



# **ATLANTA PUBLIC SCHOOLS BOARD OF EDUCATION BUDGET COMMISSION**

October 21, 2021

# AGENDA

- ❑ FY2023 Budget Timeline
- ❑ Anticipated Financial Changes for FY2023
- ❑ Preliminary Conversation for FY2023 Resource and Expenditure Parameters



ATLANTA  
PUBLIC  
SCHOOLS

# **FY2023 Budget Development Timeline**

# Tentative FY2023 Budget Commission Schedule

Board Budget Commission:	Date:
Align on Budget Development timeline, potential challenges, recommend changes for FY2023 budget process, draft resource and expenditure parameters	October 21, 2021
Finalize FY2023 parameters, SSF review/align recommendations, resource allocations	November 18, 2021
Review revenue and expenditure assumptions, SSF align on recommendations, align on recommended changes for FY2023 budget process for departments	December 16, 2021
Deep dive on revenue assumptions and budget process update	January 20, 2022
Draft Budget primer, legislative update, and compensation strategy	February 17, 2022
Local revenue, legislative update, revenue vs expenditure analysis, preliminary gap conversation	March 17, 2022
Non-general fund budget presentations, recommendation for tentative budget	April 21, 2022
Recommendation for final budget	May 19, 2022

# Tentative FY2023 Full Calendar

FISCAL YEAR 2023 GENERAL FUND BUDGET DEVELOPMENT	
Item Description	Dates
Board Meeting	September 7, 2021
Board Meeting	October 4, 2021
Board Budget Commission Meeting	October 21, 2021
Board Meeting	November 1, 2021
Board Budget Commission Meeting	November 18, 2021
Board Meeting	December 6, 2021
Board Budget Commission Meeting	December 16, 2021
Board Meeting	January 3, 2022
FY2023 School & Department Budgets Released	January 11, 2022
Budget Development Training with Principals	January 12, 2022
Governor's State of the State Address and Education Budget	Mid-January- Tentative
Board Budget Commission Meeting	January 20, 2022
GO Team Initial Budget Presentation	Mid- January- Tentative
Board Meeting	February 7, 2022
Board Budget Commission Meeting	February 17, 2022
Academic and Staffing Conferences	February-March- Tentative
FY2023 School and Department Budgets Locked	March 1, 2022
Board Meeting	March 7, 2022

# Tentative FY2023 Full Calendar

GO Team Final Budget Approval Begins	Early March- Tentative
Board Budget Commission Meeting	March 17, 2022
GO Team Final Budget Approval Ends	Mid-March- Tentative
FY2023 Senior Cabinet Budget Proposal Meeting	March 29, 2022-Tentative
Board Meeting	April 11, 2022
Board Budget Commission Meeting	April 21, 2022
Board Meeting; (Tentative adoption)	May 2, 2022
First public budget hearing for Fiscal Year 2023 Budget	TBD
Conduct regional public meeting for Fiscal Year 2023 Budget	May 12, 2022-Tentative
Conduct regional public meeting for Fiscal Year 2023 Budget	May 17, 2022-Tentative
Board Budget Commission Meeting	May 19, 2022
Board Meeting; (Final Adoption)	June 6, 2022
Second public budget hearing for Fiscal Year 2023 Budget	TBD
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 2017-22	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 2023 (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



ATLANTA  
PUBLIC  
SCHOOLS

**Anticipated  
Financial  
Changes for  
FY2023**

# FY2023 Known and Potential Changes

- Annual 3% increase on the APS/City pension liability will increase from \$60.2m to \$62.0m. Impact \$1.8m
- The TRS contribution required by districts will increase from 19.81% to 19.98%. Increase around \$665k
- Enrollment
  - Traditional school enrollment changes- Impact TBD
  - Charter/Partner school enrollment growth due to added grade levels- Impact to budget TBD
  - Atlanta Virtual Academy transition to Atlanta Virtual School- Impact to budget TBD
- Programmatic
  - Review of Signature Programs for FY2023- Impact to budget TBD
  - Student services organizational review





ATLANTA  
PUBLIC  
SCHOOLS

# **FY2023 Draft Resource and Expenditure Parameters**

# What are Budget Parameters?

Budget parameters guide budget development, including:

- Revenue assumptions
- Fund balance targets
- Expenditure goals

Budget parameters identify process and presentation recommendations that provide transparency in linking goals, outcomes and district spending plans.

