



FY 2023 Proposed Annual Operating Budget Work Session

March 22, 2022

Dr. Sarah Baray, CEO
Daisy Castillo, DFA

Discussion Sequence

- Financial Forecast
- FY 2023
 - Projected revenue
 - Proposed program changes
 - Projected expenditures

FINANCIAL FORECAST

- Current Version of the Financial Forecast includes:
 - Adjusted revenues based on changes observed in the past year;
 - Fully funds all positions including proposed improvements;
 - Adjusted expenses from the City;
 - Current contractual obligations for items such as Meals, Transportation, Program Assessment and other contracts; and
 - Allows for funding of Competitive Grants for FY 2023.

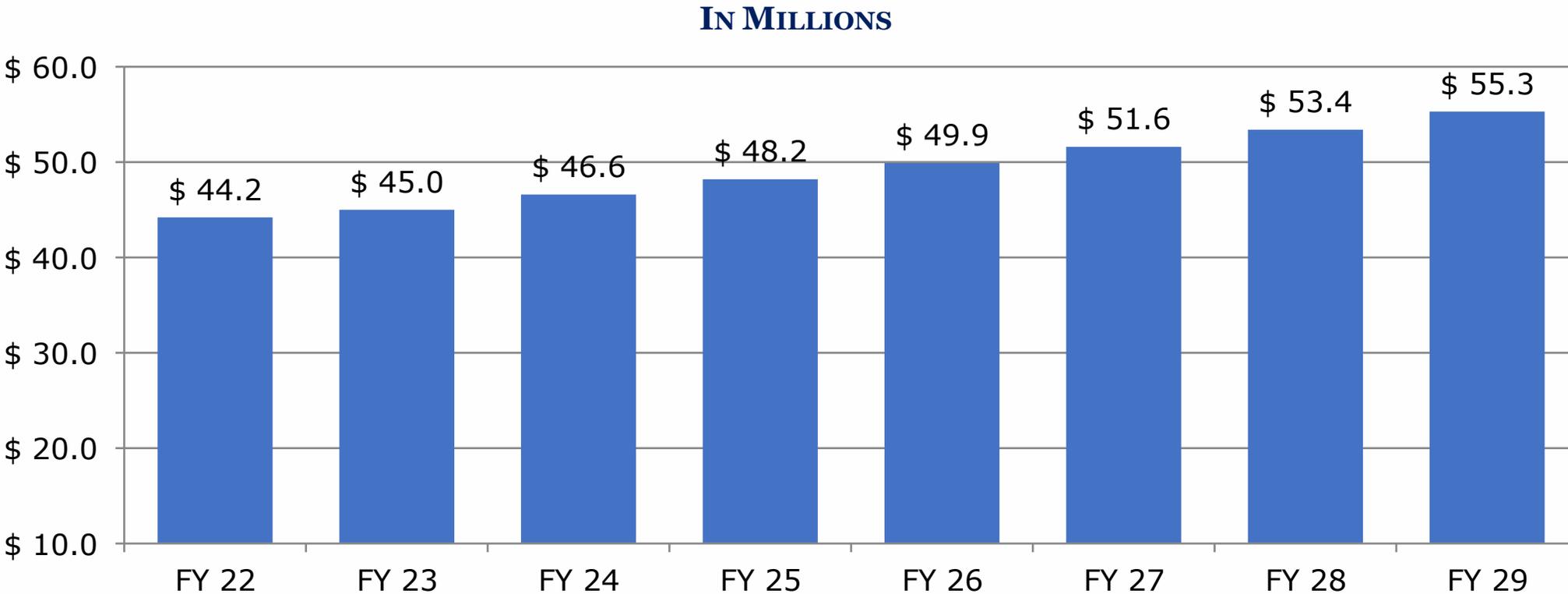
FINANCIAL FORECAST



	Projected						
	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Beginning Balance	\$17.8	\$13.5	\$11.3	\$9.7	\$8.8	\$8.5	\$9.0
Revenues	48.2	49.8	51.6	53.4	55.3	57.3	59.2
Expenditures	<u>52.5</u>	<u>52.0</u>	<u>53.2</u>	<u>54.3</u>	<u>55.6</u>	<u>56.8</u>	<u>58.6</u>
Ending Balance	\$13.5	\$11.3	\$9.7	\$8.8	\$8.5	\$9.0	\$9.6

*FY 2029 contains 12 months of Sales Tax Revenue

FINANCIAL FORECAST: SALES TAX



- FY 2022 estimate; FY 2023-2029 projections.
- FY 2029 projects 12 months of sales tax; pending program re-authorization.

