\$23,839,301
Total Revenues	\$893,536,131	\$362,882,423	\$93,552,074	\$33,384,739	\$4,500,000	\$1,387,855,367
Total Available Resources	\$1,019,858,868	\$369,527,117	\$164,608,414	\$43,132,147	\$4,500,000	\$1,601,626,546
Appropriations:						
Instruction	\$593,937,026	\$142,448,734			\$4,500,000	\$756,239,451
Pupil Services	\$37,900,511	\$97,457,229				\$133,146,682
Improvement of Instructional Services	\$2,275,496	\$9,841,878				\$10,113,676
Instructional Staff Training	\$41,830,849	\$3,136,977				\$56,379,245
Educational Media Services	\$6,275,492	\$505,107				\$6,750,164
Federal Administration	\$2,871	\$8,624,757				\$8,627,628
General Administration	\$7,181,562	\$4,937,760				\$11,041,927
School Administration	\$43,339,176	\$2,034,116				\$45,353,002
Support Services - Business	\$8,598,966	\$111,289				\$9,195,255
Maintenance and Operation	\$92,480,558	\$83,215,024	\$4,319,663			\$179,489,802
Student Transportation	\$33,857,611	\$2,905,150	\$3,500,000			\$39,248,308
Support Services - Central	\$28,453,105	\$5,033,345				\$34,876,433
Other Support Services	\$192,929	\$256,470				\$449,398
School Nutrition Program	\$378,876	\$2,373,996		\$33,384,739		\$36,137,611
Construction & Capital Expenditures		\$0	\$68,575,270			\$68,575,270
Other Outlays	\$5,311,502	\$592				\$5,312,093
Debt Services	\$1,435,000	\$0	\$10,554,000			\$11,989,000
Total Appropriations	\$903,451,530	\$362,882,422	\$86,948,933	\$33,384,739	\$4,500,000	\$1,391,167,625
Est. Ending Fund Balance, June 30, 2022	\$116,407,338	\$6,644,694	\$77,659,481	\$9,747,408	\$0	\$210,458,921
Total Appropriations & Ending Fund Balance	\$1,019,858,868	\$369,527,117	\$164,608,414	\$43,132,147	\$4,500,000	\$1,601,626,546

Budget Development Timeline

FISCAL YEAR 2022 GENERAL FUND BUDGET DEVELOPMENT	
Item Description	Dates
Board Meeting	September 8, 2020
Board Budget Commission Meeting	September 17, 2020
Board Meeting	October 5, 2020
Budget and Finance Advisory Committee (BFAC)	October 22, 2020
Board Budget Commission Meeting	October 29, 2020
Board Meeting	November 2, 2020
Budget and Finance Advisory Committee (BFAC)	November 12, 2020
Board Budget Commission Meeting	November 19, 2020
Board Meeting	December 7, 2020
Board Budget Commission Meeting	December 17, 2020
Board Meeting	January 4, 2021
Governor's State of the State Address and Education Budget	January 14, 2021
Budget and Finance Advisory Committee (BFAC)	January 14, 2021
FY2022 School Budgets Released	January 20, 2021
Budget Development Training with Principals	January 21, 2021
Board Budget Commission Meeting	January 21, 2021
GO Team Initial Budget Presentation	January 21, 2021
FY2022 Department Budgets Released	February 1, 2021
Board Meeting	February 1, 2021
Budget and Finance Advisory Committee (BFAC)	February 11, 2021
Board Budget Commission Meeting	February 18, 2021
Academic and Staffing Conferences	February 22, 2021
FY2022 School and Department Budgets Locked	March 1, 2021
Board Meeting	March 1, 2021

