



PARKWAY C-2 SCHOOL DISTRICT ANNUAL BUDGET

2017-2018





PARKWAY SCHOOL DISTRICT

St. Louis County, Missouri

2017-2018 Budget

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BUDGET 2017-2018

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INTRODUCTORY SECTION



BUDGET MESSAGE
From the Chief Financial Officer

Parkway School District has had an exceptional year. We have completed another year with several accomplishments including the awarding of the Top 10 Workplaces in St. Louis for the third year, National District and Schools of Character, Most Challenging High Schools, and the newest is the awarding of two schools with National Green Ribbons. In addition, we have several schools that have been awarded the National Blue Ribbon and Gold Star, twelve years of obtained the Certificate of Excellence in Financial Reporting as well as our Board of Education has been recognized as an outstanding board of education by the Missouri School Board Association. Our Board of Education plays a very vital role in the success of our District. We have high quality leaders in our district with a commitment to our mission and vision of Project Parkway, our district strategic plan. During this year we reestablished our strategic plan with Project Parkway 2.0 implementation.

In November of 2014 we passed a vital \$94 Million Bond Issue that included a 15 cent increase to our debt service tax levy. This upcoming summer large improvements are ready to begin with our third summer of projects under this bond issue initiative. Our community provides support for our schools and it is apparent in their support not only for the bond issue, but also for their continued support in Project Parkway, our Parent-Teacher Organizations and our Booster Clubs. We received an AAA rating from Standard and Poor's for our bond issuances, the highest rating available. We are one of only 4 school districts in the state of Missouri to sustain this credit rating.

We are in our second full year operating a Community Education partnership with Rockwood School District. This partnership will help our district with an expansion of our before and after school care, our summer programming offerings and adult community events. We completed our third full year with the usage of CNG fuel in 30 of our buses and have committed to the purchase of 10 additional CNG fueled buses in the upcoming fiscal year. This has shown not only our commitment to cleaner air, but also a substantial savings in fuel costs.

***Mission of Parkway School District:
To ensure all students are capable, curious, caring and confident learners who understand
and respond to the challenges of an ever-changing world.***

For the Operations and Finance departments, we have the commitment to Goal 3 of our Project Parkway Strategic Plan. The focus of Goal 3 is to responsibly and efficiently allocate all district resources. This includes:

- Each school, department and program will maintain ethical and fiscally responsible practices to effectively accomplish mission.

- All personnel, time and resources will be allocated responsibly and flexibly based on mission related needs of students and the financial reality of the district.
- Each school, department and program will successfully integrate environmentally, socially and fiscally sustainable best practices into their area of focus.

This past year, a great deal of work has been accomplished to help meet the goals. Among them, are the following:

- Energy use reduction of 5% overall
- Unqualified audit for June 2016
- Certificate in excellence in financial reporting from ASBO
- Successful completion of second year of 2014 bond issue projects
- Utilization of alternate fuel tax credit – saving an additional \$0.50 per DGE (diesel gallon equivalent)
- Increased efficiency from the recently implemented food and nutrition services inventory system
- Retro-commissioning at West High School on HVAC
- Continued development of staffing and enrollment reports
- Coordination of finance and human resources with FTE allocation
- Reduced 1 full-time equivalent (FTE) in finance department with re-organization
- Online enrollment system for employee benefits implemented in order to increase efficiency and increase education to employees
- Redesign of the purchasing policy
- Refinement of data points by the operations action team
- Continual improvement in internal controls
- Digital purchase card payment process implemented at Early Childhood and other sites
- Zero based budgeting for operations departments utilized for upcoming budget
- Planning for 2018 bond issue projects
- Two schools awarded with National Green Ribbon from efforts in sustainability meeting the three pillars including curriculum with our students

Budget Planning:

The detailed planning process for the 2018 fiscal year (FY18) budget began in the fall of 2017. The budget represents a commitment to our financial responsibility and strong financial management for Parkway School District. An essential component of our budget process is not only to look at the upcoming year, but to also have a long-range focus on our planning. The budget document is an excellent source of information that will provide a better understanding of the financial plan and results of the district. The document has been presented to the Board of Education and they have provided feedback. Per the Statutes of the State of Missouri, the budget will be presented and approved prior to June 30, 2017. The budget provides a

framework by which resources are allocated to accomplish the mission of the Parkway School District and provides the ability to sustain the financial stability in future years.

The development of the detailed budget for the upcoming year is truly team work. It includes input from members of our Board of Education, district administrators, school principals, budget managers, department directors, teachers and support staff. The budget development is an ongoing process. The budget is officially approved by the Board of Education a minimum of two times a year, but in the spring there are normally budget adjustments that still need Board action. It is encouraged that all budget managers monitor their budget on a regular basis. Monthly reporting is presented to the Board of Education and the reports include budget comparisons. A comprehensive review of the future revenue projections is completed by the Chief Financial Officer and the Director of Finance. Once revenues are projected, then targets for the total expenditures are developed. Salaries and benefits are one of the first expenditures to be projected and then we begin planning operational budgets. Budget program managers play a vital role in the development of the next year budget. All budget program managers are requested to input their budget needs and to provide explanations for variations from the current year budget. While we highly encourage zero-based budgeting, some departments are still moving in that direction.

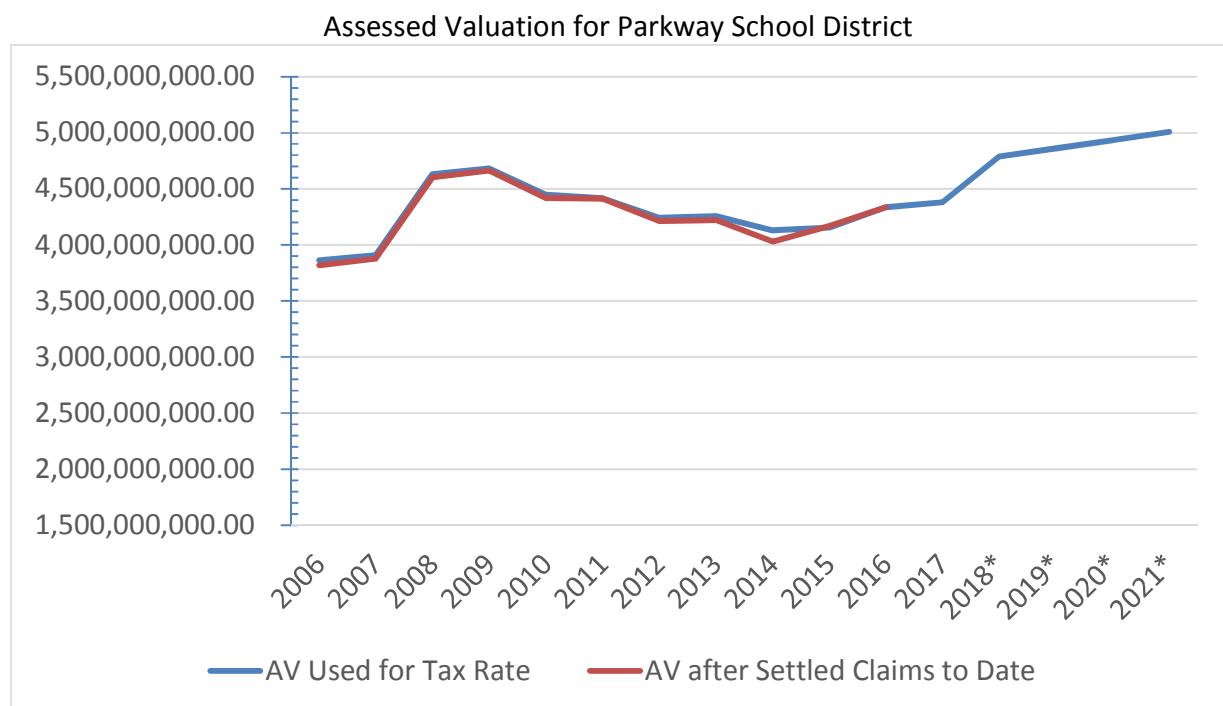
Local, state and national economic conditions have played a major role in the budget development process. Over the past several years, economic conditions have negatively impacted the property values and the settlement of older protested taxes have adversely impacted our local revenue. In fact, over the past few years, over \$9 million has been paid back to St. Louis County for previously paid taxes that were protested and settled for a reduced amount through the state’s tax commission. At this time, we are seeing a decrease in the volume of protested tax settlement repayments, but we are monitoring the situation. Overall this has decreased our collection rate. We have also seen an increase in our local assessed valuation growth. This is impacted by the improved economy and property markets.

Revenues:

The largest source of revenue for the Parkway School District is the funds received from our local tax rate collection. The assessed valuation for the district is set by the St. Louis County Assessor and the tax rate is set annually prior to October 1st by the Board of Education. The current tax rate for the Parkway School District is the following:

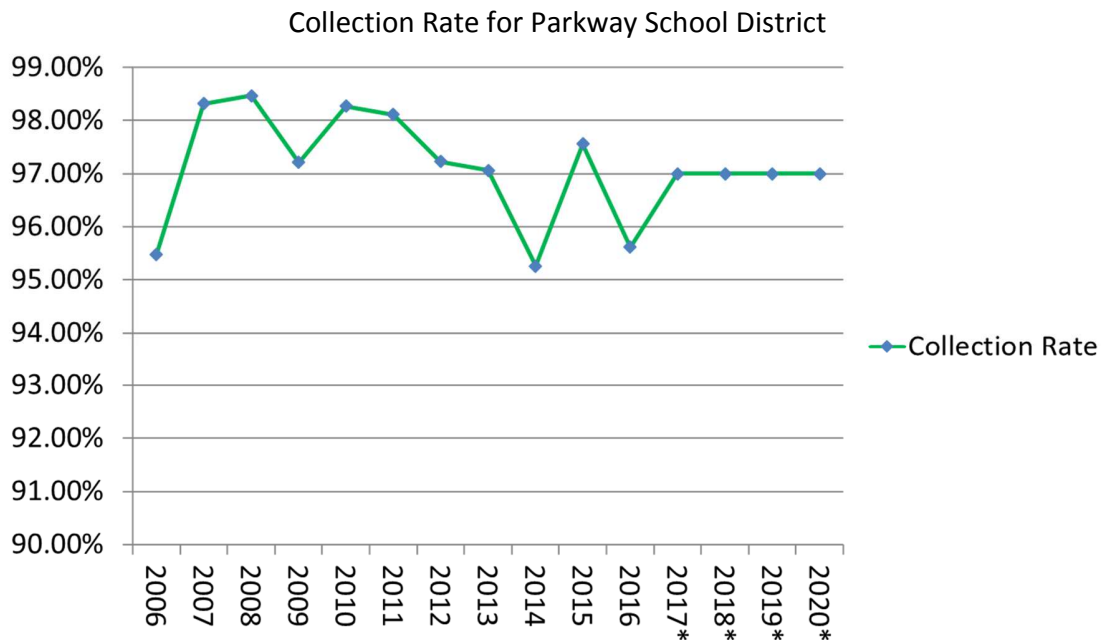
Type of Property:	Value per \$100 of Assessed Valuation
Residential	\$4.2163
Agricultural	\$4.4129
Commercial	\$4.7419
Personal Property	\$4.2258
Blended Rate	\$4.3504

The tax rate above includes a \$.49 debt service levy. Our total assessed valuation that this calculation was based upon was \$4,374,038,760, excluding our TIF properties. The tax rate for the Parkway School District is one of the lowest tax rates for school districts in St. Louis County. In preparation for the FY18 budget we looked not only at our current tax rates, but we reviewed our assessed valuation growth, our new construction, the consumer price index and our historical collection rate. The following chart shows not only the historic assessed valuation values by year, but also shows the adjusted assessed valuation following the settlement of the taxes previously paid under protest. As you can tell from the chart below, the last several years have been a challenge with our economic condition. The impact of the assessed valuation since 2008 and the continued settlement of protested taxes have made it challenging to maintain a strong financial foundation. Through our focus on our Mission and Goal 3, we have made budget cuts, experienced moderate growth in salaries and benefits and monitored our other expenditures. With successfully doing so, the district has remained financially sound.

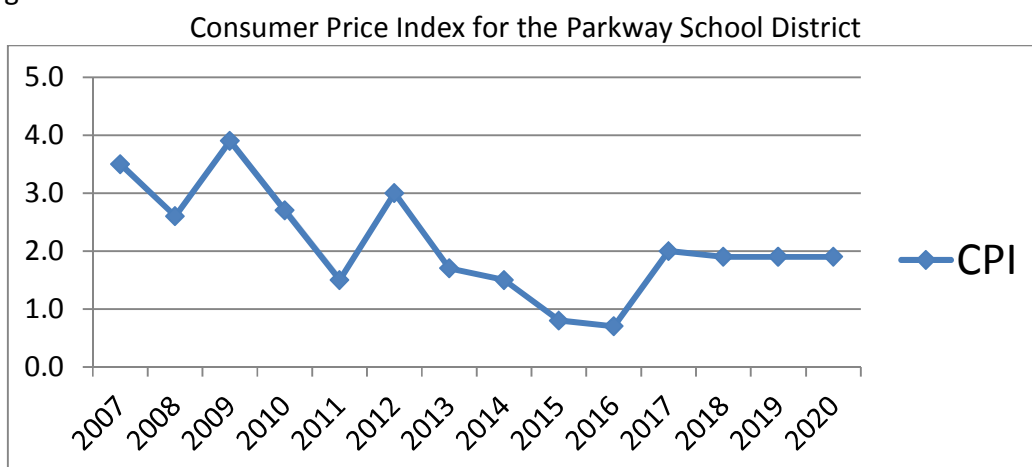


The estimated assessed valuation for 2018 is estimated to be about \$4.8 billion. The area is making strides to reach the prior assessed valuation levels. This year reassessment estimates have increased just under 10% on average. Another important factor in the local tax revenue is our collection rate. As mentioned previously, over the last few years we have been hit by a large portion of our taxes that were remitted under protest and the cases have been settled by the state tax commission. As a result, we have paid back to St. Louis County more than \$9 million dollars. This has negatively impacted our collection rate. The chart below shows the collection rate from the past several years and the anticipated increase in the collection rate for next year. During FY17 we have budgeted a collection rate of 97%. As we are completing the

year now, we believe we will complete the year on target. For FY18 budget, we are currently estimating a collection rate of 97%. We hope that this will eventually be back to close to 98%.

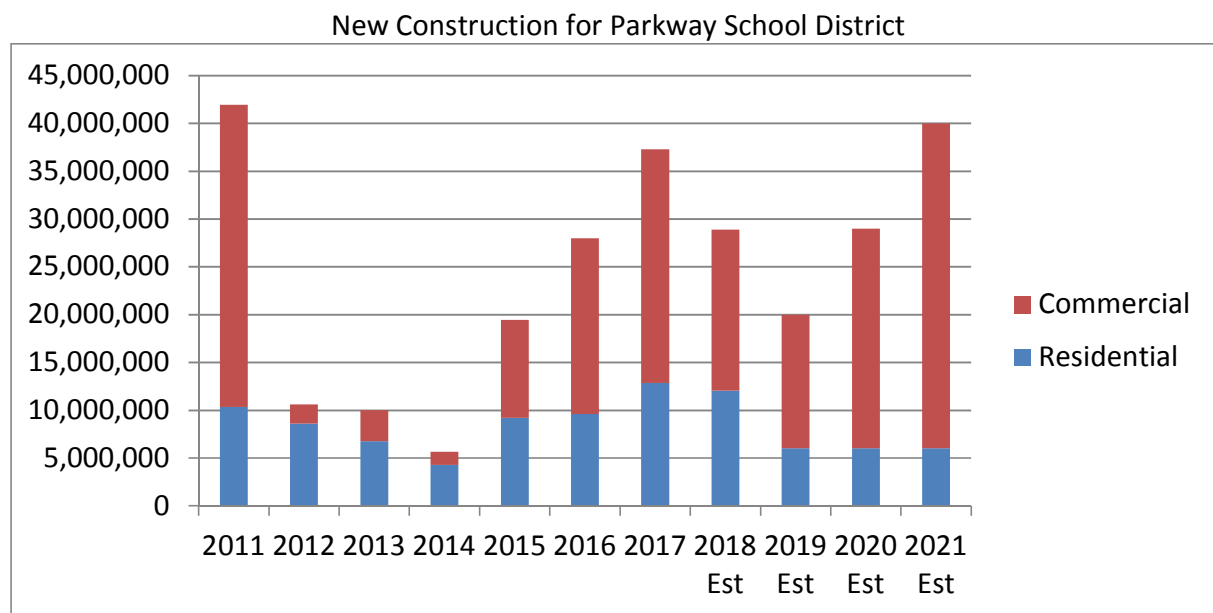


Another driver of our local revenue that has played a very crucial role in the past few years is the consumer price index. Our local tax revenue for our existing property can only grow at the rate of the consumer price index. So even with local assessments increasing due to property value growth, our revenue growth from the existing property is limited to the growth of the consumer price index. While historically our growth is capped at no larger than 5% by the state of Missouri, in the past several years we have had a tremendous decline in our growth percentage due to the very low growth of the consumer price index. For FY18, we will have a CPI of 2.1%. For future years, we are predicting a slightly lower growth each year. The chart below shows the recent history of the index used for tax rate purposes and our estimated future growth:



The component that is recognized for the added growth to our revenues is the revenue received from the new construction in our district. As you can see from the chart below, during the economic downturn, there was lower new construction in our district. Now that the economy has improved, so has the growth of new construction in our district. Some of the new construction has been with projects that receive either full or partial tax abatement.

We have also forecasted future new construction for our future budget projections. You may notice increases in future years 2020 and 2021. This is due to known increases from properties that were developed 10 years prior under Chapter 100 and will have the bonds paid and the additional portion of the new construction will be recognized.



With revenue from local taxes as our largest source of revenue, we need to be very deliberate in our planning. Knowing that our growth in the revenue source is limited to the combination of the assessed valuation growth, new construction, collection rate and consumer price index, we need to ensure our expenditure growth is at a slower pace in order to meet our fund balance growth targets.

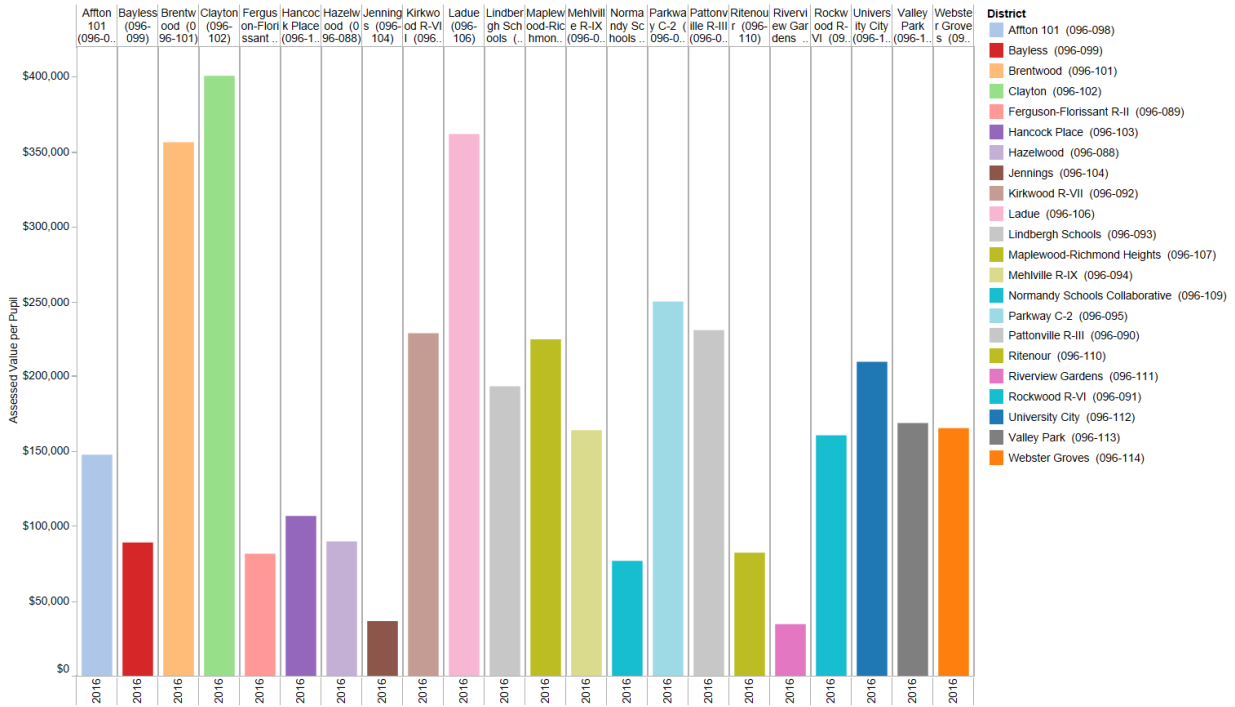
The Parkway School District has a voluntary roll back on our Residential Tax Rate. The current voluntary roll back is in place until at least 2018. The roll back is \$.2383 and is also worth just over \$6.4 million in total revenue. The voluntary roll back along with our operating fund balance are key factors in our strong financial outlook and is confirmed with our recent AAA Rating from Standard and Poor’s. The state statute only allows an adjustment from the voluntary roll back in non-reassessment years which are the even years.

In comparison to St. Louis County school districts, Parkway ranks as number four in the amount of assessed valuation per student. This is based on the latest information in the data base Forecast 5 – which is from 2016. See the chart below for the complete comparison.

Assessed Value Per Student

District(s): All

Source: Missouri Department of Elementary & Secondary Education (DESE)

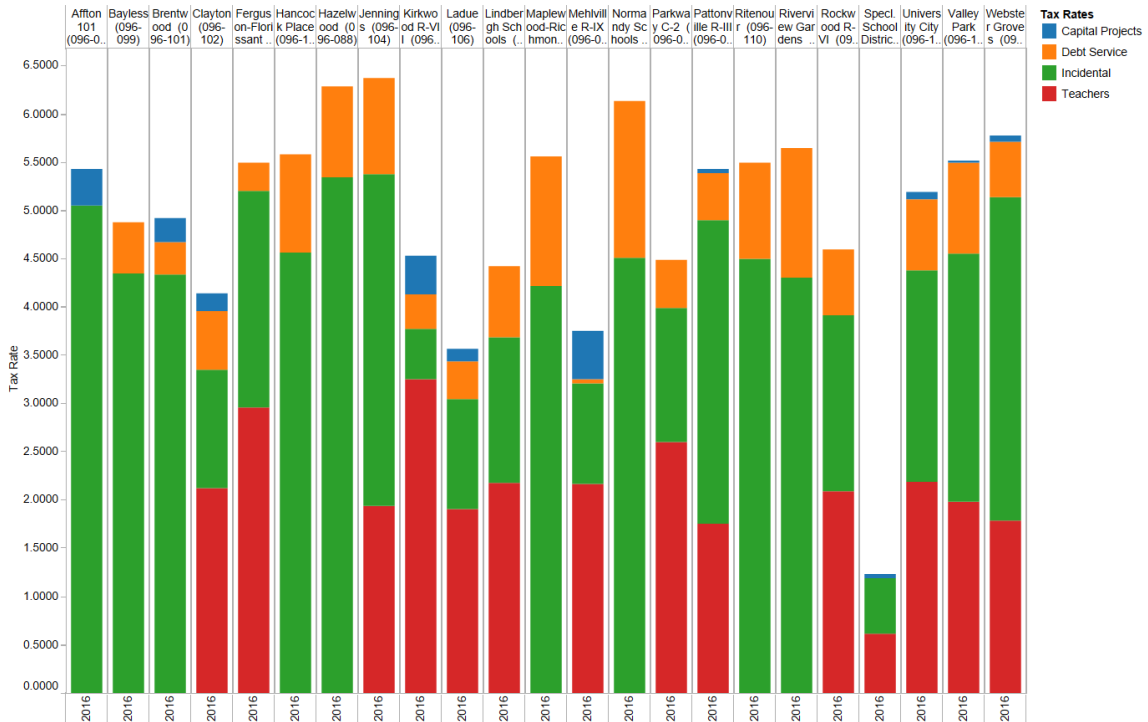


With the fourth highest assessed valuation per student, in 2016 fiscal year we levied the fourth lowest tax rate among St. Louis County school districts as depicted below.

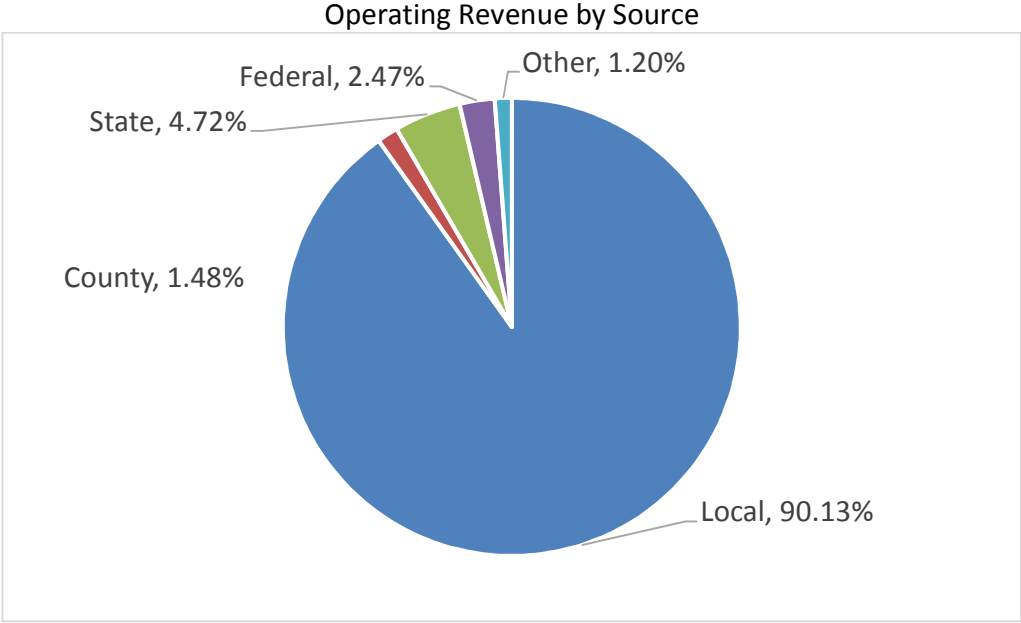
Tax Rates By District By Fund

District(s): All

Source: Missouri Department of Elementary & Secondary Education (DESE)



This chart depicts the breakdown of our operating revenues by source. As stated previously, our largest source of revenue is our local revenue with our local property tax collections being the major component of our local revenue.



As you will see in the following chart included on the next page and in the detailed statements contained in our financial statement section, we are estimating a 2.53% increase in Local Property Tax Revenues, our largest revenue source, and an overall 2.55% increase in operating revenues. The increase in the Property Tax Revenue is generated from the estimated growth of the assessed valuation, new construction in the district boundaries, increased consumer price index and the stable collection rate mentioned above. The increase in Earnings on Investments is from our interest on investments and bank balances triggered by slightly higher interest rates than realized over the past year. Included with Local revenues is the collection of the one percent sales tax known as Proposition C. For FY18 we are estimating a WADA of 15,935 and an allocation of \$985 per WADA. In addition, we receive just over \$8 million annually from the Voluntary Student Transfer Program. While we are anticipating a slightly larger enrollment for FY18, in future years we are anticipating a gradual drop in enrollment.

You may notice that there is a 5.34% anticipated growth in the county revenue sources. This growth is from a flat county stock tax revenue and a slight increase in the state assessed railroad and utility as compared to the currently budgeted amount. The revenue received in FY17 has exceeded the budgeted amount so the projection for FY18 is essentially flat.

Most school districts in the state of Missouri receive substantial funding from state sources of revenue. Parkway School District is one of the exceptions to that rule. We are considered hold harmless with our current state funding formula calculation and receive less than \$600 per

Weighted Average Daily Attendance from the State Formula and the Classroom Trust Fund Revenue. For FY18 we are using an anticipated WADA of 15,916 for our formula estimates and \$562.32 as our hold harmless per WADA amount. Overall this will be about a \$100,000 increase in revenue for the district. The other significant state revenue source is Transportation. We are a large metropolitan school district with 28 schools K-12. The formula for the transportation aid factors in student riders and efficiency factors. While in the past we have received approximately \$1.2 million annually from the transportation funding, this year we are anticipating a decrease of about \$200,000. The state of Missouri had reduced this funding by nearly 70% over the past several years and while they occasionally have allocated additional funds in their budget to restore the funding to school districts, it is also one of the first budget items to be reduced. Overall we are estimating a 1.15% reduction in state funding sources.

You will also notice that we receive funding from Federal sources. With federal funding, we have commitments to specific expenditures. We are estimating an 4.7% increase in federal funding, mainly from Title I, and Title II with anticipated carryover funds from FY17. Our Federal sources of revenue include Title III, Medicaid, Perkins Grant, Adult Education, School Breakfast and Lunch and a small portion of IDEA funding. Our federal funding is subject to change. We are actually hiring at a reduced FTE currently for Title I due to an anticipated reduction of the federal budget. We should have an amount in the next few months and all adjustments will be included in the fall budget revisions.

The other sources of revenue include the reimbursement of transportation for our students with disabilities from the Special School District. This reimbursement is equal to our anticipated expenditures for the services provided. You may notice the decrease in tuition from other districts. We currently have students from the Normandy Collaborative and Riverview Gardens School Districts attending Parkway at a special tuition rate. Now that the Riverview Gardens School District is accredited, the students are allowed to remain with the Parkway School District until a transition year. We have anticipated a decrease in the tuition to be received.

Operating Revenue by Source

	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	CHANGE FROM FY17 PROJECTIONS	
				\$	%
Revenue					
Local					
Property Tax	165,796,458	163,789,731	167,931,644	4,141,913	2.53%
Proposition C	15,176,728	15,148,332	15,695,975	547,643	3.62%
Student Activities	3,557,250	3,500,000	3,500,000	-	0.00%
Earnings On Investments	203,519	199,000	411,367	212,367	106.72%
VST Revenue	7,733,243	8,281,000	8,351,000	70,000	0.85%
Other Local	16,055,640	16,538,984	16,998,597	459,613	2.78%
Total Local Revenue	208,522,838	207,457,047	212,888,583	5,431,536	2.62%
County	3,579,560	3,310,652	3,487,563	176,911	5.34%
State	11,178,066	11,284,287	11,154,412	(129,875)	-1.15%
Federal	5,934,405	5,582,936	5,845,445	262,509	4.70%
Other					
Transportation Reimbursements	2,293,952	2,528,141	2,704,395	176,254	6.97%
Tuition Non-Accredited Districts	187,684	150,000	100,000	(50,000)	-33.33%
All Other Sources	29,959	29,959	29,959	-	0.00%
Total Other Revenues	2,511,595	2,708,100	2,834,354	126,254	4.66%
Total Revenues	231,726,464	230,343,022	236,210,357	5,867,335	2.55%

Total revenues will include the Debt Service and Capital Projects revenues. We are using the same estimates of a 97% collection rate on property taxes. The voters approved a \$.15 increase in the Debt Service tax levy became effective in the 2015 tax collections. The construction of these projects are well under way.

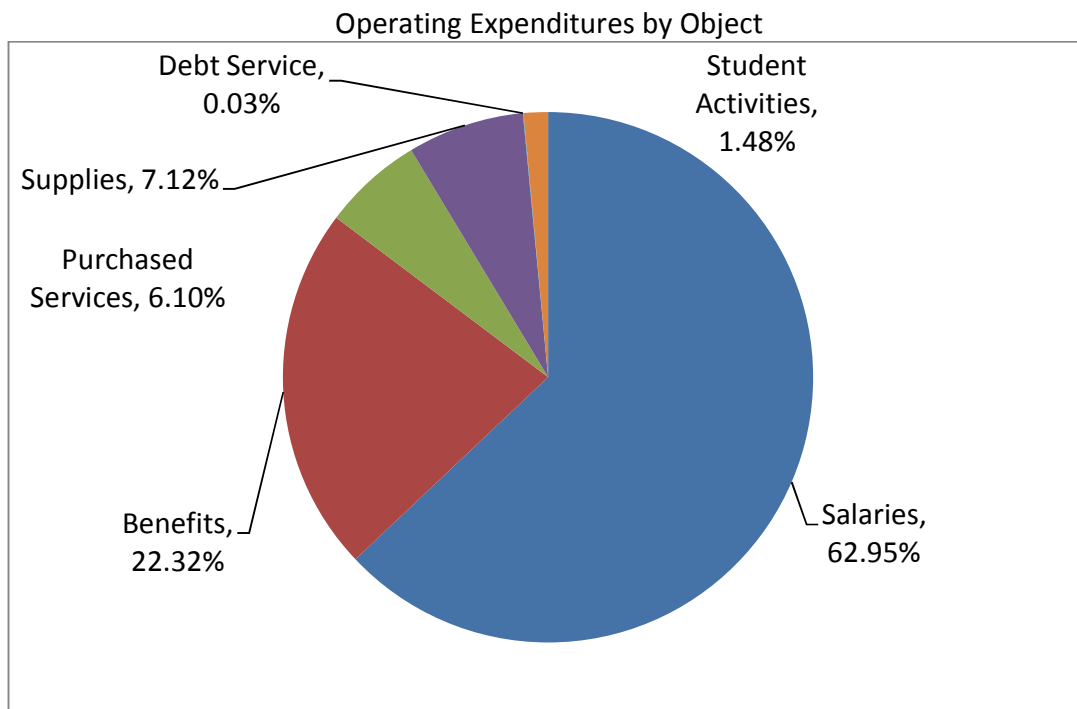
When looking at the detail of the total revenues on the chart on the following page, you will notice the Property Tax Revenue increase of 3.31%, which is a greater increase than the operating revenue local tax due to debt service not having a cap on the growth. In FY17 there was a second issuance of bonds from the election in 2014 in the amount of \$44,000,000 plus a premium on bonds sold of \$624,980. The operating revenue growth less the bond issuance revenues resulted in the total revenue decrease of \$36,592,538 or (12.31)%.

Total Revenue by Source					
	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	CHANGE FROM FY17 PROJECTIONS	
				\$	%
Revenue					
Local					
Property Tax	186,108,213	184,579,537	190,692,904	6,113,367	3.31%
Proposition C	15,176,728	15,148,332	15,695,975	547,643	3.62%
Student Activities	3,557,250	3,500,000	3,500,000	-	0.00%
Earnings On Investments	1,151,499	965,192	1,076,559	111,367	11.54%
Vst Revenue	7,733,243	8,281,000	8,351,000	70,000	0.85%
Other Local	16,283,140	16,788,984	17,248,597	459,613	2.74%
Total Local Revenue	230,010,073	229,263,045	236,565,035	7,301,990	3.18%
County	4,219,271	3,897,928	4,079,492	181,564	4.66%
State	11,178,066	11,284,287	11,444,412	160,125	1.42%
Federal	5,934,405	5,582,936	5,845,445	262,509	4.70%
Other					
Bond Issuance	-	44,624,980	-	(44,624,980)	-100.00%
Transportation Reimbursements	2,293,952	2,528,141	2,704,395	176,254	6.97%
Tuition Non-Accredited Districts	187,684	150,000	100,000	(50,000)	-33.33%
All Other Sources	29,959	29,959	29,959	-	0.00%
Total Other Revenues	2,511,595	47,333,080	2,834,354	(44,498,726)	-94.01%
Total Revenues	253,853,410	297,361,276	260,768,738	(36,592,538)	-12.31%

Expenditures:

As you can see from the chart below, the majority of the operating expenditures for the Parkway School District are from salaries and benefits. Salaries account for 62.95% of our total operating expenditures. We will be going into further detail on the main driver of changes in staffing which is enrollment. Overall we have provided salary increases for staff of approximately 2.9%. This has been partially offset by the savings we will realize from the turnover savings of staff that have left the district either from retirement or resignation. Benefits represent 22.32% of our total operating expenditure budget. As a school district in the state of Missouri, we offer a very rich retirement plan for both certified and classified staff. We are members of the PSRS/PEERS retirement system. The district has matching contributions with the employees. Along with the retirement system benefits, we also offer health, dental, vision and life for employees and with 50% contribution for family coverage. We also offer long-term disability coverage to full-time employees not covered by PNEA contract. In addition, payroll taxes such as Medicare and OASDI are paid from these accounts along with contributions for Worker's Compensation coverage. Together, salaries and benefits encompass

85.27% of our total operating expenditures. The remaining expenditures are for student resources, purchased services, supplies, student activities and debt services.



Operating Expenditures by Object

	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	CHANGE FROM FY17 PROJECTIONS	
				\$	%
Expenditures					
Salaries	141,051,454	145,624,325	148,913,533	3,289,208	2.26%
Benefits	49,448,034	51,592,956	52,794,936	1,201,980	2.33%
Purchased Services	13,036,942	14,731,098	14,437,113	(293,985)	-2.00%
Supplies And Materials	16,328,444	17,959,631	16,849,837	(1,109,794)	-6.18%
Debt Service	92,873	71,000	65,000	(6,000)	-8.45%
Student Activities	3,427,021	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	223,384,768	233,479,010	236,560,419	3,081,409	1.32%
Anticipated Unexpended Budget	-	5,525,000	3,500,000	(2,025,000)	-36.65%
Total Expenditures	223,384,768	227,954,010	233,060,419	5,106,409	2.24%

For FY18 we are estimating an approximate 2.24% increase in our operating expenditures. As mentioned previously, our salary increase will be approximately 2.9%, but it offset by the turnover savings. This year we are estimating a need for an additional 5 FTE for teaching staff

due to anticipated enrollment increases. This year we are experiencing an average retirement pool so our salary increase is marginally lower than the average increase. Historically substitutes were employees of the Parkway School District. Beginning in FY16, the Parkway School District moved to a contracted service for substitutes. You will notice from the breakdown of operating expenditures provided above, there is an increase in purchased services beginning in FY16. The main component of this increase was the movement of the expenditure for the cost of substitutes from a salary object code to a purchased services object code.

For benefits, we are estimating a 5% increase in the district paid portion of health and dental insurance. The retirement benefit contribution percentage remains the same as prior year, however, there will be a slight increase due to the increase in salary costs. Once again this object is partially offset by the savings from turnover.

While our supply budget appears to have a large decrease from the current year, most of this is due to roll over budgets that are included in the FY17 budget to help support building expenditures. The overall cost of utilities and fuel for the district has remained constant with slight decreases due to energy saving HVAC and lighting that has been installed. We have implemented many energy saving initiatives including solar at all of our buildings and these savings have helped to offset the future cost increases of the utilities. For fuel, we have not only experienced the savings of the market price of diesel, we have also experienced the savings from our fleet of 30 CNG buses. In July we will be increasing our CNG fleet by 10 buses. This will allow further savings in our fuel costs.

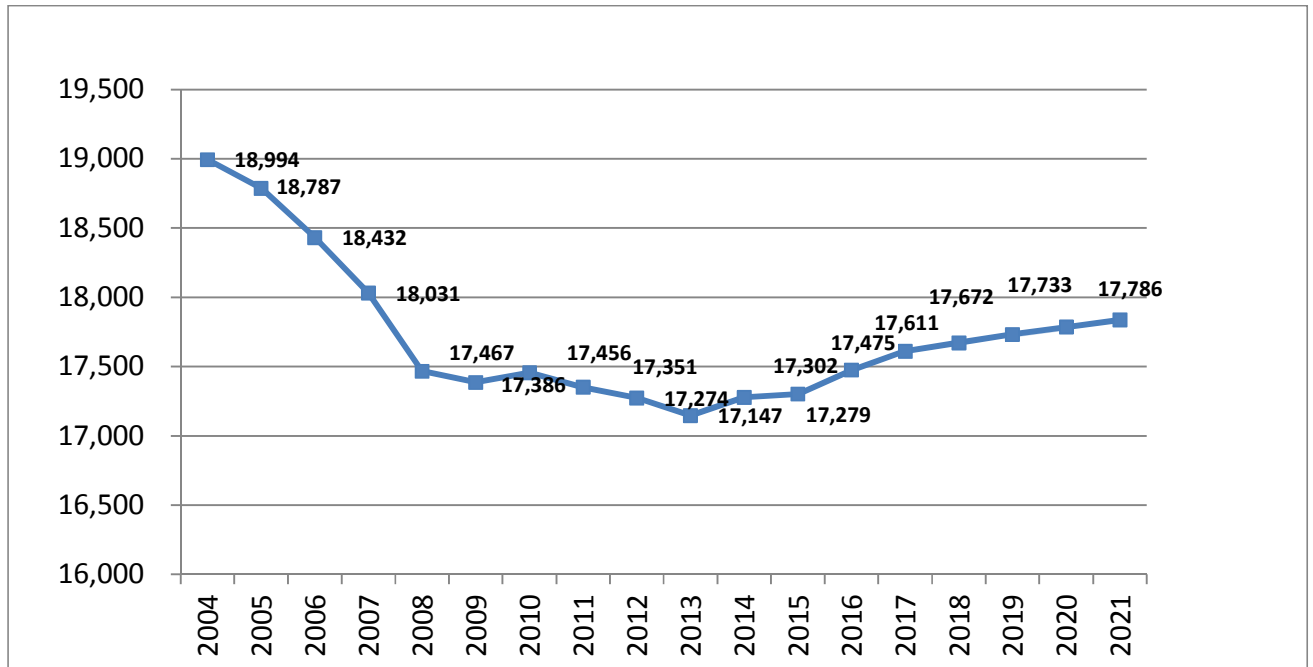
The chart below breaks down the total expenditures for the Parkway School District by object. You will notice, overall there is a decrease in expenditures for the FY18 budget. In addition to our operating expenditure increase of 2.24%, we have an anticipated decrease in capital outlay and debt service principal and interest resulting in total expenditure decrease of (3.06)%. This upcoming year we are projecting a lower amount of spending for the projects to be completed in the summer of 2017. The detail of the projects to be completed in both 2017 and 2018 are included in the informational section of this budget report.