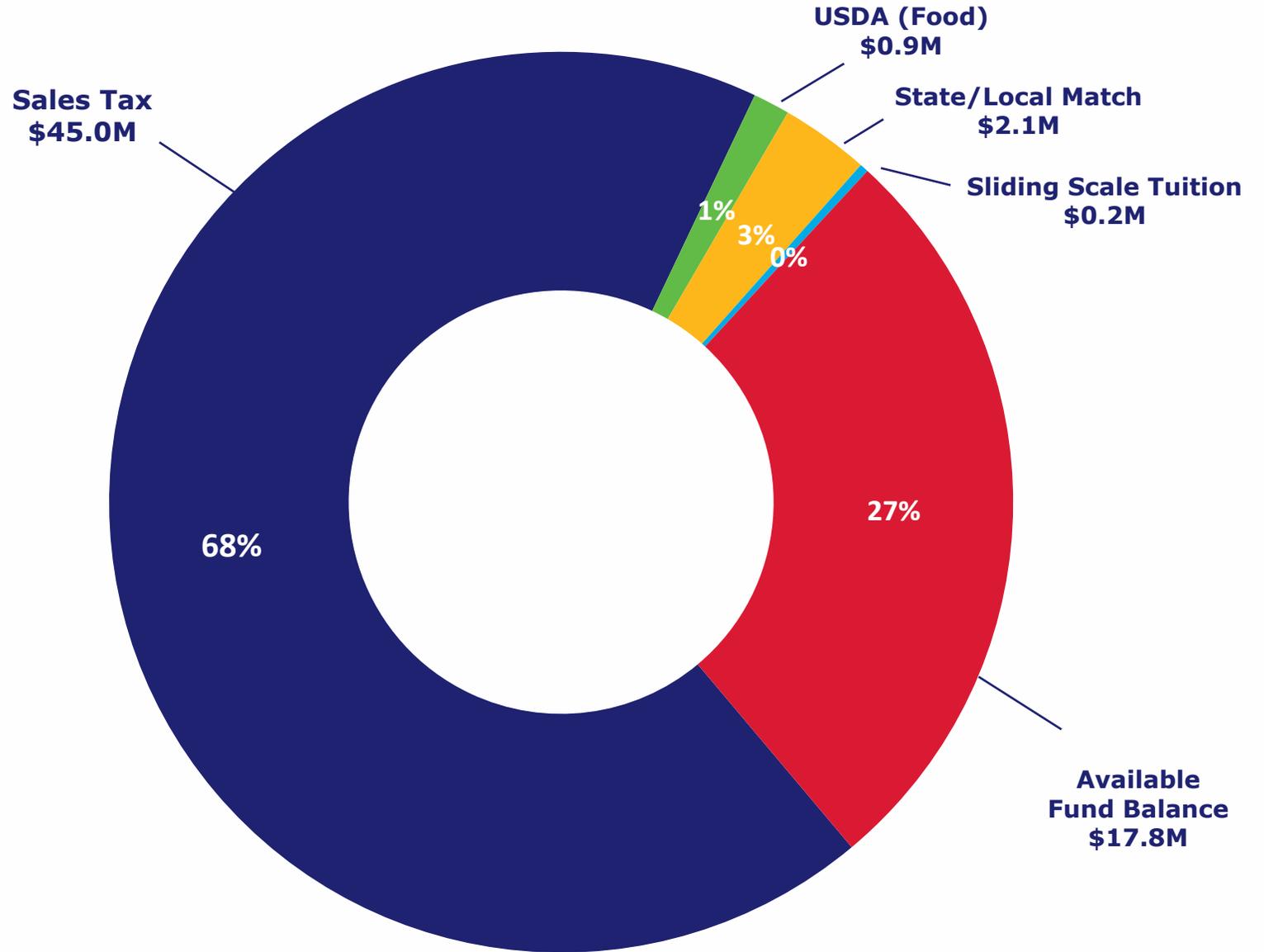
Questions?



