



ATLANTA PUBLIC SCHOOLS BOARD OF EDUCATION BUDGET COMMISSION

October 30, 2024

AGENDA

01 FY2026 Resource and
Expenditure Parameters

02 School Allotments





FY2026 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 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.
 - assessing the required millage rate.
- Maintain a fund balance of between 7.5% and 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 offset potential decreases in revenue.



FY2026 BUDGET DECISION POINTS

Refining Assumptions

Revenue Decisions

School Allocations

Rightsizing

Central Office Review

FY2025 Budget Parameters

	The FY2025 Budget Development Process will:	in alignment with:
1	Support a compensation strategy that maintains the APS competitive advantage while remaining sustainable in the long-term	Goals 1-2; Guardrail 3
2	Support the shift in the School Nutrition model to in-house	Goals 1-2; Guardrail 1, 3 & 4
3	Support the ongoing operational needs of the district, especially Transportation and Safety and Security and the modernization of the district ERP (Enterprise Resource Planning) system	Guardrail 1 & 3
4	Identify redundancies and efficiencies in the administrative overhead of the district to reallocate to core classroom and school budgets	Goals 1-2
5	Consider the ESSER funded initiatives that should be incorporated in the ongoing general fund budget, or will effectively communicate the transition away from some initiatives	Goals 1-4; Guardrail 3
6	Support additional flexible school funds, especially for wellness and whole-child support	Goals 3-4; Guardrail 1
7	Support ELA and Math investments, especially through investments in professional development	Goals 1-2
8	Support the SOFG goal for College and Career Readiness	Goal 4
9	Support investments in Signature Programs, Fine Arts and Athletics that standardizes investments across schools and shifts burden of costs off school budgets	Guardrails 1 and 3
10	Support of all student populations including investments in intervention, Gifted, EL, and Special Education	Guardrail 1

FY2026 DRAFT EXPENDITURE PARAMETERS

Expenditure Parameters

Support a compensation strategy that balances the APS competitive advantage while remaining sustainable in the long-term

Identify and reduce redundancies and efficiencies in the administrative overhead of the district

Review school-based program investments (signature programs, turnaround, cluster and flexible funds, etc.) against demonstrated effectiveness and reduce allocations where indicated.

Maximize existing investments in support of all student populations including investments in early intervention, remediation, Gifted, English learners, economically disadvantaged, and Exceptional Education.

Align on a "base" school allocation and determine the level of flexibility school leaders and GoTeams will have in budget allocation strategies.

Adopt a position on HB581 (homestead exemption) and prepare to either opt-in (and make necessary budget reductions) or opt-out (and prepare for the state-mandated opt-out process).

Align the current and multiyear budget process with the facility master planning process, with a specific focus on rightsizing both school size and staffing allocations.

School Allotments



TALE OF TWO SCHOOLS

Alex is loving school! He's in the orchestra; gets free tutoring after school; and they even have someone just to work with hispanic families. Also...they've got DANCE!!

Well....great for Alex! I wish Rachel's school had all of that.



WHAT'S THE STRATEGY?

