

Special Called Meeting

FY24 Budget Outlook



Agenda

FY23 End of Year Outlook

FY24 General Fund Revenue and Expenditure Outlook

- > Compensation & Classification Review

- > Division and Strategic Action Review

FY24 Other Funds Outlook



In Pursuit of
Exceptional

TAKING ACTION TO ADVANCE
OPPORTUNITIES | ACCESS | OUTCOMES IN PURSUIT OF
AMBITIOUS GOALS

FY23 Year-end Outlook





BUDGET

In Pursuit of *Exceptional*

February Financial Report

HENRY COUNTY BOARD OF EDUCATION
FINANCIAL REPORT
GENERAL FUND
MONTH ENDING FEBRUARY 28, 2023

	ADOPTED BUDGET	TRANSACTIONS YEAR TO DATE	CURRENT PERIOD	OBLIGATIONS OUTSTANDING	BALANCE REMAINING	PERCENT OF BUDGET USED
REVENUES						
Local Sources	① \$ 209,036,159.00	\$ 213,000,152.95	\$ 4,894,726.35	\$ -	\$ (3,963,993.95)	101.90%
State Sources	234,436,000.00	157,442,672.72	20,892,140.74	-	76,993,327.28	67.16%
Federal Sources	1,960,000.00	1,469,610.11	258,359.63	-	490,389.89	74.98%
Total Revenues	\$ 445,432,159.00	\$ 371,912,435.78	\$ 26,045,226.72	\$ -	\$ 73,519,723.22	83.49%
EXPENDITURES						
Instruction	\$ 296,908,642.00	\$ 189,432,415.22	\$ 23,486,540.52	\$ 417,183.09	\$ 107,059,043.69	63.80%
Pupil Services	21,696,981.00	12,529,363.46	1,493,356.44	91,009.51	9,076,608.03	57.75%
Improvement of Instructional Services	14,152,184.00	8,238,519.46	1,051,041.21	359,705.81	5,553,958.73	58.21%
Instructional Staff Training	800,257.00	444,062.63	53,261.56	153,584.02	202,610.35	55.49%
Educational Media	6,907,571.00	4,339,701.56	584,346.14	59,242.42	2,508,627.02	62.83%
General Administration	4,697,877.00	3,370,789.36	335,400.67	20,452.30	1,306,635.34	71.75%
School Administration	34,076,352.00	21,975,429.71	2,778,263.54	85,619.19	12,015,303.10	64.49%
Business Services	2,340,260.00	1,321,961.24	215,152.58	11,965.50	1,006,333.26	56.49%
Maintenance & Operation	40,375,841.00	28,205,487.86	3,411,158.73	7,805,221.71	4,365,131.43	69.86%
Student Transportation	21,279,573.00	13,825,298.01	1,521,293.14	92,897.64	7,361,377.35	64.97%
Central Support	4,254,906.00	2,778,841.92	326,285.12	6,730.66	1,469,333.42	65.31%
Other Support	2,445,016.00	675,763.68	78,161.52	138,850.23	1,630,402.09	27.64%
Total Expenditures	\$ 449,935,460.00	\$ 287,137,634.11	\$ 35,334,261.17	\$ 9,242,462.08	\$ 153,555,363.81	63.82%
Excess Rev Over/(Under) Expense	\$ (4,503,301.00)	\$ 84,774,801.67	\$ (9,289,034.45)		\$ (80,035,640.59)	

- Local revenues have exceeded forecast; pacing +\$15M
- February end is 66.7% through fiscal year; inclusive of obligations expenditures are pacing at 65.9%
- Number of contributing factors to include:
 - Improved digest; realized 20.6% vs 15.5% anticipated
 - Less expense being incurred due to low substitute fill-rate and higher rates of vacancies post pandemic. Further compounded per C&C improvements.
 - Grant funds availability

Historical Context – Tax Digest Changes

Fiscal Year	Digest Year	Value of 1 mil	Digest Change
FY01 - FY05	2000 - 2004	varied	65.5%
2006	2005	\$ 5,200,000.00	10.1%
2007	2006	\$ 5,800,000.00	10.2%
2008	2007	\$ 6,300,000.00	8.2%
2009	2008	\$ 6,900,000.00	-2.5%
2010	2009	\$ 6,800,000.00	-2.0%
2011	2010	\$ 5,726,950.75	-15.3%
2012	2011	\$ 5,350,855.91	-6.6%
2013	2012	\$ 4,707,421.95	-12.0%
2014	2013	\$ 4,756,058.39	1.0%
2015	2014	\$ 5,182,780.02	9.0%
2016	2015	\$ 5,573,525.09	7.5%
2017	2016	\$ 6,057,734.66	8.7%
2018	2017	\$ 6,425,728.50	6.1%
2019	2018	\$ 6,985,930.23	8.7%
2020	2019	\$ 7,417,861.97	6.2%
2021	2020	\$ 7,957,509.50	7.3%
2022	2021	\$ 8,559,390.60	7.6%
2023	2022	\$ 10,328,394.70	20.7%
2024	2023	\$ 11,154,666.27	8.0%

Example of the change in a houses value in Henry County



In the event of a market downturn, the impacts for the school system will be on a lag:

- State funds consider the digest from prior fiscal year in determining local five mil share contribution and equalization grant (e.g., FY24 State Funds based on 2021 digest)

In the past 5 years, there has been significant change in the cost to operate schools and meet the needs of learners



BUDGET

In Pursuit of *Exceptional*

Preparing for sunset of ESSER funds and future staffing requirements

ESSER 1

Grant and Carryover periods complete;
All funds expended

ESSER 2

Grant period complete; Carryover period
expires 9/30/2023

ESSER 3

Grant period ongoing through 9/30/2023;
Carryover period will run through 9/30/2024

Upcoming staffing cost that require General Fund Support

LRF Planning	FY25 Impact	FY26 Impact	FY27 Impact	FY28 Impact
ABSORB MHWF COSTS	\$5,679,560	\$5,793,151	\$5,909,014	\$6,027,195
ABSORB DATA CLERK COSTS	\$2,424,540	\$2,473,031	\$2,522,491	\$2,572,941
STAFFING AT NEW SCHOOLS: BIRCH CREEK ELEMENTARY (OPENS AUG '24 - FY25)	\$1,523,396	\$1,538,629	\$1,554,016	\$1,569,556
STAFFING AT NEW SCHOOLS: STEM HIGH SCHOOL (OPENS AUG '26 - FY 27)		\$393,055	\$2,000,000	\$2,000,000
STAFFING AT NEW SCHOOLS: WOLF CREEK ELEMENTARY (OPENS AUG '28 - FY 29)				\$319,760
Total	\$ 9,627,495.51	\$10,197,866.28	\$11,985,521.40	\$12,489,451.66
<i>YoY net new investment</i>	\$ 9,307,735.52	\$ 570,370.77	\$ 1,787,655.12	\$ 503,930.26

Long-range Forecast (with marginal growth assumptions)

FY 2023-24 FORECAST	FY 2024-25 FORECAST	FY 2025-26 FORECAST	FY 2026-27 FORECAST	FY 2027-28 FORECAST
496,146,427.49	506,405,024.00	514,450,096.00	523,144,316.00	532,108,817.00
498,606,216.00	513,049,208.87	518,520,963.50	525,256,213.63	530,704,460.07
(2,459,788.51)	(6,644,184.87)	(4,070,867.50)	(2,111,897.63)	1,404,356.93

Assuming tax digest growth of only 5% in FY25 and only 3% thereafter

Assuming ingestion of above staff and BoE honoring of steps in the proposed FY24 scales, and inflation.

Funding shortfall would be \$15.3M; covered by **\$15M assignment action**

Understanding assignment

Fund balance is a measurement of available financial resources. It is the difference between total assets and total liabilities in each fund. The school district seeks to maintain the highest possible credit ratings, which are dependent, in part, on the school district's maintenance of an adequate fund balance.

The Henry County Board of Education recognizes that the maintenance of a fund balance is essential to the preservation of the financial integrity of the school district and is fiscally advantageous for both the school district and its taxpayers. This policy establishes goals and provides guidance on how the school district can maintain a desired level of fund balance in hopes of mitigating financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances.

Fund balance amounts will be reported in the following categories:

1. Nonspendable Fund Balance – Amounts that are not in a spendable form (e.g., inventory) or are legally or contractually required to be maintained intact (e.g., permanent fund principal).
2. Restricted Fund Balance – Amounts that can be spent only for the specific purposes stipulated by external parties either constitutionally or through enabling legislation (e.g., grants or donations).
3. Committed Fund Balance – Amounts that can be used only for the specific purposes determined by an approved resolution of the Henry County Board of Education. Commitments may be changed or lifted only by referring to the formal action that imposed the original constraint on the fund (e.g., the school district's commitment in connection with future construction projects).
4. Assigned Fund Balance – Amounts intended to be used by the school district for specific purposes. Intent can be expressed by the Henry County Board of Education or by a designee to whom the Henry County Board of Education delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
5. Unassigned Fund Balance – Includes all amounts not contained in other classifications and is the residual classification of the general fund only. Unassigned amounts are available for any legal purpose.



Understanding assignment

amounts are available for any legal purpose.

The responsibility for designating funds to specific classifications shall be as follows:

- Committed Fund Balance – The Henry County Board of Education is the district’s highest level of decision-making authority, and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Board.
- Assigned Fund Balance – The Board of Education has authorized the Superintendent and the Assistant Superintendent for Financial Services as officials authorized to assign fund balance to a specific purpose as approved by this fund balance policy.