FY 2023 Projected Revenue

FY 2023 PROPOSED REVENUE

\$66.0
MILLION

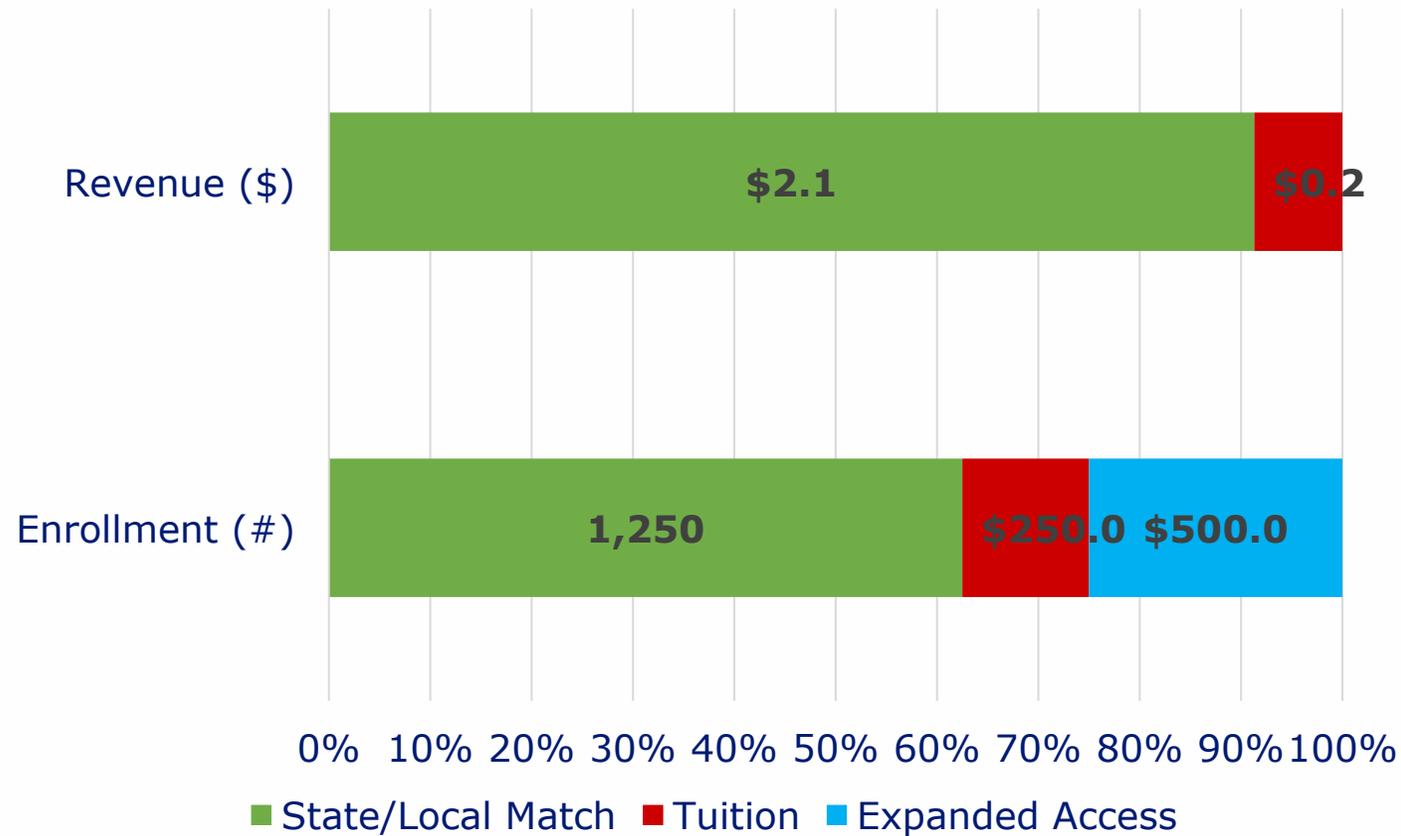


FY 2023 Proposed is \$14.6 Million more than FY 2022 Adopted
(Sales tax increase and Fund Balance available)

FY 2023 ENROLLMENT BASED REVENUE



Enrollment Based Revenue



FY 2023 PROPOSED REVENUE



Source of Revenue	FY 2022 Adopted	Re-Estimate (Actuals-Feb)	FY 2023 Proposed	Difference
Sales Tax	\$39,464,706	\$44,223,337	\$44,989,187	\$5,524,481
State/Local Match	3,720,000	2,024,862	2,095,732	(1,624,268)
USDA (Food)	1,526,481	838,396	867,740	(658,741)
Tuition	375,000	404,862	172,000	(203,000)
Misc. Revenue	<u>16,245</u>	<u>5,037,422</u>	<u>33,872</u>	<u>17,627</u>
Total Revenue	\$45,102,432	\$52,528,879	\$48,158,531	\$3,056,099

FY 2023 Proposed is \$3.1 Million more than FY 2022 Adopted
(primarily sales tax increase)

Questions?



