

APRIL 23, 2026



FY2027 BUDGET RECOMMENDATION

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CHIEF FINANCIAL OFFICER



Fulton
County Schools
Where Students Come First

FCS STRATEGIC PLAN



TEAMWORK



INTEGRITY



ACCOUNTABILITY

BUDGET DEVELOPMENT PARAMETERS



Seek alternative funding sources

Continue to maximize revenue from State QBE via improving FTE count coding

Allocate at least 75% of General Fund to schools

Identify opportunities for cost efficiencies

Maintain a competitive compensation structure

To extent possible be revenue neutral as defined by the tax rollback form

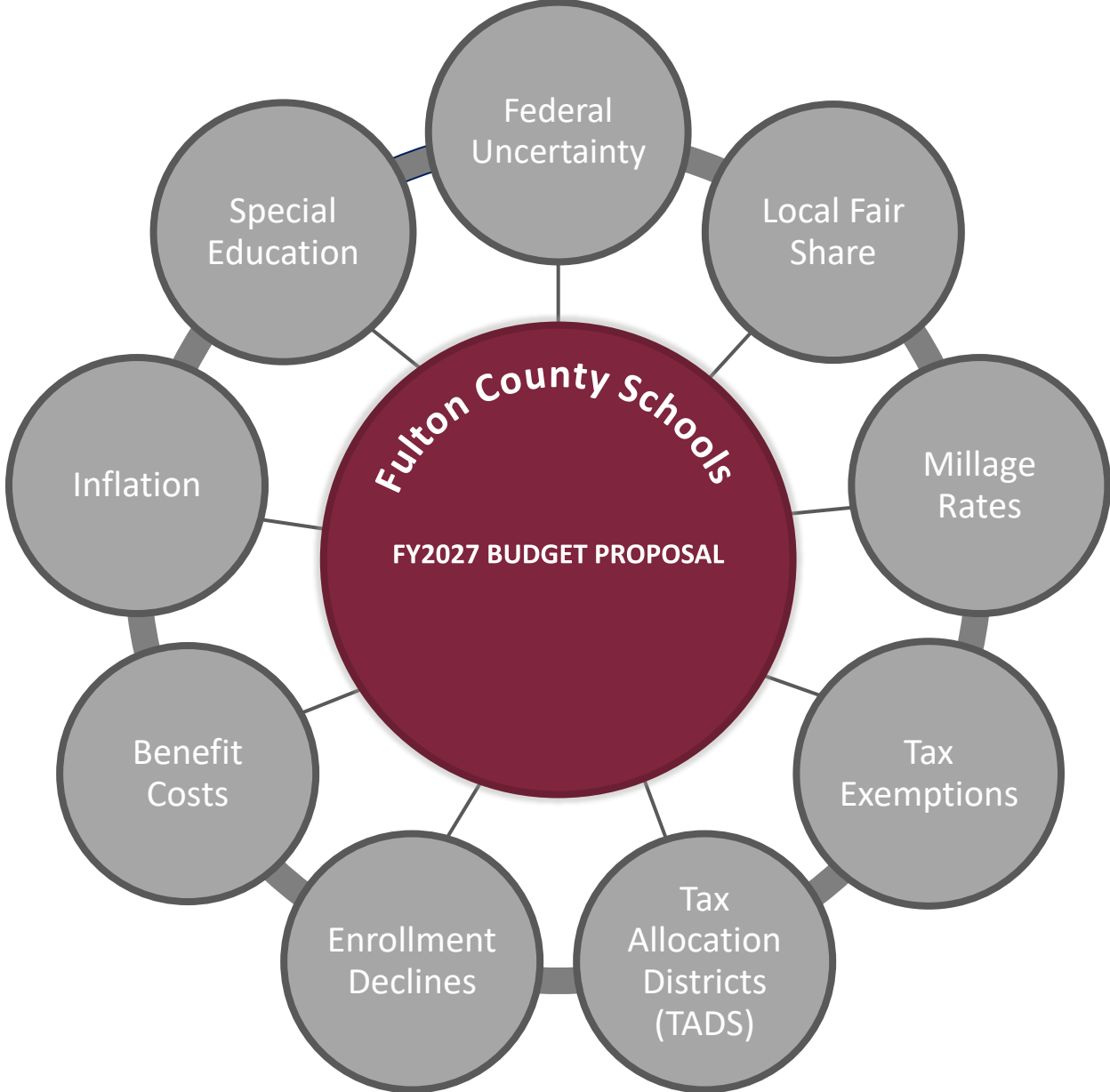
Maintain at least two months of fund balance

Continue with a transparent Modified Zero-based budgeting process

Continue to demonstrate sustainability related to budget recommendations

Propose cost reduction and revenue generating options to address projected budget gap

FY2027 BUDGET PRESSURES



FY2027 BUDGET: BY FUND



FUND	REVENUE	EXPENDITURES	BEGINNING FUND BALANCE
GENERAL FUND	\$1,401,680,698	\$1,460,393,741	\$282,927,123
CAPITAL PROJECT FUND	\$254,488,222	\$661,609,848	\$656,765,181
SCHOOL NUTRITION FUND	\$56,500,920	\$57,840,332	\$19,175,767
SPECIAL REVENUE FUND	\$66,560,590	\$66,560,590	-
PENSION FUND	\$47,724,073	\$44,885,675	\$607,509,615
STUDENT ACTIVITY FUND	\$23,213,807	\$23,213,807	-
TOTAL	\$1,850,168,310	\$2,314,503,993	\$1,566,377,685

FY2027 GENERAL FUND BUDGET ASSUMPTIONS

NOTABLE EXPENDITURE RECOMMENDATIONS:

- **Compensation recommendation** **\$ 7.8 M**
(midyear step for eligible employees)
- **Health Insurance Increase** *(all employees)* **\$ 9.7 M**
- **TRS Increase** **\$ 2.6 M**
- **Pre-Kindergarten** *(General Fund Contribution)* **\$ 3.1 M**

FY2027 GENERAL FUND SUMMARY



Revenue

SOURCE	PROPOSED BUDGET	PER PUPIL	% OF TOTAL
Local Revenue	891,885,774	10,519	63.63%
State Revenue	476,093,666	5,615	33.97%
Federal Revenue	1,150,243	14	0.08%
Other Revenue - Local	32,551,015	384	2.32%
Total Revenue	\$ 1,401,680,698	\$ 16,531	100.00%