Budget Development Timeline

GO Team Final Budget Approval Begins	March 5, 2021
Budget and Finance Advisory Committee (BFAC)	March 11, 2021
Board Budget Commission Meeting	March 18, 2021
GO Team Final Budget Approval Ends	March 19, 2021
FY2022 Senior Cabinet Budget Proposal Meeting	March 29, 2021
Board Meeting	April 12, 2021
Budget and Finance Advisory Committee (BFAC)	April 22, 2021
Board Budget Commission Meeting	April 22, 2021
Board Meeting; (Tentative adoption)	May 3, 2021
First public budget hearing for Fiscal Year 2022 Budget	May 3, 2021
Conduct regional public meeting for Fiscal Year 2022 Budget	May 13, 2021
Budget and Finance Advisory Committee (BFAC)	May 13, 2021
Conduct regional public meeting for Fiscal Year 2022 Budget	May 18, 2021
Board Budget Commission Meeting	May 20, 2021
Board Meeting; (Final Adoption)	June 7, 2021
Second public budget hearing for Fiscal Year 2022 Budget	June 7, 2021
Advertise and publish notice of tax rate and budget	TBD July
Advertise the first and second public hearings for the tax Millage rates	TBD July
Advertise the tax digest for the five year history Fiscal Years 2016-21	TBD July
Advertise the third public hearings for the tax Millage rates (If necessary)	TBD July
Deadline for millage rates to be delivered to Fulton County Tax Commissioner	TBD July
Final adoption of the tax Millage rates for Fiscal Year 2022 (may require a called Board meeting (public hearings) depending on the county's schedule and millage rollback)	TBD July
Hold the first and second public hearing on the tax Millage rate	TBD July
Hold the third public hearings for the tax Millage rates (If necessary)	TBD July



NEXT STEPS

- Board Meeting (Final Adoption)
& Public Hearing #3
- June 7, 2021
- Millage Process
- TBD June - July

Appendix

Teacher Compensation Updates

To address the identified needs while keeping budget constraints in mind, the following are potential teacher compensation investments for FY22:

Teacher Compensation Scenarios (Updated 5/19/21) (Each scenario is outlined in the appendix)		FY22 Cost (with TRS)
1	Give all eligible employees on teacher pay scale a step increase (when added to FY21 2% raise, increases average raise to 3.6%, \$2,200 per teacher), plus longevity stipend for staff maxed out on top step	\$3.7m
2	Increase teacher pay scale in years (steps) 5-15 (increases average raise to 5.8%, \$3,500 per teacher)	\$5m
3	Invest in teacher retention for high needs subject areas, starting with special education	\$1.3m
4	Invest in teacher retention for high needs schools, as defined by poverty, and attract experienced teachers to high needs schools	\$2m
Total cost of potential investments for FY22** (Without TRS & benefits, would be \$10m)		\$12m