Total Expenditures by Object

	FY16 ACTUAL	FY17 PROJECTED	FY18 BUDGET	CHANGE FROM FY17 PROJECTIONS	
				\$	%
Expenditures					
Salaries	141,051,454	145,624,325	148,913,533	3,289,208	2.26%
Benefits	49,448,034	51,592,956	52,794,936	1,201,980	2.33%
Purchased Services	13,036,942	14,731,098	14,437,113	(293,985)	-2.00%
Supplies And Materials	16,328,444	17,959,631	16,849,837	(1,109,794)	-6.18%
Capital Outlay	22,672,404	36,466,782	25,476,028	(10,990,754)	-30.14%
Debt Service	17,960,107	20,954,609	18,095,714	(2,858,895)	-13.64%
Student Activities	3,427,021	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	263,924,406	290,829,401	280,067,161	(10,762,240)	-3.70%
Anticipated Unexpended Budget	-	5,525,000	3,500,000	(2,025,000)	-36.65%
Total Expenditures	263,924,406	285,304,401	276,567,161	(8,737,240)	-3.06%

Enrollment and Staffing:

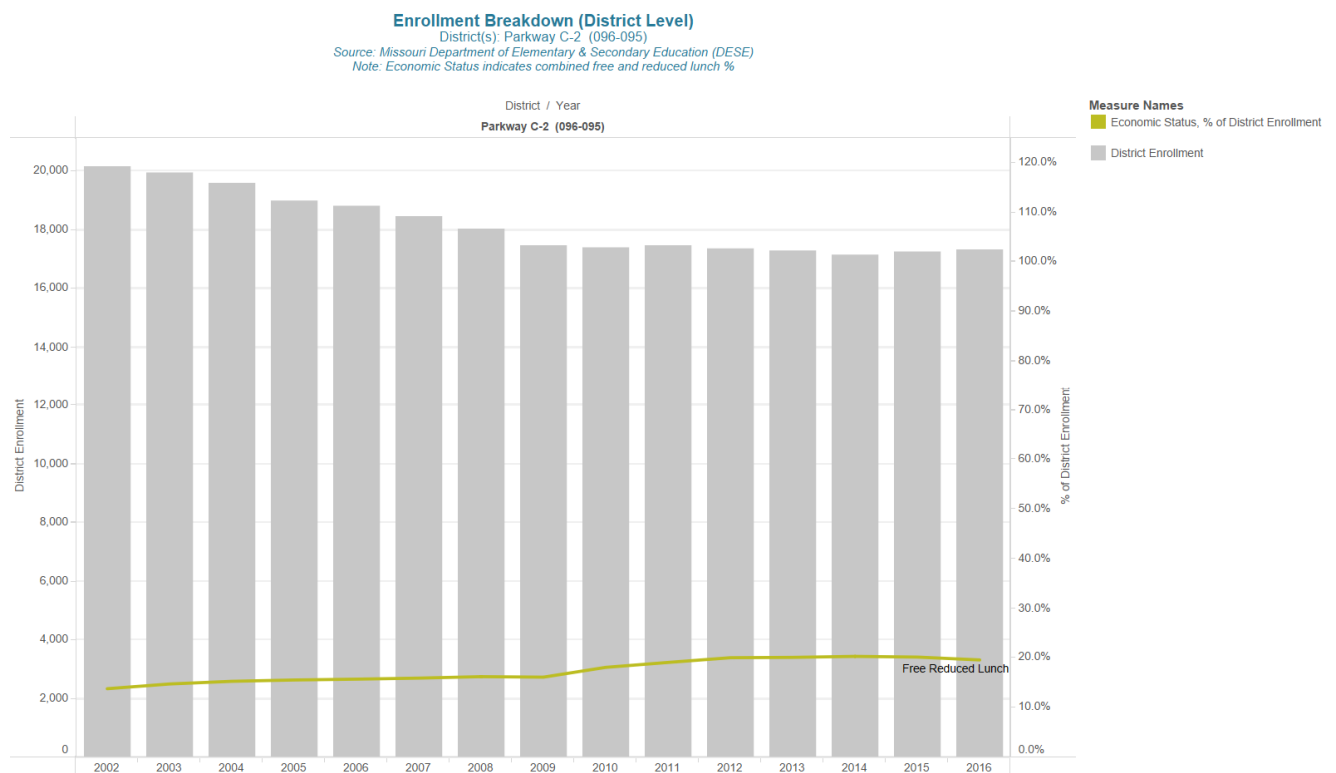
As mentioned earlier, our largest expenditures for the Parkway School District are for salaries and benefits for our staff members. A main driver in the number of staff is our enrollment. See the chart below for our enrollment history and our projections.



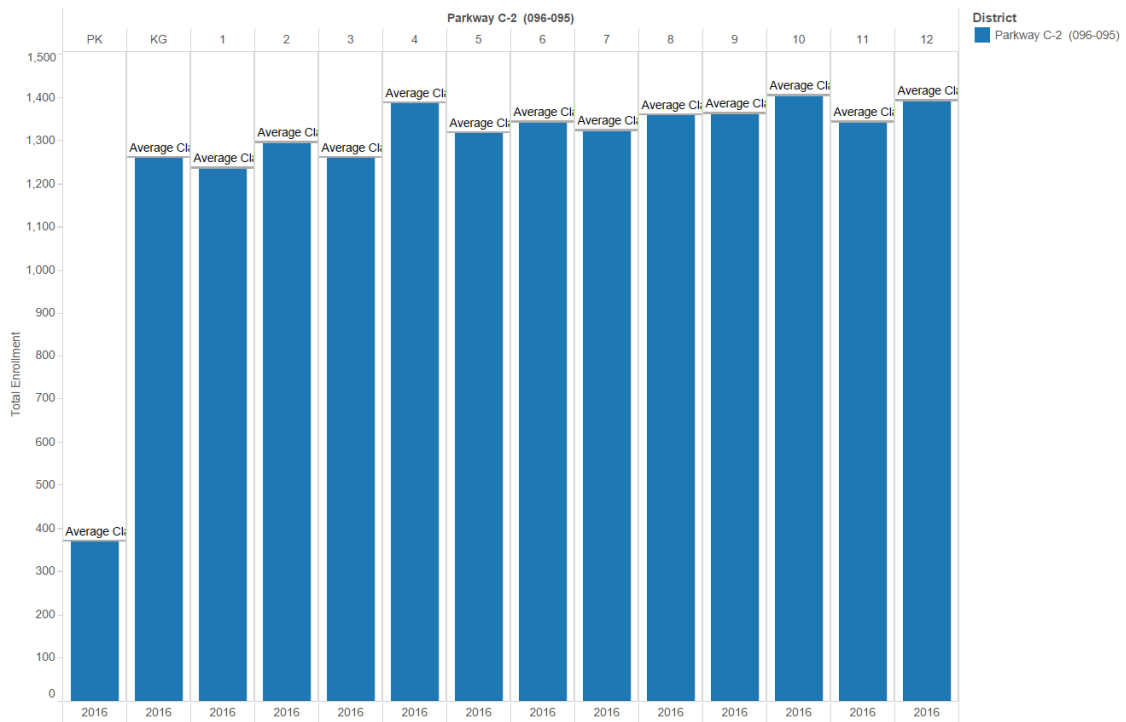
Our enrollment includes not only the students that live within the boundaries of the Parkway School District, but also students that are part of the Voluntary Student Transfer Program through the City of St. Louis Public Schools. A breakdown of enrollment by school is included in the Informational Section.

When we are working on our projections for the FY18 budget and the future years, we are reviewing the enrollment projections and making changes to the FTE estimates accordingly. In addition, we are looking at the class size constraints and the building capacities. For the FY18 budget, we have included an increase in FTE for 5 certified positions and one social worker for early childhood. This includes movement between secondary and elementary, but overall a slight FTE projected increase. Our area that has seen the most recent growth is our north and west attendance areas. We are anticipating another subdivision in the north attendance area to be developed within this next fiscal year.

The chart below depicts our enrollment by year along with our poverty level recognized by our free and reduced lunch count. In addition, the chart on the next page is a chart of 2016 student enrollment by grade level.

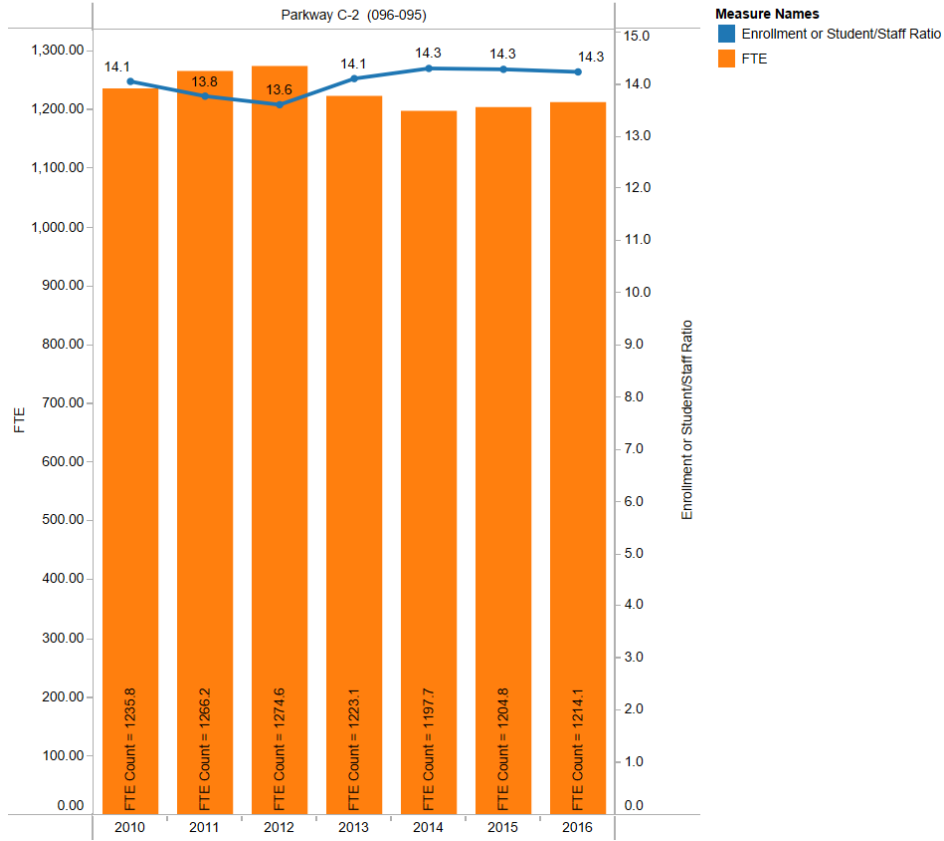


District Grade Level
 District(s): Parkway C-2 (096-095)
 Source: Missouri Department of Elementary & Secondary Education (DESE)



Our staffing ratios are depicted below. This is based on our enrollment divided by our certified teaching headcount for each year. This data is based on the core data reports submitted to DESE and reported through Forecast 5. This is based on 2016 enrollment and FTE count.

Staffing Ratios
 District(s): Parkway C-2 (096-095)
 Position(s): Teacher
 Source: Missouri Department of Elementary and Secondary Education (DESE)



Fund Balances:

Below is the recapitulation of the fund balance for the Parkway School District. You will notice that this utilizes the estimated FY17 ending balances for the beginning balances of the FY18 fund balances. Once the audit is complete, the beginning balances will be updated.

	Budgeted Recapitulation of Funds for FY18				
	Operating Funds	Debt Service	Capital Projects	Bond Issue	Total
Beginning Fund Balance	44,528,464	11,278,925	1,382,177	35,457,698	92,647,264
Total Revenue	236,210,357	23,858,381	550,000	150,000	260,768,738
Total Expenditures	233,060,419	17,863,700	2,909,609	22,733,433	276,567,161
Transfers	(1,700,000)	-	1,700,000	-	-
Net Gain/(Loss)	1,449,938	5,994,681	(659,609)	(22,583,433)	(15,798,423)
Ending Fund Balance	45,978,402	17,273,606	722,568	12,874,265	76,848,841
Operating Fund Balance	19.73%				

We are estimating that we will complete the 2017 fiscal year with the approximate fund balance shown in the amounts shown above noted as the beginning fund balance. So far, we have received local funding in line with the budgeted collection rate of 97%. This improved collection rate will assist in the FY18 fund balances and future year fund balance growth.

We have a mission and vision that is focused on our Goal 3 initiatives. We continually look for ways to better utilize our facilities, personnel and resources in order to provide efficiencies for the district. The ultimate goal is to control the growth of expenditures so that the growth is less than the growth of our revenues in order to maintain a strong financial state. With the slightly higher economic growth of the consumer price index, our main source of revenue growth will be beneficial for FY18. We need to remain mindful that we do not allocate expenditure increases that are at a higher pace of increase than our largest revenue – local tax revenues.

The Parkway School District is committed to growth of the fund balance percentage. By Board policy, we are aiming toward growth of 0.25% per year. We used this as a basis of planning our future years as well.

Five Year Forecasts:

As part of our budgeting process, we utilize a five-year plan for revenues, expenditures and fund balances. This assists us during expenditure decisions and employee union negotiations. During the FY17, we successfully completed negotiations for a three year contract with our largest employee group, the PNEA. We have developed the following forecasts and we will go into more detail later in this budget presentation. Below is our five year forecast for operating revenues. We have included an overall growth in local property taxes of 2% annually, a relatively flat increase annually in Proposition C, a slight increase annually in Federal Programs, and gradual decrease in tuition from the Voluntary Student Transfer program in future years. This totals to an increase of about 1.7% annually. We know currently the growth in our local revenue is limited to the growth in the consumer price index that has been very low. We recognize that real growth comes from new construction values. We are hopeful that the

projects slated to come online in the future years will be able to be added to our new construction amounts. We are also hopeful that the consumer price index and our collection rates will grow to be in line with historical amounts.

	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Operating Revenue						
Local						
Property Tax	165,796,458	163,789,731	167,931,644	171,823,693	176,105,299	180,853,999
Proposition C	15,176,728	15,148,332	15,695,975	15,745,225	15,769,851	15,769,851
Student Activities	3,557,250	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	203,519	199,000	411,367	430,908	452,453	475,076
VST Revenue	7,733,243	8,281,000	8,351,000	8,358,000	7,896,000	7,462,000
Other Local	16,055,640	16,538,984	16,998,597	17,194,233	17,420,136	17,524,680
Total Local Revenue	<u>208,522,838</u>	<u>207,457,047</u>	<u>212,888,583</u>	<u>217,052,059</u>	<u>221,143,739</u>	<u>225,585,606</u>
County	3,579,560	3,310,652	3,487,563	3,511,065	3,534,803	3,558,778
State	11,178,066	11,284,287	11,154,412	11,174,965	11,186,514	11,040,691
Federal	5,934,405	5,582,936	5,845,445	5,628,455	5,665,606	5,708,207
Other						
Transportation Reimbursements	2,293,952	2,528,141	2,704,395	2,748,874	2,794,210	2,840,422
Tuition Non-Accredited Districts	187,684	150,000	100,000	100,000	100,000	100,000
All Other Sources	29,959	29,959	29,959	29,959	29,959	29,959
Total Other Revenues	<u>2,511,595</u>	<u>2,708,100</u>	<u>2,834,354</u>	<u>2,878,833</u>	<u>2,924,169</u>	<u>2,970,381</u>
Total Operating Revenues	231,726,464	230,343,022	236,210,357	240,245,377	244,454,831	248,863,663
Annual Percent Change	3.38%	-0.60%	2.55%	1.71%	1.75%	1.80%

When we consider the five year forecast for the operating expenditures we have included an annual growth of salaries of about 2% which is based on annual increases of about 2.9% less turnover savings. For benefits we are estimating an annual increase of 2.1%. This is assuming a 5% increase in benefit cost offset by turnover savings. In addition, we are estimating a flat increase annually for purchased services and supplies. The overall increase in operating expenses is about 1.5% to just over 1.7%.

Total Operating Expenditures – Future Forecast

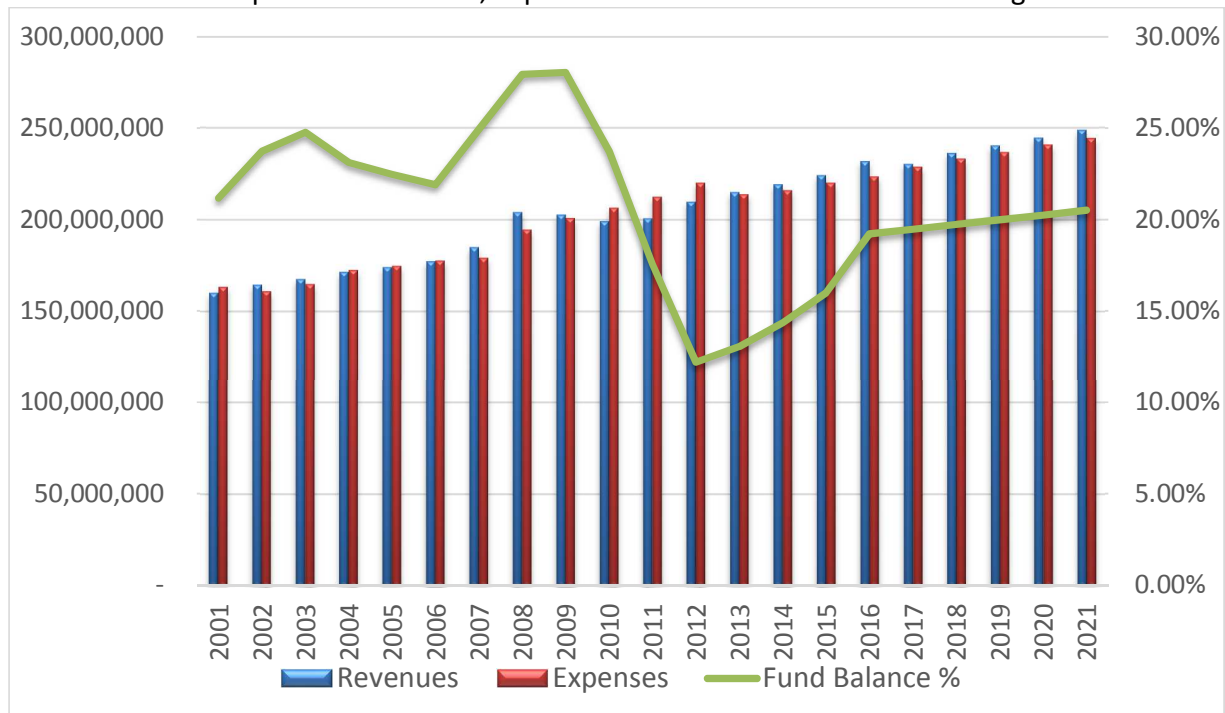
	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Operating Expenditures						
Salaries	141,051,454	145,624,325	148,913,533	151,532,621	154,488,770	157,201,913
Benefits	49,448,034	51,592,956	52,794,936	53,850,835	54,927,852	56,026,409
Purchased Services	13,036,942	14,731,098	14,437,113	14,437,113	14,437,113	14,437,113
Supplies And Materials	16,328,444	17,959,631	16,849,837	16,849,837	16,849,837	16,849,837
Debt Service	92,873	71,000	65,000	65,000	65,000	65,000
Student Activities	3,427,021	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	223,384,768	233,479,010	236,560,419	240,235,406	244,268,572	248,080,272
Anticipated Unexpended Budget	-	5,525,000	3,500,000	3,500,000	3,500,000	3,650,000
Total Operating Expenditures	223,384,768	227,954,010	233,060,419	236,735,406	240,768,572	244,430,272
Annual Percent Change	1.55%	2.05%	2.24%	1.58%	1.70%	1.52%

When we combine the five year forecast for revenues and expenditures, we want to then focus on the impact on our fund balances. Below is our five year fund balance forecast. You will notice that there is a forecasted increase in the operating fund balance in future years. We do have a focus on the projected slow revenue growth and we are currently working on more ideas such as the Better Building Challenge which will have a goal of 20% reduction in energy usage over a 10-year period. This will free up operation dollars to go toward other expenditures. We do have a voluntary roll back on our residential tax rate, however there is a strong commitment to keep it as a reserve for later use.

Breakdown of Estimated Fund Balance Recapitulation

	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Beginning Fund Balance	35,197,756	42,939,452	44,528,464	45,978,402	47,288,372	48,724,632
Total Revenues	231,726,464	230,343,022	236,210,357	240,245,377	244,454,831	248,863,663
Total Expenditures	223,384,768	227,954,010	233,060,419	236,735,406	240,768,572	244,430,272
Transfer To Capital Projects	(600,000)	(800,000)	(1,700,000)	(2,200,000)	(2,250,000)	(3,000,000)
Net Gain/(Loss)	7,741,696	1,589,012	1,449,938	1,309,971	1,436,259	1,433,391
Operating Fund Balance	42,939,452	44,528,464	45,978,402	47,288,372	48,724,632	50,158,023
Operating Fund Balance Percentage	19.22%	19.53%	19.73%	19.98%	20.24%	20.52%
Projected Capital Fund Balance	3,656,703	1,382,177	722,568	312,959	62,959	553,350

Recap of the Revenues, Expenditures and Fund Balance Percentage



The chart above depicts the history of our operating revenue, expenditures and the repercussions of our fund balance percentage. We know if we have years where the expenditures exceed the revenues, it will cause a drop in the fund balance and the fund balance percentage. We want to be very cautious and deliberate to increase our fund balances. We are targeting a fund balance growth for several reasons. One is simply to avoid our current cash flow problem each fall. In October of the past several years we have had to borrow using Tax Anticipation Notes (TANS). We pay these off with the first payment from St. Louis County in December. Over the past several years, interest has been at record low, so it has not been a large financial burden to the district. With interest rates potentially on the rise, we want to build our fund balances so we can eliminate the need to borrow and to begin having investment earnings that can be extended longer than a few months. In addition, now that interest rates on the rise, we would like to be able to invest our funds over longer periods of time in order to increase our revenues from interest. We believe that a fund balance of about 22-24% at year-end will be needed to eliminate the need for borrowing.

As you learn more about Parkway School District, you will see that we are committed to our mission and the vision in all areas of the school district including the operations. We are focused on “all” and this includes the financial stability of the district.



PARKWAY'S LIST OF ACCOMPLISHMENTS

It was another spectacular year in Parkway Schools! We could not be more proud of each and every one of our student and staff accomplishments. These are just a few of the many awards we achieved together in 2016-17.

Best High Schools in America

Parkway Central, South and West high schools were named 2017 Best High Schools in America by *U.S. News and World Report*.

A rare accomplishment, all four high schools were named America's Most Challenging High Schools for 2017 by *The Washington Post*!

National Blue Ribbon Schools

Parkway's 28 schools and two preschools are renowned for their achievements with 17 Blue Ribbon Awards from the U.S. Department of Education and 19 Gold Star Awards from the state of Missouri.

National District and Schools of Character

Parkway Schools was named a **2017 National School District of Character**. Carman Trails and Green Trails elementary schools and Northeast and Southwest middle schools were named 2017 National Schools of Character. Parkway now has nine National Schools of Character.

National Green Ribbon Schools

Two Parkway schools were named Green Ribbon Schools. McKelvey elementary and Parkway North high school were recognized for their efforts to reduce environmental impact and utility costs, improve health and wellness, and ensure effective sustainability education. Only three Missouri schools and 45 schools across the country received this award and two were from Parkway School District.

Top Scores in State

Parkway earned a 98.2 on the 2016 Annual Performance Report released by the Missouri Department of Elementary and Secondary Education. Parkway students' scores consistently rank among the top 10 percent in English, Math and Science.

Top Workplace

For the last four years Parkway has been named a Top Workplace in the region by the *St. Louis Post-Dispatch*.

Certificate of Excellence in Financial Reporting

For the last 12 years Parkway has been awarded the Certificate of Excellence in Financial Reporting for our Comprehensive Annual Financial Report (CAFR).

Financial Rating

Parkway once again received the AAA bond rating from Standard and Poors – the highest rating available. Parkway is one of only four Missouri school districts to receive the AAA rating.

FINANCIAL SECTION



RECAPITULATION OF FUNDS

The following is a summary of revenues and expenditures by fund for 2017-2018:

	<u>Operating Funds</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>Bond Issue</u>	<u>Total</u>
Beginning Fund Balance	44,528,464	11,278,925	1,382,177	35,457,698	92,647,264
Total Revenue	236,210,357	23,858,381	550,000	150,000	260,768,738
Total Expenditures	233,060,419	17,863,700	2,909,609	22,733,433	276,567,161
Transfers	<u>(1,700,000)</u>	<u>-</u>	<u>1,700,000</u>	<u>-</u>	<u>-</u>
Net Gain/(Loss)	1,449,938	5,994,681	(659,609)	(22,583,433)	(15,798,423)
Ending Fund Balance	45,978,402	17,273,606	722,568	12,874,265	76,848,841
Operating Fund Balance	19.73%				

The following pages show revenue, expenditures and fund balances for all funds combined, operating funds, and each fund individually. After those charts, an in-depth detail of expenditures and revenues is presented.

**PARKWAY SCHOOL DISTRICT
REVENUES, EXPENDITURES, AND FUND BALANCE
ALL FUNDS**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Beginning Fund Balance	51,297,886	46,427,255	90,661,385	80,590,389	92,647,264	76,848,841	71,411,993	80,730,143
Revenue								
Local								
Property Tax	168,557,361	174,962,932	186,108,213	184,579,537	190,692,904	195,112,476	199,974,406	205,366,739
Proposition C	14,003,311	14,133,967	15,176,728	15,148,332	15,695,975	15,745,225	15,769,851	15,769,851
Student Activities	3,246,828	3,549,655	3,557,250	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	1,009,307	4,887,792	1,151,499	965,192	1,076,559	961,100	967,645	990,268
Vst Revenue	7,371,277	7,694,360	7,733,243	8,281,000	8,351,000	8,358,000	7,896,000	7,462,000
Other Local	18,018,918	15,098,662	16,283,140	16,788,984	17,248,597	17,484,233	17,760,136	17,914,680
Total Local Revenue	212,207,002	220,327,368	230,010,073	229,263,045	236,565,035	241,161,034	245,868,038	251,003,538
County	4,050,960	4,059,178	4,219,271	3,897,928	4,079,492	4,107,694	4,136,179	4,164,948
State	12,376,471	10,862,835	11,178,066	11,284,287	11,444,412	11,174,965	11,186,514	11,040,691
Federal	5,063,266	5,322,711	5,934,405	5,582,936	5,845,445	5,628,455	5,665,606	5,708,207
Other								
Bond Issuance	-	77,080,000	-	44,624,980	-	-	-	-
Transportation Reimbursements	2,428,630	2,391,324	2,293,952	2,528,141	2,704,395	2,748,874	2,794,210	2,840,422
Tuition Non-Accredited Districts	930,673	440,741	187,684	150,000	100,000	100,000	100,000	100,000
All Other Sources	61,673	50,868	29,959	29,959	29,959	29,959	29,959	29,959
Total Other Revenues	3,420,976	79,962,933	2,511,595	47,333,080	2,834,354	2,878,833	2,924,169	2,970,381
Total Revenues	237,118,675	320,535,025	253,853,410	297,361,276	260,768,738	264,950,981	269,780,506	274,887,765
Expenditures								
Salaries	138,816,258	140,918,441	141,051,454	145,624,325	148,913,533	151,532,621	154,488,770	157,201,913
Benefits	47,672,106	48,357,128	49,448,034	51,592,956	52,794,936	53,850,835	54,927,852	56,026,409
Purchased Services	9,261,621	9,156,867	13,036,942	14,731,098	14,437,113	14,437,113	14,437,113	14,437,113
Supplies And Materials	17,207,212	17,664,237	16,328,444	17,959,631	16,849,837	16,849,837	16,849,837	16,849,837
Capital Outlay	10,925,960	9,123,319	22,672,404	36,466,782	25,476,028	15,631,860	2,689,590	2,755,952
Debt Service	15,105,825	47,700,176	17,960,107	20,954,609	18,095,714	18,085,562	17,069,195	17,112,642
Student Activities	3,000,324	3,380,727	3,427,021	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	241,989,306	276,300,895	263,924,406	290,829,401	280,067,161	273,887,828	263,962,357	267,883,866
Anticipated Unexpended Budget	-	-	-	5,525,000	3,500,000	3,500,000	3,500,000	3,650,000
Total Expenditures	241,989,306	276,300,895	263,924,406	285,304,401	276,567,161	270,387,828	260,462,357	264,233,866
Net Gain/(Loss)	(4,870,631)	44,234,130	(10,070,996)	12,056,875	(15,798,423)	(5,436,847)	9,318,149	10,653,899
Ending Fund Balance	46,427,255	90,661,385	80,590,389	92,647,264	76,848,841	71,411,993	80,730,143	91,384,042

**PARKWAY SCHOOL DISTRICT
REVENUES, EXPENDITURES, AND FUND BALANCE
OPERATING FUNDS**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Beginning Fund Balance	27,889,170	31,005,267	35,197,756	42,939,452	44,528,464	45,978,402	47,288,372	48,724,632
Revenue								
Local								
Property Tax	155,163,850	161,113,234	165,796,458	163,789,731	167,931,644	171,823,693	176,105,299	180,853,999
Proposition C	14,003,311	14,133,967	15,176,728	15,148,332	15,695,975	15,745,225	15,769,851	15,769,851
Student Activities	3,246,828	3,549,655	3,557,250	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	473,274	(67,635)	203,519	199,000	411,367	430,908	452,453	475,076
VST Revenue	7,371,277	7,694,360	7,733,243	8,281,000	8,351,000	8,358,000	7,896,000	7,462,000
Other Local	15,879,497	15,098,662	16,055,640	16,538,984	16,998,597	17,194,233	17,420,136	17,524,680
Total Local Revenue	<u>196,138,037</u>	<u>201,522,243</u>	<u>208,522,838</u>	<u>207,457,047</u>	<u>212,888,583</u>	<u>217,052,059</u>	<u>221,143,739</u>	<u>225,585,606</u>
County	3,610,550	3,607,515	3,579,560	3,310,652	3,487,563	3,511,065	3,534,803	3,558,778
State	10,844,471	10,862,835	11,178,066	11,284,287	11,154,412	11,174,965	11,186,514	11,040,691
Federal	5,063,265	5,282,565	5,934,405	5,582,936	5,845,445	5,628,455	5,665,606	5,708,207
Other								
Transportation Reimbursements	2,428,630	2,391,324	2,293,952	2,528,141	2,704,395	2,748,874	2,794,210	2,840,422
Tuition Non-Accredited Districts	930,673	440,742	187,684	150,000	100,000	100,000	100,000	100,000
All Other Sources	61,676	50,868	29,959	29,959	29,959	29,959	29,959	29,959
Total Other Revenues	<u>3,420,979</u>	<u>2,882,934</u>	<u>2,511,595</u>	<u>2,708,100</u>	<u>2,834,354</u>	<u>2,878,833</u>	<u>2,924,169</u>	<u>2,970,381</u>
Total Revenues	219,077,302	224,158,092	231,726,464	230,343,022	236,210,357	240,245,377	244,454,831	248,863,663
Expenditures								
Salaries	138,816,258	140,918,441	141,051,454	145,624,325	148,913,533	151,532,621	154,488,770	157,201,913
Benefits	47,672,106	48,357,128	49,448,034	51,592,956	52,794,936	53,850,835	54,927,852	56,026,409
Purchased Services	9,261,621	9,156,867	13,036,942	14,731,098	14,437,113	14,437,113	14,437,113	14,437,113
Supplies And Materials	17,207,212	17,664,237	16,328,444	17,959,631	16,849,837	16,849,837	16,849,837	16,849,837
Debt Service	3,684	488,203	92,873	71,000	65,000	65,000	65,000	65,000
Student Activities	3,000,324	3,380,727	3,427,021	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	215,961,205	219,965,603	223,384,768	233,479,010	236,560,419	240,235,406	244,268,572	248,080,272
Anticipated Unexpended Budget	-	-	-	5,525,000	3,500,000	3,500,000	3,500,000	3,650,000
Total Expenditures	215,961,205	219,965,603	223,384,768	227,954,010	233,060,419	236,735,406	240,768,572	244,430,272
Transfer To Capital Projects	-	-	(600,000)	(800,000)	(1,700,000)	(2,200,000)	(2,250,000)	(3,000,000)
Net Gain/(Loss)	<u>3,116,097</u>	<u>4,192,489</u>	<u>7,741,696</u>	<u>1,589,012</u>	<u>1,449,938</u>	<u>1,309,971</u>	<u>1,436,259</u>	<u>1,433,391</u>
Ending Fund Balance	<u>31,005,267</u>	<u>35,197,756</u>	<u>42,939,452</u>	<u>44,528,464</u>	<u>45,978,402</u>	<u>47,288,372</u>	<u>48,724,632</u>	<u>50,158,023</u>
Operating Fund Balance	14.36%	16.00%	19.22%	19.53%	19.73%	19.98%	20.24%	20.52%

**PARKWAY SCHOOL DISTRICT
REVENUES, EXPENDITURES, AND FUND BALANCE
GENERAL FUND**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Beginning Fund Balance	18,572,953	24,501,074	31,455,404	40,720,434	44,390,921	45,840,408	46,897,518	48,506,265
Revenue								
Local								
Property Tax	54,137,360	56,460,498	58,028,759	57,324,708	58,775,146	60,137,342	61,635,881	63,297,900
Proposition C	4,885,861	4,917,912	5,311,855	5,301,916	5,493,591	5,510,829	5,519,448	5,519,448
Student Activities	3,246,828	3,549,655	3,557,250	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	167,768	(7,669)	189,890	179,100	390,799	410,339	430,856	452,400
VST Revenue	2,211,383	2,308,308	2,319,973	2,484,300	2,505,300	2,507,400	2,368,800	2,238,600
Other Local	9,783,829	9,316,741	9,874,604	10,121,558	10,336,487	10,453,241	10,580,684	10,665,746
Total Local Revenue	74,433,029	76,545,445	79,282,331	78,911,582	81,001,323	82,519,151	84,035,669	85,674,094
County	1,140,198	1,195,604	1,192,813	1,097,722	1,105,336	1,113,026	1,120,793	1,128,638
State	5,090,325	4,904,355	4,908,635	5,262,981	5,058,579	5,055,520	5,057,923	4,905,146
Federal	3,262,753	3,735,831	4,354,144	3,344,431	3,445,305	3,332,914	3,344,944	3,362,047
Other								
Transportation Reimbursements	2,428,630	2,391,324	2,293,952	2,528,141	2,704,395	2,748,874	2,794,210	2,840,422
Tuition Non-Accredited Districts	930,673	440,742	187,684	150,000	100,000	100,000	100,000	100,000
All Other Sources	61,676	50,868	29,959	29,959	29,959	29,959	29,959	29,959
Total Other Revenues	3,420,979	2,882,934	2,511,595	2,708,100	2,834,354	2,878,833	2,924,169	2,970,381
Total Revenues	87,347,284	89,264,169	92,249,518	91,324,816	93,444,896	94,899,444	96,483,498	98,040,306
Expenditures								
Salaries	35,429,930	35,641,297	36,064,998	36,924,814	37,305,551	37,804,087	38,431,148	38,939,196
Benefits	16,516,392	15,978,508	16,070,898	16,971,541	17,419,449	17,767,838	18,123,195	18,485,659
Purchased Services	9,261,621	9,156,867	10,150,254	11,977,343	11,655,572	11,655,572	11,655,572	11,655,572
Supplies And Materials	17,207,212	17,664,237	16,328,444	17,959,631	16,849,837	16,849,837	16,849,837	16,849,837
Debt Service	3,684	488,203	92,873	71,000	65,000	65,000	65,000	65,000
Student Activities	3,000,324	3,380,727	3,427,021	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	81,419,163	82,309,839	82,134,488	87,404,329	86,795,409	87,642,334	88,624,752	89,495,264
Anticipated Unexpended Budget	-	-	-	4,025,000	2,500,000	2,500,000	2,500,000	2,650,000
Total Expenditures	81,419,163	82,309,839	82,134,488	83,379,329	84,295,409	85,142,334	86,124,752	86,845,264
Transfers To Other Funds	-	-	(850,000)	(4,275,000)	(7,700,000)	(8,700,000)	(8,750,000)	(10,000,000)
Net Gain/(Loss)	5,928,121	6,954,330	9,265,030	3,670,487	1,449,487	1,057,110	1,608,746	1,195,042
Ending Fund Balance	24,501,074	31,455,404	40,720,434	44,390,921	45,840,408	46,897,518	48,506,265	49,701,306

**PARKWAY SCHOOL DISTRICT
REVENUES, EXPENDITURES, AND FUND BALANCE
SPECIAL REVENUE FUND**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Beginning Fund Balance	9,316,217	6,504,193	3,742,352	2,219,018	137,543	137,994	390,854	218,367
Revenue								
Local								
Property Tax	101,026,490	104,652,736	107,767,699	106,465,023	109,156,498	111,686,351	114,469,418	117,556,099
Proposition C	9,117,450	9,216,055	9,864,873	9,846,416	10,202,384	10,234,396	10,250,403	10,250,403
Earnings On Investments	305,506	(59,966)	13,629	19,900	20,568	20,568	21,597	22,677
VST Revenue	5,159,894	5,386,052	5,413,270	5,796,700	5,845,700	5,850,600	5,527,200	5,223,400
Other Local	6,095,668	5,781,921	6,181,036	6,417,426	6,662,110	6,740,992	6,839,452	6,858,934
Total Local Revenue	<u>121,705,008</u>	<u>124,976,798</u>	<u>129,240,507</u>	<u>128,545,465</u>	<u>131,887,260</u>	<u>134,532,907</u>	<u>137,108,070</u>	<u>139,911,513</u>
County	2,470,352	2,411,911	2,386,747	2,212,930	2,382,227	2,398,039	2,414,010	2,430,140
State	5,754,146	5,958,480	6,269,431	6,021,306	6,095,833	6,119,445	6,128,591	6,135,545
Federal	<u>1,800,512</u>	<u>1,546,734</u>	<u>1,580,261</u>	<u>2,238,505</u>	<u>2,400,141</u>	<u>2,295,541</u>	<u>2,320,662</u>	<u>2,346,160</u>
Total Revenues	131,730,018	134,893,923	139,476,946	139,018,206	142,765,461	145,345,932	147,971,333	150,823,358
Expenditures								
Salaries	103,386,328	105,277,144	104,986,456	108,699,511	111,607,982	113,728,534	116,057,622	118,262,717
Benefits	31,155,714	32,378,620	33,377,136	34,621,415	35,375,487	36,082,997	36,804,657	37,540,750
Purchased Services	-	-	2,886,688	2,753,755	2,781,541	2,781,541	2,781,541	2,781,541
Subtotal Expenditures	<u>134,542,042</u>	<u>137,655,764</u>	<u>141,250,280</u>	<u>146,074,681</u>	<u>149,765,010</u>	<u>152,593,072</u>	<u>155,643,820</u>	<u>158,585,008</u>
Anticipated Unexpended Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,500,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>
Total Expenditures	134,542,042	137,655,764	141,250,280	144,574,681	148,765,010	151,593,072	154,643,820	157,585,008
Transfer From General Fund	-	-	250,000	3,475,000	6,000,000	6,500,000	6,500,000	7,000,000
Net Gain/(Loss)	<u>(2,812,024)</u>	<u>(2,761,841)</u>	<u>(1,523,334)</u>	<u>(2,081,475)</u>	<u>451</u>	<u>252,860</u>	<u>(172,487)</u>	<u>238,350</u>
Ending Fund Balance	<u><u>6,504,193</u></u>	<u><u>3,742,352</u></u>	<u><u>2,219,018</u></u>	<u><u>137,543</u></u>	<u><u>137,994</u></u>	<u><u>390,854</u></u>	<u><u>218,367</u></u>	<u><u>456,717</u></u>

**PARKWAY SCHOOL DISTRICT
REVENUES, EXPENDITURES, AND FUND BALANCE
DEBT SERVICE FUND**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Beginning Fund Balance	7,339,380	6,626,452	6,103,666	10,106,755	11,278,925	17,273,606	23,810,662	31,942,552
Revenue								
Local								
Property Tax	13,393,511	13,849,698	20,311,755	20,789,806	22,761,260	23,288,783	23,869,107	24,512,740
Earnings On Investments	514,920	4,011,997	733,994	505,192	505,192	505,192	505,192	505,192
Total Local Revenue	<u>13,908,431</u>	<u>17,861,695</u>	<u>21,045,749</u>	<u>21,294,998</u>	<u>23,266,452</u>	<u>23,793,975</u>	<u>24,374,299</u>	<u>25,017,932</u>
County	440,409	451,661	639,711	587,276	591,929	596,629	601,376	606,170
Other								
Bond Issuance	<u>-</u>	<u>27,080,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	14,348,840	45,393,356	21,685,460	21,882,274	23,858,381	24,390,604	24,975,675	25,624,102
Expenditures								
Debt Service	<u>15,061,768</u>	<u>45,916,142</u>	<u>17,682,371</u>	<u>20,710,104</u>	<u>17,863,700</u>	<u>17,853,548</u>	<u>16,843,785</u>	<u>16,893,985</u>
Net Gain/(Loss)	<u>(712,928)</u>	<u>(522,786)</u>	<u>4,003,089</u>	<u>1,172,170</u>	<u>5,994,681</u>	<u>6,537,056</u>	<u>8,131,890</u>	<u>8,730,117</u>
Ending Fund Balance	<u><u>6,626,452</u></u>	<u><u>6,103,666</u></u>	<u><u>10,106,755</u></u>	<u><u>11,278,925</u></u>	<u><u>17,273,606</u></u>	<u><u>23,810,662</u></u>	<u><u>31,942,552</u></u>	<u><u>40,672,669</u></u>

**PARKWAY SCHOOL DISTRICT
REVENUES, EXPENDITURES, AND FUND BALANCE
CAPITAL PROJECTS FUND**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Beginning Fund Balance	16,069,336	8,795,536	6,415,347	3,656,703	1,382,177	722,568	312,959	62,959
Revenue								
Local								
Earnings On Investments	21,112	-	26,706	11,000	10,000	10,000	10,000	10,000
Other Local	2,139,421	-	227,500	250,000	250,000	290,000	340,000	390,000
Total Local Revenue	2,160,533	-	254,206	261,000	260,000	300,000	350,000	400,000
State	1,532,000	-	-	-	290,000	-	-	-
Federal	-	40,147	-	-	-	-	-	-
Total Revenues	3,692,533	40,147	254,206	261,000	550,000	300,000	350,000	400,000
Expenditures								
Capital Outlay	10,925,960	2,025,030	3,427,987	3,162,021	2,742,595	2,742,595	2,689,590	2,755,952
Debt Service	40,373	395,306	184,863	173,505	167,014	167,014	160,410	153,657
Total Expenditures	10,966,333	2,420,336	3,612,850	3,335,526	2,909,609	2,909,609	2,850,000	2,909,609
Transfer From General Fund	-	-	600,000	800,000	1,700,000	2,200,000	2,250,000	3,000,000
Net Gain/(Loss)	(7,273,800)	(2,380,189)	(2,758,644)	(2,274,526)	(659,609)	(409,609)	(250,000)	490,391
Ending Fund Balance	8,795,536	6,415,347	3,656,703	1,382,177	722,568	312,959	62,959	553,350

**PARKWAY SCHOOL DISTRICT
REVENUES, EXPENDITURES, AND FUND BALANCE
BOND ISSUE FUND - CAPITAL PROJECTS FUND**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Beginning Fund Balance	-	-	42,944,616	23,887,479	35,457,698	12,874,265	-	-
Revenue								
Local								
Earnings On Investments	-	943,430	187,280	250,000	150,000	15,000	-	-
Other								
Bond Issuance	-	50,000,000	-	44,624,980	-	-	-	-
Total Revenues	-	50,943,430	187,280	44,874,980	150,000	15,000	-	-
Expenditures								
2015 Bond Expenditures	-	7,098,289	19,244,417	33,162,144	22,733,433	12,889,265	-	-
Bond Issue Fees	-	900,525	-	142,617	-	-	-	-
Total Expenditures	-	7,998,814	19,244,417	33,304,761	22,733,433	12,889,265	-	-
Net Gain/(Loss)	-	42,944,616	(19,057,137)	11,570,219	(22,583,433)	(12,874,265)	-	-
Ending Fund Balance	-	42,944,616	23,887,479	35,457,698	12,874,265	-	-	-

REVENUE BUDGET ANALYSIS

Parkway School District reports revenue by fund and source. Three prior years of actual data are presented, FY17 projection, the budget for FY18, and the forecasts for the next three years.