It is the goal of the school district to achieve and maintain an unassigned fund balance in the general fund at fiscal year end of not less than 5% of budgeted expenditures, not to exceed 15% of the total budget of the subsequent fiscal year, net of any Committed Reserve Balance for capital expenditures, in compliance with O.C.G.A. 20-2-167(a)5. If the unassigned fund balance at fiscal year end falls below the goal, the school district shall develop a restoration plan to achieve and maintain the minimum fund balance.

- This amount provides the liquidity necessary to accommodate the district’s uneven cash flow, which is inherent in its periodic tax collection schedule.
- This amount provides the liquidity to respond to contingent liabilities.
- This amount may provide additional resources for other funds.

When multiple categories of fund balance are available for expenditure (e.g., a project is being funded partly by a grant, funds set aside by the Henry County Board of Education, and unassigned fund balance), the school district will start with the most restricted category and spend those funds first before moving down to the next category with available funds.



BUDGET

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Year-end Outlook

FY23	Budgeted	Pacing	Delta	Notes
Revenues	\$445.4M	\$474.4M	\$28.0M	
State	<i>\$234.4M</i>	<i>\$247.3M</i>	<i>+\$12.9M</i>	<i>\$10.8M will be re-remitted to State for SHBP increase</i>
Local	<i>\$209.0M</i>	<i>\$225.1M</i>	<i>+\$15.1M</i>	<i>Digest growth; continued strength in TAVT</i>
Federal	<i>\$2.0M</i>	<i>\$2.0M</i>	<i>-</i>	
Expenses	(\$449.9M)	(\$456.2M)	-\$6.3M	<i>Models 1% underrun and \$10.8M SHBP expense</i>
Net	(\$4.5M)	\$18.2M	Tentative investment in reserves	

Pacing will be observed through the completion of the May Financials to evaluate assignment recommendation.



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FY24 General Fund Outlook



Fund Overview

Board Policy DC – Annual Operating Budget states: (1) budgets will be prepared by the Superintendent and adopted annually by the BoE; (2) budgetary control exists at the aggregate fund level. HCS’ aggregate fund levels include the:

General Fund: Accounts for the daily operations of the district and primarily funded by State Quality Basic Education (QBE) funds and Local property tax funds

- State revenue estimates traditionally available early April, preliminary forecasting completed in consideration of enrollment, current year QBE, new legislation
- Local revenue estimates strengthen in early April and fully materialize in June post settlement of the tax digest

Special Revenue Fund: Accounts for awards/grants for designated purposes (e.g., Title or CARES) and enterprise activities of the district (e.g., ASEP or SNP)

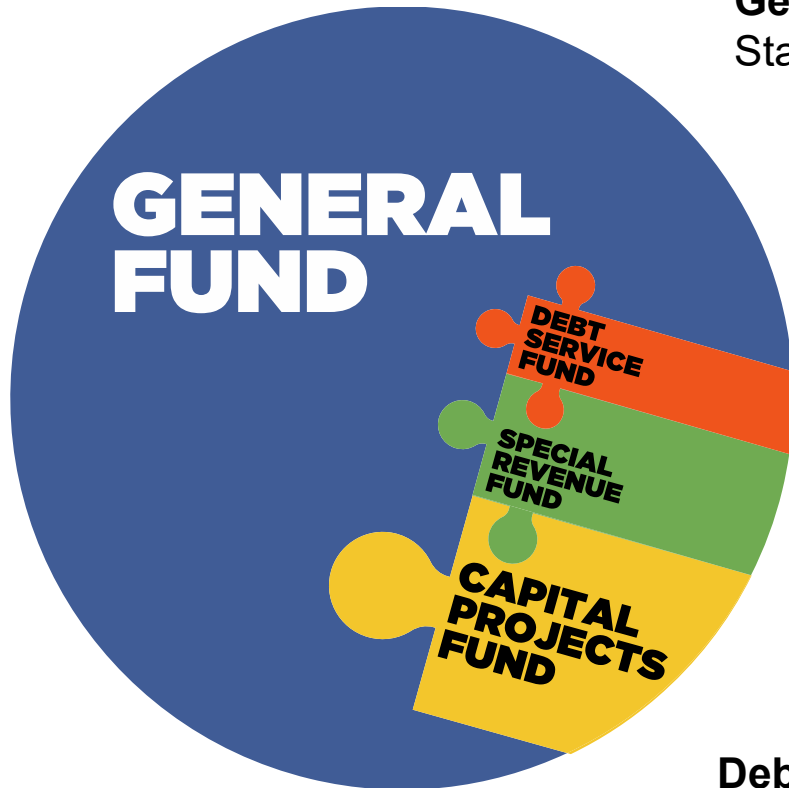
- Traditional federal grant awards generally communicated during July or August; enterprise estimates developed based on history and enrollment forecast

Capital Projects Fund: Comprised of the current year anticipated E-SPLOST revenues and expenditures for approved referendums and associated projects

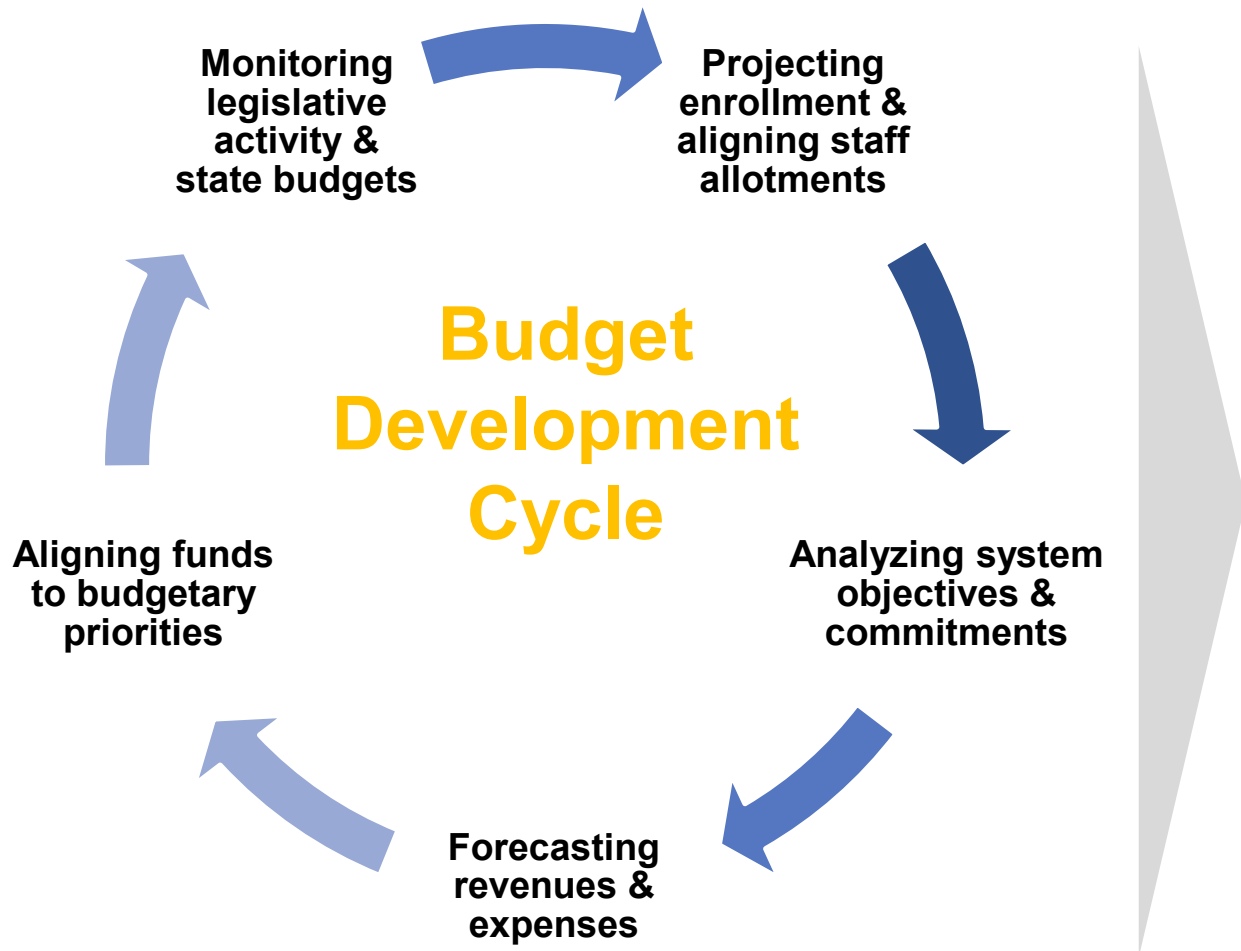
- Revenues dependent on bond issue or interest earnings

Debt Service Fund: Developed in consideration of obligations due per schedule

- Revenues dependent on local SPLOST collection forecast and tax digest



| Budget Development Cycle & Timing of Key Input Drivers



December

- Preliminary enrollment forecasts
- Board member priorities

January

- Tax digest valuation date (Jan 1)
- Legislative cycle opens
- Enrollment forecasts finalized

February - March

- Legislation monitoring including mid-year budget amendments
- Touchpoints with local tax assessor

April

- Tax digest finalized (subject to appeals)
- Legislature closes and state budget for next fiscal year emerges
- GADOE publishes preliminary QBE funding guidance

HCS targets tentative adoption in April and final adoption in May

FY24 Budget Development – Funding Outlook: General Fund

Revenue and Expense Profile Changes

FY23 Adopted Revenues	\$445.4M
FY24 Estimated Revenues	\$496.1M
Year over year revenue change	\$50.7M
Required FY24 expenses per State legislative mandates	(\$33.1M)
Required FY24 expenses for instruction and operations	(\$ 8.9M)
FY24 revenues to support new investments	\$ 8.7M