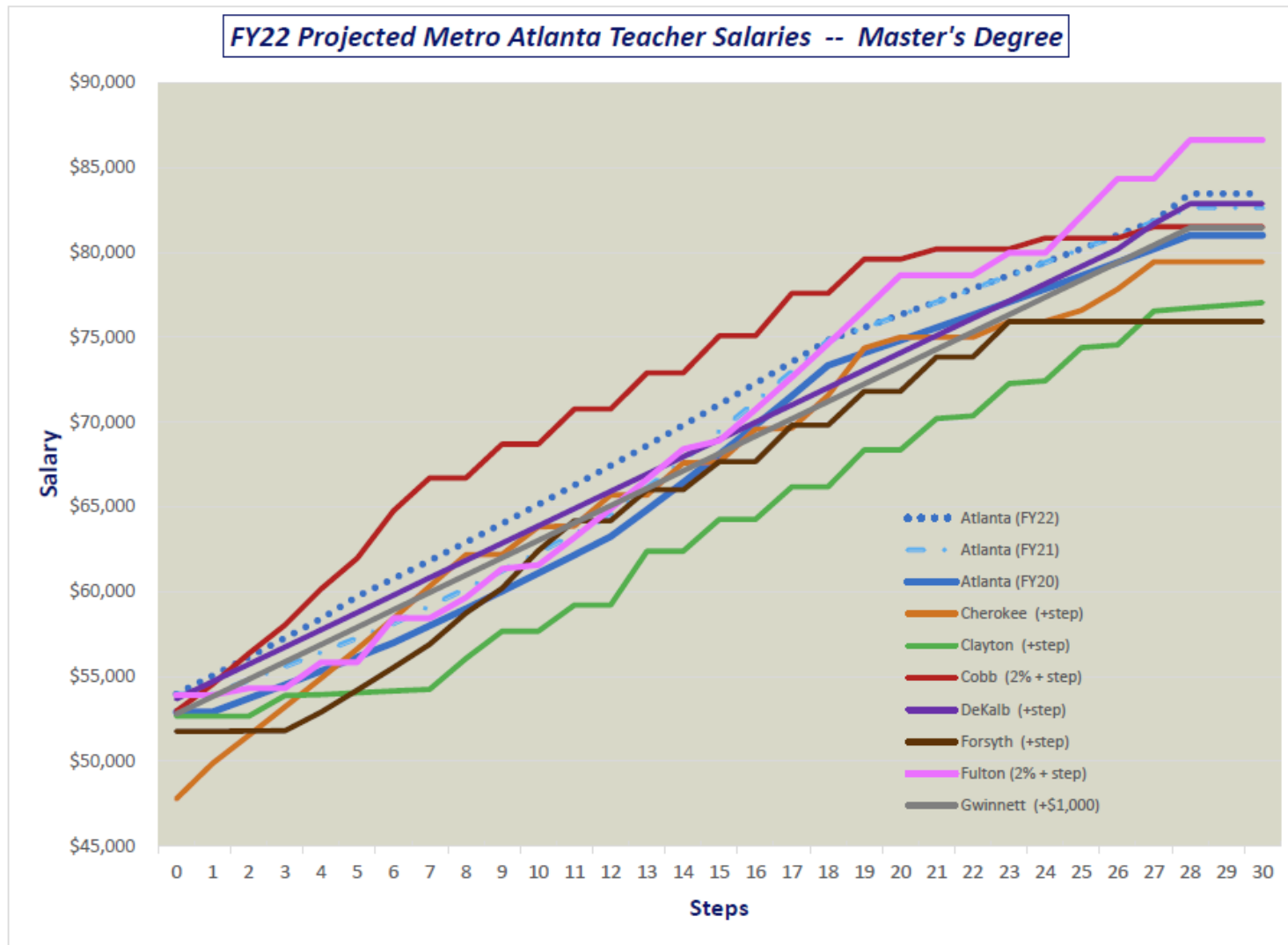
*Teacher pay scale includes: Teachers, Media Specialists, IB Specialists, Signature Program Specialists

**One-time investments, such as stipends, will be considered for including in federal stimulus funding instead of general fund

