



ATLANTA PUBLIC SCHOOLS BOARD OF EDUCATION BUDGET COMMISSION

October 19, 2023

AGENDA

01

Activity and Draft FY2025 Resource and Expenditure Parameters

02

School Budget Allocation Review



Goals and Guardrails Activity





FY2025 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.

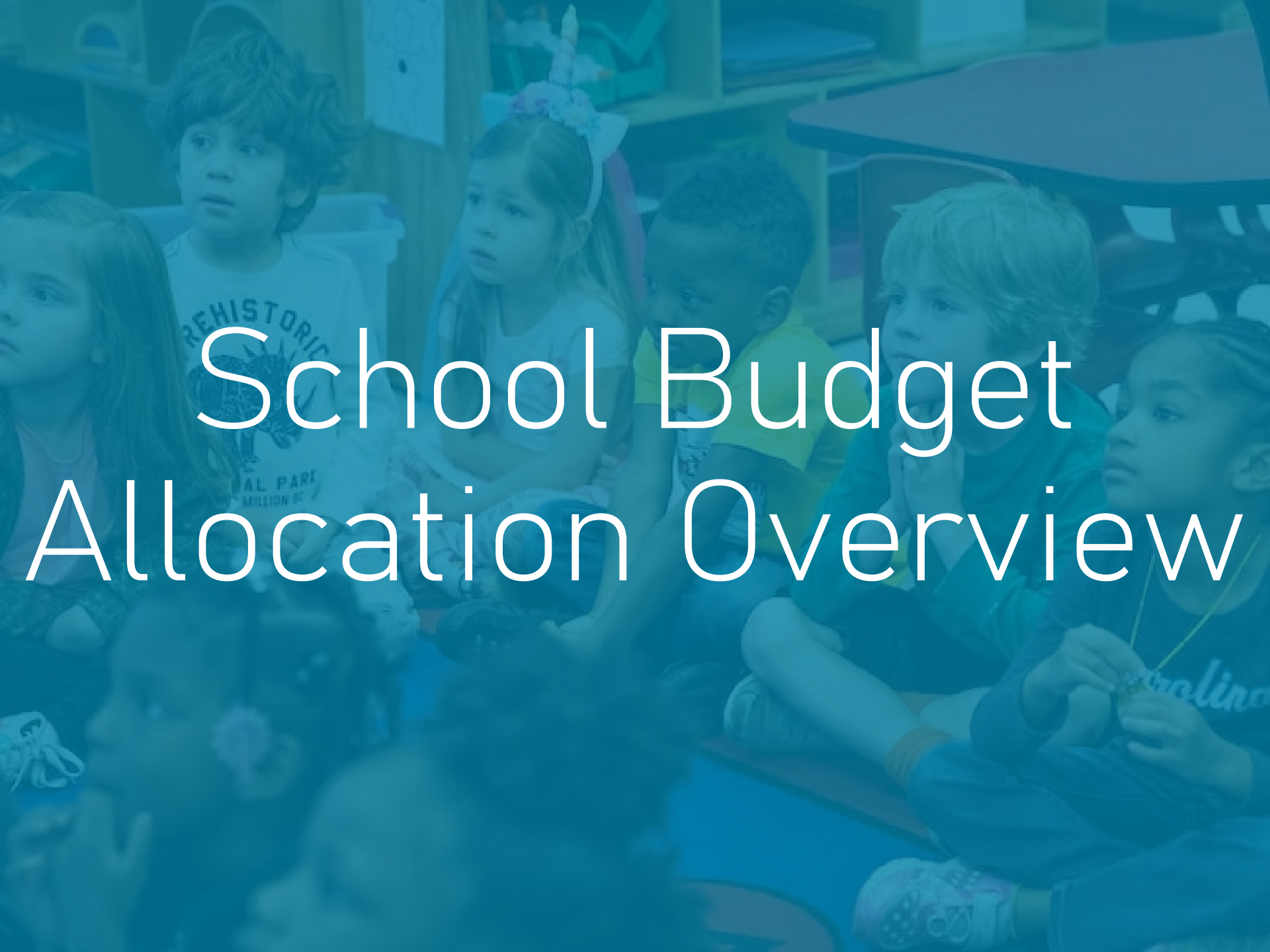
Depth vs. Breadth: Focus on deeper investments in specific parameters instead of distributing funds over too many disparate priorities.

