



FY 2023 Proposed Annual Operating Budget Work Session

March 22, 2022

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Discussion Sequence

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

FINANCIAL FORECAST

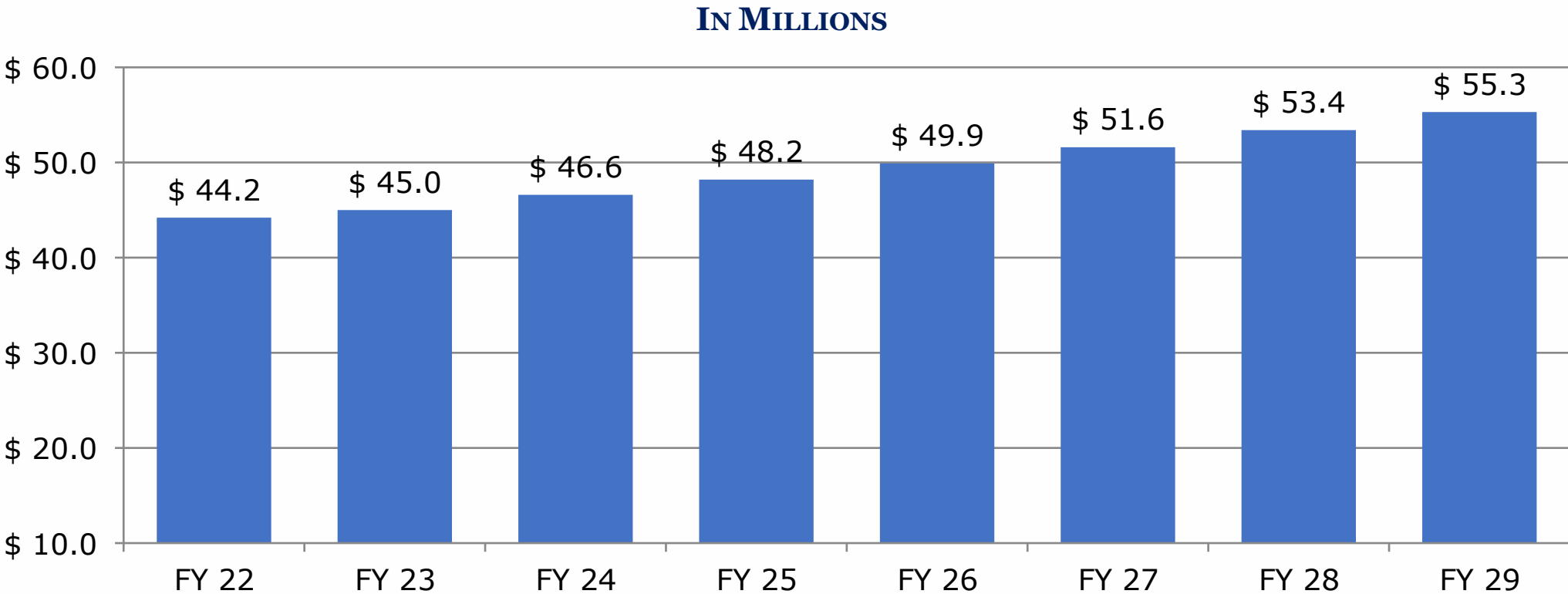
- Current Version of the Financial Forecast includes:
 - Adjusted revenues based on changes observed in the past year;
 - Fully funds all positions including proposed improvements;
 - Adjusted expenses from the City;
 - Current contractual obligations for items such as Meals, Transportation, Program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