FY 2023 Proposed Program Changes

PRE-K 4 SA SCHOOLS



- Continue to serve as models of high-quality prekindergarten.
- Modified tuition scale:
 - 1,250 state eligible children
 - 500 expanded access children (\$45K-\$65K)
 - 250 sliding scale tuition
- Begin expansion to 3-year-olds
- Formalize technical assistance services to external programs

CURRICULUM, INSTRUCTION, PROFESSIONAL LEARNING



- Continue to support school districts to increase quality in Pre-K and K, early learning leadership, and Reading Academies
- Expand SEL services within Pre-K 4 SA and with partner programs
- Document and evaluate the instructional coaching model used within Pre-K 4 SA
- Work in partnership with community partners to strengthen ECE teacher and leader pipeline

FAMILY ENGAGEMENT



- Continue to offer family programs:
 - Parents as Partners
 - Puentes
 - CHEF
 - Family Fit
- Continue to conduct annual family survey
- Increase capacity to connect families to economic supports
- Expand services to families outside Pre-K 4 SA Schools

COMPETITIVE GRANTS

- Continue to fund successful projects from FY22 grant cycle
- Continue to support and expand Shared Services
- Support Pre-K 4 SA replication sites:
 - PK-2 (Gardendale)
 - Birth-5 (Educare)
- Revise RFP structure for FY 2023 cycle to support high-impact strategies aligned to strategic goals

Questions?



FY 2023 Projected Expenditures

FY 2023 PROPOSED BUDGET: PRE-K CHANGES

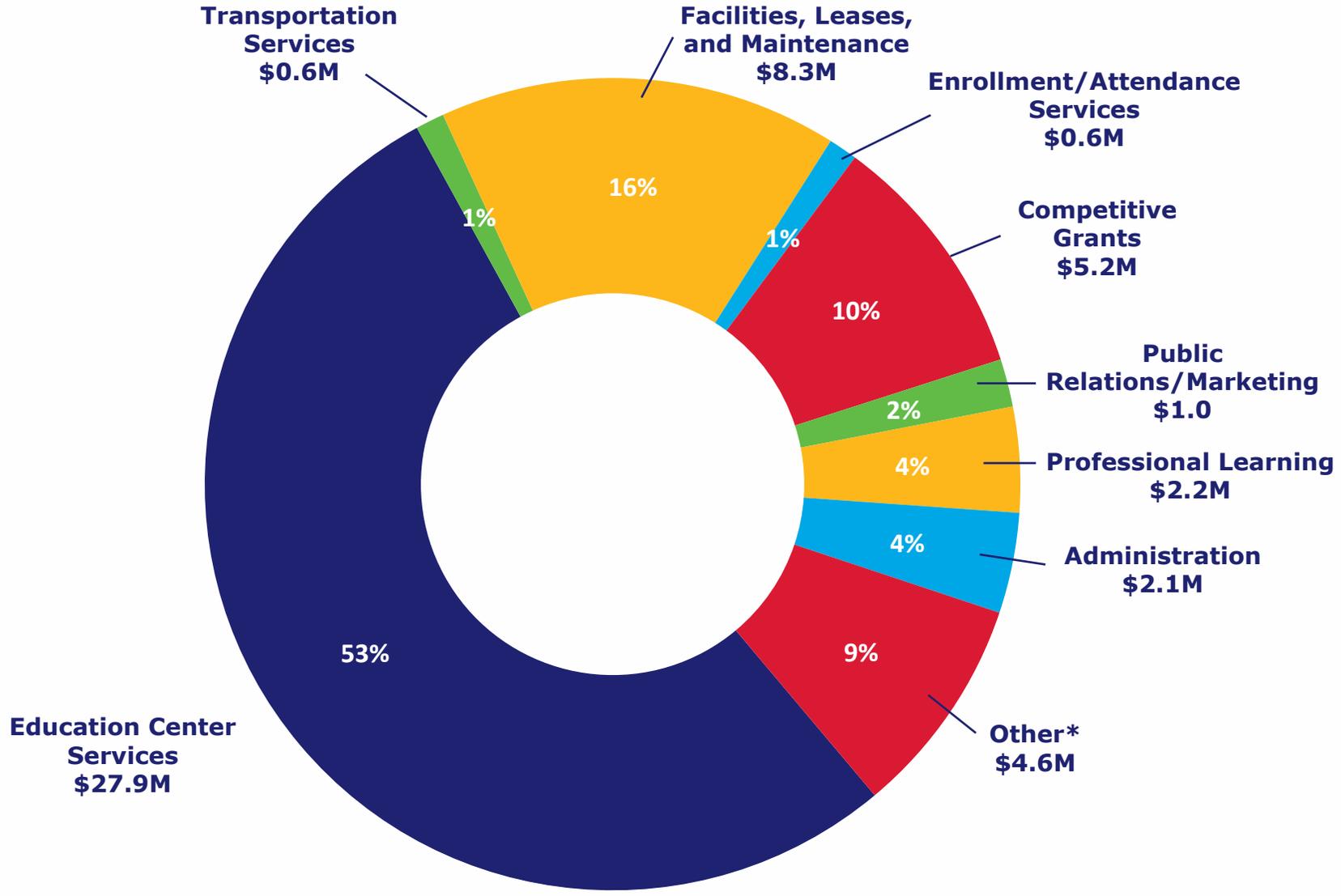
Program	FY 2022 Adopted	Re-Estimate (Actuals-Feb)	FY 2023 Proposed	Difference
Personnel Complement				
Pre-K 4 SA Schools	\$22,228,684	\$21,330,639	\$22,468,544	1,137,905
Professional Learning	1,525,121	1,536,537	1,662,661	126,124
Temporary Services	933,633	757,508	793,688	36,180
Transportation Services	528,537	541,736	573,170	31,434
Competitive Grant Awards	2,700,000	2,700,000	4,000,000	1,300,000
Communications Contract	625,000	478,882	650,000	171,118
Program Assessment	268,750	245,348	239,001	(6,347)
Total	\$28,809,725	\$27,590,650	\$30,387,064	\$2,796,414