The chart below shows total revenue by fund:

	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Projected	2017-2018 Budgeted	2018-2019 Forecast	2019-2020 Forecast	2020-2021 Forecast
General	87,347,284	89,264,169	92,249,518	91,324,816	93,444,896	94,899,444	96,483,498	98,040,306
Special Revenue	131,730,017	134,893,923	139,476,946	139,018,206	142,765,461	145,345,932	147,971,333	150,823,358
Debt Service	14,348,841	45,393,356	21,685,460	21,882,274	23,858,381	24,390,604	24,975,675	25,624,102
Capital Projects	3,692,533	40,147	254,206	261,000	550,000	300,000	350,000	400,000
Bond Issue	-	50,943,430	187,280	44,874,980	150,000	15,000	-	-
Grand Total	237,118,675	320,535,025	253,853,410	297,361,276	260,768,738	264,950,981	269,780,506	274,887,765

Revenues are expected to decrease \$36,592,538 (-12.3%), in fiscal year 2018. This decrease is mostly contributed by a \$44,624,980 general obligation bond issue in FY17. When discounting the bond issue, revenues are budgeted to increase 2.7% or \$8,032,442. A lot of this increase is a result of increased property taxes due to an anticipated increase in assessed valuation.

Revenues are also reported by sources and those sources are divided into five main categories by DESE. Those categories are:

Local - This source accounts for 90.7% of all District revenues. Local revenues are projected to increase 3.2% due to a forecasted increase in property taxes. Local revenues are primarily comprised of property taxes, the District's share of a one cent sales tax/Proposition C, taxes on intangible property, interest earnings, tuition, food service, and student activities.

Property taxes are the District's single largest source of local revenue and are based on three factors:

- 1) Assessed valuation – Every odd year is a reassessment year. Based on the preliminary information from the County Assessor, we are forecasting a 9.5% increase in assessed valuation to \$4,788,819,590.
- 2) Levy per \$100 – Based on the increase in assessment, we are forecasting a 6.4% drop in the operating levy to \$3.6152/\$100 for FY18.
- 3) Collection rates – The District is forecasting a collection rate of 97.00% for FY18. That rate is based on an analysis of our current and prior collection rates.

These three factors combined, result in an increase in operating fund property tax collections of \$4,141,913(2.5%).

Revenue by Source (continued)

Most other local revenues are budgeted to remain flat or modestly increase with a few exceptions. Payments in lieu of taxes increasing by \$976,479 based on agreements made during new developments. Interest earnings are expected to increase \$211,367 primarily due to an increase in interest rates on depository funds. Late taxes used to provide a large portion of interest revenues but that source has declined in recent years and the District is no longer forecasting revenue from that source.

County – The source accounts for 1.6% of all non-bond issue District revenues. The District forecasted a 4.7% growth in this category based on an increase in state assessed utility taxes. County revenues are primarily comprised of fines and fees from the County School Fund, state assessed railroad and utility taxes, and proceeds of taxes paid by domestic insurance companies.

State - This source accounts for 4.4% of all non-bond issue District revenues. The District budgeted a 1.4% increase in this category. The increase is a result of a budgeted \$290,000 grant for the purchase of CNG buses. State revenues are primarily comprised of amounts received from the State Foundation Formula, transportation, and other state grants.

Federal – This source accounts for 2.2% of all non-bond issue District revenues. The District budgeted a 4.7% increase in this category, primarily as a result of forecasted grant carryover in FY18. Federal revenues are primarily comprised of amounts received through the State for improving academic achievement of disadvantaged students through Title I programs, revenues received for programs for children who are at risk, teacher and principal training in mathematics and science through Title II and III program, lunch and breakfast programs and other grants.

Other – This source accounts for 1.1% of all non-bond issue District revenues. Other revenues are primarily comprised of sales of assets, tuition from other Districts, transportation reimbursements from other Districts, and bond issuances/refunding. There is a large decrease in this category due to the general obligation bond issue for capital projects issued in FY17.

This chart is total revenue by source for all funds:

	2013-2014 <u>Actual</u>	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	2016-2017 <u>Projected</u>	2017-2018 <u>Budgeted</u>	2018-2019 <u>Forecast</u>	2019-2020 <u>Forecast</u>	2020-2021 <u>Forecast</u>
Local	212,207,002	220,327,368	230,010,073	229,263,045	236,565,035	241,161,034	245,868,038	251,003,538
County	4,050,960	4,059,178	4,219,271	3,897,928	4,079,492	4,107,694	4,136,179	4,164,948
State	12,376,471	10,862,835	11,178,066	11,284,287	11,444,412	11,174,965	11,186,514	11,040,691
Federal	5,063,266	5,322,711	5,934,405	5,582,936	5,845,445	5,628,455	5,665,606	5,708,207
Other Sources	<u>3,420,976</u>	<u>79,962,933</u>	<u>2,511,595</u>	<u>47,333,080</u>	<u>2,834,354</u>	<u>2,878,833</u>	<u>2,924,169</u>	<u>2,970,381</u>
Grand Total	237,118,675	320,535,025	253,853,410	297,361,276	260,768,738	264,950,981	269,780,506	274,887,765

This chart is total revenue by source for Operating Funds:

	2013-2014 <u>Actual</u>	2014-2015 <u>Actual</u>	2015-2016 <u>Actual</u>	2016-2017 <u>Projected</u>	2017-2018 <u>Budgeted</u>	2018-2019 <u>Forecast</u>	2019-2020 <u>Forecast</u>	2020-2021 <u>Forecast</u>
Local	196,138,037	201,522,243	208,522,838	207,457,047	212,888,583	217,052,059	221,143,739	225,585,606
County	3,610,551	3,607,515	3,579,560	3,310,652	3,487,563	3,511,065	3,534,803	3,558,778
State	10,844,472	10,862,835	11,178,066	11,284,287	11,154,412	11,174,965	11,186,514	11,040,691
Federal	5,063,266	5,282,565	5,934,405	5,582,936	5,845,445	5,628,455	5,665,606	5,708,207
Other Sources	<u>3,420,976</u>	<u>2,882,934</u>	<u>2,511,595</u>	<u>2,708,100</u>	<u>2,834,354</u>	<u>2,878,833</u>	<u>2,924,169</u>	<u>2,970,381</u>
Grand Total	219,077,302	224,158,092	231,726,464	230,343,022	236,210,357	240,245,377	244,454,831	248,863,663

The charts on the following pages detail revenues by source for all funds combined, operating funds, and each fund individually.

ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
TOTAL ALL FUNDS

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,145,592,280	4,172,544,350	4,336,050,920	4,374,038,760	4,788,819,590	4,899,807,162	5,021,903,498	5,157,319,665
Levy Per \$100	4.2788	4.2981	4.4880	4.3405	4.1052	4.1052	4.1052	4.1052
Collection Rate of Current Taxes	95.03%	97.56%	95.62%	97.00%	97.00%	97.00%	97.00%	97.00%
LOCAL REVENUE								
Current Tax	177,381,602	179,340,129	194,626,956	190,288,183	196,590,622	201,146,884	206,159,182	211,718,287
Less: County Collection Fees	2,660,724	2,690,102	2,919,404	2,854,323	2,948,859	3,017,204	3,092,388	3,175,774
Uncoll. Taxes & Cnty. Settlement	6,163,517	2,387,310	5,599,339	2,854,323	2,948,859	3,017,204	3,092,388	3,175,774
Net Amount	168,557,361	174,262,717	186,108,213	184,579,537	190,692,904	195,112,476	199,974,406	205,366,739
Delinquent Taxes	-	700,215	-	-	-	-	-	-
Current & Delinquent Taxes	168,557,361	174,962,932	186,108,213	184,579,537	190,692,904	195,112,476	199,974,406	205,366,739
School District Trust Fund (Prop C)	14,003,311	14,133,967	15,176,728	15,148,332	15,695,975	15,745,225	15,769,851	15,769,851
In Lieu of Taxes	187,161	3,485	165,829	338,823	1,315,302	1,390,703	1,495,766	1,478,860
Financial Institution Tax	4,594,901	4,108,062	4,893,072	4,800,000	4,200,000	4,200,000	4,200,000	4,200,000
M & M Surtax	4,483,008	4,609,614	4,550,032	4,595,532	4,595,532	4,641,488	4,687,903	4,734,782
Tuition, Early Childhood & Preschool	910,853	1,044,312	1,144,677	1,160,000	1,310,000	1,360,000	1,410,000	1,460,000
Tuition, Summer Camps	167,546	288,529	300,372	290,000	130,000	130,000	130,000	130,000
Tuition, Comm Ed & Swim Club	1,052,776	642,001	572,598	620,723	714,723	714,723	714,723	714,723
Earnings on Investments	1,009,307	875,795	964,219	715,192	926,559	946,100	967,645	990,268
Earnings on Bond Funds	-	4,011,996	187,280	250,000	150,000	15,000	-	-
Food Service	3,916,787	3,841,316	3,897,398	4,022,398	4,046,532	4,070,811	4,095,236	4,119,807
School Stores	21,050	20,614	21,018	21,018	21,018	21,018	21,018	21,018
Use of Premises	130,122	106,358	92,914	92,914	92,914	92,914	92,914	92,914
Tuition Reimbursement - VST	7,371,277	7,694,360	7,733,243	8,281,000	8,351,000	8,358,000	7,896,000	7,462,000
Student Activities	3,246,828	3,549,654	3,784,750	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	2,554,714	434,373	417,730	847,576	822,576	862,576	912,576	962,576
Total Local Revenue	212,207,002	220,327,368	230,010,073	229,263,045	236,565,035	241,161,034	245,868,038	251,003,538
COUNTY REVENUE								
Fines, Forfeitures, Escheats	342,532	187,986	171,523	171,253	176,380	176,380	176,380	176,380
State Assessed Utility Tax	2,555,766	2,649,930	2,939,248	2,643,795	2,820,232	2,848,434	2,876,919	2,905,688
County Stock Insurance	1,152,662	1,221,262	1,108,500	1,082,880	1,082,880	1,082,880	1,082,880	1,082,880
Total County Revenue	4,050,960	4,059,178	4,219,271	3,897,928	4,079,492	4,107,694	4,136,179	4,164,948

ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
TOTAL ALL FUNDS (Continued)

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
STATE REVENUE								
Basic Formula	1,832,826	2,436,533	2,771,875	2,554,821	2,360,645	2,488,031	2,475,934	2,462,866
Transportation	1,318,563	1,435,292	1,214,468	1,063,341	838,449	838,450	838,451	838,452
Classroom Trust	6,349,142	5,928,349	5,944,383	6,280,392	6,589,224	6,498,162	6,524,328	6,548,091
Educational Screening/PAT	374,236	409,176	440,524	358,202	358,203	358,204	358,205	358,206
Career Education	70,132	59,886	62,054	70,132	70,132	70,132	70,132	70,132
Food Service	38,618	36,828	37,586	37,586	37,812	38,039	38,267	38,497
AEL	579,024	464,072	172,228	619,813	665,947	665,947	665,947	665,947
Vocational Tech Education	134,787	-	243,667	-	-	-	-	-
Mo Preschool Project	72,250	70,892	260,000	300,000	234,000	218,000	215,250	58,500
Other State	1,606,893	21,807	31,281	-	290,000	-	-	-
Total State Revenue	<u>12,376,471</u>	<u>10,862,835</u>	<u>11,178,066</u>	<u>11,284,287</u>	<u>11,444,412</u>	<u>11,174,965</u>	<u>11,186,514</u>	<u>11,040,691</u>
FEDERAL REVENUE								
Medicaid	73,969	74,781	71,802	74,000	74,000	74,000	74,000	74,000
Perkins Basic Grant	153,607	159,380	134,862	157,400	157,400	157,400	157,400	157,400
Adult Basic Education	464,762	717,529	773,579	635,920	590,557	590,557	590,557	590,557
IDEA Grants	21,780	63,791	42,793	30,000	35,000	40,000	40,000	45,000
School Lunch/Breakfast Program	1,852,614	1,947,411	1,981,208	1,981,208	1,993,095	2,005,054	2,017,084	2,029,187
Title I	1,438,074	1,341,178	2,068,600	1,522,602	1,650,000	1,674,750	1,699,871	1,725,369
Title III LEP and Immigrant	182,039	286,962	137,468	300,000	204,888	204,888	204,888	204,888
Title II	834,763	731,406	689,627	831,806	1,090,505	831,806	831,806	831,806
Other Federal	41,658	273	34,466	50,000	50,000	50,000	50,000	50,000
Total Federal Revenue	<u>5,063,266</u>	<u>5,322,711</u>	<u>5,934,405</u>	<u>5,582,936</u>	<u>5,845,445</u>	<u>5,628,455</u>	<u>5,665,606</u>	<u>5,708,207</u>
OTHER FUNDING SOURCES								
Sale of Property	58,856	50,868	29,959	29,959	29,959	29,959	29,959	29,959
Tuition - Other Districts	930,673	440,741	187,684	150,000	100,000	100,000	100,000	100,000
Transportation Other Districts SSD	2,428,630	2,391,324	2,293,952	2,528,141	2,704,395	2,748,874	2,794,210	2,840,422
Other	2,817	-	-	-	-	-	-	-
Bond Issue/Refunding Proceeds	-	77,080,000	-	44,624,980	-	-	-	-
Total Other Funding Sources	<u>3,420,976</u>	<u>79,962,933</u>	<u>2,511,595</u>	<u>47,333,080</u>	<u>2,834,354</u>	<u>2,878,833</u>	<u>2,924,169</u>	<u>2,970,381</u>
TOTAL ALL REVENUE	237,118,675	320,535,025	253,853,410	297,361,276	260,768,738	264,950,981	269,780,506	274,887,765

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
OPERATING FUNDS**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,145,592,280	4,172,544,350	4,336,050,920	4,374,038,760	4,788,819,590	4,899,807,162	5,021,903,498	5,157,319,665
Levy Per \$100	3.9388	3.9581	3.9980	3.8604	3.6152	3.6152	3.6152	3.6152
Collection Rate of Current Taxes	95.03%	97.56%	95.62%	97.00%	97.00%	97.00%	97.00%	97.00%
LOCAL REVENUE								
Current Tax	163,286,589	165,153,478	173,377,578	168,855,393	173,125,406	177,137,829	181,551,855	186,447,421
Less: County Collection Fees	2,449,299	2,477,302	2,600,663	2,532,831	2,596,881	2,657,068	2,723,278	2,796,711
Uncoll. Taxes & Cnty. Settlement	5,673,440	2,207,767	4,980,457	2,532,831	2,596,881	2,657,068	2,723,278	2,796,711
Net Amount	155,163,850	160,468,409	165,796,458	163,789,731	167,931,644	171,823,693	176,105,299	180,853,999
Delinquent Taxes	-	644,825	-	-	-	-	-	-
Current & Delinquent Taxes	155,163,850	161,113,234	165,796,458	163,789,731	167,931,644	171,823,693	176,105,299	180,853,999
School District Trust Fund (Prop C)	14,003,311	14,133,967	15,176,728	15,148,332	15,695,975	15,745,225	15,769,851	15,769,851
In Lieu of Taxes	187,161	3,485	165,829	338,823	1,315,302	1,390,703	1,495,766	1,478,860
Financial Institution Tax	4,594,901	4,108,063	4,893,072	4,800,000	4,200,000	4,200,000	4,200,000	4,200,000
M & M Surtax	4,483,008	4,609,615	4,550,032	4,595,532	4,595,532	4,641,488	4,687,903	4,734,782
Tuition, Early Childhood & Preschool	910,853	1,044,312	1,144,677	1,160,000	1,310,000	1,360,000	1,410,000	1,460,000
Tuition, Summer Camps	167,546	288,529	300,372	290,000	130,000	130,000	130,000	130,000
Tuition, Comm Ed & Swim Club	1,052,776	642,001	572,598	620,723	714,723	714,723	714,723	714,723
Earnings on Investments	473,274	(67,635)	203,519	199,000	411,367	430,908	452,453	475,076
Food Service	3,916,787	3,841,316	3,897,398	4,022,398	4,046,532	4,070,811	4,095,236	4,119,807
School Stores	21,050	20,614	21,018	21,018	21,018	21,018	21,018	21,018
Parking Revenue	-	-	-	-	-	-	-	-
Lease of Buildings	-	-	-	-	-	-	-	-
Use of Premises	130,122	106,358	92,914	92,914	92,914	92,914	92,914	92,914
Tuition Reimbursement - VST	7,371,277	7,694,360	7,733,243	8,281,000	8,351,000	8,358,000	7,896,000	7,462,000
Student Activities	3,246,828	3,549,655	3,557,250	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	415,293	434,369	417,730	597,576	572,576	572,576	572,576	572,576
Total Local Revenue	196,138,037	201,522,243	208,522,838	207,457,047	212,888,583	217,052,059	221,143,739	225,585,606
COUNTY REVENUE								
Fines, Forfeitures, Escheats	342,532	187,986	171,523	171,253	176,380	176,380	176,380	176,380
State Assessed Utility Tax	2,206,947	2,295,309	2,420,563	2,178,487	2,350,271	2,373,773	2,397,511	2,421,486
County Stock Insurance	1,061,072	1,124,220	987,474	960,912	960,912	960,912	960,912	960,912
Total County Revenue	3,610,551	3,607,515	3,579,560	3,310,652	3,487,563	3,511,065	3,534,803	3,558,778

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
OPERATING FUNDS (Continued)**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
STATE REVENUE								
Basic Formula	1,832,826	2,436,533	2,771,875	2,554,821	2,360,645	2,488,031	2,475,934	2,462,866
Transportation	1,318,563	1,435,292	1,214,468	1,063,341	838,449	838,450	838,451	838,452
Classroom Trust	6,349,142	5,928,349	5,944,383	6,280,392	6,589,224	6,498,162	6,524,328	6,548,091
Educational Screening/PAT	374,236	409,176	440,524	358,202	358,203	358,204	358,205	358,206
Career Education	70,132	59,886	62,054	70,132	70,132	70,132	70,132	70,132
Food Service	38,618	36,829	37,586	37,586	37,812	38,039	38,267	38,497
AEL	579,024	464,072	172,228	619,813	665,947	665,947	665,947	665,947
Vocational Tech Education	134,787	-	243,667	-	-	-	-	-
Mo Preschool Project	72,250	70,892	260,000	300,000	234,000	218,000	215,250	58,500
Other State	74,894	21,806	31,281	-	-	-	-	-
Total State Revenue	<u>10,844,472</u>	<u>10,862,835</u>	<u>11,178,066</u>	<u>11,284,287</u>	<u>11,154,412</u>	<u>11,174,965</u>	<u>11,186,514</u>	<u>11,040,691</u>
FEDERAL REVENUE								
Medicaid	73,969	74,781	71,802	74,000	74,000	74,000	74,000	74,000
Perkins Basic Grant	153,607	122,257	134,862	157,400	157,400	157,400	157,400	157,400
Adult Basic Education	464,762	717,529	773,579	635,920	590,557	590,557	590,557	590,557
IDEA Grants	21,780	63,791	42,793	30,000	35,000	40,000	40,000	45,000
School Lunch/Breakfast Program	1,852,614	1,947,411	1,981,208	1,981,208	1,993,095	2,005,054	2,017,084	2,029,187
Title I	1,438,074	1,341,178	2,068,600	1,522,602	1,650,000	1,674,750	1,699,871	1,725,369
Title III LEP and Immigrant	182,039	286,962	137,468	300,000	204,888	204,888	204,888	204,888
Title II & Math and Science	834,763	728,382	689,627	831,806	1,090,505	831,806	831,806	831,806
Other Federal	41,658	274	34,466	50,000	50,000	50,000	50,000	50,000
Total Federal Revenue	<u>5,063,266</u>	<u>5,282,565</u>	<u>5,934,405</u>	<u>5,582,936</u>	<u>5,845,445</u>	<u>5,628,455</u>	<u>5,665,606</u>	<u>5,708,207</u>
OTHER FUNDING SOURCES								
Sale of Property	58,856	50,868	29,959	29,959	29,959	29,959	29,959	29,959
Tuition - Other Districts	930,673	440,742	187,684	150,000	100,000	100,000	100,000	100,000
Transportation Other Districts SSD	2,428,630	2,391,324	2,293,952	2,528,141	2,704,395	2,748,874	2,794,210	2,840,422
Other	2,817	-	-	-	-	-	-	-
Total Other Funding Sources	<u>3,420,976</u>	<u>2,882,934</u>	<u>2,511,595</u>	<u>2,708,100</u>	<u>2,834,354</u>	<u>2,878,833</u>	<u>2,924,169</u>	<u>2,970,381</u>
TOTAL ALL REVENUE	219,077,302	224,158,092	231,726,464	230,343,022	236,210,357	240,245,377	244,454,831	248,863,663

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
GENERAL REVENUE FUND**

	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Projected	2017-2018 Budget	2018-2019 Forecast	2019-2020 Forecast	2020-2021 Forecast
Assessed Valuation	4,145,592,280	4,172,544,350	4,336,607,760	4,374,038,760	4,788,819,590	4,899,807,162	5,021,903,498	5,157,319,665
Levy Per \$100	1.3743	1.3853	1.3993	1.3511	1.2653	1.2653	1.2653	1.2653
Collection Rate of Current Taxes	95.03%	97.56%	95.62%	97.00%	97.00%	97.00%	97.00%	97.00%
LOCAL REVENUE								
Current Tax	56,972,875	57,802,257	60,682,152	59,097,638	60,592,934	61,997,260	63,542,145	65,255,566
Less: County Collection Fees	854,593	867,034	910,232	886,465	908,894	929,959	953,132	978,833
Uncoll. Taxes & Cnty. Settlement	1,980,922	700,408	1,743,161	886,465	908,894	929,959	953,132	978,833
Net Amount	54,137,360	56,234,815	58,028,759	57,324,708	58,775,146	60,137,342	61,635,881	63,297,900
Delinquent Taxes	-	225,683	-	-	-	-	-	-
Current & Delinquent Taxes	54,137,360	56,460,498	58,028,759	57,324,708	58,775,146	60,137,342	61,635,881	63,297,900
School District Trust Fund (Prop C)	4,885,861	4,917,912	5,311,855	5,301,916	5,493,591	5,510,829	5,519,448	5,519,448
In Lieu of Taxes	65,301	1,216	58,040	118,588	460,356	486,746	523,518	517,601
Financial Institution Tax	1,603,182	1,437,822	1,712,575	1,679,950	1,469,977	1,469,977	1,469,977	1,469,977
M & M Surtax	1,564,142	1,613,406	1,592,511	1,608,466	1,608,466	1,624,551	1,640,797	1,657,205
Tuition, Early Childhood & Preschool	910,853	1,044,312	1,144,677	1,160,000	1,310,000	1,360,000	1,410,000	1,460,000
Tuition, Summer & 6th Grade Camps	167,546	288,529	300,372	290,000	130,000	130,000	130,000	130,000
Tuition, Comm Ed & Swim Club	1,052,776	642,001	572,598	620,723	714,723	714,723	714,723	714,723
Earnings on Investments	167,768	(7,669)	189,890	179,100	390,799	410,339	430,856	452,400
Food Service	3,916,787	3,841,316	3,897,398	4,022,398	4,046,532	4,070,811	4,095,236	4,119,807
School Stores	21,050	20,614	21,018	21,018	21,018	21,018	21,018	21,018
Use of Premises	130,122	106,358	92,914	92,914	92,914	92,914	92,914	92,914
Tuition Reimbursement - VST	2,211,383	2,308,308	2,319,973	2,484,300	2,505,300	2,507,400	2,368,800	2,238,600
Student Activities	3,246,828	3,549,655	3,557,250	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	352,072	321,167	482,501	507,501	482,501	482,501	482,501	482,501
Total Local Revenue	74,433,031	76,545,445	79,282,331	78,911,582	81,001,323	82,519,151	84,035,669	85,674,094
COUNTY REVENUE								
State Assessed Utility Tax	769,985	803,358	847,197	761,413	769,027	776,717	784,484	792,329
County Stock Insurance	370,213	392,246	345,616	336,309	336,309	336,309	336,309	336,309
Total County Revenue	1,140,198	1,195,604	1,192,813	1,097,722	1,105,336	1,113,026	1,120,793	1,128,638

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
GENERAL REVENUE FUND (Continued)**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Actual	Actual	Revised Budget	Budget	Forecast	Forecast	Forecast
STATE REVENUE								
Basic Formula	456,228	609,133	692,969	894,187	826,226	870,811	866,577	862,003
Transportation	1,318,563	1,435,292	1,214,468	1,063,341	838,449	838,449	838,449	838,449
Classroom Trust	2,215,256	2,073,374	2,080,534	2,198,137	2,306,228	2,274,357	2,283,515	2,291,832
Educational Screening/PAT	130,573	157,177	154,183	125,371	125,371	125,371	125,372	125,372
Career Education	70,132	35,780	21,719	24,546	24,546	24,546	24,546	24,546
Food Service	38,618	36,829	37,586	37,586	37,812	38,039	38,267	38,497
AEL	579,024	464,072	172,228	619,813	665,947	665,947	665,947	665,947
Vocational Tech Education	134,787	-	243,667	-	-	-	-	-
Mo Preschool Project	72,250	70,892	260,000	300,000	234,000	218,000	215,250	58,500
Other State	74,894	21,806	31,281	-	-	-	-	-
Total State Revenue	5,090,325	4,904,355	4,908,635	5,262,981	5,058,579	5,055,520	5,057,923	4,905,146
FEDERAL REVENUE								
Medicaid	73,969	74,781	71,802	74,000	74,000	74,000	74,000	74,000
Perkins Basic Grant	153,607	122,257	134,862	157,400	157,400	157,400	157,400	157,400
Adult Basic Education	464,762	717,529	773,579	635,920	590,557	590,557	590,557	590,557
IDEA Grants	21,780	63,791	42,793	30,000	35,000	40,000	40,000	45,000
School Lunch/Breakfast Program	1,852,614	1,947,411	1,981,208	1,981,208	1,993,095	2,005,054	2,017,084	2,029,187
Title I	-	13,733	684,718	-	-	-	-	-
Title III LEP and Immigrant	176,489	265,654	137,468	-	-	-	-	-
Title II	477,875	530,675	493,248	415,903	545,253	415,903	415,903	415,903
Other Federal	41,658	-	34,466	50,000	50,000	50,000	50,000	50,000
Total Federal Revenue	3,262,754	3,735,831	4,354,144	3,344,431	3,445,305	3,332,914	3,344,944	3,362,047
OTHER FUNDING SOURCES								
Sale of Property	58,856	50,868	29,959	29,959	29,959	29,959	29,959	29,959
Tuition - Other Districts	930,673	440,742	187,684	150,000	100,000	100,000	100,000	100,000
Transportation Other Districts SSD	2,428,630	2,391,324	2,293,952	2,528,141	2,704,395	2,748,874	2,794,210	2,840,422
Other	2,817	-	-	-	-	-	-	-
Total Other Funding Sources	3,420,976	2,882,934	2,511,595	2,708,100	2,834,354	2,878,833	2,924,169	2,970,381
TOTAL ALL REVENUE	87,347,284	89,264,169	92,249,518	91,324,816	93,444,896	94,899,444	96,483,498	98,040,306

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
SPECIAL REVENUE FUND**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,145,592,280	4,172,544,350	4,336,607,760	4,374,038,760	4,788,819,590	4,899,807,162	5,021,903,498	5,157,319,665
Levy Per \$100	2.5645	2.5728	2.5987	2.5093	2.3499	2.3499	2.3499	2.3499
Collection Rate of Current Taxes	95.03%	97.56%	95.62%	97.00%	97.00%	97.00%	97.00%	97.00%
LOCAL REVENUE								
Current Tax	106,313,714	107,351,221	112,695,426	109,757,755	112,532,472	115,140,569	118,009,710	121,191,855
Less: County Collection Fees	1,594,706	1,610,268	1,690,431	1,646,366	1,687,987	1,727,109	1,770,146	1,817,878
Uncoll. Taxes & Cnty. Settlement	3,692,518	1,507,359	3,237,296	1,646,366	1,687,987	1,727,109	1,770,146	1,817,878
Net Amount	101,026,490	104,233,594	107,767,699	106,465,023	109,156,498	111,686,351	114,469,418	117,556,099
Delinquent Taxes	-	419,142	-	-	-	-	-	-
Current & Delinquent Taxes	101,026,490	104,652,736	107,767,699	106,465,023	109,156,498	111,686,351	114,469,418	117,556,099
School District trust Fund (Prop C)	9,117,450	9,216,055	9,864,873	9,846,416	10,202,384	10,234,396	10,250,403	10,250,403
In Lieu of Taxes	121,860	2,269	107,789	220,235	854,946	903,957	972,248	961,259
Financial Institution Tax	2,991,719	2,670,241	3,180,497	3,120,050	2,730,023	2,730,023	2,730,023	2,730,023
M & M Surtax	2,918,866	2,996,209	2,957,521	2,987,066	2,987,066	3,016,937	3,047,106	3,077,577
Earnings on Investments	305,506	(59,966)	13,629	19,900	20,568	20,568	21,597	22,677
Tuition Reimbursement - VST	5,159,894	5,386,052	5,413,270	5,796,700	5,845,700	5,850,600	5,527,200	5,223,400
Other Local	63,221	113,202	(64,771)	90,075	90,075	90,075	90,075	90,075
Total Local Revenue	121,705,006	124,976,798	129,240,507	128,545,465	131,887,260	134,532,907	137,108,070	139,911,513
COUNTY REVENUE								
Fines, Forfeitures, Escheats	342,532	187,986	171,523	171,253	176,380	176,380	176,380	176,380
State Assessed Utility Tax	1,436,962	1,491,951	1,573,366	1,417,074	1,581,244	1,597,056	1,613,027	1,629,157
County Stock Insurance	690,859	731,974	641,858	624,603	624,603	624,603	624,603	624,603
Total County Revenue	2,470,353	2,411,911	2,386,747	2,212,930	2,382,227	2,398,039	2,414,010	2,430,140
STATE REVENUE								
Basic Formula	1,376,598	1,827,400	2,078,906	1,660,634	1,534,419	1,617,220	1,609,357	1,600,863
Classroom Trust	4,133,886	3,854,975	3,863,849	4,082,255	4,282,996	4,223,805	4,240,813	4,256,259
Educational Screening/PAT	243,663	251,999	286,341	232,831	232,832	232,833	232,833	232,834
Career Education	-	24,106	40,335	45,586	45,586	45,586	45,586	45,586
Total State Revenue	5,754,146	5,958,480	6,269,431	6,021,306	6,095,833	6,119,445	6,128,591	6,135,545
FEDERAL REVENUE								
Title I	1,438,074	1,327,445	1,383,882	1,522,602	1,650,000	1,674,750	1,699,871	1,725,369
Title III LEP and Immigrant	5,550	21,308	-	300,000	204,888	204,888	204,888	204,888
Title II	356,888	197,707	196,379	415,903	545,253	415,903	415,903	415,903
Other Federal	-	274	-	-	-	-	-	-
Total Federal Revenue	1,800,512	1,546,734	1,580,261	2,238,505	2,400,141	2,295,541	2,320,662	2,346,160
TOTAL ALL REVENUE	131,730,017	134,893,923	139,476,946	139,018,206	142,765,461	145,345,932	147,971,333	150,823,358

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
DEBT SERVICE FUND**

	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Projected	2017-2018 Budget	2018-2019 Forecast	2019-2020 Forecast	2020-2021 Forecast
Assessed Valuation	4,145,592,280	4,172,544,350	4,336,607,760	4,374,038,760	4,788,819,590	4,899,807,162	5,021,903,498	5,157,319,665
Levy Per \$100	0.3400	0.3400	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900
Collection Rate of Current Taxes	95.03%	97.56%	95.62%	97.00%	97.00%	97.00%	97.00%	97.00%
LOCAL REVENUE								
Current Tax	14,095,014	14,186,651	21,249,378	21,432,790	23,465,216	24,009,055	24,607,327	25,270,866
Less: County Collection Fees	211,425	212,800	318,741	321,492	351,978	360,136	369,110	379,063
Uncoll. Taxes & Cnty. Settlement	490,078	179,543	618,882	321,492	351,978	360,136	369,110	379,063
Net Amount	13,393,511	13,794,308	20,311,755	20,789,806	22,761,260	23,288,783	23,869,107	24,512,740
Delinquent Taxes	-	55,390	-	-	-	-	-	-
Current & Delinquent Taxes	13,393,511	13,849,698	20,311,755	20,789,806	22,761,260	23,288,783	23,869,107	24,512,740
Earnings on Investments	514,921	4,011,997	733,994	505,192	505,192	505,192	505,192	505,192
Total Local Revenue	13,908,432	17,861,695	21,045,749	21,294,998	23,266,452	23,793,975	24,374,299	25,017,932
COUNTY REVENUE								
State Assessed Utility Tax	348,819	354,620	518,685	465,308	469,961	474,661	479,408	484,202
County Stock Insurance	91,590	97,041	121,026	121,968	121,968	121,968	121,968	121,968
Total County Revenue	440,409	451,661	639,711	587,276	591,929	596,629	601,376	606,170
OTHER FUNDING SOURCES								
Bond Issue/Refunding Proceeds	-	27,080,000	-	-	-	-	-	-
TOTAL ALL REVENUE	14,348,841	45,393,356	21,685,460	21,882,274	23,858,381	24,390,604	24,975,675	25,624,102

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
CAPITAL PROJECTS FUND**

	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Projected	2017-2018 Budget	2018-2019 Forecast	2019-2020 Forecast	2020-2021 Forecast
LOCAL REVENUE								
Earnings on Investments	21,113	-	26,706	11,000	10,000	10,000	10,000	10,000
Other Local	2,139,420	-	227,500	250,000	250,000	290,000	340,000	390,000
Total Local Revenue	2,160,533	-	254,206	261,000	260,000	300,000	350,000	400,000
STATE REVENUE								
Other State	1,532,000	-	-	-	290,000	-	-	-
Total State Revenue	1,532,000	-	-	-	290,000	-	-	-
FEDERAL REVENUE								
Perkins Basic Grant	-	40,147	-	-	-	-	-	-
Total Federal Revenue	-	40,147	-	-	-	-	-	-
TOTAL ALL REVENUE	3,692,533	40,147	254,206	261,000	550,000	300,000	350,000	400,000

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS
BOND ISSUE CAPITAL PROJECTS FUND**

	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Projected	2017-2018 Budget	2018-2019 Forecast	2019-2020 Forecast	2020-2021 Forecast
LOCAL REVENUE								
Earnings on Bond Funds	-	943,430	187,280	250,000	150,000	15,000	-	-
OTHER FUNDING SOURCES								
Bond Issue/Refunding Proceeds	-	50,000,000	-	44,624,980	-	-	-	-
TOTAL ALL REVENUE	-	50,943,430	187,280	44,874,980	150,000	15,000	-	-

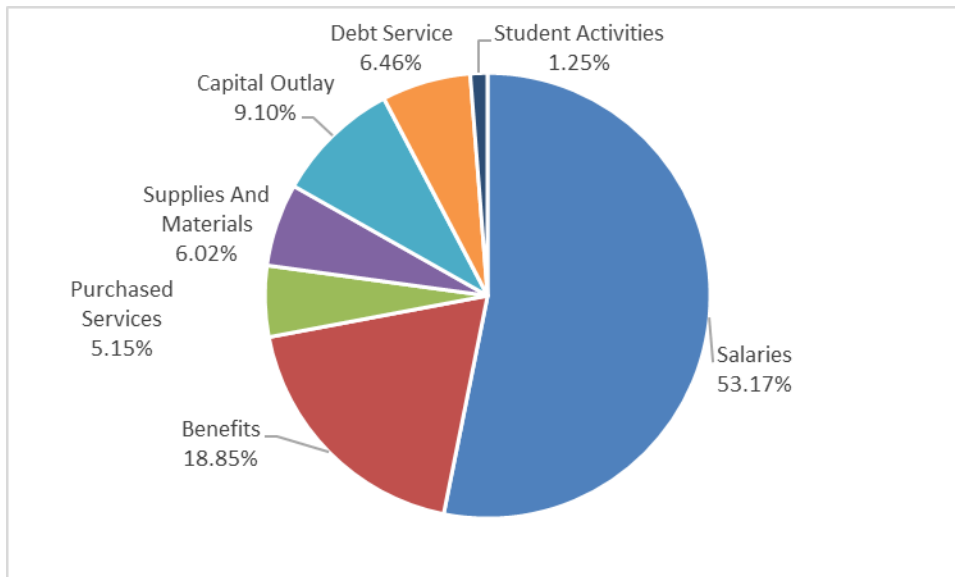
EXPENDITURE BUDGET ANALYSIS

EXPENDITURE BY OBJECT

The overall District budget can be broadly divided into five major object categories as defined by DESE: (1) Salaries & Benefits, (2) Purchased Services, (3) Supplies and Materials, (4) Capital Outlay and (5) Debt Service. The District also separates student activities out of these categories and presents them separately. This section will discuss the major assumptions upon which each of these categories is based.

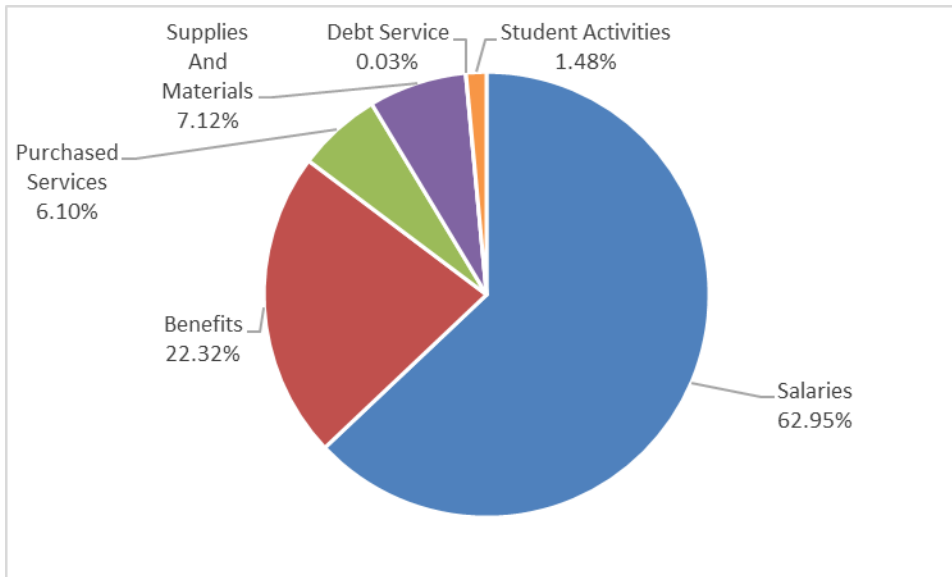
Below is a summary of these categories for all funds:

	FY17 PROJECTED	FY18 BUDGET	CHANGE FROM FY17 PROJECTIONS	
			\$	%
Expenditures				
Salaries	145,624,325	148,913,533	3,289,208	2.26%
Benefits	51,592,956	52,794,936	1,201,980	2.33%
Purchased Services	14,731,098	14,437,113	(293,985)	-2.00%
Supplies And Materials	17,959,631	16,849,837	(1,109,794)	-6.18%
Capital Outlay	36,466,782	25,476,028	(10,990,754)	-30.14%
Debt Service	20,954,609	18,095,714	(2,858,895)	-13.64%
Student Activities	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	290,829,401	280,067,161	(10,762,240)	-3.70%
Anticipated Unexpended Budget	5,525,000	3,500,000	(2,025,000)	-36.65%
Total Expenditures	285,304,401	276,567,161	(8,737,240)	-3.06%



Below is a summary of these categories for operating funds:

	FY17 PROJECTED	FY18 BUDGET	CHANGE FROM FY17 PROJECTIONS	
			\$	%
Operating Expenditures				
Salaries	145,624,325	148,913,533	3,289,208	2.26%
Benefits	51,592,956	52,794,936	1,201,980	2.33%
Purchased Services	14,731,098	14,437,113	(293,985)	-2.00%
Supplies And Materials	17,959,631	16,849,837	(1,109,794)	-6.18%
Debt Service	71,000	65,000	(6,000)	-8.45%
Student Activities	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	233,479,010	236,560,419	3,081,409	1.32%
Anticipated Unexpended Budget	5,525,000	3,500,000	(2,025,000)	-36.65%
Total Operating Expenditures	227,954,010	233,060,419	5,106,409	2.24%



Salaries and Benefits

This category is the single largest expense of the District and accounts for 85% of all operating expenses and 72% of all District expenses in the FY18 budget. Salaries and benefits are budgeted solely from operating funds.

