



# PARKWAY C-2 SCHOOL DISTRICT ANNUAL BUDGET

2018-2019





**PARKWAY SCHOOL DISTRICT**

**St. Louis County, Missouri**

**2018-2019 Budget**

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## BUDGET 2018-2019

### Table of Contents

<b>I.</b>	<b>Introductory Section</b>	
	a. Budget Message.....	1
	b. List of Accomplishments.....	20
<b>II.</b>	<b>Financial Section</b>	
	a. Recapitulation of Fund Balances.....	23
	b. Revenues, Expenditures and Fund Balance Reports.....	24
	c. Revenue Budget Analysis.....	31
	i. Revenues by Category.....	34
	d. Expenditure Budget Analysis.....	43
	i. Expenditures by Category.....	47
	ii. Expenditures by Function.....	52
	iii. Expenditures by Program.....	59
	iv. School Building Budget Analysis.....	65
<b>III.</b>	<b>Organizational Section</b>	
	a. District Map and School Directory.....	66
	b. Enrollment Projections.....	68
	c. Parkway School District Organizational Charts.....	80
	d. Project Parkway Mission and Vision.....	87
	e. Project Parkway Strategic Plan.....	88
<b>IV.</b>	<b>Informational Section</b>	
	a. Summary of Assessed Valuation, Property Tax Rates, Collection Rates and Impact on Tax Payer.....	96
	b. Assessed Valuation.....	97
	c. Collection Rate.....	98
	d. Bond Amortization Schedule.....	99
	e. 2014 Bond Initiative Capital Project List.....	102
	f. Glossary of Terms.....	112

# ***INTRODUCTORY SECTION***



BUDGET MESSAGE  
From the Chief Financial Officer

Parkway School District is a premier school district in St. Louis County. We are mission driven and student centered. We are completing another year with several accomplishments including:

- Top 10 Workplaces in St. Louis for the fourth year
- National District and Schools of Character
- Most Challenging High Schools
- UHC Well-Deserved award
- Four schools with National Green Ribbons.

In addition, we have several schools that have been awarded the National Blue Ribbon and Gold Star, fifteen years of obtaining the Certificate of Excellence in Financial Reporting as well maintaining a AAA bond rating from Standard and Poors. Our Board of Education plays a very vital role in the success of our District. We have high quality employees and leaders in our district with a commitment to our mission and vision of Project Parkway, our district strategic plan.

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 we will have our fourth year of projects to be completed related to the issue. We are planning for a new initiative to be placed on the November 2018 ballot for an \$110 million bond issue. The planning includes renovation of existing space, additional space in some areas that is needed from the growth in enrollment and for needed upkeep and replacement of aging systems. 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 are in our third 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 currently have a fleet of 40 CNG fueled buses that has shown not only our commitment to cleaner air, but also a substantial savings in fuel costs. Through several energy saving initiatives, we have been able to control the growth in operational costs while still supporting growth in our salaries and benefits.

***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.***

The budget was developed based on goals that are set from the strategic plan – Project Parkway. Goal 1 is student focused. Goal 2 is focused on staff and development. Goal 3 is focused on efficient allocation of resources. The departments and buildings build their expenditure budgets based on the goals that they set to achieve in the upcoming school year. The details of Goal 3 are shared in the graph below:

*Responsibly and efficiently allocate*  
**RESOURCES**  
*including finances, facilities,  
 personnel and time.*

Measurable Objectives: By 2021...

- 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.

Some of the celebrations centered around the Goal 3 work this past year include:.

- Energy use reduction of 5% overall – 16 energy star schools
- Unqualified audit for June 2017
- Certificate in excellence in financial reporting from ASBO
- Successful completion of third year of 2014 bond issue projects
- Utilization of alternate fuel tax credit – saving an additional \$0.50 per DGE (diesel gallon equivalent)
- Continued development of staffing and enrollment reports
- 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 card payment process implemented at Early Childhood and other sites
- Zero based budgeting for 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
- Continued efficiency in FTE allocation

**Budget Planning:**

The detailed planning process for the 2019 fiscal year (FY19) 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 budget planning parameters and overall goals have 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, 2018. The budget provides a framework by which resources will be 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 a comparison to the budget. The new year budget preparation begins with 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 building a budget that will meet their goal targets for the upcoming year utilizing a zero-based budgeting approach.

Local, state and national economic conditions have played a major role in the budget development process. Over the past several years, slow economic growth has provided marginal growth in our local assessed valuation of our property and the settlement of older protested taxes have adversely affected our local revenue. In fact, over the past few years, over \$10 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. In addition, each year we have an upward trend in the amount of taxes that are paid under protest. Overall, this has decreased our collection rate versus our historical trend.

**Revenues:**

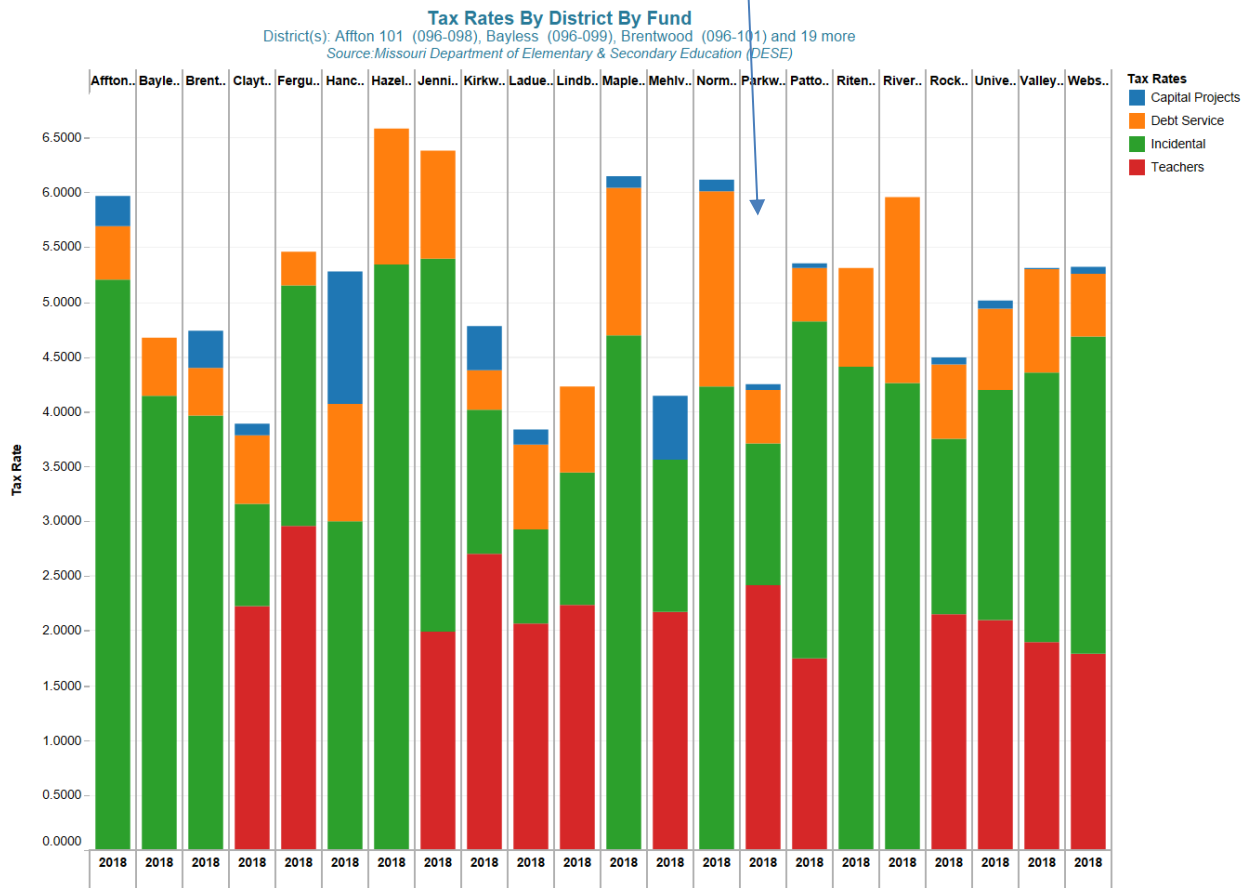
The largest source of revenue for the Parkway School District is the funds received from our local property tax rate collection. The assessed valuation for the district is set by the St. Louis County Assessor and the tax rate is set annually prior to October 1<sup>st</sup> by the Board of Education.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

Type of Property:	Value per \$100 of Assessed Valuation
Residential	\$3.9857
Agricultural	\$2.2709
Commercial	\$4.8958
Personal Property	\$4.3589
Blended Rate	\$4.2549



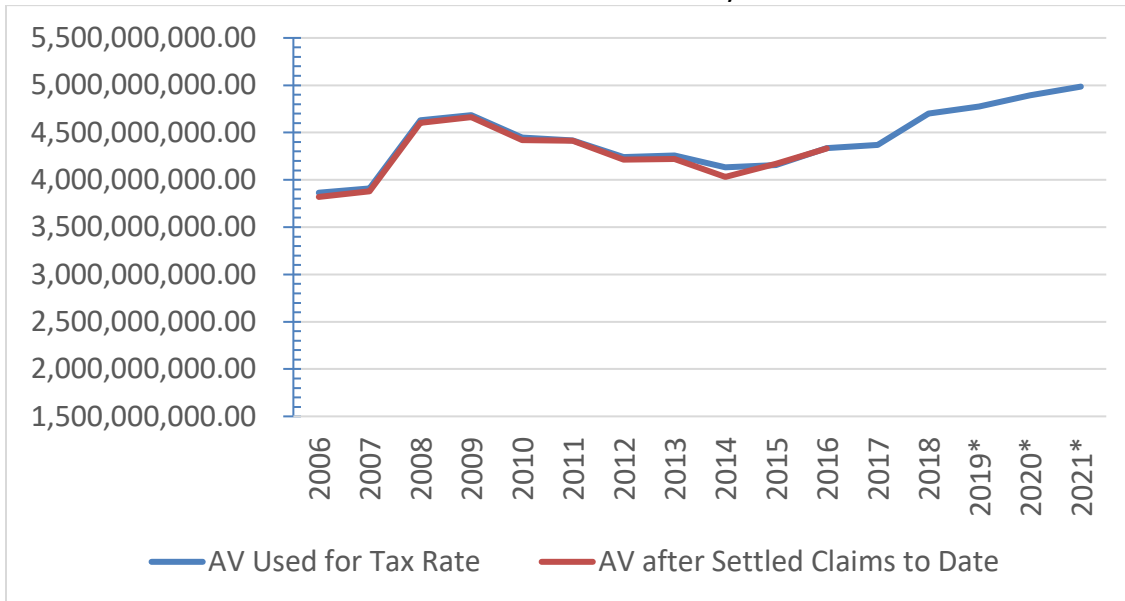
The tax rate above includes a \$.49 debt service levy. Our total assessed valuation that this calculation was based upon was \$4,701,761,230, excluding our TIF properties. The tax rate for the Parkway School District is one of the lowest tax rates for school districts in St. Louis County.