revised 4/19/2021

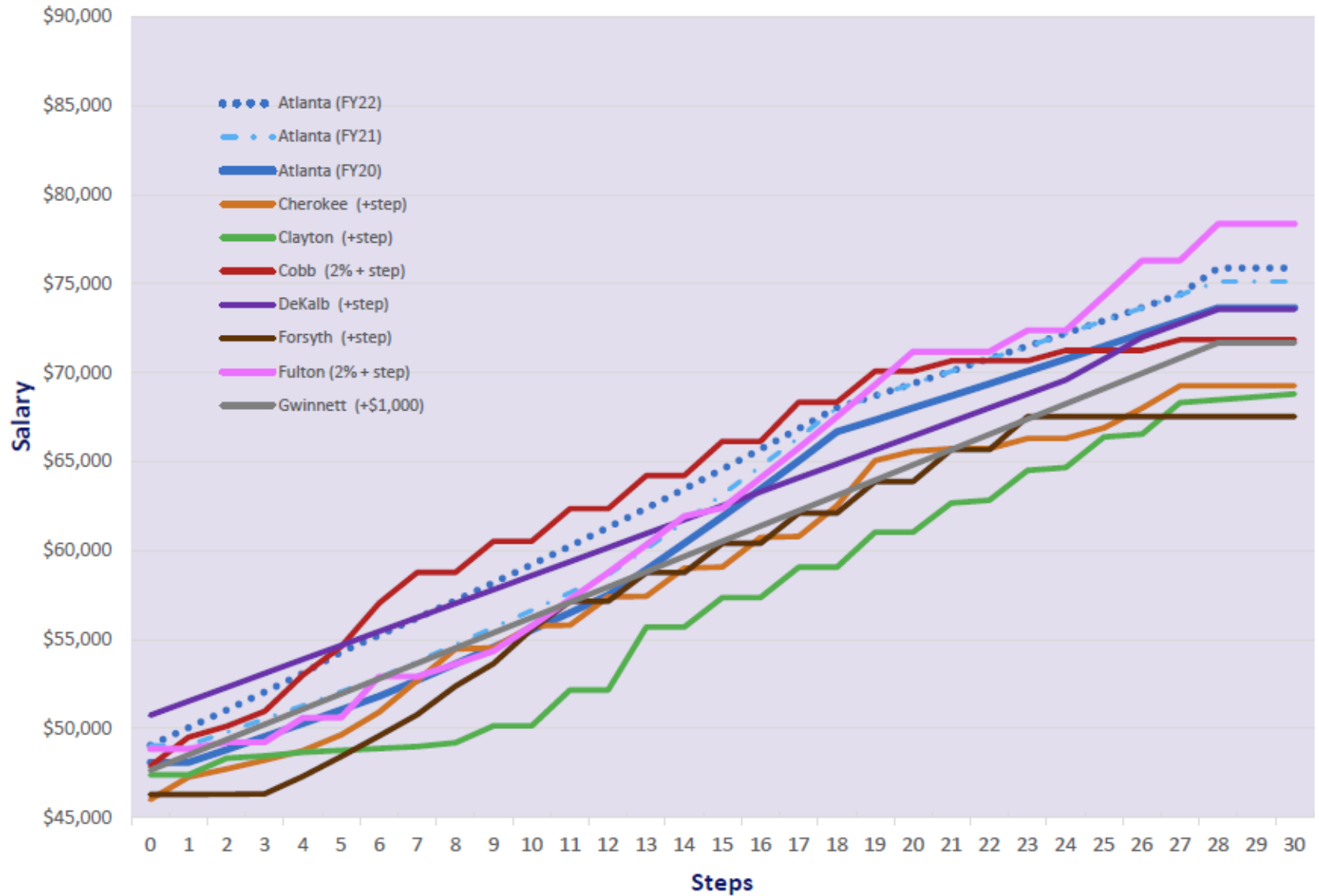
FY22 Proposed Teacher Pay Raises Compared to Metro Area

With new details about what other districts plan for pay raises for next school year, APS remains committed to providing additional investments to the teacher payscale to be more competitive in the market and retain our current teachers.



FY22 Proposed Teacher Pay Raises Compared to Metro Area

FY22 Projected Metro Atlanta Teacher Salaries -- Bachelor's Degree



Teacher Compensation

3.) Invest in retention for high needs subject areas, starting with special education

- APS currently defines high needs subjects as the following, in rank order based on teacher and principal feedback:
 1. Special Education PK-12
 2. Math 6-12
 3. Science 6-12
 4. ESOL K-12
 5. CTAE 6-12
 6. Dual Language Immersion K-12
 7. World Language K-12
- The recommendation is to begin this strategy with special education because it benefits the most schools/teachers and is the hardest to staff from an HR standpoint due to increased certification requirements
- Additional subjects could be phased in and stipend amounts increased in future years - could also consider increasing base salary if/when amount reaches ~10%

Level	Stipend Amount	FY22 Cost
Elementary Teachers n = 209	\$3,000	\$627,000
Secondary Teachers n = 220	\$3,000	\$660,000
Total (with tax added)		\$1,305,661

revised 4/19/2021

Teacher Compensation

4.) Invest in teacher retention for high needs schools, as defined by poverty, and attract experienced teachers to move to high needs schools

- Increased pay for high needs schools was recommended by ERS and Teacher Advisory Committee (TAC) as part of a retention strategy for improving equitable access to effective teachers.
- Since that time, TAC worked to define a high needs school for APS. They prioritized using high poverty (as defined by direct certification) over other options, like free/reduced lunch, teacher turnover, state turnaround eligible list or 3-year performance (CCRPI) average.
- The option for stipends in high poverty schools was rated 2nd priority out of potential compensation strategies in a survey of all teachers in February 2020.
- The recommendation is to start small and work up to the ideal strategy, but the long-term goal is for effective teachers in high poverty schools to ultimately earn 15-20% more than their base pay and for it to be based on experience/effectiveness.
- It will be necessary to also consider additional pay for non-teaching positions in these schools.

