



SYSTEMS AND RESOURCES ...

We will improve efficiency (productivity, cost, etc.) while also making decisions (including resource allocations) that are grounded in a strategic academic direction and data.

BFAC

April 19, 2016

6:00 PM – 7:00 PM



Agenda

- Meeting Goals
 - 5 minutes
- Calendar and Timeline
 - 5 minutes
- Discussion of Online and Emailed Materials
 - 15 minutes
- FY2017 General Fund Budget Discussion of Superintendent's Recommendation
 - 30 minutes
- FY2017 General Fund Budget Commission Recommendation to the Board
 - 5 minutes
- Wrap-Up
 - 5 minutes



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Meeting Goals



Goals

- For this meeting
 - To discuss “old business” and emailed materials
 - To review the Superintendent’s recommendation for the FY2017 General Fund Budget
- Going forward
 - Complete the FY2017 budget for Special Revenue (Title I, Title II, Title VI-B, School Nutrition) and SPLOST recap
 - Continue developing a comprehensive multi-year plan that balances revenue against expenditures
 - Continue considering the long-term implications for revenue streams
 - Continue identifying the long-term approach for strategic priorities and other large expenditure items
 - Continue identifying decision-packages to allow for transparent and clear priorities for new revenue



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Calendar and Timeline

Budget Calendar (1 of 3)



SYSTEMS AND RESOURCES ...

Atlanta Public Schools		
Fiscal Year 2017 General Fund Budget Development Calendar		
9/4/2015	v10	
Item #	Item Description	Dates
✓ 1	Board/Superintendent workshop - Initial Academic and Operating Goals and Priorities for Budget Parameters	August 27, 2015
✓ 2	Senior Executive Leadership Team review of the Fiscal Year 2017 budget planning framework and timeline	September 1, 2015
✓ 3	Budget parameters identified and finalized by Senior Executive Leadership Team	September 1, 2015
✓ 4	Fiscal Year 2017 Budget Planning Parameters and Timeline presented and approved by the Board	September 8, 2015
✓ 5	Expanded Cabinet discusses budget framework, parameters and timeline	September 17, 2015
✓ 6	Senior executive leadership team discussion of the budget	October 27, 2015
✓ 7	Board reviews/discusses Fiscal Year 2017 budget assumptions, staffing formulas and strategic priorities	November 2, 2015
✓ 8	Departments receive Fiscal Year 2017 Budget templates	November 11, 2015
✓ 9	Board Budget Commission Meeting to Discuss Multi-year Budgeting Strategy	November 12, 2015
✓ 10	Budget and Finance Advisory Committee, initial meeting (CFO only)	November 12, 2015
✓ 11	Expanded Cabinet discusses budget approach, options and provides feedback	November 19, 2015
✓ 12	Board approves Fiscal Year 2017 budget assumptions, staffing formulas and strategic priorities	December 14, 2015
✓ 13	Budget and Finance Advisory Committee, second meeting	December 17, 2015
✓ 14	Fiscal Year 2015 Mid-Year adjustment	January 11, 2016
✓ 15	Departments submit completed budgets	January 14, 2016
✓ 16	Governor's State of the State Address and Education Budget (OMB)	January 14, 2016
✓ 17	Board Budget Commission Meeting to Discuss Multi-year Budgeting Strategy	January 21, 2016
✓ 18	Budget and Finance Advisory Committee, third meeting	January 21, 2016
✓ 19	Budget Office compiles budget	January 29, 2016

Budget Calendar (2 of 3)



SYSTEMS AND RESOURCES ...