Parkway – 4<sup>th</sup> Lowest in St. Louis County



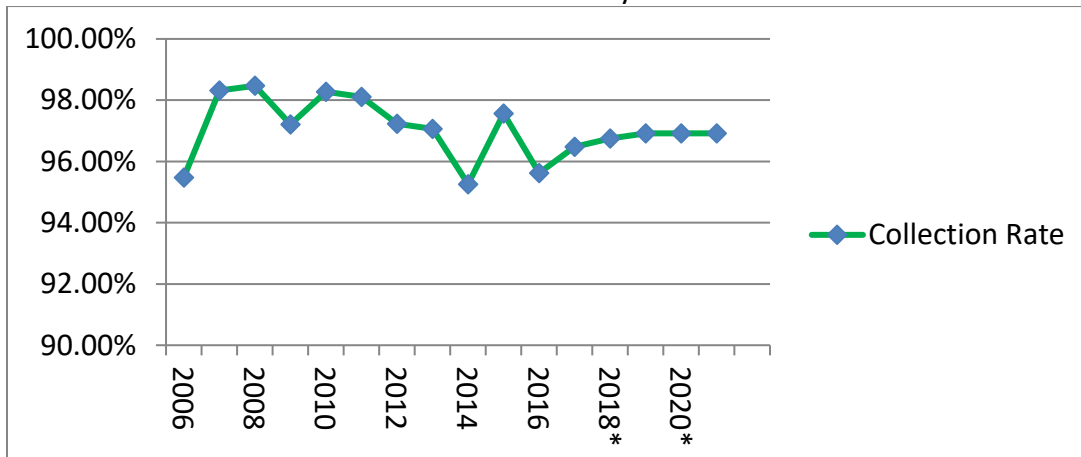
In preparation for the FY19 budget we looked not only at our current tax rates, but we reviewed our assessed valuation growth, our estimated new construction, the consumer price index and our historical collection rate. The following chart shows not only the historic assessed valuation values by year, 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, completed many energy-saving capital projects and monitored our other expenditures. With successfully doing so, the district has remained financially sound.

Assessed Valuation for Parkway School District

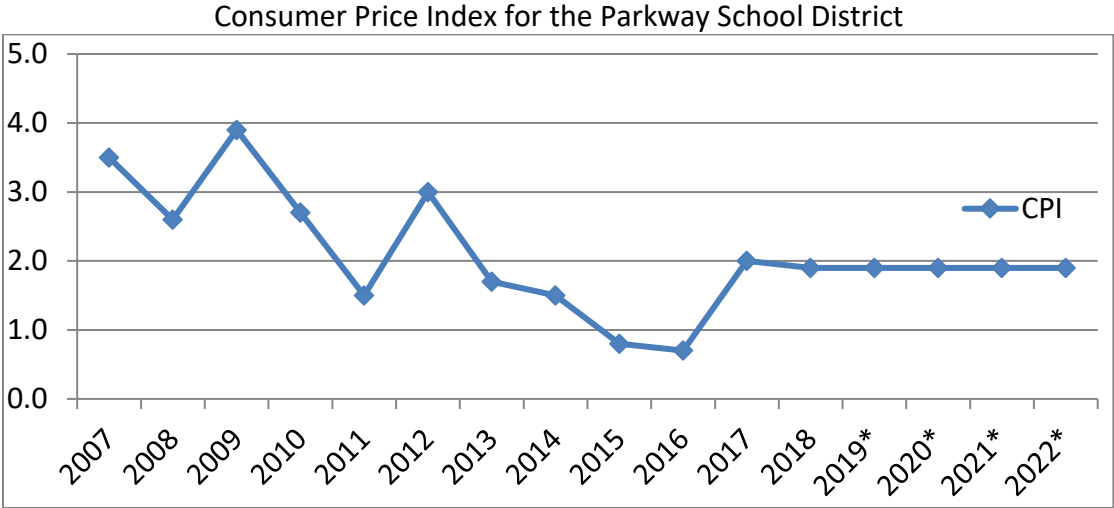


The estimated assessed valuation for fiscal year 2019 is estimated to be about \$4.8 billion. This past year reassessment estimates have increased just under 10% on average. With a cap on revenue growth capped at the consumer price index, our revenues did not grow at the same rate. Another important factor in the local tax revenue is our collection rate. As mentioned previously, over the last few years we have been challenged by a large portion of our taxes being 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 \$12 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 FY18 we have budgeted a collection rate of 96.75%. As we are completing the year now, we believe we will complete the year near the target. For FY19 budget, we are currently estimating a collection rate of 96.92%. We hope that this will eventually be back to close to 98%.

Collection Rate for Parkway School District

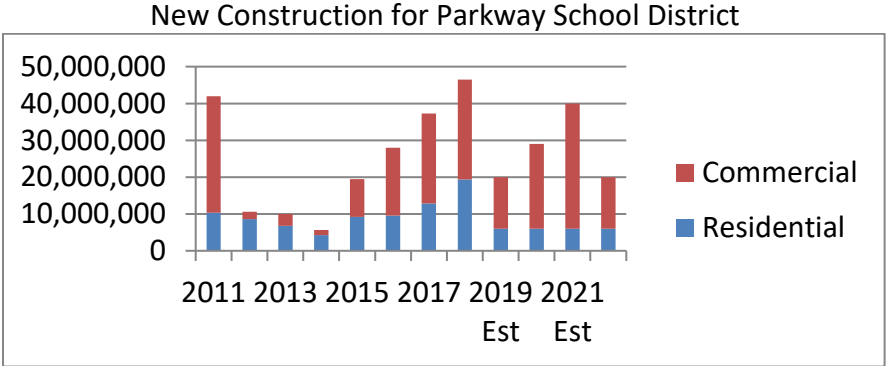


Another driver of our local revenue that has played a very crucial role in the past few years is the consumer price index. Our local tax revenue for our existing property can only grow at the rate of the consumer price index. So even with local assessments increasing due to property value growth, our revenue growth from the existing property is limited to the growth of the consumer price index. While based on state statute, our growth is capped at no larger than 5%, in the past several years we have had a slight increase in our growth percentage due to the very slight growth of the consumer price index. For FY19, we will have a CPI of 1.9%. For future years, we are predicting the same 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 provides an increase 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.

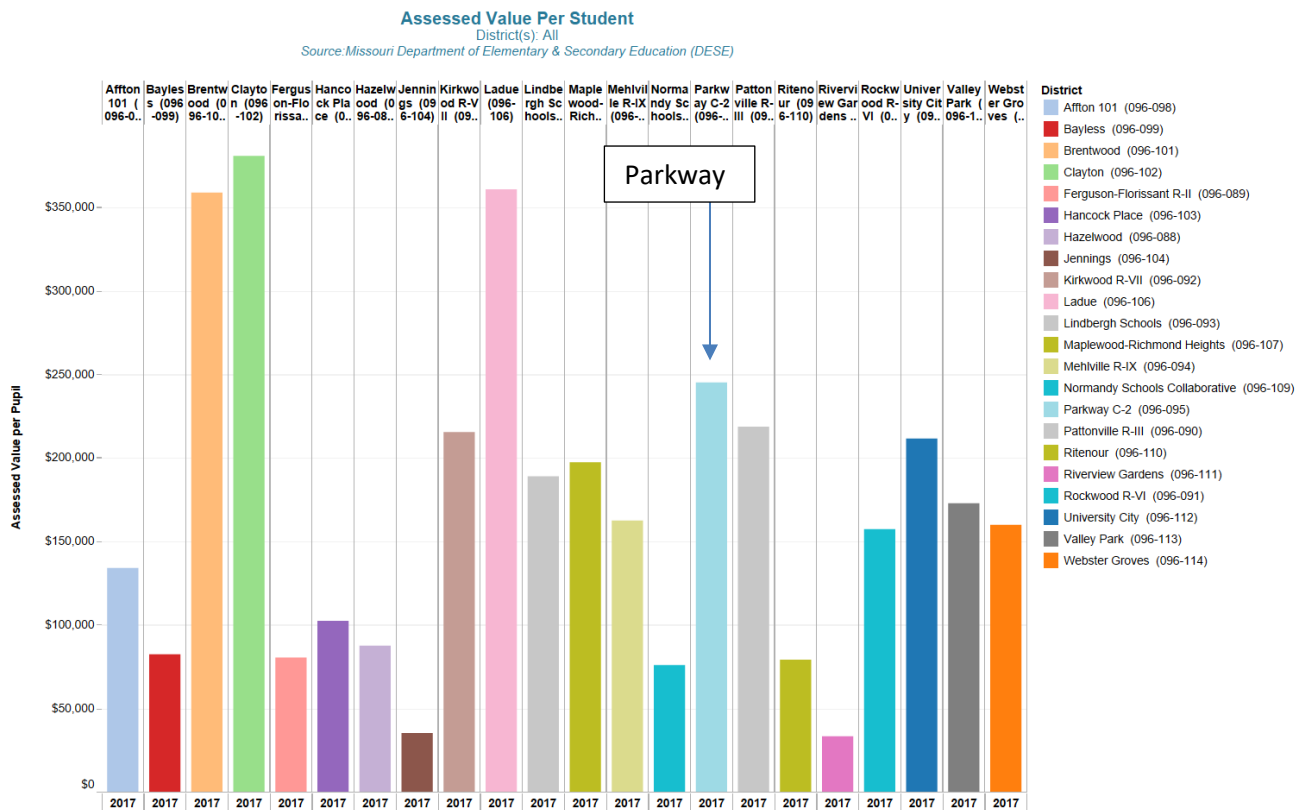
We have also forecasted future new construction for our budget projections. You may notice increases in future years 2020 and 2021. This is due to known increases from properties that were developed 10 years prior under Chapter 100 and will have the bonds paid and the additional portion of the new construction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

