

# Budget

2022-2023





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California Teachers Association  
BUDGET  
2022-2023

May 2022

**President**

E. Toby Boyd

**Vice President**

David B. Goldberg

**Secretary-Treasurer**

Leslie S. Littman

**Board of Directors**

Gregory T. Abt

Jesse Aguilar

Joseph A. Bartell

Greg Bonaccorsi

Kisha S. Borden

Denise Bradford

Christopher E. Bushée

Jerry Eaton

Robert Ellis

Margie Granado

Shelly Y. Gupton

Mel House

Taunya M. Jaco

Erika Lynn Jones

Sergio Martinez

Angela K. Normand

Mike Patterson

Eva Ruiz

DeWayne Sheaffer

Telly S. Tse

**Executive Director**

Joe Boyd

As we cautiously emerge from the COVID-19 pandemic and reflect on the changes it has made to our daily lives, this new normal has required much patience and flexibility. In these ever-changing times, our focus continued to work with the governor and state legislators to make sure that schools had clear guidance and safety standards as well as the necessary funds with which to operate. And when necessary, organized and pushed on issues. Working with labor groups around the state, the COVID-19 Supplemental Paid Sick Leave in California was restored in January after it had expired in the Fall. CTA also remained vigilant as groups seeking to attack public education sought to qualify initiatives for the November 2022 ballot. These initiatives aimed to defund public education, eliminate collective bargaining for all public sector employees, and would allow any parent or organization representing students to sue the state or local education agencies. While all failed to gather enough signatures, these initiatives, in one form or another, could resurface in 2024.

Another growing concern is enrollment in California public schools. The number of students has been steadily declining for years, which studies attributed to excessive cost of living in the state, declining birth rates, and migration patterns. But the pandemic exacerbated the decline as parents' frustration over distance learning intensified. Certain studies project a 9 percent decline in public school enrollment in California within the next 10 years.

While there are challenges ahead, we also will have opportunities to build on our successes and prioritize new strategies. Significant resources have been allocated for organizing training, planning, and implementation in the next several years, with the goal of building strong locals to advocate for local and state issues.

We need to remain vigilant to make sure that our union can withstand all the challenges ahead of us. Your professional work, your organizing work, and your membership engagement work continue to be essential to our success.

Take care of yourself and let's all take care of each other.

Sincerely,



Leslie Littman  
CTA Secretary-Treasurer





# 2021 - 2022 BUDGET COMMITTEE

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**Leslie Littman**  
CTA Secretary-Treasurer & Chairperson



**Hilary Hall**  
Vice-Chairperson  
District I



**Keri Conklin-Tafuro**  
District A



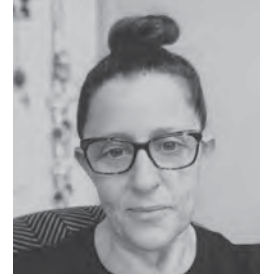
**Julie MacArthur**  
District B



**Robbie Kreitz**  
District C



**Tracy Anderson**  
District D



**Miska Pearson**  
District E



**Jennifer Stoeber**  
District F



**Oscar Ramos**  
District G



**Ed DeLaVega**  
District H



**Jennifer Villaryo**  
District J



**Kurt Burger**  
District K



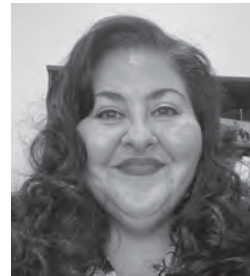
**Jim Mogan**  
District L



**Craig Hardesty**  
District M



**Marcelo Kim**  
District N



**Yvonne Molles**  
District O



**Maria Teresa Harris**  
District P



**Jonathan Ausubel**  
District Q



**Van Cedric Williams**  
At-Large



**Jayson Chang**  
At-Large



**Tara Jeane**  
CTA-NEA Coordination



**Jennifer Wilkin**  
Officer Appointment

Directorial District

A  
B  
C  
D  
E  
F  
G  
H  
I  
J  
K  
L  
M  
N  
O  
P  
Q  
At-Large  
At-Large  
CTA-NEA Coordination

CTA Board of Directors

E. Toby Boyd, President  
David B. Goldberg, Vice President  
Leslie S. Littman, Secretary-Treasurer  
Jerry Eaton  
Greg Bonaccorsi  
Angela K. Normand  
Mike Patterson  
Shelly Gupton  
Eva Ruiz  
Dr. Taunya Jaco  
Jesse Aguilar  
Christopher E. Bushée  
Erika Jones  
Sergio Martinez  
Margie Granado  
Joe Bartell  
Denise Bradford  
Gregory T. Abt  
Kisha Borden  
DeWayne Sheaffer  
Robert Ellis  
Telly Tse  
Mel House

Chairperson  
I - Vice Chairperson  
A  
B  
C  
D  
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O  
P  
Q  
At-Large  
At-Large  
CTA/NEA Coordination  
Officer Appointment

CTA Budget Committee 2021-2022

Leslie S. Littman  
Hilary Hall  
Keri Conklin-Tafuro  
Julie MacArthur  
Robbie Kreitz  
Tracy Anderson  
Miska Pearson  
Jennifer Stoeber  
Oscar Ramos  
Ed DeLaVega  
Jennifer Villaryo  
Kurt Burger  
Jim Mogan  
Craig Hardesty  
Marcel Kim  
Yvonne Molles  
Maria Teresa Harris  
Jonathan Ausubel  
Van Cedric Williams  
Jayson Chang  
Tara Jeane  
Jennifer Wilkin

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## **STATEMENT OF MISSION**

The California Teachers Association exists to protect and promote the well-being of its members; to improve the conditions of teaching and learning; to advance the cause of free, universal, and quality public education for all students; to ensure that the human dignity and civil rights of all children, youth, and adults are protected; and to secure a more just, equitable, and democratic society.

## **GOALS**

To fulfill its mission, the California Teachers Association pursues the following goals.

- I. CTA plans and executes programs and strategies designed to enhance the quality of education for students and the professional and personal lives of its members.
- II. CTA assists its local chapters in bargaining for salaries and individual and employment rights in keeping with the academic and professional status of its members.
- III. CTA represents members in governmental relations - to influence state and federal legislation and actions by state and federal agencies.
- IV. CTA strengthens its role as the preeminent voice for public education in California - projects a strong, coherent and consistent image such that its members play the major role in shaping public policy on education.
- V. CTA represents members in professional and career development matters.
- VI. CTA represents members and provides a program of economic benefits and resources for members.
- VII. CTA works to maintain and expand its membership so as to remain effective in defending and advancing its members' interests.
- VIII. CTA maintains a governance system designed to achieve broad membership involvement and democratic decision-making.
- IX. CTA works to encourage ethnic minority member participation.
- X. CTA works to promote human and civil rights.
- XI. CTA maintains staff, hired in conformance with diversity principles, to serve its members.
- XII. CTA maintains internal and external communication systems to ascertain its members' priorities, to keep its members informed, and to improve its relations with the public.
- XIII. CTA implements NEA policies within California and works to influence the development and content of those policies.

## 2022-2023 BUDGET OVERVIEW

### Membership

Active membership is budgeted at 267,270 full-dues equivalents (FDE).

### Income Levels

The 2022-2023 Category I active dues rate is \$768. Dues are determined by the indexing formula prescribed in the Association's Bylaws.

### Dues Calculation for Budget Year 2022-23

- Three-Year Statewide Change in Average Teachers' Salaries averaged 2.23%
  - For 2018-19: 2.80%
  - For 2019-20: 2.50%
  - For 2020-21: 1.40%

### Expenditure Levels

- Total UniServ funding is based on \$195.27 per FDE.
- Service Center Council funding is 1% of active dues.
- CTA/ABC allocation is \$22.65 per applicable FDE.
- Crisis Assistance Fund allocation includes \$3.00 per FDE.
- The Media Advertising Fund allocation is \$16.00 per applicable FDE.
- The Initiative Fund allocation is \$36.00 per applicable FDE.
- The Advocacy/Foundation allocation is \$20.00 per member.
- Independent Expenditure Committee allocation is \$15.00 per applicable FDE.
- Advocacy/Foundation default allocation is \$10/\$10
- Minimum dues level to qualify for Crisis Arbitration is \$180.00

Known payroll costs for 2022-2023 are reflected accurately. Other payroll costs are budgeted at 2021-2022 levels.

Staff travel is not increased – 0% inflationary factor.

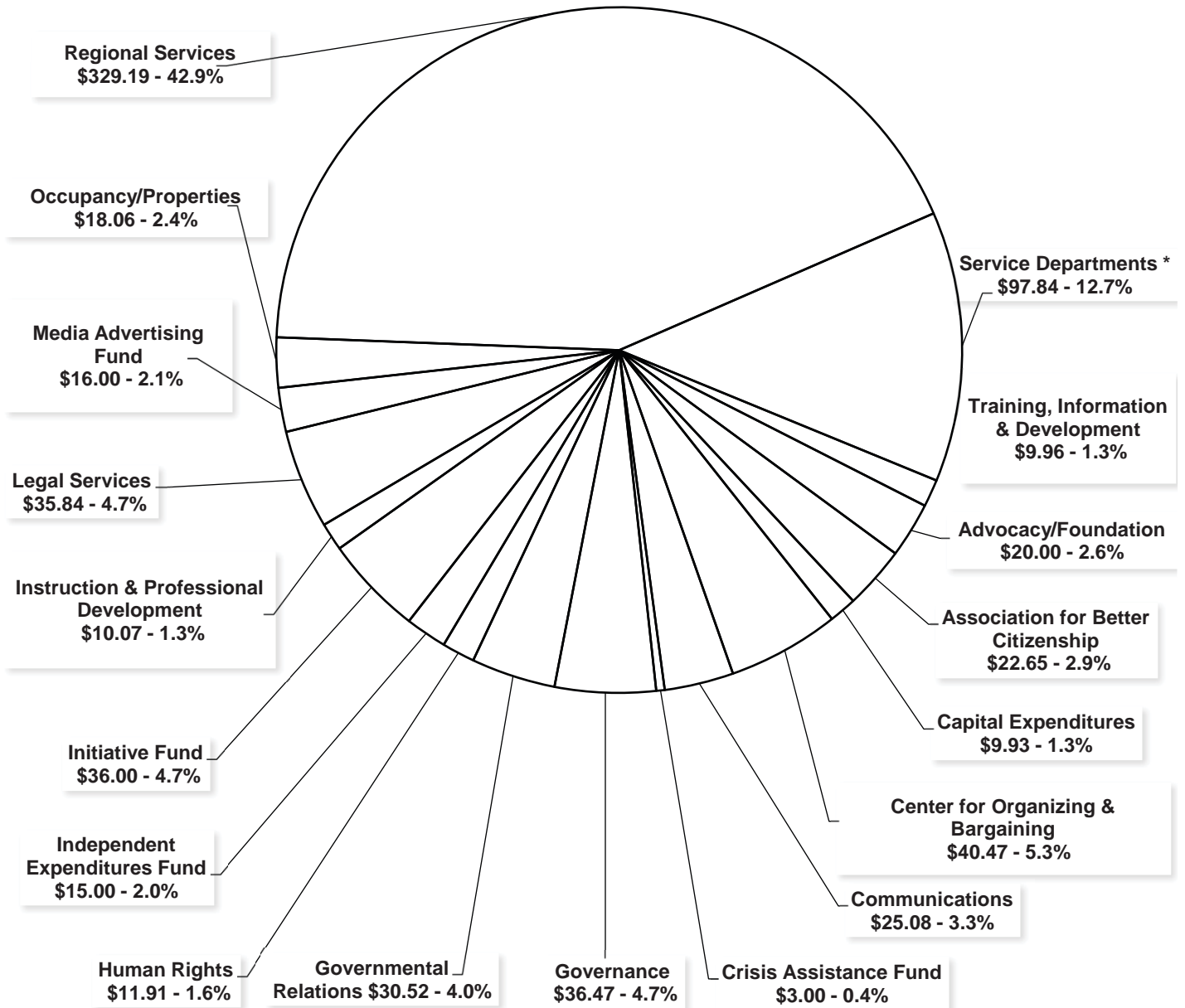
Office expenses are not increased – 0% inflationary factor.



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# Chart of Program Expenditures 2022-2023

Your \$768 Dues Provide:



\* Service Departments include:

Accounting and Membership Accounting, Business Services, Central Services, Conference Coordination Center, Governance Support, Human Resources Management, Integrated Systems Strategies, and Management.