Changes relating to state activity **(\$8.2M)**

+/- State funding for \$2k salary scale increase = \$8.1M
- Local expense to extend \$2k increase to all HCS certified = **(\$8.5M)**

+/- State funding for SHBP increase for QBE certified = \$19.1M
- Local expense to pay new employer share of SHBP contribution for certified and classified staff = **(\$24.6M)**

+ State funding for equalization grant = \$3.9M

+ Other state fund increases due to TRS, enrollment, etc. = \$0.3M

- State funding decrease for local five mil share contribution = **(\$6.5)**

Changes relating to local activity **\$16.9M**

+ Tax digest growth of 8% and interest earnings growth = \$25.8M

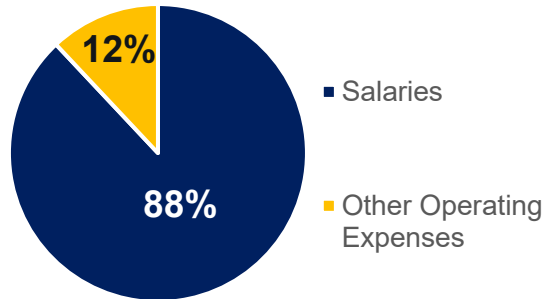
- Additional teacher and AP allotments for enrollment growth = **(\$7.8M)**

- Increase in fuel and insurance = **(\$1.1M)**

FY24 Expense Outlook: Highlights

Forecast

Enrollment	43,692
Total GF Revenues	\$498.6M
<i>Policy DCL</i>	<i>\$2.5M</i>
Total GF Expenses	\$498.6M
<i>Compensation & Benefits</i>	<i>\$438.4M</i>



Other Funds Expenses **\$189.0M**

Investments in competitive compensation

- Honor steps in salary scales updated to reflect \$2,500 increase for certified, 3% increase for classified, and 2% increase for administrative staff.
- Targeted investments in addition to above recommended to:
 - Increase bus driver pay by \$2, yielding minimum 12% increase with step;
 - Increase para and clinic aide pay by \$1.50, yielding minimum 14% increase with step for paraprofessional and 15% clinic aides. Additionally, offer benefits to the clinic aide job family;
 - Increase school nutrition assistant pay by \$1.38, yielding 13% increase with step; and
 - Reclassify Maintenance Foreman salary schedules

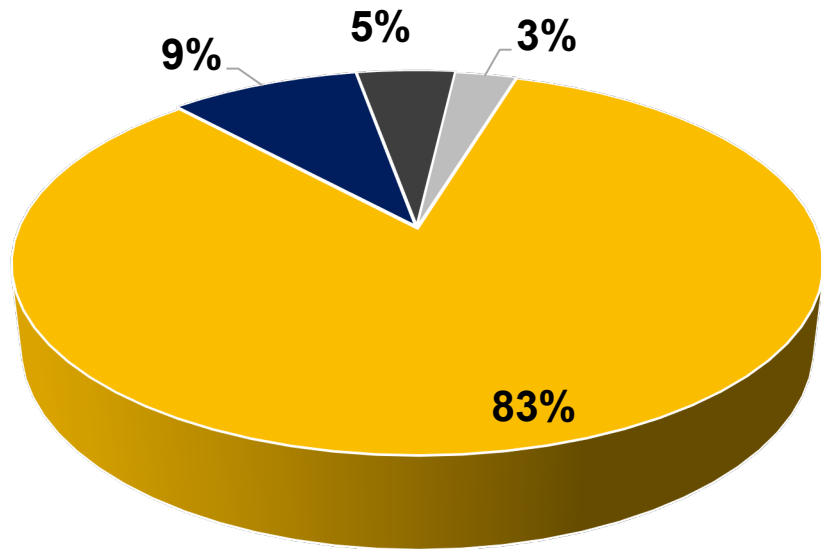
Investments in high-quality instruction and support services

- Onboard positions to support BoE Strategic Plan, intensifying student needs, and district operational growth to include:
 - Additional teacher (41) and assistant principal (11) allotments;
 - Birch Creek start-up staffing (6) and allotments for strategic staffing pilot (10);
 - Conversion of PT Media Paras to FT (5.5) and an additional cluster nurse (1)
 - Increased support structures: ESOL Coordinator (1) and Employee Support Coordinator (1)
 - Facility and Transportation Staff to respond to growth in operations (5)
 - Information Technology and Business Enterprise Staff (3)
- Support early learning access and school-based learning acceleration or interventions strategies

* Includes all staff paid from the Master HCS Teacher Scale

FY24 Expense Outlook: General Fund

**\$11,412 expense per student,
an increase of \$1,115 over prior year**



- Teaching & Learning
- Student Transportation
- Maintenance and Operation
- Support Services

Projected Student Enrollment for FY24 43,692

Forecasted Revenues for FY24 with DCL \$498.6M

Forecasted Expenditures for FY24 \$498.6M

Teaching & Learning: salaries, benefits, and resources to support student learning and services..... \$413.5M

Maintenance & Operations: salaries, benefits, materials, and services to maintain learning environments \$46.1M

Student Transportation: salaries, benefits, materials, and services to provide transportation to students..... \$24.3M

Support Services: salaries, benefits, resources, and services to support school sites and central reporting..... \$14.7M



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Classification & Compensation Review



Strategic Action 5 Advance a high-performing operational culture

STRATEGIC INITIATIVES


- Acquire and implement an enterprise resource management system to integrate finance, human resources, procurement, and document management.
- Develop and implement a comprehensive data strategy and support structures.
- Establish a basic equipment list for classrooms, school common spaces, and office space.
- Evaluate and update compensation and classification infrastructure.
- Expand energy management across the school district.

Tactic #1 - Create career pathways for all job classifications to influence employee advancement and retention.

Tactic #2 - Conduct compensation study and define long-term planning requirements to address identified opportunities.

Classification & Compensation Methodology

What is the HCS methodology to the C&C Review?

- Organize job families
 - Conduct classification analysis of all job families
 - Identify immediate priority areas for compensation in consideration of:
 - Retention and recruitment challenges
 - Size of the workforce
 - Instructional impact
 - Conduct external benchmarking of compensation
 - Design target states
 - Calculate financial costs and conduct sustainability assessment
 - Propose recommendation
 - Adopt and implement recommendations, review and define next priority areas
- 

An iterative process supports philosophical, methodical, and sustainable planning

Recap of Prior Year Investment Actions

- Tax Digest Forecast supported acceleration of Classification & Compensation Study recommended improvements
- Completed a comprehensive review of all job families, including external benchmarking
- Increased salary scales by 1% for all employees and honored steps (1-3%), with additional targeted investments:
 - Yielding a minimum of an 8% increase for teachers* and paraprofessionals, with a scale re-design to extend to 23 max years and ensure monetary increase for future steps
 - Incorporating the \$2,000 state increase into local scales for Provisional Teachers and Principals,
 - Ensuring parity through adjustment of Psychologist and MS Graduation Specialist scales,
 - Yielding minimum of a 7% increase for school office/clerical scales (including extension to 23 max years) and address cascading job families
 - Improving Maintenance and Facilities scales to yield minimum 4% raise
 - Improving School Nutrition Manager and Assistant scales to yield minimum 4% raise
 - Improving other classified and administrative scales in accordance with study outcomes, yielding no less than 3% improvement

**Over \$21 million invested in compensation improvements.
Classification and sequencing completed. Comprehensive compensation letters launched.**

Classification & Compensation - Landscape

In Pursuit of *Exceptional*

There are over 296 unique job titles ... 92% of the workforce population is aligned to school-based and direct services to students

SCHOOL-BASED AND DIRECT SERVICE JOB FAMILIES

- Principals
- Assistant Principals
- Teachers
- Paras
- Instructional Leads
- Personalized Learning Leads
- Student Support Facilitators
- Counselors
- Social Workers
- Speech Language Pathologist
- Instructional Technology Specialists
- Athletic Directors
- HS Graduation Specialist
- Mental Health & Wellness Facilitators
- Librarian/Media Specialist
- Bookkeepers
- Clerks
- School Secretaries
- MS Graduation Specialist
- Nutrition Managers
- Nutrition Assistants
- Bus Drivers
- Nurses
- Clinic Aides
- OT/PT Therapists
- Psychologists
- ROTC Instructor
- ASEP Site Staff
- Bus Monitors
- Campus Monitors

CENTRALIZED SUPPORT JOB FAMILIES

- Chief Executive Officers
- Executive Directors/Assistant Superintendents
- Senior Directors
- Directors
- Coordinators
- Supervisors
- Managers & Leads
- Learning Specialists/Facilitators
- Administrative Assistants II
- Administrative Assistants III/IV
- Communications Staff
- Maintenance & Facilities Staff
- Finance Staff
- HR Staff
- IT Staff
- Language Services Staff
- ASEP Support Staff
- Compliance Staff
- FSSS Staff
- SNP Staff
- Transportation Staff
- Disciplinary Hearing Officer
- Other Specialists
- Other Hourly

Admin staff

Certified staff

Classified staff

Specialty staff

Hourly staff

FY24 Classification & Compensation Recommendations

- **Increase salary scales for Certified by \$2,500, by 3% for Classified, and by 2% for Administrative**
 - Campus Monitors (pegged to Para I scale) and PAC Technicians (pegged to M1 scale) will receive a 3% increase in earned hourly rate
 - ROTC Instructors paid in accordance with MIP; recommending local supplement be increased from 110% to 112%
- **Honor steps in salary scale**
 - Extend teacher and paraprofessional scale to Step 24
- **Perform targeted improvements (considering staffing challenges and promoting instructional impact):**
 - Targeted investments to raise bus driver starting pay by \$2 (inclusive of the 3%) to yield minimum 11% raise prior to consideration of the step
 - Targeted investments to raise paraprofessional starting pay by \$1.50 (inclusive of the 3%) to yield minimum 10% raise prior to consideration of the step
 - Targeted investments to raise clinic aide starting pay by \$1.50 (inclusive of the 3%) to yield minimum 13% raise prior to consideration of the step and benefitting of the clinic aide job family
 - Targeted investments to raise school nutrition pay by \$1.38 (inclusive of the 3%) to yield minimum 11% raise prior to consideration of the step
- **Update classifications**
 - Reclassify Maintenance Foreman to reflect supervisory nature of role and increasing administrative oversight
 - Create new SNP classification of “Assistant School Nutrition Manager” to create in-pathway career progression and improve operational coverage
 - Create new ASEP classification of “Site Bookkeeper” to isolate tasks associated with managing financials, parent accounts, etc.