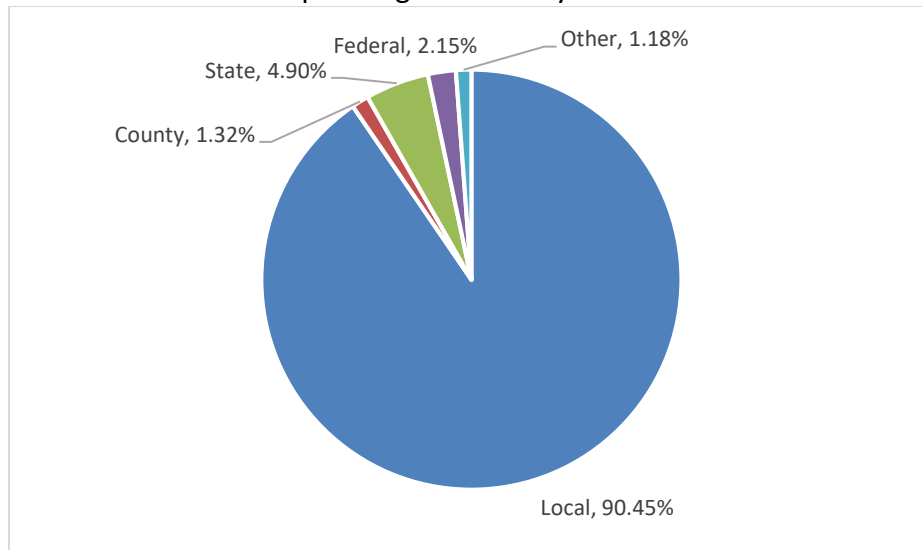
The Parkway School District has a voluntary roll back on our Residential Tax Rate. The current voluntary roll back is in place until at least 2018. The roll back is \$.2383 and is also worth just over \$6.4 million in total revenue. The voluntary roll back along with our operating fund balance are key 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 2017. See the chart below for the complete comparison.



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.

Operating Revenue by Source



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 1.77% increase in Local Property Tax Revenues, our largest revenue source, and an overall 0.94% 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, 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 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 FY19 we are estimating a WADA of 15,810 and an allocation of \$995 per WADA. In addition, we receive just over \$7 million annually from the Voluntary Student Transfer Program. We are anticipating a slightly lower enrollment for FY19 and in future years, we are anticipating a gradual drop in enrollment.

You may notice that there is a 2.61% anticipated decrease in the county revenue sources. This decrease is from a slight decrease in the county stock tax revenue and a slight increase in the state assessed railroad and utility as compared to the currently budgeted amount.

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 FY19 we are using an anticipated WADA of 15,867 for our formula estimates and \$562.32 as our hold harmless amount per WADA amount. Overall, this will be a slight decrease 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. This year we are anticipating a slight increase. 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 state funding sources to remain rather flat.

You will also notice that we receive funding from Federal sources. With federal funding, we have commitments to specific expenditures. We are estimating a \$1 million decrease in federal funding, or 16.39% decrease. This is due in large part to our substantial decrease in Title I funding. Our poverty level decreased this past year and moved us from the targeted level of funding to a basic level. Our Federal sources of revenue include Title II, Title III, Medicaid, Perkins Grant, Adult Education, School Breakfast and Lunch and a small portion of IDEA funding. We are actually hiring less FTE currently for Title I due to the reduction of the federal budget.

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. The students are allowed to remain with the Parkway School District until a transition year. We have anticipated a decrease in the tuition revenue.

Operating Revenue by Source					
Revenue	FY17 Actual	FY18 Projected	FY19 Budget	Change From FY18 Projections	
				\$	%
<b>Local</b>					
Property Tax	162,789,899	168,989,102	171,986,600	2,997,498	1.77%
Proposition C	15,339,451	15,612,300	15,730,950	118,650	0.76%
Student Activities	3,562,474	3,500,000	3,500,000	-	0.00%
Earnings On Investments	325,481	411,367	783,829	372,462	90.54%
VST Revenue	7,824,349	7,698,939	7,361,350	(337,589)	-4.38%
Other Local	16,612,523	17,368,299	17,254,358	(113,941)	-0.66%
<b>Total Local Revenue</b>	<b>206,454,177</b>	<b>213,580,007</b>	<b>216,617,087</b>	<b>3,037,081</b>	<b>1.42%</b>
County	3,475,314	3,248,015	3,163,313	(84,702)	-2.61%
State	11,194,625	11,440,852	11,733,981	293,129	2.56%
Federal	5,813,131	6,156,800	5,147,491	(1,009,309)	-16.39%
<b>Other</b>					
Transportation Reimbursements	2,466,493	2,704,395	2,748,874	44,479	1.64%
Tuition Non-Accredited Districts	247,653	100,000	50,000	(50,000)	-50.00%
All Other Sources	33,521	29,959	29,959	-	0.00%
<b>Total Other Revenues</b>	<b>2,747,667</b>	<b>2,834,354</b>	<b>2,828,833</b>	<b>(5,521)</b>	<b>-0.19%</b>
<b>Total Revenues</b>	<b>229,684,914</b>	<b>237,260,028</b>	<b>239,490,705</b>	<b>2,230,678</b>	<b>0.94%</b>

Total revenues will include the Debt Service and Capital Projects revenues. The voters approved \$94,000,000 bond issue in November of 2014 and the construction of these projects nearly completed.

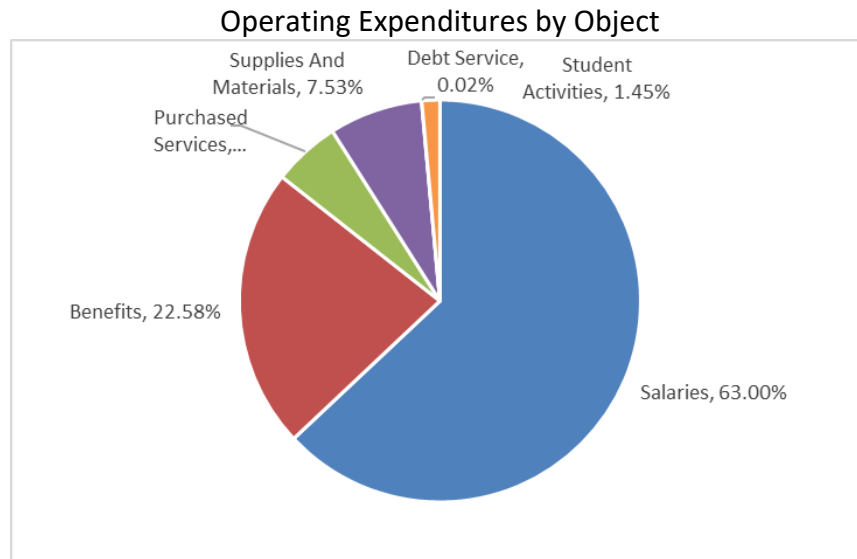
When looking at the detail of the total revenues on the chart on the following page, the Property Tax Revenue increase of 1.77%. In FY18 there was a sale of bonds for a refunding. This generated a savings of \$4.3 million in future interest. Total Revenue growth is budgeted to be \$2,192,013 or a growth of .75%.

Revenue	Total Revenue by Source			Change From FY18 Projections	
	FY17	FY18	FY19	\$	%
	Actual	Projected	Budget		
Local					
Property Tax	183,452,797	193,553,456	196,986,672	3,433,216	1.77%
Proposition C	15,339,451	15,612,300	15,730,950	118,650	0.76%
Student Activities	3,562,474	3,500,000	3,500,000	-	0.00%
Earnings On Investments	1,367,526	1,076,559	1,314,021	237,462	22.06%
VST Revenue	7,824,349	7,698,939	7,361,350	(337,589)	-4.38%
Other Local	16,919,023	17,768,299	17,614,008	(154,291)	-0.87%
Total Local Revenue	228,465,620	239,209,553	242,507,001	3,297,449	1.38%
County	4,098,397	3,809,538	3,715,803	(93,735)	-2.46%
State	11,194,625	11,730,852	11,733,981	3,129	0.03%
Federal	5,846,937	6,156,800	5,147,491	(1,009,309)	-16.39%
Other					
Bond Issuance	44,673,580	29,681,430	-		
Transportation Reimbursements	2,466,493	2,704,395	2,748,874	44,479	1.64%
Tuition Non-Accredited Districts	247,653	100,000	50,000	(50,000)	-50.00%
All Other Sources	33,521	29,959	29,959	-	0.00%
Total Other Revenues	47,421,247	32,515,784	2,828,833	(5,521)	-0.02%
Total Revenues	297,026,826	293,422,527	265,933,109	2,192,013	0.75%

### 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 63% 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 3.0%. 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 22.58% 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 benefits along with contributions for Worker’s Compensation coverage. Together, salaries and benefits encompass 85.58% of our total operating expenditures. The remaining expenditures are for student resources, purchased services, supplies, student activities and debt services.