Expenditures

FUNCTION	PROPOSED BUDGET	PER PUPIL	% OF TOTAL
Instruction	891,435,491	10,513	61.04%
Pupil Services	138,998,465	1,639	9.52%
Improvement of Instructional Services	47,873,986	565	3.28%
Staff Development - Personnel	1,975,785	23	0.14%
Educational Media Services	13,689,378	161	0.94%
General Administration	3,023,097	36	0.21%
School Administration	84,543,011	997	5.79%
Support Services - Business	23,725,647	280	1.62%
Maintenance and Operation	108,474,606	1,279	7.43%
School Safety & Security	19,259,287	227	1.32%
Student Transportation	74,364,499	877	5.09%
Support Services - Central	49,893,170	588	3.42%
Other Support Services	40,035	0	0.00%
Transfers*	3,097,284	-	0.21%
Total Expenditures	\$ 1,460,393,741	\$ 17,187	100.00%

	FUND BALANCE	% OF EXPENDITURES
Beginning Fund Balance	\$282,927,123	19.37%
Net Change in Fund Balance	(\$58,713,042)	-4.02%
Ending Fund Balance	\$224,214,080	15.35%

FY2027 FUND BALANCE BREAKOUT	
Working Capital Reserve*	\$73,019,687
Catastrophic Event Reserve*	\$73,019,687
Revenue Stabilization Reserve*	\$73,019,687
Textbook Adoption	\$1,540,000
Risk Management	\$5,000,000
Unassigned	\$57,335,403
*Committed per Board Policy DIBA	

* Not included in the Per Pupil calculation for general fund

GENERAL FUND REVENUE



Revenue	FY2025	FY2026 Revised	FY2027	Change
Local Revenues	875,381,275	918,614,873	891,885,774	-26,729,099
Interest on Investments	22,505,000	21,000,000	19,750,000	-1,250,000
State Sources	456,817,568	475,812,176	476,093,666	281,490
Federal Sources	1,000,000	1,000,000	1,150,243	150,243
Transfers and Other Local Revenue	14,211,993	14,102,570	12,801,015	-1,301,555
Total Revenue	\$1,369,915,835	\$1,430,529,619	\$1,401,680,698	(\$28,848,921)
Revenue Per Pupil	15,590	16,743	16,531	-212

BUDGET DEVELOPMENT: FUNCTIONS



BUDGET				%	%
FUNCTION	FY26-27 BUDGET REQUEST	FY25-26 CURRENT BUDGET	FY25-26 ORIGINAL BUDGET	FY26 CURRENT BUDGET VS FY27 BUDGET REQUEST	FY26 ORIGINAL BUDGET VS FY27 BUDGET REQUEST
INSTRUCTION	\$ 891,435,491	\$ 911,321,565	\$ 921,388,343	-2.18%	-3.26%
PUPIL SERVICES	\$ 138,998,465	\$ 143,813,860	\$ 109,112,281	-3.35%	27.39%
IMPROVEMENT OF INSTRUCTIONAL SERVICES	\$ 47,873,986	\$ 65,680,059	\$ 43,253,787	-27.11%	10.68%
STAFF DEVELOPMENT - PERSONNEL	\$ 1,975,785	\$ 10,704,292	\$ 8,639,908	-81.54%	-77.13%
EDUCATIONAL MEDIA SERVICES	\$ 13,689,378	\$ 15,097,875	\$ 14,334,027	-9.33%	-4.50%
GENERAL ADMINISTRATION	\$ 3,023,097	\$ 3,134,938	\$ 3,120,936	-3.57%	-3.13%
SCHOOL ADMINISTRATION	\$ 84,543,011	\$ 89,709,105	\$ 87,177,118	-5.76%	-3.02%
SUPPORT SERVICES - BUSINESS	\$ 23,725,647	\$ 29,216,378	\$ 24,157,022	-18.79%	-1.79%
MAINTENANCE AND OPERATION	\$ 108,474,606	\$ 115,062,825	\$ 108,965,563	-5.73%	-0.45%
SCHOOL SAFETY & SECURITY	\$ 19,259,287	\$ 31,990,344	\$ 25,508,873	-39.80%	-24.50%
STUDENT TRANSPORTATION	\$ 74,364,499	\$ 77,438,443	\$ 75,325,515	-3.97%	-1.28%
SUPPORT SERVICES - CENTRAL	\$ 49,893,170	\$ 50,731,017	\$ 49,242,022	-1.65%	1.32%
OTHER SUPPORT SERVICES	\$ 40,035	\$ 40,035	\$ 40,035	0.00%	0.00%
TRANSFERS	\$ 3,097,284	\$ 5,120,783	\$ 4,707,712	-39.52%	-34.21%
TOTAL	\$ 1,460,393,741	\$ 1,549,061,518	\$ 1,474,973,142	-5.72%	-0.99%

*Transfer for the Prekindergarten program

BUDGET DEVELOPMENT: OBJECT GROUP



85.47%

Personnel Services (58.19%)

- Costs paid to persons who are employed by Fulton County Schools in a permanent, temporary, or part-time position or one who substitutes for those with permanent status.

Employer Benefits (27.28%)

- Costs paid by Fulton County Schools on behalf of employees, in addition to regular salary.

Supplies & Materials (3.39%)

- Costs for supplies and materials which support the day-to-day operations of Fulton County Schools.

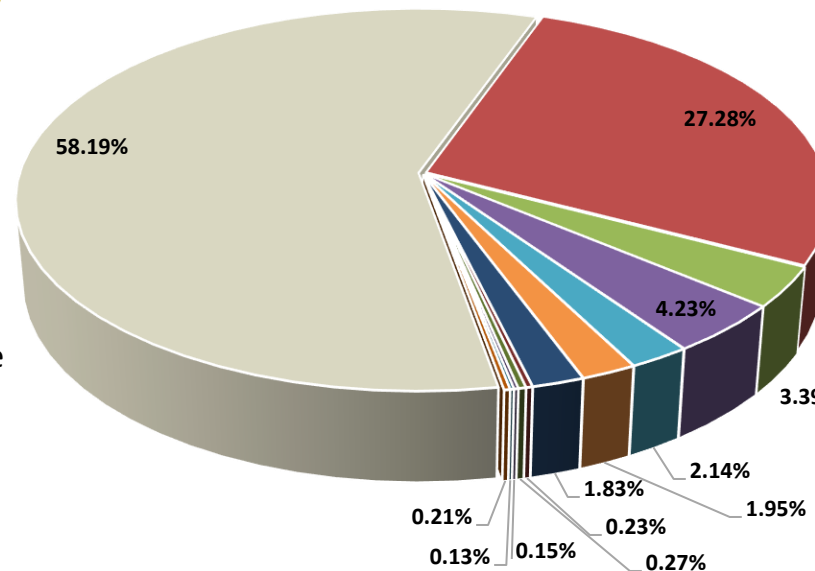
Purchased Services (4.23%)

- Costs paid for contractual services rendered by personnel who are not employed by FCS.