FY 2023 PROPOSED BUDGET: CoSA CHANGES

Program	FY 2022 Adopted	FY 2021 Estimate	FY 2022 Proposed	Difference
Civilian Healthcare Assessment	\$3,099,624	\$3,557,499	\$3,913,360	\$355,861
Retiree Health Assessment	71,280	49,375	65,142	15,767
TMRS	2,359,771	2,470,981	2,658,332	187,351
IT Assessment	1,314,503	1,403,005	1,451,835	48,830
Procurement Fee	83,530	70,778	72,759	1,981
Indirect Cost Transfer	866,450	1,032,732	1,043,059	10,327
Subtotal	\$7,795,158	\$8,584,370	\$9,204,487	\$620,117

FY 2023 PROPOSED EXPENDITURES

\$52.5 MILLION



*includes Program Assessment, Sales Tax Collection Fees and Transfers.

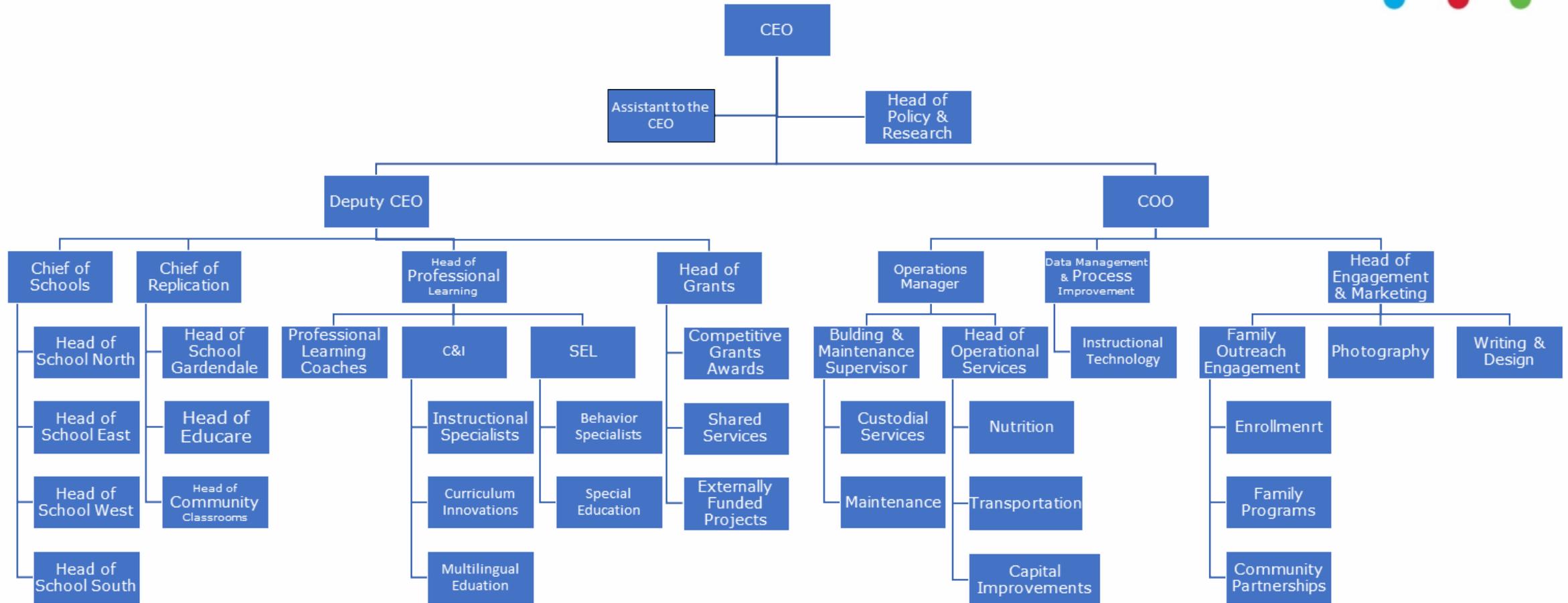
FY 2023 PROPOSED BUDGET



Program	FY 2022 Adopted	Re-Estimate (Actuals–Feb)	FY 2023 Proposed	Difference
Pre-K 4 SA Schools	\$27,354,720	\$25,764,580	\$27,912,428	\$2,147,848
Transportation Services	528,537	541,736	573,170	31,434
Facilities, Leases, & Maintenance	7,540,567	7,704,939	8,293,598	588,659
Competitive Grants	3,391,799	2,933,536	5,175,282	2,241,746
Professional Learning & Program Innovation	1,891,142	2,029,384	2,214,996	185,612
Enrollment/Attendance Services	560,108	608,603	627,803	19,200
Public Relations/Marketing	992,764	827,936	1,023,460	195,524
Administration	1,707,672	1,776,113	2,078,134	302,021
Other*	<u>1,916,958</u>	<u>2,167,520</u>	<u>4,655,908</u>	<u>2,488,388</u>
Total Appropriations	\$45,884,267	\$44,354,347	\$52,554,780	\$8,200,433

*Other includes Municipal Elections, Program Assessment, Sales Tax Collection Fees and Transfers.