Operating Expenditures by Object

	FY17 Actual	FY18 Projected	FY19 Budget	Change From FY18 Projections	
				\$	%
Expenditures					
Salaries	145,304,413	148,838,533	151,658,315	2,819,782	1.89%
Benefits	51,280,756	53,169,936	54,348,233	1,178,297	2.22%
Purchased Services	12,366,581	15,400,330	13,047,153	(2,353,177)	-15.28%
Supplies And Materials	15,492,216	18,551,662	18,118,367	(433,295)	-2.34%
Debt Service	53,532	65,000	50,639	(14,361)	-22.09%
Student Activities	3,601,686	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	228,099,184	239,525,461	240,722,707	1,197,246	0.50%
Anticipated Unexpended Budget	-	4,500,000	3,500,000	(1,000,000)	-22.22%
Total Expenditures	228,099,184	235,025,461	237,222,707	2,197,246	0.93%

For FY19 we are estimating an approximate 0.93% increase in our operating expenditures. As mentioned previously, our salary increase will be approximately 3.0%, but it offset by the turnover savings to have an impact of a 1.89% growth. This year we are estimating a need for a



reduction of .5 certified FTE for teaching staff due to Title I funding changes. This year we are experiencing an average retirement pool so our salary increase is marginally lower than the average increase.

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 purchased service 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 FY18 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 utilizing bond and operating funds. We have implemented many energy saving initiatives and the savings have helped to offset the future cost increases of the utilities. For fuel, we have a current fleet of 40 CNG fuel buses. This has helped to offset the rising cost of diesel fuel.

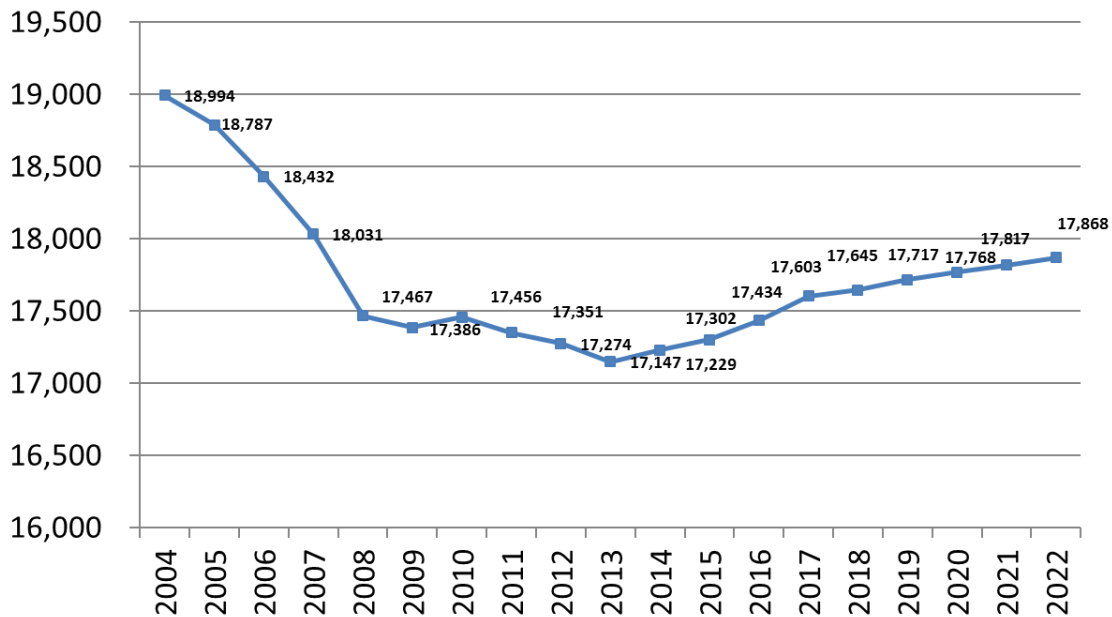
The chart below breaks down the total expenditures for the Parkway School District by object. You will notice, overall there is a decrease in expenditures for the FY19 budget. This is due in large part to lower capital spending with the 2014 bond issue projects nearing completion and the bond refunding in FY18 not repeated in FY19. We have an anticipated operating expenditure increase of 0.93%, but with the decrease in capital outlay and debt service principal and interest resulting in total expenditure decrease of (15.87)%. This upcoming year we are projecting a lower amount of spending for the projects to be completed in the summer of 2018 and 2019. The detail of the projects to be completed in FY19 in are included in the informational section of this budget report.

	Total Expenditures by Object			Change From FY18 Projections	
	FY17 Actual	FY18 Projected	FY19 Budget	\$	%
Expenditures					
Salaries	145,304,413	148,838,533	151,658,315	2,819,782	1.89%
Benefits	51,280,756	53,169,936	54,348,233	1,178,297	2.22%
Purchased Services	12,366,581	15,400,330	13,047,153	(2,353,177)	-15.28%
Supplies And Materials	15,492,216	18,551,662	18,118,367	(433,295)	-2.34%
Capital Outlay	33,965,617	30,685,753	12,984,763	(17,700,990)	-57.68%
Debt Service	18,690,971	61,292,682	24,895,870	(36,396,812)	-59.38%
Student Activities	3,601,686	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	280,702,240	331,438,896	278,552,701	(52,886,195)	-15.96%
Anticipated Unexpended Budget	-	4,500,000	3,500,000	(1,000,000)	-22.22%
Total Expenditures	280,702,240	326,938,896	275,052,701	(51,886,195)	-15.87%

## 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.

Enrollment 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 FY19 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 FY19 budget, we have an increase of 3 classroom FTE, we have decreases of Math Facilitators and Title I positions, from reduced Title I funding, that equate to the net decrease of a .5 certified FTE.

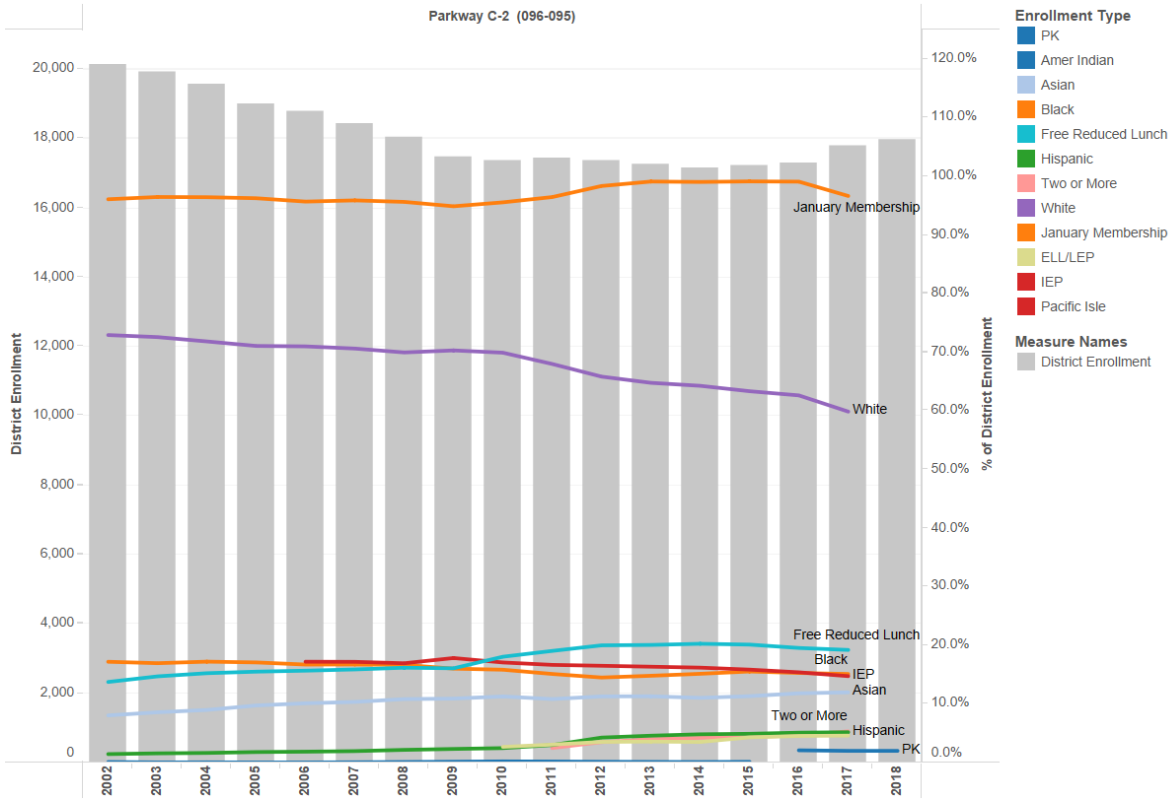
The chart below depicts our enrollment by year along with our poverty level recognized by our free and reduced lunch count along with ethnicity. In addition, the chart on the next page is a chart of 2018 student enrollment by grade level.

### Enrollment Breakdown (District Level)

District(s): Parkway C-2 (096-095)

Note: Economic Status indicates combined free and reduced lunch %  
Enrollment Data from 2018 is preliminary.