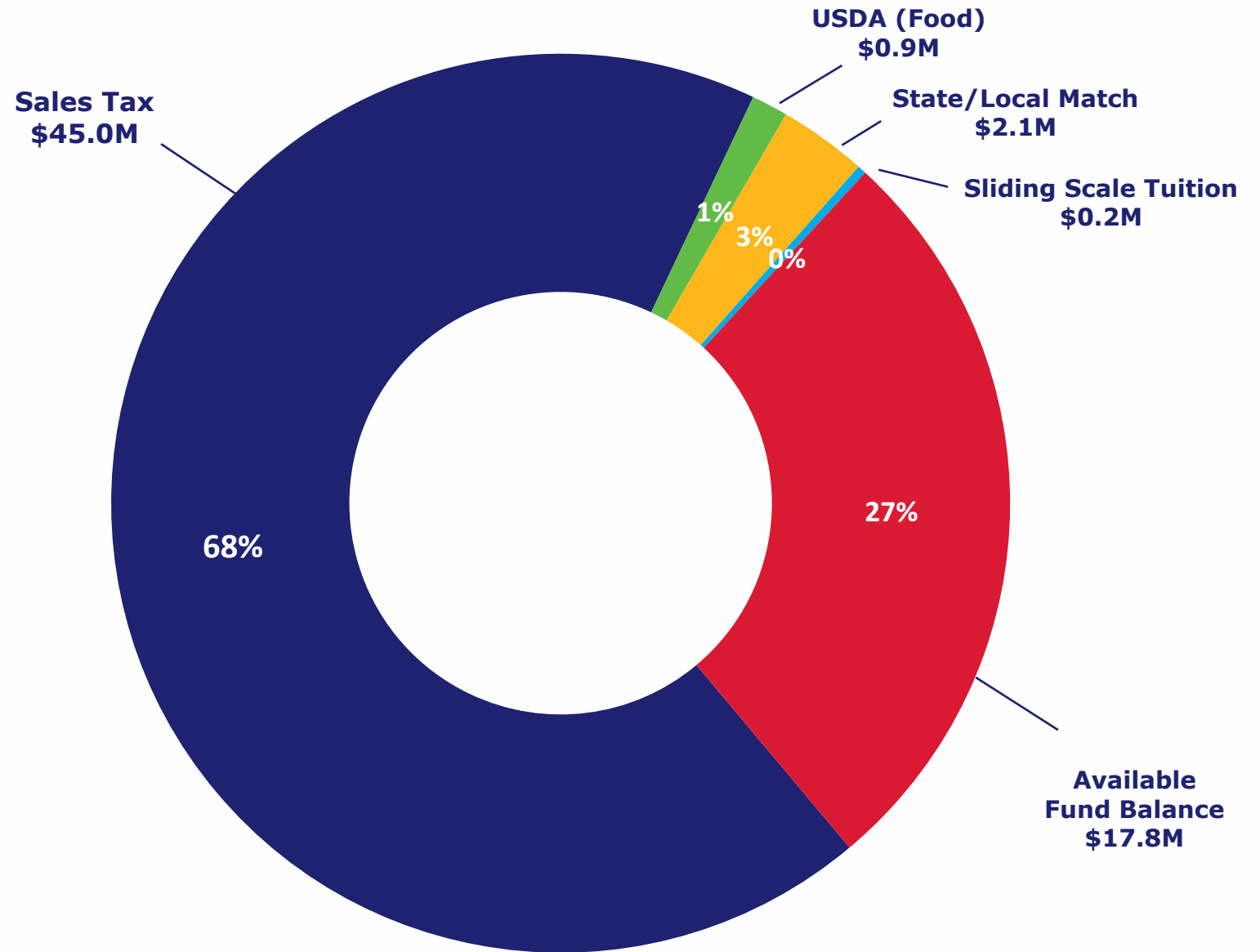
Questions?