Budget parameters develop monitoring procedures that hold the district accountable for executing the budget plan.

# What are Budget Parameters?

Alignment to:

- Strategic Plan
- Charter System Model
- Equity Commitments
- COVID-19 Response and Recovery
- APS 5

# Guiding Principles for Budget Parameters

Depth vs. Breadth – Focus on deeper investments in specific parameters instead of distributing funds over too many disparate priorities.

Budget parameters should be in alignment with the, Mission, Vision, Strategic Plan, Equity framework and with the Charter System Operating Model.

# Guiding Principles for Revenue Consideration

**Guiding Principles under which the Board will consider using a millage rate increase in order to advance the organization's mission and vision:**

- If the budget contemplates significant investments in strategic priorities above current operational costs
- If the Board can identify that the District is making continuous improvement toward using all available resources (*including special revenue, partnerships, SPLOST, and general funds*) in a more efficient and effective manner
- If mandatory expenses (pension, MOE, healthcare, etc.) increased to a point where they were significantly impeding on the ability to accomplish the District's mission and vision

**If the Board believed that not raising the millage rate would impede the District's ability to deliver on promises to stakeholders (signature programs, turn-around, whole-child development, to address equity)**

- If unfunded mandates emerge from the General Assembly
- If there is significant loss of long-standing revenue streams
- If the increase will not inhibit the economic stability of local neighborhoods

# FY2023 RESOURCE PARAMETERS: **DRAFT**

## **The District will:**

1. alleviate pressure from the general fund and taxpayers while supporting the continued operations of APS by:
  - Maximizing all available funding streams including federal grants and other special revenue where appropriate and specific to the purpose of the program
  - Continuing to identify grant-generating opportunities
  - Protecting the tax base through maximizing benefits to the district of all current TADs and through scrutiny of tax abatements
  - Seeking additional business, philanthropic and community partnerships in a manner that is data driven and equity guided to ensure we do not perpetuate inequities within and across clusters.
  - Leveraging the OTIS Indexes, when available, to guide and prioritize partnerships and resource allocation moving into FY23 and beyond.
  - And assessing the required millage rate
2. maintain a fund balance of 15% of the total general fund expenditure budget net of any committed, assigned, or reserved fund balance
3. strategically utilize the fund balance to ensure operational integrity of district programs, support expenditure parameters, and offset potential decreases in revenue

# FY2023 EXPENDITURE PARAMETERS: **DRAFT**

## **The District will:**

- Evaluate and reprioritize existing and previous funding commitments (i.e., allocations and spend) at the top of the budget development process and use data to determine if the district will need to make deeper investments or reprioritize key district priorities, including:
  - APS 5
    - Data
    - Curriculum and Instruction
    - Signature programming
    - Whole Child and Intervention
    - Personalized Learning
  - Turnaround strategy
  - Cluster and flexibility funds through SSF
  - Investments in early learning (including PAACT)
  - Investments to advance district equity commitments and priorities.
  - Framework for Equipping and Empowering Educators
- Realize the impact of facility upgrades, expansions, and improvements on the General Fund and will support the necessary allocation of funds that adequately maintain the ongoing operational costs (i.e., custodial services, preventative and deferred maintenance) in support of Facilities Master Planning