Legacy Elementary School: Same Goal, Different Strategy

- 425 Students
- \$6,639,357 Budget
- \$15,622 per pupil
- Title I School

FY2025 TOTAL SCHOOL ALLOCATIONS			
School	Example ES		
Location			
Level			
FY2025 Projected Enrollment	425		
Change in Enrollment	2		
Total Earned	\$6,639,357		
SSF Category	Count	Weight	Allocation
Base Per Pupil	425	\$5,334	\$2,266,941
Grade Level			
Kindergarten	64	0.60	\$204,825
1st	75	0.25	\$100,012
2nd	67	0.25	\$89,344
3rd	71	0.25	\$94,678
4th	73	0.00	\$0
5th	75	0.00	\$0
Poverty	178	0.47	\$446,241
Concentration of Poverty		0.03	\$11,785
EIP/REP	126	1.05	\$705,685
Special Education	29	0.05	\$7,734
Gifted	26	0.70	\$97,078
Gifted Supplement	0	0.60	\$0
ELL	89	0.20	\$94,945
Small School Supplement	25	0.25	\$33,337
Incoming Performance	0	0.10	\$0
Baseline Supplement	No		\$0
Transition Policy Supplement	No		\$0
Capacity	No	0.25	\$0
Total SSF Allocation			\$4,152,606
Additional Earnings			
Signature			\$346,080
Turnaround			\$0
Title I			\$196,650
Title I Family Engagement			\$7,125
Field Trip Transportation			\$16,089
District Funded Stipends			\$21,750
Flex			\$132,339
Total FTE Allotments	19.75		\$1,766,718
Total Additional Earnings			\$2,486,751
Total Allocation			\$6,639,357

Legacy Elementary School: Same Goal, Different Strategy

Budget 1



Budget 2



Guiding Questions

1. What's different?
2. What do you think the strategy is for each budget?
3. Do you see any similarities or differences with your own school's budget?

Budget 1

Prioritization

This budget prioritizes very small core instructional class sizes, with an **average class size of 18**

Trade-Offs

- Limited extended core
- Lean school administration
- Less student/staff supports

Budget 2

Prioritization

This budget prioritizes student and staff supports, with **increased support positions, extended core classes, and tutors**

Trade-Offs

- Larger class sizes
- Less instructional paraprofessionals

Guiding Questions

1. What are your first reactions?
2. Is one better than the other?
3. What is most like your school?



IS THIS RIGHT?

Core Class Size

Budget 1

Average Class Size of 18

Budget 2

Average Class Size of 24

Guiding Questions

- 1. If this was your school, would you support this strategy?
- 2. Should there be a maximum class size? And if so, what?

Grade(s) Subject(s)	GADOE Maximum Individual Class Size
Regular Kindergarten	18
Regular Kindergarten With full-time paraprofessional	20
Regular Grades 1-3 No Paraprofessional	21
Regular Grade 1-3 With full-time paraprofessional	21
Grades 4-5 English, Math, Science, Social Studies	28

Extended Core

Budget 1

Art (1)
Music (1)
PE (1)
World Language (1)

Budget 2

Art (1)
Music (1)
PE (1)
World Language (1)
Performing Arts (1)
Orchestra (.5)
Band (.5)

Guiding Questions

1. If this was your school, would you support this strategy?
2. Should there be a minimum set of extended core offerings? And if so, what?

Operational Support

Budget 1

Principal (1)
Assistant Principal (1)
Secretary (1)
Bookkeeper (1)

Budget 2

Principal (1)
Assistant Principal (1)
Secretary (1)
Bookkeeper (1)
School Business Manager (1)

Guiding Questions

1. If this was your school, would you support this strategy?
2. Should there be a minimum set of operational support?

Student & Staff Support

Budget 1

Counselor (1)
Instructional Coach (2)
Master Teacher Leader (1)
Media Specialist (1)
Parent Liaison (1)
Social Worker (1)

Budget 2

Counselor (1)
Instructional Coach (2)
Master Teacher Leader (1)
Media Specialist (1)
Parent Liaison (1)
Social Worker (1)
Attendance Specialist (1)
Restorative Practices Coach (1)
Bilingual Community Liaison (1)
Tutoring (\$20k)

Guiding Questions

1. If this was your school, would you support this strategy?
2. Should there be a minimum set of student and staff support?