Professional & Technical Services (2.14%)

- Costs related to fees and software systems.

Expenditure by Type
\$1,460,393,741



Utilities (1.95%)

- Costs included for basic services such as electricity, gas, and water.

Property Services (1.83%)

- Costs for grounds, equipment, and vehicle maintenance, uniforms, and other services.

Equipment & Related (.23%)

- Costs for new equipment.

Other Budgeted Items (.56%)

- Costs for Transfers & Other, Field Trips & Travel, and Books & Periodicals (which includes the purchase and repair of textbooks, workbooks, periodicals, and other reference books). Each of these items, account for less than 1% of the total budget.

APRIL 23, 2026



FY2027 COMPENSATION RECOMMENDATIONS

GONZALO LA CAVA Ed. D.
CHIEF HUMAN RESOURCES OFFICER

Fulton
County Schools
Where Students Come First

FCS EMPLOYEE SALARY ACTIONS: HISTORICAL REFERENCE

2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-2024	2024-2025	2025-2026
<u>% Increase & Step</u>	<u>% Increase & Step</u>	<u>% Increase & Step</u>	<u>% Increase & Step</u>		<u>% Increase, Step, and One-time Payment</u>	<u>% Increase</u>	<u>% Increase and a One-time payment</u>	<u>% Increase & Step</u>	<u>% Increase & Step</u>
5% and Step for teachers 3% and Step for non-teaching	2% and Step for teachers 1% and Step for non-teaching	Step for all eligible employees 2% Midyear increase for teachers on steps (4-14)	\$2775 and mid-year Step for teachers 3% and mid-year Step for other school-base positions 2% and mid-year Step for non school-base positions	No salary change	2% increase to all employee salary schedules \$16 minimum hourly rate \$1200/\$600 One-Time Mid-year Step Increase	3% increase to all employees and \$2,000 for certified school-based employees Midyear step and 2% increase for all eligible employees	5.1% increase to all employees which includes the \$2,000 state increase for eligible positions One-time 2% retention payment to be paid in September	4.5% increase to all employee salary schedules Step for all eligible employees	2.5% increase to all employee salary schedules Step for all eligible employees

The above illustrates a consistent effort made by the FCBOE and district leadership to competitively and positively impact the earnings of all FCS employees.

FY2026 FCS KEY SALARY HIGHLIGHTS



Market Advantage in Metro ATL

FCS continues to provide competitive wages to staff.



Salary Increases

19.1% salary increases for the last 5 years



Competitive

FCS is most competitive in steps 19+ (MA Scale)



Recruitment

98% average vacancy fill rate since 2022



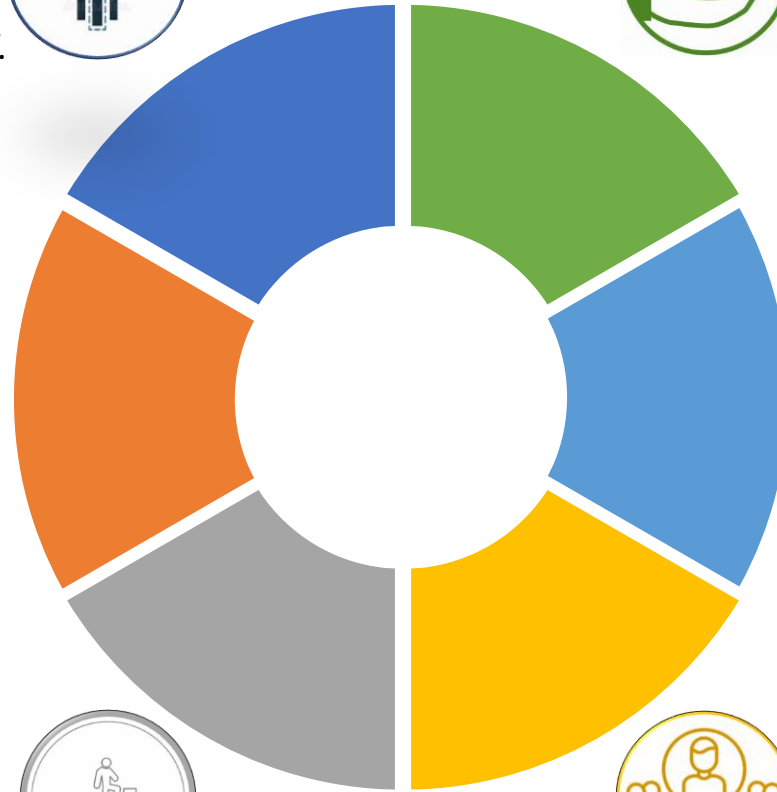
Steps

Steps provided to all eligible staff in 4 of last 5 years.