# FY2023 EXPENDITURE PARAMETERS: **DRAFT**

- Continue investment in equipping and empowering educators including:
  - recruiting, developing, retaining, and promoting high-quality staff, especially in high needs areas, like special education, and underrepresented demographic groups, like male educators
  - pipeline development, professional development, coaching and career pathways including leadership development in the APS' leader equity dispositions incorporated in definitions of leader excellence
  - a compensation strategy that positions APS competitively in the market, provides a living wage, and supports the retention and well-being of high-quality employees
- Continue a scaling annual 3% contribution to the General Employee pension plan
- The District will allocate resources pursuant to the District's definition of equity (through a lens of equity) and in support of the charter system model through the Student Success Formula (SSF) to increase transparency, and to drive innovation and autonomy with accountability so that Principals and local Go Teams can make decisions aligned with their specific needs



# FY2023 EXPENDITURE PARAMETERS: **DRAFT**

## **The District will:**

- Develop a multi-year resource forecast to ensure sustainability of initiatives
- Develop a multi-year strategy plan that indicates the district's plan for aligning resources with the APS 5 and equity commitments to ensure overall sustainability of the initiatives
- Continue the work of GFOA's best practices in school-based budgeting by incorporating processes in the budget development process that will allow the district to begin tracking academic return on investment starting in FY2023
- Continue the work as identified in the 2020-2025 Strategic Plan
- Continue to invest in recovery initiatives and student/staff well-being to identify and close gaps caused by the extended impacts of COVID-19 on the system
- Develop dashboards for increased financial transparency
- Identify tools to better report, manage, and monitor the budget
- Use the findings from the equity audits to determine improvements to resource allocation and expenditures.
- Develop OTIS Indexes and leverage data to identify initiatives that produce change and warrant deeper investment.

# WRAP UP AND NEXT STEPS

Next Commission Meeting:

November 18, 2021

Agenda:

- Finalize FY2023 Parameters
- SSF review and recommendations
- Resource allocations conversation





ATLANTA  
PUBLIC  
SCHOOLS

# **Appendix**

# APS Strategic Plan (2020-2025)

## Strategic Priorities

Fostering  
Academic  
Excellence for  
All

Building a  
Culture of  
Student  
Support

Equipping &  
Empowering  
Leaders & Staff

Creating a  
System of  
Support for  
Schools

## Equity Commitments

- ★ Improving Access to High-Quality Instructional Programming & Materials
- ★ Leveraging School Improvement to Advance Equity

- ★ Integrating Social, Emotional, & Academic Practices
- ★ Ensuring Equitable Learning Environments

- ★ Increasing Access to Effective Leaders & Teachers
- ★ Ensuring Equitable Funding