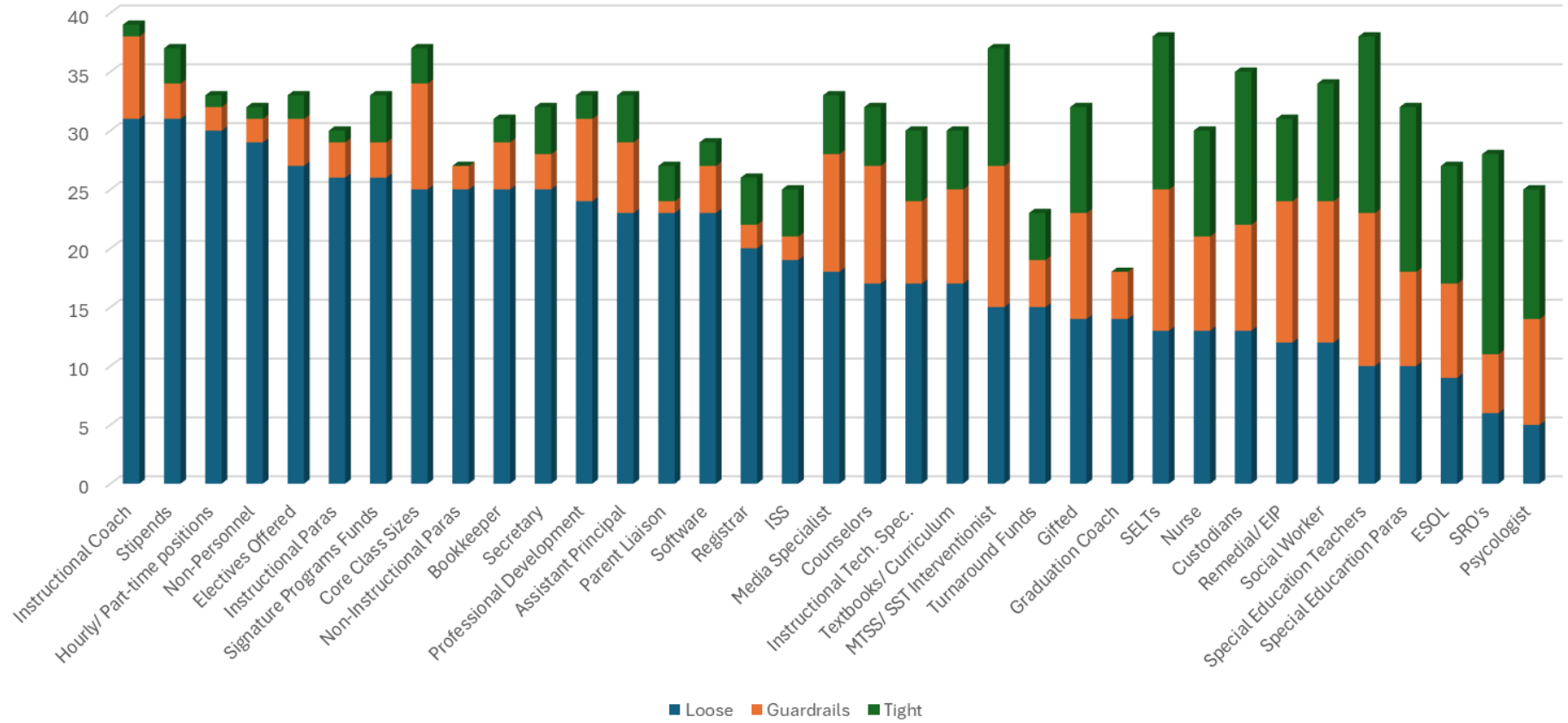
Alex is loving school! He's in the orchestra; gets free tutoring after school; and they even have someone just to work with hispanic families. Also...they've got DANCE!!

Fill in the Blank



Principal Feedback

- From Principal's Meeting 10/23/2024
- 39 Total Respondents



WRAP UP AND NEXT STEPS

NEXT BUDGET COMMISSION MEETING:
NOVEMBER 21, 2024

Agenda:
TBD





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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

2020-2026 Board Goals

Goal 1: Literacy Proficiency

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



Goal 2: Numeracy Proficiency



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

Goal 3: Post-Graduation Preparedness

Increase the percentage of high school students who graduate prepared for their next step as demonstrated on a multi-dimensional assessment based on the Profile of a Graduate.