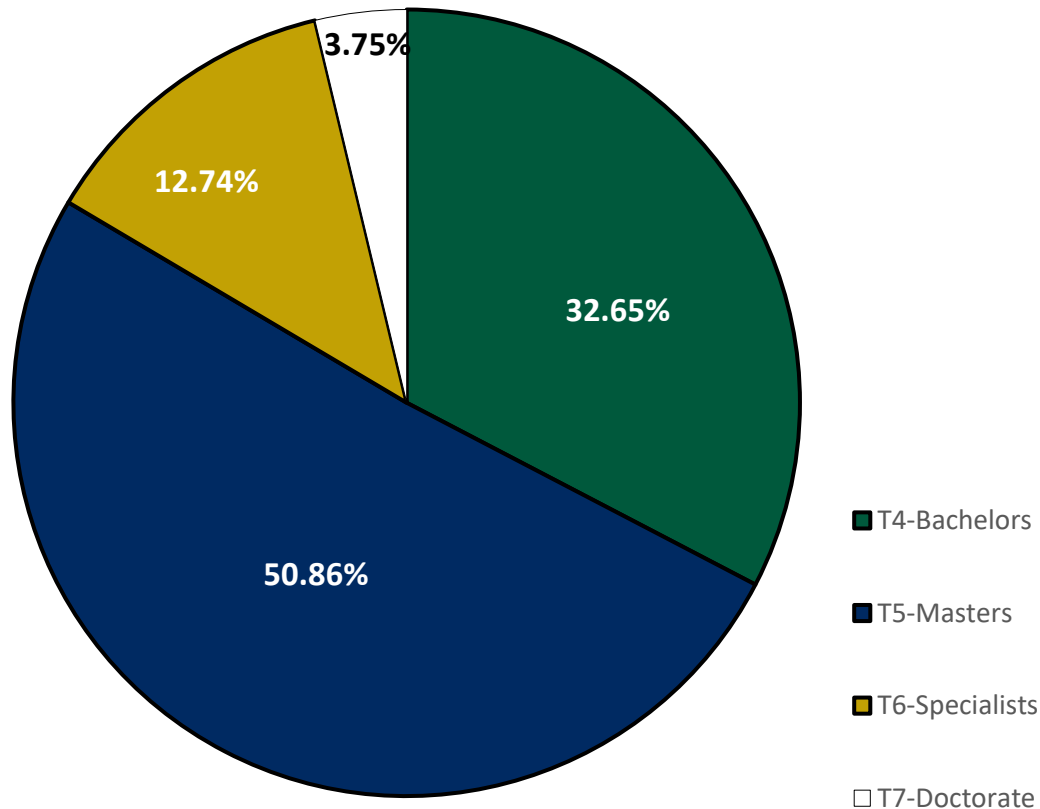
Retention

89% average retention rate in 2025

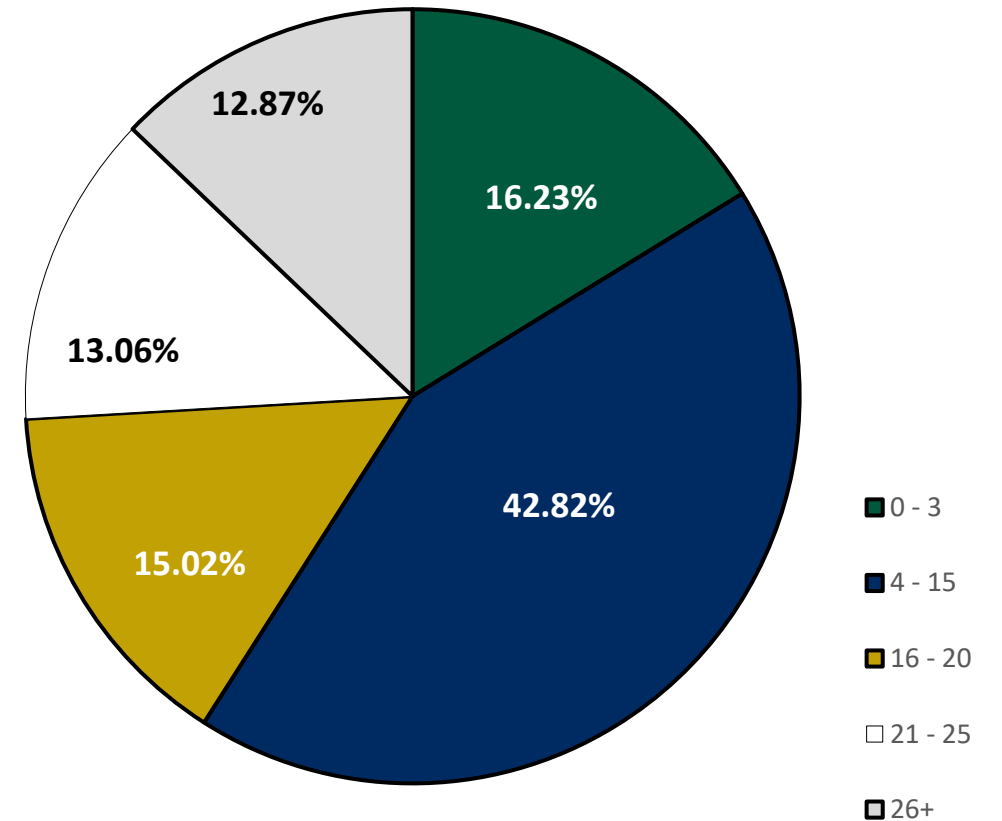


TEACHER DISTRIBUTION SALARY SCHEDULES & SALARY STEPS

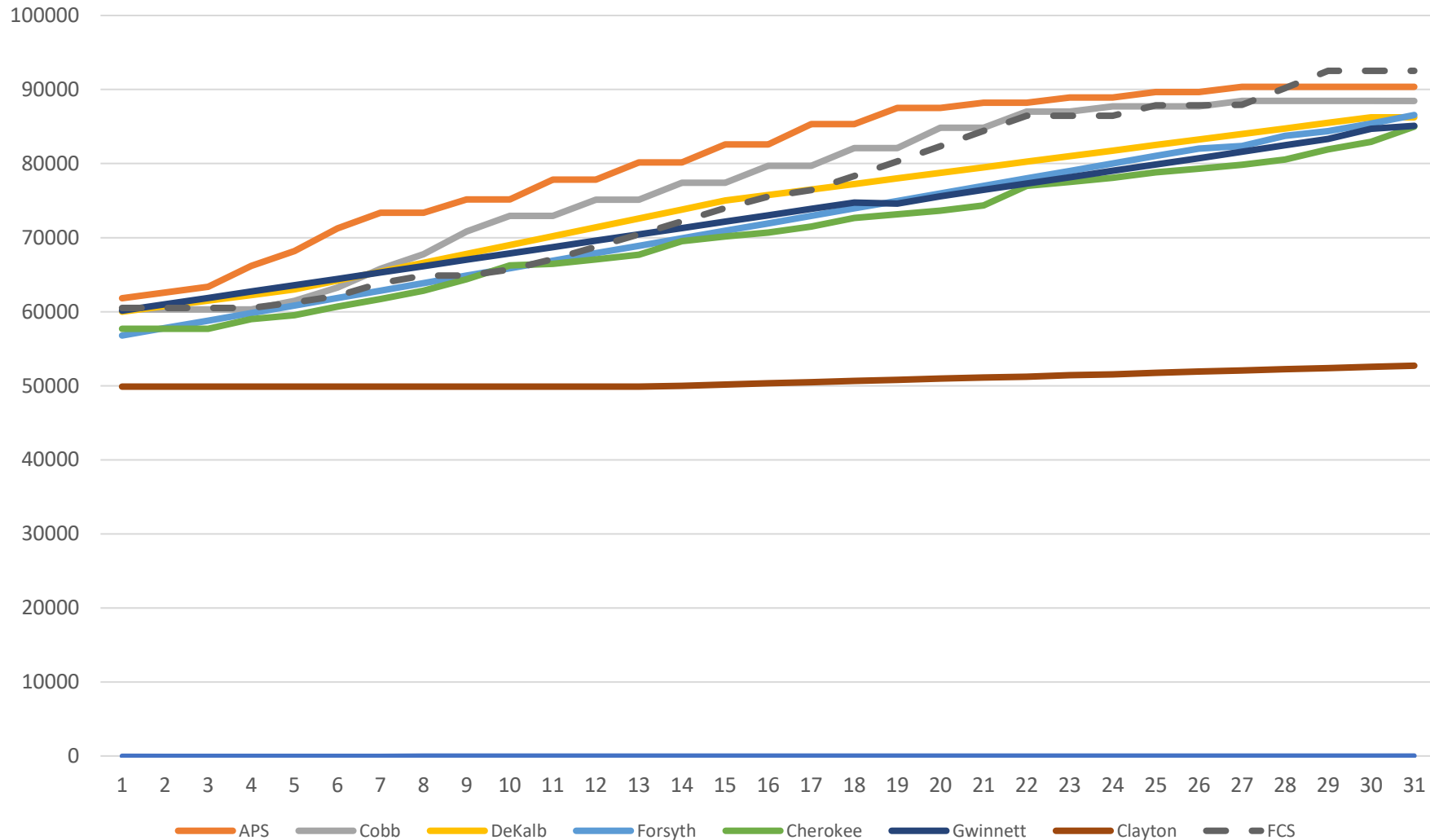
% Teachers on Salary Schedules (T4-T7)



% Teachers on Salary Steps (0-26+)



FY2026 METRO AREA COMPARISONS: T-4 BACHELOR'S SCHEDULE & SALARY STEPS 0-27+



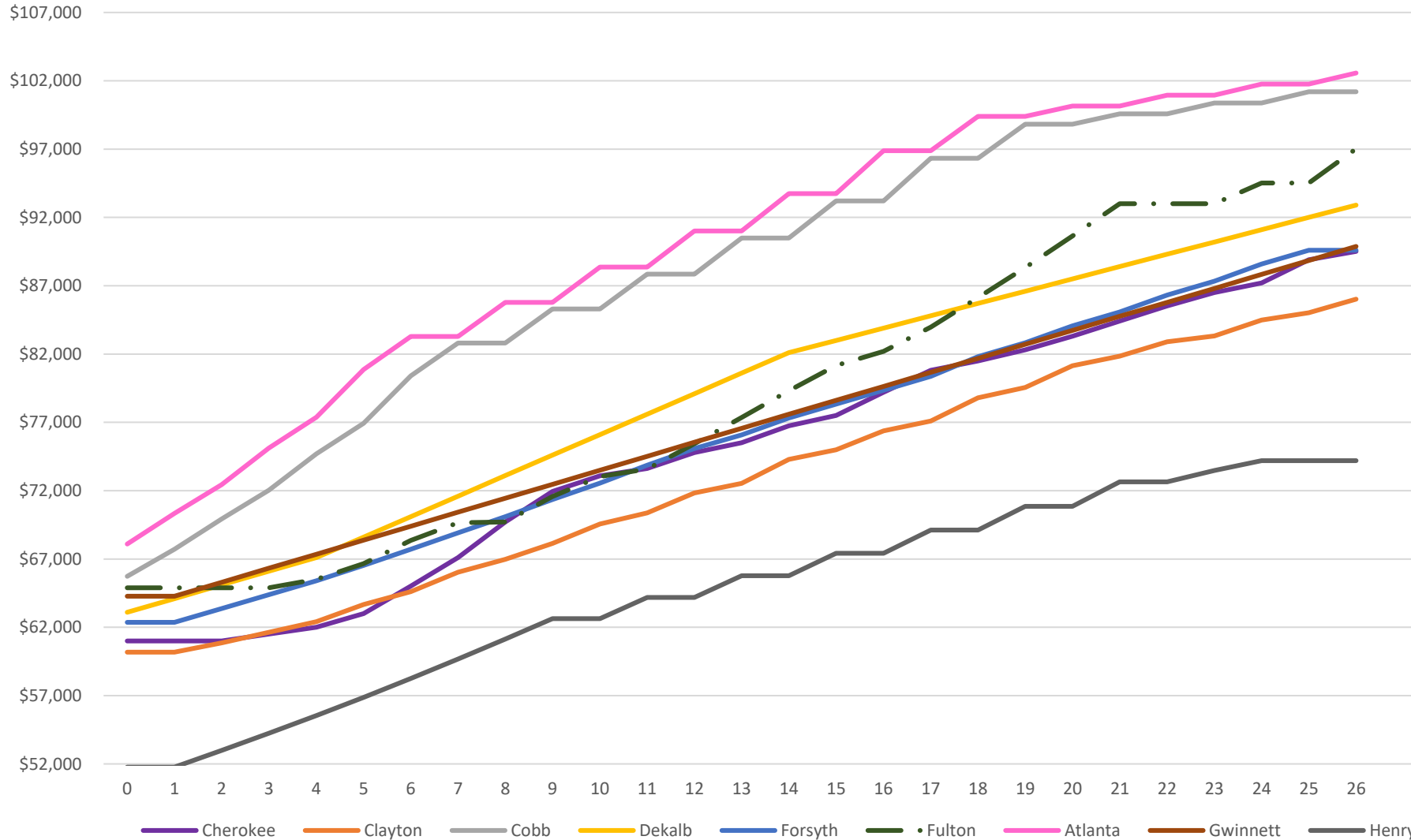
Overall market pattern

- FCS and Cherokee increased salaries, with FCS focusing on retention and Cherokee on closing the large gap
- From approximately Step 18 onward, FCS moves into the upper tier of the market, closely tracking or exceeding most peers
- FCS shows one of the strongest late-career acceleration curves, indicating intentional investment in retention and experienced educators,
- Compared to several peers, FCS's salary growth remains consistent without flattening.
- Cherokee's 3% raise narrows gaps slightly but does not change its position as below metro average at most steps.