FY24 Classification & Compensation Recommendations

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Bus Driver Heat Map – Current vs Proposed

* Heat maps prepared using 2022-2023 data provided by RESAs; FY24 improvements of other systems unknown



BUS DRIVER SALARY COMPARISON- CURRENT STATE

- Below HCS salaries
- Competitive to HCS salaries
- Higher salaries compared to HCS salaries

DRIVER

	#	District	# of Work Days	# of Work Hours	0 Years	5 Years	10 Years	15 Years	20 Years	25 Years	Schedule Max	Top # of Years	Range Spread
Griffin RESA	D1	Henry	178	5	\$17.79	\$19.38	\$21.02	\$22.62	\$24.81	\$27.22	\$30.11	30	53%
	D2	Butts	180	4	\$16.11	\$16.75	\$17.60	\$18.73	\$19.04	\$19.04	\$19.04	18	18%
	D3	Spalding	180	4	\$18.68	\$20.09	\$21.60	\$23.25	\$25.03	\$25.40	\$25.40	21	36%
	D4	Fayette	180	5	\$19.26	\$21.07	\$23.74	\$25.96	\$27.56	\$31.05	\$31.05	26	61%
	D5	Newton	180	5	\$20.34	\$20.97	\$21.58	\$22.25	\$22.89	\$23.58	\$23.58	21	16%
Metro RESA	D6	Clayton	186	6	\$17.43	\$20.03	\$23.06	\$26.56	\$26.56	\$26.56	\$26.56	16	52%
	D7	Cobb	181	5	\$25.00	\$27.22	\$29.38	\$31.14	\$31.56	\$33.32	\$33.32	21	
	D8	Dekalb	180	6	\$18.61	\$20.08	\$21.69	\$23.44	\$25.33	\$26.96	\$26.96	25	
	D9	Forsyth	180	5	\$18.02	\$18.81	\$20.61	\$23.06	\$25.81	\$28.27	\$28.27	24	
	D10	Fulton	184	5	\$16.48	\$17.90	\$20.56	\$23.60	\$27.09	\$30.25	\$30.25	25	
	D11	Gwinnett	180	5	\$19.07	\$19.98	\$21.70	\$23.55	\$25.62	\$27.03	\$27.03	23	
	D12	Rockdale	180	5	\$18.97	\$20.03	\$21.08	\$22.13	\$23.19	\$25.30	\$25.30	30	



PROPOSED

DRIVER

	#	District	# of Work Days	# of Work Hours	0 Years	5 Years	10 Years	15 Years	20 Years	25 Years	Schedule Max	Top # of Years	Range Spread
Griffin RESA	D1	Henry	178	5	\$19.79	\$21.38	\$23.02	\$24.62	\$26.81	\$29.22	\$32.11	30	53%
	D2	Butts	180	4	\$16.11	\$16.75	\$17.60	\$18.73	\$19.04	\$19.04	\$19.04	18	18%
	D3	Spalding	180	4	\$18.68	\$20.09	\$21.60	\$23.25	\$25.03	\$25.40	\$25.40	21	36%
	D4	Fayette	180	5	\$19.26	\$21.07	\$23.74	\$25.96	\$27.56	\$31.05	\$31.05	26	61%
	D5	Newton	180	5	\$20.34	\$20.97	\$21.58	\$22.25	\$22.89	\$23.58	\$23.58	21	16%
Metro RESA	D6	Clayton	186	6	\$17.43	\$20.03	\$23.06	\$26.56	\$26.56	\$26.56	\$26.56	16	52%
	D7	Cobb	181	5	\$25.00	\$27.22	\$29.38	\$31.14	\$31.56	\$33.32	\$33.32	21	33%
	D8	Dekalb	180	6	\$18.61	\$20.08	\$21.69	\$23.44	\$25.33	\$26.96	\$26.96	25	45%
	D9	Forsyth	180	5	\$18.02	\$18.81	\$20.61	\$23.06	\$25.81	\$28.27	\$28.27	24	57%
	D10	Fulton	184	5	\$16.48	\$17.90	\$20.56	\$23.60	\$27.09	\$30.25	\$30.25	25	84%
	D11	Gwinnett	180	5	\$19.07	\$19.98	\$21.70	\$23.55	\$25.62	\$27.03	\$27.03	23	42%
	D12	Rockdale	180	5	\$18.97	\$20.03	\$21.08	\$22.13	\$23.19	\$25.30	\$25.30	30	33%

Paraprofessional Heat Map – Current vs Proposed

* Heat maps prepared using 2022-2023 data provided by RESAs; FY24 improvements of other systems unknown



PARAPROFESSIONAL SALARY COMPARISON- CURRENT STATE

- Below HCS salaries
- Competitive to HCS salaries
- Higher salaries compared to HCS salaries

PARA I

	#	District	# of Work Days	# of Work Hours	0 Years	5 Years	10 Years	15 Years	20 Years	25 Years	Schedule Max	Top # of Years	Range Spread
Griffin RESA	P1	Henry	190	8	\$12.50	\$13.80	\$15.24	\$16.82	\$18.57	\$19.71	\$19.71	23	58%
	P2	Butts	185	7.5	\$9.54	\$10.41	\$11.35	\$12.38	\$13.07	\$13.07	\$13.07	18	37%
	P3	Fayette	185	7.5	\$14.62	\$15.99	\$18.01	\$19.70	\$20.91	\$23.56	\$23.56	26	61%
	P4	Spalding	184	7.5	\$13.50	\$15.21	\$17.12	\$19.27	\$21.71	\$24.30	\$24.30	25	80%
	P5	Newton	184	8	\$11.79	\$12.94	\$14.78	\$16.39	\$17.63	\$18.96	\$18.96	26	61%
Metro RESA	P7	Clayton	188	8	\$16.29	\$17.13	\$19.69	\$22.66	\$22.66	\$22.66	\$22.66	16	39%
	P8	Cobb	181	8	\$13.65	\$15.22	\$17.19	\$19.24	\$19.65	\$21.39	\$21.39	30	57%
	P9	Dekalb	186	8	\$14.41	\$15.58	\$16.87	\$18.26	\$19.78	\$21.09	\$21.09	25	46%
	P10	Forsyth	190	8	\$16.09	\$16.74	\$19.62	\$23.00	\$26.57	\$26.57	\$26.57	26	65%
	P11	Fulton	184	8	\$16.48	\$17.90	\$20.56	\$23.60	\$27.09	\$30.25	\$30.25	25	84%
	P12	Gwinnett	190	8	\$16.01	\$17.67	\$19.51	\$22.53	\$25.32	\$25.32	\$25.32	19	58%
	P13	Rockdale	185	8	\$13.55	\$15.71	\$18.21	\$21.11	\$24.48	\$28.37	\$28.37	26	109%



PROPOSED: PARA I

PARA I

	#	District	# of Work Days	# of Work Hours	0 Years	5 Years	10 Years	15 Years	20 Years	25 Years	Schedule Max	Top # of Years	Range Spread
Griffin RESA	P1	Henry	190	8	\$14.00	\$15.30	\$16.74	\$18.32	\$20.07	\$21.21	\$21.21	23	58%
	P2	Butts	185	7.5	\$9.54	\$10.41	\$11.35	\$12.38	\$13.07	\$13.07	\$13.07	18	37%
	P3	Fayette	185	7.5	\$14.62	\$15.99	\$18.01	\$19.70	\$20.91	\$23.56	\$23.56	26	61%
	P4	Spalding	184	7.5	\$13.50	\$15.21	\$17.12	\$19.27	\$21.71	\$24.30	\$24.30	25	80%
	P5	Newton	184	8	\$11.79	\$12.94	\$14.78	\$16.39	\$17.63	\$18.96	\$18.96	26	61%
Metro RESA	P7	Clayton	188	8	\$16.29	\$17.13	\$19.69	\$22.66	\$22.66	\$22.66	\$22.66	16	39%
	P8	Cobb	181	8	\$13.65	\$15.22	\$17.19	\$19.24	\$19.65	\$21.39	\$21.39	30	57%
	P9	Dekalb	186	8	\$14.41	\$15.58	\$16.87	\$18.26	\$19.78	\$21.09	\$21.09	25	46%
	P10	Forsyth	190	8	\$16.09	\$16.74	\$19.62	\$23.00	\$26.57	\$26.57	\$26.57	26	65%
	P11	Fulton	184	8	\$16.48	\$17.90	\$20.56	\$23.60	\$27.09	\$30.25	\$30.25	25	84%
	P12	Gwinnett	190	8	\$16.01	\$17.67	\$19.51	\$22.53	\$25.32	\$25.32	\$25.32	19	58%
	P13	Rockdale	185	8	\$13.55	\$15.71	\$18.21	\$21.11	\$24.48	\$28.37	\$28.37	26	109%