✓ 20	Senior Executive Leadership Team budget retreat to complete preliminary budget proposal	February 2, 2016
✓ 21	Budget and Finance Advisory Committee, fourth meeting	February 18, 2016
✓ 22	Superintendent presents the Fiscal Year 2017 Budget Primer to the Board Budget Commission meeting (at call of Committee chair)	February 18, 2016
✓ 23	Board Budget Commission meeting (at call of Committee chair)	February 29, 2016
✓ 24	FC Tax Commissioner and FC Chief Assessor Board Presentation	February 29, 2016
✓ 25	Superintendent presents the Fiscal Year 2017 Budget Primer to the Board	March 7, 2016
✓ 26	Conduct regional public meeting for Fiscal Year 2017 General Fund Budget	March 10, 2016
✓ 27	Conduct regional public meeting for Fiscal Year 2017 General Fund Budget	March 17, 2016
✓ 28	Board Budget Commission meeting (at call of Committee chair)	March 17, 2016
✓ 29	Conduct regional public meeting for Fiscal Year 2017 General Fund Budget	March 24, 2016
✓ 30	Conduct regional public meeting for Fiscal Year 2017 General Fund Budget	March 31, 2016
✓ 31	Board Budget Commission meeting (at call of Committee chair)	March 28, 2016 April 15, 2016
✓ 32	Budget and Finance Advisory Committee, fifth meeting	March 28, 2016 April 19, 2016
33	Public budget hearing for Fiscal Year 2017 General Fund Budget	April 11, 2016 April 20, 2016
34	Superintendent presents the Fiscal Year 2017 Budget to the Board (Tentative adoption)	April 11, 2016 April 20, 2016
35	First read of the tax Millage rates for Fiscal Year 2017	April 11, 2016 April 20, 2016
36	Board Budget Commission meeting (at call of Committee chair)	April 28, 2016
37	Salary Hearing #1 (If necessary)	May 5, 2016
38	Tax assessor provides preliminary appraisal values to District	May 6, 2016
39	Salary Hearing #2 (If necessary)	May 12, 2016

Budget Calendar (3 of 3)



SYSTEMS AND RESOURCES ...

40	Board Budget Commission meeting (at call of Committee chair)	May 18, 2016
41	Superintendent presents the Fiscal Year 2017 Budget to the Board (Final Adoption)	June 6, 2016
42	Board Budget Commission meeting (at call of Committee chair)	June 9, 2016
43*	Final adoption of the tax Millage rates for Fiscal Year 2017 (may require a called Board meeting such as public hearings depending on the county's schedule and millage rollback)	June-16
44*	Advertise the tax digest for the five year history Fiscal Years 2011-2016	June-16
45*	Advertise and publish notice of tax rate and budget	June-16
46*	Advertise the first and second public hearings for the tax Millage rates	June-16
47*	Hold the first and second public hearing on the tax Millage rate	June-16
48*	Advertise the third public hearings for the tax Millage rates (If necessary)	June-16
49*	Hold the third public hearings for the tax Millage rates (If necessary)	June-16
50*	Deadline for millage rates to be delivered to Fulton County Tax Commissioner	June-16
51	Tax assessor provides final appraisal values to the District	August 1, 2016

*At the next commission meeting, the commission will need to determine the dates for the millage rate adoption and all related public hearings most likely to be set no later than the end of July.



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Discussion of Online and Emailed Materials



DEPARTMENT OF SAFETY & SECURITY OVERVIEW

“Embracing A New Direction”