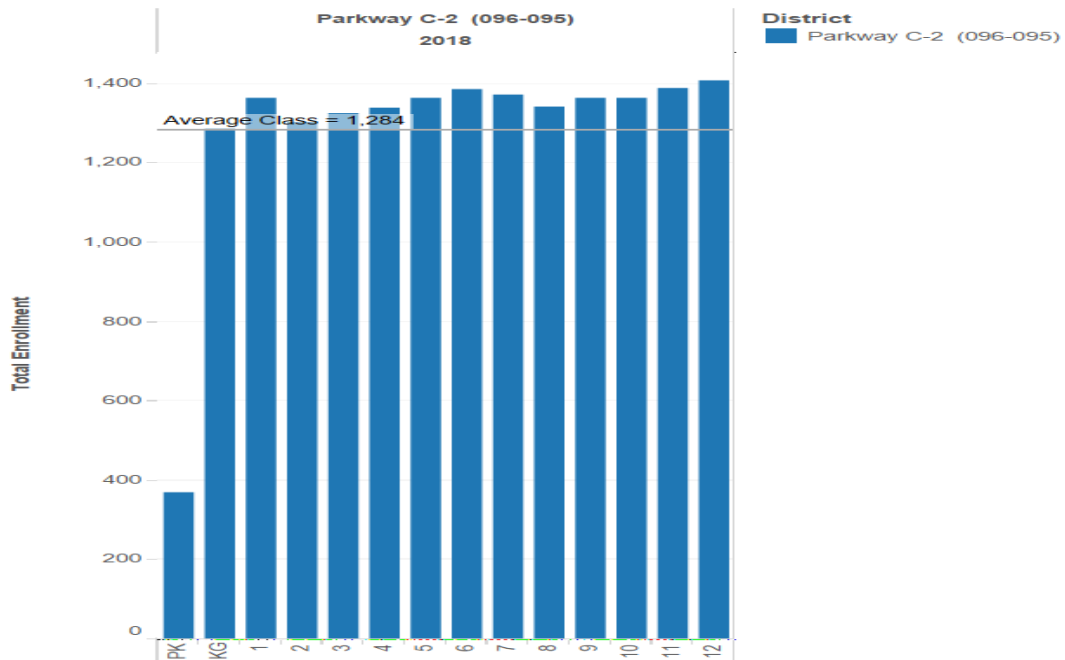
Source: Missouri Department of Elementary & Secondary Education (DESE)



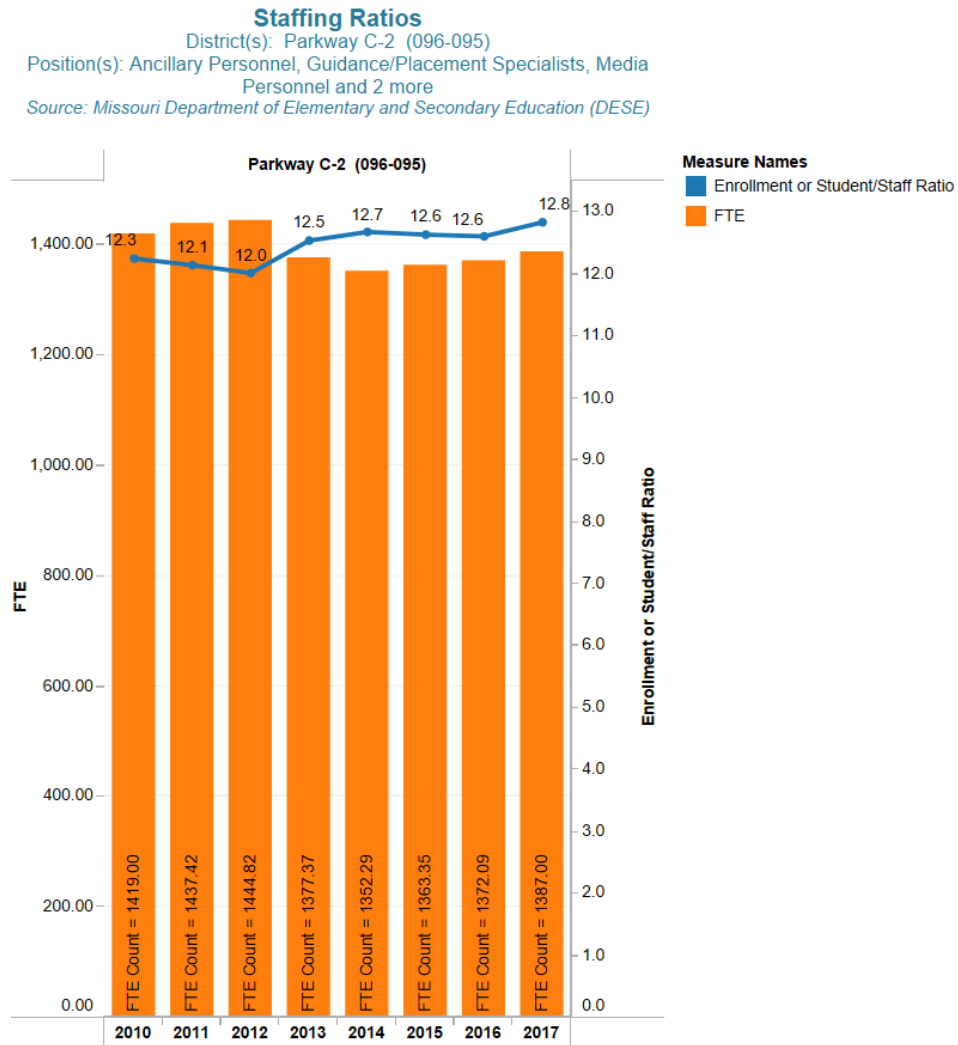
### District Grade Level

District(s): Parkway C-2 (096-095)

Note: Enrollment Data from 2018 is preliminary.  
Source: Missouri Department of Elementary & Secondary Education (DESE)



Our staffing ratios are depicted below. This is based on our enrollment divided by our staff on the certified staffing scale for each year. This data is based on the core data reports submitted to DESE and reported through Forecast 5. This is based on 2017 enrollment and FTE count.



**Fund Balances:**

Below is the recapitulation of the fund balance for the Parkway School District. You will notice that this utilizes the estimated FY18 ending balances for the beginning balances of the FY19 fund balances. Once the audit is complete, the beginning balances will be updated.

**Budgeted Recapitulation of Funds for FY19**

	<u>Operating Funds</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>Bond Issue</u>	<u>Total</u>
Beginning Fund Balance	46,649,749	6,039,331	279,241	10,430,285	63,398,606
Total Revenue	239,490,705	23,742,932	2,684,472	15,000	265,933,109
Total Expenditures	237,222,707	24,383,598	3,001,111	10,445,285	275,052,701
Transfers	<u>(1,225,000)</u>	<u>-</u>	<u>1,225,000</u>	<u>-</u>	<u>-</u>
Net Gain/(Loss)	1,042,998	(640,666)	908,361	(10,430,285)	(9,119,592)
Ending Fund Balance	47,692,747	5,398,665	1,187,602	-	54,279,014
Operating Fund Balance	20.10%				

We are estimating that we will complete the 2018 fiscal year with the approximate fund balance shown in the amounts above noted as the beginning fund balance.

We have a mission and vision that is focused on our Goal 3 initiatives – responsibly and efficiently allocating resources for finances, personnel and facilities. 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. 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.

**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 FY18, we successfully completed negotiations for a three year contract with our custodial and warehouse group. We 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 1-2% annually, a relatively flat increase annually in Proposition C, a decrease in Federal Programs, and gradual decrease in tuition from the Voluntary Student Transfer program in future years. This totals to an increase of 1 % to 1.8% annually. We know currently the growth in our local revenue is limited based on the number of protested tax settlements. 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.

	Total Operating Revenues - Future Forecast					
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	PROJECTED	BUDGET	FORECAST	FORECAST	FORECAST
Operating Revenue						
Local						
Property Tax	162,789,899	168,989,102	171,986,600	176,298,484	179,501,662	183,964,035
Proposition C	15,339,451	15,612,300	15,730,950	15,850,000	15,969,450	16,089,300
Student Activities	3,562,474	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	325,481	411,367	783,829	841,597	883,676	927,859
VST Revenue	7,824,349	7,698,939	7,361,350	7,135,000	6,726,000	5,936,000
Other Local	16,612,523	17,368,299	17,254,358	17,538,412	17,641,439	17,767,726
Total Local Revenue	206,454,177	213,580,007	216,617,087	221,163,493	224,222,227	228,184,921
County	3,475,314	3,248,015	3,163,313	3,095,077	3,040,875	2,998,639
State	11,194,625	11,440,852	11,733,981	11,745,518	11,587,875	11,588,103
Federal	5,813,131	6,156,800	5,147,491	5,160,167	5,172,919	5,185,747
Other						
Transportation Reimbursements	2,466,493	2,704,395	2,748,874	2,794,210	2,840,422	2,765,422
Tuition Non-Accredited Districts	247,653	100,000	50,000	-	-	-
All Other Sources	33,521	29,959	29,959	29,959	29,959	29,959
Total Other Revenues	2,747,667	2,834,354	2,828,833	2,824,169	2,870,381	2,795,381
Total Operating Revenues	229,684,914	237,260,028	239,490,705	243,988,424	246,894,277	250,752,791
Annual Percent Change	-0.88%	3.30%	0.94%	1.88%	1.19%	1.56%

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 3% less turnover savings. For benefits we are estimating an annual increase of 2.1%. This is assuming a 4-5% 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% to 1.5%.

