

# **Finance Advisory Committee Minutes**

August 15, 2023 | 8:00 to 9:30 am

Community Members Roster: Brian Fleming, Stephanie Williamson, Sara Shower and Mackenzie Meyer

**PLSAS Administration Roster:** Tammy Fredrickson, Executive Director of Business Services; Jim Dellwo, Executive Director of Operations; Transportation, and Health & Safety; Maureen Mullen, Asst Director of Operations; Transportation, and Health & Safety; Andrea Bradford, Controller; Joe Kuboushek, Principal of Twin Oaks Middle School; Julie Bernick, School Board Treasurer; Amy Bullyan, School Board Director; Dr. Michael Thomas, Superintendent

MEETING MINUTES
Tammy Fredrickson welcomed all in attendance
Tammy Fredrickson presented current enrollment numbers for 2023-24 and projections
Tammy Fredrickson presented the Budget Timeline
Emily Herman presented 2023-24 New Staffing
Tammy Fredrickson presented the Levy
9:00 Meeting Adjourned
Next Meeting will be October 17, 2023 at 8:00 a.m.

## FINANCE ADVISORY COMMITTEE AGENDA

 Date:
 August 15, 2023

 Time:
 8:00am to 9:00am

**Location:** District Services Center - PDC

Facilitator: Tammy Fredrickson, Executive Director of Business Services

Attendees: Emily Herman, Executive Director of Human Resources; Maureen Mullen, Asst Director of Operations; Transportation, and Health &

Safety; Andrea Bradford, Controller; Joe Kuboushek, Principal of Twin Oaks Middle School; Julie Bernick, School Board Treasurer; Amy Bullyan, School Board Director; Dr. Michael Thomas, Superintendent; and Community Members: Gabriel Benson, Cheryl Coombs, Allan

Ege, Bryan Fleming, Michael Hoban, William Markert, Mackenzie Meyer, Sara Shower, Stephanie Williamson

## **Purpose of Meeting**

To assist the Prior Lake-Savage Area School District in financial analysis, long-range financial planning and to provide valuable input as a community member. The purposes of the committee are as follows:

- To understand school district finances in order to properly evaluate and make recommendations to district administration.
- To monitor Strategic Direction #2: Continue fiscal accountability through operational excellence and the alignment of human, financial and physical resources to district goals.
- To review, study, and make recommendations regarding specific financial issues as identified by the school board or district

## **Enrollment**

8:00am- 8:15am

Speaker:

Tammy Fredrickson

• Student Enrollment Numbers

# **Budget Timeline**

8:15am-8:30am

Speaker:

**Tammy Fredrickson** 

• Review revised timeline

## Staffing

8:30am- 8:45 am

Speaker: Emily Herman 2023-24 New Staffing

## Levy

8:45am - 9:00am

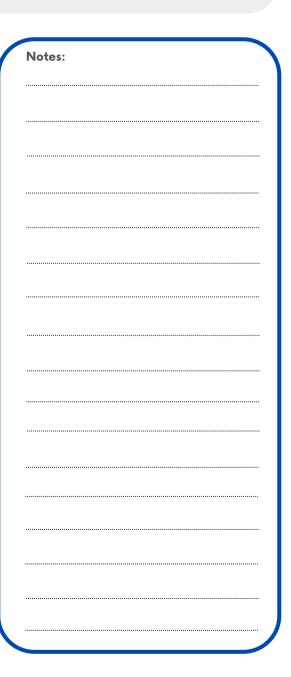
Speaker:

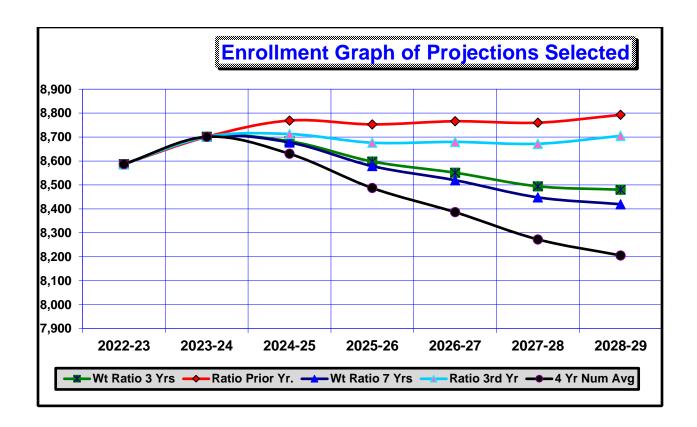
Tammy Fredrickson

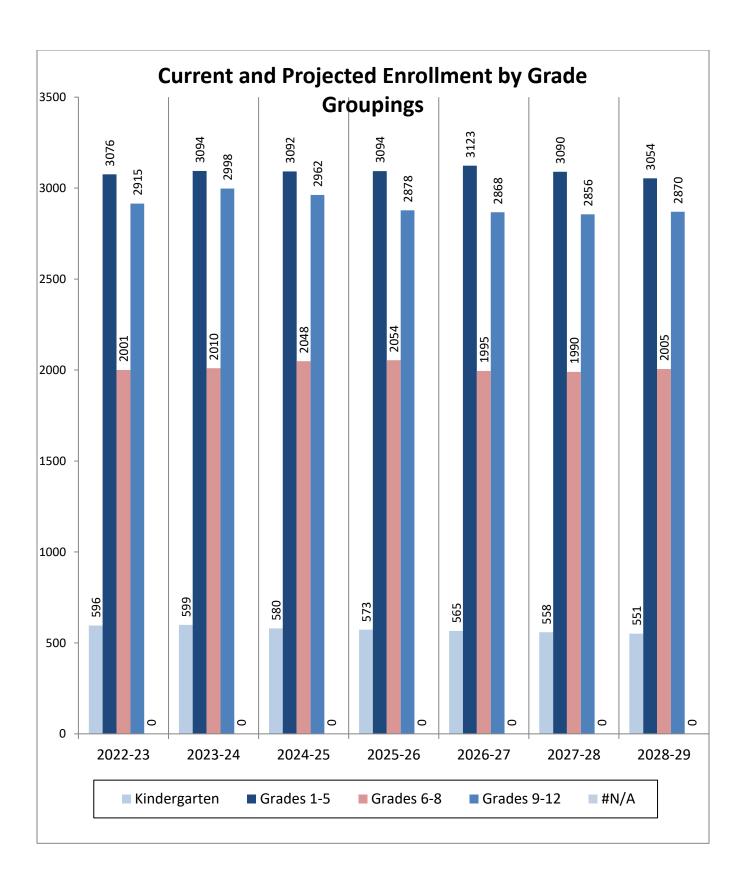
Levy Updates

# **Meeting Adjourn**

9:00am







NROLLMENT GRAPHS & TABLES 8/9/2023												
PRIOR	PRIOR LAKE-SAVAGE AREA 719							Method				
The selec	The selected History for Tables & Graphs was: END OF YEAR A.D.M. with Wt Ratio 3 Yrs						(3)					
		Enrollme	nt History	- END-OF	YEAR A	OM DATA		Enrollme	nt Project	ions - ENI	O-OF-YEAR	ADM DATA
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
EC	65.5	67.8	62.9	64.0	65.2	66.0	68.0	64.3	63.5	62.7	63.4	62.6
VPK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
K	615.4	636.0	664.5	555.1	593.6	595.6	599.0	579.7	572.6	565.4	558.2	551.0
1	624.1	634.8	645.0	573.4	582.2	608.9	609.0	615.8	596.0	588.6	581.2	573.8
2	620.3	652.9	649.0	612.3	606.0	572.4	623.0	618.4	625.3	605.2	597.7	590.2
3	630.6	637.0	657.0	630.0	636.9	620.9	585.0	639.1	634.4	641.5	620.9	613.2
4	626.1	634.2	647.0	633.6	649.8	640.5	628.0	592.5	647.3	642.6	649.7	628.8
5	671.0	649.5	649.0	625.9	629.1	633.0	649.0	626.1	590.7	645.3	640.6	647.7
6	660.4	723.2	699.0	698.7	656.4	647.0	683.0	686.0	661.8	624.3	682.1	677.1
7	648.2	688.3	747.0	710.1	705.4	649.7	665.0	691.3	694.3	669.8	631.9	690.4
8	663.6	671.7	702.0	757.4	712.4	704.0	662.0	671.2	697.7	700.8	676.0	637.8
9	757.9	721.0	719.0	734.2	805.8	742.8	757.0	703.4	713.2	741.4	744.6	718.3
10	642.6	749.3	721.0	718.5	725.0	776.6	741.0	745.4	692.6	702.2	730.0	733.2
11	691.1	649.6	738.0	708.2	711.6	705.7	782.0	735.8	740.2	687.8	697.3	724.9
12	689.5	704.3	673.0	768.0	690.9	690.4	718.0	777.9	731.9	736.2	684.1	693.6
K-12	8,540.9	8,751.8	8,910.5	8,725.4	8,705.3	8,587.2	8,701.0	8,682.6	8,597.9	8,551.1	8,494.4	8,480.1
Pre K-12	8,606.3	8,819.6	8,973.4	8,789.3	8,770.5	8,653.2	8,769.0	8,746.9	8,661.4	8,613.8	8,557.8	8,542.7
% Change K-12 2.47% 1.81% -2.08% -0.23% -1.36% 1.33% -0.21% -0.97% -0.54% -0.66%							-0.17%					
Enrollment by Grade for Current Year 2023-24												