Goal 4: College and Career Readiness

The percentage of high school students who score at the college and career readiness level on career pathway assessments, IB, AP, Dual Credit, ACT or SAT, work-based learning, or entering TCSG/USG without needing remediation **will increase from 51.5% in October 2019 to 59.3% by October 2026.**



2020-2026 Board Guardrails



GUARDRAIL 1: EQUITY

The Superintendent will not allow inequitable treatment of students as measured by student academic outcomes, discipline occurrences, and/or resource allocation.

GUARDRAIL 2: STAKEHOLDER ENGAGEMENT

The Superintendent will not make major decisions or bring major recommendations to the Board without first implementing a stakeholder engagement strategy, including students, parents, teachers, staff, governance teams, and community members.

GUARDRAIL 3: CULTURE AND CLIMATE

The Superintendent will not foster or allow a culture of fear, intimidation, or retaliation, or an unwelcoming environment.

GUARDRAIL 4: INNOVATION AND ACCOUNTABILITY

The Superintendent will not allow struggling schools to be without: a comprehensive needs assessment; supports aligned to that assessment; and, if the struggle persists for up to three years, a high impact intervention.

School Allocation FY25 vs. FY24 Comparison by School

tinyAPS.com/?FY25AllocationChange



FY25 PER PUPIL SPEND BY SCHOOL

Carver Cluster	Day 15 Enrollment	Post-Leveling Allocation	Per Pupil Post-Leveling
Finch ES	266	\$6,502,388	\$24,445
Perkerson ES	305	\$6,328,679	\$20,750
Sylvan Hills MS	454	\$7,569,748	\$16,673
Carver Early College HS	525	\$7,918,537	\$15,083
Total/Average	1,550	\$28,319,352	\$19,238

Douglass Cluster	Day 15 Enrollment	Post-Leveling Allocation	Per Pupil Post-Leveling
F.L. Stanton ES	155	\$4,654,034	\$30,026
Scott ES	286	\$6,225,677	\$21,768
Harper-Archer ES	486	\$9,320,149	\$19,177
Usher-Collier Heights ES	377	\$7,053,671	\$18,710
Boyd ES	378	\$7,028,517	\$18,594
John Lewis Invictus MS	688	\$11,248,513	\$16,350
Douglass HS	1269	\$18,737,501	\$14,766
Total/Average	3,639	\$64,268,063	\$19,913

Jackson Cluster	Day 15 Enrollment	Post-Leveling Allocation	Per Pupil Post-Leveling
Dunbar ES	251	\$5,450,441	\$21,715
Benteen ES	293	\$6,073,491	\$20,729
BAMO ES	251	\$4,910,822	\$19,565
Toomer ES	452	\$7,904,432	\$17,488
Parkside ES	591	\$8,111,995	\$13,726
King MS	864	\$11,685,711	\$13,525
Burgess-Peterson ES	579	\$7,463,822	\$12,891
M. Jackson HS	1,517	\$18,886,467	\$12,450
Total/Average	4,798	\$70,487,180	\$16,511

Mays Cluster	Day 15 Enrollment	Post-Leveling Allocation	Per Pupil Post-Leveling
Beecher Hills ES	237	\$5,347,148	\$22,562
Peyton Forest ES	272	\$6,083,217	\$22,365
West Manor ES	234	\$4,458,131	\$19,052
Cascade ES	298	\$5,259,347	\$17,649
Miles ES	439	\$7,660,449	\$17,450
Young MS	632	\$9,661,899	\$15,288
Mays HS	1,331	\$18,233,094	\$13,699
Total/Average	3,443	\$56,703,283	\$18,295

FY25 PER PUPIL SPEND BY SCHOOL

Midtown Cluster	Day 15 Enrollment	Budget Plus Leveling Adjustment	Per Pupil Post-Leveling
Hope-Hill ES	381	\$7,038,470	\$18,474
Springdale Park ES	429	\$6,613,660	\$15,416
Lin ES	507	\$6,228,790	\$12,286
Morningside ES	716	\$8,378,094	\$11,701
Virginia-Highland ES	622	\$7,265,351	\$11,681
Howard MS	1,082	\$12,316,847	\$11,383
Midtown HS	1,673	\$17,991,070	\$10,754
Total/Average	5,410	\$65,832,283	\$13,099