FY 2023 Projected Revenue

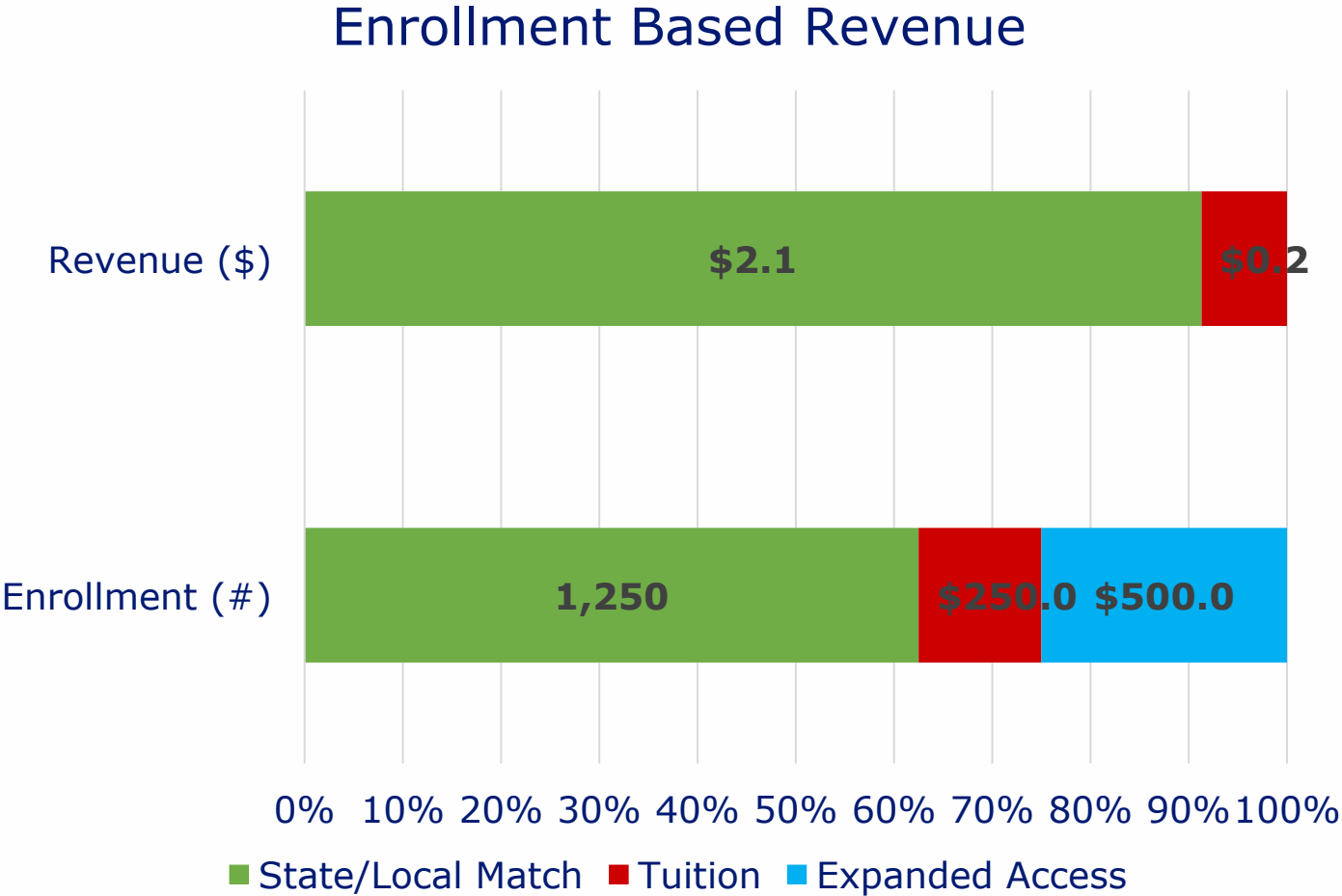
FY 2023 PROPOSED REVENUE

\$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



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

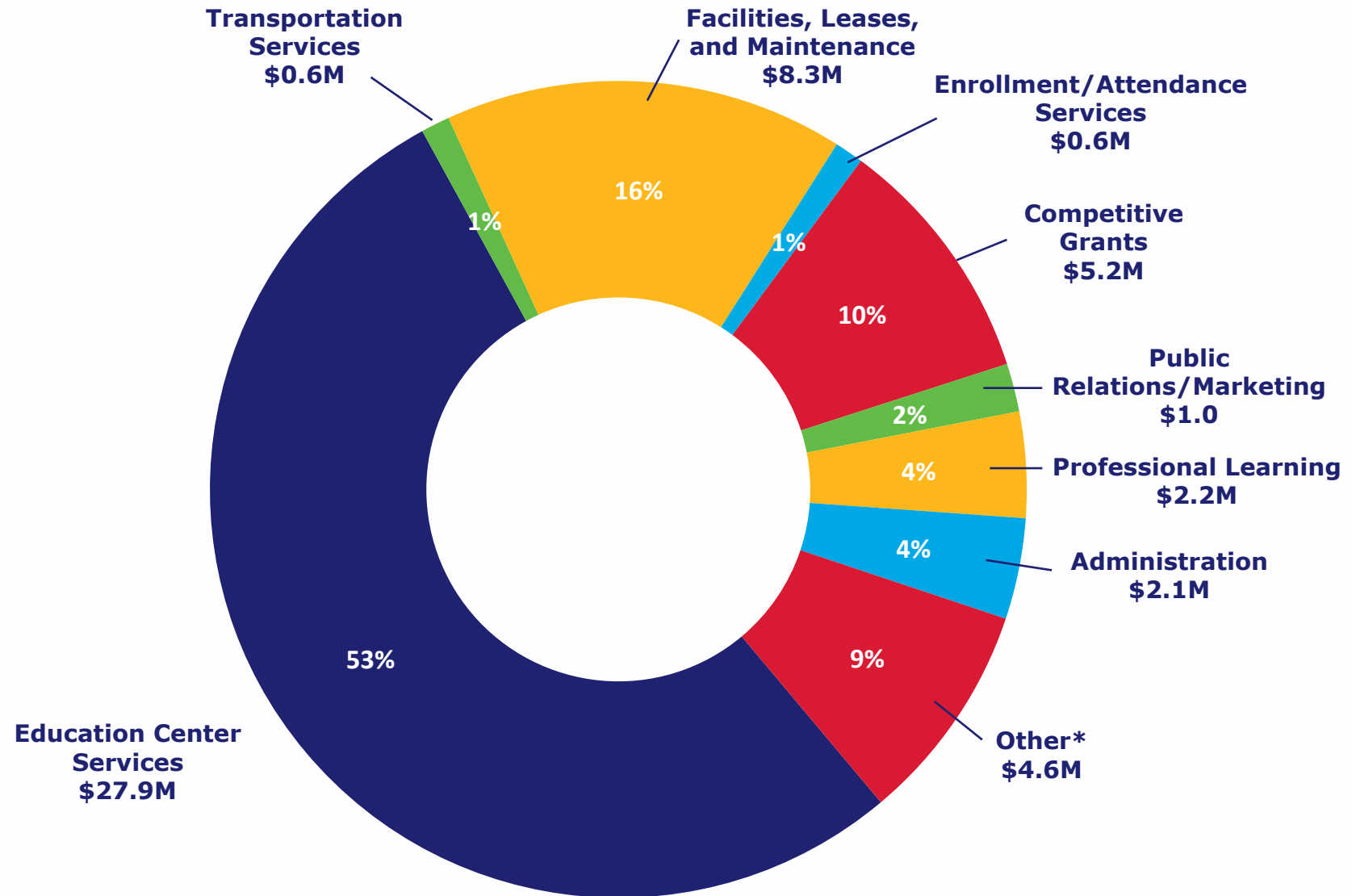
| Program | FY 2022 Adopted | Re-Estimate (Actuals–Feb) | FY 2023 Proposed | Difference |
|--------------------------|---------------------|---------------------------|---------------------|--------------------|
| Personnel Complement | | | | |
| Pre-K 4 SA Schools | \$22,228,684 | \$21,330,639 | \$22,468,544 | 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.