# Timeline for FY 24-25 Budget Planning

# **Revised 8/3/23**

Date	Action					
July 31	Long-Term Facilities Maintenance Report to MDE					
August 7 – October 1	Monitor enrollment for possible staff adjustments					
August 14	Submit Lease and Debt Service data to MDE					
August 15	Finance Advisory Committee Meeting to discuss enrollment					
August 21	Update enrollment projections with MDE					
August 28	Board Study Session updates for Audit, Levy, Enrollment					
September 8 – September 30	Review levy data from MDE					
Sept 11	Board Meeting for Levy discussion, Audit & Enrollment updates					
September	Prepare analysis of previous year revenue and expenses					
September 25	Board Study Session to vote on approval to pre-certify the levy, review					
	preliminary audit and enrollment update					
Late September - November	Review Strategic goals and prepare budget process recommendations					
October 2	Certify proposed property tax levies to county auditor -					
October 4 - 16	Recommend any final staff adjustment changes					
October 9	Board Meeting to review audit presentation					
October 17	Finance Advisory Committee Meeting					
October 23	<b>Board Study Session</b> Enrollment update and effect on final FY22-23 budget					
October 23	Present 5 year Forecast memo to Superintendent					
October - November	Prepare SY 2024-25 revenue and expense preliminary budget					
November 10	Truth in Taxation notices sent to all property owners					
November 13	Board meeting approve audit, budget update					
November 27	<b>Board Study Session</b> to discuss final 2023-24 budget and review any required budget amendment					
November 30	UFARS data deadline for submission to MDE					
December	Review final revenue and enrollment projections for any needed adjustments					
December 11	Board Meeting for Truth in Taxation					
December 11	Board Meeting to Certify final 2023-24 levy					
December 11	Board Meeting to approve final 2023-24 budget if needed					
December 19	Finance Advisory Committee meeting					
December 28	Final Levy submission to MDE and Department of Revenue					
January TBD	Community "Town Hall" meeting for budget presentation					
January 8	<b>Board Meeting to</b> discuss budget parameters based on enrollment projections, revenue, expenditure, and staffing assumptions					
January 15 - 26	Senior Leader meetings to review budget allocations					
January 22	Board Study Session to review budget projections					
February 1 - 15	Review budget allocations with Senior Leaders					
February 12	Board Meeting for enrollment update and kindergarten enrollment numbers					

February 12	Board Meeting 2023-24 Preliminary budget based on assumptions
February 12	Board Meeting 2023-24 program and staffing reductions/additions discussion
February 13	Finance Advisory Committee Meeting
February 14	Learning Leader meeting to present budget allocations
February TBD	Community "Town Hall" meeting for budget presentation
February 26	Board Study Session 2024-25 staffing discussion
March 11	Board Meeting present 2024-25 budget
March 23	Finance Advisory Committee meeting
March 25	Board Study Session 2024-25 any updates on budget
April 8	Board Meeting final 2024-25 budget approval
April 16	Finance Advisory Committee Meeting
April 22	Board Study Session updates
April TBD	Community "Town Hall" meeting for budget update presentation
May 13	Board Meeting updates
May 27	Board Study Session updates
June 10	Board Meeting updates
June 18	Finance Advisory Committee Meeting
July 1	2024-25 School Year begins