Salary levels have been adjusted to reflect standard wage increases of 2.92% for teachers, 2.71% for nurses, 2.9% for CWA members and 2.9% for all other employees. These increases are partially offset with turnover savings.

Benefits account for 22.3% of all operating expenses and are slightly over 1/3rd of total salary expenses. Health and dental benefits are budgeted for a 5% increase based on forecasted medical cost increases. Other benefits like retirement contributions, life and disability insurance and employer taxes are based on salary levels. Contribution rates for retirement will

Salaries and Benefits (Continued)

remain the same at 14.5% for certified staff and 6.86% for non-certified staff. Social Security and Medicare have remained the same at 6.20% and 1.45% respectively.

For budget purposes, the District’s enrollment is projected to be 16,434 resident students and 1,177 voluntary student transfers for a total enrollment of 17,611 (up 136 from the prior year). Certified staffing is a function of expected enrollment. The District is projecting a certified staffing level of 1,423 full time equivalents (FTE). This is mostly flat from FY17 but there are a few changes. Most notably, seven administrative assistants are being reclassified as assistant principals. That change lowers the total number of certified staffing but does not decrease total District staffing. In addition, 4.5 teachers, .5 reading specialists and 1 social worker for Early Childhood are being added. The FTE may change based on grant awards, enrollment and other factors.

A breakdown of the District’s certified staffing is below:

<u>Position</u>	<u>Actual FY17</u>	<u>Projected FY18</u>	<u>Change</u>
Secondary	534.20	534.20	-
Elementary	390.00	394.50	4.50
Admin Intern and Admin Assistants	8.00	1.00	(7.00)
Social Worker	6.50	7.50	1.00
Guidance	65.50	65.50	-
Librarian	31.00	31.00	-
Art	37.10	37.10	-
Band, Orchestra, and Vocal	63.60	63.60	-
Gifted and exceptionally gifted	24.00	24.00	-
ESOL	24.60	24.60	-
Reading Specialist	47.00	47.50	0.50
Physical Education	78.90	78.90	-
Preschool Teacher	13.00	13.00	-
Instructional Coach	23.00	23.00	-
Math Facilitator	12.00	12.00	-
Choice Programs	5.10	5.10	-
Other	23.00	23.00	-
Teacher Assist. and PT TA	37.62	37.62	-
	<u>1,424.12</u>	<u>1,423.12</u>	<u>(1.00)</u>

Purchased Services

Purchased services are amounts paid for services rendered by personnel who are not on the District payroll and for other services necessary to the District. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided in order to obtain the desired result. Purchase services included but are not limited to professional and technical services relating to instructional services (substitutes), program

Purchased Services (Continued)

improvements, audit, legal services, contracted transportation, property and liability insurance.

Purchased services requests were prepared by program level administrators using a zero-based budgeting methodology. In FY18, purchased services will decrease \$293,985 (2.00%). Purchased services are budgeted fully within the operating funds. The decrease is primarily attributed to an increase in the FY18 spend from unspent carryover funds in FY17 carrying over into FY18.

Supplies and Materials

Supplies and materials are amounts paid for material items of an expendable nature. These supplies are consumed, become worn out, deteriorate in use or lose their identity through fabrication or incorporation into different or more complex units or substances. Supplies include but are not limited to general supplies and materials, textbooks, library books, periodicals, food, electricity, gas, CNG, and diesel fuel.

In FY18, supplies are budgeted to decrease \$1,109,794 (6.18%). The significant decrease can be attributed to budgeted money rolled forward from the FY16 budget into FY17. At the time of preparing the FY18 budget, budgeted FY18 roll forwards are not known. Supplies and materials are budgeted fully within the operating funds.

Capital Outlay

These are expenditures for the acquisition of fixed assets or additions to fixed assets. They are expenditures for land, or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, initial equipment, vehicles, and replacement of equipment.

In FY18, capital outlays are forecasted to decrease \$10,997,245 (30%). This decrease is a result of the spend down of bond funds issued in FY15 and FY17. The operating funds have no capital outlay budgeted. Non-bond capital outlays include the purchase of buses in the amount of \$1,160,220. The purchase of buses will be partially offset by a grant in the amount of \$290,000. The grant is awarded based on purchasing CNG buses.

Debt Service

These are amounts paid for principal, interest, and fees associated with the debt of the District. In FY18, debt service is projected to decrease \$2,852,404 (13.7%).

The following pages detail the expenditures by object for all funds, operating funds, and all individual funds for the prior two years, projected FY17, budgeted FY18, and future year forecasts.

PARKAY SCHOOL DISTRICT
TOTAL EXPENDITURES BY CATEGORY
TOTAL ALL FUNDS

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Salaries & Benefits								
Salaries	138,816,258	140,918,441	141,051,454	145,624,325	148,913,533	151,532,621	154,488,770	157,201,913
Benefits	47,672,106	48,357,128	49,448,034	51,592,956	52,794,936	53,850,835	54,927,852	56,026,409
Total Salaries & Benefits	186,488,364	189,275,569	190,499,488	197,217,281	201,708,469	205,383,456	209,416,622	213,228,322
Purchased Services								
Tuition	117,108	207,281	214,371	306,718	280,432	280,432	280,432	280,432
Professional Services	2,069,283	1,778,044	4,706,943	5,538,215	5,608,012	5,608,012	5,608,012	5,608,012
Audit	28,000	29,000	29,000	29,000	32,000	32,000	32,000	32,000
Technical Services	150,301	246,997	137,759	189,598	181,551	181,551	181,551	181,551
Legal Services	126,188	204,716	164,544	250,000	227,000	227,000	227,000	227,000
Property Services	3,579,208	2,978,463	3,528,216	3,885,548	3,966,059	3,966,059	3,966,059	3,966,059
Contracted Transportation	661,204	854,722	726,028	460,174	486,964	486,964	486,964	486,964
Travel	532,042	625,802	710,404	732,187	737,421	737,421	737,421	737,421
Property Insurance	723,737	715,240	794,603	833,000	850,705	850,705	850,705	850,705
Liability Insurance	734,064	754,950	782,596	809,010	822,461	822,461	822,461	822,461
Other Purchased Services	540,486	761,652	1,242,478	1,697,648	1,244,508	1,244,508	1,244,508	1,244,508
Total Purchased Services	9,261,621	9,156,867	13,036,942	14,731,098	14,437,113	14,437,113	14,437,113	14,437,113
Supplies And Materials								
Instructional Supplies	5,351,469	5,383,636	5,533,157	5,671,272	6,217,074	6,217,074	6,217,074	6,217,074
Admin/General Supplies	4,597,698	4,557,813	3,991,784	4,059,875	3,118,324	3,118,324	3,118,324	3,118,324
Library Books	200,611	231,947	220,390	222,750	222,750	222,750	222,750	222,750
Periodicals	46,643	39,059	33,273	42,712	36,689	36,689	36,689	36,689
Food Service Supplies	2,506,383	2,690,416	2,351,815	3,151,022	3,100,000	3,100,000	3,100,000	3,100,000
Energy Services	4,504,408	4,761,366	4,198,025	4,812,000	4,155,000	4,155,000	4,155,000	4,155,000
Total Supplies And Materials	17,207,212	17,664,237	16,328,444	17,959,631	16,849,837	16,849,837	16,849,837	16,849,837
Capital Outlay								
Land & Land Improvements	169,708	50,718	466,661	250,000	295,000	295,000	295,000	295,000
Building	3,476,197	519,088	322,850	476,200	311,700	311,700	311,700	311,700
Improvement To Sites	1,425,207	-	584,217	-	-	-	-	-
General Equipment	1,526,997	883,502	903,859	1,900,560	488,554	488,554	488,554	488,554
Instructional Equipment	493,937	265,895	641,294	14,103	7,503	7,503	7,503	7,503
Vehicles	-	305,827	232,600	233,000	185,000	185,000	125,391	185,000
School Buses	3,833,914	-	276,506	288,158	1,454,838	1,454,838	1,461,442	1,468,195
2015 Bond Issue Expenditures	-	7,098,289	19,244,417	33,304,761	22,733,433	12,889,265	-	-
Total Capital Outlay	10,925,960	9,123,319	22,672,404	36,466,782	25,476,028	15,631,860	2,689,590	2,755,952
Debt Service								
Bond Fees	-	1,056,503	-	-	-	-	-	-
Capital Leases	40,373	395,306	184,863	173,505	167,014	167,014	160,410	153,657
Debt Service	15,065,452	15,539,539	17,775,244	20,781,104	17,928,700	17,918,548	16,908,785	16,958,985
Bond Refunding	-	30,708,828	-	-	-	-	-	-
Total Debt Service	15,105,825	47,700,176	17,960,107	20,954,609	18,095,714	18,085,562	17,069,195	17,112,642
Student Activities	3,000,324	3,380,727	3,427,021	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	241,989,306	276,300,895	263,924,406	290,829,401	280,067,161	273,887,828	263,962,357	267,883,866
Anticipated Unexpended Budget	-	-	-	(5,525,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,650,000)
Total All Expenditures	241,989,306	276,300,895	263,924,406	285,304,401	276,567,161	270,387,828	260,462,357	264,233,866

**PARKAY SCHOOL DISTRICT
TOTAL EXPENDITURES BY CATEGORY
TOTAL OPERATING FUNDS**

	2013-2014 <u>ACTUAL</u>	2014-2015 <u>ACTUAL</u>	2015-2016 <u>ACTUAL</u>	2016-2017 <u>PROJECTED</u>	2017-2018 <u>BUDGET</u>	2018-2019 <u>FORECAST</u>	2019-2020 <u>FORECAST</u>	2020-2021 <u>FORECAST</u>
Salaries & Benefits								
Salaries	138,816,258	140,918,441	141,051,454	145,624,325	148,913,533	151,532,621	154,488,770	157,201,913
Benefits	<u>47,672,106</u>	<u>48,357,128</u>	<u>49,448,034</u>	<u>51,592,956</u>	<u>52,794,936</u>	<u>53,850,835</u>	<u>54,927,852</u>	<u>56,026,409</u>
Total Salaries & Benefits	186,488,364	189,275,569	190,499,488	197,217,281	201,708,469	205,383,456	209,416,622	213,228,322
Purchased Services								
Tuition	117,108	207,281	214,371	306,718	280,432	280,432	280,432	280,432
Professional Services	2,069,283	1,778,044	4,706,943	5,538,215	5,608,012	5,608,012	5,608,012	5,608,012
Audit	28,000	29,000	29,000	29,000	32,000	32,000	32,000	32,000
Technical Services	150,301	246,997	137,759	189,598	181,551	181,551	181,551	181,551
Legal Services	126,188	204,715	164,544	250,000	227,000	227,000	227,000	227,000
Property Services	3,579,208	2,978,463	3,528,216	3,885,548	3,966,059	3,966,059	3,966,059	3,966,059
Contracted Transportation	661,204	854,722	726,028	460,174	486,964	486,964	486,964	486,964
Travel	532,042	625,802	710,404	732,187	737,421	737,421	737,421	737,421
Property Insurance	723,737	715,241	794,603	833,000	850,705	850,705	850,705	850,705
Liability Insurance	734,064	754,950	782,596	809,010	822,461	822,461	822,461	822,461
Other Purchased Services	<u>540,486</u>	<u>761,652</u>	<u>1,242,478</u>	<u>1,697,648</u>	<u>1,244,508</u>	<u>1,244,508</u>	<u>1,244,508</u>	<u>1,244,508</u>
Total Purchased Services	9,261,621	9,156,867	13,036,942	14,731,098	14,437,113	14,437,113	14,437,113	14,437,113
Supplies And Materials								
Instructional Supplies	5,351,469	5,383,636	5,533,157	5,671,272	6,217,074	6,217,074	6,217,074	6,217,074
Admin/General Supplies	4,597,698	4,557,813	3,991,784	4,059,875	3,118,324	3,118,324	3,118,324	3,118,324
Library Books	200,611	231,947	220,390	222,750	222,750	222,750	222,750	222,750
Periodicals	46,643	39,059	33,273	42,712	36,689	36,689	36,689	36,689
Food Service Supplies	2,506,383	2,690,416	2,351,815	3,151,022	3,100,000	3,100,000	3,100,000	3,100,000
Energy Services	<u>4,504,408</u>	<u>4,761,366</u>	<u>4,198,025</u>	<u>4,812,000</u>	<u>4,155,000</u>	<u>4,155,000</u>	<u>4,155,000</u>	<u>4,155,000</u>
Total Supplies And Materials	17,207,212	17,664,237	16,328,444	17,959,631	16,849,837	16,849,837	16,849,837	16,849,837
Debt Service								
Bond Fees	3,684	4,250	6,000	-	-	-	-	-
Debt Service	-	483,953	86,873	71,000	65,000	65,000	65,000	65,000
Total Debt Service	<u>3,684</u>	<u>488,203</u>	<u>92,873</u>	<u>71,000</u>	<u>65,000</u>	<u>65,000</u>	<u>65,000</u>	<u>65,000</u>
Student Activities								
	<u>3,000,324</u>	<u>3,380,727</u>	<u>3,427,021</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>
Subtotal Expenditures								
	215,961,205	219,965,603	223,384,768	233,479,010	236,560,419	240,235,406	244,268,572	248,080,272
Anticipated Unexpended Budget								
	-	-	-	(5,525,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,650,000)
Total All Expenditures								
	<u>215,961,205</u>	<u>219,965,603</u>	<u>223,384,768</u>	<u>227,954,010</u>	<u>233,060,419</u>	<u>236,735,406</u>	<u>240,768,572</u>	<u>244,430,272</u>

**PARKWAY SCHOOL DISTRICT
TOTAL EXPENDITURES BY CATEGORY
GENERAL FUND**

	2013-2014 <u>ACTUAL</u>	2014-2015 <u>ACTUAL</u>	2015-2016 <u>ACTUAL</u>	2016-2017 <u>PROJECTED</u>	2017-2018 <u>BUDGET</u>	2018-2019 <u>FORECAST</u>	2019-2020 <u>FORECAST</u>	2020-2021 <u>FORECAST</u>
Salaries & Benefits								
Salaries	35,429,930	35,641,297	36,064,998	36,924,814	37,305,551	37,804,087	38,431,148	38,939,196
Benefits	<u>16,516,392</u>	<u>15,978,508</u>	<u>16,070,898</u>	<u>16,971,541</u>	<u>17,419,449</u>	<u>17,767,838</u>	<u>18,123,195</u>	<u>18,485,659</u>
Total Salaries & Benefits	51,946,322	51,619,805	52,135,896	53,896,355	54,725,000	55,571,925	56,554,343	57,424,855
Purchased Services								
Tuition	117,108	207,281	214,371	306,718	280,432	280,432	280,432	280,432
Professional Services	2,069,283	1,778,044	1,820,255	2,784,460	2,826,471	2,826,471	2,826,471	2,826,471
Audit	28,000	29,000	29,000	29,000	32,000	32,000	32,000	32,000
Technical Services	150,301	246,997	137,759	189,598	181,551	181,551	181,551	181,551
Legal Services	126,188	204,715	164,544	250,000	227,000	227,000	227,000	227,000
Property Services	3,579,208	2,978,463	3,528,216	3,885,548	3,966,059	3,966,059	3,966,059	3,966,059
Contracted Transportation	661,204	854,722	726,028	460,174	486,964	486,964	486,964	486,964
Travel	532,042	625,802	710,404	732,187	737,421	737,421	737,421	737,421
Property Insurance	723,737	715,241	794,603	833,000	850,705	850,705	850,705	850,705
Liability Insurance	734,064	754,950	782,596	809,010	822,461	822,461	822,461	822,461
Other Purchased Services	<u>540,486</u>	<u>761,652</u>	<u>1,242,478</u>	<u>1,697,648</u>	<u>1,244,508</u>	<u>1,244,508</u>	<u>1,244,508</u>	<u>1,244,508</u>
Total Purchased Services	9,261,621	9,156,867	10,150,254	11,977,343	11,655,572	11,655,572	11,655,572	11,655,572
Supplies And Materials								
Instructional Supplies	5,351,469	5,383,636	5,533,157	5,671,272	6,217,074	6,217,074	6,217,074	6,217,074
Admin/General Supplies	4,597,698	4,557,813	3,991,784	4,059,875	3,118,324	3,118,324	3,118,324	3,118,324
Library Books	200,611	231,947	220,390	222,750	222,750	222,750	222,750	222,750
Periodicals	46,643	39,059	33,273	42,712	36,689	36,689	36,689	36,689
Food Service Supplies	2,506,383	2,690,416	2,351,815	3,151,022	3,100,000	3,100,000	3,100,000	3,100,000
Energy Services	<u>4,504,408</u>	<u>4,761,366</u>	<u>4,198,025</u>	<u>4,812,000</u>	<u>4,155,000</u>	<u>4,155,000</u>	<u>4,155,000</u>	<u>4,155,000</u>
Total Supplies And Materials	17,207,212	17,664,237	16,328,444	17,959,631	16,849,837	16,849,837	16,849,837	16,849,837
Debt Service								
Bond Fees	3,684	4,250	6,000	-	-	-	-	-
Debt Service	-	483,953	86,873	71,000	65,000	65,000	65,000	65,000
Total Debt Service	3,684	488,203	92,873	71,000	65,000	65,000	65,000	65,000
Student Activities	<u>3,000,324</u>	<u>3,380,727</u>	<u>3,427,021</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>
Subtotal Expenditures	81,419,163	82,309,839	82,134,488	87,404,329	86,795,409	87,642,334	88,624,752	89,495,264
Anticipated Unexpended Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>(4,025,000)</u>	<u>(2,500,000)</u>	<u>(2,500,000)</u>	<u>(2,500,000)</u>	<u>(2,650,000)</u>
Total All Expenditures	<u>81,419,163</u>	<u>82,309,839</u>	<u>82,134,488</u>	<u>83,379,329</u>	<u>84,295,409</u>	<u>85,142,334</u>	<u>86,124,752</u>	<u>86,845,264</u>

**PARKWAY SCHOOL DISTRICT
TOTAL EXPENDITURES BY CATEGORY
SPECIAL REVENUE FUND**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Salaries & Benefits								
Salaries	103,386,328	105,277,144	104,986,456	108,699,511	111,607,982	113,728,534	116,057,622	118,262,717
Benefits	31,155,714	32,378,620	33,377,136	34,621,415	35,375,487	36,082,997	36,804,657	37,540,750
Total Salaries & Benefits	<u>134,542,042</u>	<u>137,655,764</u>	<u>138,363,592</u>	<u>143,320,926</u>	<u>146,983,469</u>	<u>149,811,531</u>	<u>152,862,279</u>	<u>155,803,467</u>
Purchased Services								
Professional Services	-	-	2,886,688	2,753,755	2,781,541	2,781,541	2,781,541	2,781,541
Subtotal Expenditures	134,542,042	137,655,764	141,250,280	146,074,681	149,765,010	152,593,072	155,643,820	158,585,008
Anticipated Unexpended Budget	-	-	-	(1,500,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total All Expenses	<u><u>134,542,042</u></u>	<u><u>137,655,764</u></u>	<u><u>141,250,280</u></u>	<u><u>144,574,681</u></u>	<u><u>148,765,010</u></u>	<u><u>151,593,072</u></u>	<u><u>154,643,820</u></u>	<u><u>157,585,008</u></u>

**PARKAY SCHOOL DISTRICT
TOTAL EXPENDITURES BY CATEGORY
DEBT SERVICE FUND**

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 BUDGET	2018-2019 FORECAST	2019-2020 FORECAST	2020-2021 FORECAST
Debt Service								
L-T Bond Issuing Exp	-	151,729	-	-	-	-	-	-
Debt Service	15,061,768	15,055,585	17,682,371	20,710,104	17,863,700	17,853,548	16,843,785	16,893,985
Bond Refunding	-	30,708,828	-	-	-	-	-	-
Total Debt Service	<u>15,061,768</u>	<u>45,916,142</u>	<u>17,682,371</u>	<u>20,710,104</u>	<u>17,863,700</u>	<u>17,853,548</u>	<u>16,843,785</u>	<u>16,893,985</u>
Total All Expenses	<u><u>15,061,768</u></u>	<u><u>45,916,142</u></u>	<u><u>17,682,371</u></u>	<u><u>20,710,104</u></u>	<u><u>17,863,700</u></u>	<u><u>17,853,548</u></u>	<u><u>16,843,785</u></u>	<u><u>16,893,985</u></u>

**PARKAY SCHOOL DISTRICT
TOTAL EXPENDITURES BY CATEGORY
CAPITAL PROJECTS FUND**

	2013-2014 <u>ACTUAL</u>	2014-2015 <u>ACTUAL</u>	2015-2016 <u>ACTUAL</u>	2016-2017 <u>PROJECTED</u>	2017-2018 <u>BUDGET</u>	2018-2019 <u>FORECAST</u>	2019-2020 <u>FORECAST</u>	2020-2021 <u>FORECAST</u>
Capital Outlay								
Land & Land Improvements	169,708	50,718	466,661	250,000	295,000	295,000	295,000	295,000
Building	3,476,197	519,088	322,850	476,200	311,700	311,700	311,700	311,700
Improvement To Sites	1,425,207	-	584,217	-	-	-	-	-
General Equipment	1,526,997	883,502	903,859	1,900,560	488,554	488,554	488,554	488,554
Instructional Equipment	493,937	265,895	641,294	14,103	7,503	7,503	7,503	7,503
Vehicles	-	305,827	232,600	233,000	185,000	185,000	125,391	185,000
School Buses	3,833,914	-	276,506	288,158	1,454,838	1,454,838	1,461,442	1,468,195
Total Capital Outlay	<u>10,925,960</u>	<u>2,025,030</u>	<u>3,427,987</u>	<u>3,162,021</u>	<u>2,742,595</u>	<u>2,742,595</u>	<u>2,689,590</u>	<u>2,755,952</u>
Debt Service								
Capital Leases	40,373	395,306	184,863	173,505	167,014	167,014	160,410	153,657
Bond Issue Fees	-	-	-	-	-	-	-	-
Total Debt Service	<u>40,373</u>	<u>395,306</u>	<u>184,863</u>	<u>173,505</u>	<u>167,014</u>	<u>167,014</u>	<u>160,410</u>	<u>153,657</u>
Total All Expenses	<u>10,966,333</u>	<u>2,420,336</u>	<u>3,612,850</u>	<u>3,335,526</u>	<u>2,909,609</u>	<u>2,909,609</u>	<u>2,850,000</u>	<u>2,909,609</u>

**PARKAY SCHOOL DISTRICT
TOTAL EXPENDITURES BY CATEGORY
2015 BOND ISSUE CAPITAL PROJECTS FUND**

	2013-2014 <u>ACTUAL</u>	2014-2015 <u>ACTUAL</u>	2015-2016 <u>ACTUAL</u>	2016-2017 <u>PROJECTED</u>	2017-2018 <u>BUDGET</u>	2018-2019 <u>FORECAST</u>	2019-2020 <u>FORECAST</u>	2020-2021 <u>FORECAST</u>
Capital Outlay								
2015 Bond Issue Expenditures	-	7,098,289	19,244,417	33,162,144	22,733,433	12,889,265		
Total Capital Outlay	-	<u>7,098,289</u>	<u>19,244,417</u>	<u>33,162,144</u>	<u>22,733,433</u>	<u>12,889,265</u>	-	-
Debt Service								
Bond Issue Fees	-	900,525	-	142,617	-	-	-	-
Total Debt Service	-	<u>900,525</u>	-	<u>142,617</u>	-	-	-	-
Total All Expenses	-	<u>7,998,814</u>	<u>19,244,417</u>	<u>33,304,761</u>	<u>22,733,433</u>	<u>12,889,265</u>	-	-

EXPENDITURES BY FUNCTION

The following tables show expenditures by function for each individual fund, operating funds, and all funds combined. Function means the action or purpose for which a person or thing is used or exists. Function includes the activities or actions which are performed to accomplish the objectives of the District. The activities of the District are classified into five broad areas or functions:

1000 - Instruction. Instruction includes the activities dealing directly with the teaching of pupils, or the interaction between teachers and pupils. Teaching may be provided for pupils in a school classroom, in another location such as in a home or hospital, and in other learning situations such as those involving co-curricular activities. Instruction may also be provided through some other approved medium such as television, radio, telephone, and correspondence. Included here are the activities of aides or assistants of any type (clerks, graders, teaching machines, etc.) that assist in the instructional process.

1100-Regular Programs. Instructional activities that provide pupils in grades K-12 with learning experiences to prepare them for activities as citizens, family members, and nonvocational workers; and are contrasted with programs designed to improve or overcome physical, mental, social, and/or emotional handicaps.

1200-Special Programs. Instructional activities designed primarily to deal with pupil exceptionalities. The Special Program Service Area includes pre-kindergarten, kindergarten, elementary and secondary service for the (1) Gifted and Talented; (2) Mentally Handicapped; (3) Physically Handicapped; (4) Socially and/or Emotionally Handicapped; (5) Culturally Disadvantaged; (6) Pupils with Learning Disabilities; (7) Bilingual Education; and (8) Other Special Programs for other types of students.

1300-Career Education Programs. Learning experiences which will provide individuals with the opportunity to develop the necessary knowledge, skills, and attitudes needed for employment in an occupational area.

1400-Student Activities. Direct and personnel services for public school pupils, such as entertainment, publications, clubs, band and orchestra, that are managed or operated by the student body under the guidance and direction of an adult, and are not a part of the regular instructional program. These activities are characterized by being not-for-credit, other than school hours, interests of students and partially or wholly self-sustaining via dues and admissions. Codes may be incremented sequentially by one to cover the various activities individually. Contracted non-route transportation expenses incurred transporting students to and from activity or field trips are included here.

1600-Adult Education Programs. Learning experiences provided by the District for the educational, vocational, cultural, and/or enrichment of community members.

2000 - Support Services. Support services are those services which provide administrative, technical (such as guidance and health), and logistical support to facilitate and enhance

instruction, and to a lesser degree, community services. Support services exist as adjuncts for the fulfillment of the objectives of instruction, rather than as entities within themselves.

2100-Pupils. Activities which are designed to assess and improve the well-being of pupils and to supplement the teaching process.

2200-Instructional Staff. Activities associated with assisting the instructional staff with the content and process of providing learning experiences for pupils.

2300-General Administration. Activities concerned with establishing and administering policy for operating the local education agency.

2400-School Administration. Those activities concerned with overall administrative responsibility for a single school or a group of schools.

2500-Business. Activities concerned with purchasing, paying, transporting, exchanging, and maintaining goods and services for the District. Included are the fiscal services, property and accounting services, operation and maintenance services, and internal services for operating all schools. This code series is not meant to imply an organizational structure or administrative flow for the District.

3000 - Community Services. Community Services consist of those activities that do not directly relate to providing education for pupils in the LEA. These include services provided by the LEA for the community as a whole or some segment of the community and community welfare activities.

4000 - Facilities Acquisition & Construction. Those activities concerned with the acquisition of land and buildings; remodeling buildings; the construction of buildings and additions to buildings; initial installation and extensions of service systems and other built-in equipment; and improvements to sites. Costs of these items are charged here within the Capital Projects Fund.

5000 - Long- and Short-Term Debt. Activities servicing the debt of the LEA. Categories of debt services are listed under objects.

EXPENDITURE BY FUNCTION

ALL FUNDS		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	43,343,050	44,389,680	46,995,158	48,722,929	49,724,016	50,643,051	51,636,182	52,591,722
1130	Middle School Instruction	25,594,751	25,623,338	26,604,544	27,073,654	28,451,972	28,984,696	29,559,762	30,113,736
1150	High School Instruction	37,912,187	38,035,925	39,394,589	43,911,293	39,338,861	40,064,277	40,848,326	41,602,532
1191	Summer School - Regular	1,082,464	1,248,151	1,329,932	1,489,156	1,483,103	1,506,411	1,531,962	1,556,141
1210	Gifted Education	2,559,801	2,610,121	2,642,543	2,670,332	2,755,270	2,806,981	2,862,792	2,916,568
1220	Special Education	539,312	629,813	660,806	720,518	741,906	753,581	766,375	778,487
1250	Supplemental Instruction	4,160,117	4,180,674	5,415,646	4,847,503	4,922,413	5,009,099	5,103,156	5,193,229
1300	Career Education Services	477,904	349,424	516,713	305,507	146,663	148,031	149,617	151,023
1400	Student Activities	3,853,964	4,253,072	4,963,735	4,329,517	4,339,940	4,383,728	4,434,280	4,479,324
1610	Adult Basic Education	1,040,255	1,067,682	1,027,001	991,080	1,270,081	1,282,474	1,296,850	1,309,588
1660	Adult Continuing Education	991,888	785,905	627,980	955,860	788,110	795,800	804,720	812,624
1911	Tuition to Other Districts	-	107,981	-	-	-	-	-	-
2110	Attendance	513,208	541,869	551,101	460,327	913,315	925,651	939,384	952,151
2120	Guidance	6,864,690	7,026,544	7,053,805	5,379,964	7,126,266	7,253,832	7,392,051	7,524,628
2130	Health, Psych, Speech & Audio	2,521,553	2,658,874	2,744,564	2,686,185	2,850,183	2,879,052	2,912,350	2,942,051
2210	Improvement Of Instruction	6,478,745	6,489,540	6,932,275	6,029,217	7,792,631	7,910,233	8,039,645	8,161,570
2214	Professional Development	20,000	25,000	27,796	-	-	-	-	-
2220	Media Services	3,762,450	3,708,018	3,929,338	3,001,971	3,889,812	3,957,325	4,030,670	4,100,806
2310	Board Of Education Service	420,332	556,555	264,232	401,450	381,450	385,172	389,490	393,316
2320	Exec Admin (Office Of Supt)	2,142,096	2,220,585	2,497,194	2,474,278	2,456,508	2,487,006	2,521,285	2,552,796
2400	Bldg Level Admin (School)	19,636,905	19,146,016	17,822,176	19,186,365	19,497,616	19,786,386	20,104,764	20,404,057
2510	Business/Central Services	11,564,067	12,587,249	11,144,373	13,411,544	13,019,635	13,146,880	13,293,892	13,424,769
2540	Operation Of Plant	22,545,535	23,747,890	23,344,719	25,533,156	24,136,510	24,370,349	24,646,779	24,988,899
2546	Safety & Security	2,337,788	2,525,429	2,772,959	2,821,265	2,921,962	2,965,871	3,014,209	3,059,730
2550	Pupil Transp, Contracted	316,885	430,977	420,033	178,250	177,250	178,980	180,986	182,764
2551	Pupil Transp-District Owned	12,128,572	8,225,258	8,053,094	9,372,738	10,630,353	10,719,311	10,823,148	10,938,863
2555	Other District Transportation	508,311	425,897	762,590	380,000	380,000	383,708	388,009	391,820
2561	Food Service	5,867,691	6,072,444	6,045,569	6,915,825	6,843,229	6,910,003	6,987,460	7,056,094
3000	Community Services	2,129,849	2,096,489	2,175,417	2,320,147	2,252,499	2,274,478	2,299,974	2,322,565
4000	Facility Acquisition & Constr	5,569,112	7,103,966	19,244,417	33,162,144	22,733,433	12,889,265	-	-
5100	Bond Principal	8,492,252	39,873,063	11,099,359	14,065,978	10,583,197	10,880,793	10,147,194	10,512,022
5200	Bond Interest	6,607,080	6,500,963	6,843,684	6,872,943	7,501,977	7,185,404	6,837,045	6,449,991
5300	Other Bond Expenses	6,492	1,056,504	17,064	158,305	17,000	20,000	20,000	20,000
Subtotal Expenditures		241,989,306	276,300,896	263,924,406	290,829,401	280,067,161	273,887,828	263,962,357	267,883,866
Anticipated Unexpended Budget		-	-	-	(5,525,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,650,000)
Total All Funds		<u>241,989,306</u>	<u>276,300,896</u>	<u>263,924,406</u>	<u>285,304,401</u>	<u>276,567,161</u>	<u>270,387,828</u>	<u>260,462,357</u>	<u>264,233,866</u>

EXPENDITURE BY FUNCTION

OPERATING FUNDS		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	43,338,360	44,388,630	46,983,547	48,722,929	49,724,016	50,643,051	51,636,182	52,591,722
1130	Middle School Instruction	25,582,588	25,617,539	26,580,515	27,073,654	28,451,972	28,984,696	29,559,762	30,113,736
1150	High School Instruction	37,866,062	37,998,974	39,340,317	43,908,690	39,337,858	40,063,274	40,847,323	41,601,529
1191	Summer School - Regular	1,082,464	1,248,151	1,329,932	1,489,156	1,483,103	1,506,411	1,531,962	1,556,141
1210	Gifted Education	2,559,801	2,607,218	2,641,541	2,670,332	2,755,270	2,806,981	2,862,792	2,916,568
1220	Special Education	539,312	629,813	658,457	720,518	740,106	751,781	764,575	776,687
1250	Supplemental Instruction	4,160,117	4,180,674	5,415,646	4,847,503	4,922,413	5,009,099	5,103,156	5,193,229
1300	Career Education Services	321,891	299,914	305,103	298,207	140,163	141,531	143,117	144,523
1400	Student Activities	3,669,671	4,165,828	4,053,494	4,329,517	4,339,940	4,383,728	4,434,280	4,479,324
1610	Adult Basic Education	1,040,255	1,067,682	1,027,001	991,080	1,270,081	1,282,474	1,296,850	1,309,588
1660	Adult Continuing Education	991,888	785,905	627,980	955,860	788,110	795,800	804,720	812,624
1911	Tuition to Other Districts	-	107,981	-	-	-	-	-	-
2110	Attendance	513,208	541,869	551,101	459,327	912,315	924,651	938,384	951,151
2120	Guidance	6,864,690	7,026,544	7,053,805	5,379,964	7,126,266	7,253,832	7,392,051	7,524,628
2130	Health, Psych, Speech & Audio	2,521,553	2,658,874	2,709,986	2,679,085	2,843,083	2,871,952	2,905,250	2,934,951
2210	Improvement Of Instruction	6,476,646	6,452,342	6,924,964	6,024,647	7,782,352	7,899,954	8,029,366	8,151,291
2214	Professional Development	20,000	25,000	27,796	-	-	-	-	-
2220	Media Services	3,757,034	3,704,161	3,927,580	2,995,692	3,889,812	3,957,325	4,030,670	4,100,806
2310	Board Of Education Service	420,332	556,555	264,232	401,450	381,450	385,172	389,490	393,316
2320	Exec Admin (Office Of Supt)	2,137,173	2,219,580	2,496,699	2,472,378	2,456,508	2,487,006	2,521,285	2,552,796
2400	Bldg Level Admin (School)	19,554,211	19,087,152	17,716,897	19,173,225	19,480,016	19,768,786	20,087,164	20,386,457
2510	Business/Central Services	11,185,836	11,975,535	10,517,277	12,773,278	12,681,438	12,808,683	12,955,695	13,086,572
2540	Operation Of Plant	21,909,726	22,700,956	22,361,667	23,827,366	23,271,807	23,498,887	23,762,295	23,995,699
2546	Safety & Security	1,098,132	1,144,679	1,249,388	1,198,239	1,224,296	1,236,242	1,250,100	1,262,379
2550	Pupil Transp, Contracted	316,885	430,977	420,033	178,250	177,250	178,980	180,986	182,764
2551	Pupil Transp-District Owned	8,285,631	7,955,612	7,776,587	8,598,665	9,147,400	9,236,658	9,340,195	9,431,939
2555	Other District Transportation	508,311	425,897	762,590	380,000	380,000	383,708	388,009	391,820
2561	Food Service	5,867,691	6,072,444	5,945,569	6,915,825	6,843,229	6,910,003	6,987,460	7,056,094
3000	Community Services	3,368,053	3,400,915	3,622,191	3,943,173	3,945,165	3,999,107	4,059,083	4,114,916
5100	Bond Principal	-	421,333	34,996	71,000	65,000	65,634	66,370	67,022
5200	Bond Interest	-	62,620	51,877	-	-	-	-	-
5300	Other Bond Expenses	3,684	4,250	6,000	-	-	-	-	-
Subtotal Expenditures		215,961,205	219,965,604	223,384,768	233,479,010	236,560,419	240,235,406	244,268,572	248,080,272
Anticipated Unexpended Budget		-	-	-	(5,525,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,650,000)
Total Operating Funds		215,961,205	219,965,604	223,384,768	227,954,010	233,060,419	236,735,406	240,768,572	244,430,272

EXPENDITURE BY FUNCTION

GENERAL FUND		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	2,521,497	2,390,340	3,754,243	3,420,568	2,182,633	2,203,929	2,228,632	2,250,522
1130	Middle School Instruction	863,144	464,663	1,008,161	857,816	498,012	502,872	508,509	513,504
1150	High School Instruction	2,654,973	2,066,711	3,237,159	1,560,133	1,908,305	1,926,926	1,948,526	1,967,665
1191	Summer School - Regular	241,250	289,715	351,178	503,581	514,823	519,847	525,674	530,837
1210	Gifted Education	128,673	106,116	52,888	42,809	34,773	35,112	35,506	35,855
1220	Special Education	152,930	208,547	200,788	245,351	252,162	254,623	257,477	260,006
1250	Supplemental Instruction	564,986	504,377	1,303,906	574,814	686,541	693,240	701,011	707,897
1300	Career Education Services	321,509	299,639	305,103	298,207	140,163	141,531	143,117	144,523
1400	Student Activities	3,472,233	3,994,713	3,876,054	4,329,517	4,182,131	4,222,939	4,270,276	4,312,221
1610	Adult Basic Education	1,040,255	1,067,682	1,027,001	991,080	1,270,081	1,282,474	1,296,850	1,309,588
1660	Adult Continuing Education	991,888	785,905	627,980	955,860	788,110	795,800	804,720	812,624
1911	Tuition to Other Districts	-	107,981	-	-	-	-	-	-
2110	Attendance	347,285	376,869	381,570	289,327	535,983	541,213	547,280	552,656
2120	Guidance	525,169	620,702	586,804	718,091	767,278	774,765	783,450	791,145
2130	Health, Psych, Speech & Audio	2,425,289	2,550,663	2,594,178	2,563,846	2,719,583	2,746,120	2,776,902	2,804,178
2210	Improvement Of Instruction	2,195,323	1,896,187	1,954,327	2,839,419	3,216,745	3,248,133	3,284,543	3,316,805
2214	Professional Development	20,000	25,000	27,796	-	-	-	-	-
2220	Media Services	679,467	655,262	603,057	641,894	650,880	657,231	664,598	671,126
2310	Board Of Education Service	420,332	556,555	264,232	401,450	381,450	385,172	389,490	393,316
2320	Exec Admin (Office Of Supt)	1,445,784	1,513,593	1,797,962	1,765,560	1,741,181	1,758,171	1,777,879	1,795,342
2400	Bldg Level Admin (School)	9,277,366	8,790,138	7,320,028	8,521,170	8,665,472	8,750,027	8,848,110	8,935,020
2510	Business/Central Services	11,011,353	11,790,404	10,152,746	12,394,344	12,297,622	12,417,619	12,556,813	12,680,152
2540	Operation Of Plant	21,909,726	22,700,956	22,361,667	23,827,366	23,271,807	23,498,887	23,762,295	23,995,699
2546	Safety & Security	1,098,132	1,144,679	1,249,388	1,198,239	1,224,296	1,236,242	1,250,100	1,262,379
2550	Pupil Transp, Contracted	316,885	430,977	420,033	178,250	177,250	178,980	180,986	182,764
2551	Pupil Transp-District Owned	8,285,631	7,955,612	7,776,587	8,598,665	9,147,400	9,236,658	9,340,195	9,431,939
2555	Other District Transportation	508,311	425,897	762,590	380,000	380,000	383,708	388,009	391,820
2561	Food Service	5,867,691	6,072,444	5,945,569	6,915,825	6,843,229	6,910,003	6,987,460	7,056,094
3000	Community Services	2,128,397	2,029,309	2,098,620	2,320,147	2,252,499	2,274,478	2,299,974	2,322,565
5100	Bond Principal	-	421,333	34,996	71,000	65,000	65,634	66,370	67,022
5200	Bond Interest	-	62,620	51,877	-	-	-	-	-
5300	Other Bond Expenses	3,684	4,250	6,000	-	-	-	-	-
Subtotal Expenditures		81,419,163	82,309,839	82,134,488	87,404,329	86,795,409	87,642,334	88,624,752	89,495,264
Anticipated Unexpended Budget		-	-	-	(4,025,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,650,000)
Total General Fund		81,419,163	82,309,839	82,134,488	83,379,329	84,295,409	85,142,334	86,124,752	86,845,264

EXPENDITURE BY FUNCTION**SPECIAL REVENUE FUND**

		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	40,816,863	41,998,290	43,229,304	45,302,361	47,541,383	48,439,122	49,407,550	50,341,200
1130	Middle School Instruction	24,719,444	25,152,876	25,572,354	26,215,838	27,953,960	28,481,824	29,051,253	29,600,232
1150	High School Instruction	35,211,089	35,932,263	36,103,158	42,348,557	37,429,553	38,136,348	38,898,797	39,633,864
1191	Summer School - Regular	841,214	958,436	978,754	985,575	968,280	986,564	1,006,288	1,025,304
1210	Gifted Education	2,431,128	2,501,102	2,588,653	2,627,523	2,720,497	2,771,869	2,827,286	2,880,713
1220	Special Education	386,382	421,266	457,669	475,167	487,944	497,158	507,098	516,681
1250	Supplemental Instruction	3,595,131	3,676,297	4,111,740	4,272,689	4,235,872	4,315,859	4,402,145	4,485,332
1300	Career Education Services	382	275	-	-	-	-	-	-
1400	Student Activities	197,438	171,115	177,440	-	157,809	160,789	164,004	167,103
2110	Attendance	165,923	165,000	169,531	170,000	376,332	383,438	391,104	398,495
2120	Guidance	6,339,521	6,405,842	6,467,001	4,661,873	6,358,988	6,479,067	6,608,601	6,733,483
2130	Health, Psych, Speech & Audio	96,264	108,211	115,808	115,239	123,500	125,832	128,348	130,773
2210	Improvement Of Instruction	4,281,323	4,556,155	4,970,637	3,185,228	4,565,607	4,651,821	4,744,823	4,834,486
2214	Professional Development	-	-	-	-	-	-	-	-
2220	Media Services	3,077,567	3,048,899	3,324,523	2,353,798	3,238,932	3,300,094	3,366,072	3,429,680
2320	Exec Admin (Office Of Supt)	691,389	705,987	698,737	706,818	715,327	728,835	743,406	757,454
2400	Bldg Level Admin (School)	10,276,845	10,297,014	10,396,869	10,652,055	10,814,544	11,018,759	11,239,054	11,451,437
2510	Business/Central Services	174,483	185,131	364,531	378,934	383,816	391,064	398,882	406,420
3000	Community Services	1,239,656	1,371,606	1,523,571	1,623,026	1,692,666	1,724,629	1,759,109	1,792,351
Subtotal Expenditures		134,542,042	137,655,765	141,250,280	146,074,681	149,765,010	152,593,072	155,643,820	158,585,008
Anticipated Unexpended Budget		-	-	-	(1,500,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Special Revenue Fund		<u>134,542,042</u>	<u>137,655,765</u>	<u>141,250,280</u>	<u>144,574,681</u>	<u>148,765,010</u>	<u>151,593,072</u>	<u>154,643,820</u>	<u>157,585,008</u>

EXPENDITURE BY FUNCTION**DEBT SERVICE FUND**

		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
5100	Bond Principal	8,492,252	39,390,253	10,940,000	13,875,000	10,390,000	10,685,000	10,015,000	10,445,000
5200	Bond Interest	6,566,708	6,374,160	6,731,307	6,819,416	7,456,700	7,148,548	6,808,785	6,428,985
5300	Other Bond Expenses	2,808	151,729	11,064	15,688	17,000	20,000	20,000	20,000
Total Debt Service Fund		<u>15,061,768</u>	<u>45,916,142</u>	<u>17,682,371</u>	<u>20,710,104</u>	<u>17,863,700</u>	<u>17,853,548</u>	<u>16,843,785</u>	<u>16,893,985</u>

EXPENDITURE BY FUNCTION**CAPITAL PROJECTS FUND**

		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	4,690	1,049	11,611	-	-	-	-	-
1130	Middle School Instruction	12,163	5,799	24,029	-	-	-	-	-
1150	High School Instruction	46,125	36,951	54,272	2,603	1,003	1,003	1,003	1,003
1210	Gifted Education	-	2,903	1,002	-	-	-	-	-
1220	Special Education	-	-	2,349	-	1,800	1,800	1,800	1,800
1300	Career Education Services	156,013	49,510	211,610	7,300	6,500	6,500	6,500	6,500
1400	Student Activities	184,293	87,244	910,241	-	-	-	-	-
2110	Attendance	-	-	-	1,000	1,000	1,000	1,000	1,000
2130	Health, Psych, Speech & Audio	-	-	34,578	7,100	7,100	7,100	7,100	7,100
2210	Improvement Of Instruction	2,099	37,198	7,311	4,570	10,279	10,279	10,279	10,279
2220	Media Services	5,416	3,857	1,758	6,279	-	-	-	-
2320	Exec Admin (Office Of Supt)	4,923	1,005	495	1,900	-	-	-	-
2400	Bldg Level Admin (School)	82,694	58,864	105,279	13,140	17,600	17,600	17,600	17,600
2510	Business/Central Services	378,231	611,714	627,096	638,266	338,197	338,197	338,197	338,197
2540	Operation Of Plant	635,809	1,046,934	983,052	1,705,790	864,703	871,462	884,484	993,200
2546	Safety & Security	-	9,144	-	-	5,000	5,000	5,000	5,000
2551	Pupil Transp-District Owned	3,842,941	269,646	276,507	774,073	1,482,953	1,482,653	1,482,953	1,506,924
2561	Food Service	-	-	100,000	-	-	-	-	-
3000	Community Services	1,452	67,180	76,797	-	-	-	-	-
4000	Facility Acquisition & Constr	5,569,112	5,677	-	-	-	-	-	-
5100	Bond Principal	-	61,477	124,363	119,978	128,197	130,159	65,824	-
5200	Bond Interest	40,372	64,183	60,500	53,527	45,277	36,856	28,260	21,006
5300	Other Bond Expenses	-	-	-	-	-	-	-	-
Total Capital Projects Fund		<u>10,966,333</u>	<u>2,420,335</u>	<u>3,612,850</u>	<u>3,335,526</u>	<u>2,909,609</u>	<u>2,909,609</u>	<u>2,850,000</u>	<u>2,909,609</u>

EXPENDITURE BY FUNCTION**BOND ISSUE - CP FUND**

		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
4000	Facility Acquisition & Constr	-	7,098,289	19,244,417	33,162,144	22,733,433	12,889,265	-	-
5300	Other Bond Expenses	-	900,525	-	142,617	-	-	-	-
Total Bond Issue Fund		<u>-</u>	<u>7,998,814</u>	<u>19,244,417</u>	<u>33,304,761</u>	<u>22,733,433</u>	<u>12,889,265</u>	<u>-</u>	<u>-</u>

EXPENDITURE BY PROGRAM

The District tracks expenditures by programs for the operating funds. The salary and benefit portion of the program budgets are created by Finance and Human Resources. The non-salary and benefit portion of the budgets are prepared by the program level administrators using a zero-based budgeting methodology.