- ★ Partnering with Families & Communities

## Strategic Initiatives

Data  
Curriculum & Instruction  
Signature Programming

Whole Child & Intervention  
Personalized Learning

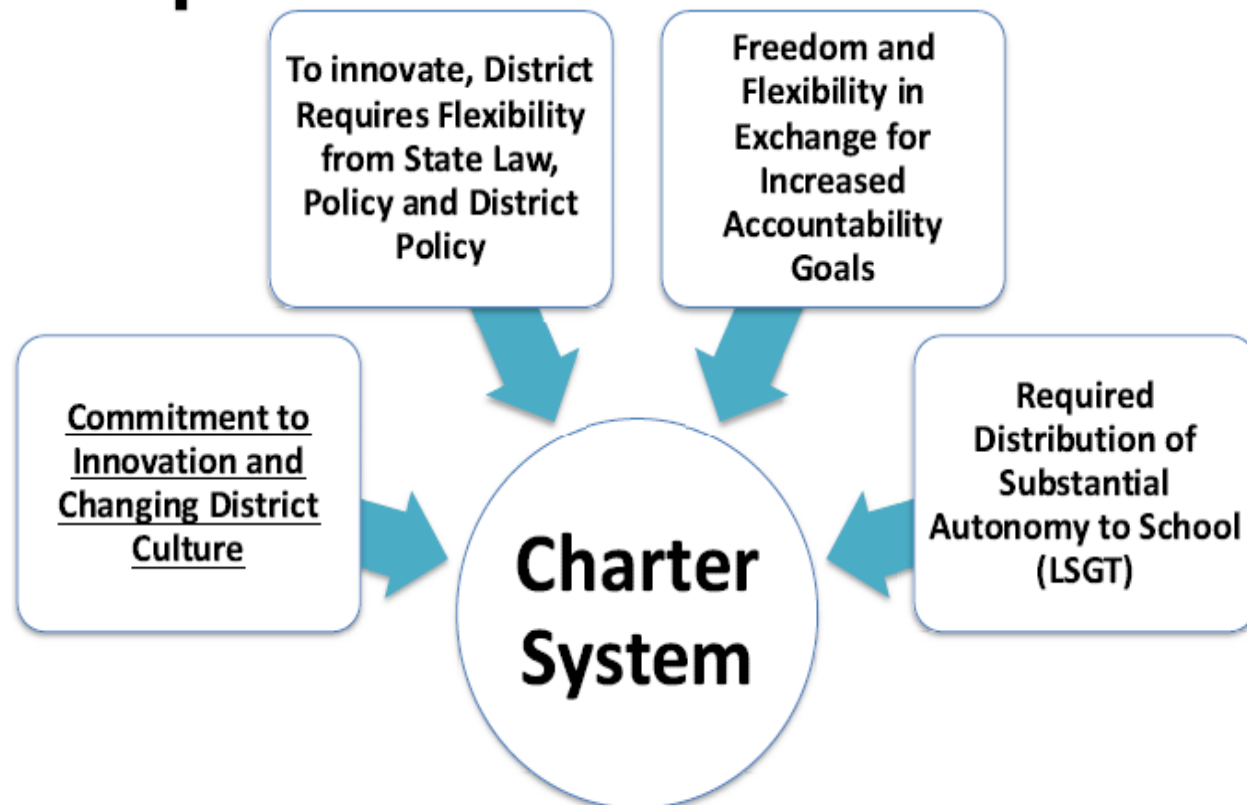
Strategic Staff Support  
Equitable Resource Allocation

Collective Action, Engagement  
& Empowerment

APS Five

Essential Supports

# Charter System Operating Model – Basic Components



The Charter System Philosophy: A district must want to truly change how it does business and believe that, in order to increase student achievement, **schools must be operated in a different way, with greater parent and community buy-in at every single school**. Schools are empowered to develop solutions free from the established educational bureaucracy of legislature-driven education mandates, State Board rules, and even the district's own policies and practices. With this freedom from the law, the district and its schools in turn agree to be held accountable for significant increases in student achievement.

# Changes Within Application



## Innovative Features – Full Implementation In Progress

- ❑ Complete build out of the Atlanta College and Career Academy in partnership with Atlanta Tech
- ❑ Continue the focus on positive behavior support approach and restorative justice strategies



## New Innovative Features

- ❑ The build out and developing work of our new Center for Equity and Social Justice
- ❑ Implementation of the Accountability, Continuous Improvement, Equity, and Support Reviews for Schools and Departments



## Local School Governance

- ❑ School Governance Teams – Structure
  - Parents Seats: May NOT be an employee of the school\*
  - Student Seat: 2 students (High School Only)
- ❑ School Governance Teams – Meetings
  - At least 3 of the meetings may be virtual
  - All meetings will be recorded

\*Change in eligibility from 2016-2021 charter system contract

# Recovery Efforts for COVID-19

Additional costs from virtual learning and teleworking

Investments for Recovery



## WHERE WE WILL FOCUS

### APS STRATEGIC PRIORITIES

We are fostering academic excellence for all

We are building a culture of student support

We are equipping and empowering leaders and staff

We are creating a system of support for school

#### DATA

Utilize data to drive all instructional decisions and ensure equitable outcomes for all students

#### CURRICULUM + INSTRUCTION

Implement rigorous and culturally relevant curriculum with fidelity in all core content areas and instructional best practices in Tier 1 instruction

#### WHOLE CHILD + INTERVENTION

Implement a Whole-Child system of supports that integrates social-emotional learning, behavior, wellness, and comprehensive academic intervention plans