		Assignment	Available	
Assignment	# Positions	Count	FTE	
ADAST - ACCOUNTS PAYABLE	1	1		
ADAST - ACTIVITIES	2	3	-1	
ADAST - ASSESSMENT & EQUITY	1	1		
ADAST - BRIDGES AREA LEARNING	1	1		
ADAST - BUILDING	8	8		
ADAST - CAREER CENTER	1	1		
ADAST - CHILD NUTRITION SERVIC	1	1		
ADAST - COMMUNITY ED & KIDS CO	1	1		
ADAST - COMMUNITY EDUCATION SE	0.75	0.75		
ADAST - COUNSELING (HS)	2	2		
ADAST - ENROLLMENT & DISTRICT	1	1		
ADAST - FACILITIES	1	1		
ADAST - FINANCE & ATTENDANCE (	2	2		
ADAST - FINANCE (HS)	1	1		
ADAST - HIGH SCHOOL	1	1		
ADAST - HR & STUDENT SERVICES	1	1		
ADAST - LAKER ON-LINE	0.5	0.5		
ADAST - LEAD BUILDING	11	11		
ADAST - LEAD BUILDING MNCAPS	1	1		
ADAST - LEARNING-ACHIEVEMENT-I	1	1		
ADAST - OPERATIONS	1	1		
ADAST - STUDENT SERVICES (HS)	3	3		
ADAST - STUDENT SERVICES/ATTEN	2	2		
ADAST - STUDENT SUPPORT SERVIC	1	1		
ADAST - STUDENT SUPPORT SERVIC	6.25	6.25		
ADAST - TECHNOLOGY	1	1		
ADMIN - ACADEMIC SERVICES	1	1		
ADMIN - ADMINISTRATIVE SERVICE	1	1		
ADMIN - BUSINESS	1	1		
ASST DIRECTOR OF CHILD NUTRITI	1	1		
ASST DIRECTOR OF OPERATION SER	1	1		
ASST DIRECTOR OF SPECIAL ED	2	2		
ASST DIRECTOR ON SPECIAL ASSIG	1	1		
CAMPUS SUPERVISOR	6.375	6.375		
CAMPUS SUPERVISOR - PT	0.5	0.5		
CES - BUILDING MONITOR	3.64378	2.26458	1.3792	
CES - MANAGER	1	1		
CES -YOUTH PROGRAM COORDINATOR	1	1		
CHEMICAL HEALTH SPECIALIST	1	1		
CN- ASST MANAGER	10.4375	10.4375		
CN- HELPER/CASHIER/AC	23.9375		8.6875	
CN- PART - TIME	6.1875			
CN- SITE MANAGER	9			
CLASSROOM MONITOR	1.875	1.875		
COMM & SOCIAL MEDIA SPECIALIST	1	1		
CONFIDENTIAL - BENEFIT SPECIAL	1	1		
CONFIDENTIAL - BUS SERVICES	1	1		
		1 -	ı	