April 19, 2016

STAKEHOLDER FEEDBACK



Stakeholder Groups



Concerns



Recommendations

Students
Staff
Parents
Community

Command
Structure
Part-time
Status

Training
Law vs Policy

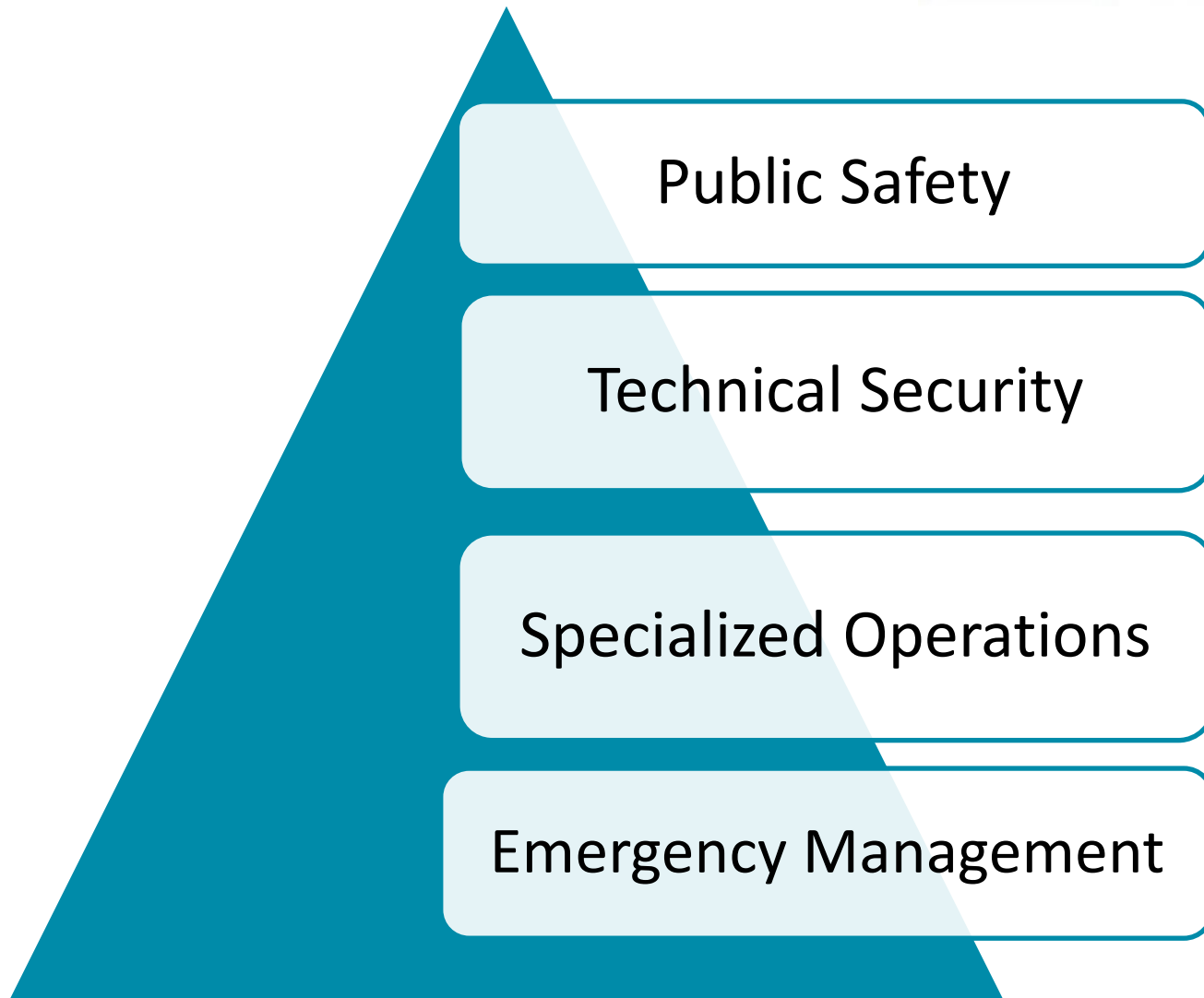
Customer
Satisfaction

Change Structure
Clarify Roles
Hire Full-time
Improve Training
Community Policing
Concept
Proactive Posture

TRIAD- SCHOOL RESOURCE OFFICER MODEL



- Full-time employees
- PBS/PBIS Framework
- Armed law enforcement personnel assigned to middle and high schools
- Trained in school specific topics – Restorative Practices, Social & Emotional Learning
- Not all POLICE are SROs, but all SROs are POLICE