#### PERSONALIZED LEARNING

Utilize flexible learning tools, technology integration, and targeted instruction to personalize learning for all students

#### SIGNATURE PROGRAMMING

Strengthen the implementation of signature programming across all schools

### ENABLING SYSTEMS: HOW WE'LL SUPPORT



Refine and utilize an equity-centered, content-specific, vision for teacher excellence



Implement APS' Academic System framework to build teacher capacity to fully support marginalized students



Execute a system of support for schools that builds leader capacity



Implement a profile of a graduate to create a holistic learning experience



Recruit, retain, and engage excellent staff



Ensure the equitable, efficient, and effective allocation of resources



Empower and build trust with families and communities



# FOUNDATION

## MISSION

Through a caring culture of equity, trust, and collaboration, EVERY student will graduate ready for college, career and life

## VISION

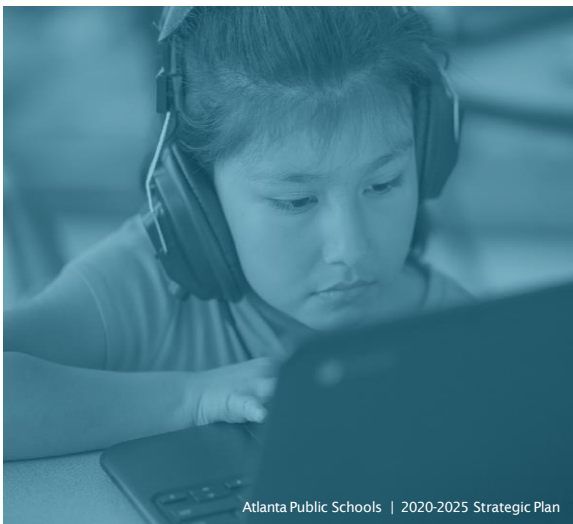
A high-performing school district where students love to learn, educators inspire, families engage and the community trusts the system.



# APS STRATEGIC PRIORITIES

2020-2025

APS is focused on four key priorities. The following pages communicate APS' five year strategy, highlighting the strategic priorities, objectives and work streams we will pursue to close the gap between current and desired performance. All components work together to ultimately achieve our mission and vision.



Garden Hills Elementary School

Atlanta Public Schools | 2020-2025 Strategic Plan

## 1

### We are fostering academic excellence for all

We are closing the gaps in access that have disparate outcomes. We are identifying and addressing the needs of each student, regardless of background, so they have the skills, knowledge, and tools to succeed in college, career, and life.

## 2

### We are building a culture of student support

Students are attending schools and learning in classrooms that bring a sense of belonging, inclusiveness, care, joy, safety, and collaboration. The student-centered culture fosters being a part of something bigger than oneself, which leads to a sense of responsibility and encourages the well-being and development of each student.

## 3

### We are equipping and empowering leaders and staff

We are rallying teachers, staff, volunteers, families, and community members to create a cohesive coalition of support for each student, investing in his/her/their success. We are working together to enthusiastically champion each child, PK-12, through their academic journey at APS.

## 4

### We are creating a system of support for schools

With a focus on capacity-building and growth, every staff member is given the training, support, coaching, and advocacy needed to build their skills and raise the bar for excellence. By providing staff with resources and autonomy, schools are better positioned to address the needs of their students and their community.

# 2020-2026 Draft Board Goals

## Goal 1: Literacy Proficiency

The percentage of students in grades 3-8 scoring proficient or above in reading, as measured by the Georgia Milestones, **will increase from 36.9% in August 2019 to 47% in August 2026.**



## Goal 2: Numeracy Proficiency

The percentage of students in grades 3-8 scoring proficient or above in math, as measured by the Georgia Milestones, **will increase from 35.0% in August 2019 to 45.4% in August 2026.**



## Goal 3: Post-Graduation Preparedness

Increase the percentage of high school students who graduate prepared for their next step as demonstrated on a multi-dimensional assessment based on the Profile of a Graduate. **(BASELINE TARGET TO BE ADDED MAY 2022)**