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		Assignment	Available	
Assignment	# Positions	Count	FTE	
CONFIDENTIAL - ESS HR SPECIAL	1	1		
CONFIDENTIAL - HR ASSISTANT	1	1		
CONFIDENTIAL - PYRL	1	1		
CONFIDENTIAL - SR CERT HR SPEC	1	1		
CONFIDENTIAL - SR PAYROLL	1	1		
ACCOUNTANT - SENIOR	1	1		
CES - EARLY LEARNING ASST COOR	1	1		
CES - FACILITY COORDINATOR	1	1		
CES -KIDS' COMPANY ASST COORDI	1	1		
CES -KIDS' COMPANY COORDINATOR	1	1		
CES-ADULT & COMMUNITY ENGAGEME	1	1		
CHILD NUTRITION COORDINATOR	1	1		
COORD - MARSS COORDINATOR	1	1		
DISTRICT CONTROLLER	1	1		
EMERGENCY PREPAREDNESS & RESPO	1	1		
STAFF ACCOUNTANT	1	1		
EARLY LEARNING COORDINATOR	1	1		
ECSE Coordinator	0.8	0.8		
HEALTH SERVICES COORDINATOR	1	1		
MNCAPS COORDINATOR	1	1		
AM. INDIAN STUDENT SUP COORDIN	1	1		
EAST AFRICAN CULTURAL LIAISON	2	1	1	
ESL CULTURAL LIAISONRUSSIAN	1	1		
ESL CULTURAL LIAISONSPANISH	2	2		
CUST - BUILDING ENGINEER	3	3		
CUST - BUILDING ENGINEER HIGH	1	1		
CUST - CUSTODIAN	36.5	36.25	0.25	
CUST - CUSTODIAN FLOATER	2	2		
CUST - CUSTODIAN MNCAPS	0.5	0.5		
CUST - DELIVERY & WAREHOUSE	1	1		
CUST - INSIDE CERT MAINTENANCE	3	3		
CUST - LEAD ELEMENTARY	7	9	-2	
CUST - LEAD HIGH SCHOOL	1	2	-1	
CUST - LEAD INSIDE MAINTENANCE	1	1		
CUST - LEAD MIDDLE SCHOOL	2	2		
CUST - LEAD OUTSIDE MAINTENANC	1	1		
CUST - NIGHT LEAD	3	4	-1	
CUST - OUTSIDE CERT MAINTENANC	1	1		
CUST - OUTSIDE MAINTENANCE TEC	4	4		
DIR - ACTIVITIES	1	1		
DIR - ASSESSMENT, EVALUATION,	1	1		
DIR - CHILD NUTRITION	1	1		
DIR - COMMUNICATIONS	1	1		
DIR - COMMUNITY SERVICES	1	1		
DIR - EQUITY AND INCLUSION	1	1		
DIR - OPERATION SERVICES	1	1		
DIR - SPECIAL EDUCATION	1	1		

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		Assignment	Available	
Assignment	# Positions	Count	FTE	
DIR - TECHNOLOGY	1	1		
EC DEVELOPMENTAL SCREENER	0.5	0.5		
EC SCREENING NURSE	0.5	0.5		
EC TEACHER ASSISTANT	7.84375	7.84375		
EXECUTIVE ASSISTANT	1	1		
AUDITORIUM & FACILITIES SUPERV	1	1		
HEALTH AIDE	12.4375	12.4375		
HEALTH AIDE FLOATER	1	1		
KC - ASSISTANT	26.98125	24.0125	2.96875	
KC - ASST NOON SUPERVISOR	7.28125	6.5	0.78125	
KC - SITE LEADER	8	8		
KC - STUDENT SUPPORT	1.59375	1	0.59375	
MEDIA SUPPORT	9.5625	9.5625		
BREAKFAST SUPERVISOR	0.0625	0.0625		
LUNCHROOM SUPERVISOR	6.75	4.71875	2.03125	
NOON SUPERVISOR	3.375	1.375	2	
SSP - TESTING	1.125	1.125		
PRINCIPAL	10		<del></del>	
PRINCIPAL (ASSISTANT)	6	6		
PRINCIPAL ON SPECIAL ASSIGNMEN	1	1		
DISTRICT PRINTING PROCESSOR	2	2		
CUED SPEECH TRANSLITERATOR	0.875	0.875		
SSP - SPEC ED CENTERBASED	40.15625		2.71875	
SSP - SPEC ED ECSE	12.875			
SSP - SPEC ED RESOURCE	42.875			
SPECIAL NEEDS NURSE	1	1		
SUPERINTENDENT	1	1		
TEA - 1ST GRADE	25	25		
TEA - 2ND GRADE	23			
TEA - 3RD GRADE	22			
TEA - 4TH GRADE	22			
TEA - 5TH GRADE	23			
TEA - 6TH GRADE	12.2			
TEA - ART	12.4			
TEA - ATLAS	1.6			
TEA - BUSINESS (MNCAPS)	1		1	
TEA - BUSINESS EDUCATION	4.85	4.85		
TEA - COMMUNICATIONS	28			
TEA - COMMUNICATIONS (MNCAPS)	3			
TEA - COMPUTER SCIENCE	1.05			
TEA - CORE STUDIES TEACHER	1	0.8		
TEA - COUNSELOR	13			
TEA - DEAN	11	11		
TEA - DIFFERENTIATION SPECIALI	3.6		1.6	
TEA - ECFE CHILD TEACHER	2.06			
TEA - ECFE DEVELOPMENT SCREENE	0.21			
TEA - ECFE PARENT EDUCATOR	0.79601			
	0.75001	0.75001	Į	