Option A Total \$690k

- 16 schools in top quartile of high poverty (76.7% or higher)
- ~680 teachers @ \$1,000 per teacher
- Pay half in December and half in May
- Shared or part-time teachers receive % based on assignment

Option B Total \$1.36m

- 32 schools with 65.8% or higher poverty (2nd Quartile)
- ~1,340 teachers @ 1,000 per teacher

Option C Total \$2m

- 16 schools in top quartile \$2,000/\$1.32m
- Plus 16 schools in 2nd quartile \$1,000/\$670k

Updated list of direct certification by school:

<https://docs.google.com/spreadsheets/d/1Q8NPbKkooCIH24kbK9k3Z6FrPgis46EJ4LHeyVOYwO4/edit?usp=sharing>

revised 5/19/2021



www.atlantapublicschools.us

High Needs Schools Strategy Details

The top quartile of high poverty schools in APS falls at 76.7%. Using that measure, these 16 schools are included:

School Name	Percent Poverty*
Dunbar Elementary School	86.50
Boyd Elementary School	85.20
F. L. Stanton Elementary School	84.20
Harper-Archer Elementary School	82.30
Humphries Elementary School	82.00
Michael R. Hollis Innovation Academy	81.60
Barack and Michelle Obama Academy	81.60
Cascade Elementary School	81.10
Scott Elementary School	80.50
Dobbs Elementary School	80.40
Finch Elementary	79.60
John Lewis Invictus Academy	79.40
Kimberly Elementary School	78.00
APS-Forrest Hills Academy	77.70
Heritage Academy Elementary	76.70
The John Hope-Charles Walter Hill Elementary Schools	76.70

The second quartile of high poverty schools in APS begin at 65.8% and would add 16 more schools:

School Name	Percent Poverty*
Miles Elementary School	74.90
Tuskegee Airman Global Academy	74.90
M. A. Jones Elementary School	74.90
Sylvan Hills Middle School	74.00
Long Middle School	73.40
Bazoline E. Usher/Collier Heights Elementary School	73.40
Fickett Elementary School	73.30
Hutchinson Elementary School	72.70
Peyton Forest Elementary School	72.40
Cleveland Elementary School	72.40
Continental Colony Elementary School	72.30
Perkerson Elementary School	71.10
Douglass High School	70.90
Brown Middle School	69.40
Young Middle School	65.80
West Manor Elementary School	65.80

revised 5/19/2021

*Direct Certification is a school poverty measure, which includes students in households receiving state anti-poverty aid, migrants, and homeless. This measure is updated annually by GA DOE.

Non-teacher Compensation Updates

To address the identified needs while keeping budget constraints in mind, the following are potential non-teacher compensation investments for FY22:

Non-Teacher Scenarios (Updated 4/19/21) (Each scenario is outlined in the appendix)	FY22 Cost (with TRS)
1 Step increase for all eligible full-time employees on non-teacher pay grades (about 1.3%)	\$2.5m
2 Step increase for all eligible full-time employees on Instructional Support pay scale* (about 1.6%) and increase # of steps to 28	\$1.9m
3 Implement Year 2 of three-year plan to convert hourly special education paraprofessionals to full time	\$2.5m
4 Annual position reclassification requests (updated 4/19/21)	\$155k
5 Market adjustments for specific employee groups (Metro RESA) and athletic stipends (GHSA)	\$1.1m
6 Hourly employee pay increases to minimum \$15/hour	\$2.3m
7 Substitute employee pay increases	\$257k
8 Retention stipends for support staff in high needs schools, as defined by poverty**	\$1m
Total cost of potential investments for FY22 (Without TRS & benefits, would be \$9.1m)	\$11.8m

*Instructional support pay scale includes: Instructional Coaches, Psychologists, Behavior Specialists

revised 5/19/2021

**One-time investments, such as stipends, will be considered for including in federal stimulus funding instead of general fund

More Compensation Details

For many more details regarding specific compensation proposals, please refer to the previous Budget Commission Presentations:

- February 2021 – Focus on teacher compensation,
- March 2021 – Review of teacher compensation updates, focus on non-teacher compensation, and
- April 2021 – All compensation proposals updated to reflect current market competitiveness and CARES Act funding.

Proposed salary schedules for FY22 are posted on the compensation website at www.atlantapublicschools.us/compensation.