## SUMMARY OF INCOME & EXPENDITURES BY DEPARTMENT

	<u>Budget 2021-2022</u>	<u>Budget 2022-2023</u>
<u>MEMBERSHIP INCOME</u>		
Active Members	\$ 203,023,860	\$ 205,263,360
Other	280,000	280,000
Total	<u>203,303,860</u>	<u>205,543,360</u>
NEA UniServ	4,403,000	4,523,000
ALL Other Income	<u>3,850,000</u>	<u>3,850,000</u>
TOTAL INCOME	<u>\$ 211,556,860</u>	<u>\$ 213,916,360</u>
 <u>STATEWIDE PROGRAMS</u>		
Governance	\$ 10,151,025	\$ 10,281,025
Governmental Relations	8,297,002	8,602,630
CTA/ABC	5,579,590	5,371,750
Legal Services	<u>9,823,937</u>	<u>10,102,350</u>
Total	<u>33,851,554</u>	<u>34,357,755</u>
 <u>LOCAL SERVICE DELIVERY</u>		
Regional Services	92,454,758	92,793,160
Center for Organizing and Bargaining (C4OB)	<u>11,104,410</u>	<u>11,408,240</u>
Total	<u>103,559,168</u>	<u>104,201,400</u>
 <u>TRAINING, INFORMATION AND DEVELOPMENT</u>		
Training, Information and Development	2,801,819	2,808,350
Communications	7,126,762	7,068,920
Human Rights	3,402,334	3,355,965
Instruction and Professional Development	<u>2,861,331</u>	<u>2,839,410</u>
Total	<u>16,192,246</u>	<u>16,072,645</u>
 <u>SERVICE DEPARTMENTS</u>		
Accounting and Membership Accounting	6,603,109	6,485,850
Business Services	1,051,383	1,067,950
Central Services	1,810,832	2,268,660
Conference Coordination Center	2,833,882	2,864,750
Governance Support	2,338,633	2,382,890
Human Resources Management	2,124,664	2,245,850
Integrated Systems and Strategies	5,069,787	5,260,500
Management	<u>4,205,802</u>	<u>5,003,810</u>
Total	<u>26,038,092</u>	<u>27,580,260</u>
 <u>OTHER EXPENDITURES</u>		
Occupancy/Properties	5,090,000	5,090,000
Capital Expenditures	2,800,000	2,800,000
Crisis Assistance Fund	868,860	861,810
Advocacy/Foundation	5,392,400	5,345,400
Media Advertising Fund	4,013,920	3,976,320
Independent Expenditures Fund	4,044,300	4,009,050
Intitiative Fund	<u>9,706,320</u>	<u>9,621,720</u>
Total	<u>31,915,800</u>	<u>31,704,300</u>
 TOTAL EXPENDITURES	 <u>\$ 211,556,860</u>	 <u>\$ 213,916,360</u>

## STATEWIDE PROGRAMS

### GOVERNANCE

Provides for all the direct membership involvement in the control, operation and direction of the Association. The Governance budget also provides for the direct cost of membership policymaking and guidance of the program activities of the Association. The Governance structure with its various internal processes serves membership needs as perceived and directed by the Association's elected leadership.

<u>Departmental Programs:</u>	<u>2021-2022</u> <u>Budget</u>	<u>2022-2023</u> <u>Budget</u>
<b><u>STATE COUNCIL OF EDUCATION 1.0</u></b>		
The State Council of Education is the statewide representative body which serves as the legislative and policymaking body on behalf of the membership in carrying out the purposes of the Association. The State Council of Education meets four (4) times a year.		
<u>Program 1.1</u>		
Representation - Provide reimbursement for representatives at State Council meetings.	\$ 2,225,000	\$ 2,225,000
<u>Program 1.2</u>		
Meetings - Provide funds for meeting rooms, hospitality and various other expenses necessary to support State Council meetings.	430,000	430,000
<u>Program 1.3</u>		
Subcommittees - Provide financial support for the various subcommittees of State Council.	70,000	70,000
<u>Program 1.4</u>		
Invitees - Provide reimbursement for invitees to attend State Council meetings.	55,000	55,000
<u>Program 1.5</u>		
Elections - Provide financial support to conduct multiple and ethnic minority elections for State Council representation.	50,000	40,000
<u>Program 1.6</u>		
Representation Report - Provide funds for the publication and distribution of the Representation Report.	1,000	1,000
Program Group Totals	<u>2,831,000</u>	<u>2,821,000</u>

<b><u>GOVERNANCE, cont'd</u></b>	<b><u>2021-2022</u></b> <b>Budget</b>	<b><u>2022-2023</u></b> <b>Budget</b>
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**NEA CONVENTION 2.0**

The NEA Representative Assembly is the primary legislative and policymaking body of the National Education Association, the Association's national affiliate. The NEA Representative Assembly meets once a year.

Program 2.1

Delegate Costs - Provide subvention for state representatives to attend the NEA Representative Assembly.	600,000	600,000
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Program 2.2

Administration - Provide funds for administration and other costs related to the support of the Association's attendance and visibility at the NEA Representative Assembly.	215,000	215,000
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Program 2.3

Steering Committee - Provide reimbursement for committee meetings.	1,000	1,000
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Program 2.4

Elections - Provide financial support to conduct elections for NEA Representative Assembly state delegates.	45,000	35,000
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Program Group Totals	861,000	851,000
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**ADVISORY 3.0**

Advisory panels or groups are created by the CTA Board of Directors and consist of uniquely qualified members upon whom the Board relies for expert research, advice and assistance in administering specific programs or activities of the Association as designated in the area of general responsibility for the panel or advisory group. This program also provides for CTA participation at special conferences and affiliate meetings determined by the CTA Board of Directors.

Program 3.1

Task Force and Committees - Provide funds to support the meetings and related costs of Board appointed committees and task forces, including meetings of local chapter leadership.	150,000	150,000
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Program 3.2

Conference Participation - Provide funds for CTA participation in conferences such as subject matter and special interest conferences.	70,000	70,000
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Program 3.3

NEA Affiliate Meetings - Provide funds for CTA participation in NEA affiliate and other meetings.	80,000	80,000
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Program 3.4

Agency and Organizational Outreach - Provide funds to cover external organizing and outreach to enhance CTA programs and visibility as determined by the Board of Directors of the Association.	200,000	200,000
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Program Group Totals	500,000	500,000
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<b><u>GOVERNANCE, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>BOARD OF DIRECTORS 4.0</u></b>		
The CTA Board of Directors implements all policies of the Association, employs and deploys staff, and gives direction to the Executive Officers and the Executive Director. Individual Board members have extensive liaison assignments in the field with chapters in their areas, as well as the responsibility for keeping informed and being involved in CTA activities.		
<u>Program 4.1</u>		
Board of Directors Meetings - Provide financial support for Board of Directors meetings.	400,000	400,000
<u>Program 4.2</u>		
Board Travel - Provide financial support for travel of Directors in the performance of official duties.	1,254,500	1,254,500
<u>Program 4.3</u>		
Substitute Salary Reimbursement - Provide for costs to cover substitute or salary reimbursements while Directors are on official Association business.	2,175,000	2,175,000
<u>Program 4.4</u>		
Benefits and Administrative Expenses - Provide for benefits and other general administrative expenses for the Directors in the performance of their official duties.	625,000	625,000
<u>Program 4.5</u>		
Board Audit - Provide funds to cover the periodic independent audit of reimbursements of business-related expenses to Board members.	23,000	23,000
Program Group Totals	<u>4,477,500</u>	<u>4,477,500</u>

**EXECUTIVE OFFICERS 5.0**

The Executive Officers of the Association are the President, Vice President, and Secretary-Treasurer. The President serves as the Association's Chief Executive Officer and its chief official spokesperson on policy matters. The Vice President assists the President in all of the duties of that office, and acts in the place of the President in the event of absence or unavailability. The Secretary-Treasurer in the Secretary's roles is responsible for scheduling, preparation of agendas, and keeping accurate records of membership decision making meetings. The Treasurer's responsibilities include custody of all funds and property of the Association, and the reporting of the Association's financial status to the Board of Directors and State Council.

Program 5.1

Travel - Provide financial support for travel for three (3) Executive Officers in the performance of their official duties.	321,525	321,525
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Program 5.2

Benefits and Administrative Expenses - Provide for benefits and other general administrative expenses for the Executive Officers in the performance of their official duties.	425,000	500,000
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<b><u>GOVERNANCE, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Program 5.3</u></b>		
Release Time/Salaries - Provide for Executive Officers' compensation (Includes funds to reimburse employing school districts for release time costs and funds for salaries paid by CTA).	725,000	800,000
<b><u>Program 5.4</u></b>		
Discretionary Fund - Provide funds to cover discretionary expenses as determined by the Executive Officers of the Association.	10,000	10,000
 Program Group Totals	 <u>1,481,525</u>	 <u>1,631,525</u>
 <b>Department Totals</b>	 <b><u><u>\$ 10,151,025</u></u></b>	 <b><u><u>\$ 10,281,025</u></u></b>

## **GOVERNMENT RELATIONS**

Governmental Relations represents the Association in all aspects of governmental and political relations. It designs, coordinates and implements advocacy programs to achieve the Association's political goals and objectives. It provides political and policy information and assistance to members. It serves as liaison to government and private agencies.

	<b><u>2021-2022</u></b> <b><u>Budget</u></b>	<b><u>2022-2023</u></b> <b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 7,297,552	\$ 7,253,180
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	466,600	466,600
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	125,350	125,350
Other - Reimbursed Expenses	(350,000)	-
<b>Department Administration Totals</b>	<b><u>7,539,502</u></b>	<b><u>7,845,130</u></b>

### **Departmental Programs:**

#### **STATE POLITICAL RELATIONS-LEGISLATIVE LOBBY 1.0**

To represent members, to influence state and federal legislation and actions by state and federal agencies.

##### Program 1.1

Legislative Tracking – Vendor-provided legislative bill-tracking database and monitoring systems (including lobbyist access to audio-recorded and televised legislative hearings) to track and monitor the status of bills. The bill-tracking database service provides information on where bills are in the legislative process, up-to-date versions of bill language and amendments, and customized templates for various legislative reports, including bill status reports and legislator voting records; and interfaces with CTA's legislation processing program.

31,000	31,000
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##### Program 1.2

Legislative Bill Service – For subscription and purchase of legislative bills and publications, and vendor-provided legislative bill screening service and daily delivery of legislative bills and publications,

30,000	30,000
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##### Program 1.3

Legislative Relations – Sponsorship and participation in special events to improve relationships and communications with elected officials, including targeted congressional and state legislative caucus events and conferences, along with CTA-hosted legislative receptions and policy briefings.

189,000	189,000
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Program Group Totals

<b><u>250,000</u></b>	<b><u>250,000</u></b>
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**GOVERNMENT RELATIONS, cont'd**

**2021-2022  
Budget**

**2022-2023  
Budget**

**STATE POLITICAL RELATIONS-MEMBERSHIP LEGISLATIVE ADVOCACY PROGRAMS 2.0**

To improve programs that put members and staff in contact with elected and other public officials, with the goal of winning support for CTA and NEA policies and positions.

**Program 2.1**

Constituency Advocacy – Provides funds to support the Association's legislative advocacy agenda through member engagement in the legislative process, including coordinated member lobby day activities and member testimony at legislative hearings.

63,000

63,000

**Program 2.2**

Issues Opinion Research – Provide funds to measure member and public opinion on critical issues and to develop and assess effectiveness of messaging.

80,000

80,000

**Program 2.3**

Politics and Legislation Materials – Provide funds to promote chapter and member engagement in politics and produce special political and legislative materials and publications.

6,500

6,500

**Program 2.4**

GR/Legislative Membership Contact Grassroots Organizing Program – Provide funds to support grassroots member advocacy on key legislation (including staff and member training, local meetings, and materials) and for utilization of technology for mobile member engagement, communication and rapid legislative contact and action.

90,000

90,000

Program Group Totals

239,500

239,500

**FEDERAL POLITICAL RELATIONS 3.0**

To improve programs that put members and staff in contact with elected and other public officials, with the goal of winning support for CTA and NEA policies and positions.

**Program 3.1**

NEA Fund for Children and Public Education Fundraising – Promotion and solicitation of contributions to NEA's federal political action committee, to support pro-public education candidates at the state and federal level.

8,000

8,000

Program Group Totals

8,000

8,000

**LIASON 4.0**

The Liaison Committee consists of members appointed by the Board of Directors. The Committee monitors and reports on meetings of state government agencies and organizations in matters affecting education policy and administration. The funds expended under this program are directed and approved by the CTA Board of Directors.

**Program 4.1**

Liaison Committee – The Liaison Committee is appointed by the CTA Board of Directors. Committee members monitor and report on meetings of state government agencies and various organizations on issues and actions affecting education policy and administration. The funds expended under this program are directed and approved by the CTA Board of Directors.

250,000

250,000

Program Group Totals

250,000

250,000

**GOVERNMENT RELATIONS, cont'd**

**2021-2022  
Budget**

**2022-2023  
Budget**

**STATEWIDE CANDIDATE RECOMMENDATIONS 5.0**

To provide funds to assist Service Center Council for interview costs associated with Statewide and State Teachers Retirement System (STRS) Candidate Recommendations.

**Program 5.1**

Statewide Candidate Recommendations – Provide funds to assist Service Center Councils with legislative candidate interview costs. 5,000 5,000

**Program 5.2**

CalSTRS Candidate Recommendations – Provide funds for the CalSTRS candidate recommendation process. 5,000 5,000

Program Group Totals 10,000 10,000

**Department Program Totals 757,500 757,500**

**Department Totals \$ 8,297,002 \$ 8,602,630**



## **ASSOCIATION FOR BETTER CITIZENSHIP**

The Association for Better Citizenship provides bi-partisan funding to CTA recommended candidates for local and state offices. It coordinates and directs the Association's involvement on issues and initiatives. It provides membership political action training; membership database and maintenance; member and general public surveying and polling to support CTA's political agenda. It supports CTA's member oversight and involvement in funding decisions.

	<b><u>2021-2022</u></b> <b><u>Budget</u></b>	<b><u>2022-2023</u></b> <b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 1,295,050	\$ 955,400
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	70,000	70,000
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	59,640	59,640
Other Administrative Expenses: CTA/ABC Committee	175,000	300,000
<b>Department Administration Totals</b>	<b><u>1,599,690</u></b>	<b><u>1,385,040</u></b>

### **Departmental Programs:**

#### **MASTER PLAN FOR POLITICAL ACTION 1.0**

The Master Plan for Political Action is a plan to promote educational excellence by increasing member involvement in political action. The goals of the Master Plan for Political Action are: (1) to develop an ongoing political action plan that encourages maximum involvement of membership and staff, and (2) to elect and/or support candidates and educational issues favorable to public education.