ALIGNMENT TO:

1. Strategic Plan
2. Charter System Model
3. Equity Commitments
4. Learning Recovery Efforts
5. SOFG

FY2025 Parameter Development

- **Revenue Assumption**
 - Example: The FY2025 Budget should assume a more/less conservative revenue position that maintains/ increases/ decreases the millage rate.
- **Fund Balance Targets**
 - Example: The FY2025 Budget should attempt to and maintain/ spend down to x%/ grow to y% the district unreserved fund balance.
- **Expenditure Goals:**
 - Example: The FY2025 Budget should shift a greater percentage of the overall general fund budget directly to schools.
 - Example: The FY2025 Budget should limit new investments not directly aligned with the Board's Goals and Guardrails.
- **Process and presentation recommendations**
 - Example: The FY2025 Budget should report spend down based on Budget Parameters at Mid-Year.
- **Linking goals, outcomes and district spending plans.**
 - Example: The school budget development process should align the Strategic Plan, School Improvement Plan, accountability reporting and the budget development process as much as possible.
- **Monitoring procedures**
 - The District's budget should be transparent, easily accessible, and provide accurate information to the public.



School Budget Allocation Overview

A GOOD ALLOTMENT MODEL SHOULD BE...

Principle	Description
Student-focused	Provides resources based on students, not on buildings, adults, or programs
Equitable	Allocates similar funding levels to students with similar characteristics, regardless of which school they attend
Transparent	Easily understood by all stakeholders
Differentiated	Allocates resources through a comprehensive framework that is based on student needs
Predictable	School allocation process is predictable and is structured to minimize school-level disruption
Empowering	Empowers school-based decision-making to effectively use resources
Aligned with district strategy	Supports the district's multiyear strategic plan

A COMPLETE SSF FORMULA STRIKES A BALANCE BETWEEN EQUITY AND STABILITY

STABILITY STRATEGIES:

Baseline of Services
Small School Supplements
Potential Transition Funds
Dual Campus Supplements



CHANGES FOR FY2024

Right size the pie

- Enrollment +249 students
- Average Salary 1.5%
- ✓ EIP/ REP +2,190 students
- Poverty -680 students
- ELL +85 students
- SWD +172 students
- Gifted +256 students
- Incoming Performance +1,572 students

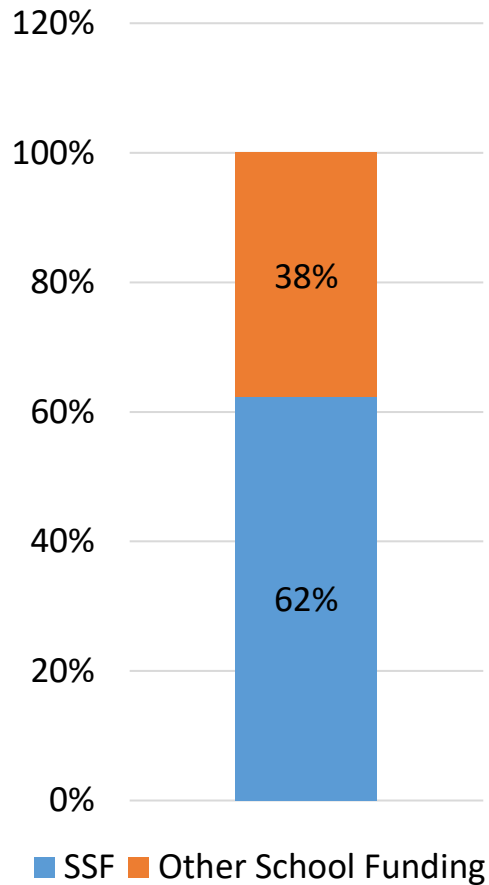
Adjusting Weights

- ✓ CPI adjustment 5%
- ✓ SWD weight from .03 to .05
- ✓ EL weight from .15 to .20
- Small school weight from .4 to .3
- Concentration of Poverty from .06 to .05

Total Increase \$6.2 million

✓ Recommended by SSF Taskforce

THIS YEAR, APS UNLOCKED \$274M OF RESOURCES THROUGH SSF and SCHOOLS HAD FLEXIBILITY IN THE USE OF SOME OF THE "LOCKED" RESOURCES