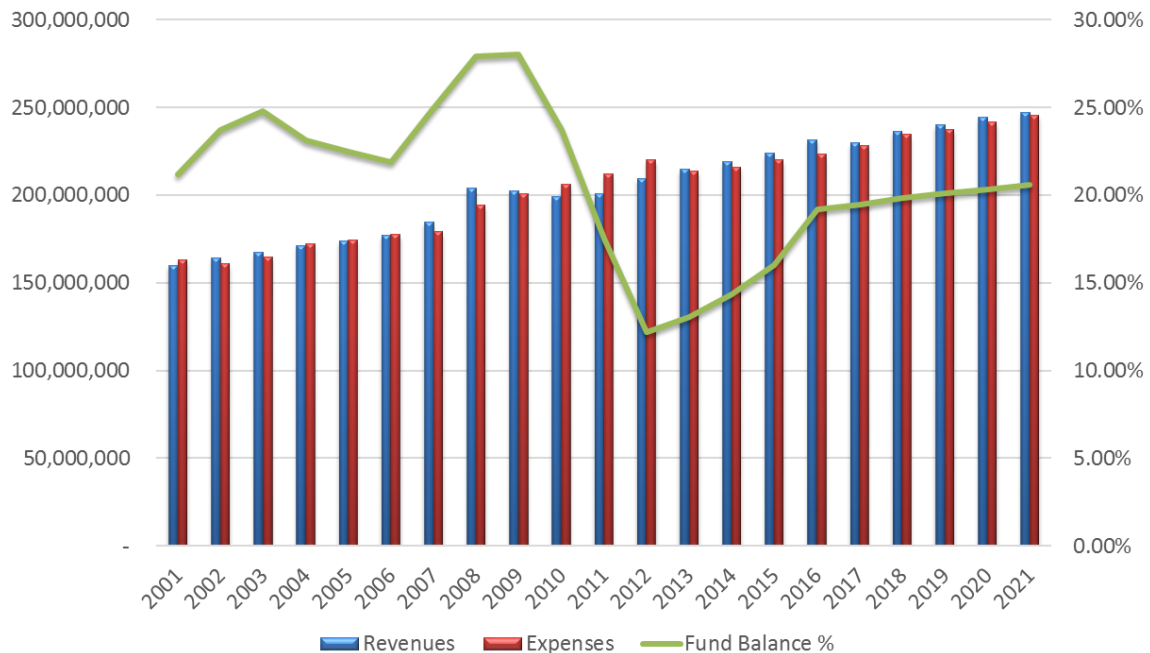
	Total Operating Expenditures - Future Forecast					
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	PROJECTED	BUDGET	FORECAST	FORECAST	FORECAST
Operating Expenditures						
Salaries	145,304,413	148,838,533	151,658,315	154,390,892	157,173,154	160,006,011
Benefits	51,280,756	53,169,936	54,348,233	55,435,197	56,543,901	57,674,779
Purchased Services	12,366,581	15,400,330	13,047,153	13,047,153	13,047,153	13,047,153
Supplies And Materials	15,492,216	18,551,662	18,118,367	17,918,367	17,918,367	17,918,367
Debt Service	53,532	65,000	50,639	50,639	50,639	50,639
Student Activities	3,601,686	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	228,099,184	239,525,461	240,722,707	244,342,248	248,233,214	252,196,949
Anticipated Unexpended Budget	-	4,500,000	3,500,000	3,500,000	3,500,000	3,850,000
Total Operating Expenditures	228,099,184	235,025,461	237,222,707	240,842,248	244,733,214	248,346,949
Annual Percent Change	2.11%	3.04%	0.93%	1.53%	1.62%	1.48%

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						
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	ACTUAL	PROJECTED	BUDGET	FORECAST	FORECAST	FORECAST
Beginning Fund Balance	42,939,452	44,415,182	46,649,749	47,692,747	49,028,922	50,439,986
Total Revenues	229,684,914	237,260,028	239,490,705	243,988,424	246,894,277	250,752,791
Total Expenditures	228,099,184	235,025,461	237,222,707	240,842,248	244,733,214	248,346,949
Transfer to Capital Projects	(110,000)	-	(1,225,000)	(1,810,000)	(750,000)	(1,020,000)
Net Gain/(Loss)	1,475,730	2,234,567	1,042,998	1,336,176	1,411,063	1,385,842
Operating Fund Balance	44,415,182	46,649,749	47,692,747	49,028,922	50,439,986	51,825,827
Operating Fund Balance Percentage	19.47%	19.85%	20.10%	20.36%	20.61%	20.87%

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/November 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 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 a great year in Parkway Schools! We are very proud of our students and staff and their accomplishments. Below are some of the many awards and recognitions we achieved during the 2017-2018 school year.

### **National Schools of Character**

Two Parkway Schools, Center Middle and the Early Childhood Program, were named as National Schools of Character by the Character Education Partnership for their dedicated focus on character development. In addition, Ross Elementary was renewed as a National School of Character. Ross was the first Parkway school to receive the award in 2012.

### **Best High Schools in America**

Parkway Central, South and West high schools were named 2018 Best High Schools in American by *U.S. News and World Report*.

### **Most Challenging High Schools**

All four Parkway high schools were named America's Most Challenging High Schools by *The Washington Post*.

### **National Green Ribbon Schools**

Bellerive and Green Trails Elementary were named as National Green Ribbon Schools. These schools were recognized for their efforts to reduce environmental impact and utility costs, improve health and wellness, and ensure effective sustainability education. Parkway received two of only four awards given to schools in Missouri from the U.S. Department of Education in 2018. Parkway North High and McKelvey Elementary were named as National Green Ribbon Schools last year.

### **America's Best Employer 2018**

Parkway was selected as one of "America's Best Mid-size Employers 2018" by *Forbes Magazine*. Parkway is ranked as the second highest school district in the nation (K-12).

### **2018 Best Communities for Music Education**

Parkway Schools was honored with the Best Communities for Music Education designation from the NAMM Foundation for its outstanding commitment to music education. Parkway is one of five districts in Missouri to receive this designation.

### **2018 Magna for Equity Program**

Parkway Schools was the first place winner in the 24<sup>th</sup> annual Magna Awards program sponsored by the National School Boards Association's flagship magazine, *American School Board Journal (ASBJ)*. The Magna award honors districts for programs that break down barriers for underserved students.

### **Missouri Scholars Academy**

Eight Parkway students were selected to participate in the Missouri Scholars Academy this summer. Students are selected by GPA's, standardized test scores, IQ's, recommendations and formal essays.

### **Missouri Scholars 100**

Four Parkway high school students were selected for the 2018 Missouri Scholars 100, a statewide program that honors 100 of Missouri's top academic students in the graduating class of 2018.

### **Exemplary New Principal of the Year**

Dr. Tori Cain, principal of Parkway North High, was named Exemplary New Principal of the Year for St. Louis Association of Secondary School Principals (SASSP).

### **Energy Star Certified Schools**

Parkway Schools had 16 schools recognized as Energy Star certified schools. Energy Star certified buildings meet strict energy performance standards set by EPA. Energy Star certified schools outperform at least 75 percent of similar schools in energy performance nationwide.

### **National Board Certification**

Parkway had eight teachers who became National Board Certified Teachers in 2018. National Board Certified Teachers are highly accomplished educators who meet high and rigorous standards. Like board-certified doctors and accountants, teachers who achieve National Board Certification have done so through intensive study, expert evaluation, self-assessment and peer review. Parkway now has 41 National Board Certified teachers.

### **Lighthouse School of Academic Distinction**

Barretts and Bellerive elementary schools earned recognition as a Leader in Me Lighthouse School of Academic Distinction. The Lighthouse School of Academic Distinction recognizes Leader in Me Schools that have met requirements necessary to achieve and maintain Lighthouse School certification and have shown exemplary academic growth or proficiency as measured by state accountability standards.

### **College Board's AP District Honor Roll**

Parkway is one of 447 school districts in the U.S. and Canada honored by the College Board with placement on the 8<sup>th</sup> Annual AP District Honor Roll. To be included, Parkway had to, since 2015, increase the number of students participating in AP while also increasing or maintaining the percentage of students earning AP exam scores of three or higher. Parkway is one of only three districts in Missouri to receive this honor.

### **Elementary Principal of the Year**

Dr. Kim Cohen, principal of McKelvey Elementary, was named the Missouri Association of Elementary School Principals (MAESP) principal of the year.

### **Missouri High School P.E. Teacher of the Year**

Terri O'Leary, a teacher at Central High School, was selected as Missouri's High School Physical Education Teacher of the Year by the Missouri Association for Health, Physical Education, Recreation, and Dance (MOAHPERD).

### **National Merit Scholarship Program**

Twenty-five Parkway seniors were named as semifinalists in the National Merit Scholarship program. Semifinalists represent less than one percent of U.S. high school seniors.

Five Parkway students were awarded a National Merit Scholarship. The scholar designees were chosen from a talent pool of more than 15,000 outstanding finalists in the National Merit Scholarship program.

### **UnitedHealthcare’s “Well Deserved” Award**

For the second year in a row, Parkway was presented with UnitedHealthcare’s “Well Deserved” award. Parkway’s wellness program produces a culture of better health in the workplace. It focuses not only on physical health but emotional and financial health also.

### **Certificate of Excellence in Financial Reporting**

Parkway was awarded a Certificate of Excellence in Financial Reporting from the Association of School Business Officials International (ASBO) for having met or exceeded the program’s high standards for financial reporting and accountability. This was the 15<sup>th</sup> consecutive year Parkway has received this distinction.

### **Top Scores in State**

Parkway earned a 98.6 percent overall score on Missouri’s Department of Elementary and Secondary Education annual performance report. Parkway scored perfect on academic achievement, college and career readiness, attendance and graduation rate. Students continue to surpass state averages.

### **Gold Medallion Award**

Parkway was awarded a 2018 Gold Medallion award from the National School Public Relations Association (NSPRA) for the Parkway Cares communications program. The Gold Medallion is NSPRA’s highest and most competitive award recognizing exemplary school public relations programs. Parkway was one of eight districts from across the country to receive this award in 2018.

### **Financial Rating**

Parkway continues to have a 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.

### **Parkway Food Pantry**

Parkway Schools open a food pantry in October 2018 to serve the Parkway community. The Parkway Food Pantry has provided over 33,000 meals for Parkway students since opening in the fall. Most of the donations are generated by Parkway schools holding food drives for staff, students and parents to contribute.

### **Parkway Bus Fleet**

The Parkway bus fleet passed annual inspections, conducted by the Missouri State Highway Patrol, with a score of 97.2 percent. The Parkway bus fleet has scored above 90 percent for 28 of the last 29 years.

## **Noteworthy Previous Achievements**

### **National Blue Ribbon Schools**

Parkway’s 28 schools and 2 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.

### **Board Certified Nurses**

Twenty-one out of thirty Parkway nurses are nationally board certified for excellence in nursing. Parkway employs nearly one-third of all nationally board certified school nurses in the state of Missouri.