##### **Program 1.1**

Political Training/Workshops – Conduct outreach through workshops and training academies to educate and encourage chapter and member engagement in political action.	218,200	218,200
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##### **Program 1.2**

Polling Assessments – Polling and assessments to determine political attitudes and preferences, so as to elect and/or support candidates and education and policy issues that reflect our values and our student-centered advocacy agenda.	260,000	260,000
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##### **Program 1.3**

Membership Participation/Political Parties – Funding to encourage member involvement in state political parties.	339,400	339,400
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<b><u>ASSOCIATION FOR BETTER CITIZENSHIP, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Program 1.4</u></b>		
Instructional Materials – Develop, print and/or distribute educational materials that support CTA's advocacy agenda and reflect our policies on key issues.	3,000	3,000
<b><u>Program 1.5</u></b>		
Political Action Database – Maintenance of political action databases for use in compiling and sharing political information relative to 1) local chapters, 2) local school board trustees and their election dates, and 3) online voter guide content and look-up tools.	119,190	119,190
<b><u>Program 1.6</u></b>		
Consultants – Retain consultants with expert knowledge and specialized skills to provide services and consultation that the Association cannot otherwise attain (particularly related to legislative and political issues) to better support CTA's advocacy agenda.	290,000	290,000
<b><u>Program 1.7</u></b>		
Organization Participation – Community engagement and coalition-building to promote mutually beneficial partnerships and coordinated advocacy on public education issues.	361,700	361,700
<b><u>Program 1.8</u></b>		
Membership Contact – Member outreach and education to engage and develop effective member advocacy on state policy, political and legislative issues.	149,110	149,110
 Program Group Totals	 <u>1,740,600</u>	 <u>1,740,600</u>
 <b><u>CTA/ABC COMMITTEE 2.0</u></b>		
The CTA/ABC Committee makes recommendations to the CTA Board of Directors on political contributions and other expenditures to support the Master Plan for Political Action.		
<b><u>Program 2.1</u></b>		
Allocates funds for contributions and other expenditures to candidates and political issues that align with CTA's values and advocacy agenda.	2,239,300	2,246,110
 Program Group Totals	 <u>2,239,300</u>	 <u>2,246,110</u>
 <b>Department Program Totals</b>	 <b><u>3,979,900</u></b>	 <b><u>3,986,710</u></b>
 <b>Department Totals</b>	 <b><u>\$ 5,579,590</u></b>	 <b><u>\$ 5,371,750</u></b>

## LEGAL SERVICES

The Chief Counsel and Legal Director oversee all legal work performed by and for CTA, its chapters and members. These services are delivered through the CTA Legal Department, the CTA Group Legal Services Program, the use of other outside counsel as needed, and by advising CTA's Officers, Directors and departments.

CTA Legal:

1. Represents CTA, its chapters, and members in proceedings before state and federal trial and appellate courts; the state public sector labor relations board; arbitrators appointed pursuant to the collective bargaining agreements of CTA chapters; and other decision-making bodies. This may include the initiation or defense of significant policy litigation.
2. Regularly advises CTA chapters on legal issues arising in the course of chapters' representational activities.
3. Advises on a continual basis the CTA Officers, Directors, and departments on a wide range of labor, employment, education and related legal topics.
4. Trains and educates CTA leaders and staff on relevant legal issues of concern to CTA and its membership through conferences, seminars, and publications. These programs include multi-day trainings in labor law for CTA staff; telephone and webinar discussions for CTA staff and GLS attorneys about priority legal issues as they arise; monthly summaries of legal work on behalf of CTA, its chapters and members; and written legal advisories to CTA staff.
5. Provides select training and education programs for CTA local leaders and members including two tracks at Summer Institute; presentations at Presidents' Conference and certain Leadership Conferences; and a Due Process Academy for CTA members who serve on panels for the Commission on Professional Competence.

In certain cases of civil, disciplinary, criminal or credential defense of current CTA members, NEA's Kate Frank/Dushane Unified Legal Services Program (ULSP) provides partial funding for attorneys' fees. This program is administered through CTA's Group Legal Services, which is overseen by the Chief Counsel and Legal Director. CTA selects private attorneys and law firms to participate in the program and determines whether funding applies to a particular case in accordance with Board-approved guidelines. CTA Legal also administers the Educators Employment Liability (EEL) insurance program.

	<u>2021-2022</u> <u>Budget</u>	<u>2022-2023</u> <u>Budget</u>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 6,035,987	\$ 6,154,400
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	299,600	299,600
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	122,850	122,850
Other Administrative Expenses - Law Library	75,000	75,000
<b>Department Administration Totals</b>	<b><u>6,533,437</u></b>	<b><u>6,651,850</u></b>

<b><u>LEGAL SERVICES, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
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**Departmental Programs:**

**LEGAL SERVICES 1.0**

CTA Legal advances and protects the interest of CTA, its chapters, and its membership through the provision of legal representation, training and advice.

**Program 1.1**

Legal Representation - Fund legal representation of CTA, its chapters, and membership. This includes individual member defense, RIFs, and various issues covered by the Group Legal Services (GLS) Program, which is overseen by the CTA Chief Counsel and Legal Director.	6,328,000	6,638,000
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**Program 1.2**

Group Legal Services (GLS) Program Conference – Conduct an annual two-day conference to inform and update GLS and staff attorneys on matters concerning the legal services program and important legal developments.	35,000	35,000
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**Program 1.3**

Commission on Professional Competency Program – Administer web-based and/or other trainings for teacher panelists on Commissions on Professional Competence, which adjudicate the dismissal and long-term suspension of CTA members.	2,500	2,500
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Program Group Totals	6,365,500	6,675,500
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**REIMBURSEMENT (FOR CERTAIN TYPES OF LEGAL REPRESENTATION) 2.0**

CTA Legal receives funding reimbursement for many of its cases, mainly through NEA's Kate Frank/DuShane Unified Legal Services Program (ULSP), but also by recovering court-awarded attorneys' fees and insurance plan payments.

**Program 2.1**

Reimbursements - NEA's member defense fund (ULSP) will reimburse CTA \$77.50/hour (approximately 36% of amount to be paid to GLS attorneys) for legal representation up to certain caps for cases that fall within NEA's guidelines. Certain case costs may also be reimbursed. In addition, when courts or administrative authorities award payment of attorneys' fees and costs by school districts, members and GLS attorneys must then reimburse CTA. In instances where CTA members are covered by an insurance plan, the carrier and/or member may reimburse CTA for some or all of the attorneys' fees paid, subject to plan rules.	(3,075,000)	(3,225,000)
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Program Group Totals	(3,075,000)	(3,225,000)
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<b>Department Program Totals</b>	<b>3,290,500</b>	<b>3,450,500</b>
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<b>Department Totals</b>	<b>\$ 9,823,937</b>	<b>\$ 10,102,350</b>
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## **REGIONAL SERVICES**

The regional structures of staff and offices are responsible for providing and/or coordinating most of CTA's programs and services for members and local chapters. The funding for the local service program, including staff and facilities, flows through the four regions. The Regional Services program will place emphasis on the following areas:

1. Teachers professionalism and teacher-led education innovation
  - a. Implementing teacher evaluation systems and "Local Control" consistent with CTA policy.
  - b. Supporting teacher-led school site councils.
  - c. Supporting the implementation of the Common Core State Standards.
2. Member advocacy, including bargaining and organizing
  - a. Organizing in support of quality health care and health benefits.
  - b. Providing assistance with responsibilities as the exclusive representative under the Educational Employment Relations Act, including:
    - i. contract negotiations, impasse mediation and fact finding hearings
    - ii. grievance representation procedures, including arbitration processing
    - iii. identifying and filing unfair labor practice charges.
  - c. Organizing in support of a successful conclusion to contract negotiations.
  - d. Organizing and training for political action activities at the state, local, and national levels.
  - e. Providing support for the implementation of permissive bargaining issues within the framework of California collective bargaining laws, including professional development, program consultation and the impact of Local Control Funding Formula.
  - f. Assisting in the implementation of the Group Legal Services program.
3. Leadership development and supporting stronger local chapters
  - a. Maintaining and expanding CTA membership with K-12 teachers in regular and charter public schools higher education faculty, education support professionals and early childhood educators.
  - b. Supporting the Ethnic Minority Early Identification and Development program (EMEID).
  - c. Developing stronger local chapters through leadership development and utilization of the five Constant Organizing Goals: achieving parity; developing alliances; improving communications; developing new leaders; and evolving programs.
  - d. Consulting with leadership of Service Center Councils.
4. Representational organizing
  - a. Increasing representation of new chapters, focusing on K-12 charter schools.
  - b. Increasing CTA members in newly established charter schools.
  - c. Protecting membership and locals from organizational threats to exclusive representational status (e.g. Parent Trigger)
5. Community Engagement and Organizing
  - a. Building ongoing and mutually beneficial partnerships with external community organizations
  - b. Promoting quality schools as the cornerstone of strong local communities
  - c. Establishing local community engagement teams



<b><u>REGIONAL SERVICES, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 43,863,288	\$ 45,309,800
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	2,571,200	2,571,200
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	698,900	698,900
<b>Department Administration Totals</b>	<b><u>47,133,388</u></b>	<b><u>48,579,900</u></b>

**Departmental Programs:**

**SERVICE CENTER COUNCILS 1.0**

Service Center Councils are established by the Board of Directors and generally perform the following functions:

1. Provide a center for exchange of information and discussion of actions under consideration by the State Council of Education.
2. Serve as a forum and hearing body on issues referred through the CTA governance structure, Council and/or Board actions.
3. Coordination of regional CTA activities, including training, workshops, multi-district Council seat elections, NEA delegate elections.
4. Assist in the identification of priorities for and evaluation of regional programs and service needs, and refer concerns from chapters to the CTA governance structure.

**Program 1.1**

Provide direct cash grants and services to support the operation of Service Center Councils.	1,775,770	1,799,660
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Program Group Totals

<b><u>1,775,770</u></b>	<b><u>1,799,660</u></b>
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**UNISERV 2.0**

The UniServ program provides services through a unified staff program in order to unify and coordinate NEA, CTA and local programs and services.

**Program 2.1**

UniServ - The UniServ program provides services through a unified staff program in order to unify and coordinate NEA, CTA and local programs and services. Funding supports the establishment and operations of the UniServ program.	34,990,000	33,858,000
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Program Group Totals

<b><u>34,990,000</u></b>	<b><u>33,858,000</u></b>
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<b><u>REGIONAL SERVICES, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>CHAPTER LIABILITY INSURANCE 3.0</u></b>		
<u>Program 3.1</u>		
Chapter Liability Insurance - Chapter Liability Insurance provides a program to insure individual chapters for liability exposure.	165,000	165,000
Program Group Totals	<u>165,000</u>	<u>165,000</u>

**TRAINING 4.0**

Training programs implemented regionally for leaders, members and staff with emphasis on providing current information and building stronger local chapters through leadership and skill development. Training opportunities include region-wide conferences as well as specialized topic-specific sessions.

<u>Program 4.1</u>		
Regional Conferences - Training programs implemented regionally for leaders, members and staff with emphasis on providing current information and building stronger local chapters through leadership and skill development. Training opportunities include region-wide conferences as well as specialized topic-specific sessions addressing the LTSP focus areas.	160,000	160,000
<u>Program 4.2</u>		
Regional Training – Conduct training information and skill development conferences on a regional basis for staff and members. Develop training packages in areas of interest including: Team Building; Conflict Resolution/Interpersonal Skills; Consensus Building; Group Decision Making; Organizing; Alternative Bargaining Strategies; Planning Types and Skills; Strategic Planning Activities; Classroom Management Training; Accountability Training; Diversity Training; Survive and Thrive for Teachers; Community Engagement Teams and LCAP Organizing; and, Membership Recruitment and Retention.	80,000	80,000
<u>Program 4.3</u>		
New Staff Support Program—Provide on-going support to assist newly hired staff in building skills and experiences to help them best facilitate the local and state priorities. Support includes statewide training/coaching sessions and regional sessions covering topics that new staff, coaching staff and management identify as needed.	15,000	15,000
Program Group Totals	<u>255,000</u>	<u>255,000</u>

**CONSULTING 5.0**

<u>Program 5.1</u>		
Consulting - Provides consulting to CTA affiliates through cash grants and other support services.	6,582,600	6,582,600
Program Group Totals	<u>6,582,600</u>	<u>6,582,600</u>

<b><u>REGIONAL SERVICES, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
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**ORGANIZING 6.0**

Regional Strategic Action/Special Projects support local chapters and regional programs through numerous internal and external organizing campaigns, specialized activities and events.

**Program 6.1**

Regional Strategic Action/Special Projects and Organizing Programs - Support local chapters and regional programs through numerous internal and external organizing campaigns, specialized activities and events. Development of new chapter leadership with a strong emphasis on building stronger locals; recruiting ethnic minority members into leadership; collective bargaining assistance; development of training of trainers program; building participation in local community engagement efforts; supporting local peer assistance and review programs (PAR); and assisting chapters in the areas of standards and accountability.	292,000	292,000
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**Program 6.2**

Ethnic Minority Early Identification Development Program (EMEID) – Provide regional support for a systematic approach needed to implement CTA’s EMEID program to sustain and increase ethnic minority leadership in CTA and its affiliates. Program includes, but is not limited to training skills development, conference attendance and release time.	80,000	80,000
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**Program 6.3**

Charter School Organizing Program – Provide support for organizing unrepresented charter school educators. The most effective organizing principles and strategies will be developed. This includes NEA/CTA/chapter partnerships and locally and regionally supported organizing campaigns and initiatives.	136,000	136,000
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**Program 6.4**

Membership Recruitment, Retention and Organizing - Provide support for locals and regional programs to promote membership recruitment and retention programs. Support for local membership committee training and activities. Support for membership organizing campaigns.	120,000	120,000
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Program Group Totals

	628,000	628,000
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**COMMUNITY ENGAGEMENT PROGRAMS 7.0**

The goals of the Community Engagement program are to build and maintain multifaceted coalitions between local and community stakeholders. Community Engagement projects are necessary in order to successfully organize, build and maintain relationships in these communities and build confidence in public education.