Future Organization



FY 2023

Personnel Complement



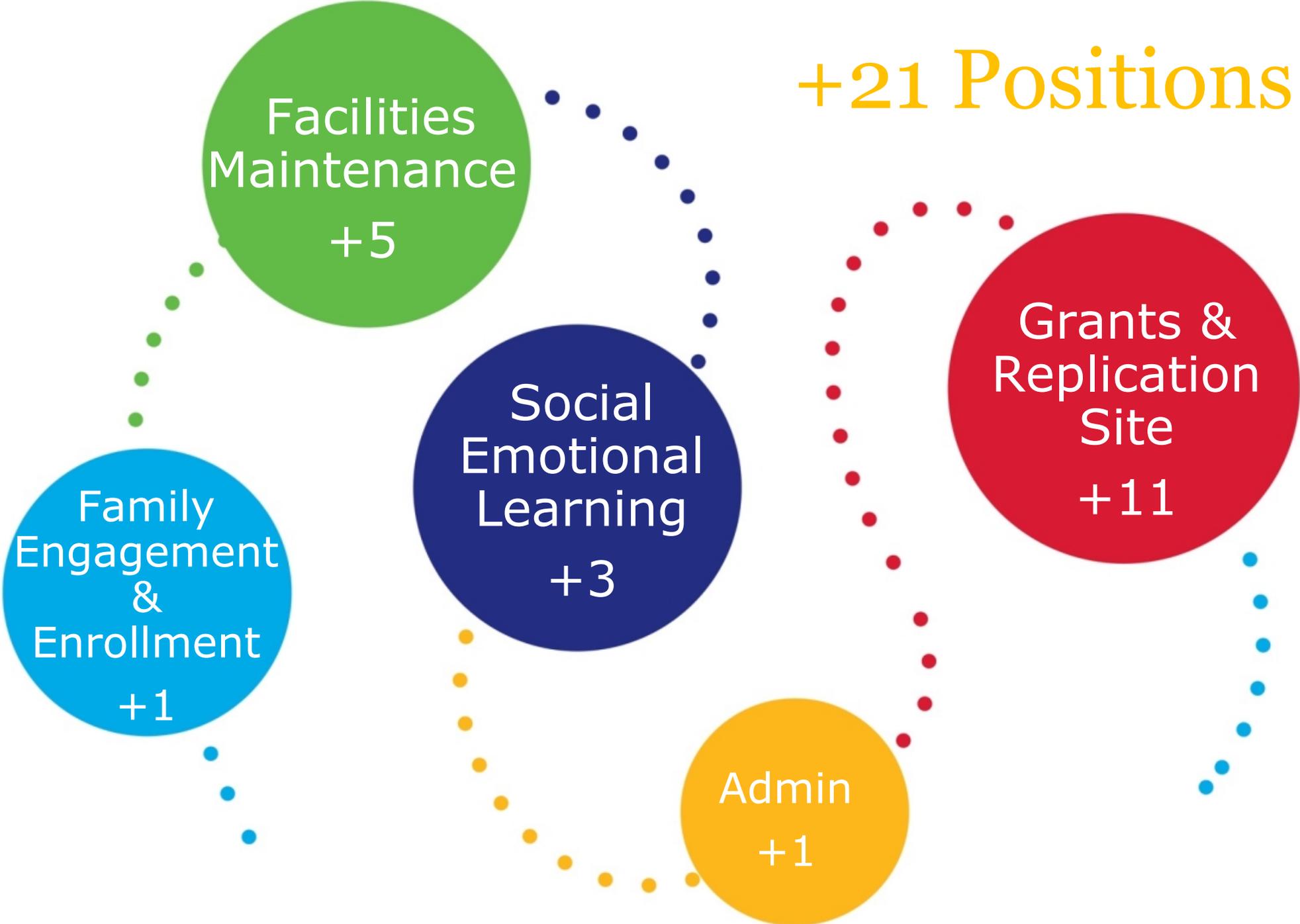
- Ensuring we meet the needs of our program
- Expand and support Shared Services
- Support Replication Sites
 - Gardendale (PK – 2)
 - Educare (Birth – 5)

FY 2023
468 positions

+21

FY 2022
447 positions

+21 Positions



FY 2023 PROPOSED PERSONNEL COMPLEMENT CHANGES



Program	FY 2022 Current	FY 2023 Proposed	Difference
Schools	347	347	0
Facilities Maintenance	32	37	5
Professional Learning	15	14	(1)
Program Evaluation & Research	0	1	1
Public Relations/Marketing	3	3	-
Family Engagement & Enrollment	13	14	1
Competitive Grants & Replication	22	35	13
Administration	15	17	2
Total	447	468	21

FY 2023 PROPOSED PERSONNEL COMPLEMENT CHANGES



Schools	FY 2022 Current	FY 2023 Proposed	Difference
Schools	333	330	(3)
Social Emotional Learning	5	8	3
Curriculum & Instruction	9	9	-
Total	347	347	0

FY 2023 PROPOSED PERSONNEL COMPLEMENT EDUCATION CENTERS

Schools	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Chief of Schools (Current Director)	4	1	(3)	Update positions to other programs
Heads of Schools (Current Assistant Director)	4	4	-	
Master Teachers/Teachers	104	104	-	
Assistant Teachers	101	101	-	
Teacher Aides	96	96	-	
Extended Day Manager	4	4	-	
School Nurse	4	4	-	
Administrative Assistant I	4	4	-	
Administrative Associate	4	4	-	
Nutrition Staff	8	8	-	
Total	333	330	(3)	

FY 2023 PROPOSED PERSONNEL COMPLEMENT

SOCIAL EMOTIONAL LEARNING



Social Emotional Learning	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Licensed Specialist in School Psychology	1	1	-	
Professional Development Coach	0	2	2	New Positions
Behavioral Specialist	4	4	0	
Instructional Specialist	0	1	1	New Position
Total	5	8	3	