Comparative District Observations

- APS leads the market overall, especially at early and mid-career steps, and maintains the highest ceiling.
- Cobb tracks closely behind APS but remains slightly below FCS at the top steps.
- Gwinnett, DeKalb, and Forsyth cluster together in the mid-upper range, but all trail FCS at higher steps.
- Clayton is a significant outlier, with minimal step growth and a top salary roughly \$40,000 below FCS at the highest step.

FY2026 METRO AREA COMPARISONS: T-5 MASTER'S SCHEDULE & SALARY STEPS 0-26+



Overall market pattern

- Only FCS and Cherokee made investments in salaries
- FCS is positioned in the upper-middle to upper tier of the metro market across most steps.
- FCS closely tracks DeKalb, Forsyth, and Gwinnett, remaining competitive through the core retention years
- FCS demonstrates one of the stronger late-career growth patterns, signaling an emphasis on retaining experienced, highly credentialed teachers.

Comparative District Observations

- Atlanta (APS) clearly leads the market across nearly all steps, exceeding \$102,000 at the top.
- Cobb follows closely, topping out just above \$100,000.
- DeKalb provides steady growth but plateaus below FCS at the highest steps
- Henry and Clayton remain the lowest-paying districts throughout the schedule, with significantly lower ceilings.
- Gwinnett and Forsyth remain competitive mid-career but finish below FCS at the top end.

FY2027 COMPENSATION RECOMMENDATIONS

	PROPOSED	RATIONALE	FUNDING	FREQUENCY	COST <i>(Approximate)</i>	SAVINGS <i>(Approximate)</i>
1	Salaries will remain at current levels in FY27	Recommended due to limited available funding, rising fixed costs, and the need to preserve financial stability while prioritizing essential services.	NA	NA	\$0.00	0.00
2	Mid-Year step	Continue to stay competitive in the Metro ATL, to ensure all staff have livable wages, loyalty, and continued service	General	Ongoing	\$7,800,000	
3	Level Up	Continuation of the initiative to develop, retain and compensate district staff who complete Level Up	General	Yearly	\$750,000	\$250,000
4	District-wide furlough implemented in FY27	A District-wide furlough in FY27 is a temporary measure to manage limited funding and preserve essential services.		FY27		\$4,500,000
	SUBTOTAL				\$8,550,000	\$4,750,000

BUDGET DEVELOPMENT: SCHOOLS



LEVEL	FY2026 PROJECTED	FY2027 PROPOSED	DIFFERENCE	INCREASE/ DECREASE
ELEMENTARY SCHOOLS	480,241,742	483,609,422	3,367,680	0.70%
MIDDLE SCHOOLS	234,447,147	232,757,191	(1,689,956)	-0.72%
HIGH SCHOOLS	406,493,959	393,906,073	(12,587,886)	-3.10%
OPEN CAMPUS	3,307,488	-	(3,307,488)	-100.00%
DISTRICT CHARTERS	55,270,132	50,487,871	(4,782,261)	-8.65%
TOTAL	1,179,760,467	1,160,760,557	(18,999,910)	-1.61%

BUDGET DEVELOPMENT: DIVISIONS

CATEGORY	FY2026 EXISTING POSITIONS	FY2027 POSITION REQUESTS	FY2026 vs FY2027	TOTAL ONETIME	TOTAL RECURRING	TOTAL FY2027 BUDGET	FY2026 ORIGINAL	FY2026 CURRENT	FY2026 ORIGINAL vs FY2027 REQUEST	FY2026 CURRENT vs FY2027 REQUEST
Schools	9,263.20	9,274.20	10.60	-	1,110,272,686	1,110,272,686	1,107,190,479	1,124,490,335	0.27%	-1.27%
District Charters	414.55	373.11	(41.44)	-	50,487,871	50,487,871	54,373,011	55,270,132	-7.15%	-8.65%
General Services Administration	104.50	95.50	(9.00)	-	16,521,409	16,521,409	25,913,716	30,179,795	-36.24%	-45.26%
Communications	13.00	13.00	-	-	2,434,071	2,434,071	2,361,793	2,361,793	3.06%	3.06%
Academics	118.65	114.65	(4.00)	135,650	61,589,763	61,725,413	63,078,351	78,193,881	-2.14%	-21.06%
Financial Services	66.80	64.80	(2.00)	-	16,839,838	16,839,838	16,790,213	21,783,074	0.30%	-22.69%
Strategy & Technology	190.00	182.00	(8.00)	-	32,968,285	32,968,285	31,510,587	32,155,485	4.63%	2.53%
Operations	1,279.70	1,264.70	(15.00)	-	150,257,122	150,257,122	151,874,199	156,888,025	-1.06%	-4.23%
Human Resources	61.18	58.18	(3.00)	-	12,618,507	12,618,507	13,158,601	13,815,031	-4.10%	-8.66%
Districtwide	-	-	-	-	6,268,539	6,268,539	8,722,193	33,923,966	-28.13%	-81.52%
Grand Total	11,512	11,440	(71.44)	135,650	1,460,258,091	1,460,393,741	1,474,973,143	1,549,061,518	-0.99%	-5.73%

CHANGES BY DIVISION



School-Based FTE

Net: -30.44

Enrollment/SAG: -30.44

Eliminated Counselor Clerks

Administrative FTE

Net: -41.00

Eliminated Positions in General Services, Academics, Financial Services, Human Resources, Operations, and Strategy & Technology

Overall Distribution

**General Fund Budget:
\$1,460,393,741**

School budgets: 79.48%

Personnel costs: 85.47%

Non-Personnel FY26 vs FY27:

Central Office: -3.69%

Schools: -3.17%

GENERAL FUND LONG-TERM FORECAST



GENERAL FUND	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
Beginning Fund Balance	\$355,140,799	\$282,927,123	\$271,077,727	\$239,078,443	\$223,442,454	\$239,278,880
Resources	\$1,430,529,619	\$1,401,680,698	\$1,403,262,595	\$1,419,778,970	\$1,427,393,926	\$1,439,162,439
Appropriations*	\$1,502,743,295	\$1,413,530,094	\$1,435,261,879	\$1,435,414,959	\$1,411,557,500	\$1,405,230,812
Ending Fund Balance	\$282,927,123	\$271,077,727	\$239,078,443	\$223,442,454	\$239,278,880	\$273,210,507
% of Expenditures	18.83%	19.18%	16.66%	15.57%	16.95%	19.44%
Change in Fund Balance	(\$72,213,676)	(\$11,849,396)	(\$31,999,284)	(\$15,635,989)	\$15,836,426	\$33,931,627

* Appropriations does not included transfers and are based on 97% expenditure rate.