**Program 7.1**

Community Based Public Engagement--Training members and staff to organize communities, parents, and organizations with the goal of building and strengthening relationships between our locals and community stakeholders. Focus will be placed on communities of color and issues affecting children and public education.	20,000	20,000
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<b><u>REGIONAL SERVICES, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Program 7.2</u></b>		
Community Organizing and Events – Provide funds for outreach activities in the following communities: Asian Pacific, Latino, African American, Native American, Jewish American, Gay/Lesbian, Labor and Business communities. Includes contributions to and collaboration with associations promoting common educational interests.	30,000	30,000
<b><u>Program 7.3</u></b>		
Promotional Materials - Provide funds for promotional materials to distribute at events. Materials will be labeled with CTA logo and website address.	15,000	15,000
<b><u>Program 7.4</u></b>		
Community Based Organizing - Provide funds to assist local chapters with the development of community engagement teams and plans. Such grants shall provide seed money for establishing on-going relationships with a cross section of community-based groups supportive of public education.	120,000	120,000
Program Group Totals	<u>185,000</u>	<u>185,000</u>
 <b><u>MEMBER ENGAGEMENT PROGRAM 8.0</u></b>		
<b><u>Program 8.1</u></b>		
Member Engagement Program - To fund a member engagement project to be divided among the four Regions to fund a 2/3 (1/3 the local) split for local member engagement programs, which may include release time. CTA to fund 100% of approved grants for locals with 100 members or fewer.	740,000	740,000
Program Group Totals	<u>740,000</u>	<u>740,000</u>
<b>Department Program Totals</b>	<b><u>45,321,370</u></b>	<b><u>44,213,260</u></b>
<b>Department Totals</b>	<b><u><u>\$ 92,454,758</u></u></b>	<b><u><u>\$ 92,793,160</u></u></b>

## **CENTER FOR ORGANIZING AND BARGAINING (C4OB)**

The Center for Organizing and Bargaining Department is a field based department in the Regional Services Division advancing the mission of our union. It provides resources and expertise in the areas of bargaining, training, budget analysis, mediation, fact-finding support, organizing and organizational development, health benefits strategies and special projects to assist Primary Contact Staff (PCS) and leaders to build the most effective union possible.

1. Members of the department support local bargaining teams in unusual bargaining situations, mediation, fact-finding, and organizing. Information and advisories are provided to field staff as necessary regarding topics that may impact and affect collective bargaining.
2. Staff analyze the State Budget and explain implications and uses of this information for chapter activities
3. Staff coordinate, provide and support training at the Presidents Conference, Summer Institute and Issues Conference
4. Develops, coordinates and delivers multi-day training sessions for staff on relevant subjects and issues
5. Develops, maintains, and provides training for CTA software programs that assist the PCS and bargaining teams;
  - a. Budget Essentials for Negotiations (BEN) analyzes school district budgets
  - b. Salary Schedule Analysis (SSA) allows staff and leadership to accurately cost out salary, benefits, step and column, and other aspects of the salary schedule, and
  - c. CalPERS Compare allows chapters to compare existing plan designs and premiums to the offerings available through CalPERS on a yearly basis.
6. Maintains CTA Search, an additional resource available to chapter presidents, organizing chairs, bargaining chairs and CTA staff. The CTA Search website allows staff and leaders to stay up to date with "Hot Topics," download contract language from negotiated agreements, the CTA Contract Reference Manual, Arbitration Decisions, Bargaining Advisories, Legal Advisories, Fact Finding Reports, Chapter Presidents Handbooks and other guides.
7. Many department members are consultants to CTA workgroups and State Council committees. Staff also work with the Governmental Relations Department on the State Budget, liaison activities, and negotiations/school finance related legislation.
8. Members of C4OB respond to requests for research about California public schools, public education and other topics of interest.
9. Staff work with coalitions to address health care issues and provides training to staff and members on health care related topics.
10. Department staff research, develop curriculum, distribute materials and organize activities on taxation, education funding, economic development and reducing income and wealth inequality among members, leaders and staff.
11. C4OB supports and coordinates charter organizing and administers the NEA Charter Organizing Project Grant.

<b><u>CENTER FOR ORGANIZING AND BARGAINING (C4OB), cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 10,293,260	\$ 10,597,090
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	507,700	507,700
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	82,950	82,950
Other - Reimbursed Expenses	(230,000)	(230,000)
<b>Department Administration Totals</b>	<b><u>10,653,910</u></b>	<b><u>10,957,740</u></b>

**Departmental Programs:**

**BARGAINING SUPPORT 1.0**

Provide staff and chapters with the most current information needed to adequately perform the task of representing chapters in the collective bargaining process.

**Program 1.1**

Subscriptions - Provide funds to purchase subscriptions to various publications with pertinent information on affecting bargaining, education code, school finance, school district budgets, and other bargaining related areas.

1,000                      1,000

**Program 1.2**

Negotiations Database and Contract Reference Manual - Maintain a database with search capability of collective bargaining agreements, settlements, arbitrations, fact findings and other materials to be made available through the Association's wide area network. Republish, update and distribute updates of the Contract Reference Manual for training and negotiations.

96,000                      96,000

**Program 1.3**

Bargaining Strategy and Implementation - Provide resources for the development and implementation of bargaining strategies and general bargaining policies.

77,000                      77,000

<b><u>CENTER FOR ORGANIZING AND BARGAINING (C4OB), cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Program 1.4</u></b>		
Publications - Provide funds to purchase subscriptions for the Regional Resource Center (RRC) offices of the Education Code, titles 5 and 8 of the Administration Code, PERB decisions and summaries of arbitration awards, and other bargaining related materials for the department's research library, and subscriptions to services which provide bargaining, instructional, special education and reform legislative-related information. In addition, the cost of obtaining EdSource materials for mailing to chapter presidents and staff.	30,000	30,000
<b><u>Program 1.5</u></b>		
Salary and Benefits Data - Purchase computerized salary and benefits data from the California Department of Education.	27,500	27,500
Program Group Totals	231,500	231,500
<b><u>TRAINING 2.0</u></b>		
Provide staff and chapter leaders with the information and skills and training necessary to effectively represent members.		
<b><u>Program 2.1</u></b>		
Staff Training - To provide statewide training for all staff on issues of importance to the Association as outlined in employee collective bargaining agreements.	70,000	70,000
<b><u>Program 2.2</u></b>		
Multimedia Resources and Materials - Purchase videos, audio tapes and computer-generated presentations for use in training and produce materials used in training workshops. Provide funds for production of original training materials utilizing video and interactive computer technology including the production of CD-Rom Distance learning.	9,000	9,000
<b><u>Program 2.3</u></b>		
Organizing Culture Development Project/Intern Program - Identify and recruit candidates and develop, coordinate and support the Organizing Culture Development Project.	140,000	140,000
Program Group Totals	219,000	219,000
<b>Department Program Totals</b>	450,500	450,500
<b>Department Totals</b>	<b>\$ 11,104,410</b>	<b>\$ 11,408,240</b>



## **TRAINING, INFORMATION AND DEVELOPMENT**

The Training, Information and Development Division (TIDD) is responsible for the coordination of four CTA departments: Communications, Human Rights, Instruction and Professional Development, and Training Information and Development, which includes multimedia, video and website projects. TIDD is also responsible for coordination of the CTA Media Fund and the development of CTA's media campaigns. TIDD provides services to elected leadership, members, staff, community organizations and other departments like Governmental Relations and Regional Services. The division is in charge of CTA's message, brand and overall image. Through these efforts the TID Department coordinates member and voter opinion research and opposition research in support of the organization's mission, goals, policies, objectives and message.

	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 2,194,419	\$ 2,200,950
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	186,400	186,400
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	46,000	46,000
<b>Department Administration Totals</b>	<b><u>2,426,819</u></b>	<b><u>2,433,350</u></b>

### **Departmental Programs:**

#### **MULTIMEDIA AND SOCIAL MEDIA SUPPORT 1.0**

To maintain and improve web-based and multimedia resources and programs delivering information to CTA members, leaders and staff.

##### **Program 1.1**

Multimedia and Social Media Support - This program provides for the continued use and development of multimedia capabilities in organizing, information delivery and training for CTA and local chapters. The work includes social media development, website development and video projects.

25,000

25,000

#### **ORGANIZING PROJECTS 2.0**

To provide communication, instructional development, educational strategy and other support to local CTA chapters.

##### **Program 2.1**

Organizing Projects - This program provides assistance to organizing and communications projects for local chapters and CTA statewide efforts. Funds are allocated to chapters and departments to support state and regionally-based organizing projects.

50,000

50,000

<b><u>TRAINING, INFORMATION AND DEVELOPMENT, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
 <b><u>RESEARCH 3.0</u></b>		
<u>Program 3.1</u>		
Research - This program provides for member and public opinion research in developing CTA policy, programs, organizing and message. It also includes research on various educational change and social justice proposals.	150,000	150,000
 <b><u>MEMBER OUTREACH 4.0</u></b>		
<u>Program 4.1</u>		
Member Outreach - This program is to support member outreach through direct-member mailings and other communications.	150,000	150,000
<b>Department Program Totals</b>	<b><u>375,000</u></b>	<b><u>375,000</u></b>
<b>Department Totals</b>	<b><u>\$ 2,801,819</u></b>	<b><u>\$ 2,808,350</u></b>

## **COMMUNICATIONS**

The Communications Department is responsible for promoting the Association’s program—including the specific programs of other departments—to educators and to the public. The Department is specifically charged with representing the Association’s goals, policies, programs, services and achievements in the best possible light and with working to raise the image of educators, of public education and of the Association itself. Those responsibilities dovetail with the department’s further mission to produce materials for and to coordinate the Association’s overall effort to recruit and retain members. In discharging its responsibilities, the Department issues news releases and otherwise maintains contact with people in the media; participates in the administration of the Association’s advertising program; publishes two periodicals and many other publications and printed materials for educators. The Department oversees the CTA websites and social media channels and produces an electronic newsletter and other communications for members and other departments. In addition, the Department conducts training sessions in media relations, organizing the community for collective action, internal communication, and advocacy and membership promotion; and assists other Association units to prepare, produce and distribute materials.

	<b><u>2021-2022</u></b> <b><u>Budget</u></b>	<b><u>2022-2023</u></b> <b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 4,952,312	\$ 4,894,470
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	260,300	260,300
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	105,650	105,650
<b>Department Administration Totals</b>	<b><u>5,318,262</u></b>	<b><u>5,260,420</u></b>

### **Departmental Programs:**

#### **MEMBER COMMUNICATIONS 1.0**

Member communications keeps educators informed about the Association’s goals, programs, and achievements; highlights the work done by all other Association units in advancing the well-being of educators and the success of public education; and assists chapters in communicating more regularly and more effectively.

##### **Program 1.1**

California Educator (Member Communication) - Funding to publish and distribute the Association's official publication in print, web, and mobile versions.	1,590,000	1,600,000
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##### **Program 1.2**

California Community College Advocate - Publish and distribute issues of the Association's official publications for community colleges	52,000	52,000
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<b><u>COMMUNICATIONS, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<u>Program 1.3</u>		
Digital Maintenance/Development (Web Page) - Funding for maintenance and development of the official website, as well as social media outlets.	140,000	130,000
Program Group Totals	<u>1,782,000</u>	<u>1,782,000</u>

**MEMBERSHIP ENGAGEMENT, RECRUITMENT AND PROMOTION 2.0**

The membership promotion and information program produces printed materials, training programs, and other items designed to assist chapter leaders in providing information about CTA; it provides direct assistance to select chapters in running membership recruitment campaigns; and advises other Association units on incorporating membership promotion into their own programs.

Program 2.1

Member Engagement and Recruitment / Membership Engagement - Funding used to develop and fulfill materials and trainings to help current members better connect to CTA and understand all their membership offers and how to be a part of Association happenings. Includes materials and tools to help local leaders better engage members. (New category created from pocket calendar and some of membership material budget.)	130,000	130,000
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Program 2.2

Membership Promotion - Funding to create a comprehensive program, including trainings, events, print and digital materials for Local Education Associations to use in recruiting new members in public schools, colleges and charter schools.	130,000	130,000
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Program 2.3

Advertising Income - Income generated from advertising in Association produced materials and website to partially offset production costs.	(350,000)	(350,000)
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Program Group Totals	<u>(90,000)</u>	<u>(90,000)</u>
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**PUBLIC & COMMUNITY RELATIONS 3.0**

The purpose of this program area is to inform the general public, as well as special audiences, about the goals, programs, and achievements of educators, public education, and the Association; to improve the public image of educators, public education, and the Association; to help shape public opinion on key education issues; and to assist chapters in pursuing similar objectives locally.