N. Atlanta Cluster	Day 15 Enrollment	Budget Plus Leveling Adjustment	Per Pupil Post-Leveling
Jackson Elementary	446	\$7,058,346	\$15,826
Garden Hills ES	450	\$6,978,584	\$15,508
Smith ES	812	\$11,151,127	\$13,733
Bolton Academy	544	\$7,277,527	\$13,378
Rivers ES	649	\$8,501,476	\$13,099
Brandon ES	897	\$11,072,977	\$12,344
Sutton MS	1,612	\$18,638,412	\$11,562
North Atlanta HS	2,359	\$25,085,266	\$10,634
Total/Average	7,769	\$95,763,716	\$13,261

S. Atlanta Cluster	Day 15 Enrollment	Budget Plus Leveling Adjustment	Per Pupil Post-Leveling
Humphries ES	212	\$5,137,783	\$24,235
Cleveland Ave ES	240	\$5,432,663	\$22,636
Dobbs ES	297	\$6,245,122	\$21,027
Hutchinson ES	257	\$5,130,220	\$19,962
Heritage Academy	341	\$6,559,102	\$19,235
Long MS	631	\$9,432,713	\$14,949
South Atlanta HS	927	\$13,461,429	\$14,521
Total/Average	2,905	\$51,399,032	\$19,509

Therrell Cluster	Day 15 Enrollment	Budget Plus Leveling Adjustment	Per Pupil Post-Leveling
Kimberly ES	253	\$5,894,846	\$23,300
Continental Colony ES	329	\$6,382,159	\$19,399
Fickett ES	392	\$6,696,194	\$17,082
Deerwood Academy	435	\$6,762,054	\$15,545
Bunche MS	643	\$9,211,074	\$14,325
Therrell HS	966	\$13,392,496	\$13,864
Total/Average	3,018	\$48,338,823	\$17,252