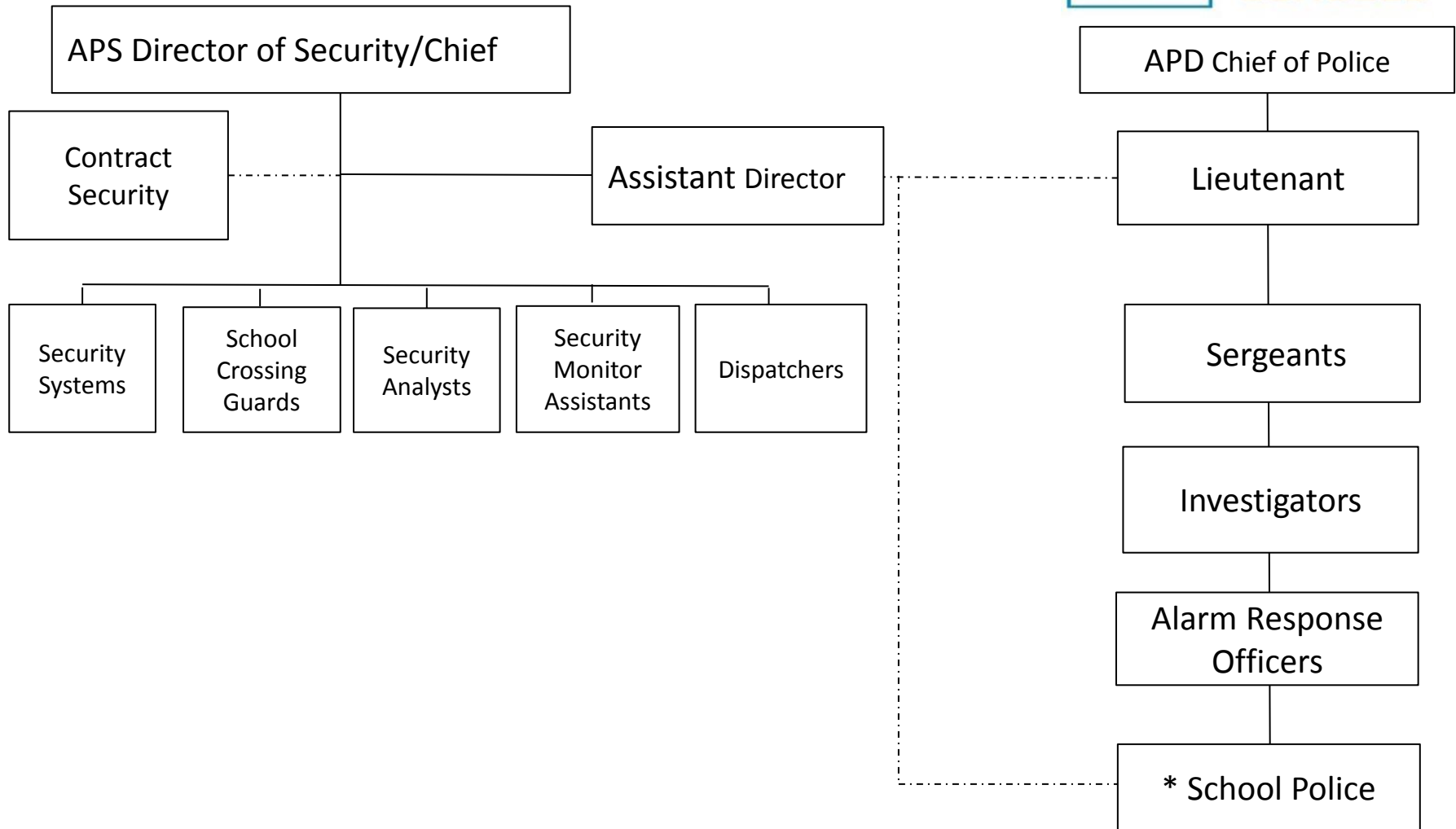
Safety – School Day

- Prevention measures
- Support personnel

Security – After-Hours

- Protect & preserve environment

CURRENT ORGANIZATIONAL CHART



73 Atlanta Police Officers assigned to school detective section
233+ Atlanta Police Officers on roster to fill positions

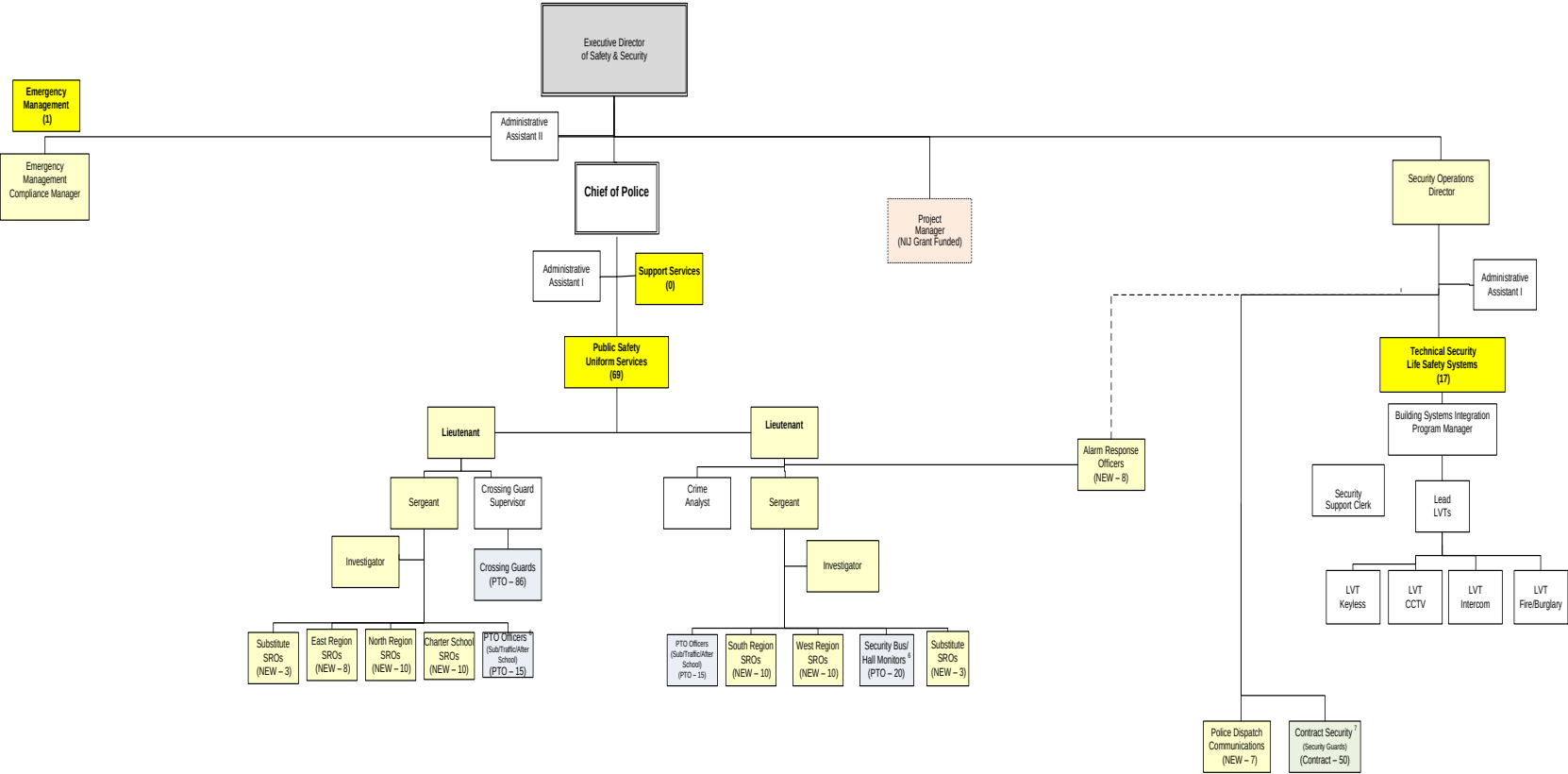
SY 16-17 ORGANIZATIONAL CHART



SY2016-2017 Safety & Security Organizational Structure
(Updated As of 4/19/2016)

SAFETY

SECURITY



BUDGET



- Cost Neutral

	<u>FY16</u>	<u>FY17</u>
Security	\$1.722M	\$1.767M
Safety	<u>\$8.545M</u>	<u>\$8.444M</u>
	\$10.267M	\$10.211M

BENEFITS OF A SRO PROGRAM MODEL





Questions



Requests for Data

- Enrollment
- Additional School Funds
- Program Sheets



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FY2017 General Fund Budget Discussion of Superintendent's Recommendation