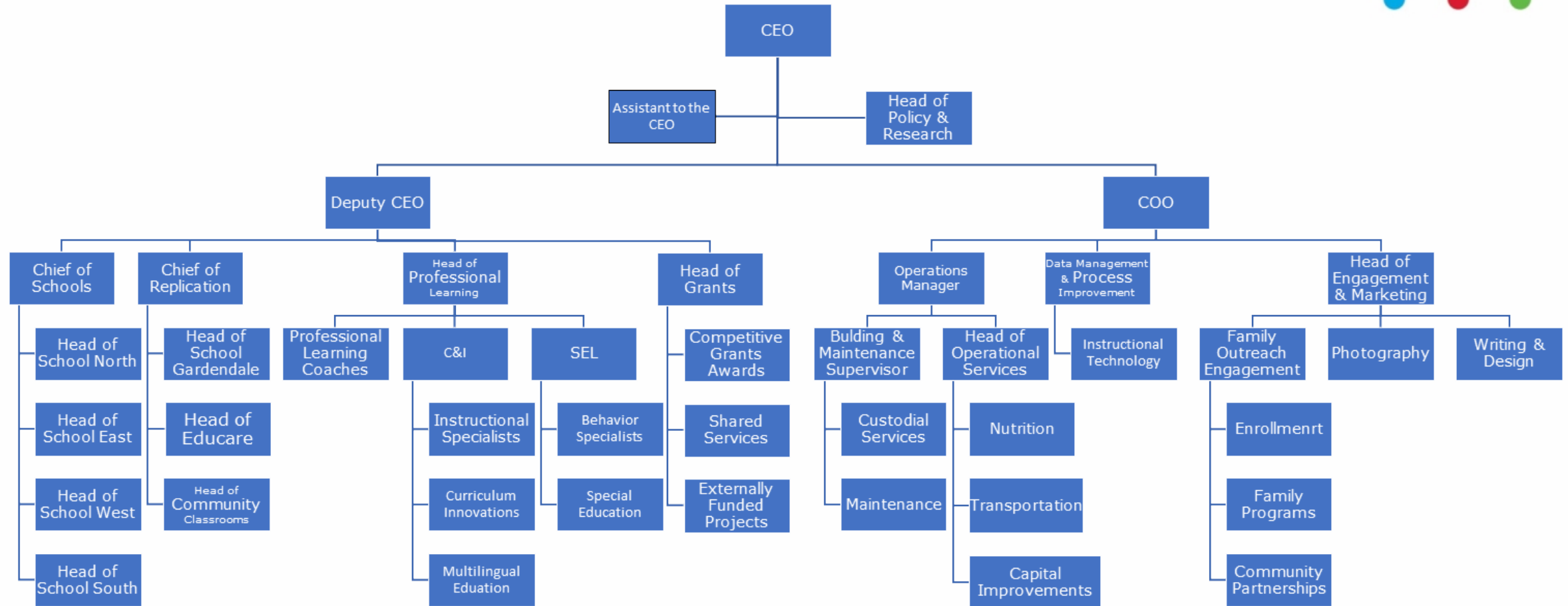
FY 2023 PROPOSED BUDGET



| 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

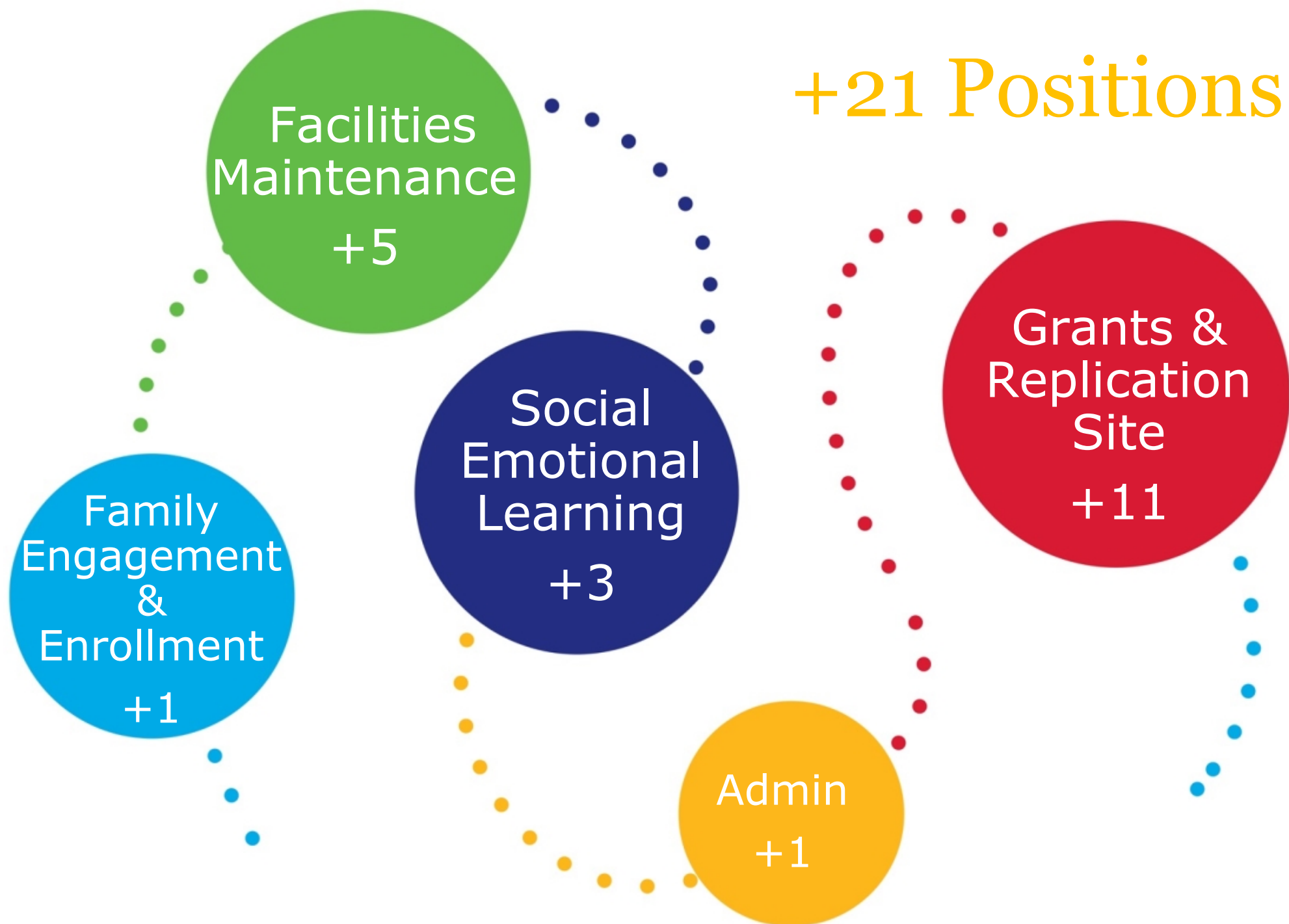


- Ensuring we meet the needs of our program
- Expand and support Shared Services
- Support Replication Sites
 - Gardendale (PK – 2)
 - Educare (Birth – 5)

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