FY 2023 PROPOSED PERSONNEL COMPLEMENT CURRICULUM & INSTRUCTION



Curriculum & Instruction	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Head of C&I (Assistant Director)	1	1	-	
Behavioral Specialist	1	0	(1)	Updated to Instructional Specialist
Instructional Specialist	7	8	1	
Total	9	9	-	

FY 2023 PROPOSED PERSONNEL COMPLEMENT

PROFESSIONAL LEARNING



Professional Learning	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Director	1	0	(1)	Moved to Program Evaluation & Research
Head of PL (Assistant Director)	1	1	-	
Professional Development Coach	12	12	-	
Administrative Assistant II	1	1	-	
Total	15	14	(1)	

FY 2023 PROPOSED PERSONNEL COMPLEMENT PROGRAM EVALUATION & RESEARCH



Evaluation & Research	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Head of Policy, Research & Evaluation	0	1	1	Moved from Professional Learning
Total	0	1	1	

FY 2023 PROPOSED PERSONNEL COMPLEMENT GRANTS



Grants	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Grants Manager	1	1	-	
Special Projects Manager	1	2	1	Addition for Shared Services Grant
Senior Management Analyst	0	1	1	Addition for Shared Services Grant
Management Analyst	1	1	-	
Professional Development Coach	6	5	(1)	Moved to 'Replication Site' Division
Instructional Specialist	0	1	1	Addition for Shared Services Grant
Administrative Assistant I	0	1	1	New Position
Total	9	12	3	

FY 2023 PROPOSED PERSONNEL COMPLEMENT REPLICATION SITE



Replication Site	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Chief of Replication	0	1	1	Moved & Updated from Center Director
Head of School (Gardendale)	0	1	1	Moved & Updated from Center Director
Professional Development Coach	0	1	1	Moved from Grants Division
Behavioral Specialist	0	1	1	New Position
Instructional Specialist	1	1	-	
Assistant Teacher	11	12	1	New Position
Teacher Aides	0	5	5	New Position
Administrative Assistant I	1	1	-	
Total	13	23	10	

FY 2023 PROPOSED PERSONNEL COMPLEMENT

FAMILY ENGAGEMENT & OUTREACH



Family Engagement & Outreach	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Family Program Administrator	0	1	1	Moved 1 position from Enrollment
Special Projects Manager	1	1	-	
Family Support Supervisor	1	1	-	
Enrollment Coordinator	0	1	1	New Position
Management Analyst	0	1	1	Moved 1 position from Enrollment
Family Specialist	1	1	-	
Administrative Assistant I	0	4	4	Moved 4 positions from Enrollment
Parent Liaison	4	4	-	
Total	7	14	7	

FY 2023 PROPOSED PERSONNEL COMPLEMENT PUBLIC RELATIONS & MARKETING



Public Relations	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Communications Strategist	1	1	-	
Senior Management Analyst	1	2	1	
Graphics Designer	1	0	(1)	Updated to Senior Management Analyst
Total	3	3	-	

FY 2023 PROPOSED PERSONNEL COMPLEMENT FACILITIES MAINTENANCE



Facilities Maintenance	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Operations Manager	0	1	1	
Special Projects Manager	2	1	(1)	Updated 1 position to Operations Mgr.
Management Analyst	1	1	-	
Nutrition Services Manager	0	1	1	New Position
Building Maintenance Manager	0	1	1	Updated from Building Main. Supervisor
Building Maintenance Supervisor	1	0	(1)	
Building Maintenance Worker	2	2	-	
Custodial Services Supervisor/Crew Leader	5	5	-	
Building Maintenance Custodian	21	25	4	New Positions
Total	32	37	5	

FY 2023 PROPOSED PERSONNEL COMPLEMENT ADMINISTRATION



Administration	FY 2022 Current	FY 2023 Proposed	Difference	Notes
Chief Executive Officer	1	1	-	
Deputy Chief Executive Officer	0	1	1	Moved & Updated from Center Director
Chief Operations Officer	1	1	-	
Senior Executive Secretary	1	1	-	
Assistant to the Director	1	1	-	
Fiscal Division	6	6	-	
Human Resources Division	2	3	1	Addition of HR Analyst
Senior Management Analyst	1	1	-	
Administrative Assistant I	2	2	-	
Total	15	17	2	

Discussion