Program 3.1

Public & Community Relations / Media Relations and Monitoring - Funding for monitoring media and social media; as well as outreach to the media to promote a positive image of members and bring awareness to the issues facing our schools and colleges and to further the goals of the Association. Also helps media and communications assistance to local chapters.	35,000	35,000
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<b><u>COMMUNICATIONS, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<u>Program 3.2</u>		
Special Promotions - Funding for Day of the Teacher poster production and dissemination and for recognition of the California Education Support Professionals. Including funding to support the development and promotion of California Reads - including Read Across America events and materials.	47,500	47,500
Program Group Totals	<u>82,500</u>	<u>82,500</u>
 <b><u>AWARDS 4.0</u></b>		
<u>Program 4.1</u>		
Awards (John Swett Awards) - To recognize outstanding press, radio and television contributions to public understanding of education issues and CTA goals and to encourage continued and similar efforts.	25,000	25,000
<u>Program 4.2</u>		
Gold Awards - Provide awards to honor individuals in business, the community, education, and government who make particularly significant and valuable contributions to the cause of better education.	2,000	2,000
<u>Program 4.3</u>		
Communications Awards - Produce materials explaining the Communications Awards program, prepare plaques honoring the awardees, and cover expenses for the Jose Colmenares Memorial Award.	2,000	2,000
Program Group Totals	<u>29,000</u>	<u>29,000</u>
 <b><u>ORGANIZATIONAL HANDBOOK 5.0</u></b>		
<u>Program 5.1</u>		
Organizational Handbook - Produce and distribute, in cooperation with the Governance Department, the Association's basic policy and practices document.	5,000	5,000
Program Group Totals	<u>5,000</u>	<u>5,000</u>
<b>Department Program Totals</b>	<b><u>1,808,500</u></b>	<b><u>1,808,500</u></b>
<b>Department Totals</b>	<b><u>\$ 7,126,762</u></b>	<b><u>\$ 7,068,920</u></b>

## **HUMAN RIGHTS**

The Human Rights Department serves as a support base for local affiliates, Service Center Councils, member leaders, staff, advocacy groups, students and parents. Human Rights supports the goals and objectives of the California Teachers Association by advocating for educational equity and opportunity, racial, social, and economic justice in all aspects of CTA activities. The Department develops and delivers programs and services; serves as consultant and resource to members, leaders, and staff; and supports members and leaders in building relationships with educational and community-based organizations and coalitions. Student CTA works to recruit aspiring educators, particularly those that reflect our student population, into the education profession as well as prepare them for active participation in CTA. Member-led trainings like the Cadre Training Program and the Unconscious Bias Training are highlighted trainings that assist our members with current racial and social issues.

	<b><u>2021-2022</u></b> <b><u>Budget</u></b>	<b><u>2022-2023</u></b> <b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 2,861,259	\$ 2,814,890
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	168,700	168,700
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	81,450	81,450
<b>Department Administration Totals</b>	<b><u>3,111,409</u></b>	<b><u>3,065,040</u></b>

### **Departmental Programs:**

#### **TRAINING AND CONTACTS 1.0**

Design, coordinate and deliver training for members in the form of conferences, seminars and workshops conducted at the local, regional and statewide levels to enhance their knowledge and skills in the areas of active Association participation, human relations, civil rights, equity and teaching techniques useful with diverse populations.

##### **Program 1.1**

Racial and Social Justice Training - Provides resources to implement racial and social justice training for members in response to the need for improved skills in supporting and advocating with and for diverse student populations. Program will serve as a vehicle to partnerships between chapters, educators, students, parents.	20,000	10,000
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##### **Program 1.2**

Equity Team Contacts Program - Provides funds for training of Service Center Council Equity Teams (LGBTQ+, Human Rights and Women's Issues Contacts and State Council Minority-At-Large) and Chapter LGBTQ+, Human Rights and Women's Issues Contacts, regionally and statewide, in developing plans and strategies that raise awareness in their chapter and/or Service Center Council in respect to LGBTQ+, Women's, and Racial and Social Justice issues.	40,000	40,000
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<b><u>HUMAN RIGHTS, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<u>Program 1.3</u>		
Reclaiming Students of Color (Training Programs) - Provides funds for the development of a program that will be used as a complement to an Association's/District's larger identified plan to increase the achievement in students of color.	4,000	-
Program Group Totals	<u>64,000</u>	<u>50,000</u>

**AWARDS 2.0**

The CTA State Council of Education has instituted a Human Rights Awards Program with recognition to be given annually for eleven separate awards categories.

<u>Program 2.1</u>		
Human Rights Awards - Provide funds to assist in all facets of the Human Rights Awards, including promotion, processing of applications, selection committee expenses, cost of awards and the presentation ceremony and luncheon.	10,925	10,925
Program Group Totals	<u>10,925</u>	<u>10,925</u>

**SPECIAL PROJECTS 3.0**

Conduct a series of special projects designed to expand and protect the rights of students and CTA members, to promote equity in educational opportunities, and to actively recruit ethnic minority group members into the education profession and into the Association.

<u>Program 3.1</u>		
BIPOC Teacher Recruitment (Teacher Pipeline Support) - Provide resources to implement a program to work with Student CTA (SCTA), Community College Association (CCA) and other education organizations to create a BIPOC teachers recruitment program in California.	3,000	3,000
<u>Program 3.2</u>		
BIPOC Representation and Leadership Development Program - Maintain and implement strategies such as delineated in the 3-1(g) "Plan for Achieving Ethnic Minority Representation" and the Racial Equity Affairs Committee (REAC) Biennial Report, in order to maintain and increase ethnic minority member participation within the leadership structure of the Association.	7,000	4,000
<u>Program 3.3</u>		
Racial and Social Justice Promotion - Provides resources for promotion of programs, trainings and awards that focus on the representation of BIPOC members	7,000	10,000
Program Group Totals	<u>17,000</u>	<u>17,000</u>



<b><u>HUMAN RIGHTS, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>CADRE TRAININGS 4.0</u></b>		
<u>Program 4.1</u>		
Cadre Trainings - Training and Leadership Development - Provides funds and resources to create a core of members that are currently teaching and/or leading social justice curriculum and events to promote the value of Black, Indigenous, and People of Color (BIPOC) Leadership Development; Women's Leadership Development Lesbian, Gay, Bisexual, Transgender, Queer/Questioning+ (LGBTQ+) Leadership Development; Racial Justice Advocacy; and Transformative Social Emotional Learning at all levels within CTA with the intent of increasing the number of BIPOC, Women, and LGBTQ+ member-led training and leadership.	8,500	31,700
<u>Program 4.2</u>		
Cadre High Risk Trainings - Provides resources for six (6) individual trainings designed to help teachers deal with the difficult problems they confront in teaching at-risk students.	9,200	-
Program Group Totals	<u>17,700</u>	<u>31,700</u>
<b><u>STUDENT CTA 5.0</u></b>		
Promote new Association membership by providing programs and guidance for college students preparing to be teachers.		
<u>Program 5.1</u>		
Student CTA (SCTA) - SCTA strives to inspire and foster exemplary future leaders in education through promoting 4 core values: 1) diversity; 2) advocacy; 3) community service and 4) professional development. Sponsor leaders from all recognized chapters to attend the Fall Conference. Sponsor elected delegates from all recognized chapters to attend the Representative Assembly. Expenses for 8 board meetings Campus visitation Regional chapter president meetings Sponsor selected board members to attend the CTA Presidents Conference, Summer Institute and Equity & Human Rights Conference to support their given roles. Sponsor selected general members to attend CTA Conferences. Chapter grants Member test fee grants and scholarships Sponsor selected leaders to represent SCTA at the NEA Student Program Connections Conference and the NEA Student Program Student Leadership Conference.	181,300	181,300
Program Group Totals	<u>181,300</u>	<u>181,300</u>
<b>Department Program Totals</b>	<u>290,925</u>	<u>290,925</u>
<b>Department Totals</b>	<u><b>\$ 3,402,334</b></u>	<u><b>\$ 3,355,965</b></u>

## **INSTRUCTION AND PROFESSIONAL DEVELOPMENT**

The mission of the Instruction and Professional Development (IPD) Department is to advance the interest of educators as organized professionals and to assist in the maintenance of the integrity of public education. Issues related to standards-based education, assessment, equity, social and emotional learning, trauma, language development, accountability, and continuous improvement guide the department efforts to meet the needs of educators and students. The IPD Department:

1. Works to maintain an active Association influence with state agencies and other related organizations in the development of educational policy.
2. Provides leadership and support for commitment to and improvement of public education.
3. Provides assistance in support of efforts to improve student learning and continuous improvement in schools and districts.
4. Reinforces CTA efforts to advance public confidence in California public schools by providing materials and assistance to local Chapters for building their capacity to meet member needs, especially in the areas of improving schools and student learning.
5. Promotes standards for quality professional development to be used by local Chapters in bargaining and consultation with districts.
6. Assist local Chapters to identify and select resources to support the profession.
7. Works to assist educators in build leadership capacity, leading professional learning of other educators, and asserting their professional rights and responsibilities.
8. Provides support when professional and school issues are bargained and/or advocated.
9. Proposes, promotes and implements practices, policies and legislation, which advance the professional interest of educators and educational support professionals.
10. Facilitates the development of multiple professional learning opportunities and professional growth experiences for educators.
11. Synthesizes, disseminates and conducts research and information on educational issues related to student learning and the profession of teaching.

	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>
	<b>Budget</b>	<b>Budget</b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 2,455,581	\$ 2,433,660
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	168,100	168,100
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	65,650	65,650
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<b>Department Administration Totals</b>	<b>2,689,331</b>	<b>2,667,410</b>
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<b><u>INSTRUCTION AND PROFESSIONAL DEVELOPMENT, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Departmental Programs:</u></b>		
<b><u>EDUCATION 1.0</u></b>		
Instructional Change and Accountability Support – Activities support instruction, teacher professional development, credentialing, special education, and student assessment among other educational issues. Programmatic activities include GTC, Pre-GTC, Summer Institute, and the Instructional Leadership Corps (ILC).	135,000	135,000
<b><u>STUDENT SUPPORT 2.0</u></b>		
Student Support - Activities support English Learners, students with disabilities, equity-based initiatives, and activities that support student engagement, mental and physical health, and learning.	20,000	20,000
<b><u>SPECIAL SUPPORT PROJECTS 3.0</u></b>		
Special Support Projects - Activities include: support of members that participate in advisory groups (CTA, State, and Federal); support of research; and the development and distribution of resources for members, leaders, and staff.	17,000	17,000
<b>Department Program Totals</b>	<u>172,000</u>	<u>172,000</u>
<b>Department Totals</b>	<u><b>\$ 2,861,331</b></u>	<u><b>\$ 2,839,410</b></u>

## **SERVICE DEPARTMENTS:**

### **ACCOUNTING AND MEMBERSHIP ACCOUNTING**

Accounting and Membership Accounting provide for the recording, maintenance and analysis of financial and membership data. Major functions provided are:

1. Processing, verification, recording, and monitoring of all receipts and disbursements in compliance with CTA policies and procedures and generally accepted accounting principles.
2. Preparation of financial statements and reports for Association members, staff, external auditors, and other entities as required.
3. Coordination with other departments and affiliates in the collection of data and information pertinent to the operation and program development of the Association.
4. Reporting and filings required by regulatory agencies.
5. Budget monitoring in accordance with Association guidelines and procedures.
6. Service and assistance to affiliates, members and staff on membership processing and dues accounting, and other fiscal matters.
7. Training sessions for affiliate financial representatives and staff in the areas of membership processing, general accounting, and other financial areas.
8. Development, maintenance and analysis of the CTA membership database and connected systems that support the programs and services of the Association.
9. Identify opportunities and implement processes to provide member information via the web.
10. Implement systems and processes that provide efficiencies and make better use of the Association's assets.

	<b><u>2021-2022</u></b> <b><u>Budget</u></b>	<b><u>2022-2023</u></b> <b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 6,365,609	\$ 6,214,350
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	115,600	115,600
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	173,900	173,900
Other - Reimbursed Expenses	(184,000)	(150,000)
<b>Department Administration Totals</b>	<b><u>6,471,109</u></b>	<b><u>6,353,850</u></b>

<b><u>ACCOUNTING AND MEMBERSHIP ACCOUNTING, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Departmental Programs:</u></b>		
<b><u>TRAINING 1.0</u></b>		
<b><u>Program 1.1</u></b>		
Treasurer's Handbook – Publish a Treasurer's Handbook to assist Treasurers of affiliated organizations in performing their fiduciary duties, financial functions, and meeting various regulatory reporting obligations.	10,000	10,000
<b><u>Program 1.2</u></b>		
Financial and Membership Processing Workshops – Conduct Treasurer training and Membership Workshops for local leaders. Provide fiduciary guidelines and support to local leaders, including Service Center Council leadership. Facilitate workshops to train membership processing coordinators and staff on membership processing, enrollment, dues and the on the association membership management system and app.	19,500	19,500
Program Group Totals	<u>29,500</u>	<u>29,500</u>
<b><u>SPECIALIZED FINANCIAL PROGRAMS 2.0</u></b>		
<b><u>Program 2.1</u></b>		
Association Systems – Enhance and maintain accounting applications with emphasis on increasing process efficiency. Additional resources needed to improve membership system in order to better serve our members.	22,500	22,500
<b><u>Program 2.2</u></b>		
Membership Management Tools – Maintenance and enhancement of the Association's membership platform and dues accounting system. Updates and enhancements to the the platform to increase automation, and to meet user needs.	25,000	25,000
<b><u>Program 2.3</u></b>		
Membership Materials and Processing - Production of membership materials including items membership cards, rosters and enrollment forms. Enhancement of system functions on electronic membership data capture, security issues, data analysis, and data sharing with affiliates and CTA departments. Emphasis on process and electronic efficiency, system maintenance, system enhancement, reporting capabilities and online enrollment.	55,000	55,000
Program Group Totals	<u>102,500</u>	<u>102,500</u>
<b>Department Program Totals</b>	<u>132,000</u>	<u>132,000</u>
<b>Department Totals</b>	<u><b>\$ 6,603,109</b></u>	<u><b>\$ 6,485,850</b></u>

## **BUSINESS SERVICES**

The Business Services Department objectives are:

1. Provide a centralized organizational purchasing function. The department works closely with other departments to determine capital needs as well as working to secure favorable pricing and terms on a variety of goods and services acquired by the Association.
2. Provide direct support to business application and system initiatives. Business Services works with other departments in the Business Division regarding application software selection, implementation as well as enhancements and upgrades to current business systems and processes.
3. Identify and develop key strategic vendor relationships. Business Services works with CTA's suppliers in an effort to deliver a high level of value and service for the Association at the right price. Additionally, Business Services works closely with the Accounting Department and the Controller's Office to ensure proper controls and procedures are in place for certain business and financial transactions.