Notes:

- Elementary Clerks are paid from the Para I scale
- Campus Monitors hourly rate pegged at Step 0 of Para 1 scale
- Para II and Specialty Para I/II scales also increased by \$1.50

School Nutrition Heat Map – Current vs Proposed

* Heat maps prepared using 2022-2023 data provided by RESAs; FY24 improvements of other systems unknown



NUTRITION SALARY COMPARISON- CURRENT STATE

- Below HCS salaries
- Competitive to HCS salaries
- Higher salaries compared to HCS salaries

ASSISTANT

	#	District	# of Work Days	# of Work Hours	0 Years	5 Years	10 Years	15 Years	20 Years	25 Years	Schedule Max	Top # of Years	Range Spread
Griffin RESA	57	Henry	183	6	\$12.12	\$13.38	\$14.77	\$16.31	\$18.01	\$19.88	\$22.65	30	64%
	58	Butts	184	6	\$10.39	\$11.55	\$12.85	\$14.29	\$15.23	\$15.23	\$15.23	18	47%
	59	Spalding	184	6	\$11.69	\$12.68	\$13.76	\$14.97	\$16.29	\$16.60	\$16.60	21	42%
	60	Fayette	183	6	\$14.77	\$16.13	\$18.18	\$19.87	\$21.09	\$23.78	\$23.78	26	61%
	61	Newton	186	6	\$11.31	\$12.38	\$14.13	\$15.69	\$16.88	\$18.16	\$18.16	26	61%
	62	Clayton	185	6	\$14.73	\$15.49	\$17.81	\$20.48	\$20.48	\$20.48	\$20.48	16	39%
Metro RESA	63	Cobb	180	6	\$14.70	\$15.90	\$17.12	\$18.04	\$18.50	\$19.19	\$19.19	30	31%
	64	Dekalb	185	7	\$12.58	\$13.60	\$14.71	\$15.92	\$17.23	\$18.36	\$18.36	25	46%
	65	Forsyth	185	7	\$15.15	\$15.73	\$17.71	\$19.80	\$22.18	\$24.21	\$24.21	24	60%
	66	Fulton	185	7	\$16.48	\$17.90	\$20.56	\$23.60	\$27.09	\$30.25	\$30.25	25	84%
	67	Gwinnett	180	7	\$14.00	\$15.20	\$16.40	\$17.60	\$18.80	\$19.52	\$19.52	23	39%
	68	Rockdale	185	7	\$12.65	\$13.70	\$14.76	\$15.81	\$16.86	\$18.97	\$18.97	30	50%

PROPOSED: SCHOOL NUTRITION ASSISTANTS

ASSISTANT

	#	District	# of Work Days	# of Work Hours	0 Years	5 Years	10 Years	15 Years	20 Years	25 Years	Schedule Max	Top # of Years	Range Spread
Griffin RESA	57	Henry	183	6	\$13.50	\$14.80	\$16.23	\$17.82	\$19.57	\$21.50	\$24.35	30	64%
	58	Butts	184	6	\$10.39	\$11.55	\$12.85	\$14.29	\$15.23	\$15.23	\$15.23	18	47%
	59	Spalding	184	6	\$11.69	\$12.68	\$13.76	\$14.97	\$16.29	\$16.60	\$16.60	21	42%
	60	Fayette	183	6	\$14.77	\$16.13	\$18.18	\$19.87	\$21.09	\$23.78	\$23.78	26	61%
	61	Newton	186	6	\$11.31	\$12.38	\$14.13	\$15.69	\$16.88	\$18.16	\$18.16	26	61%
	62	Clayton	185	6	\$14.73	\$15.49	\$17.81	\$20.48	\$20.48	\$20.48	\$20.48	16	39%
Metro RESA	63	Cobb	180	6	\$14.70	\$15.90	\$17.12	\$18.04	\$18.50	\$19.19	\$19.19	30	31%
	64	Dekalb	185	7	\$12.58	\$13.60	\$14.71	\$15.92	\$17.23	\$18.36	\$18.36	25	46%
	65	Forsyth	185	7	\$15.15	\$15.73	\$17.71	\$19.80	\$22.18	\$24.21	\$24.21	24	60%
	66	Fulton	185	7	\$16.48	\$17.90	\$20.56	\$23.60	\$27.09	\$30.25	\$30.25	25	84%
	67	Gwinnett	180	7	\$14.00	\$15.20	\$16.40	\$17.60	\$18.80	\$19.52	\$19.52	23	39%
	68	Rockdale	185	7	\$12.65	\$13.70	\$14.76	\$15.81	\$16.86	\$18.97	\$18.97	30	50%

Notes:

- Targeted adjustment is for SNP Assistant job family; Manager scales increased by 3%
- New classification of SNP Assistant Manager recommended to create in-job career pathway and improve operational coverage

Clinic Aide Investments – Current vs Proposed

- *Heat maps not available for clinic aide job family due to variability in school system structures*
- *Clinic Aide salary increased by \$1.50/hour, resulting minimum 13% raise prior to consideration of the step (15% with step)*
- *Additionally, recommendation to invest \$957k to benefit the clinic aide job family which is the only salaried, non-benefited job*
- *Job family incorporated in workstream assessment for Classified In-Job Growth Pathways*

Compensation Investments: Sustainability

If digest pace of growth decelerated, the recommended actions can be sustained through the use of the assigned fund balance as a bridge

	<u>FY24 Forecast</u>	<u>FY25 Forecast</u>	<u>FY26 Forecast</u>	<u>FY27 Forecast</u>	<u>FY28 Forecast</u>
Enrollment	43,692	43,992	44,192	44,392	44,392
Total Revenues	\$498.6M	\$513.0M	\$518.5M	\$525.3M	\$532.1M
<i>Policy DCL</i>	<i>\$2.5M</i>	<i>\$6.6M</i>	<i>\$4.1M</i>	<i>\$2.1M</i>	
Total Expenses	\$498.6M	\$513.0M	\$ 518.5M	\$525.3M	\$530.7M
<i>Compensation & Benefits</i>	<i>\$438.4M</i>	<i>\$452.6M</i>	<i>\$457.8M</i>	<i>\$463.9M</i>	<i>\$468.7M</i>

Revenue Notes:

- **FY25** – Digest growth modeled at 5%; SHBP changes
- **FY26** – Assumes digest growth of 3%; student growth of 0.7%
- **FY27/FY28** – Assumes digest growth of 3%; student growth of 0.5%

Expense Notes:

- **FY25** – Assumes ingestion of staff, salary scale steps honored and estimates expenditure growth of 1-3% depending on category
- **FY26** – Assumes addition of staff for new schools, salary scale steps honored and estimates expenditure growth of 1-3% depending on category
- **FY27/FY28** – Assumes addition of staff for new schools, salary scale steps honored and estimates expenditure growth of 1-3% depending on category

Division and Strategic Action Plan Budget Review



For each division, we will review:

1. Division Budget Overview
2. Contract Renewals (if applicable)
3. Strategic Plan New Investments

Chief of Staff

Division & Strategic Action Plan Review



BUDGET

In Pursuit of *Exceptional*

Division Expense Overview

PURPOSE	EXPENSE TOTAL
Invest in student instruction	\$ -
Invest in student supports	-
Invest in technology supports	135,961
Invest in the development of staff	8,875
Invest in safe and secure learning environments	-
Invest in family and community involvement	41,221
Invest in finance, compliance, and reporting systems	67,099
Support expenses incidental to operations	38,800
GRAND TOTAL	\$ 291,956



BUDGET

In Pursuit of *Exceptional*

| **Contracts for good/services managed by the Division**

Renewal consideration included within Divisional Budget

- **None**

Renewal consideration included in other Funds

- **None**



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
2.2.5a	Parent engagement	General	3,500	Exceptional Service Training for Community Engagement
3.5.1	Draft mission, by-laws and operating procedures for a Henry County Schools Foundation.	General	2,000	Professional service fees for Foundation filings
TOTAL			5,500	

Family & Student Support Services

Division & Strategic Action Plan Review



BUDGET

In Pursuit of *Exceptional*

Division Expense Overview

PURPOSE	EXPENSE TOTAL
Invest in student instruction	\$ 40,500
Invest in student supports	362,751
Invest in technology supports	14,449
Invest in the development of staff	69,363
Invest in safe and secure learning environments	-
Invest in family and community involvement	167,000
Invest in finance, compliance, and reporting systems	21,000
Support expenses incidental to operations	14,944
GRAND TOTAL	\$ 690,007



BUDGET

In Pursuit of *Exceptional*

| Contracts for good/services managed by the Division

Renewal consideration included within Divisional Budget

- None

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
Specialized Education Services, Inc.	K-5 therapeutic behavior supports	1,576,000.00	Initial award April 2021 via RFP; renew via competitive exception : #1 Continuance of existing purchase agreement previously authorized (Year 2)	CRSSA (Cares 2)
PowerSchool (Naviance)	Career and College Readiness software to expand college and career access to students	170,000.00	Initial award June 2021; renew via competitive exception : #1 Sole Source (Year 2)	ARPA
Panorama	Measure and monitor health and wellness perceptions of students	105,700.00	Initial award May 2021 via RFP; renew via competitive exception : #1 Continuance of existing purchase agreement previously authorized (Year 2)	CRSSA (Cares 2)