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		Assignment	Available
Assignment	# Positions	Count	FTE
TEA - ECFE SCHOOL READINESS	8.1	8.1	
TEA - English Second Language	0.4	0.4	
TEA - ENGLISH SECOND LANGUAGE	9.6	9.6	
TEA - FACS	5	5	
TEA - KINDERGARTEN	22	22	
TEA - LAKER ONLINE (SECONDARY)	2.2	2.2	
TEA - LAKER ONLINE SPECIAL ED	0.6	0.6	
TEA - MATH	29.2	29.2	
TEA - MATH (MNCAPS)	1	0.94056	0.05944
TEA - MEDIA	8	7.98559	0.01441
TEA - MUSIC (ELEMENTARY)	6.2	6.2	
TEA - MUSIC (INSTRUMENTAL)	4.95	4.95	
TEA - MUSIC (VOCAL)	3.8	3.8	
TEA - OCCUPATIONAL THERAPIST	4	4	
TEA - OCCUPATIONAL THERAPIST B	1	1	
TEA - PHY ED/HEALTH	26.8	25	1.8
TEA - PHY ED/HEALTH (MNCAPS)	1.8	1.8	
TEA - PHYSICAL THERAPIST	1	1	
TEA - PLSEA PRESIDENTIAL RELEA	0.4	0.4	
TEA - READING	1	1	
TEA - READING INTERVENTION	6.4	6.4	
TEA - SAGE ACADEMY	3	3	
TEA - SAILS	0.5	0.5	
TEA - SCHOOL NURSE	3	3	
TEA - SCHOOL PSYCHOLOGIST	7.6	7.6	
TEA - SCIENCE	27.2	27	0.2
TEA - SOCIAL STUDIES	28	28	
TEA - SOCIAL STUDIES (MNCAPS)	1.6	1.6	-
TEA - SOCIAL WORKER	12	12	
TEA - SPANISH IMMERSION (1ST G	4	4	
TEA - SPANISH IMMERSION (2ND G	4	4	
TEA - SPANISH IMMERSION (3RD G	3	3	
TEA - SPANISH IMMERSION (4TH G	3	3	
TEA - SPANISH IMMERSION (5TH G	2	2	
TEA - SPANISH IMMERSION (KINDE	5	5	
TEA - SPANISH IMMERSION SECOND	1	1	
TEA - SPECIAL EDUCATION	71.4	71.4	
TEA - SPECIAL EDUCATION (A/PE	3	3	
TEA - SPECIAL EDUCATION (DHH)	0.99998	0.99998	
TEA - SPECIAL EDUCATION (EC 3-	8.3	8.3	
TEA - SPECIAL EDUCATION (EC B-	2	2	
TEA - SPECIAL EDUCATION (PI)	1	1	
TEA - SPECIAL EDUCATION BEHAVI	2	2	
TEA - SPECIAL EDUCATION HOMEBO	0.4		0.4
TEA - SPECIAL EDUCATION HOMEBO	5.3	5.3	
TEA - SPECIAL EDUCATION LEAD	10.4		
	1.6		-
TEA - SPEECH (B-2)	1.6	1.6	