	<b><u>2021-2022</u></b> <b>Budget</b>	<b><u>2022-2023</u></b> <b>Budget</b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 948,583	\$ 965,150
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	41,300	41,300
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	10,000	10,000
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<b>Department Administration Totals</b>	<b>999,883</b>	<b>1,016,450</b>
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<b><u>Departmental Programs:</u></b>		
<b><u>FUNCTIONAL BUSINESS SYSTEMS INTEGRATION AND IMPLEMENTATION 1.0</u></b>		
Provide concentrated resources for initiatives and programs inside the Business Division. Work with other organizational areas on cross-functional projects and programs.		
Operational Design and Implementation - Provide resources and specialty skills for the operational design and implementation of business systems within the Business Division as well as in other areas in the organization. Includes working to identify needs and requirements for business process and function, as well as designing work flow and business practice solutions in coordination with the selection and implementation of business systems.	51,500	51,500
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<b>Department Program Totals</b>	<b>51,500</b>	<b>51,500</b>
	<hr/>	<hr/>
<b>Department Totals</b>	<b>\$ 1,051,383</b>	<b>\$ 1,067,950</b>
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## **CENTRAL SERVICES**

Central Services produces materials, maintains facilities and provides general office support for CTA departments:

1. In Office Services, graphics staff design, develop, and assist others in the creation of eye-catching document covers, posters, printed media ads, flyers, pamphlets and other items for use at CTA leadership meetings, conferences, training programs, in the print media, and elsewhere.
2. Using state-of-the-art digital presses to generate quality color work, high speed copiers to make millions of black and white impressions and off-set presses to produce letterhead stationery and envelopes. Staff in the copy centers and print shop provide printed material for CTA departments, Service Center Councils, UniServ Units and Chapters.
3. Bindery staff receive and process incoming mail, greet visitors and route calls from the switchboard. They use equipment to finish, fold, sort, bind, staple and turn printed material into completed products which are processed to be mailed, shipped or delivered wherever needed. They also maintain and scrub mailing lists and presort mail when possible to reduce postage costs.
4. Record Center staff store and catalogue the Association's historical records and maintain the on-site and off-site storage facility. Handles retrieving records for departmental use.
5. The Property Management Department, on a statewide basis, oversees the maintenance of CTA owned property and buildings, handles tenant relations, coordinates construction projects, searches for new properties, makes recommendations for the sales of property when appropriate and manages the off-site storage facility. Negotiates leases and renewals.
6. Building Services handles maintenance and repair projects at the Headquarters facility and skilled staff from this department are deployed to other CTA offices as well. They also store CTA branded forms, envelopes, and stationery, and coordinate receipt of office supplies from the Association's primary vendor, and handle internal distribution of these items.

<b><u>Department Administration:</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 2,786,332	\$ 2,644,160
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	72,700	72,700
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	401,800	401,800
Other - Reimbursed Expenses	(1,450,000)	(850,000)
<b>Department Totals</b>	<b><u><u>\$ 1,810,832</u></u></b>	<b><u><u>\$ 2,268,660</u></u></b>



## **CONFERENCE COORDINATION CENTER**

Working with CTA departments, the Conference Coordination Center (CCC) is responsible for the coordination and logistic delivery of CTA statewide conferences. The department provides increased services and value to conference attendees with the support and coordinated efforts of all respective participating departments, and leadership conference planning committees. Conferences and events under the direction of CCC include the President’s Conference, Summer Institute, Good Teaching Conference - North, Good Teaching Conference – South, Equity and Human Rights Conference, CTA Issues Conference, Region I, III and IV Regional Leadership Conferences, LGBTQ+ Issues Conference, New Educator Weekend – North, New Educator Weekend – South, CTA Special Education Conference, Joint Caucus Conference, quarterly State Council of Education meetings, the NEA RA, High Desert SCC Leadership Conference and San Diego /Imperial SCC Leadership Conference.

CCC also coordinates statewide meetings for CTA staff training and other large meeting and training events. The department provides support to various other meetings of CTA affiliates and service centers, including site selection, hotel contracts, on-line registration and other logistics planning.

CCC administers and funds minority and new leader grants to CTA members so they can benefit from the many professional development opportunities at the CTA Conferences. Grants are also available to members from small chapters and new members.

	<b><u>2021-2022</u></b> <b><u>Budget</u></b>	<b><u>2022-2023</u></b> <b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 1,714,232	\$ 1,700,100
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	31,100	31,100
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	34,550	34,550
Other - Reimbursed Expenses	(45,000)	-
<b>Department Administration Totals</b>	<b><u>1,734,882</u></b>	<b><u>1,765,750</u></b>

**CONFERENCE COORDINATION CENTER, cont'd**

**2021-2022**  
**Budget**

**2022-2023**  
**Budget**

**Departmental Programs:**

**STATEWIDE MEMBER CONFERENCES 1.0**

This program provides logistical support for the major statewide conferences targeted to members and leaders. Logistical support includes: conference marketing, pre-registration, on-site logistics, audio visual support, conference program graphics and printing, materials, conference evaluation, vendor selection and all contacts with venue including contracts with the hotel or conference center.

**Program 1.1**

Good Teaching Conference – Offer two statewide conferences with sessions, exhibits and speakers that reflect current information on educational issues and teaching strategies. Members and other experts in education will lead classes. There will also be sessions on leadership and current organizational issues. (The funding for this event is provided through the Economic Benefits Trust.)

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**Program 1.2**

Equity/Human Rights Conference – Provide funds to support the Equity/Human Rights Conference, a statewide conference designed as a culminating event to the year-long human rights activities that have occurred locally and regionally and where information and strategies to deal with equity issues in schools are shared through workshops and general sessions.

98,000

98,000

**Program 1.3**

Presidents Conference – Plan and conduct a statewide conference as an in-depth learning and skills training program for chapter presidents. The conference will focus on developing leadership and organizing skills for new and on-going presidents. Additional elective sessions will focus on building an organizing culture, membership engagement along with current organizational issues.

250,000

250,000

**Program 1.4**

Summer Institute – Plan and conduct one statewide conference as an orientation and skills training in all levels of leadership and professional development. Sessions include: Communications Track, Advanced Bargaining Skills Track, School Finance Track, Legal Strand Track, Member Benefits Track, Tax Fairness, Charter School Organizing, Community Engagement Track and other topical tracks based on needs and priorities of the organization.

345,000

345,000

**Program 1.5**

LGBTQ+ Issues Conference – Plan and conduct one statewide conference offering training sessions and workshops focusing on LGBTQ+ issues affecting educators, students and the community.

37,000

37,000

<b><u>CONFERENCE COORDINATION CENTER, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Program 1.6</u></b>		
Issues Conference: Unity and Advocacy in Public Education – Provides funds to support the training programs for rural/urban/suburban affiliates and for educational support professionals. This combined conference brings together educators from across the state from diverse geographical areas to train and instruct on emerging education and Association issues which impact them, their locals and the students they serve.	150,000	150,000
<b><u>Program 1.7</u></b>		
New Educator Weekend - Two events, one north and the other south, designed to engage, encourage and involve CTA members new to the profession. The New Educator Weekend will have sessions and activities targeted towards areas of interest for new members including professional development, social awareness, technology and other identified topical areas for new members based on generational, demographic and professional goals and interests. The cost to attend this weekend is very low and in reach for new educators. (The funding for this event is provided through the Economic Benefits Trust.)	-	-
<b><u>Program 1.8</u></b>		
Special Education Conference - Funds to promote and provide an educator-led statewide conference focusing on professional development opportunities for educators working in the special education area. The conference will provide workshops and sessions in various areas of special education, including special education for the general education educator, laws and compliance and other issues of interest and need as developed by the planning committee.	75,000	75,000
Program Group Totals	955,000	955,000
<b><u>INCENTIVE GRANTS 2.0</u></b>		
Provide grants to encourage member participation in various conferences.		
<b><u>Program 2.1</u></b>		
Incentive Grants – Provide grants to encourage member participation in all statewide conferences. Grants include those awarded to minority members, small chapters, first-time attendees and new members in their first five years of membership.	98,000	98,000
Program Group Totals	98,000	98,000

<b><u>CONFERENCE COORDINATION CENTER, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>CONFERENCE AND HOTEL MANAGEMENT SYSTEM 3.0</u></b>		
<u>Program 3.1</u>		
Conference and Hotel Management System – Provide costs for software services that provide web-based conference registration tools, housing logistics, conference budgeting and registration invoicing. This budget category also supports fees and expenses related to on-line transactions and additional conference promotion.	46,000	46,000
Program Group Totals	<u>46,000</u>	<u>46,000</u>
<b>Department Program Totals</b>	<u>1,099,000</u>	<u>1,099,000</u>
<b>Department Totals</b>	<b><u><u>\$ 2,833,882</u></u></b>	<b><u><u>\$ 2,864,750</u></u></b>

## **GOVERNANCE SUPPORT**

The Governance Support Department coordinates all governance functions for the Executive Officers, the Board of Directors, State Council of Education and CTA's delegation to NEA's annual Representative Assembly, including scheduling, logistics, record keeping and secretarial services. The Governance Support Department is responsible for the following:

1. Preparation, development and support of State Council of Education meetings, including preparation of the State Council minutes, the State Council Board Report and tracking of New Business Items.
2. Preparation and support of Board of Directors' meetings, including the preparation and distribution of the minutes and the Board Briefs.
3. Staff support for the Executive Officers and the Board of Directors.
4. The credentialing of all elected California NEA RA delegates as well as providing administrative support for the California Caucus meetings; the NEA Convention Coordinating Committee and the NEA Convention Task Force.
5. Development and maintenance of State Council representation records.
6. Staff support for the Representation Committee.
7. Staff support for the Elections and Credentials Committee. Staff support for elections of State Council seats for chapters that belong to Multiples.
8. Staff support for the Governance Documents Review Committee.
9. Preparation and maintenance of the Board Advisory Group listings.
10. Facilitation of membership involvement on CTA advisory groups and attendance at non-CTA conferences.
11. Reconciliation of leader/member expenses.
12. Development of the Orientation Handbook for New State Council Members.
13. Development of the Handbook for State Council Committee Chairpersons.
14. Preparation of the State Council Representation Report.
15. Preparation of election publications, including the CTA Elections Manual and Requirements for Chapter Election Procedures.
16. Preparation of the Requirements for Development of Bylaws for Chartered Chapters of CTA.

	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>
	<b>Budget</b>	<b>Budget</b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 2,012,233	\$ 2,056,490
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	47,800	47,800
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	278,600	278,600
	<hr/>	<hr/>
<b>Department Administration Totals</b>	<b>2,338,633</b>	<b>2,382,890</b>
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<b>Department Totals</b>	<b>\$ 2,338,633</b>	<b>\$ 2,382,890</b>
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## **HUMAN RESOURCES MANAGEMENT**

Human Resources Management is responsible for the conduct of all phases of the employer-employee relationship between CTA as an employer and its staff. Specifically, the department performs the following functions:

1. Coordinates implementation of staff collective bargaining agreements.
2. Coordinates implementation of policies governing non-bargaining unit staff.
3. Coordinates implementation of staff grievance procedures.
4. Conducts staff recruitment, screening and hiring.
5. Conducts new employee orientations.
6. Coordinates staff training programs and the CTA Diversity Program.
7. Coordinates implementation of the NEA UniServ Pre-Employment Development Program.
8. Implements staff recognition program.
9. Implements staff compensation program.
10. Implements CTA's Safety Programs which include: Injury and Illness Prevention Program, CTA Ergonomic Program, Workplace Violence Prevention
11. Program, Hazard Communication Program and CTA's Emergency Action Plan.
12. Coordinates and conducts compliance trainings.
13. Liaison with the Health and Welfare Benefits Trust regarding administration of staff benefits.
14. Liaison to the CTA Employees' Retirement Benefits Trust.
15. Provides Human Resources best practices guidance to local affiliates that employ staff.
16. Provides and maintains human resources related records such as personnel and medical files.
17. Provides communications and data collection and dissemination relative to personnel, labor relations and staffing matters.
18. Represents CTA to government agencies concerned with Employer-Employee Relations.

	<b><u>2021-2022</u></b> <b><u>Budget</u></b>	<b><u>2022-2023</u></b> <b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 1,929,014	\$ 1,925,200
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	86,000	86,000
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	44,650	44,650
Other Administrative Expenses	(75,000)	50,000
<b>Department Administration Totals</b>	<b><u>1,984,664</u></b>	<b><u>2,105,850</u></b>

<b><u>HUMAN RESOURCES MANAGEMENT, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Departmental Programs:</u></b>		
<b><u>TRAINING 1.0</u></b>		
<b><u>Program 1.1</u></b>		
Staff Training - Provide training opportunities for all levels of staff. This program area contains contractually obligated CAS tuition reimbursement, legally mandated training for all staff, new staff training, etc.	37,000	37,000
<b><u>Program 1.2</u></b>		
Training - coordinate training for CTA UniServ units and chapters that employ their own staff.	5,000	5,000
Program Group Totals	<u>42,000</u>	<u>42,000</u>
<b><u>RECOGNITION AND RECRUITMENT 2.0</u></b>		
<b><u>Program 2.1</u></b>		
Recognition - Provide awards and recognition of staff for length of service.	23,000	23,000
<b><u>Program 2.2</u></b>		
Recruitment - Provide funds to advertise vacant positions, conduct other recruitment activities such as expenses related to interviewing, moving, etc.	75,000	75,000
Program Group Totals	<u>98,000</u>	<u>98,000</u>
<b>Department Program Totals</b>	<u>140,000</u>	<u>140,000</u>
<b>Department Totals</b>	<u><b>\$ 2,124,664</b></u>	<u><b>\$ 2,245,850</b></u>



## **INTEGRATED SYSTEMS AND STRATEGIES**

Integrated Systems and Strategies Department (ISSD) provides for the development and coordination of the Association's electronic data collection, processing, retrieval and reporting system. The Integrated Systems & Strategies Department provides:

1. Statistical information for monitoring performance, measuring variances from CTA's goals, and projecting alternative methods of action or possible results based on trend analysis, economic conditions, demographics, and other information for all Association activities.
2. Coordinates the operation and monitors the reliability of NEA information and data services to CTA.
3. Coordination of a variety of technology-related projects including, but not limited to, new computer applications.
4. Evaluation deployment and coordination of new computer hardware and software as it relates to CTA
5. Coordination of the acquisition and implementation of computer equipment for CTA offices and affiliates.
6. Support of staff on the proper use of equipment and related software.
7. On-going support and assistance to computer users in CTA offices statewide.
8. Coordination of CTA staff access to the Internet and maintain CTA presence on the Web.
9. Deployment, management and support of the Association's Wide Area Network.
10. Deployment, access, training and support of video communications throughout the Association.
11. Deployment, maintenance and support of cyber security tools and services to defend the CTA network and deployed system.