# ***FINANCIAL SECTION***



## RECAPITULATION OF FUNDS

The following is a summary of revenues and expenditures by fund for 2018-2019:

	<u>Operating Funds</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>Bond Issue</u>	<u>Total</u>
Beginning Fund Balance	46,649,749	6,039,331	279,241	10,430,285	63,398,606
Total Revenue	239,490,705	23,742,932	2,684,472	15,000	265,933,109
Total Expenditures	237,222,707	24,383,598	3,001,111	10,445,285	275,052,701
Transfers	<u>(1,225,000)</u>	<u>-</u>	<u>1,225,000</u>	<u>-</u>	<u>-</u>
Net Gain/(Loss)	1,042,998	(640,666)	908,361	(10,430,285)	(9,119,592)
Ending Fund Balance	47,692,747	5,398,665	1,187,602	-	54,279,014
Operating Fund Balance	20.10%				

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**

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Beginning Fund Balance	46,427,255	90,661,385	80,590,389	96,914,975	63,398,606	54,279,014	60,115,722	66,930,357
Revenue								
Local								
Property Tax	174,962,932	186,108,213	183,452,797	193,553,456	196,986,672	202,162,618	203,178,157	208,229,124
Proposition C	14,133,967	15,176,728	15,339,451	15,612,300	15,730,950	15,850,000	15,969,450	16,089,300
Student Activities	3,549,655	3,557,250	3,562,474	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	4,887,792	1,151,499	1,367,526	1,076,559	1,314,021	1,356,789	1,398,868	1,443,051
Vst Revenue	7,694,360	7,733,243	7,824,349	7,698,939	7,361,350	7,135,000	6,726,000	5,936,000
Other Local	15,098,662	16,283,140	16,919,023	17,768,299	17,614,008	17,948,062	18,041,439	18,217,726
Total Local Revenue	220,327,368	230,010,073	228,465,620	239,209,553	242,507,001	247,952,469	248,813,914	253,415,202
County	4,059,178	4,219,271	4,098,397	3,809,538	3,715,803	3,640,640	3,581,309	3,535,480
State	10,862,835	11,178,066	11,194,625	11,730,852	11,733,981	11,745,518	11,587,875	11,588,103
Federal	5,322,711	5,934,405	5,846,937	6,156,800	5,147,491	5,160,167	5,172,919	5,185,747
Other								
Bond Issuance	77,080,000	-	44,673,580	29,681,430	-	-	-	-
Transportation Reimbursements	2,391,324	2,293,952	2,466,493	2,704,395	2,748,874	2,794,210	2,840,422	2,765,422
Tuition Non-Accredited Districts	440,741	187,684	247,653	100,000	50,000	-	-	-
All Other Sources	50,868	29,959	33,521	29,959	29,959	29,959	29,959	29,959
Total Other Revenues	79,962,933	2,511,595	47,421,247	32,515,784	2,828,833	2,824,169	2,870,381	2,795,381
Total Revenues	320,535,025	253,853,410	297,026,826	293,422,527	265,933,109	271,322,963	272,026,398	276,519,913
Expenditures								
Salaries	140,918,441	141,051,454	145,304,413	148,838,533	151,658,315	154,390,892	157,173,154	160,006,011
Benefits	48,357,128	49,448,034	51,280,756	53,169,936	54,348,233	55,435,197	56,543,901	57,674,779
Purchased Services	9,156,867	13,036,942	12,366,581	15,400,330	13,047,153	13,047,153	13,047,153	13,047,153
Supplies And Materials	17,664,237	16,328,444	15,492,216	18,551,662	18,118,367	17,918,367	17,918,367	17,918,367
Capital Outlay	9,123,319	22,395,898	33,965,617	30,685,753	12,984,763	2,500,000	2,500,000	2,500,000
Debt Service	47,700,176	18,236,613	18,690,971	61,292,682	24,895,870	22,194,645	18,029,189	18,176,964
Student Activities	3,380,727	3,427,021	3,601,686	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	276,300,895	263,924,406	280,702,240	331,438,896	278,552,701	268,986,254	268,711,764	272,823,274
Anticipated Unexpended Budget	-	-	-	4,500,000	3,500,000	3,500,000	3,500,000	3,850,000
Total Expenditures	276,300,895	263,924,406	280,702,240	326,938,896	275,052,701	265,486,254	265,211,764	268,973,274
Net Gain/(Loss)	44,234,130	(10,070,996)	16,324,586	(33,516,369)	(9,119,592)	5,836,709	6,814,634	7,546,639
Ending Fund Balance	90,661,385	80,590,389	96,914,975	63,398,606	54,279,014	60,115,722	66,930,357	74,476,995

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Beginning Fund Balance	31,005,267	35,197,756	42,939,452	44,415,182	46,649,749	47,692,747	49,028,922	50,439,986
Revenue								
Local								
Property Tax	161,113,234	165,796,458	162,789,899	168,989,102	171,986,600	176,298,484	179,501,662	183,964,035
Proposition C	14,133,967	15,176,728	15,339,451	15,612,300	15,730,950	15,850,000	15,969,450	16,089,300
Student Activities	3,549,655	3,557,250	3,562,474	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	(67,635)	203,519	325,481	411,367	783,829	841,597	883,676	927,859
VST Revenue	7,694,360	7,733,243	7,824,349	7,698,939	7,361,350	7,135,000	6,726,000	5,936,000
Other Local	15,098,662	16,055,640	16,612,523	17,368,299	17,254,358	17,538,412	17,641,439	17,767,726
Total Local Revenue	201,522,243	208,522,838	206,454,177	213,580,007	216,617,087	221,163,493	224,222,227	228,184,921
County	3,607,515	3,579,560	3,475,314	3,248,015	3,163,313	3,095,077	3,040,875	2,998,639
State	10,862,835	11,178,066	11,194,625	11,440,852	11,733,981	11,745,518	11,587,875	11,588,103
Federal	5,282,565	5,934,405	5,813,131	6,156,800	5,147,491	5,160,167	5,172,919	5,185,747
Other								
Transportation Reimbursements	2,391,324	2,293,952	2,466,493	2,704,395	2,748,874	2,794,210	2,840,422	2,765,422
Tuition Non-Accredited Districts	440,742	187,684	247,653	100,000	50,000	-	-	-
All Other Sources	50,868	29,959	33,521	29,959	29,959	29,959	29,959	29,959
Total Other Revenues	2,882,934	2,511,595	2,747,667	2,834,354	2,828,833	2,824,169	2,870,381	2,795,381
Total Revenues	224,158,092	231,726,464	229,684,914	237,260,028	239,490,705	243,988,424	246,894,277	250,752,791
Expenditures								
Salaries	140,918,441	141,051,454	145,304,413	148,838,533	151,658,315	154,390,892	157,173,154	160,006,011
Benefits	48,357,128	49,448,034	51,280,756	53,169,936	54,348,233	55,435,197	56,543,901	57,674,779
Purchased Services	9,156,867	13,036,942	12,366,581	15,400,330	13,047,153	13,047,153	13,047,153	13,047,153
Supplies And Materials	17,664,237	16,328,444	15,492,216	18,551,662	18,118,367	17,918,367	17,918,367	17,918,367
Debt Service	488,203	92,873	53,532	65,000	50,639	50,639	50,639	50,639
Student Activities	3,380,727	3,427,021	3,601,686	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	219,965,603	223,384,768	228,099,184	239,525,461	240,722,707	244,342,248	248,233,214	252,196,949
Anticipated Unexpended Budget	-	-	-	4,500,000	3,500,000	3,500,000	3,500,000	3,850,000
Total Expenditures	219,965,603	223,384,768	228,099,184	235,025,461	237,222,707	240,842,248	244,733,214	248,346,949
Transfer To Capital Projects	-	(600,000)	(110,000)	-	(1,225,000)	(1,810,000)	(750,000)	(1,020,000)
Net Gain/(Loss)	4,192,489	7,741,696	1,475,730	2,234,567	1,042,998	1,336,176	1,411,063	1,385,842
Ending Fund Balance	35,197,756	42,939,452	44,415,182	46,649,749	47,692,747	49,028,922	50,439,986	51,825,827
Operating Fund Balance	16.00%	19.22%	19.47%	19.85%	20.10%	20.36%	20.61%	20.87%

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

	2014-2015 <u>ACTUAL</u>	2015-2016 <u>ACTUAL</u>	2016-2017 <u>ACTUAL</u>	2017-2018 <u>PROJECTED</u>	2018-2019 <u>BUDGET</u>	2019-2020 <u>FORECAST</u>	2020-2021 <u>FORECAST</u>	2021-2022 <u>FORECAST</u>
Beginning Fund Balance	24,501,074	31,455,404	40,720,434	43,490,036	43,531,464	47,158,178	48,657,566	50,278,939
Revenue								
Local								
Property Tax	56,460,498	58,028,759	56,974,778	59,150,052	60,199,245	61,708,504	62,829,689	64,391,621
Proposition C	4,917,912	5,311,855	3,168,808	-	-	-	-	-
Student Activities	3,549,655	3,557,250	3,562,474	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	(7,669)	189,890	309,567	390,799	763,261	801,425	841,496	883,570
VST Revenue	2,308,308	2,319,973	2,347,305	2,309,682	2,208,405	2,140,500	2,017,800	1,780,800
Other Local	9,316,741	9,874,604	10,592,833	10,721,383	10,674,870	10,861,827	10,907,200	10,999,969
Total Local Revenue	<u>76,545,445</u>	<u>79,282,331</u>	<u>76,955,765</u>	<u>76,071,916</u>	<u>77,345,782</u>	<u>79,012,256</u>	<u>80,096,185</u>	<u>81,555,960</u>
County	1,195,604	1,192,813	1,156,682	1,021,497	991,317	966,894	947,378	932,044
State	4,904,355	4,908,635	4,740,777	2,212,565	2,494,989	2,492,467	2,335,947	2,336,178
Federal	3,735,831	4,354,144	3,783,204	3,961,548	3,726,957	3,739,633	3,752,385	3,765,213
Other								
Transportation Reimbursements	2,391,324	2,293,952	2,466,493	2,704,395	2,748,874	2,794,210	2,840,422	2,765,422
Tuition Non-Accredited Districts	440,742	187,684	247,653	100,000	50,000	-	-	-
All Other Sources	50,868	29,959	33,521	29,959	29,959	29,959	29,959	29,959
Total Other Revenues	<u>2,882,934</u>	<u>2,511,595</u>	<u>2,747,667</u>	<u>2,834,354</u>	<u>2,828,833</u>	<u>2,824,169</u>	<u>2,870,381</u>	<u>2,795,381</u>
Total Revenues	89,264,169	92,249,518	89,384,095	86,101,879	87,387,878	89,035,419	90,002,276	91,384,776
Expenditures								
Salaries	35,641,297	36,064,998	36,702,963	37,230,551	37,232,736	37,791,227	38,358,095	38,933,466
Benefits	15,978,508	16,070,898	16,270,434	17,794,449	16,568,810	16,900,186	17,238,190	17,582,954
Purchased Services	9,156,867	10,150,254	9,383,662	12,418,789	10,065,612	10,065,612	10,065,612	10,065,612
Supplies And Materials	17,664,237	16,328,444	15,492,216	18,551,662	18,118,367	17,918,367	17,918,367	17,918,367
Debt Service	488,203	92,873	53,532	65,000	50,639	50,639	50,639	50,639
Student Activities	3,380,727	3,427,021	3,601,686	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	<u>82,309,839</u>	<u>82,134,488</u>	<u>81,504,493</u>	<u>89,560,451</u>	<u>85,536,164</u>	<u>86,226,031</u>	<u>87,130,903</u>	<u>88,051,038</u>
Anticipated Unexpended Budget	-	-	-	3,500,000	3,000,000	3,000,000	3,000,000	3,350,000
Total Expenditures	82,309,839	82,134,488	81,504,493	86,060,451	82,536,164	83,226,031	84,130,903	84,701,038
Transfers To Other Funds	-	(850,000)	(5,110,000)	-	(1,225,000)	(4,310,000)	(4,250,000)	(5,220,000)
Net Gain/(Loss)	<u>6,954,330</u>	<u>9,265,030</u>	<u>2,769,602</u>	<u>41,428</u>	<u>3,626,714</u>	<u>1,499,388</u>	<u>1,621,373</u>	<u>1,463,738</u>
Ending Fund Balance	<u>31,455,404</u>	<u>40,720,434</u>	<u>43,490,036</u>	<u>43,531,464</u>	<u>47,158,178</u>	<u>48,657,566</u>	<u>50,278,939</u>	<u>51,742,677</u>