In prior years, significant changes were made that cause variances when looking at historic costs between programs.

In FY16, the District started using an outside service for substitutes. This lowered the salary cost in the Instructional Staffing from FY15 compared to FY16 but also had a related increase in non-salary expenses in that program.

The program for webmaster was moved to communications and is no longer tracked separately.

A program for the Parkway-Rockwood Community Education partnership was created. A related reduction in the Community Education program's expenditures was made for FY16 and FY17.

There was a significant increase in expenditures for the drug free school program. This is a result of the cost of 2 FTEs transferring to that program. Previously the FTEs were budgeted through the Federal Grants program.

The internal financing program's expenditures were greatly reduced starting in FY16. This is a result of a computer lease program that started to end in FY15.

The following statements show the Operating Funds program budgets. A statement is shown for the entire program cost, the salary and benefit only portion of the program costs, and the non-salary and benefit portion of the program costs.

OPERATING EXPENSES BY PROGRAM	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	FY17	%
ALL OPERATING EXPENSES	OPERATING	OPERATING	OPERATING	PROJECTIONS	BUDGET	VS FY18	CHG
101 Special Reading	17,917	22,697	23,101	18,609	16,400	(2,209)	-11.87%
102 Comm Arts	170,430	172,276	200,851	185,904	183,448	(2,456)	-1.32%
103 Mathematics	91,750	101,909	80,301	89,490	81,552	(7,938)	-8.87%
104 Fine Arts	304,403	335,495	336,240	354,002	360,115	6,113	1.73%
105 Physical Education	74,818	65,567	60,672	61,894	63,314	1,420	2.29%
106 Science	127,064	141,162	143,551	160,501	156,037	(4,464)	-2.78%
107 Social Studies	105,961	103,655	116,124	117,041	110,607	(6,434)	-5.50%
108 Instructional Technology	134,080	146,489	102,838	111,682	106,563	(5,119)	-4.58%
109 Guidance	25,492	31,397	23,101	27,676	26,811	(865)	-3.13%
110 Art	131,942	122,885	116,340	138,086	140,750	2,664	1.93%
111 Bldg Admin Services	1,613,336	1,671,385	1,771,986	1,534,008	1,576,542	42,534	2.77%
112 Audio Visual Services	29,080	24,736	22,459	19,742	23,757	4,015	20.34%
113 Business Education	43,226	35,914	27,776	37,184	39,439	2,255	6.06%
114 Modern Classical Lang	65,583	42,619	37,993	41,761	50,628	8,867	21.23%
115 Family And Consumer Sc	56,624	64,356	46,574	62,347	61,169	(1,178)	-1.89%
116 Industrial Arts	45,013	38,363	41,126	40,184	42,188	2,004	4.99%
117 Student Body Act	110,084	96,172	130,243	178,869	99,760	(79,109)	-44.23%
118 Drivers Education	1,280	1,305	1,064	1,000	950	(50)	-5.00%
119 Coop Voc Ed	20,788	46,513	37,623	46,752	73,447	26,695	57.10%
121 Speech	23,837	23,730	20,316	22,051	20,912	(1,139)	-5.17%
122 Library Svcs	59,177	70,037	54,337	71,872	68,905	(2,967)	-4.13%
123 Health Ed	11,779	6,853	4,895	7,144	7,500	356	4.98%
124 Eee Camp	135,950	139,012	138,883	114,137	124,399	10,262	8.99%
127 Gifted Education	230,365	221,304	206,995	209,731	205,746	(3,985)	-1.90%
128 Comm Arts Secdy	23,695	(566)	130	-	11,110	11,110	0.00%
129 Drug Free School	76	114,405	114,931	122,140	115,987	(6,153)	-5.04%
150 Pathways	461,787	485,262	468,339	484,322	503,735	19,413	4.01%
151 Summer School	1,174,282	1,300,666	1,360,978	1,525,707	1,523,789	(1,918)	-0.13%
175 Instructional Staffing	121,300,380	123,179,475	125,223,702	129,945,140	132,255,639	2,310,499	1.78%
177 Bldg Level Staffing	14,873,196	14,906,939	15,206,175	15,636,683	16,384,788	748,105	4.78%
202 Special Services	155,400	208,547	200,788	245,351	426,154	180,803	73.69%
203 Esol	6,594	9,341	9,689	9,900	17,300	7,400	74.75%
204 Athletics	1,002,826	977,523	1,023,676	955,798	961,745	5,947	0.62%
205 Adult Basic Education	1,040,385	1,067,682	1,030,881	1,058,802	1,250,419	191,617	18.10%
206 Community Education	937,300	560,463	582,518	763,638	776,565	12,927	1.69%
207 Early Childhood	1,868,729	1,817,014	1,840,069	1,990,213	1,912,361	(77,852)	-3.91%
208 Preschools	1,394,102	1,360,895	1,558,340	1,708,446	1,633,705	(74,741)	-4.37%
210 Parkway Rockwood Com Ed	-	171,244	37,760	124,500	-	(124,500)	-100.00%
301 Student Services	151,643	228,712	189,441	139,942	142,174	2,232	1.59%
302 Pupil Personnel	1,696,356	1,780,558	2,052,919	1,762,795	1,927,578	164,783	9.35%
303 Health Services	2,386,591	2,512,772	2,578,317	2,529,532	2,649,479	119,947	4.74%
304 Guidance And Counseling	99,212	170,047	174,386	178,528	181,615	3,087	1.73%
351 Teach Learn Accountability	4,431,759	3,393,884	4,619,473	4,951,392	4,947,111	(4,281)	-0.09%
352 Professional Learning	764,914	806,157	914,715	989,292	815,219	(174,073)	-17.60%
353 Reading Diagnostics	126,575	130,729	200,911	249,642	134,641	(115,001)	-46.07%
354 Evaluation	218,962	224,645	264,238	293,937	244,172	(49,765)	-16.93%
355 Media Services	716,355	695,498	874,983	902,803	919,577	16,774	1.86%
357 Student Assessment	381,183	296,150	269,060	287,038	332,431	45,393	15.81%
358 Progress Monitoring	393,726	427,831	469,784	482,567	317,417	(165,150)	-34.22%
400 Board Of Education	113,042	174,646	62,873	122,450	122,450	-	0.00%
401 Superintendent	400,352	410,993	489,831	441,356	454,308	12,952	2.93%
402 District Dues	181,295	148,193	136,018	136,350	162,400	26,050	19.11%
403 Legal Services	126,188	233,716	193,544	279,000	259,000	(20,000)	-7.17%
404 Deputy Superintendent	299,881	307,184	307,842	316,901	313,245	(3,656)	-1.15%
405 Asst Super Of Student Serv	327,627	326,498	354,155	333,335	340,000	6,665	2.00%
408 Chief Financial Officer	291,602	265,688	280,673	288,763	300,487	11,724	4.06%
409 Communications	909,517	1,003,979	938,343	956,948	874,860	(82,088)	-8.58%
410 Safety Security	1,069,137	1,115,001	1,181,435	1,198,239	1,214,733	16,494	1.38%
411 Special Projects	71,500	75,989	75,401	85,095	160,677	75,582	88.82%

OPERATING EXPENSES BY PROGRAM

ALL OPERATING EXPENSES
(CONTINUED)

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	FY17	%
	OPERATING	OPERATING	OPERATING	PROJECTIONS	BUDGET	VS FY18	CHG
501 Finance	1,058,550	961,865	998,598	1,048,106	953,702	(94,404)	-9.01%
502 Internal Equip Fin	519,900	340,184	28,530	11,922	9,188	(2,734)	-22.93%
503 Risk Mgmt	1,964,005	2,010,010	1,907,469	2,305,510	2,229,801	(75,709)	-3.28%
504 Food Services	5,867,691	6,072,444	5,945,569	6,915,825	6,784,529	(131,296)	-1.90%
505 Purchasing	304,340	312,328	343,491	344,929	328,656	(16,273)	-4.72%
506 Print Shop	13,492	(314)	10,912	12,424	22,040	9,616	77.40%
507 School Stores	304,722	317,152	339,114	354,227	391,366	37,139	10.48%
508 Warehouse	860,367	917,743	948,093	943,418	1,255,218	311,800	33.05%
509 Mailroom	86,903	85,728	83,718	239,349	96,719	(142,630)	-59.59%
510 Technology	5,112,644	6,633,273	5,898,313	6,327,516	6,821,717	494,201	7.81%
511 Human Resources	1,067,514	988,094	971,611	973,620	1,003,605	29,985	3.08%
512 Transportation	5,536,327	5,383,501	5,355,301	5,864,535	6,115,381	250,846	4.28%
513 SSD Transportation	2,383,516	2,286,093	2,143,934	2,565,205	2,602,861	37,656	1.47%
551 Facility Operations	7,661,939	7,956,093	7,958,931	8,315,398	8,467,061	151,663	1.82%
552 Facility Maintenance	5,171,199	5,115,134	5,333,403	5,372,131	5,183,267	(188,864)	-3.52%
553 Grounds Maintenance	1,790,780	1,740,498	1,849,799	2,170,433	1,965,312	(205,121)	-9.45%
554 Planning	777,380	646,177	622,509	654,460	590,541	(63,919)	-9.77%
555 Environmental Svcs	596,785	751,828	748,718	800,202	732,422	(67,780)	-8.47%
556 Facility Management	613,520	609,307	542,796	655,812	616,976	(38,836)	-5.92%
557 Sustainability	5,027,354	5,581,102	4,913,277	5,721,383	5,207,647	(513,736)	-8.98%
702 Debt Service	3,684	4,250	6,000	-	-	-	0.00%
804 State Grants	76,945	207,401	271,658	244,514	385,888	141,374	57.82%
805 Federal Grants	3,015,276	2,773,741	3,598,139	2,872,036	2,921,505	49,469	1.72%
806 Local Grants	119,900	97,592	106,158	117,843	147,207	29,364	24.92%
900 Student Activities	3,000,324	3,560,788	3,427,020	3,500,000	3,500,000	-	0.00%
SUBTOTAL EXPENDITURES	215,961,205	219,965,603	223,384,768	233,479,010	236,560,419	3,081,409	1.32%
ANTICIPATED UNEXPENDED BUDGET	-	-	-	(5,525,000)	(3,500,000)	2,025,000	-36.65%
TOTAL EXPENDITURES	215,961,205	219,965,603	223,384,768	227,954,010	233,060,419	5,106,409	2.24%

OPERATING EXPENSES BY PROGRAM SALARY & BENEFITS ONLY	2013-2014 OPERATING	2014-2015 OPERATING	2015-2016 OPERATING	2016-2017 PROJECTIONS	2017-2018 BUDGET	FY17 VS FY18	% CHG
102 Comm Arts	-	8,253	580	-	-	-	0.00%
103 Mathematics	-	-	-	-	-	-	0.00%
104 Fine Arts	10,876	21,783	15,506	-	-	-	0.00%
105 Physical Education	-	215	-	-	-	-	0.00%
106 Science	5,850	-	-	-	-	-	0.00%
107 Social Studies	-	686	291	-	-	-	0.00%
111 Bldg Admin Services	80,471	136,189	96,102	-	-	-	0.00%
114 Modern Classical Lang	1,733	-	-	-	-	-	0.00%
121 Speech	215	86	-	-	-	-	0.00%
124 Eee Camp	98,509	100,597	94,189	86,963	86,502	(461)	-0.53%
127 Gifted Education	147,264	151,703	153,543	156,922	160,973	4,051	2.58%
128 Comm Arts Secdy	4,638	-	-	-	-	-	0.00%
129 Drug Free School	-	97,801	100,760	110,690	114,987	4,297	3.88%
150 Pathways	448,064	460,389	450,057	458,194	479,835	21,641	4.72%
151 Summer School	1,007,231	1,155,172	1,252,650	1,443,615	1,441,697	(1,918)	-0.13%
175 Instructional Staffing	121,201,075	123,060,263	122,647,379	126,564,888	129,749,098	3,184,210	2.52%
177 Bldg Level Staffing	14,873,196	14,906,939	15,206,175	15,636,683	16,384,788	748,105	4.78%
202 Special Services	83,674	148,096	146,642	148,081	328,884	180,803	122.10%
204 Athletics	297,909	274,794	283,202	244,048	249,995	5,947	2.44%
205 Adult Basic Education	937,680	953,230	938,412	972,080	1,142,614	170,534	17.54%
206 Community Education	592,958	488,226	482,898	660,189	670,915	10,726	1.62%
207 Early Childhood	1,777,660	1,711,041	1,733,342	1,885,388	1,800,536	(84,852)	-4.50%
208 Preschools	1,251,325	1,206,411	1,334,897	1,490,639	1,382,755	(107,884)	-7.24%
210 Parkway Rockwood Com Ed	-	35,438	37,760	-	-	-	0.00%
301 Student Services	72,316	89,201	97,445	80,163	82,395	2,232	2.78%
302 Pupil Personnel	1,011,578	1,053,041	1,107,337	1,173,910	1,338,693	164,783	14.04%
303 Health Services	2,283,494	2,361,380	2,325,500	2,271,111	2,391,058	119,947	5.28%
304 Guidance And Counseling	99,212	108,492	119,290	121,953	125,040	3,087	2.53%
351 Teach Learn Accountability	2,119,206	2,158,349	2,428,239	2,438,839	2,602,795	163,956	6.72%
352 Professional Learning	678,197	696,692	656,042	652,133	505,794	(146,339)	-22.44%
353 Reading Diagnostics	110,277	116,615	186,437	238,942	123,581	(115,361)	-48.28%
354 Evaluation	209,004	215,096	254,624	284,687	234,922	(49,765)	-17.48%
355 Media Services	403,583	407,493	530,923	543,003	559,277	16,274	3.00%
357 Student Assessment	159,196	164,818	177,011	145,408	191,331	45,923	31.58%
358 Progress Monitoring	383,913	421,266	457,669	475,167	317,417	(157,750)	-33.20%
400 Board Of Education	38,348	-	-	-	-	-	0.00%
401 Superintendent	357,653	373,536	389,704	390,636	403,588	12,952	3.32%
404 Deputy Superintendent	254,308	264,793	265,989	273,901	268,345	(5,556)	-2.03%
405 Asst Super Of Student Serv	265,853	267,496	252,263	254,792	261,457	6,665	2.62%
408 Chief Financial Officer	288,884	260,479	272,294	282,066	291,590	9,524	3.38%
409 Communications	715,345	742,605	770,985	808,907	718,410	(90,497)	-11.19%
410 Safety Security	433,667	467,869	539,295	534,239	555,733	21,494	4.02%
411 Special Projects	70,720	73,064	75,242	77,195	79,277	2,082	2.70%
501 Finance	978,964	931,292	932,405	968,106	856,752	(111,354)	-11.50%
503 Risk Mgmt	591,373	543,991	529,607	750,000	640,030	(109,970)	-14.66%
504 Food Services	2,987,002	2,967,179	3,272,053	3,478,578	3,411,215	(67,363)	-1.94%
505 Purchasing	297,743	306,695	337,179	338,094	319,316	(18,778)	-5.55%
506 Print Shop	42,866	42,845	44,226	39,574	46,690	7,116	17.98%
507 School Stores	284,198	295,458	305,516	325,302	362,441	37,139	11.42%
508 Warehouse	1,037,214	1,088,645	914,386	888,768	1,207,218	318,450	35.83%
509 Mailroom	46,925	48,809	50,330	196,324	56,694	(139,630)	-71.12%
510 Technology	3,264,291	3,353,018	3,344,547	3,483,564	3,455,266	(28,298)	-0.81%
511 Human Resources	981,476	891,945	876,216	902,575	907,309	4,734	0.52%
512 Transportation	4,942,003	4,942,898	5,017,627	5,219,582	5,518,351	298,769	5.72%
513 SSD Transportation	2,077,031	2,042,289	1,945,949	2,240,780	2,299,596	58,816	2.62%
551 Facility Operations	7,277,463	7,520,614	7,554,290	7,891,898	8,044,561	152,663	1.93%
552 Facility Maintenance	3,958,861	4,067,477	4,166,966	4,300,131	4,092,267	(207,864)	-4.83%
553 Grounds Maintenance	1,449,292	1,375,146	1,426,292	1,619,633	1,448,812	(170,821)	-10.55%
554 Planning	536,040	553,747	539,236	554,460	470,541	(83,919)	-15.14%
555 Environmental Svcs	426,073	425,114	431,197	386,402	451,522	65,120	16.85%
556 Facility Management	278,057	293,701	269,158	281,512	287,476	5,964	2.12%
804 State Grants	69,250	206,904	236,408	243,107	385,888	142,781	58.73%
805 Federal Grants	2,117,529	2,144,294	2,178,852	2,100,616	2,279,535	178,919	8.52%
806 Local Grants	69,631	73,911	76,369	102,843	122,707	19,864	19.31%
900 Student Activities	-	-	170,005	-	-	-	0.00%
TOTAL	186,488,364	189,275,569	190,499,488	197,217,281	201,708,469	4,491,188	2.28%

OPERATING EXPENSES BY PROGRAM EXCLUDING SALARY & BENEFITS	2013-2014 OPERATING	2014-2015 OPERATING	2015-2016 OPERATING	2016-2017 PROJECTIONS	2017-2018 BUDGET	FY17 VS FY18	% CHG
101 Special Reading	17,917	22,697	23,101	18,609	16,400	(2,209)	-11.87%
102 Comm Arts	170,430	164,023	200,271	185,904	183,448	(2,456)	-1.32%
103 Mathematics	91,750	101,909	80,301	89,490	81,552	(7,938)	-8.87%
104 Fine Arts	293,527	313,712	320,734	354,002	360,115	6,113	1.73%
105 Physical Education	74,818	65,352	60,672	61,894	63,314	1,420	2.29%
106 Science	121,214	141,162	143,551	160,501	156,037	(4,464)	-2.78%
107 Social Studies	105,961	102,969	115,833	117,041	110,607	(6,434)	-5.50%
108 Instructional Technology	134,080	146,489	102,838	111,682	106,563	(5,119)	-4.58%
109 Guidance	25,492	31,397	23,101	27,676	26,811	(865)	-3.13%
110 Art	131,942	122,885	116,340	138,086	140,750	2,664	1.93%
111 Bldg Admin Services	1,532,865	1,535,196	1,675,884	1,534,008	1,576,542	42,534	2.77%
112 Audio Visual Services	29,080	24,736	22,459	19,742	23,757	4,015	20.34%
113 Business Education	43,226	35,914	27,776	37,184	39,439	2,255	6.06%
114 Modern Classical Lang	63,850	42,619	37,993	41,761	50,628	8,867	21.23%
115 Family And Consumer Sc	56,624	64,356	46,574	62,347	61,169	(1,178)	-1.89%
116 Industrial Arts	45,013	38,363	41,126	40,184	42,188	2,004	4.99%
117 Student Body Act	110,084	96,172	130,243	178,869	99,760	(79,109)	-44.23%
118 Drivers Education	1,280	1,305	1,064	1,000	950	(50)	-5.00%
119 Coop Voc Ed	20,788	46,513	37,623	46,752	73,447	26,695	57.10%
121 Speech	23,622	23,644	20,316	22,051	20,912	(1,139)	-5.17%
122 Library Svcs	59,177	70,037	54,337	71,872	68,905	(2,967)	-4.13%
123 Health Ed	11,779	6,853	4,895	7,144	7,500	356	4.98%
124 Eee Camp	37,441	38,415	44,694	27,174	37,897	10,723	39.46%
127 Gifted Education	83,101	69,601	53,452	52,809	44,773	(8,036)	-15.22%
128 Comm Arts Secdy	19,057	(566)	130	-	11,110	11,110	0.00%
129 Drug Free School	76	16,604	14,171	11,450	1,000	(10,450)	-91.27%
150 Pathways	13,723	24,873	18,282	26,128	23,900	(2,228)	-8.53%
151 Summer School	167,051	145,494	108,328	82,092	82,092	-	0.00%
175 Instructional Staffing	99,305	119,212	2,576,323	3,380,252	2,506,541	(873,711)	-25.85%
202 Special Services	71,726	60,451	54,146	97,270	97,270	-	0.00%
203 Esol	6,594	9,341	9,689	9,900	17,300	7,400	74.75%
204 Athletics	704,917	702,729	740,474	711,750	711,750	-	0.00%
205 Adult Basic Education	102,705	114,452	92,469	86,722	107,805	21,083	24.31%
206 Community Education	344,342	72,237	99,620	103,449	105,650	2,201	2.13%
207 Early Childhood	91,069	105,973	106,727	104,825	111,825	7,000	6.68%
208 Preschools	142,777	154,484	223,443	217,807	250,950	33,143	15.22%
210 Parkway Rockwood Com Ed	-	135,806	-	124,500	-	(124,500)	-100.00%
301 Student Services	79,327	139,511	91,996	59,779	59,779	-	0.00%
302 Pupil Personnel	684,778	727,517	945,582	588,885	588,885	-	0.00%
303 Health Services	103,097	151,392	252,817	258,421	258,421	-	0.00%
304 Guidance And Counseling	-	61,555	55,096	56,575	56,575	-	0.00%
351 Teach Learn Accountability	2,312,553	1,235,535	2,191,234	2,512,553	2,344,316	(168,237)	-6.70%
352 Professional Learning	86,717	109,465	258,673	337,159	309,425	(27,734)	-8.23%
353 Reading Diagnostics	16,298	14,114	14,474	10,700	11,060	360	3.36%
354 Evaluation	9,958	9,549	9,614	9,250	9,250	-	0.00%
355 Media Services	312,772	288,005	344,060	359,800	360,300	500	0.14%
357 Student Assessment	221,987	131,332	92,049	141,630	141,100	(530)	-0.37%
358 Progress Monitoring	9,813	6,565	12,115	7,400	-	(7,400)	-100.00%
400 Board Of Education	74,694	174,646	62,873	122,450	122,450	-	0.00%
401 Superintendent	42,699	37,457	100,127	50,720	50,720	-	0.00%
402 District Dues	181,295	148,193	136,018	136,350	162,400	26,050	19.11%
403 Legal Services	126,188	233,716	193,544	279,000	259,000	(20,000)	-7.17%
404 Deputy Superintendent	45,573	42,391	41,853	43,000	44,900	1,900	4.42%
405 Asst Super Of Student Serv	61,774	59,002	101,892	78,543	78,543	-	0.00%
408 Chief Financial Officer	2,718	5,209	8,379	6,697	8,897	2,200	32.85%
409 Communications	194,172	261,374	167,358	148,041	156,450	8,409	5.68%
410 Safety Security	635,470	647,132	642,140	664,000	659,000	(5,000)	-0.75%
411 Special Projects	780	2,925	159	7,900	81,400	73,500	930.38%
501 Finance	79,586	30,573	66,193	80,000	96,950	16,950	21.19%
502 Internal Equip Fin	519,900	340,184	28,530	11,922	9,188	(2,734)	-22.93%
503 Risk Mgmt	1,372,632	1,466,019	1,377,862	1,555,510	1,589,771	34,261	2.20%
504 Food Services	2,880,689	3,105,265	2,673,516	3,437,247	3,373,314	(63,933)	-1.86%
505 Purchasing	6,597	5,633	6,312	6,835	9,340	2,505	36.65%
506 Print Shop	(29,374)	(43,159)	(33,314)	(27,150)	(24,650)	2,500	-9.21%
507 School Stores	20,524	21,694	33,598	28,925	28,925	-	0.00%

OPERATING EXPENSES BY PROGRAM
EXCLUDING SALARY & BENEFITS
(CONTINUED)

	2013-2014 OPERATING	2014-2015 OPERATING	2015-2016 OPERATING	2016-2017 PROJECTIONS	2017-2018 BUDGET	FY17 VS FY18	% CHG
508 Warehouse	(176,847)	(170,902)	33,707	54,650	48,000	(6,650)	-12.17%
509 Mailroom	39,978	36,919	33,388	43,025	40,025	(3,000)	-6.97%
510 Technology	1,848,353	3,280,255	2,553,766	2,843,952	3,366,451	522,499	18.37%
511 Human Resources	86,038	96,149	95,395	71,045	96,296	25,251	35.54%
512 Transportation	594,324	440,603	337,674	644,953	597,030	(47,923)	-7.43%
513 SSD Transportation	306,485	243,804	197,985	324,425	303,265	(21,160)	-6.52%
551 Facility Operations	384,476	435,479	404,641	423,500	422,500	(1,000)	-0.24%
552 Facility Maintenance	1,212,338	1,047,657	1,166,437	1,072,000	1,091,000	19,000	1.77%
553 Grounds Maintenance	341,488	365,352	423,507	550,800	516,500	(34,300)	-6.23%
554 Planning	241,340	92,430	83,273	100,000	120,000	20,000	20.00%
555 Environmental Svcs	170,712	326,714	317,521	413,800	280,900	(132,900)	-32.12%
556 Facility Management	335,463	315,606	273,638	374,300	329,500	(44,800)	-11.97%
557 Sustainability	5,027,354	5,581,102	4,913,277	5,721,383	5,207,647	(513,736)	-8.98%
702 Debt Service	3,684	4,250	6,000	-	-	-	0.00%
804 State Grants	7,695	497	35,250	1,407	-	(1,407)	-100.00%
805 Federal Grants	897,747	629,447	1,419,287	771,420	641,970	(129,450)	-16.78%
806 Local Grants	50,269	23,681	29,789	15,000	24,500	9,500	63.33%
900 Student Activities	3,000,324	3,560,788	3,257,015	3,500,000	3,500,000	-	0.00%
TOTAL	29,472,841	30,690,034	32,885,280	36,261,729	34,851,950	(1,409,779)	-3.89%

ORGANIZATIONAL SECTION





PARKWAY

SCHOOLS

HIGHER EXPECTATIONS.
BRIGHTER FUTURES.

455 N. Woods Mill Rd.
Chesterfield, MO 63017
314-415-8100

www.parkwayschools.net

CENTRAL AREA

1. Central High
2. Central Middle
3. Green Trails Elementary
4. Highcroft Ridge Elementary
5. River Bend Elementary
6. Shenandoah Valley Elementary

NORTH AREA

7. North High
8. Northeast Middle
9. Bellerive Elementary
10. Craig Elementary
11. McKelvey Elementary
12. Ross Elementary

SOUTH AREA

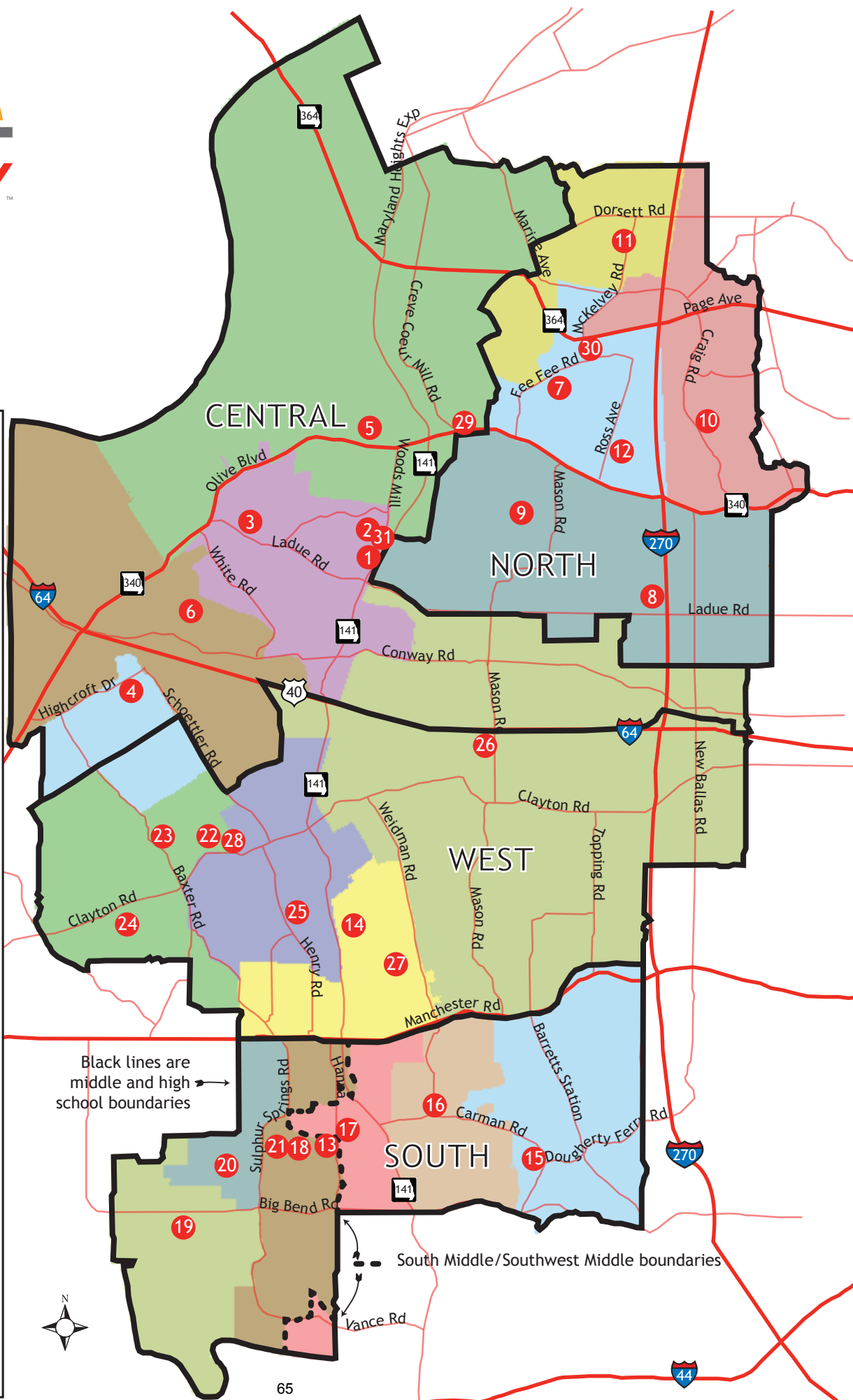
13. South High
14. South Middle
15. Barretts Elementary
16. Carman Trails Elementary
17. Hanna Woods Elementary
18. Southwest Middle
19. Oak Brook Elementary
20. Sorrento Springs Elementary
21. Wren Hollow Elementary

WEST AREA

22. West High
23. West Middle
24. Claymont Elementary
25. Henry Elementary
26. Mason Ridge Elementary
27. Pierremont Elementary

DISTRICTWIDE

28. Early Childhood Center
29. Fern Ridge High
30. Instructional Services Center and Pathways Alternative Programs
31. Administration Building



DIRECTORY OF PARKWAY SCHOOLS

Revised December, 2016

Administrative Center - Dr. Keith Marty, Superintendent
455 N. Woods Mill Road Chesterfield, MO 63017-3385 Phone 314-415-8100 Fax 314-415-8009
www.parkwayschools.net

Barretts Elementary N P (1/2) (01)

1780 Carman Rd., Manchester, 63021
314-415-6000 Fax 314-415-6012
Dr. Kelli Moreton/Admin. Intern Ashley Deckelman
9:05 a.m. - 4 p.m.

Bellerive Elementary N (15)

620 Rue de Fleur Dr., Creve Coeur, 63141
314-415-6050 Fax 314-415-6062
Dr. Jami DeBosch/Admin Intern Katie DeClue
9:05 a.m. - 4 p.m.

Carman Trails Elementary N P (1/2) (21)

555 Weidman Rd. S., Manchester, 63021
314-415-6100 Fax 314-415-6119
Dr. Gina Piccinni/Asst. Dr. Robert Villigam
9:05 a.m. - 4 p.m.

Claymont Elementary (02)

405 Country Club Dr., Ballwin, 63011
314-415-6150 Fax 314-415-6162
Dr. Aaron Wills/Asst. Michelle Weissenborn
9:05 a.m. - 4 p.m.

Craig Elementary N (09)

1492 Craig Rd., St. Louis, 63146
314-415-6200 Fax 314-415-6212
Bill Senti/Asst. Berin Waller
9:05 a.m. - 4 p.m.

Green Trails Elementary N (08)

170 Portico Dr., Chesterfield, 63017
314-415-6250 Fax 314-415-6262
Dr. Rene Sommers/Admin Intern Dr. Dan Tripp
8:20 a.m. - 3:15 p.m.

Parkway Central Middle N (40)

471 N. Woods Mill Rd., Chesterfield, 63017
314-415-7800 Fax 314-415-7834
Dr. Michael Baugus/Assts. Dr. Greg Bergner,
Dr. Randy Eikel, Dr. Cathy Lorenz
8:20 a.m. - 3:15 p.m.

Parkway Northeast Middle N (45)

181 Coeur DeVille Dr., Creve Coeur, 63141
314-415-7100 Fax 314-415-7113
Dr. Kashina Bell/Assts. Mike Hazelton
Dr. Joey Kneer, Dr. Grace Lee,
8:20 a.m. - 3:15 p.m.

Parkway South Middle N (41)

760 Woods Mill Rd., Manchester, MO 63011
314-415-7200 Fax 314-415-7213
Amy Branson /Assts. Toby McQuerrey,
Monyee Wright
8:20 a.m. - 3:15 p.m.

Parkway Southwest Middle N (46)

701 Wren Ave., Manchester, 63021
314-415-7300 Fax 314-415-7334
Dr. Craig Maxwell, Assts. Dr. Nedra Clark,
Susan Doering
8:20 a.m. - 3:15 p.m.

Hanna Woods Elementary N (17)

720 Hanna Rd., Manchester, 63021
314-415-6300 Fax 314-415-6318
Dr. Patrick Shelton/Asst. Debbie Reid
8:20 a.m. - 3:15 p.m.

Henry Elementary N (12)

700 Henry Avenue, Ballwin, 63011
314-415-6350 Fax 314-415-6362
Dr. Lynn Pott/Asst. Brian Moeckel
9:05 a.m. - 4 p.m.

Highcroft Ridge Elementary N (22)

15380 Highcroft Dr., Chesterfield, 63017
314-415-6400 Fax 314-415-6419
Aaron McPherson/Admin Intern Diana Schumacher
9:05 a.m. - 4 p.m.

Mason Ridge Elementary N (05)

715 S. Mason Rd., Town & Country, 63141
314-415-6450 Fax 314-415-6462
Dr. Jenn Dieken-Buchek/Admin Intern Patrick Wallace
9:05 a.m. - 4 p.m.

McKelvey Elementary N (11)

1751 McKelvey Rd., Maryland Heights, 63043
314-415-6500 Fax 314-415-6512
Dr. Kim Cohen/Asst. Jessica Karl
9:05 a.m.—4 p.m.

Oak Brook Elementary N P (1/2) (23)

510 Big Bend, Ballwin, 63021
314-415-6550 Fax 314-415-6562
Dr. Christopher Shirley/Asst. Kevin Helton
7:35 a.m. - 2:30 p.m.

Parkway West Middle N(43)

2312 Baxter Rd., Chesterfield, 63017
314-415-7400 Fax 314-415-7461
Dr. Anne Miller/Assts. Jason Kozdron, Carrie Lawton, Jeff Swartz
8:20 a.m. - 3:15 p.m.

Parkway Central High N P (50)

369 N. Woods Mill Rd., Chesterfield, 63017
314-415-7900 Fax 314-415-7913
Dr. Tim McCarthy/Assts. Chris Dallas,
Travis Fast, Dr. Shenita Mayes,
Dr. Sarah Power
7:35 a.m. - 2:30 p.m.

Parkway North High N P (56)

12860 Fee Fee Rd., St. Louis, 63146
314-415-7600 Fax 314-415-7614
Dr. Jenny Marquart/Assts. Dr. Tori Cain,
Dr. Rhonda Page, Mike Rizzo, Greg Wagener
7:35 a.m. - 2:30 p.m.

Parkway South High N (58)

801 Hanna Rd., Manchester, 63021
314-415-7700 Fax 314-415-7712
Dr. Patrice Aitch/Assts. Dr. Darryl Diggs, Angie Pappas-Muyco, Dr. Corey Sink, Michelle Thompson, Dr. Eric Wilhelm
7:35 a.m. - 2:30 p.m.