## Goal 4: College and Career Readiness

The percentage of high school students who score at the college and career readiness level on career pathway assessments, IB, AP, Dual Credit, ACT or SAT, work-based learning, or entering TCSG/USG without needing remediation **will increase from 51.52% in October 2019 to 59.3% by October 2026.**



ATLANTA  
PUBLIC  
SCHOOLS



Division of  
Academics

[www.atlantapublicschools.us](http://www.atlantapublicschools.us)

# APS Equity Commitments



**Leveraging School Improvement to Advance Equity**



**Ensuring Equitable Funding**



**Increasing Access to Effective Leaders & Teachers**



**Partnering with Families & Communities**



**Supporting Special Populations**



**Increasing Access to Advanced Coursework**



**Addressing Disproportionate Discipline Practices**



**Integrating Social, Emotional, & Academic Practices**



**Improving Access to High-Quality Instructional Programming & Materials**



**Expanding Access to Co-Curricular & Extra-Curricular Activities**



**Ensuring Equitable Learning Environments**

Promoting a culture of equity: We commit to creating a culture of equity-minded individuals

# Updated 2021-2022 Framework for Equipping and Empowering Educators

**VISION:**  
To build deeply ingrained practices that consistently attract, develop and retain exceptional teachers and leaders committed to APS' mission — surrounding all APS students with highly skilled and motivated adults.

## DEFINE EXCELLENCE

CLEARLY DEFINE EXCELLENCE AND EQUITY

1

### Establish Equity Priorities

Support principals to define and achieve educator-specific equity priorities

2

### Launch HR Equity Dashboard

Develop a dashboard to highlight and respond to equity gaps in educator quality

3

### Refresh Foundational Tools

Update definitions of teacher & leader excellence, job descriptions, academic systems, and leadership readiness criteria with an equity lens

## ATTRACT, SELECT, ONBOARD AND SUPPORT EXCELLENT EDUCATORS

INCREASE ACCESS TO EFFECTIVE TEACHERS AND LEADERS

4

### Candidate Outreach

Continue to strengthen recruitment processes, pipeline programs, and student-teacher programming to attract highly qualified and diverse candidates for all roles

5

### Increase Access

Expand teacher-leader career pathway roles and incentives to distribute the most appropriate educators to schools with the highest needs

6

### Address Inadequate Educators

Provide principals with enhanced data, tools, and support to exit persistently low performers

WELCOME AND ORIENT STAFF TO ENSURE A STRONG START

7

### Strengthen Teacher Orientation

Refine teacher orientation program to prioritize core instructional skills and orient teachers to equity commitments and the culture of the district

8

### Strengthen New Teacher Support

Continue to build the capacity of schools to mentor new teachers and implement 90-day new teacher coaching plans

INDIVIDUALIZE PROFESSIONAL DEVELOPMENT AND DEEPEN STAFF ENGAGEMENT

9

### Deepen Staff Engagement

Convene underrepresented groups of APS staff (e.g., Black males, Latinx staff) to co-design strategies to deepen engagement; launch affinity groups with Equity office

10

### Lead for Equity

Launch professional learning series for school leadership teams and aspiring leaders to deepen skill in leading for equity

11

### Improve the Well-being of Teachers

Implement a well-being framework, dashboard, and survey to support physical, social-emotional, and financial well-being; increase recognition of teachers and staff

## REWARD, RECOGNIZE, RETAIN

RETAIN TOP PERFORMERS AND DEVELOP FUTURE LEADERS

12

### Elevate Teacher Leadership

Expand teacher-leader career pathways programming

13

### Strategic Equitable Compensation

Increase investments in high need subject areas and schools

14

### Honor Excellence

Recognize outstanding performance through public recognition and differentiated voice, choice, and compensation

## ENABLING SYSTEMS

15

Continue to utilize surveys, performance data, and external evaluations to help principals monitor strategic outcomes

16

Continue efforts to standardize human resources metrics to be more useful and help track progress on strategic initiatives