Summary of General Fund Revenue



Revenue	FY2016	FY2017	FY2017 vs FY2016	Notes
Local	\$499,622,471	\$513,066,145	\$13,443,674	3% Growth from FY2016
State	\$181,863,915	\$192,307,017	\$10,443,102	\$4.5 million for charter system, plus \$5.0 million from QBE increase
Other	\$23,741,587	\$24,818,070	\$1,076,483	IGA, charter school buy-back, and field trips
Total	\$705,227,973	\$730,191,233	\$24,963,259	

The Budget Process: Showing our Work



- Since the initial FY2017 budget submittal in January, the administration has worked to close a budget gap of more than \$60 million.
- Reduced the request for CLL departments by nearly \$31.6 million, including real cuts to the central office budgets by more than \$7.3 million from FY2016 to FY2017 (50 positions)
- Targeted more than \$80 million in support of the budget parameters (not including unfunded pension)
- Redirecting more than \$3.5 additional flexible and signature funds to the schools in support of school-based flexibility and autonomy
- Built in to the base budget a step increase, a 2% COLA for all teachers, a 1% COLA for all non-teaching employees, \$950,000 for pre-K teachers, and \$4 million to address pay parity

Found Efficiencies and Redundancies



The administration has identified more than \$15 million in additional reductions to the FY2017 request since the February Commission meetings. The CLL department budgets are cut by more \$7.3 million from FY2016 to FY2017. Nearly \$21 million has been identified for redistribution to Strategic Priorities including turnaround, compensation, and school flexibility.

Reduction in One-Time Expenditures	\$ (635,000)
Utilities and Fuel	\$ (900,000)
Operations and HR Contingencies	\$ (2,200,000)
Other Reductions to CLL Requests	\$ (11,300,000)
Total Cuts	\$ (15,035,000)
Vacancy Management 1% of salary budgets decreased as each vacancy takes at a minimum of 30 days to fill	\$ (3,300,000)
Targeted Budgeting for Benefit Costs	\$ (2,580,000)
Total Refined Budget Strategy	\$ (5,880,000)
Total Reduction from Base Budget	\$ (20,915,000)

Proposed FY17 Highlights



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<u>Turnaround Strategy</u> 1. Up from \$5 million in FY16, to invest in a multi-year turnaround strategy that provides additional support and interventions for schools at risk of state take-over	\$23,677,249
<u>Charter System Operating Model</u> School Flex- Created in FY16, this initiative will allow resources for principals to really be able to move their school in a new and unique direction, in alignment with our charter system status (\$9 million) 2. <u>Signature Programming</u> - Up from \$1 million in FY16, to support the ongoing implementation of signature programming across all clusters and in support of the cluster model (\$7 million) <u>Cluster Funds</u> - Allow cluster-based planning, problem solving, and targeting efforts and resources to cluster-specific challenges and strengths (\$2.5 million)	\$18,611,368
<u>Pay Parity</u> 3. Includes \$4 million to address pay parity for the continued implementation of compensation study; also includes a step increase, a 2% COLA for all teachers, and 1% COLA for all non-teaching employees	\$15,200,000
<u>Safety & Security</u> 4. Toward the safety, security, and well-being of students and staff— including the implementation of our new, in-house safety/security model (the restructuring of this area represents a cost savings of \$200,000 from FY2016)	\$10,111,744
<u>Textbook/Resource Adoption</u> 5. Improvement in student achievement in math, science, and literacy, including a comprehensive materials of instruction strategy (inclusive of textbook adoption and online resources)	\$5,432,777
<u>CRCT Remediation</u> 6. Ongoing implementation of districts CRCT remediation and enrichment efforts	\$4,018,838
<u>Early Childhood Education</u> 7. Investment to move our Pre-K teachers to the same salary schedule as all other teachers	\$950,000