Pierremont Elementary (10)

1215 Dauphine Lane, Manchester, 63011
314-415-6600 Fax 314-415-6612
Joe Hawkinson/Asst. Kiara Lackey
7:35 a.m. - 2:30 p.m.

River Bend Elementary N (14)

224 River Valley Dr., Chesterfield, 63017
314-415-6650 Fax 314-415-6669
Bonnie McCracken/Asst. Dr. Alicia Bottorff
9:05 a.m. - 4 p.m.

Ross Elementary N (06)

1150 Ross Road, St. Louis, 63146
314-415-6700 Fax 314-415-6712
Dr. Lisa Luna/Asst. Cartelia Lucas
9:05 a.m. - 4 p.m.

Shenandoah Valley Elementary (20)

15399 Appalachian Trail, Chesterfield, 63017
314-415-6750 Fax 314-415-6762
Dr. Carrie Luttrell/Asst. Debbie Palazzola
9:05 a.m.. - 4 p.m.

Sorrento Springs Elementary (18)

390 Tumulty Dr., Ballwin, 63021
314-415-6800 Fax 314-415-6812
Dr. Kathy Stewart/Cert. Admin. Asst. Daniel Moore
7:35 a.m. - 2:30 p.m.

Wren Hollow Elementary P (1/2 & full) (19)

655 Wren Ave., Manchester, 63021
314-415-6850 Fax 314-415-6862
Katie Terbrock/Admin. Intern Colin Hanna
9:05 a.m. - 4 p.m.

Parkway West High N (54)

14653 Clayton Rd., Chesterfield, 63011
314-415-7500 Fax 314-415-7534
Dr. Jeremy Mitchell/Assts. Dr. Beth Midden-dorf, Dr. Kate Piffel, Mario Pupillo, Dr. Jennifer Sebold
7:35 a.m. - 2:30 p.m.

Fern Ridge (59)

13157 N. Olive Spur Rd., St. Louis, MO 63141
314-415-6900 Fax 314-415-6912
Mike Maclin, Coordinator
8:05 a.m. - 2:45 p.m.

Alternative Discipline Center

12657 Fee Fee Road, St. Louis, 63146
314-415-5002 Fax 314-415-5004
Coordinator Michael Barolak, 5-5003

Early Childhood Center P (1/2) (65)

14605 Clayton Rd., Chesterfield, 63011
314-415-6950 Fax 314-415-6956
Dr. Elena Amirault, Director, 8 a.m. - 4 p.m.

Parkway-Rockwood Community Education

1401 Froesel Dr, Ellisville, 63011
636-891-6644
Send Interoffice Mail to Oak Brook Elementary

Instructional Services Center P (1/2 & full)

12657 Fee Fee Road, St. Louis, 63146
314-415-7000 Fax 314-415-7073

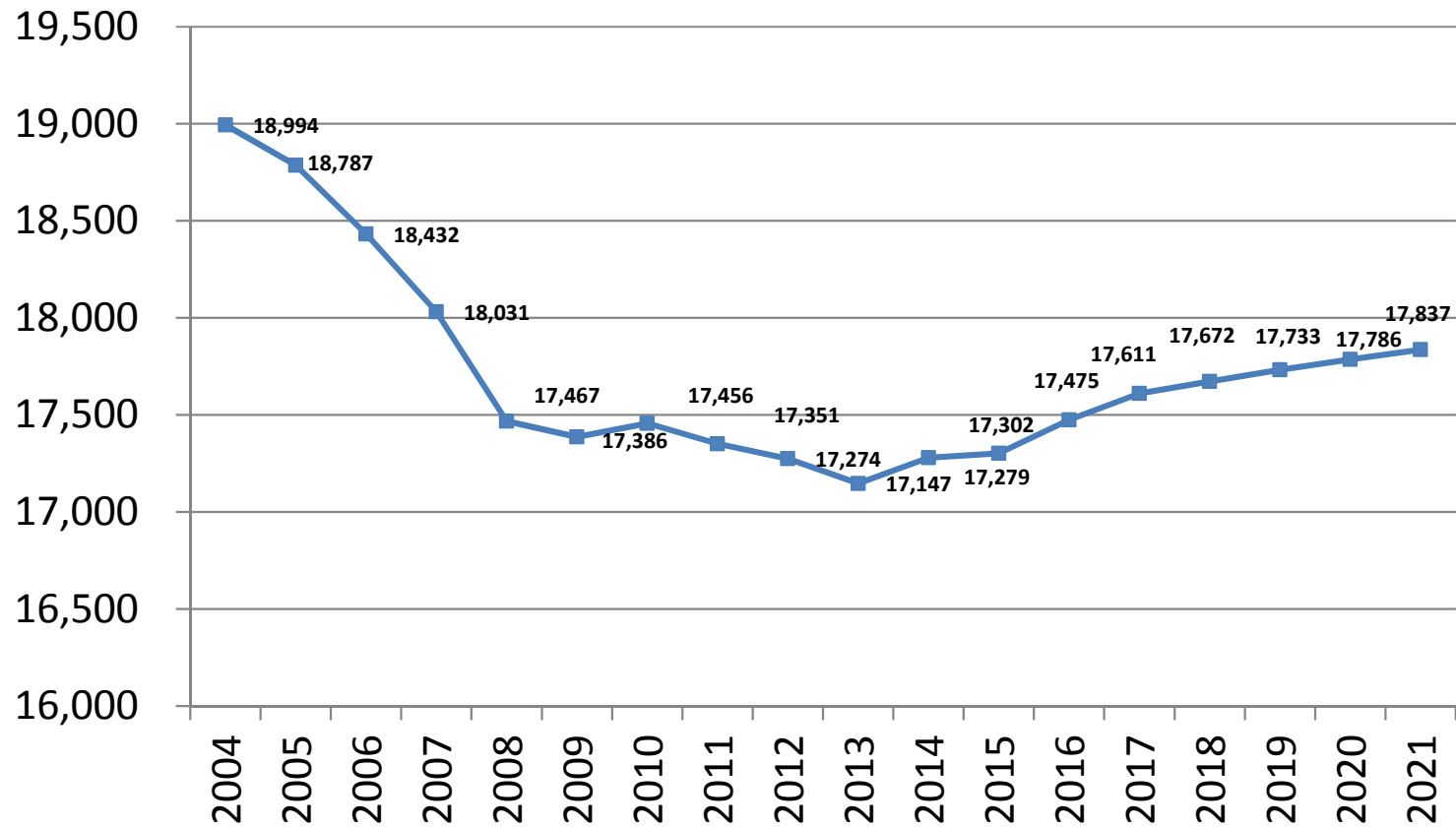
MO Options Program

12657 Fee Fee Road St. Louis 63146
Phone:314 415-5008 Fax 314-415-5004
James DeLuca

Key: N = Nationally Recognized School P = Preschool Program Sites



Enrollment Projections



The next table provides more detail on the five-year projections, showing the total enrollment at each building and the total expected enrollment at each school through 2021.

Five-Year Enrollment Projections for Parkway School District						
All Students						
School	Current	Projected				
	2016	2017	2018	2019	2020	2021
Bellerive	390	380	379	375	363	356
Craig	444	451	442	436	442	449
McKelvey	600	630	661	685	703	713
Ross	393	376	354	349	355	352
Green Trails	431	433	414	414	416	402
Highcroft Ridge	331	325	322	336	324	316
River Bend	410	389	399	398	395	391
Shenandoah Valley	460	466	464	477	487	470
Claymont	496	496	505	471	470	479
Henry	532	555	596	612	615	620
Mason Ridge	491	509	533	542	549	561
Pierremont	447	445	447	449	471	474
Barretts	400	401	402	386	385	387
Carman Trails	454	445	456	451	454	455
Hanna Woods	444	466	473	473	476	475
Oak Brook	500	505	503	516	517	527
Sorrento Springs	316	302	295	293	301	295
Wren Hollow	417	403	407	410	406	403
Elementary Schools	7,956	7,977	8,052	8,073	8,129	8,125
Northeast Middle	820	838	884	881	869	843
Central Middle	904	879	865	869	848	881
West Middle	1,032	1,104	1,128	1,179	1,184	1,238
Southwest Middle	694	707	674	643	618	613
South Middle	581	604	582	592	590	592
Middle Schools	4,031	4,132	4,133	4,164	4,109	4,167
North High	1,126	1,085	1,038	1,012	1,011	1,036
Central High	1,200	1,238	1,227	1,210	1,228	1,175
West High	1,338	1,389	1,439	1,510	1,557	1,580
South High	1,743	1,710	1,703	1,684	1,672	1,674
Fern Ridge	81	80	80	80	80	80
High Schools	5,488	5,502	5,487	5,496	5,548	5,545
District Total	17,475	17,611	17,672	17,733	17,786	17,837

The table below provides the enrollment and projections by building for resident students only. As the totals at the bottom of the table show, we expect overall student resident enrollment to increase over the next several years.

Five-Year Enrollment Projections for Parkway School District						
Resident Students						
Does Not Include Phase II Students						
School	Current	Projected				
	2016	2017	2018	2019	2020	2021
Bellerive	329	327	330	330	322	320
Craig	428	431	417	409	413	416
McKelvey	594	626	657	681	698	710
Ross	371	353	327	318	319	309
Green Trails	405	412	395	400	403	394
Highcroft Ridge	282	287	292	305	298	293
River Bend	372	358	366	370	367	366
Shenandoah Valley	431	438	450	466	478	463
Claymont	440	446	456	429	432	442
Henry	509	535	575	594	597	603
Mason Ridge	443	468	498	511	528	547
Pierremont	408	407	409	418	443	447
Barretts	327	331	335	327	328	337
Carman Trails	413	405	416	417	423	428
Hanna Woods	399	428	437	448	452	451
Oak Brook	472	478	475	484	480	486
Sorrento Springs	287	277	276	279	290	284
Wren Hollow	368	359	366	370	375	373
Elementary Schools	7,278	7,366	7,477	7,556	7,646	7,669
Northeast Middle	771	782	834	843	843	827
Central Middle	831	795	788	797	796	834
West Middle	940	1,006	1,036	1,095	1,109	1,166
Southwest Middle	648	654	616	594	573	585
South Middle	490	507	493	508	518	522
Middle Schools	3,680	3,744	3,767	3,837	3,839	3,934
North High	1,071	1,031	987	964	971	1,002
Central High	1,113	1,152	1,140	1,114	1,129	1,086
West High	1,237	1,284	1,335	1,399	1,457	1,495
South High	1,643	1,599	1,578	1,546	1,527	1,536
Fern Ridge	68	70	70	70	70	70
High Schools	5,132	5,136	5,110	5,093	5,154	5,189
District Total	16,090	16,246	16,354	16,486	16,639	16,792

This table presents the building-by-building numbers for nonresident students only. District enrollment for nonresidents is projected to decline over the next five years.

Five-Year Enrollment Projections for Parkway School District						
Nonresident Students						
Does Not Include Phase II Students						
School	Current	Projected				
	2016	2017	2018	2019	2020	2021
Bellerive	32	30	28	27	28	26
Craig	12	18	24	26	28	32
McKelvey	0	0	0	0	0	0
Ross	18	20	23	27	32	38
Green Trails	26	21	19	14	12	7
Highcroft Ridge	38	31	27	28	23	23
River Bend	37	30	32	28	28	25
Shenandoah Valley	19	17	13	11	9	6
Claymont	50	45	44	39	36	36
Henry	17	13	13	12	12	11
Mason Ridge	41	35	30	27	18	13
Pierremont	35	35	36	29	26	26
Barretts	65	63	60	52	49	42
Carman Trails	31	29	29	23	22	19
Hanna Woods	38	31	29	19	19	18
Oak Brook	27	26	28	32	36	40
Sorrento Springs	25	23	18	13	11	11
Wren Hollow	45	41	37	36	26	24
Elementary Schools	556	508	490	443	415	397
Northeast Middle	36	35	35	23	13	4
Central Middle	63	73	68	63	44	40
West Middle	77	81	82	72	65	59
Southwest Middle	44	48	52	45	42	27
South Middle	79	85	78	72	59	57
Middle Schools	299	322	315	275	223	187
North High	43	41	36	32	20	8
Central High	79	76	69	69	68	55
West High	85	89	81	88	79	63
South High	91	101	113	127	132	125
Fern Ridge	13	10	10	10	10	10
High Schools	311	317	309	326	309	261
District Total	1,166	1,147	1,114	1,044	999	845

The table below presents current and projected Phase II enrollment by building.

Five-Year Enrollment Projections for Parkway School District						
Phase II Students						
School	Current	Projected				
	2016	2017	2018	2019	2020	2021
Bellerive	29	23	21	18	13	10
Craig	4	2	1	1	1	1
McKelvey	6	4	4	4	5	3
Ross	4	3	4	4	4	5
Green Trails	0	0	0	0	1	1
Highcroft Ridge	11	7	3	3	3	0
River Bend	1	1	1	0	0	0
Shenandoah Valley	10	11	1	0	0	1
Claymont	6	5	5	3	2	1
Henry	6	7	8	6	6	6
Mason Ridge	7	6	5	4	3	1
Pierremont	4	3	2	2	2	1
Barretts	8	7	7	7	8	8
Carman Trails	10	11	11	11	9	8
Hanna Woods	7	7	7	6	5	6
Oak Brook	1	1	0	0	1	1
Sorrento Springs	4	2	1	1	0	0
Wren Hollow	4	3	4	4	5	6
Elementary Schools	122	103	85	74	68	59
Northeast Middle	13	21	15	15	13	12
Central Middle	10	11	9	9	8	7
West Middle	15	17	10	12	10	13
Southwest Middle	2	5	6	4	3	1
South Middle	12	12	11	12	13	13
Middle Schools	52	66	51	52	47	46
North High	12	13	15	16	20	26
Central High	8	10	18	27	31	34
West High	16	16	23	23	21	22
South High	9	10	12	11	13	13
Fern Ridge	0	0	0	0	0	0
High Schools	45	49	68	77	85	95
District Total	219	218	204	203	200	200

This table provides the enrollment numbers, as well as five-year projections by high school attendance area.

Five-Year Enrollment Projections for Parkway School District						
Student Population by High School Attendance Area						
	Current	Projected				
	2016	2017	2018	2019	2020	2021
Resident Students***						
North Area	3,632	3,620	3,622	3,615	3,636	3,654
Central Area	3,434	3,442	3,431	3,452	3,471	3,436
West Area	3,977	4,146	4,309	4,446	4,566	4,700
South Area	5,047	5,038	4,992	4,973	4,966	5,002
District	16,090	16,246	16,354	16,486	16,639	16,792
Nonresident Students***						
North Area	154	154	156	145	131	118
Central Area	262	248	228	213	184	156
West Area	305	298	286	267	236	208
South Area	445	447	444	419	396	363
District	1,166	1,147	1,114	1,044	947	845
Total Students**						
North Area	3,854	3,840	3,838	3,818	3,823	3,829
Central Area	3,736	3,730	3,691	3,704	3,698	3,635
West Area	4,336	4,498	4,648	4,763	4,846	4,952
South Area	5,549	5,543	5,495	5,448	5,419	5,421
District	17,475	17,611	17,672	17,733	17,786	17,837
Phase II Students						
North Area	68	66	60	58	56	57
Central Area	40	40	32	39	43	43
West Area	54	54	53	50	44	44
South Area	57	58	59	56	57	56
District	219	218	204	203	200	200

** Includes Phase II students.

*** Does not include Phase II students

Five-Year Enrollment Projections for Parkway School District						
All Students - North Area Elementary Schools						
School	Current	Projected				
	2016	2017	2018	2019	2020	2021
Bellerive						
K	65	59	57	54	51	48
1	55	66	60	57	54	51
2	64	56	67	61	58	55
3	63	68	59	71	65	61
4	64	64	69	60	72	66
5	79	67	67	72	63	75
Total	390	380	379	375	363	356
Craig	2016	2017	2018	2019	2020	2021
K	77	76	77	77	77	78
1	68	75	74	74	75	74
2	74	73	80	79	79	80
3	79	68	67	74	73	73
4	84	79	68	67	74	73
5	62	80	76	65	64	71
Total	444	451	442	436	442	449
McKelvey	2016	2017	2018	2019	2020	2021
K	113	105	106	107	108	106
1	103	118	110	111	112	113
2	104	110	126	118	119	120
3	101	109	115	132	124	125
4	91	99	107	113	130	122
5	88	89	97	104	110	127
Total	600	630	661	685	703	713
Ross	2016	2017	2018	2019	2020	2021
K	58	64	64	62	62	63
1	70	60	65	65	63	63
2	59	71	61	66	66	64
3	62	52	62	54	59	59
4	73	55	46	55	49	53
5	71	74	56	47	56	50
Total	393	376	354	349	355	352

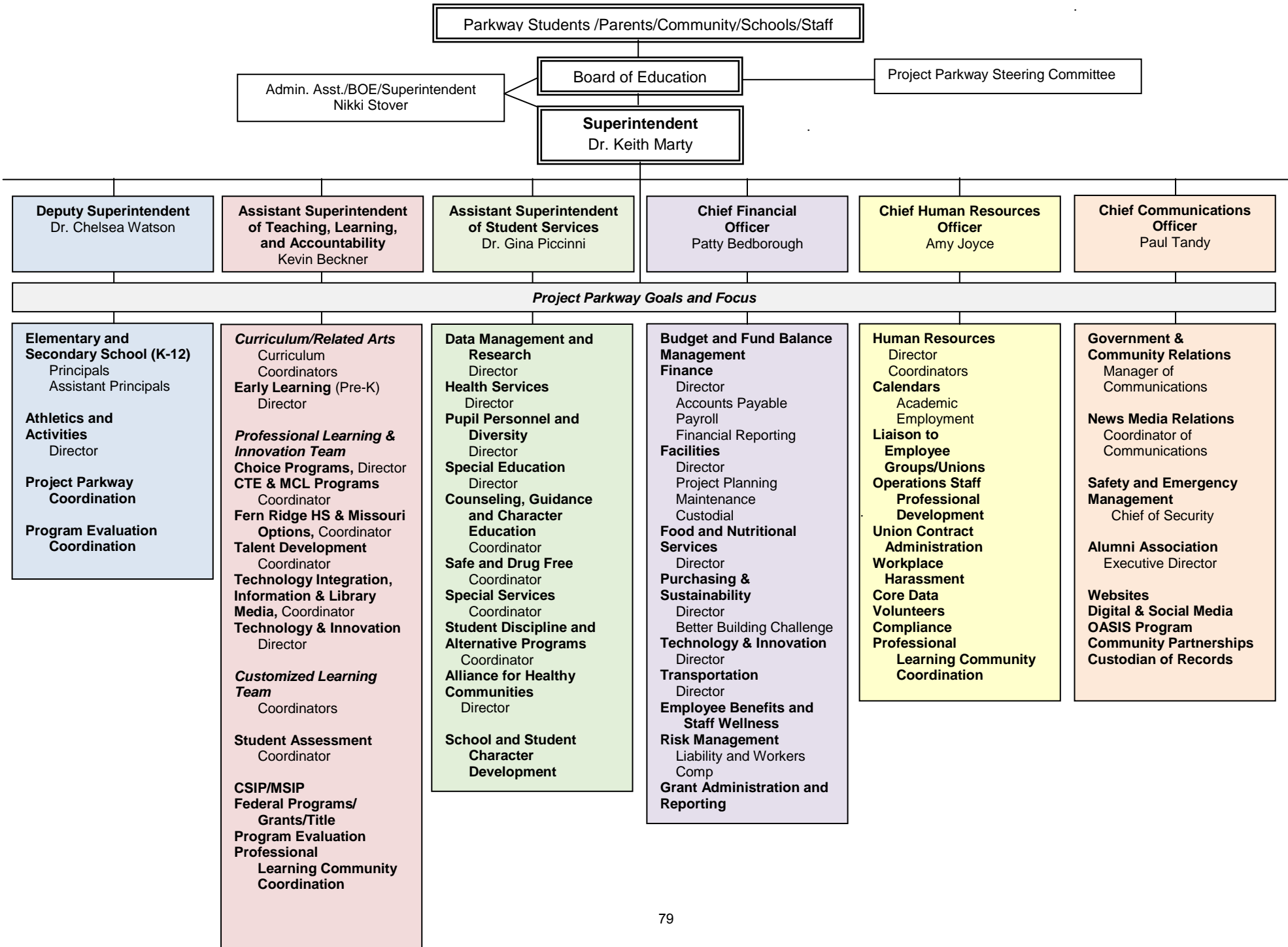
Five-Year Enrollment Projections for Parkway School District						
All Students - Central Area Elementary Schools						
	Current	Projected				
Green Trails	2016	2017	2018	2019	2020	2021
K	59	58	58	59	59	58
1	70	61	60	59	60	60
2	66	78	68	67	66	67
3	70	68	80	70	69	68
4	90	73	71	84	73	72
5	76	95	77	75	89	77
Total	431	433	414	414	416	402
Highcroft Ridge	2016	2017	2018	2019	2020	2021
K	46	49	48	48	48	50
1	61	49	52	51	51	51
2	64	62	50	53	52	52
3	40	64	62	50	53	52
4	57	42	67	65	53	56
5	63	59	43	69	67	55
Total	331	325	322	336	324	316
River Bend	2016	2017	2018	2019	2020	2021
K	67	68	68	70	70	69
1	73	68	68	68	70	70
2	67	67	62	62	62	64
3	64	66	66	61	61	61
4	53	66	68	68	63	63
5	86	54	67	69	69	64
Total	410	389	399	398	395	391
Shenandoah Valley	2016	2017	2018	2019	2020	2021
K	71	75	72	72	71	70
1	93	77	79	77	77	76
2	66	89	72	76	74	74
3	70	71	94	78	82	80
4	80	75	74	101	84	88
5	80	79	73	73	99	82
Total	460	466	464	477	487	470

Five-Year Enrollment Projections for Parkway School District						
All Students - West Area Elementary Schools						
	Current	Projected				
Claymont	2016	2017	2018	2019	2020	2021
K	74	74	70	70	70	69
1	67	78	78	74	74	74
2	79	69	81	81	77	77
3	112	82	71	84	84	80
4	74	118	86	75	89	89
5	90	75	119	87	76	90
Total	496	496	505	471	470	479
Henry	2016	2017	2018	2019	2020	2021
K	86	87	88	87	87	87
1	91	94	95	96	95	95
2	97	95	98	99	100	99
3	90	103	101	104	106	107
4	75	98	112	110	113	115
5	93	78	102	116	114	117
Total	532	555	596	612	615	620
Mason Ridge	2016	2017	2018	2019	2020	2021
K	92	78	77	73	74	73
1	71	98	82	81	77	78
2	82	76	106	89	88	84
3	84	89	82	115	97	96
4	77	90	95	88	124	105
5	85	78	91	96	89	125
Total	491	509	533	542	549	561
Pierremont	2016	2017	2018	2019	2020	2021
K	68	68	69	70	70	71
1	71	72	72	72	73	73
2	60	77	78	78	78	79
3	78	61	78	79	79	79
4	82	83	65	84	85	85
5	88	84	85	66	86	87
Total	447	445	447	449	471	474

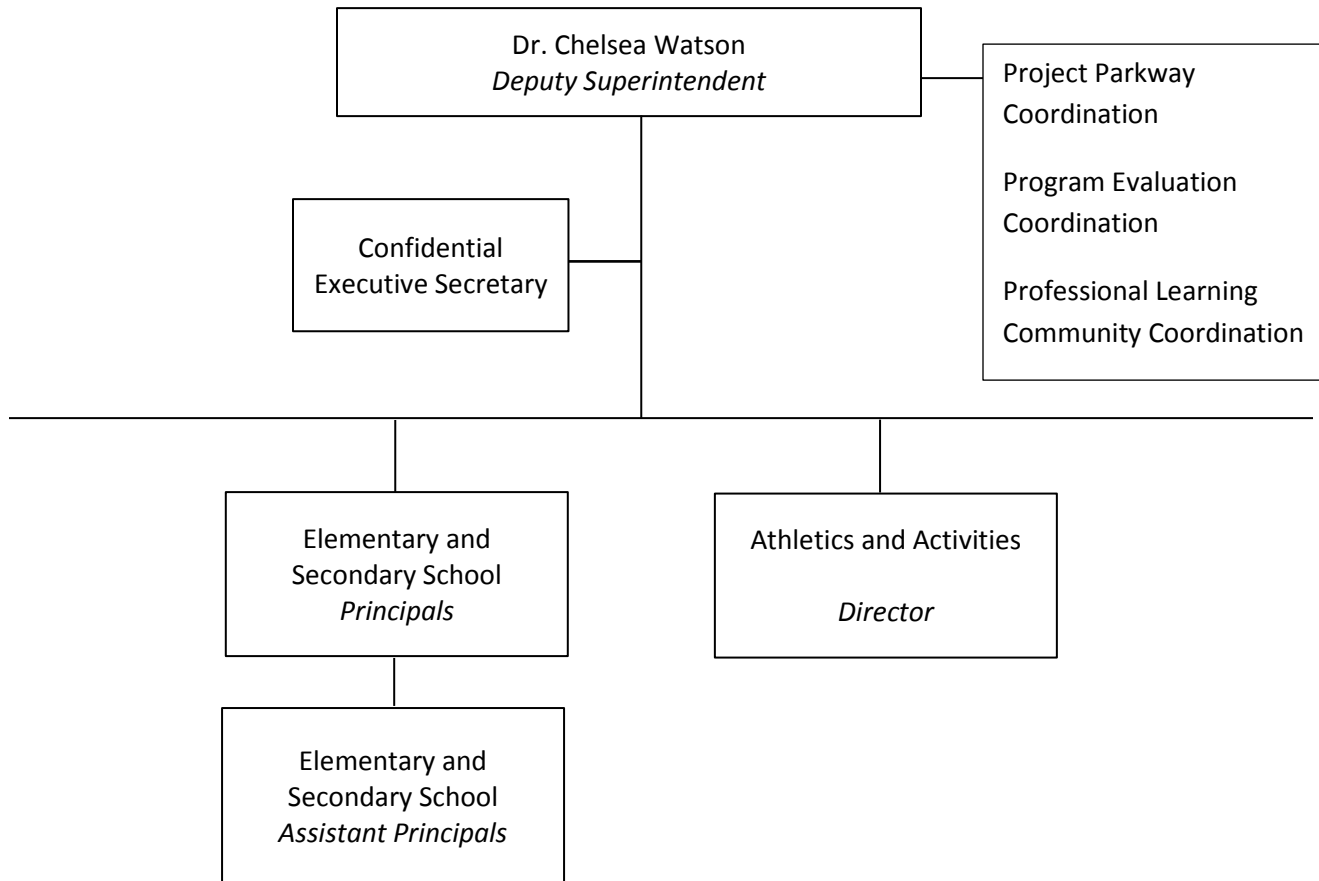
Five-Year Enrollment Projections for Parkway School District						
All Students - South Area Elementary Schools						
	Current	Projected				
	2016	2017	2018	2019	2020	2021
Barretts						
K	69	66	64	62	60	57
1	56	71	68	66	64	62
2	64	56	71	68	66	64
3	80	64	56	71	68	66
4	65	80	64	56	71	68
5	66	64	79	63	56	70
Total	400	401	402	386	385	387
Carman Trails						
K	81	76	77	76	77	76
1	73	83	77	77	76	76
2	74	73	83	77	77	76
3	81	73	72	82	76	76
4	65	81	73	72	82	76
5	80	59	74	67	66	75
Total	454	445	456	451	454	455
Hanna Woods						
K	81	83	84	82	83	84
1	82	78	80	81	79	80
2	75	80	76	78	79	77
3	74	71	76	72	74	75
4	74	80	77	83	78	81
5	58	74	80	77	83	78
Total	444	466	473	473	476	475
Oak Brook						
K	86	82	83	86	84	87
1	76	84	81	82	86	83
2	85	79	87	84	85	89
3	78	88	81	90	86	87
4	91	80	90	83	92	88
5	84	92	81	91	84	93
Total	500	505	503	516	517	527
Sorrento Springs						
K	48	48	49	50	51	51
1	57	48	48	49	50	51
2	42	58	49	49	50	51
3	54	42	58	49	49	50
4	56	52	41	56	47	47
5	59	54	50	40	54	45
Total	316	302	295	293	301	295
Wren Hollow						
K	65	65	67	67	66	68
1	72	66	66	68	68	67
2	71	72	66	66	68	68
3	64	69	70	64	64	66
4	64	66	71	73	66	67
5	81	65	67	72	74	67
Total	417	403	407	410	406	403

Five-Year Enrollment Projections for Parkway School District						
All Students – Middle Schools						
	Current	Projected				
Northeast Middle	2016	2017	2018	2019	2020	2021
6	288	291	302	287	278	282
7	255	289	289	303	286	275
8	277	258	293	291	305	286
Total	820	838	884	881	869	843
Central Middle	2016	2017	2018	2019	2020	2021
6	259	308	289	265	290	326
7	305	261	310	290	265	288
8	340	310	266	314	293	267
Total	904	879	865	869	848	881
West Middle	2016	2017	2018	2019	2020	2021
6	364	377	334	417	385	385
7	332	383	397	352	438	403
8	336	344	397	410	361	450
Total	1,032	1,104	1,128	1,179	1,184	1,238
South Middle	2016	2017	2018	2019	2020	2021
6	210	195	188	223	196	193
7	206	205	190	182	216	188
8	165	204	204	187	178	211
Total	581	604	582	592	590	592
Southwest Middle	2016	2017	2018	2019	2020	2021
6	227	229	216	201	205	214
7	251	228	230	216	200	203
8	216	250	228	226	213	196
Total	694	707	674	643	618	613

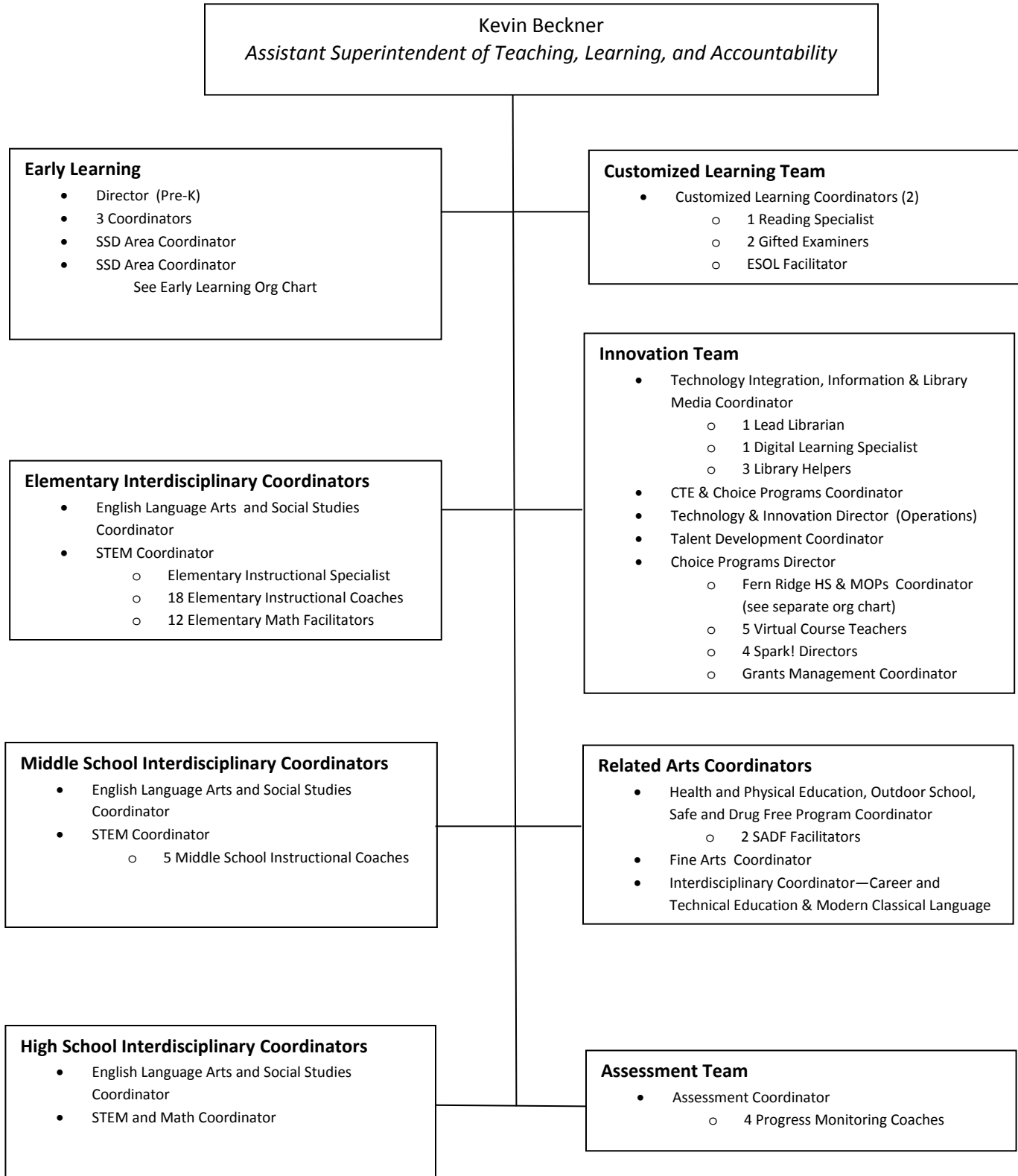
Five-Year Enrollment Projections for Parkway School District						
All Students - High Schools						
	Current	Projected				
	2016	2017	2018	2019	2020	2021
North High						
9	271	266	246	278	275	289
10	296	269	262	243	273	273
11	276	285	256	247	229	257
12	283	265	274	244	234	217
Total	1,126	1,085	1,038	1,012	1,011	1,036
Central High						
9	297	350	319	272	320	299
10	285	294	347	321	269	317
11	319	279	287	337	309	258
12	299	315	274	280	330	301
Total	1,200	1,238	1,227	1,210	1,228	1,175
West High						
9	386	364	375	428	441	388
10	339	379	357	363	417	431
11	317	342	380	356	361	416
12	296	304	327	363	338	345
Total	1,338	1,389	1,439	1,510	1,557	1,580
South High						
9	422	387	460	437	416	394
10	448	421	385	457	433	412
11	469	452	424	385	457	432
12	404	450	434	405	366	436
Total	1,743	1,710	1,703	1,684	1,672	1,674
Fern Ridge						
9		0	0	0	0	0
10	8	3	3	3	3	3
11	30	29	29	29	29	29
12	43	48	48	48	48	48
Total	81	80	80	80	80	80
District						
K	1,306	1,281	1,278	1,272	1,268	1,265
1	1,309	1,346	1,315	1,308	1,304	1,297
2	1,293	1,341	1,381	1,351	1,344	1,340
3	1,344	1,308	1,350	1,400	1,369	1,361
4	1,315	1,381	1,344	1,393	1,445	1,414
5	1,389	1,320	1,384	1,349	1,399	1,448
6	1,348	1,400	1,329	1,393	1,354	1,400
7	1,349	1,366	1,416	1,343	1,405	1,357
8	1,334	1,366	1,388	1,428	1,350	1,410
9	1,376	1,367	1,400	1,415	1,452	1,370
10	1,376	1,366	1,354	1,387	1,395	1,436
11	1,411	1,387	1,376	1,354	1,385	1,392
12	1,325	1,382	1,357	1,340	1,316	1,347
Total	17,475	17,611	17,672	17,733	17,786	17,837



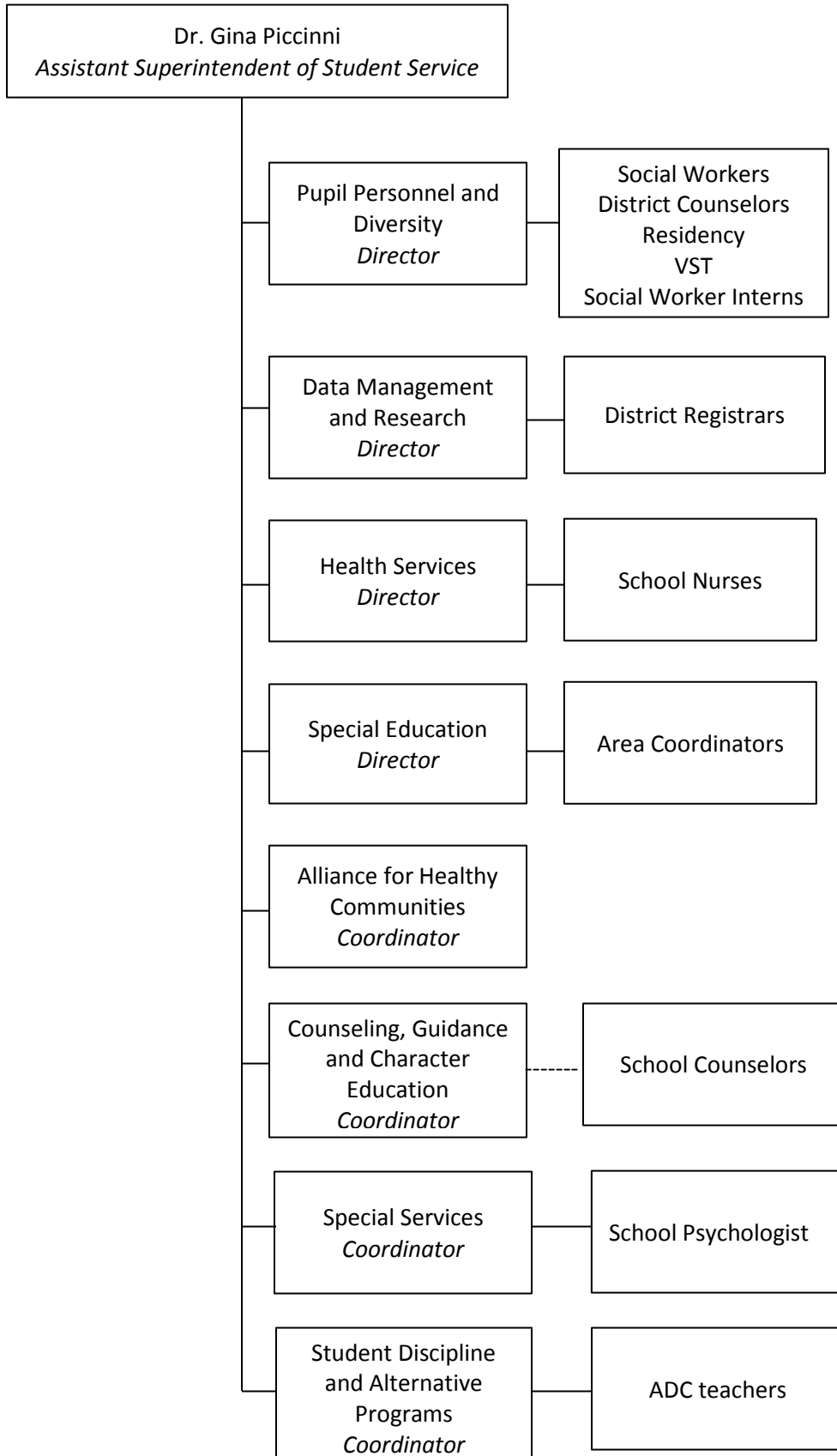
DEPUTY SUPERINTENDENT 2017-18



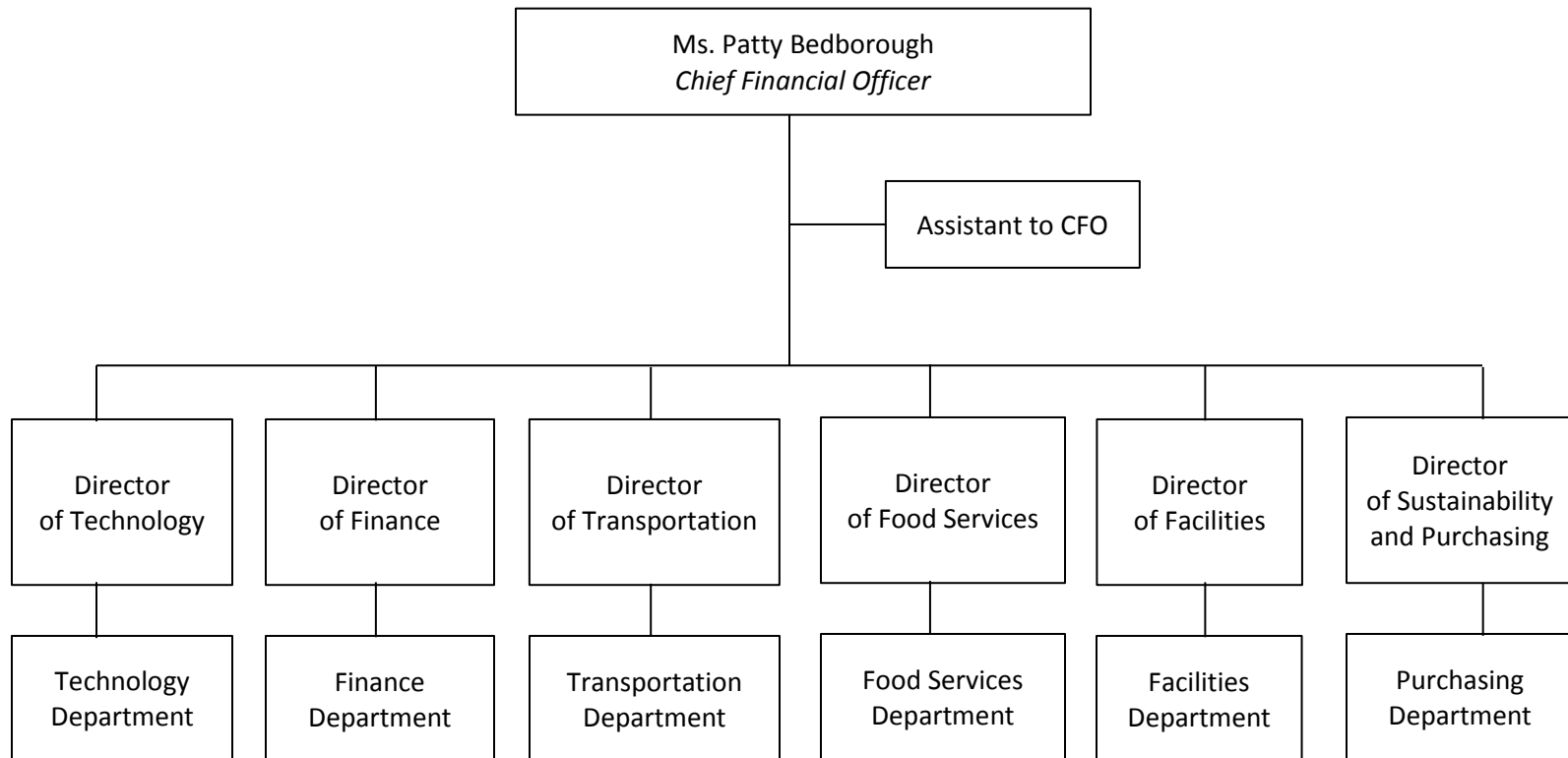
TEACHING, LEARNING and ACCOUNTABILITY 2017-2018