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
1.1.1a	Identify and embed evidence based strategies that align with the reading and writing model to support ESE teachers with implementation aligned with the needs of students with significant cognitive disabilities	Special Revenues (IDEA)	50,000	ESE: Fastbridge renewal license
1.1.2a	Create professional learning to effectively implement reading and writing instruction for ESE self-contained classrooms	Special Revenues (IDEA)	35,000	ESE: PD Resources and Summer/Evening Stipends, including FastBridge PD
1.5.1c	Personal Health and Wellness	Special Revenues (ARPA)	180,000	Align Components of Conditions for Learning/skills for personal health and well being with current district resources
1.5.4	Design a hands-on work training program for students with the significant cognitive disabilities at the Academy for Advanced Studies.	Special Revenues (IDEA)	250,000	To support transportation needs to facilitate work-based training to prepare cognitively disabled students for community-based jobs trips
3.2.1a	Mentoring	General	3,250	Supplies and resources for engagement of community members for Mentoring; tactic connected with Partners in Education framework
3.2.1b	Volunteers	General	3,250	Supplies and resources for engagement of community members for Volunteering; tactic connected with Partners in Education framework



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
3.6.1	Ensure every publicly communicated document and message is available in (at least) the top two languages in Henry County.	General	125,000	Continue investment in support services, including Language Line, to facilitate district translation requirements.
4.1.1	Clearly define components of a comprehensive school-wide counseling program aligned to national standards and the role of counselor.	General	32,000	Speak Up and Be Safe & Signs of Suicide Prevention Curriculum (recurring)
4.1.3	Develop aligned counselor resources, tools, and professional development.	General	10,000	School counseling resources & Professional Development: Counselors
4.1.4	Expand college access through a robust management system.	General	170,000	Continue investment in underlying platform (Naviance) supporting the Henry FUTURES framework of college navigation and support management (recurring)
4.2.4	Measure and monitor health and wellness perceptions of students.	Special Revenues (CARES 2)	105,700	Software subscription underlying Henry CARES Check In system to monitor and support student's emotional well-being.
4.4.1	Create clear and consistent process to restore students into the school and learning environment following engagement with the Code of Conduct.	Special Revenues (Title IVA)	98,900	Includes: (1) Annual cost for College Advisors partnership, and (2) Resources to support the reduction of student self-harm
4.4.3	Create clear and consistent processes and supports for therapeutic behavior interventions and behavior replacement strategies.	Special Revenues (Title IVA & ARPA)	1,606,000	Includes: (1) Renewal of contract for provider of K-5 therapeutic supports through School of Scholars and (2) Consultation and certification for Mindset and Trauma Coaching
TOTAL			2,669,100	

Financial Services

Division & Strategic Action Plan Review



BUDGET

In Pursuit of *Exceptional*

Division Expense Overview

PURPOSE	EXPENSE TOTAL
Invest in student instruction	\$ -
Invest in student supports	-
Invest in technology supports	-
Invest in the development of staff	4,445
Invest in safe and secure learning environments	-
Invest in family and community involvement	-
Invest in finance, compliance, and reporting systems	173,403
Support expenses incidental to operations	6,000
GRAND TOTAL	\$ 183,848



BUDGET

In Pursuit of *Exceptional*

| **Contracts for good/services managed by the Division**

Renewal consideration included within Divisional Budget

- **None**

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
Gordon Food Service	School Nutrition Meals – Food	N/A – Fixed Pricing	Initial award July 2021 via ITB; renew via competitive exception: #1 Continuance of existing purchase agreement previously authorized (Year 2)	School Nutrition Funds
Royal Food Service	School Nutrition Meals – Produce	N/A – Fixed Pricing	Initial award May 2021 via ITB; renew via competitive exception: #1 Continuance of existing purchase agreement previously authorized (Year 2)	School Nutrition Funds
Borden	School Nutrition Meals – Milk	N/A – Fixed Pricing	Initial award June 2022 via ITB; renew via competitive exception: #1 Continuance of existing purchase agreement previously authorized (Year 1)	School Nutrition Funds
Bimbo Bakeries	School Nutrition Meals – Bread	N/A – Fixed Pricing	Initial award May 2021 via ITB; renew via competitive exception: #1 Continuance of existing purchase agreement previously authorized (Year 2)	School Nutrition Funds



BUDGET

In Pursuit of *Exceptional*

| Contracts for good/services managed by the Division (cont'd)

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
Imperial Dade	School Nutrition Operations – Paper, Janitorial	N/A – Fixed Pricing	Initial award May 2021 via ITB; renew via competitive exception: #1 Continuance of existing purchase agreement previously authorized (Year 2)	School Nutrition Funds
Diamond	School Nutrition Operations – Paper, Janitorial	N/A – Fixed Pricing	Initial award May 2021 via ITB; renew via competitive exception: #1 Continuance of existing purchase agreement previously authorized (Year 2)	School Nutrition Funds
Henderson Chemical	School Nutrition Operations – Chemicals	N/A – Fixed Pricing	Initial award May 2021 via ITB; renew via competitive exception: #1 Continuance of existing purchase agreement previously authorized (Year 2)	School Nutrition Funds
Manning Brothers	School Nutrition Operations – Smallware	N/A – Fixed Pricing	Initial award May 2021 via ITB; renew via competitive exception: #1 Continuance of existing purchase agreement previously authorized (Year 2)	School Nutrition Funds

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
1.1.1b	ASEP Extension Over the next 5 years, the Afterschool Enrichment Program will acquire reading and writing resources to use during afterschool hours to help maximize instruction from school day.	Special Revenues (ASEP)	30,000	To procure literacy enrichment activities for ASEP programming around read-alouds, writing, etc.
1.3.3a	ASEP Extension In 5 years, all elementary Afterschool Enrichment Programs will have a designated STEM club/class 2 times a week	Special Revenues (ASEP)	124,000	To procure additional STEM and robotics resources to support increased frequency of STEM programming for ASEP students
5.1.5	Identify/hire a project implementation manager to govern business process transition and build out of work processes within the acquired ERP.	Capital (E-SPLOST & Capital Accumulation)	7,000,000	Implementation and software costs associated with Oracle ERP adoption
TOTAL			7,154,000	

Human Resource Services

Division & Strategic Action Plan Review



BUDGET

In Pursuit of *Exceptional*

Division Expense Overview

PURPOSE	EXPENSE TOTAL
Invest in student instruction	\$ -
Invest in student supports	170,800
Invest in technology and related supports	8,200
Invest in the development of staff	107,790
Invest in safe and secure learning environments	11,908
Invest in family and community involvement	-
Invest in finance, compliance, and reporting systems	119,755
Support expenses incidental to operations	11,908
GRAND TOTAL	\$ 430,361



BUDGET

In Pursuit of *Exceptional*

| **Contracts for good/services managed by the Division**

Renewal consideration included within Divisional Budget

- **None**

Renewal consideration included in other Funds

- **None**



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
2.1.3d	Highly Effective Teacher Professional Development	Special Revenues (Title IIA)	264,000	Funding to provide teacher effectiveness coaches and other supports to promote highly effective teaching
TOTAL			264,000	

Information Services

Division & Strategic Action Plan Review



BUDGET

In Pursuit of *Exceptional*

Division Expense Overview

PURPOSE	EXPENSE TOTAL
Invest in student instruction	\$ 102,699
Invest in student supports	1,600,187
Invest in technology supports	278,890
Invest in the development of staff	24,900
Invest in safe and secure learning environments	-
Invest in family and community involvement	-
Invest in finance, compliance, and reporting systems	5,605
Support expenses incidental to operations	-
GRAND TOTAL	\$ 2,012,281



BUDGET

In Pursuit of *Exceptional*

| Contracts for good/services managed by the Division

Renewal consideration included within Divisional Budget

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
K12 Solutions	Comprehensive Student Information System Software: <ul style="list-style-type: none"> - IC License Fee, Hosting, & Software - Campus Learning, Language Editor, Workflow & Campus Messenger - SIS Premium Package (includes Tableau) 	\$794,173.63	DJE, Exception #1: Continuance of existing purchase agreement previously authorized purchase order	General

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
Follett	Growth and replacement of instructional resources and materials	\$682,808.00	DJE, Exception #2: Instructional resources, periodicals, library resources, software, digital subscriptions, and reference materials.	ESSER 3
ClassLink	Renewal for Single Sign-on, Server Hosting, and Analytics	\$119,645.00	DJE, Exception #1: Continuance of an existing purchasing agreement, rent, lease, or previously authorized purchase order.	SPLOST 5
Common Good Learning	Design, development, maintenance, and hosting of HenryConnects, one-stop shop for teacher, student and family resources and communication	\$125,000.00	DJE, Exception #1: Continuance of an existing purchasing agreement, rent, lease, or previously authorized purchase order. DJE, Exception #10: Professional Services	ESSER 3



BUDGET

In Pursuit of *Exceptional*

| Contracts for good/services managed by the Division (cont'd)