SSF Resources \$274M		Other School Funding \$166M	
✓	Core teachers	✓	Signature funds**
✓	Extended core	✓	Turnaround funds**
✓	Principals/APs	✓	Title I funds**
✓	School admin: (including clerks, secretary, registrar, program Admin, etc.)	✓	Title IV funds**
✓	Gifted	✓	Field Trip Transportation funds
✓	Paras	✓	CTAE positions
✓	Counselors	✓	EL positions
✓	EIP/REP teachers	✓	SWD positions
✓	Graduation Coaches	✓	Psychologists
✓	Athletic Directors	✓	Nurses
✓	ISS Monitors	✓	Social Workers
✓	Textbook replacement	✓	ROTC
✓	Substitutes	✓	Custodians & Site Managers
✓	Flex funds	✓	Instructional Technology Specialists
		✓	Media Specialist
		✓	SROs

**Flexibility within resources exists

FY24 SSF ALLOCATION OVERVIEW

	Distribution	Description	Amount
EQUITY	Student Weights	Funds distributed throughout ten need base weights:	
		1. Base weight	\$163M
		2. Grade level	\$18.1M
		3. Poverty	\$42.5M
		4. Gifted	\$10.5M
		5. Gifted Supplement	\$1.1M
		6. Incoming Performance	\$2.3M
		7. English Learners*	\$1.5M
		8. Special Education*	\$1M
		9. EIP/REP	\$23.9M
		10. Concentration of Poverty	\$2.8M
STABILITY	Small School Supplement	Funds distributed through a weight to supplement smaller schools	\$5.1M
	Baseline Supplement	Supplements provided to schools whose allocation falls below a defined threshold based on the set of resources that a school needs in order to provide basic educational programming	\$1.2M
	Transition	Funds added to schools with significant enrollment impact due to rezoning, redistricting, new school, etc.	\$1.3

* Teaching positions for these programs are allocated to schools outside of the SSF formula



Special Education

\$9.2 million

Extended Learning

\$1.9 million

Counseling

\$685,000 (up 7%)

K- 5 Grade Level

\$1.8 million

Math

\$1.3 million

Reading ELA

\$1.2 million

Social Workers

\$872,000 (up 12%)

Signature Programs

\$880,000

Art, Music, PE, World Language

\$2 million

Potential CHANGES FOR FY2025

Right size the pie

- Enrollment
- Average Salary
- EIP/ REP
- Poverty
- ELL
- SWD
- Gifted
- Incoming Performance
- CPI adjustment

Adjusting Weights

- Increase Baseline?
- Slightly back-off poverty by concentration of poverty weight?

Other Considerations

- Turnaround Transition?
- Allocated additional supports (parent liaison, MTSS, counselor, etc)?

Total Increase TBD

WRAP UP AND NEXT STEPS

NEXT BUDGET COMMISSION MEETING:
NOVEMBER 16, 2023

Agenda:

Finalize Parameters
SSF Review and Recommendations
Economic Forecast





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APPENDIX

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

FY2024 RESOURCE PARAMETERS

THE DISTRICT WILL:

- 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
 - 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
 - assess the required millage rate
- maintain a fund balance of 15% of the total general fund expenditure budget net of any committed, assigned, or reserved fund balance
- strategically utilize the fund balance to ensure operational integrity of district programs, support expenditure parameters, and temporarily offset potential decreases in revenue



FY2024 EXPENDITURE PARAMETERS

Expenditure Parameters	Goal/Guardrail
APS will commit to the 1-1 device strategy by building in a sustainable repair and replacement program for devices.	All Goals; Guardrail 1 - Equity
APS will commit to supporting our students & families by building a long-term strategy to address the digital connectivity divide at home	All Goals; Guardrails 1 & 4 – Equity & Innovation and Accountability
The CPI increased YOY (FY22 to FY23) by ~8%. Given the current inflationary track that we are experiencing, another large YOY CPI increase from FY23 to FY24 is anticipated. The annual budget process must consider inflationary pressures when necessary to pay for and provide comparable service levels.	
The budget must contemplate any changes to the school nutrition model that will also have an impact on general fund costs and staffing.	Guardrail 1 - Equity
The annual budget process must contemplate federally funded programs and positions, especially those funded through CARES, and begin the process of folding in or rolling off those expenditures as appropriate	All Goals; Guardrails 1 & 2 - Equity & Stakeholder Engagement
The budget must sustain and support changes in school enrollments, new schools, changes in school designs, and shifts in school programs, as recommended, and approved through the facilities master planning process.	Guardrail 4 - Innovation and Accountability
The budget should support a compensation strategy and central office structure that aligns district initiatives with the recommendations from internal and external reviews and audits.	Guardrails 1 & 3 - Equity & Culture and Climate