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		Assignment	Available
Assignment	# Positions	Count	FTE
TEA - SPEECH (ECSE)	3.4	2.9	0.5
TEA - STUDY STRATEGY TEACHER	0.5	0.5	
TEA - TECHNOLOGY ED (MNCAPS)	0.6	0.6	
TEA - TECHNOLOGY EDUCATION	4.4	4.4	
TEA - TOSA (ASST ACT DIRECTOR)	1	1	
TEA - TOSA (BARR COORDINATOR)	0.6	0.6	
TEA - TOSA (CURRICULUM SPEC.	1.08108	1.08108	
TEA - TOSA (CURRICULUM SPEC. E	1.08108	1.08108	
TEA - TOSA (Q-Comp Coordinator	0.5	0.5	
TEA - TOSA (Q-COMP PEER COACH)	9.5	8.5309	0.9691
TEA - TOSA (SP ED CURRICULUM I	1.08108	1.08108	
TEA - TOSA (SPEC ED ASSISTIVE	0.6	0.6	
TEA - WORLD LANGUAGE (AM. SIGN	2.4	2.4	
TEA - WORLD LANGUAGE (FRENCH)	1.6	1.48243	0.11757
TEA - WORLD LANGUAGE (GERMAN)	1.4	1.4	
TEA - WORLD LANGUAGE (SPANISH)	10	10	
TEA - DAILY SUBSTITUTE ELEMENT	3	2	1
TEA - DAILY SUBSTITUTE SECONDA	4	4	
TECH - DATA SYSTEMS SPECIALIST	1	1	
TECH - DATA SYSTEMS TECHNICIAN	1	1	
TECH - FIELD TECHNICIAN	3	3	
TECH - LEAD TECHNICIAN	1	1	
TECH - NETWORK SYSTEMS SPECIAL	1	1	
TECH - NETWORK SYSTEMS TECHNIC	1	1	
TECH - TECHNOLOGY SPECIALIST	2	2	
GRAND TOTAL	1060.31	1026.88	33.43

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## **FY 23-24 NEW INVESTMENTS**

#### **Expenditures General Fund Other Funding**

NOTE: in FY22-23 78% of budget went directly to schools.

### School and Department Allocations for FY 23-24 \$ 116,542,239

This amount includes salary increases and the investments below:

## **NEW INVESTMENTS (for Job Fair Recuitment)**

14E44 H44E3H4IE1413 (101 300 Fall Recallificity			
3.0 Elementary Teachers for OE 2.0 LODL & 1.0			
Jeffers Pond	\$	345,000	
1.05 Middle School Teahcer	\$	120,750	
2.0 High School Teachers	\$	230,000	
1.75 ALC Teachers	\$	201,250	
1.0 Laker On-Line Teacher	reassi	gned Staff	
2.0 Specialists (Art, Music, Phy Ed, Media for prep)	\$	230,000	
2.0 Middle School Counselors	\$	230,000	
2.5 Deans	\$	287,500	
Speech Pathologist 1.8 FTE	\$	195,192	
School Pyschologist 1.0 FTE	\$	108,440	
SpEd Lead 1.0 FTE	\$	108,440	
SpEd Teachers 2.5 FTE	\$	271,100	
ECSE Teacher 1.0	\$	108,440	
4.0 Cultural Liaisons - Spanish, Somali, Vietnamese,	_		
Russian (funded from Achievement and Integration			\$
4.0 Cultural Liaisons - Spanish, Somali, Vietnamese,	\$	108,440	\$

100,000

## HIGH PRIORITY NEW INVESTMENTS

IIIGH FRIORITT NEW HAVESTWIENTS		
1.5 ECSE paras,, 0.6 Special Ed Teacher for Laker On-		
line	\$ 126,564	
Health Aide floater position	\$ 53,020	
1.0 Differentiation Specialist	\$ 108,440	
1.5 English Learner teachers, 0.5 English Learner lead teacher (will use Title III and EL aid) Assistant Director of Human Resources Technology upgrades including 6th/12th grade iPads, HP labs, Year 3 of Math Curriculum	\$ 163,880	from fund balanc from fund balanc

TOTAL NEW INVESTMENTS \$ 2,936,004	\$ 1,770,466	
LTFM/H&S & Ops (share with Comm Ed) \$ 47,988		
Transportation Contract increase Financial Admin Assistant to support EPRC,	\$ 339,578	from fund balanc
Misc operations needs	\$ •	from fund balanc
Emergency Preparedness & Response program needs	\$ •	from fund balanc

## **Community Education Proposed Staffing Changes**

Add positions:

Community Education Manager

Facilities Admin Assistant (share with Ops)

\$ 32,000

**Learning Learning Assistant Coordinator** 

Eliminate Positions:

Administrative Assistant Community Education Administrative Assistant Screening