FY25 PER PUPIL SPEND BY SCHOOL

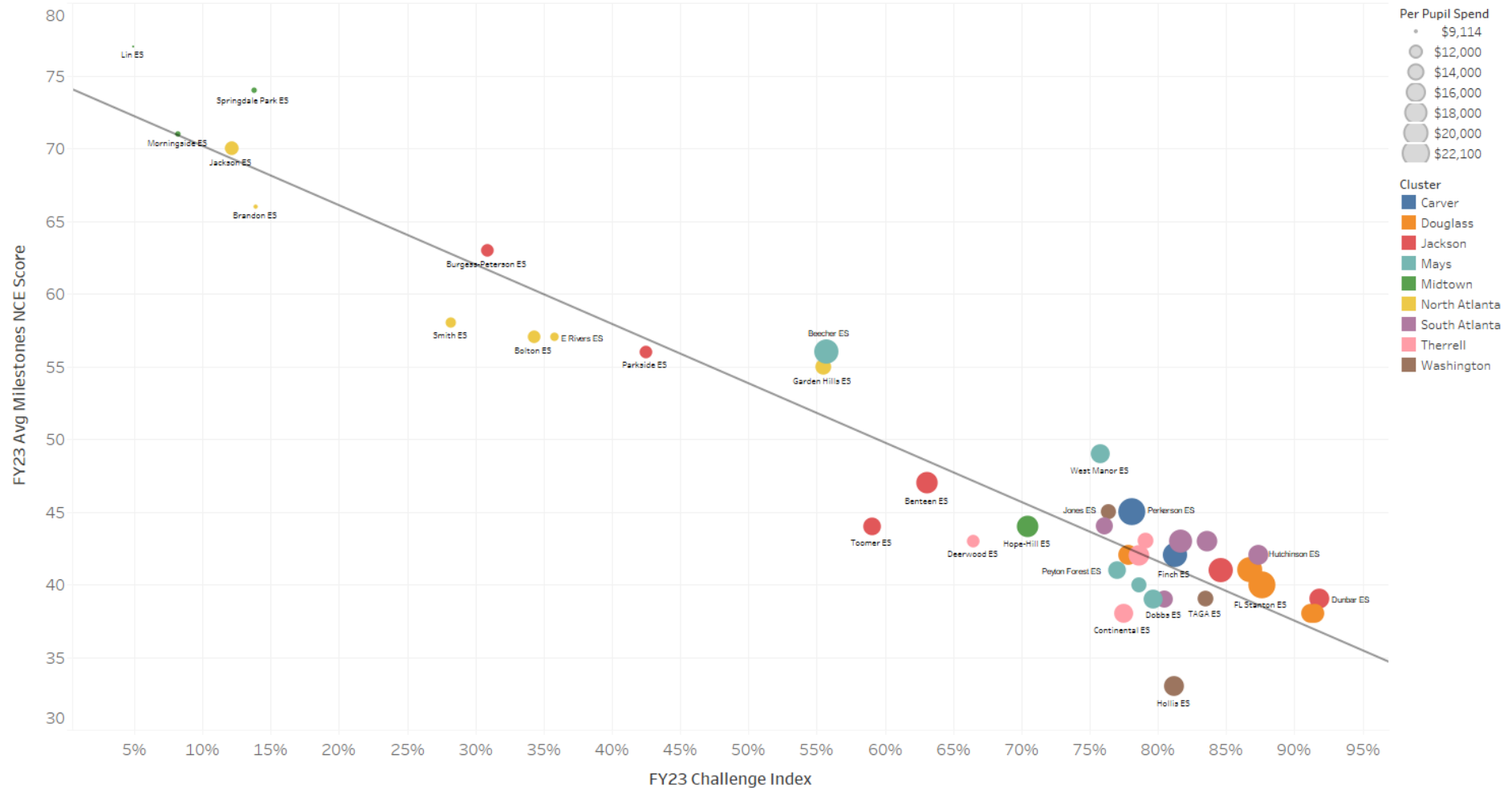
Washington Cluster	Day 15 Enrollment	Budget Plus Leveling Adjustment	Per Pupil Post-Leveling
Michael R. Hollis Innovation Academy K-8	545	\$11,603,315	\$21,290
H.J. Russell West End Academy MS	328	\$6,620,147	\$20,183
Tuskegee Airmen Global Academy ES	422	\$8,313,896	\$19,701
M.A. Jones ES	413	\$6,890,745	\$16,685
Washington HS	855	\$12,701,696	\$14,856
Total/Average	2,563	\$46,129,799	\$18,543

Non-Traditional	Day 15 Enrollment	Budget Plus Leveling Adjustment	Per Pupil Post-Leveling
Hank Aaron New Beginnings Academy	206	\$7,810,435	\$37,915
B.E.S.T Academy	270	\$6,700,620	\$24,817
Coretta Scott King Academy	404	\$8,511,317	\$21,068
Phoenix Academy*	400	\$6,275,995	\$15,690
ACCA*	488	\$4,440,692	\$9,100
Total/Average	1768	\$33,739,058	\$21,718

*Programs do not receive any state funding and students are also funded in their home school, doubling the per pupil costs.