STUDENT SERVICES DEPARTMENT 2017-18

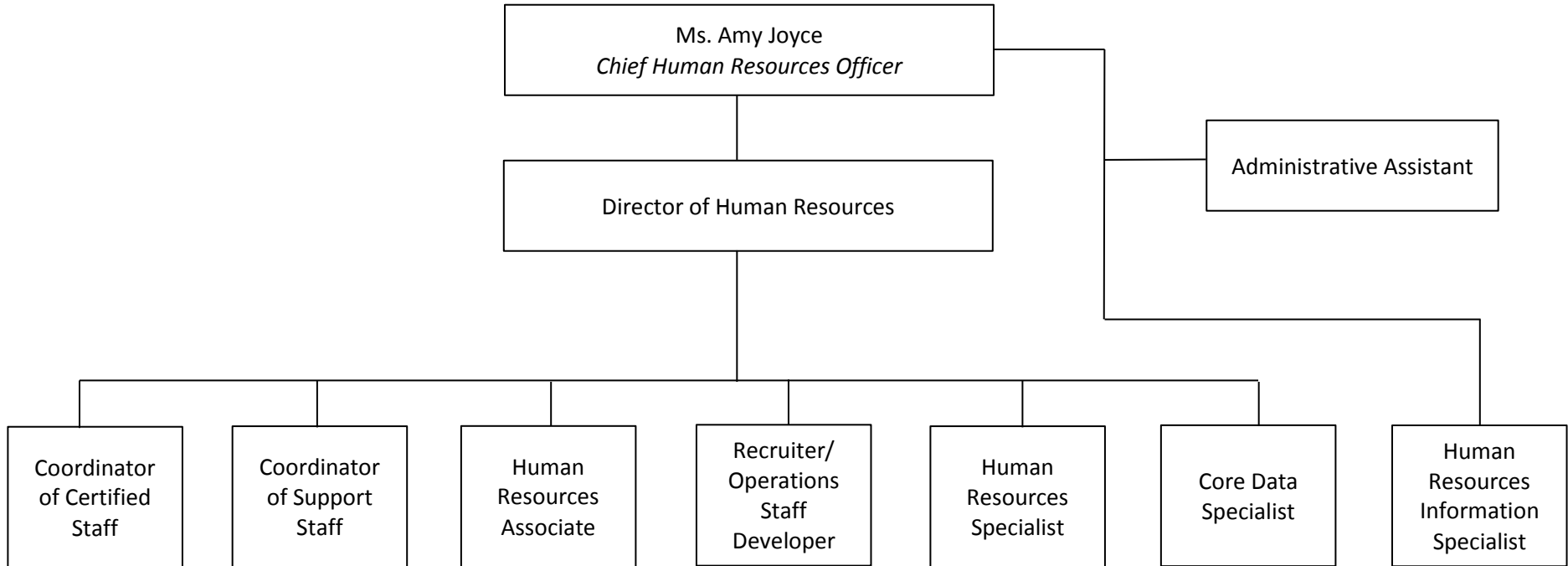


FINANCE and OPERATIONS 2017-18

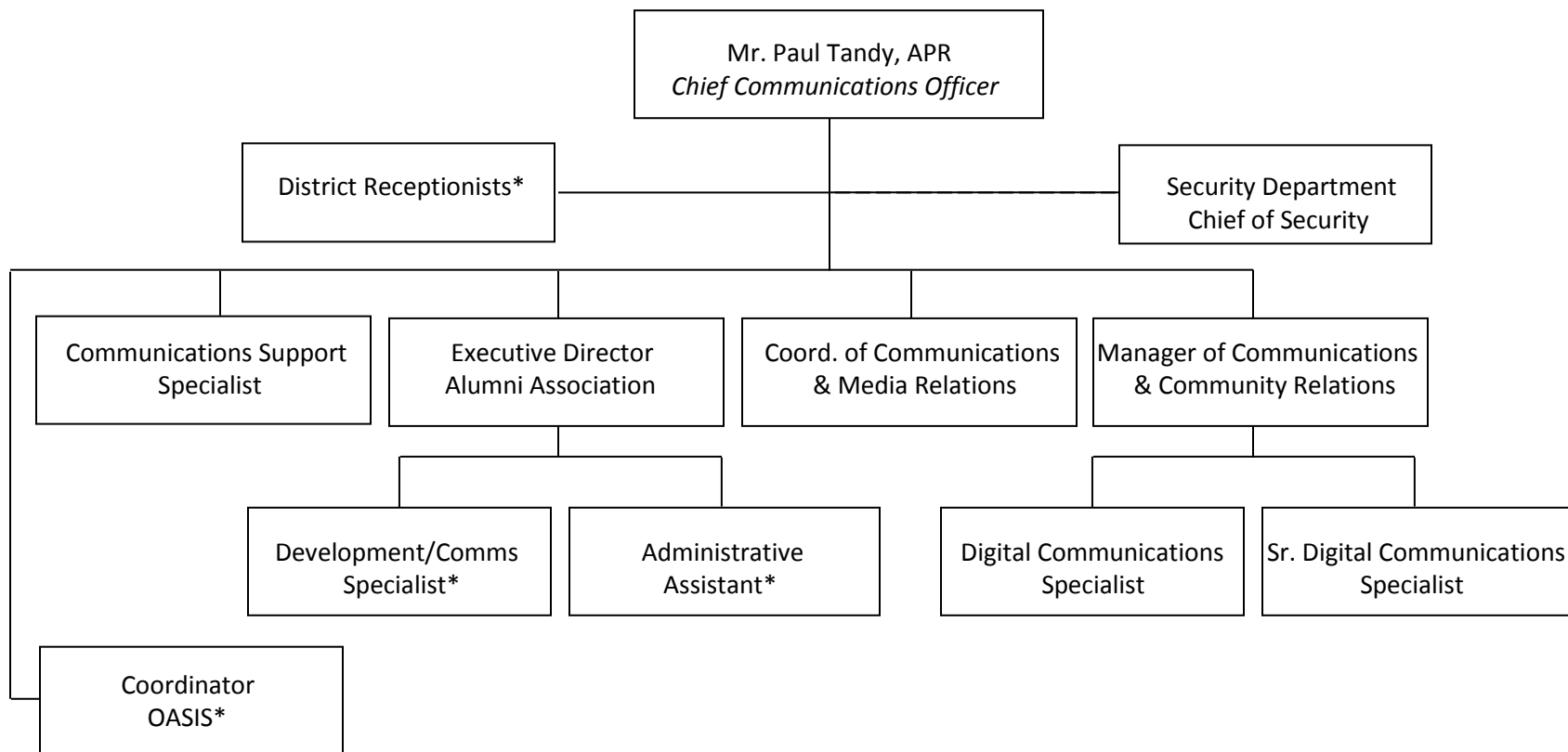


**Individual finance and operations department organizational charts are available from the CFO upon request*

HUMAN RESOURCES DEPARTMENT 2017-18



DEPARTMENT OF COMMUNICATIONS 2017-18



* Part-time positions



Mission

To ensure all students are capable, curious, caring and confident learners who understand and respond to the challenges of an ever-changing world.

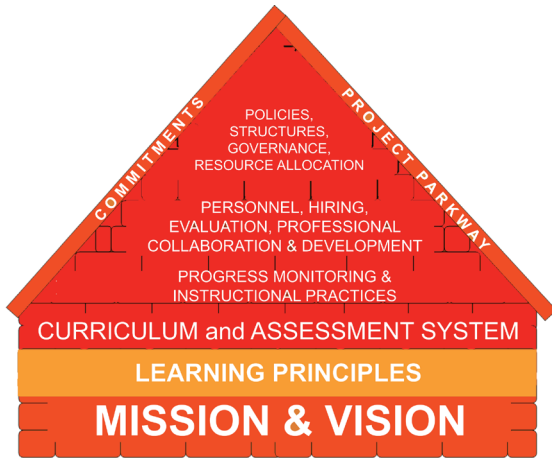
Vision

We succeed when each student and each graduate:

- transfers prior learning to new demands, in and out of school
- is fully prepared for future educational challenges
- is a creative, thoughtful and effective problem solver
- is increasingly a self-directed, skilled and persistent learner
- is a literate and critical consumer of information and ideas
- speaks articulately and listens effectively
- acts out of a strong sense of personal, social and civic responsibility
- seeks to understand the views, values and cultures of others
- works skillfully with others to achieve common goals
- pursues a personal direction based on individual talents and interests

HIGHER EXPECTATIONS. BRIGHTER FUTURES.

Parkway School District



Project Parkway 2.0

MISSION

The mission of the Parkway School District is to ensure all students are capable, curious, caring and confident learners who understand and respond to the challenges of an ever-changing world.

VISION

We succeed when each student and each graduate:

- transfers prior learning to new demands, in and out of school
- is fully prepared for future educational challenges
- is a creative, thoughtful and effective problem solver
- is increasingly a self-directed, skilled and persistent learner
- is a literate and critical consumer of information and ideas
- speaks articulately and listens effectively
- acts out of a strong sense of personal, social and civic responsibility
- seeks to understand the views, values and cultures of others
- works skillfully with others to achieve common goals
- pursues a personal direction based on individual talents and interests

LEARNING PRINCIPLES

The conditions for optimal learning are observable in our classrooms and confirmed by educational research.

As a learning institution, we want to ensure each student is successful in these areas:

- understands the purpose and outcomes of learning as well as the standards required for success
- transfers learning to new situations beyond the classroom and school
- makes meaning of content within helpful conceptual frameworks and multiple contexts
- uses feedback to improve products, performances, key skills and transfer of learning
- self-assesses and self-adjusts individual learning through reflection against rigorous goals
- constructs new knowledge by building on prior knowledge and activating earlier ideas
- tests ideas, takes intellectual risks and learns from mistakes in pursuit of understanding
- experiences learning challenges that match individual abilities, needs and interests
- realizes that the capacity to learn is not fixed; ability and understanding can always improve

COMMITMENTS

To accomplish our mission, we will implement the following action plan:

- value the uniqueness of students and believe in their ability to learn and succeed
- engage students in meaningful learning through a guaranteed, viable district curriculum that is rigorous and relevant
- ensure students experience respectful learning environments that are safe, welcoming and well-designed
- support the health, well-being, integrity and character development of students
- maintain a culture of accountability in which all departments, schools and programs collect and report relevant data on their progress toward Mission-driven goals
- develop and support strong professional communities that utilize data, knowledge, experience and research to improve practice and accomplish goals
- build positive relationships among students, families, staff and the broader community
- responsibly and efficiently allocate resources including finances, facilities, personnel and time
- cultivate the creativity and diversity of talents within all students
- recruit, employ, develop and retain an exceptional staff dedicated to representing Parkway's diverse community



District Goals



1

Parkway Goal 1

All students are learners who positively engage in an ever-changing world.

2

Parkway Goal 2

Attract, employ, develop and retain an exceptional staff dedicated to and representative of Parkway's diverse community.

3

Parkway Goal 3

Responsibly and efficiently allocate resources including finances, facilities, personnel and time.



GOAL 1

All students are learners who positively engage in an ever-changing world.



www.parkwayschools.net



MEASURABLE OBJECTIVES

Each student will...

- ✓ ask and pursue meaningful questions.
- ✓ seek to understand the views, values and cultures of others.
- ✓ be kind and display concern for the well-being of self and others.
- ✓ transfer learning to new situations in and out of school.
- ✓ set, adjust and achieve goals to pursue a personal direction.
- ✓ meet or demonstrate growth toward state and local academic benchmarks across all curriculum areas.

GOAL 2

Attract, employ, develop and retain an exceptional staff dedicated to and representative of Parkway's diverse community.



www.parkwayschools.net



MEASURABLE OBJECTIVES

- ✓ Parkway will be competitive in the education industry.
- ✓ The diversity of our teachers, administrators and supervisors will mirror that of our students in all departments, programs and schools.
- ✓ All employees will be effective in their role as measured by Parkway's evaluation model.
- ✓ Employee retention will remain above the state and national average.
- ✓ Each staff member will engage in professional learning that positively impacts the achievement of Parkway's diverse student population.

GOAL 3

Responsibly and efficiently allocate resources including finances, facilities, personnel and time.



www.parkwayschools.net



MEASURABLE OBJECTIVES

- ✓ Each school, department and program will maintain ethical and fiscally responsible practices to effectively accomplish mission.
- ✓ All personnel, time and resources will be allocated responsibly and flexibly based on mission related needs of students and the financial reality of the district.
- ✓ Each school, department and program will successfully integrate environmentally, socially, and fiscally sustainable best practices into their area of focus.

Project Parkway 2.0: GOAL 1

Parkway students are learners who positively engage in an ever-changing world.

Measurable Objectives

Each student will...

- ask and pursue meaningful questions.
- transfer learning to new situations in and out of school.
- seek to understand the views, values and cultures of others.
- set, adjust and achieve goals to pursue a personal direction.
- be kind and display concern for the well-being of self and others.
- meet or demonstrate growth toward state and local academic benchmarks across all curriculum areas.

System Wide Indicators

The following items are data points we will continue to measure and monitor to ensure Parkway remains a high functioning district that provides its community a world-class education.

Indicators

- **ACT**
 - Each student will score at or above the national average
 - District average composite score will rise to 24
- **AP/Dual Credit**
 - Percent of students attempting at least one AP/Dual Credit course will rise every year
 - Each student attempting AP/Dual Credit courses will earn a qualifying score (3+ on AP, A/B in Dual Credit courses)
- **MSIP**
 - Percent of students attending 2-4 year colleges or universities and vocational/technical schools will rise annually
 - Parkway will exceed 90% of points on Annual Performance Report
 - Each student will meet growth or achievement targets on state exams
- **Parkway Benchmarks**
 - Each student (PK-12) will meet or demonstrate growth toward local academic benchmarks
- **Character/Climate Survey**
 - Students will demonstrate growth in character and report positive feelings about school.
- **Discipline Data**
 - Percent of students with school discipline incidents will decrease
- **Graduate Exit Survey**
 - Each graduate will report being fully prepared for the next steps beyond high school

Mission Indicators

The following approach will help measure value added based on the Parkway experience founded on our mission.

As measured by...

- Structured interview of representative, randomly sampled group of Parkway students.
 - Conducted annually prior to Spring Break
 - Questions addressing all six objectives
 - Trained interviewers using common scoring and anchor responses who are part of a dedicated team
 - Sample will adequately reflect our student population

Questions will be structured for students to provide examples (not just perceptions)

Project Parkway 2.0: GOAL 2

Parkway will attract, employ, develop and retain an exceptional staff dedicated to and representative of Parkway's diverse community.

Measurable Objectives

- Parkway will be competitive in the education industry.
- The diversity of our teachers, administrators and supervisors will mirror that of our students in all departments, programs, and schools.
- All employees will be effective in their role as measured by Parkway's evaluation model.
- Employee retention will remain above the state and national average.
- Each staff member will engage in professional learning that positively impacts the achievement of Parkway's diverse student population.

Indicators

MO 1:

- Salary schedule comparison
- Benefit comparison
- Position fill rates
- Average number of applicants by position type
- Average new hire experience

MO 2:

District student demographic data compared to:

- Staff demographic data for departments
- Staff demographic data for programs
- Staff demographic data for schools
- Percentage of diverse teacher retention

MO 3:

- Percentage of certified staff evaluation ratings effective or above
- Percentage of operations staff evaluation ratings effective or above
- Percentage of administrators and supervisors evaluation ratings effective or above
- Client Surveys

MO 4:

- All employee turnover rate
- Percentage of probationary teacher retention
- Percentage of administrator retention
- Percentage of all teachers leaving Parkway for another area school district other than for promotion
- Percentage of all administrators leaving Parkway for another school district other than promotion
- Exit Surveys
- Top Work Place Survey data

MO 5:

- Percentage of teachers who complete Three in Three
- Percentage of teachers engaging in Parkway Professional Learning Plans
- Percentage of teachers engaging in National Board Scholarship
- Percentage of teachers applying for channel change due to furthering university or salary credit education
- Percentage of operations staff engaging in professional learning
- Analyze teacher performance on the evaluation model in areas of the district focus:
 - For example, feedback, engagement, use of data
- Analyze PLC Implementation Rubric Self Reflection
- Percentage of teachers completing Personal Learning Options based on individual student needs:
 - Classroom Coaching
 - Differentiated Professional Development Plans
 - Learning Labs
- Analyze Post PD Impact Survey Results
 - (3 month and 6 months) focus on impact on practice and impact on students

Project Parkway 2.0: GOAL 3

Parkway will responsibly and efficiently allocate resources including finances, facilities, personnel and time.

Measurable Objectives

- Each school, department and program will maintain ethical and fiscally responsible practices to effectively accomplish mission.
- All personnel, time and resources will be allocated responsibly and flexibly based on mission related needs of students and the financial reality of the district.
- Each school, department and program will successfully integrate environmentally, socially, and fiscally sustainable best practices into their area of focus.

Indicators	As Measured By...
<p>System Wide Indicator (MO 1, 2 & 3) Fund Balance Growth</p> <ul style="list-style-type: none"> ● Targets developed that meet fund balance growth. ● Buildings and departments shift to a zero-based budget process. ● Timeline and training processes developed to implement zero-based budgeting. <p>MO 1: External Audit</p> <ul style="list-style-type: none"> ● All expenditures are in compliance with board policy, and state and federal laws. ● Internal controls are evaluated and updated. ● Financial statements are prepared annually (CAFR) in accordance with GAAP. <p>Bond Passage, Issuance & Maintain AAA Rating</p> <ul style="list-style-type: none"> ● Establish Facilities 2020 team. ● Facilities 2020 team identifies capital projects and facilities replacement needs from VFA system. ● Internal and external review of projects. ● Facilities 2020 team develops prioritized project and needs list. <p>MO 2: Class Size and Staffing Models</p> <ul style="list-style-type: none"> ● Facility Utilization Study developed. ● Class size ratios monitored. ● Ensure optimal use of operational staff. ● Conduct review of administrator, building, and operations staffing allocations. ● Ensure staffing targets meet fund balance targets. ● Build 3-5 year staffing/financial projections and develop process for staffing decreases based on potential student enrollment decrease. <p>MO 3: Energy & Water Reduction</p> <ul style="list-style-type: none"> ● Reduce energy use by 20% by 2025. ● Develop baseline school energy/water efficiency initiatives and other sustainable efforts. ● Adopt ASHRAE 50% Advanced Energy guidelines for all capital replacement projects. ● Sustainability integration into STEM curriculum. <p>Student & Staff Health & Wellness and Evidence of Awareness Initiatives</p> <ul style="list-style-type: none"> ● Assess utilization of school gardens in curriculum. ● Investigate other districts' school garden programs. ● Work with Nutrition Services regarding usability of food grown. <p>Capital Projects on Budget, On Time</p> <ul style="list-style-type: none"> ● Identify capital needs on regular basis and develop project scopes and budgets. ● Design, bid and assign projects to consultants. ● Reconcile costs with Finance on a regular basis to ensure budget targets are met. ● Complete projects on schedule. 	<p>Fund balance growth rate of 0.25% annually.</p> <p>MO 1:</p> <ul style="list-style-type: none"> · Clean audit report every year - auditors sign-off on internal controls · Purchasing approval steps are completed, board approval of checks · Financial statements are completed and approved by auditors and Board of Education <p>· Develop list of Bond Projects</p> <p>· Presentation of proposed bond projects at a Project Parkway meeting in Spring 2017</p> <p>· Conceptual map of matrix</p> <p>MO 2:</p> <ul style="list-style-type: none"> · Parkway will be within the guidelines as stipulated by the Board of Education and DESE · Alignment with state and salary compliance <p>MO 3:</p> <ul style="list-style-type: none"> · Target reduction of 2% less energy usage each year · Targets to be developed - increase participation in wellness · Analyze costs of projects versus budget

INFORMATIONAL SECTION





Parkway School District

Summary of Assessed Valuation, Property Tax Rates, Collection Rates and Impact on Average Homeowner

	Assessed Valuation	Total Property Tax Rate	Average Collection Rate	Cost to Average Home Owner
2012-2013	4,257,023,720	4.1080	96.61%	\$ 2,146.00
2013-2014	4,145,592,280	4.2788	95.03%	\$ 2,236.00
2014-2015	4,172,544,350	4.2981	97.56%	\$ 2,246.00
2015-2016	4,336,050,920	4.4880	95.62%	\$ 2,345.00
2016-2017	4,374,038,760	4.3504	97.00%	\$ 2,273.00
2017-2018	4,788,819,590	4.1052	97.00%	\$ 2,145.00
2018-2019	4,899,807,162	4.1052	97.00%	\$ 2,145.00
2019-2020	5,021,903,498	4.1052	97.00%	\$ 2,145.00
2020-2021	5,157,319,665	4.1052	97.00%	\$ 2,145.00

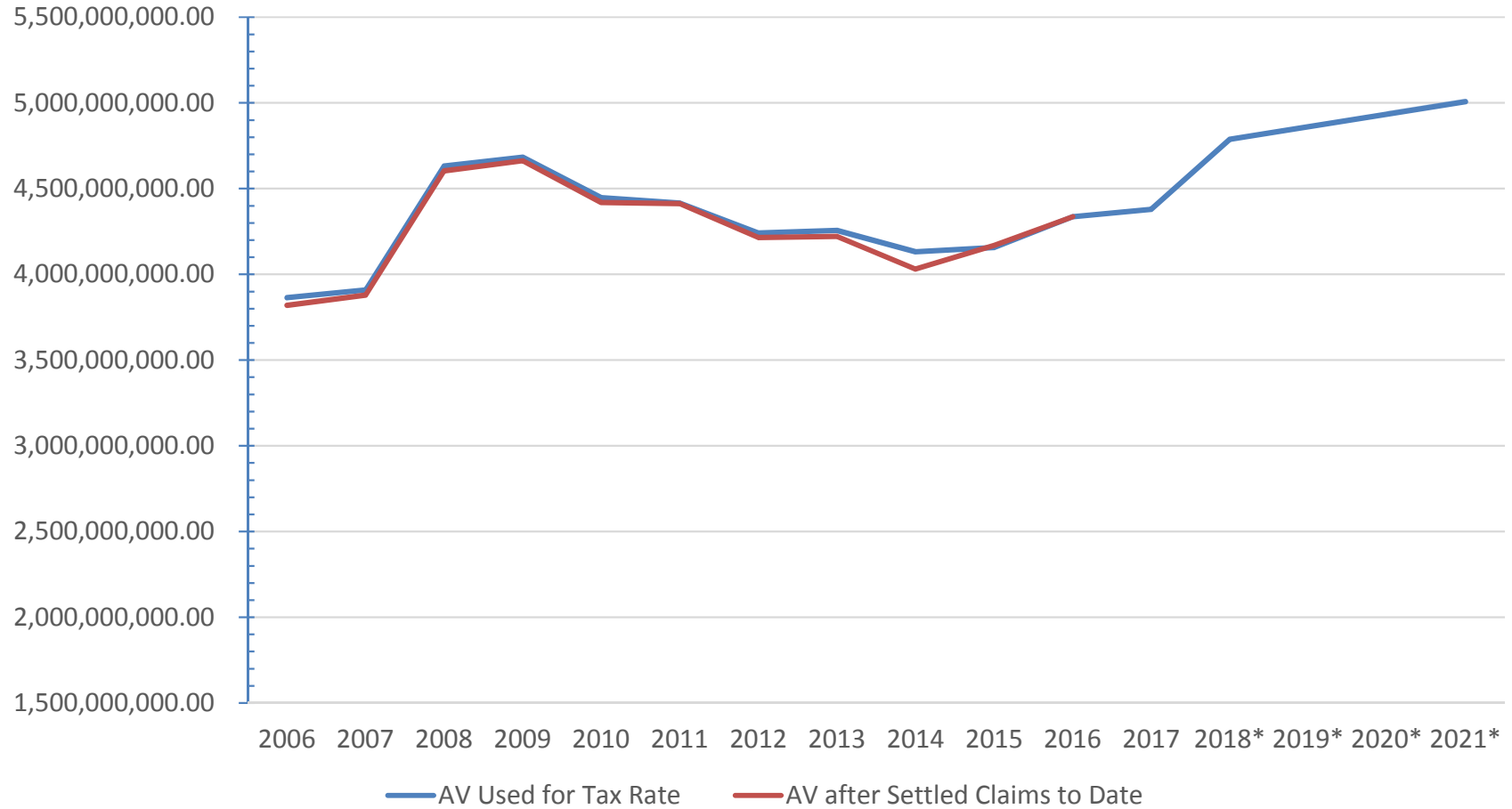
Average homeowner cost is based on \$275,000 residence

Property Tax Rate by Year and Fund

	Assessed Valuation	Total Property Tax Rate	Operating Fund Tax Rate	Debt Service Fund Tax Rate
2012-2013	4,257,023,720	4.1080	3.7680	0.3400
2013-2014	4,145,592,280	4.2788	3.9388	0.3400
2014-2015	4,172,544,350	4.2981	3.9581	0.3400
2015-2016	4,336,050,920	4.4880	3.9980	0.4900
2016-2017	4,374,038,760	4.3504	3.8604	0.4900
2017-2018	4,788,819,590	4.1052	3.6152	0.4900
2018-2019	4,899,807,162	4.1052	3.6152	0.4900
2019-2020	5,021,903,498	4.1052	3.6152	0.4900
2020-2021	5,157,319,665	4.1052	3.6152	0.4900

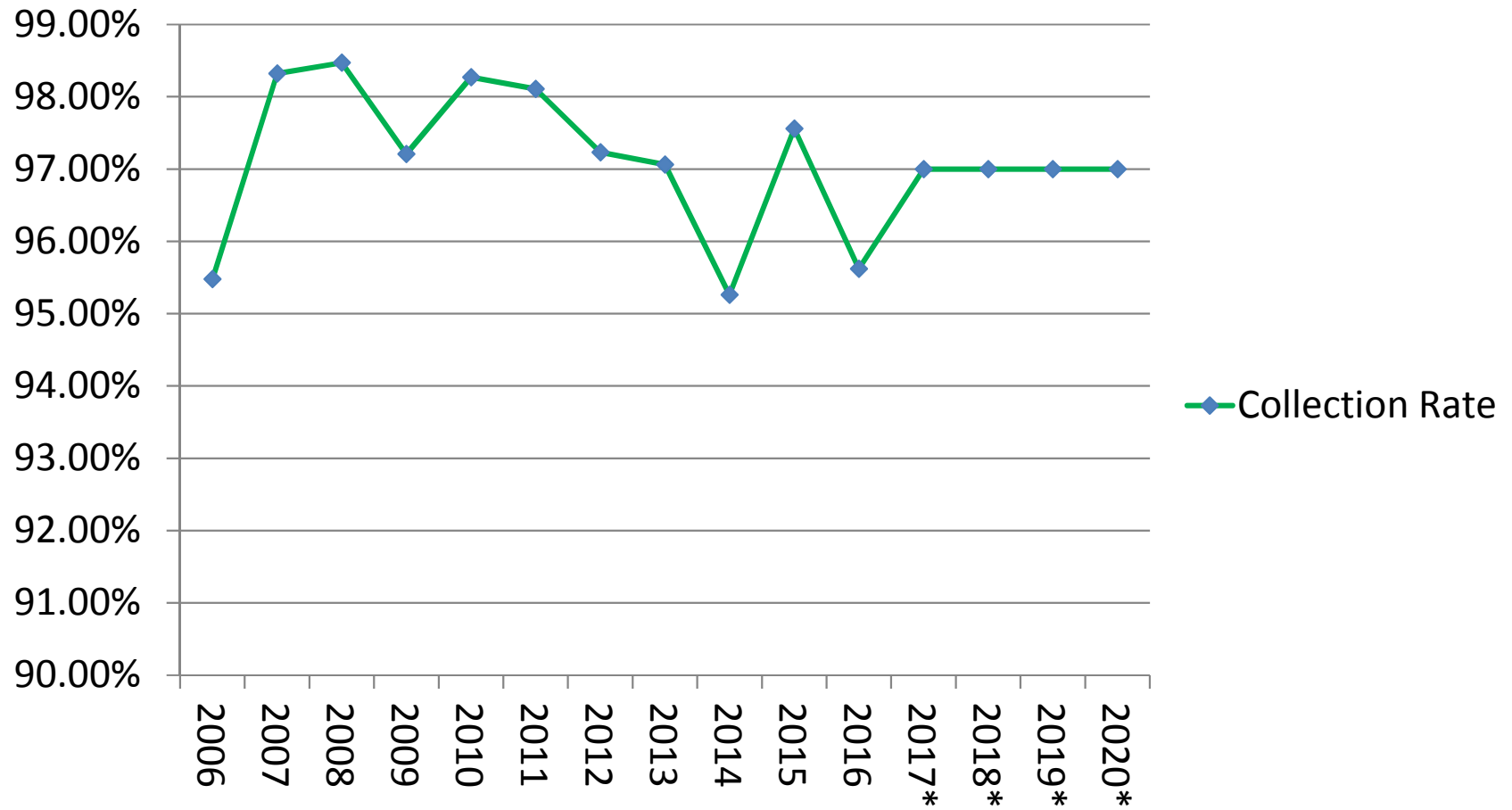


Assessed Valuation Preliminary Budget





Collection Rate





Parkway School District

Bond Amortization Schedule

The District has \$212,795,000 in outstanding general obligation bonds as of June 30, 2017. The current payment schedule projects payments through 2036. Article VI, Section 26(b), Constitution of Missouri, limits the outstanding amount of authorized general obligation bonds of a District to fifteen(15%) percent of the assessed valuation of the District less amounts available in the Debt Service Fund. The projected legal debt margin as of June 30, 2017 is:

Assessed Valuation	\$4,788,819,590
15% limit	15%
Constitutional Debt Limit	<u>718,322,939</u>
GO Bonds Payable	(212,795,000)
Amount Available in Debt Service Fund	<u>11,278,295</u>
Legal Debt Margin as of 6/30/17	\$516,806,234

The GO bond amortization schedules are on the following pages. There is a schedule for the principal and interest combined, principal only, and interest only. The District receives a subsidy for interest payments on Build America Bonds issued in 2010 and that subsidy is reflected in the schedules.

Principal and Interest Amortization Schedule

Year	Series 2009								Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016			
2017	2,356,425	2,594,560	3,249,688	3,318,900	1,496,100	2,992,900	1,684,531	477,559	18,170,663	(468,687)	17,701,975
2018	2,358,075	2,569,560	3,250,288	3,333,900	1,500,600	1,912,900	1,684,531	1,236,844	17,846,698	(468,687)	17,378,010
2019	2,337,925	2,544,560	3,226,938	3,406,100	1,498,750	1,897,900	1,684,531	1,236,844	17,833,548	(468,687)	17,364,860
2020	2,316,463	2,494,560	3,227,638	4,272,650	710,700	880,400	1,684,531	1,236,844	16,823,785	(468,687)	16,355,098
2021	2,285,925	1,444,560	3,226,475	6,115,250	-	880,400	1,684,531	1,236,844	16,873,985	(468,687)	16,405,298
2022	2,251,375	1,444,560	3,226,500	6,153,000	-	880,400	1,684,531	1,236,844	16,877,210	(468,687)	16,408,523
2023	-	1,444,560	3,231,300	-	-	7,280,440	1,684,531	1,236,844	14,877,675	(468,687)	14,408,988
2024	-	1,444,560	3,216,300	-	-	6,560,400	1,684,531	1,236,844	14,142,635	(468,687)	13,673,948
2025	-	1,444,560	-	-	-	8,940,400	1,684,531	1,236,844	13,306,335	(468,687)	12,837,648
2026	-	6,544,560	-	-	-	-	1,684,531	1,236,844	9,465,935	(468,687)	8,997,248
2027	-	6,537,110	-	-	-	-	1,684,531	1,236,844	9,458,485	(386,780)	9,071,705
2028	-	6,507,188	-	-	-	-	1,684,531	1,236,844	9,428,563	(299,204)	9,129,359
2029	-	6,469,560	-	-	-	-	1,684,531	1,236,844	9,390,935	(205,883)	9,185,052
2030	-	6,463,223	-	-	-	-	1,684,531	6,836,844	14,984,598	(106,492)	14,878,106
2031	-	-	-	-	-	-	8,549,531	6,742,844	15,292,375	-	15,292,375
2032	-	-	-	-	-	-	11,569,931	4,345,188	15,915,119	-	15,915,119
2033	-	-	-	-	-	-	11,568,531	4,577,376	16,145,907	-	16,145,907
2034	-	-	-	-	-	-	11,671,581	5,046,000	16,717,581	-	16,717,581
2035	-	-	-	-	-	-	11,782,031	5,117,750	16,899,781	-	16,899,781
2036	-	-	-	-	-	-	-	17,458,500	17,458,500	-	17,458,500
	13,906,188	49,947,680	25,855,125	26,599,800	5,206,150	32,226,140	78,725,044	65,444,189	297,910,315	(5,685,234)	292,225,082

Principal Amortization Schedule

Year	Series 2009								Total before Subsidy
	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016	
3/1/2017	1,945,000	1,000,000	2,480,000	2,400,000	1,350,000	2,000,000	-	-	11,175,000
3/1/2018	2,005,000	1,000,000	2,545,000	2,445,000	1,395,000	1,000,000	-	-	10,390,000
3/1/2019	2,045,000	1,000,000	2,590,000	2,615,000	1,435,000	1,000,000	-	-	10,685,000
3/1/2020	2,090,000	1,000,000	2,675,000	3,560,000	690,000	-	-	-	10,015,000
3/1/2021	2,130,000	-	2,770,000	5,545,000	-	-	-	-	10,445,000
3/1/2022	2,170,000	-	2,880,000	5,860,000	-	-	-	-	10,910,000
3/1/2023	-	-	3,000,000	-	-	6,400,000	-	-	9,400,000
3/1/2024	-	-	3,095,000	-	-	6,000,000	-	-	9,095,000
3/1/2025	-	-	-	-	-	8,680,000	-	-	8,680,000
3/1/2026	-	5,100,000	-	-	-	-	-	-	5,100,000
3/1/2027	-	5,345,000	-	-	-	-	-	-	5,345,000
3/1/2028	-	5,585,000	-	-	-	-	-	-	5,585,000
3/1/2029	-	5,835,000	-	-	-	-	-	-	5,835,000
3/1/2030	-	6,135,000	-	-	-	-	-	5,600,000	11,735,000
3/1/2031	-	-	-	-	-	-	6,865,000	5,625,000	12,490,000
3/1/2032	-	-	-	-	-	-	10,160,000	3,375,000	13,535,000
3/1/2033	-	-	-	-	-	-	10,565,000	3,700,000	14,265,000
3/1/2034	-	-	-	-	-	-	10,985,000	4,275,000	15,260,000
3/1/2035	-	-	-	-	-	-	11,425,000	4,475,000	15,900,000
3/1/2036	-	-	-	-	-	-	-	16,950,000	16,950,000
	12,385,000	32,000,000	22,035,000	22,425,000	4,870,000	25,080,000	50,000,000	44,000,000	212,795,000

Interest Amortization Schedule

Series 2009										Total before	Series 2010	Total after
Year	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016		Subsidy	Subsidy	Subsidy
9/1/2016	205,713	797,280	384,844	459,450	73,050	496,450	842,266	-		3,259,052	(234,344)	3,024,708
3/1/2017	205,713	797,280	384,844	459,450	73,050	496,450	842,266	477,559		3,736,611	(234,344)	3,502,267
9/1/2017	176,538	784,780	352,644	444,450	52,800	456,450	842,266	618,422		3,728,349	(234,344)	3,494,005
3/1/2018	176,538	784,780	352,644	444,450	52,800	456,450	842,266	618,422		3,728,349	(234,344)	3,494,005
9/1/2018	146,463	772,280	318,469	395,550	31,875	448,950	842,266	618,422		3,574,274	(234,344)	3,339,930
3/1/2019	146,463	772,280	318,469	395,550	31,875	448,950	842,266	618,422		3,574,274	(234,344)	3,339,930
9/1/2019	113,231	747,280	276,319	356,325	10,350	440,200	842,266	618,422		3,404,393	(234,344)	3,170,049
3/1/2020	113,231	747,280	276,319	356,325	10,350	440,200	842,266	618,422		3,404,393	(234,344)	3,170,049
9/1/2020	77,963	722,280	228,238	285,125	-	440,200	842,266	618,422		3,214,493	(234,344)	2,980,149
3/1/2021	77,963	722,280	228,238	285,125	-	440,200	842,266	618,422		3,214,493	(234,344)	2,980,149
9/1/2021	40,688	722,280	173,250	146,500	-	440,200	842,266	618,422		2,983,605	(234,344)	2,749,261
3/1/2022	40,688	722,280	173,250	146,500	-	440,200	842,266	618,422		2,983,605	(234,344)	2,749,261
9/1/2022	-	722,280	115,650	-	-	440,220	842,266	618,422		2,738,838	(234,344)	2,504,494
3/1/2023	-	722,280	115,650	-	-	440,220	842,266	618,422		2,738,838	(234,344)	2,504,494
9/1/2023	-	722,280	60,650	-	-	280,200	842,266	618,422		2,523,818	(234,344)	2,289,474
3/1/2024	-	722,280	60,650	-	-	280,200	842,266	618,422		2,523,818	(234,344)	2,289,474
9/1/2024	-	722,280	-	-	-	260,400	842,266	618,422		2,443,368	(234,344)	2,209,024
3/1/2025	-	722,280	-	-	-	-	842,266	618,422		2,182,968	(234,344)	1,948,624
9/1/2025	-	722,280	-	-	-	-	842,266	618,422		2,182,968	(234,344)	1,948,624
3/1/2026	-	722,280	-	-	-	-	842,266	618,422		2,182,968	(234,344)	1,948,624
9/1/2026	-	596,055	-	-	-	-	842,266	618,422		2,056,743	(193,390)	1,863,353
3/1/2027	-	596,055	-	-	-	-	842,266	618,422		2,056,743	(193,390)	1,863,353
9/1/2027	-	461,094	-	-	-	-	842,266	618,422		1,921,781	(149,602)	1,772,180
3/1/2028	-	461,094	-	-	-	-	842,266	618,422		1,921,781	(149,602)	1,772,180
9/1/2028	-	317,280	-	-	-	-	842,266	618,422		1,777,968	(102,941)	1,675,026
3/1/2029	-	317,280	-	-	-	-	842,266	618,422		1,777,968	(102,941)	1,675,026
9/1/2029	-	164,111	-	-	-	-	842,266	618,422		1,624,799	(53,246)	1,571,553
3/1/2030	-	164,111	-	-	-	-	842,266	618,422		1,624,799	(53,246)	1,571,553
9/1/2030	-	-	-	-	-	-	842,266	558,922		1,401,188	-	1,401,188
3/1/2031	-	-	-	-	-	-	842,266	558,922		1,401,188	-	1,401,188
9/1/2031	-	-	-	-	-	-	704,966	485,094		1,190,060	-	1,190,060
3/1/2032	-	-	-	-	-	-	704,966	485,094		1,190,060	-	1,190,060
9/1/2032	-	-	-	-	-	-	501,766	438,688		940,454	-	940,454
3/1/2033	-	-	-	-	-	-	501,766	438,688		940,454	-	940,454
9/1/2033	-	-	-	-	-	-	343,291	385,500		728,791	-	728,791
3/1/2034	-	-	-	-	-	-	343,291	385,500		728,791	-	728,791
9/1/2034	-	-	-	-	-	-	178,516	321,375		499,891	-	499,891
3/1/2035	-	-	-	-	-	-	178,516	321,375		499,891	-	499,891
9/1/2035	-	-	-	-	-	-	-	254,250		254,250	-	254,250
3/1/2036	-	-	-	-	-	-	-	254,250		254,250	-	254,250
	1,521,188	17,947,680	3,820,125	4,174,800	336,150	7,146,140	28,725,044	21,444,189		85,115,315	(5,685,234)	79,430,082



COSTS ARE BY PROJECT YEAR - FISCAL YEAR MAY VARY

PARKWAY FACILITIES DEPARTMENT
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		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
ELEMENTARY SCHOOLS									
HANNA WOODS - 171401B - Building Renovations	Completed	\$1,051,000						\$1,024,688	\$26,312
HIGHCROFT RIDGE - 221401B - Building Renovations And Site Improvements	Completed	\$2,457,053						\$2,457,604	(\$551)
MCKELVEY - 111401B - Building Renovations (Multi-Year Project)	Phase 1 - Completed	\$3,418,476						\$3,417,080	\$1,396
MIDDLE SCHOOLS									
CENTRAL MIDDLE - 401401B - Building Addition And Renovations	Completed	\$2,017,000						\$2,015,431	\$1,569
NORTHEAST MIDDLE - 451401B - Building Renovations	Completed	\$991,000						\$975,636	\$15,364
HIGH SCHOOLS									
NORTH HIGH - 561401B - Replace Chiller CHR-001 & Switchboard ESB-003	Completed	\$585,000						\$591,062	(\$6,062)
SOUTH HIGH - 581401B - Stadium Renovations	Completed	\$660,000						\$638,054	\$21,946
WEST HIGH - 541401B - Site Improvements	Completed	\$310,000						\$296,762	\$13,238
OTHER FACILITIES									
DISTRICT WIDE									
DISTRICT WIDE - 001404B - Replace Flooring FY14-15	Completed	\$234,491						\$225,579	\$8,912
DISTRICT WIDE - 001405B - Replace Doors FY14-15	Completed	\$30,000						\$26,789	\$3,211
DISTRICT WIDE - 001406B - ADA Renovations FY14-15	Completed	\$0						\$0	\$0
DISTRICT WIDE - 001407B - Replace Stair Guards & Hand Rails To Meet Code (Multi-Year Project)	2018	\$405,000						\$405,000	\$0
DISTRICT WIDE - 001408B - Add Safety Film To Door Glazing	Completed	\$70,000						\$46,033	\$23,967
DISTRICT WIDE - 001409B - Replace Door Hardware (Multi-Year Project)	2017	\$1,000,000						\$850,000	\$150,000
DISTRICT WIDE - 001410B - Replace CCTV Security Cameras (Multi-Year Project)	2017	\$900,000						\$858,054	\$41,946
DISTRICT WIDE - 001411B - Replace Door Access Systems (Multi-Year Project)	2017	\$525,000						\$525,000	\$0
TECHNOLOGY - Data Storage Expansion		\$700,000						\$700,000	\$0
TECHNOLOGY - Wireless Infrastructure		\$700,000						\$731,964	(\$31,964)
TECHNOLOGY - Microsoft Operating System		\$170,000						\$229,872	(\$59,872)
TECHNOLOGY - Server Additions		\$300,000						\$221,117	\$78,883
TECHNOLOGY - Network Additions		\$1,100,000						\$1,521,981	(\$421,981)
TOTALS		\$17,624,020						\$17,757,706	(\$133,686)



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		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
ELEMENTARY SCHOOLS									
BELLERIVE - 151501B - Building Renovations And Site Improvements	7/28/2016	\$558,200						\$549,734	\$8,466
BUILDING RENOVATIONS: Install doors from the corridor to classroom pods in the 1500, 1600, and 1700 wings at north end of building that can be locked for security during lockdown events and install ADA ramps to make the 1600 and 1700 wings accessible.									
ELECTRICAL: Replace 1 electrical panelboard.									
SITE IMPROVEMENTS: Add 90 degree parking stalls to replace parallel parking stalls along south side of main entry driveway and replace parking lot area located in northwest corner of property which includes underground storm water detention.									
CLAYMONT - 021501B - Building Renovations And Site Improvements	7/15/2016	\$603,700						\$581,607	\$22,093
BUILDING RENOVATIONS: Replace roofing over the gym wing at southwest corner of building and replace two wooden ADA ramps with permanent ramps.									
ELECTRICAL SYSTEMS: Replace several electrical panelboards.									
MECHANICAL SYSTEMS: Replace condensing unit on roof.									
SITE IMPROVEMENTS: Replace asphalt paved play area located behind the building.									
HENRY - 121501B - Building Additions, Renovations, and Site Improvements	11/25/2016	\$3,876,000						\$4,076,990	(\$200,990)
BUILDING ADDITIONS: New 4 classroom addition on north side of building; new 2 classroom addition at southwest corner of building for kindergarten; and new 1 classroom addition on south side of building for strings, new ADA ramped to new 4 classroom addition and to cafeteria, new wheel chair lift connecting main corridor to kindergarten.									
SITE IMPROVEMENTS: Relocate kindergarten playground to the west of existing location, replace and modify layout of front parking lot and drive to gain more parking spots and separate bus and car traffic including permeable paving system in parking lot, demolish existing temporary modular classrooms located northeast of building, and correct storm water runoff channel on south property line to eliminate flooding of neighbors' yards.									
OAK BROOK - 231501B - Building Renovations And Site Improvements	7/22/2016	\$643,200						\$590,751	\$52,449
MECHANICAL SYSTEMS: Replace 3 main roof top mounted condensing units.									
SITE IMPROVEMENTS: Replace driveway which connects the main drive to the paved play area behind the building, paved play area located behind the building, and replace exterior ADA ramp leading from the building to the playground.									
RIVER BEND - 141501B - Building Renovations	7/29/2016	\$3,027,800						\$3,262,647	(\$234,847)
BUILDING RENOVATION: Renovate nurse's health area to meet district prototype, create new specialized instructional classrooms and offices in library, and replace most of the exterior storefront window/door units and windows in entire building.									
MECHANICAL SYSTEMS: Replace HVAC systems throughout the building.									
ELECTRICAL SYSTEMS: Replace electrical switchboard located inside building.									