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
Safari Montage	Learning Object Repository (LOR), Hosting services and Curriculum content (Super Core subscription)	133,682.97	DJE, Exception #1: Continuance of an existing purchasing agreement, rent, lease, or previously authorized purchase order. DJE, Exception #2: Instructional resources, periodicals, library resources, software, digital subscriptions, and reference materials.	SPLOST 6
Veristor - (Data Center Virtual Environment)	Cloud Hosted backup & cloud security solution	261,900.00	DJE, Exception #1: Continuance of existing purchase agreement previously authorized purchase order	SPLOST 6
Smartsheet	District Strategic Plan, OMP, & Project management software platform	126,565.05	DJE, Exception #1: Continuance of existing purchase agreement previously authorized purchase order	SPLOST 6
Anexinet - (Cisco ELA)	Network security software license agreement. Firewall security, endpoint security, and cloud application security.	685,370.84	DJE, Exception #5: Purchases made directly from other governmental sources, including state bid contracts, or cooperative purchasing agreements. Cisco State Contract #99999-SPD-T20120501-0006	SPLOST 6
CDW-G - (Microsoft 365)	Office 365 as a service, platform security, endpoint security management, and AI investigation and response.	671,514.74	DJE, Exception #5: Purchases made directly from other governmental sources, including state bid contracts, or cooperative purchasing agreements. State of Georgia Software Contract #99999-SPD-SPD00000060-0004	SPLOST 6



BUDGET

In Pursuit of *Exceptional*

| Contracts for good/services managed by the Division (cont'd)

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
CDW-G - (Go Guardian)	Classroom management & monitoring solution for teachers.	108,450.00	DJE, Exception #5: Purchases made directly from other governmental sources, including state bid contracts, or cooperative purchasing agreements. State of Georgia Software Contract #99999-SPD-SPD0000060-0004	SPLOST 6
Verinext - (Meraki MDM)	Mobile device management for student iPads with device security and device tracking.	168,600.00	DJE, Exception #5: Purchases made directly from other governmental sources, including state bid contracts, or cooperative purchasing agreements. Cisco State Contract #99999-SPD-T20120501-0006	SPLOST 6
Virtucom	Student Learning Devices for Growth and Replacement Needs for SY 2023-24.	1,495,000.00	DJE, Exception #6: Additional purchases of the same or like equipment, material, supplies, services, rentals or leases previously bid.	SPLOST 6
Lexicon	Student, teacher, & staff device repair/maintenance	\$976,101.00	DJE, Exception #1: Continuance of existing purchase agreement previously authorized purchase order. Awarded January 2022 via RFP #93-2021-10-22-DAS	SPLOST 6
CDW-G - (Google Workspace)	Google cloud-based productivity and security platform.	225,000.00	DJE, Exception #5: Purchases made directly from other governmental sources, including state bid contracts, or cooperative purchasing agreements. Sourcewell Contract	SPLOST 6
CDW-G - (Nutanix)	Cloud based desktop/application as a service (AaaS) platform for CTAE labs.	104,125.00	DJE, Exception #5: Purchases made directly from other governmental sources, including state bid contracts, or cooperative purchasing agreements. State of Georgia Software Contract #99999-SPD-SPD0000060-0004	SPLOST 5



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
1.1.5	Invest in resources in order to expand access to diverse authors, titles, and texts.	Special Revenues (ARPA)	754,347	Acquire books and media center content to replacet items not returned after pandemic. Diversity of authors, titles, and text will be considered.
2.1.4	Align data systems to the measured outcomes and align accountability throughout the organization.	Special Revenues (ARPA)	500,000	Continue investment in the project management system supporting the tracking of strategic plan and impact on student outcomes and performance
3.8.5	Build out parent component to Henry Connects.	Special Revenues (ARPA)	150,000	Continue to invest in development of Henry Connects Family view to support parent engagement in student learning
TOTAL			1,404,347	

Leadership Services

Division & Strategic Action Plan Review



BUDGET

In Pursuit of *Exceptional*

Division Expense Overview

PURPOSE	EXPENSE TOTAL
Invest in student instruction	\$ 195,000
Invest in student supports	306,117
Invest in technology supports	328
Invest in the development of staff	350,911
Invest in safe and secure learning environments	109,870
Invest in family and community involvement	-
Invest in finance, compliance, and reporting systems	-
Support expenses incidental to operations	-
GRAND TOTAL	\$ 962,226



BUDGET

In Pursuit of *Exceptional*

| Contracts for good/services managed by the Division

Renewal consideration included within Divisional Budget

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
Partners for Leadership in Education	Executive Education for Leaders Year 2 Cohort 19 UVA Program	\$195,000.00	Initial award May 2021; renew via Competitive Exception: # 10 Professional Services	General Funds – Division Budget
Physiotherapy Associates, Inc.	Athletic Training Services	\$220,000.00	Initial Award – February 2023 via RFP; Competitive Exception: #1 Continuance of existing purchase agreement previously authorized (Year 1)	General Funds – Division Budget

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
Atlanta Motor Speedway	District Graduation Ceremonies - Venue	\$151,300.00	N/A – Authorizing issuance of new Facility Agreement	General Fund – District Operations
Soundstage	District Graduation Ceremonies – Staging & Ancillary Audio Support	\$175,855.84	Initial award February 2021 via RFP; renew via Competitive Exception: #1 Continuance of existing purchase agreement previously authorized (Year 3 – final renewal)	General Fund – District Operations
Imagine Learning	Instructional Support Licenses for Henry County Online Academy	\$170,000.00	DJE, Exception #2: Instructional resources, periodicals, library resources, software, digital subscriptions, and reference materials.	General Fund – District Operations



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
1.2.9	Ensure a viable Beta Club and National Honor Society is operating at every middle and high school.	General	17,430	Accounts for a stipend of \$830 (annual) to support school staff dedicating time to sponsor Beta, NJHS, or NHS
2.1.2a	Highly Effective School	Special Revenues (CARES 2 & ARPA)	1,742,441	Funding to: (1) support mentorship of new Principals and Teachers by retired staff to promote knowledge of highly effective school and classroom management, and (2) funding to pilot strategic allotment model in consideration of student performance risk triggers
2.1.3c	Highly Effective Leader Professional Development	General	391,000	Funding for (1) internally managed PD such as DRIVE & Principal Network Meetings; AP Development; ASPIRE and LEAD; and (2) UVA Training
TOTAL			2,150,871	

Learning, Performance, and Strategy Services

Division & Strategic Action Plan Review



BUDGET

In Pursuit of *Exceptional*

Division Expense Overview

PURPOSE	EXPENSE TOTAL
Invest in student instruction	\$ 1,914,330
Invest in student supports	462,915
Invest in technology supports	48,240
Invest in the development of staff	656,680
Invest in safe and secure learning environments	720
Invest in family and community involvement	37,000
Invest in finance, compliance, and reporting systems	-
Support expenses incidental to operations	6,150
GRAND TOTAL	\$ 3,126,035



BUDGET

In Pursuit of *Exceptional*

| Contracts for good/services managed by the Division

Renewal consideration included within Divisional Budget

- None

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
NWEA	MAP Interim Assessment 3x a year interim assessment to determine on-track learning, as well as Lexile level. Embedded into the Strategic Plan's Priority Student Outcomes.	\$388,175.03	Assessment. Competitive Bidding Exception: <ul style="list-style-type: none"> • #1. Continuance of an existing purchasing agreement... • #3. Tests, test development and/or test scoring services from a publisher or testing company 	E-SPLOST V
Illuminate	Common Formative Assessment System Used to assess learning of the standards in real-time to formatively determine how instruction should shift as a result of the class/student performance on items tested.	\$324,610.00	Assessment. Competitive Bidding Exception: <ul style="list-style-type: none"> • #1. Continuance of an existing purchasing agreement... • #3. Tests, test development and/or test scoring services from a publisher or testing company 	E-SPLOST V



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
1.1.1	Identify and implement research-based reading and writing model for every grade level with specific skill development for listening and speaking	General	50,000	Funds in support of resources and branding for the reading and writing model
1.2.3	Establish a talent development program to expand gifted strategies in every elementary school.	General	25,200	Talent Pool Copying, Branding, Teacher Stipends for Unit Development
1.2.4	Offer and increase access to advanced mathematics and reading/writing for 3rd, 4th, and 5th grades in every elementary school.	General	75,000	Advanced Math Talent Pool PL Resources, Branding, Teacher Stipends for Unit Development
1.2.5	Offer and increase access to a high school level class for every student before completing middle school.	Special Revenues (Title IIA)	21,000	AP Teacher Training - Title II Teacher Training Grant
1.2.6a	Advance Placement	General	10,000	Advanced Placement PL Resources
1.2.6b	Dual Enrollment	General & Special Revenues (ARPA)	150,000	Funding for Equity Lab Tuition for Title I and Title I Eligible Schools, as well as, Tomorrow Teachers Today cohort as needed
1.2.6c	Career Pathway	Special Revenues (ARPA)	2,000,730	Investment in CTAE Learning Lab Equipment - Growth & Replacement



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
1.3.1	Ensure a robotics and coding program at every elementary, middle, and high school.	General	43,160	Accounts for a stipend of \$830 (annual) to support school staff dedicating time to sponsor robotics/STEM clubs
1.3.2	Ensure a computer science course offering at every middle and high school	Special Revenues (ARPA)	174,000	Computer science lab equipment, software and supplies
1.3.4	Ensure an engineering pathway at every middle school	Special Revenues (ARPA)	343,510	CTAE: (1) Engineering Lab additions at UGH, SMS, WMS; and (2) CTAE: Learnmate Renewal (Engineering Pathway Software)
1.4.1	Ensure an extra-curricular chorus program at every elementary school and a choral program at every middle and high school	Special Revenues (Arts 4 Arts) & Capital (E-SPLOST)	243,240	Accounts for: (1) stipend of \$830 (annual) to support elementary staff dedicating time to sponsor chorus, and (2) MS Chorus Supplies/Equipment
1.4.3	Ensure an orchestra program at every middle school	Special Revenues (Arts 4 Arts)	40,000	Start-up budget to design and implement middle school orchestra programming, expenses may include stipends, supplies, etc.
1.4.4	Ensure an orchestra program at every high school.	Capital (E-SPLOST)	300,000	Fine Arts Growth & Replacement: HS Orchestra supplies/Equipment
1.4.5	Ensure a theater program at every high school.	Capital (E-SPLOST)	415,000	Fine Arts Growth & Replacement: HS Theatre Equipment and Supplies - Phase 1
1.5.3	Expand world languages in the elementary and middle school level using in-person instruction or distance technology.	Capital (E-SPLOST)	650,000	Investment in world languages K-5 resources, supplies, and digital subscriptions for implementation in 24-25