LONG-TERM ASSUMPTIONS

Millage Rates

Enrollment Declines

TRS Contributions

Health Insurance

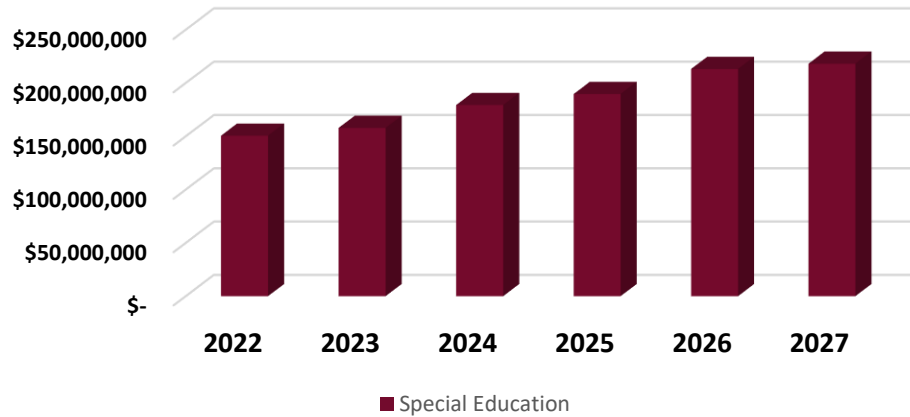
Increased Efficiency

Compensation Package

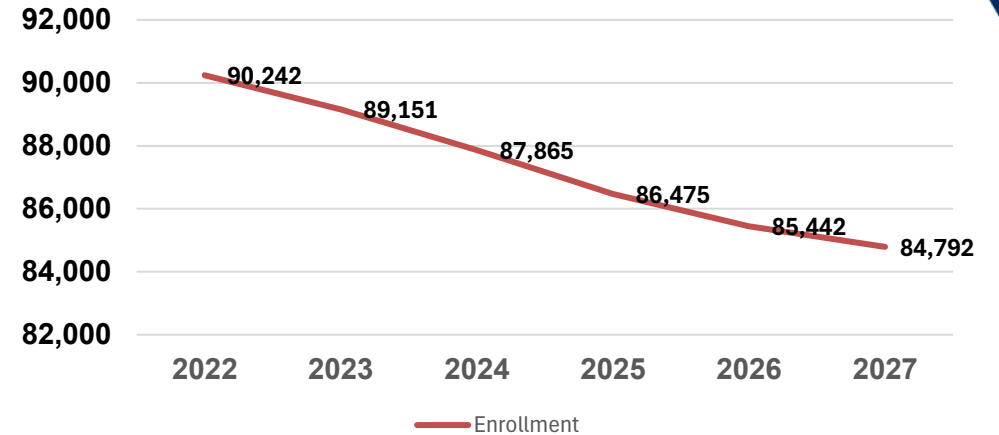
IMPACTFUL TREND DATA



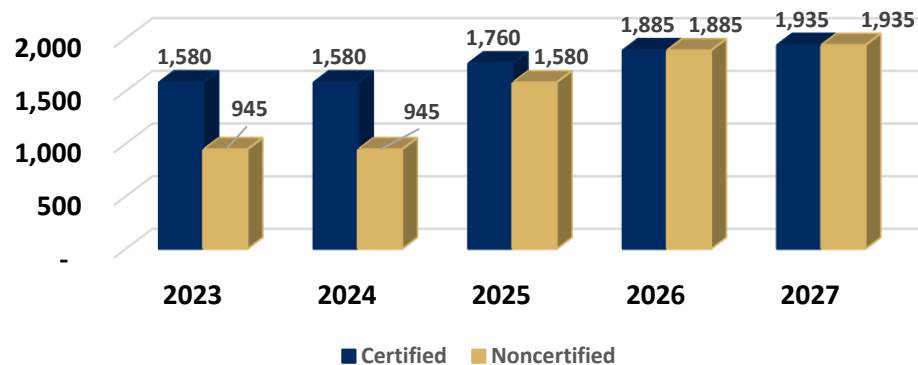
Special Education



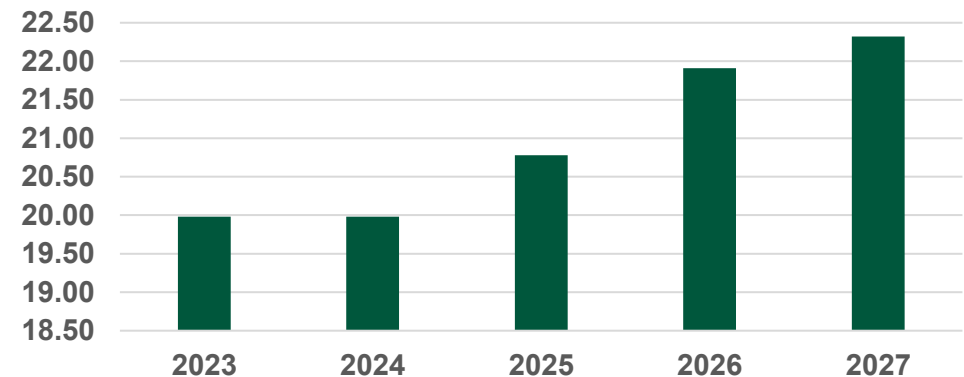
Enrollment



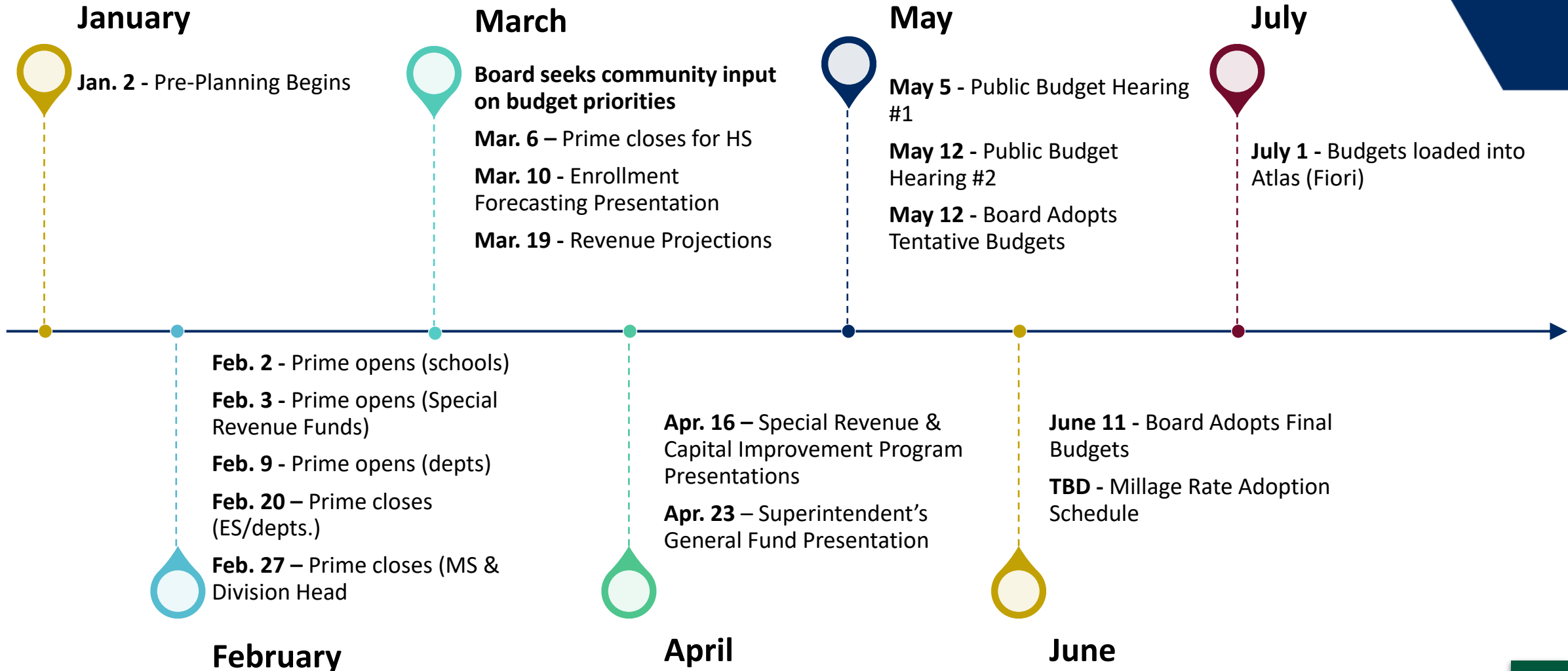
Health Insurance Rates (Per Member/Per Month)



Teachers Retirement System (TRS) – %



FY2027 BUDGET TIMELINE



APPENDIX



FY2027 BUDGET PERSONNEL: ALL FUNDS

Description	FY2023 Budgeted	FY2024 Budgeted	FY2025 Budgeted	FY2026 Projected	FY2027 Proposed
TEACHERS					
Teachers	6,208.10	6,243.63	6,185.43	5,929.99	5,948.85
PreK Teachers	156.00	157.00	166.00	164.00	164.00
Sub-Total Teachers	6,364.10	6,400.63	6,351.43	6,093.99	6,112.85
SUPPORT STAFF					
Principals	104.00	103.00	102.00	100.00	100.00
Assistant Principals	192.00	187.00	186.00	198.00	189.00
Guidance Counselors	176.50	170.50	167.00	222.50	216.00
Athletic Director	16.00	16.00	16.00	16.00	16.00
Audiologist	4.00	4.00	4.00	4.00	4.00
Psychologists	42.47	44.07	46.07	46.07	50.07
Social Worker	73.28	76.09	78.09	78.59	78.59
Graduation Coaches	45.00	43.50	44.50	-	-
Media Ed Tech Instructor	103.00	101.00	101.00	99.00	99.00