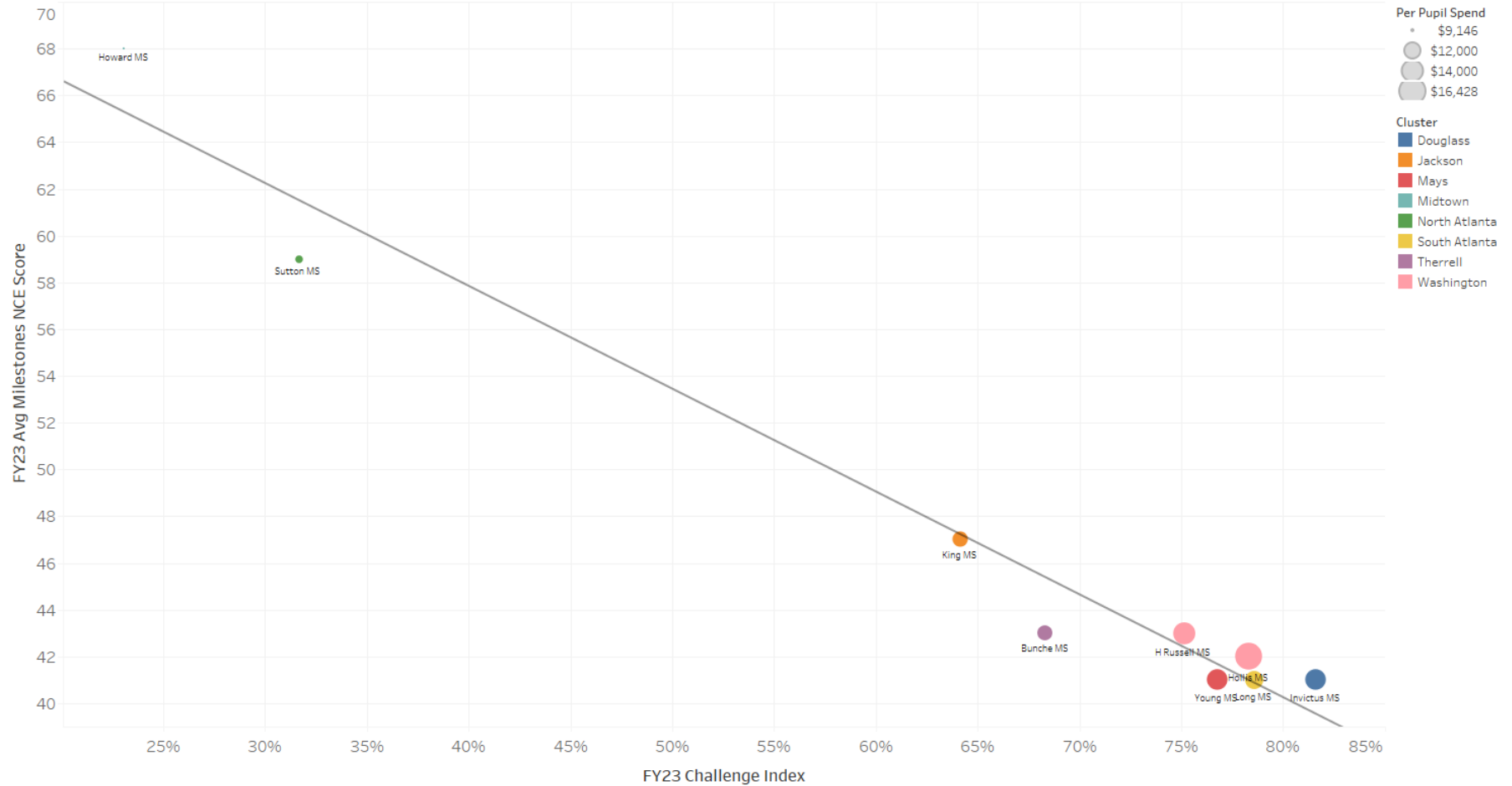
FY23 SPEND V. OUTCOMES - ES

FY23 Elementary School Milestones NCE Scores vs Challenge Index by Per Pupil Budgeted Expenditure



FY23 SPEND V. OUTCOMES – TRADITIONAL MS

FY23 Traditional Middle School Milestones NCE Scores vs Challenge Index by Per Pupil Budgeted Expenditure



FY23 SPEND V. OUTCOMES – TRADITIONAL HS

FY23 Traditional High School Milestones NCE Scores vs Challenge Index by Per Pupil Budgeted Expenditure