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
1.5.7	Increase apprenticeships, internships, and career-learning opportunities.	Special Revenues (ARPA)	233,000	Funding to (1) provide extended day pay for additional CTSO advisors at each school, and (2) expand WBL access at AAS.
1.6.4	Establish Birth-5 community resources for school readiness.	General	100,000	Design, creation and printing of parent resources
1.6.5	Increase access to early learning experiences and assess kindergarten readiness skills upon entering kindergarten.	Special Revenues (ARPA)	800,000	Funding for summer learning acceleration opportunity for rising kindergartners.
2.3.4	Establish a high school student to teacher pipeline through the Teaching as a Profession career pathway, college/university partnership, and return to Henry placement strategy.	Special Revenues (ARPA)	337,000	Tomorrow's Teachers Today implementation of afterschool programming and pathway re-design
TOTAL			6,010,840	

Operations Services

Division & Strategic Action Plan Review



BUDGET

In Pursuit of *Exceptional*

Division Expense Overview

PURPOSE	EXPENSE TOTAL
Invest in student instruction	\$ 36,110
Invest in student supports	5,800
Invest in technology supports	358,569
Invest in the development of staff	43,889
Invest in safe and secure learning environments	5,055,298
Invest in family and community involvement	34,885
Invest in finance, compliance, and reporting systems	-
Support expenses incidental to operations	67,700
GRAND TOTAL	\$ 5,602,251



BUDGET

In Pursuit of *Exceptional*

| Contracts for good/services managed by the Division

Renewal consideration included within Divisional Budget

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
GFL Environmental	Solid Waste and Disposal Services	\$3.25 per cubic yard	Invitation to Bid completed March 2023	General Funds – Division Budget

Renewal consideration included in other Funds

Vendor	Contract Purpose	Contract Amount	DJE Procedure	Fund Source
TBD – week of 3.27.2023	Custodial Services	TBD – week of 3.27.2023	Request for Proposal – proposals received 3.23.2023. Review and evaluation of proposals ongoing.	General Funds – District Operations



BUDGET

In Pursuit of *Exceptional*

New Investments in Strategic Plan Tactics by division

Tactic	Tactic Description	Funding Source	FY24 Investment	Targeted Outcome of Expending Funds
1.3.5a	Design of Physical Building & Logistics	Capital (E-SPLOST)	1,349,890	Represent costs anticipated with the design of the STEM high school contemplated in SPLOST VI project list
3.7.4	Acquire software to facilitate enrollment forecasting and calculating growth capacity determinants of future residential developments.	General	10,800	Licenses (three total) for enrollment projection software.
4.4.5	Install HVAC in every ES gymnasium.	Special Revenues (CARES 2)	497,147	Completion of elementary HVAC air quality projects in gymnasiums
5.3.2	Development of policy/regulation concerning replacement of equipment.	General & Capital (Capital Accumulation)	5,864,000	Funding for (1) furniture replacement at three elementary schools, (2) for Athletic Equipment Growth & Replacement, and (3) furniture associated with enrollment growth.
5.5.1	Continued investment in energy management software/hardware for all facilities.	Capital (E-SPLOST)	2,000,000	Represents cost for energy management improvements contemplated in SPLOST VI project list
5.5.2	Implementation of water flow monitoring equipment.	Capital (E-SPLOST)	500,000	Represents cost for energy/water management improvements contemplated in SPLOST VI project list
TOTAL			10,221,837	



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TAKING ACTION TO ADVANCE
OPPORTUNITIES | ACCESS | OUTCOMES IN PURSUIT OF
AMBITIOUS GOALS

FY24 Other Funds Outlook





BUDGET

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FY24 Budget Development: Special Revenues Outlook

Revenues	FY22 Adopted	% of budget	FY23 Adopted	% of budget	FY24 Projected	% of budget
State	\$ 1.2M	1.8%	\$ 1.3M	1.8%	\$ 1.2M	1.6%
Local	5.7M	8.1%	11.4M	15.7%	15.5M	20.9%
Federal	63.6M	90.1%	60.0M	82.5%	57.6M	77.5%
	\$70.5M		\$72.7M		\$74.3M	
Expenditures						
Assigned: Arts 4 Arts					\$ 0.4M	
Enterprise activity	\$17.2M		\$21.6M		24.3M	
Grant programs	45.7M		50.8M		52.2M	
	\$62.9M		\$72.4M		\$ 76.9M	
Revenue Above (Under) Expenses	\$ 7.6M		\$ 0.3M		(\$ 2.6M)	

Notes:

- State revenue relates to grants for designated purposes (e.g., Pre-K Lottery and grants for nutrition services)
- Local revenue accounts for school based activity and fees collected for enterprise activity of Afterschool and the School Nutrition
- Federal revenue sources include **(1)** funds traditionally received for recurring programming such as Title and School Nutrition and **(2)** one-time Elementary and Secondary School Emergency Relief (ESSER) funds to respond to the COVID-19 pandemic (e.g., ARPA)

FY24 Budget Development: Special Revenues Outlook – Arts for Arts

Funds collected in connection with rentals of HCS facilities have been assigned and are accumulating in a unique fund to allow discrete monitoring of inflows and expenditures pertaining to the objectives of band uniform replacement and other identified fine arts programming

Funds Accumulated as of March	805,644.00	
Forecast of FY24 Receipts	600,000.00	
FY23 Budget Requirements	(160,000.00)	<i>for uniform replacement (2)</i>
FY24 Budget Requirements	(429,405.00)	<i>for uniform replacement (2) and identified fine arts programming</i>
FY25 Budget Requirements	(389,405.00)	<i>for uniform replacement (2) and identified fine arts programming</i>
FY26 Budget Requirements	(160,000.00)	<i>for uniform replacement (2)</i>
FY27 Budget Requirements	(160,000.00)	<i>for uniform replacement (2)</i>
	106,834.00	



BUDGET

In Pursuit of *Exceptional*

FY24 Budget Development: Capital Projects & Debt Outlook

Capital Projects Fund

The Capital Projects Fund is comprised of bond proceeds and expenses associated with the education special purpose local option sales tax (E-SPLOST) projects approved by Henry County voters.

FY24 Revenue

Interest earnings and SPLOST VI collections.....**\$3.2 million**

FY24 Expenditures

Continuation of E-SPLOST V projects and E-SPLOST VI projects **\$62.3 million**

Debt Service Fund

The Debt Service Fund revenue is comprised of tax proceeds dedicated to the retirement of debt, including E-SPLOST VI collections. Expenditures are prescribed per a debt repayment schedule.

FY24 Revenue

Local tax collections **\$98.2 million**

FY24 Expenditures

General Obligation Bond payments **\$49.8 million**



BUDGET

In Pursuit of *Exceptional*

FY24 Budget Development: Next Steps

Henry County Schools
FY2024 Budget Calendar

The following proposed schedule of activities will guide budget development in the Henry County School System for the school year 2023-2024.

Activity	Responsibility	Date
Present FY2024 Budget Calendar	Superintendent/CFO	Monday, December 12, 2022 Study Session
Present FY2024 Budgetary Priorities	Superintendent/CFO	Monday, January 9, 2023 Study Session
Present FY2024 Outlook	Superintendent/CFO	Monday, February 13, 2023 Study Session
Present FY2024 Budget Overview	Superintendent/CFO	Monday, March 13, 2023 Study Session
Post FY2024 Budget Overview on Henry County Schools Website	Financial Services	Wednesday, March 15, 2023
Provide FY2024 Budget Notebook to Board of Education	Financial Services	Friday, March 24, 2023
Budget Workshop	Board of Education/Superintendent	Monday, March 27, 2023 5:00 p.m.
Present FY2024 Tentative Budget	Superintendent/CFO	Monday, April 17, 2023 Study Session
Host Budget Hearing (1 of 2)	Board of Education/Superintendent	Monday, April 17, 2023 6:30 p.m.
Adopt FY2024 Tentative Budget	Board of Education	Monday, April 17, 2023 Business Session
Post FY2024 Tentative Budget on Henry County Schools Website	Financial Services	Wednesday, April 19, 2023
Present FY2024 Final Budget	Superintendent/CFO	Monday, May 8, 2023 Study Session
Host Budget Hearing (2 of 2)	Board of Education/Superintendent	Monday, May 8, 2023 6:30 p.m.
Adopt FY2024 Final Budget	Board of Education	Monday, May 8, 2023 Business Session
Post FY2024 Final Budget on Henry County Schools Website	Financial Services	Thursday, May 11, 2023
Advertise and hold Public Meetings for Tax Payer Bill of Rights (**)	Board of Education/Superintendent	July 2023
Final adoption of millage rate (**)	Board of Education	July / August 2023

Apr 17th

FY24 Budget Hearing #1
Tentative Budget Adoption

May 8th

FY24 Budget Hearing #2
Final Budget Adoption

(**) Scheduled dates for public hearings and adoption of millage rate are contingent on availability of tax digest information from tax officials.

Budget adoption should occur before July 1 and contain at least the same amount of budget information as included in the legal advertisement.