	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 4,327,287	\$ 4,358,000
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	152,000	152,000
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	40,500	40,500
Other - Reimbursed Expenses	(160,000)	-
<b>Department Administration Totals</b>	<b><u>4,359,787</u></b>	<b><u>4,550,500</u></b>

<b><u>INTEGRATED SYSTEMS AND STRATEGIES, cont'd</u></b>	<b><u>2021-2022</u></b>	<b><u>2022-2023</u></b>
	<b>Budget</b>	<b>Budget</b>

**Departmental Programs:**

**TECHNOLOGY SUPPORT CENTER 1.0**

Support CTA's technical and information systems that enable the business of the organization.

**Program 1.1**

Association's Technical Support – Provide an information technology center for information services.	260,000	260,000
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**Program 1.2**

Information Acquisition, Storage and Backup – Provide automated systems to acquire information from partners and third parties to feed in-house applications and membership data systems. Manage data retention and backup of computerized data for disaster recovery.	20,000	20,000
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**Program 1.3**

Telecommunications - Provide voice and data connectivity to CTA offices, including contracts for Internet and telephony circuits, network hardware and support.	250,000	250,000
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Program Group Totals	530,000	530,000
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**STRATEGIC SYSTEMS 2.0**

Develop improved capabilities that more readily meet the changing needs of the organization, and its rapidly evolving technological infrastructure.

**Program 2.1**

Phased Implementation of Cloud Based Services - Continues the transformation of CTA's technical architecture to fit our "cloud first, mobile first" strategy.	85,000	85,000
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**Program 2.2**

Software Application Training - Provide software application training to CTA staff for more efficient computer usage. These classes will be geared toward the end user in providing training specific to CTA applications.	20,000	10,000
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Program Group Totals	105,000	95,000
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<b><u>INTEGRATED SYSTEMS AND STRATEGIES, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>CYBER SECURITY AND INFORMATION SECURITY 3.0</u></b>		
<b><u>Program 3.1</u></b>		
Document Management System (2021-2022) - Continue deployment of an enterprise document management system to employees. It will enable staff to work more efficiently when supporting our members by simplifying document storage, search, workflows, backup and distribution across multiple platforms and mobile devices while maintaining version control and security. The system is being migrated into the cloud following industry best practices for better accessibility, redundancy and efficiencies. Customizations will continue to be made to the system to meet individual and departmental needs for document management.	75,000	-
Cyber Security Controls (2022-2023) – Continue implementation and integration of additional cyber security systems and measures to further protect the CTA membership data, systems, and services from external threats. Conduct periodic penetration testing via both external and internal tests to detect vulnerabilities and allow for improvement of security postures across all CTA system.	-	50,000
<b><u>Program 3.2</u></b>		
Information Security Controls – Develop and Implement a privileged access management solution to allow for real-time access and management of credentials across on premise and cloud services for all CTA users, which would allow for CTA to move towards the eventual goal of Zero Trust Security platform for optimal security access management.	-	25,000
<b><u>Program 3.3</u></b>		
Security Awareness Training – Continue to provide and develop security awareness training to CTA staff and continue to educate users about common cyber security threats and how to better protect themselves and CTA systems.	-	10,000
Program Group Totals	<u>75,000</u>	<u>85,000</u>
<b>Department Program Totals</b>	<b><u>710,000</u></b>	<b><u>710,000</u></b>
<b>Department Totals</b>	<b><u>\$ 5,069,787</u></b>	<b><u>\$ 5,260,500</u></b>

## **MANAGEMENT**

Management is responsible for the overall supervision of operations and execution of programs. Management also provides:

1. Assistance to CTA Executive Officers, Board of Directors and other Governance groups in the formulation of goals and policies in accordance with the needs and desires of the membership.
2. Planning and execution of Governance directed programs designed to fulfill the goals and objectives of the Association.
3. Coordination and direction of all staff activities to ensure efficient use of staff time.
4. Legal assistance to the Association.
5. Coordination of independent financial reporting for the Association.
6. Maintenance and preservation of the Association's properties and other assets.
7. Establishment and maintenance of contacts with other education associations including state agencies and related organizations.
8. Administration of the Association's corporate insurances.
9. Budget preparation in accordance with Association guidelines and procedures.

	<b><u>2021-2022</u></b> <b><u>Budget</u></b>	<b><u>2022-2023</u></b> <b><u>Budget</u></b>
<b><u>Department Administration:</u></b>		
Payroll and Related Costs - Provide funds for staff costs and related benefits.	\$ 3,629,052	\$ 4,397,060
Staff Travel and Expenses - Provide Funds for staff travel and related expenses incurred in the performance of staff duties.	420,400	450,400
Office Expenses - Provide funds for the administration support of departmental operations, including costs such as telephone, supplies, postage, subscriptions, printing and duplicating.	101,350	101,350
Other - Vacancies Cost Recoupment - Transfer and/or redeployment of staff resources.	(1,000,000)	(1,000,000)
<b>Department Administration Totals</b>	<b><u>3,150,802</u></b>	<b><u>3,948,810</u></b>

<b><u>MANAGEMENT, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>Departmental Programs:</u></b>		
<b><u>ADMINISTRATION 1.0</u></b>		
<b><u>Program 1.1</u></b>		
Corporate Counsel – Retain legal counsel to provide legal assistance when the Association is a defendant or plaintiff and to provide advice and consultation on non-Group Legal Services matters.	\$335,000	\$335,000
<b><u>Program 1.2</u></b>		
Audit Fees and Expenses – Retain an independent accounting firm to conduct an examination of the Association’s financial statements for assurance of compliance with generally accepted accounting principles and fair representation of reporting to the members of the Association	180,000	200,000
<b><u>Program 1.3</u></b>		
Consultants – Retain consultants with specialized skills to perform services which the Association cannot otherwise provide in areas such as economic services, insurances and specialized surveys.	300,000	280,000
<b><u>Program 1.4</u></b>		
Association Membership Fees – Obtain membership in organizations where the Association has common interests or similar professional goals.	40,000	30,000
<b><u>Program 1.5</u></b>		
Professional Liability Insurance – Provide insurance policy to provide minimum coverage for professional liability insurance for all staff and members in the course of conducting Association business.	200,000	210,000
<b>Department Program Totals</b>	<b>1,055,000</b>	<b>1,055,000</b>
<b>Department Totals</b>	<b>\$ 4,205,802</b>	<b>\$ 5,003,810</b>

<b><u>OTHER EXPENDITURES</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
<b><u>OCCUPANCY AND PROPERTIES</u></b>		
Provides for: Payment of rents, taxes, utilities, insurances and other miscellaneous expenses of CTA properties and offices.	\$ 5,090,000	\$ 5,090,000
<b><u>CAPITAL EXPENDITURES/DEPRECIATION</u></b>		
Provides for: Purchase of equipment, furniture, and fixtures deemed necessary to improve, expand or create services essential to members and employee performance; replacement of equipment; conversion of obsolete equipment; capitalized improvements to buildings and properties for maintenance of property value, safety standards or improvements of space utilization.	2,800,000	2,800,000
<b><u>CRISIS ASSISTANCE FUND</u></b>		
Provides for: Financial support to chapters undergoing elections, negotiations, crisis, and arbitration as administered by the Crisis Assistance Panel.	868,860	861,810

<b><u>OTHER EXPENDITURES, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
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**ADVOCACY/FOUNDATION**

The contribution is in the form of a refundable \$20.00 reverse dues check-off to support CTA advocacy efforts for public education and a CTA foundation to support member scholarship and grant programs, and teacher driven solutions for public schools. The default allocation option for fiscal year 2021-2022 is \$10.00 Advocacy and \$10.00 CTA Foundation.

**ADVOCACY/FOUNDATION 1.0**

Program 1.1

Advocacy – Efforts include support of public education and fighting attacks on public education such as proposed education funding cuts.	2,696,200	2,672,700
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Program 1.2

Foundation – The CTA Foundation for Teaching and Learning includes member scholarship and awards funds, the Disaster Relief Fund and the CTA Institute for Teaching.	2,696,200	2,672,700
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Program Group Totals

	5,392,400	5,345,400
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**MEDIA ADVERTISING FUND**

The Media Advertising Fund consists of revenues designated for paid advertisement to educate the public about the achievements, the problems, and the needs of public education from preschool through graduate school.

Program 1.1

Broadcast Time - To purchase blocks of time for the airing of media spots on topics of concern to CTA chapters and the educators they represent.	3,513,920	3,476,320
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Program 1.2

Production - To produce advertising media, including payment of technical and artistic services as well as for talent and residual broadcast rights and promotion.	300,000	300,000
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Program 1.3

Research - To conduct polls and focus groups before and after media programs are aired to assess their impact on public perceptions and attitudes.	200,000	200,000
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Program Group Totals

	4,013,920	3,976,320
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<b><u>OTHER EXPENDITURES, cont'd</u></b>	<b><u>2021-2022 Budget</u></b>	<b><u>2022-2023 Budget</u></b>
 <b><u>CTA INDEPENDENT EXPENDITURES</u></b>		
The CTA Independent Expenditures Committee provides funds for independent expenditures for candidates that align with CTA's advocacy agenda.	4,044,300	4,009,050
 <b><u>INITIATIVE FUND</u></b>		
The Initiative Fund supports initiatives that advance the cause of free, universal, and quality public education, or to combat initiatives that are hostile to the CTA mission to advance the cause of free, universal and quality public education. The annual amount is \$36.00 per applicable FDE and is to be kept in reserve for the aforementioned purposes.	9,706,320	9,621,720
 <b>Total Other Expenditures</b>	 <b><u><u>\$ 31,915,800</u></u></b>	 <b><u><u>\$ 31,704,300</u></u></b>





● OCCUPANCY/PROPERTIES - COUNTY

- \* Bakersfield
  - \* Burlingame HQ
  - \* Ceres
  - Chico
  - \* Concord
  - Culver City
  - \* Eureka
  - \* Fairfield
  - \* Fresno
  - Hesperia
  - Lancaster
  - Monrovia
  - Murrieta
  - \* Natomas
  - \* Norco
  - Oakland
  - \* Ontario
  - \* Orange
  - \* Oxnard
  - \* Palm Desert
  - Redding
  - \* Sacramento GR
  - Salinas
  - \* San Bernardino
  - San Diego
  - \* San Jose
  - \* San Leandro
  - \* San Rafael
  - \* Santa Fe Springs
  - Santa Maria
  - \* Santa Rosa
  - \* Stockton
  - Ukiah
  - Yuba City
- Kern
  - San Mateo
  - Stanislaus
  - Butte
  - Contra Costa
  - Humboldt
  - Solano
  - Fresno
  - San Bernardino
  - Los Angeles
  - Los Angeles
  - Riverside
  - Sacramento
  - Riverside
  - Alameda
  - Los Angeles
  - Orange
  - Ventura
  - Riverside
  - Shasta
  - Sacramento
  - Monterey
  - San Bernardino
  - San Diego
  - Santa Clara
  - Alameda
  - Marin
  - Los Angeles
  - Santa Barbara
  - Sonoma
  - San Joaquin
  - Mendocino
  - Sutter