Budget Summary



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	FY2016 Current Budget	FY2017 Request	Change from FY16	% Change from FY16
School Allocation Plan	\$333,583,116	\$339,743,198	\$6,160,082	1.85%
Charters	\$87,992,523	\$97,761,680	\$9,769,156	11.10%
Turnaround	\$5,000,000	\$23,677,249	\$18,677,249	373.54%
Board / Internal Audit	\$2,020,862	\$1,132,048	(\$888,814)	-43.98%
Superintendent	\$2,533,836	\$2,231,537	(\$302,299)	-11.93%
Deputy Superintendent	\$2,743,438	\$2,638,336	(\$105,102)	-3.83%
Legal	\$3,578,022	\$3,201,375	(\$376,647)	-10.53%
Chief of Schools	\$12,180,592	\$12,147,557	(\$33,035)	-0.27%
Chief Academics Officer	\$42,104,265	\$39,788,019	(\$2,316,246)	-5.50%
Operations	\$89,499,817	\$86,883,946	(\$2,615,870)	-2.92%
Accountability and Info Systems*	\$28,836,159	\$32,559,645	\$3,723,486	12.91%
Human Resources**	\$9,792,344	\$10,334,446	\$542,102	5.54%
Finance	\$10,339,882	\$8,711,625	(\$1,628,257)	-15.75%
State Grants	\$768,299	\$957,607	\$189,308	24.64%
School Flex, Cluster, Signature	\$14,946,396	\$18,611,368	\$3,664,973	24.52%
District Wide	\$8,908,423	\$11,056,051	\$2,147,628	24.11%
Unfunded Pension	\$50,400,000	\$52,000,000	\$1,600,000	3.17%
Grand Total	\$705,227,973	\$743,435,686	\$38,207,712	5.42%

*Copier funds have been consolidated from other budgets to the Accountability and Information systems department = \$2.7 million

**Funds for school-based substitutes are housed within Human Resources and are increasing by \$1 million based on current trend

Budget by Function



SYSTEMS AND RESOURCES ...

	FY2016			FY2017		
	Budget	% of Expenditures	Per Pupil	Budget	% of Expenditures	Per Pupil
Instruction	\$445,522,785	63.17%	\$8,910	\$478,069,621	64.31%	\$9,374
Pupil Services	\$36,214,176	5.14%	\$724	\$41,796,624	5.62%	\$820
Staff Services	\$29,152,142	4.13%	\$583	\$40,800,971	5.49%	\$800
Federal Grant Admin	\$2,702	0.00%	\$0	\$2,870	0.00%	\$0
School Admin	\$41,845,148	5.93%	\$837	\$39,080,751	5.26%	\$766
General Admin	\$46,012,591	6.52%	\$920	\$33,276,823	4.48%	\$652
Maintenance And Operations	\$73,868,266	10.47%	\$1,477	\$77,717,034	10.45%	\$1,524
Transportation	\$28,496,989	4.04%	\$570	\$28,465,302	3.83%	\$558
School Nutrition Program	\$357,640	0.05%	\$7	\$376,521	0.05%	\$7
Other Outlay	\$1,374,460	0.19%	\$27	\$1,466,425	0.20%	\$29
<u>Debt</u>	\$2,381,074	0.34%	\$48	\$2,382,744	0.32%	\$47
Total	\$705,227,973	100.00%	\$14,105	\$743,435,686	100.00%	\$14,577

○ =The Instruction function is moving closer to 65% as recommended by the State. Also, the General Administration function continues to reduce.



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FY2017 General Fund Budget Commission Recommendation to the Board

FY2017 Budget Proposal



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Other	\$23,741,587	\$24,818,070	\$1,076,483	IGA, charter school buy-back, field trips
Total	\$705,227,973	\$730,191,233	\$24,963,259	
Expenditures	\$705,227,973	\$743,435,686	\$38,207,713	Details of budget by function and budget by object group on next slides
Use of Fund Balance		\$15,098,677		Use of fund balance is \$13,244,453, but approximate share to charters is \$1,854,223
Budget Gap	\$0	\$0		



- Special-Called Board Meeting- Wednesday, April 20, 2016
 - Tentative Adoption of the FY17 General Fund Budget
- Budget Commission Meeting- Thursday, April 28, 2016
 - Proposed FY17 Special Revenue Fund Budget
 - Adopted Capital Projects Budget
- Budget Commission Meeting- Wednesday, May 18, 2016
 - Multi-Year Budgeting
- Budget Commission Meeting- Thursday, June 9, 2016
 - Multi-Year Budgeting