Nurses	27.00	27.00	26.00	26.00	26.00
Clinic Aides	105.00	103.00	103.00	101.00	100.00
Paraprofessionals	1,245.40	1,253.40	1,202.20	1,196.40	1,195.10
School Police Officers	86.00	85.00	90.00	90.00	88.00
Campus Security Associates	75.00	69.00	70.00	68.00	64.00
Bus Drivers, Aides, & Trainers	895.00	895.00	938.00	936.00	931.00
Custodians	603.50	591.50	627.00	621.00	616.00
Professional Staff	543.00	539.00	533.00	427.00	402.00
School Support	552.30	557.20	587.20	758.20	750.70
Sub-Total Support Staff	4,888.45	4,865.26	4,921.06	4,987.76	4,925.46

FY2027 BUDGET PERSONNEL: ALL FUNDS



Description	FY2023 Budgeted	FY2024 Budgeted	FY2025 Budgeted	FY2026 Projected	FY2027 Proposed
OTHER POSITIONS					
School Board Members	7.00	7.00	7.00	7.00	7.00
Superintendent	1.00	1.00	1.00	1.00	1.00
Chiefs, Deputy Chiefs, & Asst. Superintendents	13.00	14.00	14.00	13.00	11.00
Executive Directors	24.00	23.00	24.00	23.00	23.00
Directors	46.00	58.00	56.00	54.00	50.00
Coordinators	97.50	101.50	106.50	108.50	106.50
School Nutrition	519.31	557.56	566.25	561.50	557.50
Central Office Staff	662.99	664.99	663.49	655.00	642.00
Sub-Total Other Positions	1,370.80	1,427.05	1,438.24	1,423.00	1,398.00
Total Full Time Equivalent Positions	12,623.35	12,692.94	12,710.73	12,504.75	12,436.31