\* CTA owned property

**Occupancy/Property**

	<u>Expenses</u>	<u>Less</u> <u>Reimbursements</u>	<u>Operating Budget</u>	<u>Building &amp;</u> <u>Improvements</u> <u>Depreciation</u>	<u>Total Cost</u>
<b><u>Region I</u></b>					
+ Concord	\$ 82,900	\$ -	\$ 82,900	\$ 3,500	\$ 86,400
+ Eureka	31,000	-	31,000	4,000	35,000
+ Fairfield (Napa/Solano)	62,000	-	62,000	10,200	72,200
Oakland	163,000	-	163,000	-	163,000
Salinas	167,000	-	167,000	-	167,000
+ San Jose - Harwood	99,900	25,716	74,184	82,000	156,184
+ San Leandro	56,000	-	56,000	53,800	109,800
+ San Rafael	54,500	-	54,500	33,000	87,500
+ Santa Rosa	61,200	-	61,200	6,700	67,900
Ukiah	46,300	-	46,300	-	46,300
Total:	<u>823,800</u>	<u>25,716</u>	<u>798,084</u>	<u>193,200</u>	<u>991,284</u>
<b><u>Region II</u></b>					
+ Bakersfield	89,500	-	89,500	36,700	126,200
+ Ceres	54,000	-	54,000	8,700	62,700
Chico	56,200	-	56,200	-	56,200
+ Fresno	72,700	-	72,700	4,700	77,400
+ Natomas/Sacramento	268,700	-	268,700	122,200	390,900
Redding	143,000	-	143,000	-	143,000
+ Stockton	77,600	-	77,600	139,600	217,200
Yuba City	106,900	-	106,900	-	106,900
Total:	<u>868,600</u>	<u>-</u>	<u>868,600</u>	<u>311,900</u>	<u>1,180,500</u>
<b><u>Region III</u></b>					
Culver City	153,000	-	153,000	500	153,500
Hesperia	173,300	-	173,300	-	173,300
Lancaster	68,400	4,920	63,480	-	63,480
Monrovia	199,600	-	199,600	-	199,600
+ Ontario	67,700	-	67,700	63,800	131,500
+ Oxnard	50,200	-	50,200	28,700	78,900
+ Santa Fe Springs	197,700	-	197,700	82,000	279,700
Santa Maria	89,400	5,112	84,288	-	84,288
Total:	<u>999,300</u>	<u>10,032</u>	<u>989,268</u>	<u>175,000</u>	<u>1,164,268</u>
<b><u>Region IV</u></b>					
+ Murrieta	65,800	5,604	60,196	32,300	92,496
+ Norco	155,300	-	155,300	73,500	228,800
+ Orange	40,200	-	40,200	6,500	46,700
+ Palm Desert	87,600	-	87,600	62,500	150,100
+ San Bernardino	64,800	-	64,800	35,500	100,300
San Diego	175,200	-	175,200	-	175,200
Total:	<u>588,900</u>	<u>5,604</u>	<u>583,296</u>	<u>210,300</u>	<u>793,596</u>
<b><u>Statewide Programs</u></b>					
+ Burlingame (Hdqrs.)	1,200,652	-	1,200,652	435,000	1,635,652
Burlingame (Records)	84,000	-	84,000	-	84,000
+ Millbrae	102,200	-	102,200	91,200	193,400
+ Sacramento (1118-10th)	463,900	-	463,900	284,000	747,900
Total:	<u>1,850,752</u>	<u>-</u>	<u>1,850,752</u>	<u>810,200</u>	<u>2,660,952</u>
<b>TOTAL:</b>	<b><u>5,131,352</u></b>	<b><u>41,352</u></b>	<b><u>5,090,000</u></b>	<b><u>1,700,600</u></b>	<b><u>6,790,600</u></b>

+ Indicates CTA – owned buildings/property

## **SERVICE CENTER COUNCIL FUNDING**

Approximately one percent (1%) of the projected applicable active dues income is allocated to Service Center Council funding statewide.

Each Service Center Council is allocated a basic grant to conduct Pre-State Council meetings.

Distribution of the remaining funds:

50% prorated based on the chapters within each Service Center Council

50% prorated based on the number of members within the Service Center Council

A projected distribution of funds, prior to adoption of the budget, is displayed on the following page. Service Center Council funds will be disbursed on a designated schedule. Overages and underages from any given distribution will be corrected in later disbursements. Service Center Councils are advised to use the projections which follow as a general guideline only.

## SERVICE CENTER COUNCIL FUNDING

	<u>Funding 2021-2022</u>	<u>Funding 2022-2023</u>
REGION I		
Alcosta	\$ 109,360	\$ 111,280
Central Coast	44,690	45,460
Golden Gate	56,510	57,530
Redwood	95,540	97,920
Santa Clara	81,060	82,320
REGIONAL TOTAL:	<u>387,160</u>	<u>394,510</u>
REGION II		
Capital	104,430	106,680
Chico	35,000	35,480
Delta	43,000	43,580
Feather River	35,780	36,440
Fresno/Madera	63,100	64,200
Merced/Mariposa	32,660	33,160
Shasta Cascade	47,950	49,110
Sierra	49,830	50,940
Stanislaus	39,890	40,600
Tulare/Kings	52,360	53,570
REGIONAL TOTAL:	<u>504,000</u>	<u>513,760</u>
REGION III		
Bay Valley	83,710	85,180
Channel Island	72,390	73,890
High Desert	54,220	55,350
SCC One	85,190	86,880
Southeastern	73,720	74,540
UTLA/NEA	138,710	139,910
REGIONAL TOTAL:	<u>507,940</u>	<u>515,750</u>
REGION IV		
Imperial	27,970	28,350
Orange	112,160	113,830
San Diego	113,270	115,330
San Geronio	115,770	118,130
REGIONAL TOTAL:	<u>369,170</u>	<u>375,640</u>
CCA	<u>7,500</u>	<u>-</u>
TOTAL:	<u>\$ 1,775,770</u>	<u>\$ 1,799,660</u>

## BUDGET ADMINISTRATION POLICY

1. Underlying Assumptions. Policy development which has potential budget implications proceeds within two phases. At each of its meetings the CTA State Council of Education adopts policy guidelines and philosophical statements on behalf of the membership. At the final meeting of the year, the Council establishes general priority levels for the following year's program by allocating the resources of the Association within the budget for the following fiscal year. The budget thus becomes the basic policy blueprint for the priorities of the Association.
  
2. Responsibilities of the Board of Directors. The responsibilities of the Board are twofold: first, to prepare a final proposed budget for Council modification and adoption; and second, to exercise guidance over the daily activities of the Executive Officers who have the final responsibility of policy execution. In the context of budget controls, the Board sets guidelines upon those officers in the making of final expenditures necessary to carry out the program priorities established by the Council within the budget. In accomplishing its tasks, the Board appoints and utilizes the services of the Budget Committee, receives ongoing reports and recommendations from the Executive Officers regarding policy implementation and its financial effects, and ensures that the Council is kept fully apprised of the status of the Association's program and budget through reports by the Executive Officers prepared under the general guidance and direction of the Board.
  
3. Budget Adjustments. During any given fiscal year, both income and expenditures can be expected to vary from initial projections due to circumstances which are not precisely predictable in advance at the time of budget preparation and adoption. Membership figures will continuously fluctuate somewhat, causing variances in income. Inflation will also affect the prices which the Association must pay for its own goods and services. Changing needs during the fiscal year often lead to Council adoption of supplementary goals which alter the priorities established in the original budget. The Board of Directors, as the management and administrative arm of the Council, has the responsibility for administering the budget within the constraints of income, costs, and changes in priorities as they are made by the Council. The Board is authorized to adjust, by specific Board action, allocations among the various major budget categories as required to meet these changing conditions. The Council will be kept informed of these changes by presentation at each Council meeting of comparative "Adopted Budget" and "Adjusted Budget" totals. Any significant shifts in funding will be reported to the Council in such a fashion as to draw the Council's specific attention to them, and they will be accompanied by the rationale for these shifts. The Council reserves to itself the approval of increases in income allotments and/or increase in the overall expenditure level of the budget.
  
4. Department Manager Responsibilities. The Board is authorized to delegate responsibility for managing subdivisions of the budget, other than Governance, to departmental managers working under the supervision of the Executive Director. Governance funds shall be managed directly by the Board through the Executive



## BUDGET ADMINISTRATION POLICY (Continued)

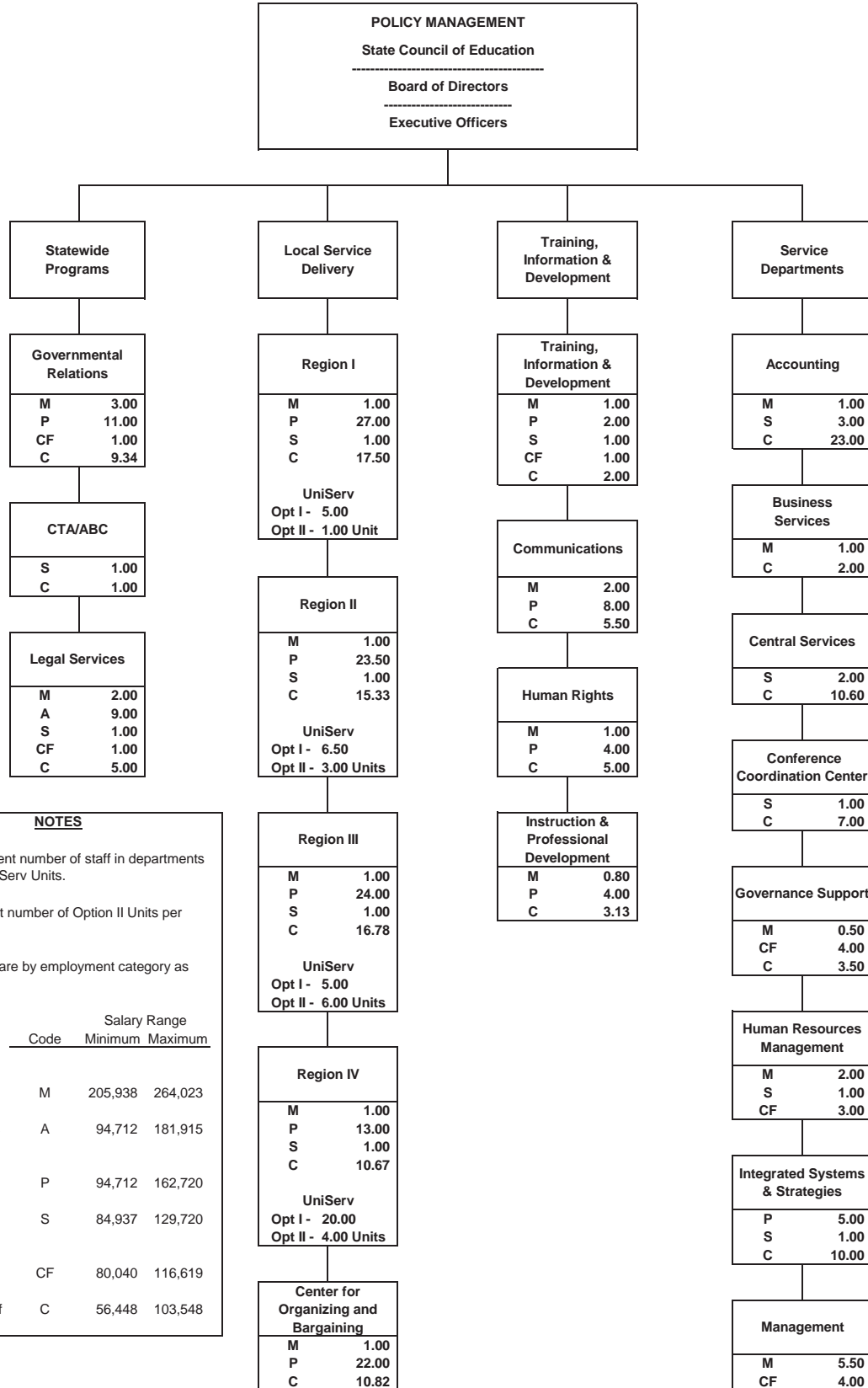
Officers; the Board may use its own Committee structure to assist in overseeing and controlling the different segments of the Governance budget. In this context, the Board shall be assigned as the department manager for Governance. Department managers for all areas may be authorized, to the extent deemed necessary and appropriate by the Board, to make routine decentralized decisions which have the effect of budget adjustments within a departmental area. The Board may not, however, delegate its authority for budget adjustments involving shifts of funds among the major departments, and such shifts shall be made with the intent of maintaining the general program priorities established by the Council and reported as described above to the Council.

5. Performance Monitoring. The Budget Committee assists the Board of Directors with continuous monitoring of financial performance within the current budget. This includes, but is not limited to analysis by department and by general program areas for long-range conformance to budget constraints, making seasonal compensations in projecting costs where necessary, and alerting the Executive Officers and Board of Directors to problems early in their development. The Treasurer shall prepare and present regular reports to the Board and to the Council setting forth income, expenditures and liability levels, together with such other items as may from time to time be requested. The Treasurer, as required by law and the Bylaws, shall also maintain vigilance over the general state of informed alertness with the other Executive Officers, the Board, and the Council, regarding the financial health and well-being of the Association.

### Net Worth Improvement Policies (Council action of May 1981):

- (1) Intensify membership development, viewing it as the programmatic activity without which no other is possible.
- (2) Establish basic "net worth" improvement measures which are possible without significant added costs, through such simple economic methods as buying, rather than renting office space where locations are known to be permanent.
- (3) Wherever possible, leadership should be trained to perform organizational tasks so as to capitalize on the strongest assets of a nonprofit organization.
- (4) Systematically review each type of activity and/or programs conducted by the Association to test its relevance in the always changing world of public school employee representation.
- (5) Intensively review all program areas and tighten cost controls further in whatever areas this is still possible.

# CTA STAFF AND PROGRAMS 2022 - 2023



**NOTES**

- Counts represent number of staff in departments or Option I UniServ Units.
- Units represent number of Option II Units per Region.
- Salary ranges are by employment category as follows:

	Code	Salary Range	
		Minimum	Maximum
Managers	M	205,938	264,023
Staff Attorneys	A	94,712	181,915
Professional Staff	P	94,712	162,720
Supervisors	S	84,937	129,720
Confidential Assistants	CF	80,040	116,619
Associate Staff	C	56,448	103,548

**CTA MEMBERSHIP DUES  
2022-2023**

**Educators Dues Schedule - Teaching Assignment**

Category	Teaching Assignment	Dues
1	More than 60%	\$ 768.00
2	Greater than 33% up to 60%	\$ 394.00
3	Not more than 33%	\$ 207.00
4	Adult Education and Part-Time Community College Employees	\$ 94.80

**Education Support Professionals - Salary Band**

Category	Salary Band From:	Salary Band To:	Dues
1	\$50,000		\$ 768.00
2	\$33,000	\$49,999	\$ 394.00
3	\$21,000	\$32,999	\$ 207.00
4	\$7,000	\$20,999	\$ 150.90
5	\$0	\$6,999	\$ 94.80



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