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SHENANDOAH VALLEY - 201501B - Building Renovations And Site Improvements	8/1/2016	\$327,600						\$273,878	\$53,722
BUILDING RENOVATION: Renovate Special Education Life Skills Lab to provide a small instructional space for 1 teacher and 4 students.									
MECHANICAL SYSTEMS: Replace terminal duct heater serving mechanical/electrical penthouse and replace variable air volume boxes serving the 500 wing.									
ELECTRICAL SYSTEMS: Additional exterior lighting for security around building perimeter.									
SITE IMPROVEMENTS: Replace service drive connecting street to pave play area located north of building and replace paved play area located on east side of building north of parking lot.									
WREN HOLLOW - 191501B - Building Renovations And Site Improvements	7/27/2016	\$1,137,500						\$1,135,980	\$1,520
BUILDING RENOVATION: Replace several roof areas over the main building, replace all the storefront window/door units located in the 100 through 600 wings of the building, and replace windows in the 700 wing.									
MECHANICAL SYSTEMS: Replace air handler serving the administrative office area.									
SITE IMPROVEMENTS: Replace paved circle drive and parking lot and replace adjacent sidewalks located east of building.									
MIDDLE SCHOOLS									
WEST MIDDLE - 431501B - Building Renovations And Site Improvements	7/29/2016	\$1,966,200						\$2,012,579	(\$46,379)
MECHANICAL SYSTEMS: Replace 4 main air handling units, air condition main gym and locker rooms.									
SITE IMPROVEMENTS: Replace driveway connecting parking lots to Straub Road east of building.									
HIGH SCHOOLS									
CENTRAL HIGH - 501504B - Replace HVAC Units Gym A	Completed	\$557,000						\$189,265	\$367,735
MECHANICAL SYSTEMS: Replace rooftop HVAC units RTG-016 and RTG-018 serving									
NORTH HIGH - 561501B - Building Additions, Renovations, And Site Improvements (Multi-Year Project)	Package A - 5/24/17 Package B - 8/3/2017	\$25,400,000	\$3,003,104	\$20,356,000	\$1,152,897	\$627,403	\$705,000	\$25,844,404	(\$444,404)
BUILDING RENOVATIONS: New band/orchestra/choir classroom addition on south side of building, replace roofs on entire building, and replace aggregate coated panel wall system on east side of stadium.									
MECHANICAL SYSTEMS: Replace 2 chillers.									
ELECTRICAL SYSTEMS: Install new service entrance to south mechanical/electrical room.									
SITE IMPROVEMENTS: Replace and modify layout of north parking lot and drives including permeable paving system in parking lot.									
PACKAGE B: Existing fine arts renovations, food court renovations, relocated administrative office area, relocated nurse's health area, air condition swimming pool and secondary gym, fix light switching so each room has control over their room only, replace several VAV box piping connections, replace 3 main air handling units, replace heating boilers.									



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WEST HIGH - 541501B - Building Renovations	7/29/2016	\$1,525,400						\$1,537,131	(\$11,731)
BUILDING RENOVATIONS: Replace roofs located over the secondary gym addition, located over the main gym, located over west HVAC equipment penthouse, located over several stair towers, located over the 4 story wing and theater on the south side of the building, replace the chair lift with an ADA ramp leading to the cafeteria, replace the stairs with and ADA ramp leading to the swimming pool, and replace double doors by loading dock.									
MECHANICAL SYSTEMS: Replace one cooling unit ventilator serving room 1632.									
ELECTRICAL SYSTEMS: Refurbish 2 main electrical switchboards located exterior and south of theater.									
OTHER FACILITIES									
ADMINISTRATION - 701701B - Replace Emergency Generator	8/1/2016	\$290,000						\$261,537	\$28,463
ELECTRICAL SYSTEMS: Replace emergency generator with generator sized to power the entire building.									
GROUNDS/STORAGE - 811501B - Building Renovations And New Equipment Storage Shed	8/1/2016	\$1,095,800						\$1,057,558	\$38,242
BUILDING RENOVATIONS: New shed for storing grounds equipment out of the weather and replace all the windows and doors located in the south wing of the building and the connecting corridor between the north and south wings of the building.									
MECHANICAL SYSTEMS: Replace HVAC system in south wing of building.									
ELECTRICAL SYSTEMS: New electrical service entrance to separate building electric from the Fern Ridge building service.									
TRANSPORTATION - 801501B - Building Renovations And Site Improvements	7/22/2016	\$1,173,900						\$1,182,409	(\$8,509)
BUILDING RENOVATION: Renovate maintenance bays for code compliance which includes modifications to the electrical and mechanical systems.									
SITE IMPROVEMENTS: Replace upper bus parking lots and re-feed water line to wash bay from campus water main.									
DISTRICT WIDE									
DISTRICT WIDE - 001501B - Replace Flooring FY15-16		\$500,000						\$458,817	\$41,183
DISTRICT WIDE - 001502B - Replace Doors FY15-16		\$70,000						\$57,551	\$12,449
DISTRICT WIDE - 001503B - ADA Renovations FY15-16		\$0						\$0	\$0
DISTRICT WIDE - 001504B - New Integrated Display and Scoreboard Installation		\$431,660						\$318,121	\$113,539
TOTALS		\$43,183,960	\$3,003,104	\$20,356,000	\$1,152,897	\$627,403	\$705,000	\$43,390,959	(\$206,999)



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OTHER SIGNIFICANT PROJECTS NOT FUNDED BY BOND ISSUE									
SOUTH HIGH -581502- Freezer/Cooler Renovations (NOT A BOND ISSUE PROJECT)	7/18/2016	\$250,000						\$218,548	\$31,452
BUILDING RENOVATIONS: Replace existing kitchen freezer/cooler with new freezer/cooler.									
EARLY CHILDHOOD CENTER -- New Playground (NOT A BOND ISSUE PROJECT)	8/1/2016	\$160,000						\$151,920	\$8,080
Install new playground northeast and adjacent to existing playground.									



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PARKWAY FACILITIES DEPARTMENT
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ELEMENTARY SCHOOLS									
BARRETT'S - 011601B - Building Renovations And Site Improvements	7/27/2017	\$1,808,900	\$212,829	\$1,225,780	\$61,289	\$9,900	\$25,000	\$1,534,798	\$274,102
Replace and reconfigure main drive and parking lot, relocate kindergarten playground, stormwater detention, and sustainable landscaping with native species; replacement of courtyard perimeter windows and replacement of one exterior storefront window/door opening; various HVAC and electrical equipment replacements.									
CRAIG - 091601B - Building Renovations	7/21/2017	\$330,000	\$93,354	\$359,800	\$25,000	\$11,000	\$5,000	\$494,154	(\$164,154)
Renovations to provide small offices for specialized instruction on west side of library; various HVAC and electrical equipment replacements.									
GREEN TRAILS - 081601B - Building Renovations	7/28/2017	\$2,000,000	\$176,978	\$1,223,733	\$61,187	\$27,500	\$30,000	\$1,519,398	\$480,602
Replace condensing units and unit ventilators which serves the 1000 wing, 1100 wing, 1200 wing, 1300 wing, room 1400, room 1406, rooms 1701 through 1703, 2100 wing, 2200 wing, 2300 wing, room 2400, and rooms 2406 through 2408; replace roofs located over the 2000 through the 2400 wings; various electrical equipment replacements.									
HANNA WOODS - 051603B - Relocate Crosswalk On Hanna Road	Completed	\$10,000						\$10,072	(\$72)
Relocated crosswalk and added new curb cut ADA ramps									
HENRY - 121602B - Nurse Restroom Renovations	Completed	\$25,000						\$15,803	\$9,197
Renovations to nurse's restroom to allow installation of electric operated changing table									
HENRY - 121601B - Building Renovations And Site Improvements	8/3/2017	\$1,045,000	\$97,890	\$898,700	\$44,935	\$70,400	\$7,500	\$1,119,425	(\$74,425)
Replace electrical main switchboard ESB-002; replace heat pumps serving the central cores of the 1300 and 2300 wings, replace roof top HVAC units, serving the perimeter classrooms in 2100 wing, replace roof top HVAC unit serving rooms 2203 and 2204; replace roofs located over the 2500 wing, room 2200, and room 1200; replace windows in two openings.									
MASON RIDGE - 051603B - Replace Exterior Stairs and Railings	Completed	\$20,000						\$15,803	\$4,197
Replace stairs and railings located on north side of site									



COSTS ARE BY PROJECT YEAR - FISCAL YEAR MAY VARY

PARKWAY FACILITIES DEPARTMENT
SUMMARY PROJECTS LIST
SUMMER 2017

BUILDING - PROJECT NUMBER - PROJECT DESCRIPTION	SUBSTANTIAL COMPLETION DATE	CURRENT PLANNED BUDGET	CONSULTANT FEES ESTIMATE	CONTRACTOR CONTRACT ESTIMATE	PROJECT CONSTRUCTION CONTINGENCY	ASBESTOS ABATEMENT ESTIMATE	ADVERTISING, COPIES, PERMITS, & OTHER COSTS	CURRENT TOTAL PROJECT COST ESTIMATE (sum of columns B through F)	DIFFERENCE BETWEEN PROJECTED AND CURRENT PROJECT COST ESTIMATE (column A - column G)
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PIERREMONT - 101601B - Building Renovations And Site Improvements	7/25/2017	\$533,000	\$80,027	\$308,026	\$25,000	\$16,500	\$5,000	\$434,553	\$98,447
Expand parking lot to eliminate double stacking of parking stalls on west side of building which includes a new retaining wall and modifications to the storm sewer system; replace windows in gym; replace various electrical equipment.									
ROSS - 061601B - Building Renovations And Site Improvements	7/28/2017	\$1,100,550	\$120,412	\$1,064,000	\$53,200	\$0	\$15,000	\$1,252,612	(\$152,062)
Replace and reconfigure main drive and parking lot, stormwater detention, and sustainable landscaping with native species; replacement of roof over gym; various electrical equipment replacements.									
SORRENTO SPRINGS - 181601B - Building Renovations	7/21/2017	\$433,000	\$36,108	\$261,026	\$25,000	\$11,000	\$5,000	\$338,134	\$94,866
Replace all of the windows in the building; various mechanical and electrical equipment replacements.									
MIDDLE SCHOOLS									
CENTRAL MIDDLE - 401601B - Science Renovations	8/2/2017	\$1,817,000	\$143,015	\$1,006,746	\$50,337	\$7,700	\$270,000	\$1,477,798	\$339,202
Renovate science classrooms/labs for modernization.									
CENTRAL MIDDLE - 401602B - Remove Underground Fuel Storage Tanks	8/1/2017	\$101,250	\$10,000	\$80,000	\$8,000	\$0	\$3,000	\$101,000	\$250
Remove abandoned underground heating fuel storage tank, if tank has leaked, then soil remediation will be required.									
HIGH SCHOOLS									
CENTRAL HIGH - 501601B & SOUTH HIGH - 581601B - Building Renovations (Performance Contract)	8/4/2017	\$4,922,350	\$0	\$4,744,721	\$245,750	\$10,000	\$20,000	\$5,020,471	(\$98,121)
CENTRAL HIGH - Replacement of roofing over the 600, 800, and 1000 wings, gym A lobby and locker rooms, and other small roof areas, add air conditioning to gyms B and C, replace HVAC systems serving the east half of the 3000 wing, the west half of the 400 wing, the east half of the 500 wing, and the 1000 wing; and replace five stadium doors.									
SOUTH HIGH - Replace of roofing over the 3rd floor roof with the exception of the new science addition, mechanical penthouse room 2605, the southern third of the library room 2500, rooms 2512 through 2520, stair G tower, and over 1700 wing of building; air condition gym B and replace HV AC system serving the 1300/2300 wing west of the main building; various electrical equipment replacements.									



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PARKWAY FACILITIES DEPARTMENT
SUMMARY PROJECTS LIST
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NORTH HIGH - 561601B - Theater Stair Handrails	Completed	\$20,000						\$15,479	\$4,521
Add handrails to theater stairs									
OTHER FACILITIES									
INSTRUCTIONAL SERVICES CENTER - 751601B - Building Renovations And Site Improvements	7/21/2017	\$498,000	\$81,838	\$343,790	\$25,000	\$19,800	\$5,000	\$475,428	\$22,572
Replace drive to service entrance located south of building; replace retaining walls on both sides of the cell tower service drive and the retaining wall west of the cell tower and building; replace the unit ventilators in the old kindergarten room east of Room A; replace a storefront window/door opening; replace one electrical panelboard; run telephone and data lines to the out building south of the main building.									
DISTRICT WIDE									
DISTRICT WIDE - 001601B - Replace Flooring FY16-17		\$500,000		\$500,000				\$500,000	\$0
DISTRICT WIDE - 001602B - Replace Doors FY16-17		\$70,000		\$70,000				\$70,000	\$0
DISTRICT WIDE - 001603B - ADA Renovations FY16-17		\$150,000		\$150,000				\$150,000	\$0
DISTRICT WIDE - 001604B - Replace Fire Alarm Systems (Multi-Year Project)	ON HOLD	\$5,644,678	\$605,254	\$4,700,000	\$235,000	\$45,000	\$60,000	\$5,645,254	(\$576)
Replace fire alarm control panels and devices and extend system as necessary to meet current codes over 2 year duration.									
DISTRICT WIDE - 001605B - Replace Public Address/Intercom Systems (Multi-Year Project)	ON HOLD	\$1,798,022	\$0	\$1,640,000	\$82,000	\$40,000	\$35,000	\$1,797,000	\$1,022
Replace public address/intercom system and extend system as necessary over 2 year duration.									
TOTALS		\$22,826,750						\$21,987,182	\$839,568
OTHER SIGNIFICANT PROJECTS NOT FUNDED BY BOND ISSUE									
MCKELVEY - Temporary Modular Classrooms (NOT A BOND ISSUE PROJECT)	8/4/2017	\$200,000	\$0	\$200,000	\$0	\$0	\$0	\$200,000	\$0
Two modular classroom buildings each containing two classrooms (4 classrooms total).									
EARLY CHILDHOOD CENTER - 2nd Phase New Playground (NOT A BOND ISSUE PROJECT)	8/4/2017	\$60,000	\$0	\$60,000	\$0	\$0	\$0	\$60,000	\$0
Finish 2nd half of concrete slab/soft tiles and extend playground equipment including ADA ramp funded by grant.									



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EARLY CHILDHOOD CENTER AT NORTH HIGH - New Playground Equipment (NOT A BOND ISSUE PROJECT)	6/30/2017	\$25,000	\$0	\$24,920	\$0	\$0	\$0	\$24,920	\$80
New playground equipment funded by grant.									
CENTRAL HIGH - Replace Main Gym Roof (NOT A BOND ISSUE PROJECT)	6/16/2017	\$86,000	\$0	\$85,993	\$0	\$0	\$0	\$85,993	\$7
Replace EPDM roof with new EPDM roof and replace perimeter flashing by roofing service contractor									
NORTH HIGH - Repair Tennis Courts (NOT A BOND ISSUE PROJECT)	7/21/2017	\$50,000	\$0	\$47,500	\$4,750	\$0	\$100	\$52,350	(\$2,350)
Repair cracks and recoat tennis courts									



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ELEMENTARY SCHOOLS									
MASON RIDGE - 051701B - Building Renovations	TBD 2018	\$521,412						\$521,412	\$0
MIDDLE SCHOOLS									
NORTHEAST MIDDLE - 451701B - Science Renovations	TBD 2018	\$1,817,000						\$1,817,000	\$0
SOUTH MIDDLE - 411701B - Building And Science Renovations	TBD 2018	\$2,708,845						\$2,508,845	\$200,000
SOUTHWEST MIDDLE - 461701B - Science Renovations	TBD 2018	\$1,300,000						\$1,817,000	(\$517,000)
WEST MIDDLE - 431701B - Science Renovations	TBD 2018	\$2,134,000						\$1,817,000	\$317,000
HIGH SCHOOLS									
OTHER FACILITIES									
ADMINISTRATION - 701701B - Building Renovations	TBD 2018	\$52,684						\$52,684	\$0
DISTRICT OPERATIONS - 851701B - Replace Underground Fuel Storage Tank	TBD 2018	\$365,000						\$365,000	\$0
FERN RIDGE - 591701B - Building Renovations	TBD 2018	\$1,293,168						\$1,293,168	\$0
DISTRICT WIDE									
DISTRICT WIDE -001701B - Replace Flooring FY17-18	TBD 2018	\$420,000						\$420,000	\$0
DISTRICT WIDE - 001702B - Replace Doors FY17-18	TBD 2018	\$70,000						\$70,000	\$0
DISTRICT WIDE - 001703B - ADA Renovations FY17-18	TBD 2018	\$150,000						\$150,000	\$0
DISTRICT WIDE - 001704B - Building Renovations at Carman Trails and Early Childhood Center	TBD 2018	\$614,210						\$614,210	\$0
TOTALS		\$11,446,319						\$11,446,319	\$0
TOTALS FOR ALL YEARS		\$95,081,049						\$94,582,165	\$498,884

GLOSSARY

ACCOUNTING – The procedure of maintaining systematic records of events relating to persons, objects, or money and summarizing, analyzing, and interpreting the results of such records.

ACCOUNTING PERIOD – A period at the end of which and for which financial statements are prepared; for example, July 1 through June 30.

ACCOUNTS RECEIVABLE – Amounts owed on an open account from private persons, firms, or corporations for goods and services rendered by the LEA (but not including amounts due from other funds of the same governmental unit). Although taxes receivable are covered by this term, they should be recorded and reported separately in the Taxes Receivable account.

ACCRUAL ACCOUNTING – An accounting system where revenues are recognized when earned and expenditures are recognized in the period incurred, without regard to the time of receipt or payment of cash. This method of accounting allows a more accurate evaluation of operations during a given fiscal period.

ADA – See Average Daily Attendance.

AD VALOREM– Taxes levied by the LEA on the assessed valuation of real and personal property located within the LEA which, within legal limits, is the final authority in determining the amount to be raised for school operating purposes or retirement of debt.

ADULT EDUCATION AND LITERACY (AEL) - Education for adults who have never attended school or have interrupted formal schooling and need knowledge and skills to raise their level of education for self-confidence and self-determination to prepare for an occupation and to function more responsibly as citizens in a democracy. This was previously known as Adult Basic Education (ABE).

ALLOCATION – The amount of funds that are, or the process of which funds are, assigned to a public school district, institution or agency to provide financial support for specific programs, services and/or activities.

ALLOWABLE COST – Cost of predetermined equipment, service, and/or activities that have been considered to be appropriate for authorization by the funding agency.

AMORTIZATION – The gradual payment of an amount owed according to a specified schedule of times and amounts.

APPROPRIATION – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

ASBO – See Association of School Business Officials International.

ASSESSED VALUATION –The value for tax purposes: the value of a property that serves as the basis for tax calculation.

ASSETS – Probable future economic benefits obtained or controlled by a particular entity as a result of past transactions or events.

ASSOCIATION OF SCHOOL BUSINESS OFFICIALS INTERNATIONAL (ASBO)- The Association of School Business Officials International is a professional association that provides programs and services to promote the highest standards of school business management practices, professional growth, and the effective use of educational resources.

AUDIT – The examination of records and documents and the securing of other evidence for one or more of the following purposes: a) determining the propriety of proposed or completed transactions, b) ascertaining whether all transactions have been recorded, and c) determining whether transactions are accurately recorded on the accounts and in the statements.

AVERAGE DAILY ATTENDANCE (ADA) – The total hours attended in a term by resident pupils between the ages of five and twenty-one divided by the actual number of hours school was in session (actual calendar) plus the summer school average daily attendance (ADA) (hours attended divided by 1044 hours). Summer school ADA is a part of the immediate preceding school year's total ADA.

BASIC FORMULA - Amounts received from the State Foundation Formula.

BOARD OF EDUCATION – The Board of Education Services are the activities of the elected or appointed body which has been created according to state law and vested with responsibilities for educational activities in a given geographical area. These bodies are sometimes called school boards, governing boards, boards of directors, school committees, school trustees, etc. This Service Area relates to the general term and covers state boards, intermediate administrative unit boards, and local basic administrative unit boards.

BOND – A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically. The difference between a note and a bond is that the latter usually runs for a longer period of time and requires greater legal formality. See also Refunding Bonds and Surety Bonds.

BOND PROCEEDS, AMOUNT REMAINING – The amount remaining in bond proceeds (in the Bond Proceeds Sub Fund of the Capital Projects Fund) after the completion of a project for which bonds were issued. This amount remaining shall be transferred from the Capital Projects Fund to the Debt Service Fund.

BUDGET – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The budget usually consists of three parts. The first part contains a message from the budget-making authority together with a summary of the proposed expenditures and the means of financing them. The second part consists of schedules supporting the summary. The schedules show in detail the proposed expenditures and means of financing them together with information as to past years' actual revenues and expenditures and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect. Section 67.010, RSMo, is the statutory reference governing budgets.

BUDGETARY ACCOUNTS – These accounts are necessary to reflect budget operations and conditions, such as estimated revenues, appropriations, and encumbrances, as distinguished from proprietary accounts. See also Proprietary Accounts.

BUDGET DOCUMENT – The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect. (See Section 67.010, RSMo)

BUDGETING – Pertains to budget planning, formulations, administration analysis, and evaluation.

CAPITAL OUTLAY – An expenditure which results in the acquisition of fixed assets or additions to fixed assets which are presumed to have benefits for more than one year. It is an expenditure for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or initial, additional, and replacement of equipment.

CASH – Currency, checks, postal and express money orders, and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits. Any restriction or limitations as to its availability should be indicated.

CHECK – A bill of exchange drawn on a bank payable on demand; a written order on a bank to pay on demand a specified sum of money to a named person, to the named person's order, or to bearer out of money on deposit to the credit of the maker. A check differs from a warrant in that the latter is not necessarily payable on demand and may not be negotiable; and it differs from a voucher in that the latter is not an order to pay. A voucher-check combines the distinguishing marks of a voucher and a check; it shows the propriety of a payment and is an order to pay.

CO-CURRICULAR ACTIVITIES – Co-curricular activities (experiences) are comprised of the group of school sponsored activities, under the guidance or supervision of qualified adults, designed to provide opportunities for pupils to participate in such experiences on an individual basis, in small groups or in large groups, at school events, public events, or a combination of these for such purposes as motivation, enjoyment, and improvement of skills. In practice, participation usually is not required and credit usually is not given. When participation is required or credit is given, the activity generally is considered to be a course.

COBRA – see Consolidated Omnibus Budget Reconciliation Act.

COMMUNITY EDUCATION – Services, other than public school and adult education functions, provided by the school or LEA for purposes relating to the community as a whole or some segment of the community.

These include such services as community recreation programs, civic activities, public libraries, programs of custody and care of children, Parents-As-Teachers, community welfare activities, and services for nonpublic school pupils provided by the public schools on a continuing basis.

COMPREHENSIVE SCHOOL IMPROVEMENT PLAN (CSIP) - A strategic plan in support of the organizational vision, mission and values, written by a strategic planning committee made up of parents, community members, business and civic leaders, district staff members, students, and the Board of Education.

CONSOLIDATED OMNIBUS BUDGET RECONCILIATION ACT (COBRA) – Gives workers and their families a temporary extension of health coverage (called continuation coverage) in certain instances where coverage under the plan would otherwise end.

CONSUMER PRICE INDEX (CPI) - December consumer price index rate used annually for tax rate to identify revenue growth maximum on existing property.

CSIP – see Comprehensive School Improvement Plan.

CURRENT FUNDS – Money received during the current fiscal year from revenue that can be used to pay obligations currently due, and surpluses re-appropriated for the current fiscal year.

DEBT SERVICE – Expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest of current loans. Per Section 165.011 RSMo, if a balance remains in the Debt Service Fund after total outstanding indebtedness for which the fund was levied is paid, the Board of Education may transfer the unexpended amount to the Capital Projects Fund. The Debt Service Fund must be maintained as a separate bank account.

DEFICIT – The excess of the obligations of a fund over the fund's resources.

DELINQUENT TAXES – Taxes remaining unpaid on and after the date on which they become delinquent by statute.

DEMOGRAPHICS - The characteristics of human populations and population segments, especially when used to identify consumer markets.

DEPOSITS – Use of this account is normally restricted to long-term investments deposited by the LEA as a prerequisite to receiving services and/or goods.

DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION (DESE) - Coordinates and regulates K-12 education in Missouri.

DESE – See Department of Elementary and Secondary Education.

DISBURSEMENTS – Payments in cash. See also Cash.

EMPLOYEE BENEFITS – Compensation, in addition to regular salary, provided to an employee. This may include such benefits as health insurance, life insurance, annual leave, sick leave, retirement, and social security

ENCUMBRANCES – Purchase orders, contracts, and salary or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when actual liability is incurred.

ENROLLMENT – Head count taken the last Wednesday of September and January of all resident and nonresident students K – 12 in the enrollment center. All students counted as one (no part time). Not reported for pre-kindergarten students.

ENTRY – The act of recording a transaction and the actual record of a financial transaction in an account.

EQUIPMENT – Items that are electrical or mechanical in nature or furniture and, 1) have a useful life of at least one year; 2) would be repaired rather than replaced; 3) the cost of tagging and inventorying is a small percent of the item's cost; and, 4) costs more than \$500 per unit.

EQUITY – Equity is the mathematical excess of assets over liabilities. Generally this excess is called Fund Balance.

ESTIMATED REVENUE – If the accounts are kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period. If the accounts are kept on a cash basis, the term designates the amount of revenues estimated to be collected during a given period.

EXPENDITURES – Charges incurred, whether paid or unpaid which are presumed to benefit the current fiscal year.

FACILITIES ACQUISITION AND CONSTRUCTION – Activities involved with the acquisition of land and buildings; remodeling buildings; the construction of buildings and additions to buildings; initial installation or extension of service systems and other built-in equipment; and improvements to sites.

FEDERAL REVENUE – Revenue provided by the federal government. Expenditures made with this revenue should be identifiable as federally supported expenditures.

FINANCIAL ACCOUNTING – The recording and reporting of activities and events affecting the money of an administrative unit and its program. Specifically, it is concerned with: 1) determining what accounting records are to be maintained, how they will be maintained, and the procedures, methods, and forms to be used; 2) recording, classifying, and summarizing activities or events; 3) analyzing and interpreting recorded data; and 4) preparing reports and statements that reflect conditions as of a given date, the results of operations for a specific period, and the evaluation of status and results of operation in terms of established objectives.

FINES, FORFEITURES, ESCHEATS - Amounts collected by the county for violations. All fines passing through the office of the county clerk or circuit clerk. Includes sheriff's sales, unclaimed tax and surplus/overplus surtax. The amount received for school purposes is a deduction in the Basic Formula calculation.

FISCAL AGENT – A specific local school district or intermediate agency that has been designated to submit applications/requests for federal project funds and is the recipient of such funds from the state agency.

FIXED ASSETS – Land, buildings, machinery, furniture, and other equipment that the LEA intends to hold or continue in use over a long period of time. "Fixed" denotes probability or intent to continue use or possession, and does not indicate immobility of an asset.

FOOD SERVICES – Activities involved with the food services program of the LEA. This service area includes the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities, and the delivery of food.

FREE OR REDUCED LUNCH – The number of pupils enrolled in the district and eligible for free or reduced lunch on the last Wednesday in January. The number used on Line 14 or the basic formula calculation in the current year is always the previous year's January count. This number bears no relationship to the number of children actually eating in the school cafeteria (School Food Services count). This number by definition is a different count from that used for the

federal programs or School Food Services. Corrections to this data after it has been submitted should be sent to the School Finance Section.

FUNCTION – An action that contributes to a larger action of a person, living thing, or created thing.

FUND – An independent accounting entity with its own assets, liabilities, and fund balances. Generally, funds are established to account for financing of specific activities of an agency's operations.

FUND BALANCE – The excess of the assets of a fund over its liabilities and reserves except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the fund's assets and estimated revenues for the period over its liabilities, reserves, and appropriations for the period.

GASB – See Governmental Accounting Standards Board.

GENERAL LEDGER – A book, file, or other device in which accounts are kept to the degree of detail necessary, that summarizes the financial transactions of the LEA. General Ledger accounts may be kept for any group of items or receipts or expenditures on which an administrative officer wishes to maintain a close check.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) – An independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

HANCOCK AMENDMENT (Senate Bill 711) - In 2008, the Missouri legislature passed Senate Bill 711 (Hancock Amendment) that requires taxing districts, such as schools, to roll back their tax rate in reassessment years (odd numbered years) regardless of whether or not they are at their tax rate ceiling.

IN LIEU OF TAX - Payments made out of general revenues by a governmental unit to the LEA in lieu of taxes it would have had to pay had its property or other tax base been subject to taxation by the local LEA on the same basis as other privately owned property or other tax base. It would include payments made for privately owned property which is not subject to taxation on the same basis as other privately owned property due to action by the governmental unit owning or being responsible for the property.

INTEREST – A fee charged to a borrower for the use of money. See also Debt Service.

INVENTORY – A detailed list or record showing quantities, descriptions, values, and frequently, units of measure and unit prices of property on hand at a given time. Also, the cost of supplies and equipment on hand not yet distributed to requisitioning units.

INVESTMENTS – Securities and real estate held for the production of income in the form of interest, dividends, rentals, or lease payments. The account does not include fixed assets used in LEA operations.

LEA – see Local Education Agency.

LEASE PURCHASE – A contract granting the specified use of equipment which a public school district, institution or agency cannot readily purchase outright during a specific period of time for a specified amount of funds. This contract could be expanded to purchase equipment only if the contract with option to purchase is annually renewable and creates an obligation to the district for only one fiscal year. Section 177.088, RSMo, specifies that a true lease purchase must run through a third party, not-for-profit corporation. If there is intent to take title, lease purchase expenditures must be paid for from the Capital Projects Fund. If there is no intent to take title, this transaction would most likely be classified as a lease or rental and would be paid for from the General (Incidental) Fund. Section 177.088 RSMo, requires DESE to deduct from basic formula payments in the following year an amount equal to those amounts expended from the General (Incidental) Fund (for rentals) for real property for which a title is transferred to the district.

LEDGER – Contains all the accounts of a particular fund as in the General Ledger or all these detail accounts that support particular Subsidiary Ledger accounts.

LEED - An internationally recognized green building certification system, providing third-party verification that a building or community was designed and built using strategies aimed at improving performance across all the metrics that matter most: energy savings, water efficiency, CO2 emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts.

LEVY (Verb) – To impose taxes or special assets. (Noun) – The total of taxes or special assessments imposed by a governmental unit.

LIABILITIES – Debt or other legal obligations arising out of transactions in the past which are payable but not necessarily due. Encumbrances are not liabilities; they become liabilities when the services or materials for which the encumbrance was established have been rendered or received.

LOCAL EDUCATION AGENCY (LEA) – An educational agency at the local level that exists primarily to operate school or to contract for educational services. Normally, taxes may be levied by such publicly operated agencies for school purposes. These agencies may or may not be coterminous with county, city, or town boundaries. This term is used synonymously with the terms “school district,” “school system,” and “local basic administrative unit”.

MISSOURI FINANCIAL ACCOUNTING MANUAL - The Park Hill School District's accounting system conforms to requirements established by state statutes and regulations of the Missouri Department of Elementary and Secondary Education (DESE), based on the current version of the Missouri Financial Accounting Manual.

M & M SURTAX - Surtax on commercial real estate to replace revenue lost with the elimination of the merchants and manufacturing businesses' inventory tax.

NONPUBLIC SCHOOL – A school established by an individual, institution, or agency other than the state, subdivisions of the state, or the federal government, that usually is supported primarily by monies other than public funds, and the operation of whose program rests with other than publicly elected or appointed officials.

NONRESIDENT STUDENT – Generally a student whose legal residence is outside the geographic area served by a specified school, LEA, or institution. (Missouri Statutes modify the definition of a nonresident student.)

OBJECT – The commodity or service obtained from a specific expenditure.

OBLIGATIONS – The amounts of orders placed and sub-grants awarded, services received, and similar transactions during a given period, which will require payment during the same or a future period. Obligations are considered to be incurred as follows: for personal property, when the LEA makes a binding commitment to acquire the property, usually by issuing a purchase order; for personal services and contracted services, when the services are performed (includes LEA employees); and, for travel, utilities, and rent, when the travel is taken, the utilities used, or rented facilities occupied.

OPERATING FUNDS – Revenue utilized for daily operation of the school district.

OPERATING LEVY FOR SCHOOL PURPOSES – The sum of the adjusted tax rates levied in the General (Incidental) Fund and Special Revenue (Teachers) Funds.

PAYMENTS IN LIEU OF TAXES – Payments made out of general revenues by a governmental unit to the LEA in lieu of taxes it would have had to pay had its property or other tax base been subject to taxation by the local LEA on the same basis as other privately owned property of other tax base. It would include payment made for privately owned property which is not subject to taxation on the same basis as other privately owned property due to action by the governmental unit owning or responsible for the property.

PAYROLL – A list of individual employees entitled to pay, with the amounts due to each for personal services rendered. Payments are also made for such payroll-associated costs as federal and state income tax withholdings, retirement, and social security.

PAYROLL DEDUCTIONS AND WITHHOLDING – Amounts deducted from employees' salaries for taxes required to be withheld and for other withholding purposes. Separate liability accounts may be used for each type of deduction.

PEERS - See Public School and Education Employee's Retirement System.

PLANNING – The selection or identification of the overall, long-range goals, priorities, and objectives of the organization, and the formulation of various courses of action to be followed in working toward achieving those goals, priorities, and objectives.

PROPERTY INSURANCE – Expenditures of all forms of insurance covering the loss of, or damage to, property of the LEA from fire, theft, storm, or any other cause. Also recorded here are costs for appraisals of property for insurance purposes.

PROPOSITION C – Proposition C (Prop C) is a sales tax generated in the early 1980's.

PROPRIETARY ACCOUNTS – Those accounts that show actual financial conditions and operations such as actual assets, liabilities, reserves, surplus, revenues, and expenditures, as distinguished from budgetary accounts. See also Budgetary Accounts.

PSRS – See Public School and Education Employee's Retirement System.

PUBLIC SCHOOL AND EDUCATION EMPLOYEE'S RETIREMENT SYSTEM

(PSRS/PEERS) - Provides service retirement, disability, and survivor benefits for retired Missouri public school teachers, school employees, and their families.

PURCHASE ORDER – A written request to a vendor to provide material or services at a price set forth in the order and is used as an encumbrance document.

PURCHASED SERVICES – Personal services rendered by personnel who are not on the payroll of the LEA and other services that may be purchased by the LEA.

PURCHASING – Acquiring supplies, equipment, and materials used in the LEA operation.

REAL ESTATE – Land, improvements to site, and buildings; real property.

RECEIPTS – This term means cash received. See Revenues.

REFUND – A return of an overpayment or over collection. The return may be either in the form of cash or a credit to an account.

REFUNDING BONDS – Bonds issued to pay off outstanding bonds.

REIMBURSEMENT – The return of an overpayment or over collection in cash.

REQUISITION – A written request to a purchasing officer for specified articles or services. It is a request from one school official to another school official, whereas a purchase order is from a school official (usually the purchasing officer) to a vendor.

RESERVE – An amount set-aside for some specified purpose.

RESIDENT STUDENT – Generally a student whose legal residence is within the geographic area served (district boundary) by a specified school, LEA, or institution. It includes all children between the ages of five and twenty-one who are attending kindergarten through grade twelve. If a child is attending in a district other than the domicile (district of residence) district AND the child's parent is teaching in the district the child is attending, then that child shall be considered a resident pupil of that district for the period of time when that district of residence is not otherwise liable for tuition. (Sending elementary districts are not liable for tuition below grade nine so the receiving district would claim this child for state aid until the child enters high school/grade nine.) (Missouri Statutes modify the definition of a resident student.)

REVENUES – Inflows or other enhancements of assets of an entity or settlement of its liabilities (or a combination of both) during a period from delivering or producing goods, rendering services, or other activities that constitute the entity's ongoing major or central operations.

SALARY – The total amount regularly paid or stipulated to be paid to an individual, before deductions, for personal services rendered while on the payroll of the LEA. Payments for sabbatical leave are also considered as salary.

SECURITIES – Bonds, notes, mortgages, or other forms of negotiable or non-negotiable instruments.

SENATE BILL 711 – See Hancock Amendment.

SPECIAL EDUCATION – Consists of direct instructional activities designed primarily to deal with the following pupil exceptionalities: 1) physically handicapped; 2) emotionally disturbed; 3) culturally different including compensatory education; 4) mentally handicapped; and 5) mentally gifted and talented.

SUPPLEMENT – To add to that which the district is already providing due to a specific requirement or as a matter of previous practice. The LEA must be able to document that federal/state funds were used to increase the level of funding for an existing service or to begin a new service.

SUPPLIES – Items that are not electrical or mechanical in nature or furniture or which cost less than \$500.00 per unit or items that have a useful life of less than one year. Usually a material item which is expended and consumed or worn out or deteriorated in use or has lost its identity through fabrication or incorporation into a more complex unit or substance.

SURETY BONDS – A written promise to pay damages or to identify against losses caused by the part of parties named in the document, through nonperformance or through misappropriation of monies; for example, a surety bond given by a contractor or by an official handling cash or securities.

TAXES – Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. The term includes licenses and permits.

TUITION – Money charged by the LEA or education institution for a period of time, not including special charges as for books and laboratory fees.

UNENCUMBERED BALANCE – That portion of an appropriation or allotment not yet expended or encumbered; the balance remaining after deducting from the appropriation or allotment the accumulated expenditures and outstanding encumbrances.

VISION, MISSION AND VALUES – The districts focus upon identified strategic focus areas and articulated goals within a five year strategic plan that are aligned with student and stakeholder requirements/expectations.