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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Beginning Fund Balance	6,504,193	3,742,352	2,219,018	925,146	3,118,285	534,569	371,356	161,047
Revenue								
Local								
Property Tax	104,652,736	107,767,699	105,815,121	109,839,050	111,787,355	114,589,980	116,671,973	119,572,414
Proposition C	9,216,055	9,864,873	12,170,643	15,612,300	15,730,950	15,850,000	15,969,450	16,089,300
Earnings On Investments	(59,966)	13,629	15,914	20,568	20,568	40,172	42,180	44,289
VST Revenue	5,386,052	5,413,270	5,477,044	5,389,257	5,152,945	4,994,500	4,708,200	4,155,200
Other Local	5,781,921	6,181,036	6,019,690	6,646,916	6,579,487	6,676,584	6,734,240	6,767,757
Total Local Revenue	<u>124,976,798</u>	<u>129,240,507</u>	<u>129,498,412</u>	<u>137,508,091</u>	<u>139,271,305</u>	<u>142,151,236</u>	<u>144,126,043</u>	<u>146,628,960</u>
County	2,411,911	2,386,747	2,318,632	2,226,518	2,171,996	2,128,183	2,093,497	2,066,595
State	5,958,480	6,269,431	6,453,848	9,228,287	9,238,992	9,253,051	9,251,928	9,251,925
Federal	<u>1,546,734</u>	<u>1,580,261</u>	<u>2,029,927</u>	<u>2,195,253</u>	<u>1,420,534</u>	<u>1,420,534</u>	<u>1,420,534</u>	<u>1,420,534</u>
Total Revenues	134,893,923	139,476,946	140,300,819	151,158,149	152,102,827	154,953,004	156,892,002	159,368,014
Expenditures								
Salaries	105,277,144	104,986,456	108,601,450	111,607,982	114,425,579	116,599,665	118,815,059	121,072,545
Benefits	32,378,620	33,377,136	35,010,322	35,375,487	37,779,423	38,535,011	39,305,711	40,091,825
Purchased Services	-	2,886,688	2,982,919	2,981,541	2,981,541	2,981,541	2,981,541	2,981,541
Subtotal Expenditures	<u>137,655,764</u>	<u>141,250,280</u>	<u>146,594,691</u>	<u>149,965,010</u>	<u>155,186,543</u>	<u>158,116,217</u>	<u>161,102,311</u>	<u>164,145,911</u>
Anticipated Unexpended Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,000,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
Total Expenditures	137,655,764	141,250,280	146,594,691	148,965,010	154,686,543	157,616,217	160,602,311	163,645,911
Transfer From General Fund	-	250,000	5,000,000	-	-	2,500,000	3,500,000	4,200,000
Net Gain/(Loss)	<u>(2,761,841)</u>	<u>(1,523,334)</u>	<u>(1,293,872)</u>	<u>2,193,139</u>	<u>(2,583,716)</u>	<u>(163,213)</u>	<u>(210,309)</u>	<u>(77,897)</u>
Ending Fund Balance	<u><u>3,742,352</u></u>	<u><u>2,219,018</u></u>	<u><u>925,146</u></u>	<u><u>3,118,285</u></u>	<u><u>534,569</u></u>	<u><u>371,356</u></u>	<u><u>161,047</u></u>	<u><u>83,151</u></u>

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Beginning Fund Balance	6,626,452	6,103,666	10,106,755	13,767,360	6,039,331	5,398,665	8,021,039	15,144,610
Revenue								
Local								
Property Tax	13,849,698	20,311,755	20,662,898	22,289,876	22,685,250	23,253,992	23,676,495	24,265,089
Earnings On Investments	4,011,997	733,994	549,951	505,192	505,192	505,192	505,192	505,192
Total Local Revenue	<u>17,861,695</u>	<u>21,045,749</u>	<u>21,212,849</u>	<u>22,795,068</u>	<u>23,190,442</u>	<u>23,759,184</u>	<u>24,181,687</u>	<u>24,770,281</u>
County	451,661	639,711	623,083	561,523	552,490	545,563	540,434	536,841
Other								
Bond Issuance	<u>27,080,000</u>	-	-	29,681,430	-	-	-	-
Total Revenues	45,393,356	21,685,460	21,835,932	53,038,021	23,742,932	24,304,747	24,722,121	25,307,122
Expenditures								
Debt Service	<u>45,916,142</u>	<u>17,682,371</u>	<u>18,175,327</u>	<u>60,766,050</u>	<u>24,383,598</u>	<u>21,682,373</u>	<u>17,598,550</u>	<u>17,801,325</u>
Net Gain/(Loss)	<u>(522,786)</u>	<u>4,003,089</u>	<u>3,660,605</u>	<u>(7,728,029)</u>	<u>(640,666)</u>	<u>2,622,374</u>	<u>7,123,571</u>	<u>7,505,797</u>
Ending Fund Balance	<u><u>6,103,666</u></u>	<u><u>10,106,755</u></u>	<u><u>13,767,360</u></u>	<u><u>6,039,331</u></u>	<u><u>5,398,665</u></u>	<u><u>8,021,039</u></u>	<u><u>15,144,610</u></u>	<u><u>22,650,407</u></u>

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Beginning Fund Balance	8,795,536	6,415,347	3,656,703	718,715	279,241	1,187,602	3,065,761	1,345,761
Revenue								
Local								
Property Taxes	-	-	-	2,274,478	2,314,822	2,610,142	-	-
M&M tax	-	-	-	100,000	59,650	59,650	-	-
Earnings On Investments	-	26,706	-	10,000	10,000	10,000	10,000	10,000
Other Local	-	227,500	306,500	300,000	300,000	350,000	400,000	450,000
Total Local Revenue	-	254,206	306,500	2,684,478	2,684,472	3,029,792	410,000	460,000
State	-	-	-	290,000	-	-	-	-
Federal	40,147	-	33,806	-	-	-	-	-
Total Revenues	40,147	254,206	340,306	2,974,478	2,684,472	3,029,792	410,000	460,000
Expenditures								
Capital Outlay	2,025,030	3,151,481	2,926,182	2,952,320	2,539,478	2,500,000	2,500,000	2,500,000
Debt Service	395,306	461,369	462,112	461,632	461,633	461,633	380,000	325,000
Total Expenditures	2,420,336	3,612,850	3,388,294	3,413,952	3,001,111	2,961,633	2,880,000	2,825,000
Transfer From General Fund	-	600,000	110,000	-	1,225,000	1,810,000	750,000	1,020,000
Net Gain/(Loss)	(2,380,189)	(2,758,644)	(2,937,988)	(439,474)	908,361	1,878,159	(1,720,000)	(1,345,000)
Ending Fund Balance	6,415,347	3,656,703	718,715	279,241	1,187,602	3,065,761	1,345,761	761

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Beginning Fund Balance	-	42,944,616	23,887,479	38,013,718	10,430,285	-	-	-
Revenue								
Local								
Earnings On Investments	943,430	187,280	492,094	150,000	15,000	-	-	-
Other								
Bond Issuance	50,000,000	-	44,673,580	-	-	-	-	-
Total Revenues	50,943,430	187,280	45,165,674	150,000	15,000	-	-	-
Expenditures								
2015 Bond Expenditures	7,098,289	19,244,417	30,897,369	27,733,433	10,445,285	-	-	-
Bond Issue Fees	900,525	-	142,066	-	-	-	-	-
Total Expenditures	7,998,814	19,244,417	31,039,435	27,733,433	10,445,285	-	-	-
Net Gain/(Loss)	42,944,616	(19,057,137)	14,126,239	(27,583,433)	(10,430,285)	-	-	-
Ending Fund Balance	42,944,616	23,887,479	38,013,718	10,430,285	-	-	-	-

## REVENUE BUDGET ANALYSIS

Parkway School District reports revenue by fund and source. Three prior years of actual data are presented along with the FY18 projection, the budget for FY19, and the forecasts for the next three years.

The chart below shows total revenue by fund:

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
General	89,264,169	92,249,518	89,384,095	86,101,879	87,387,878	89,035,419	90,002,276	91,384,776
Special Revenue	134,893,923	139,476,946	140,300,819	151,158,149	152,102,827	154,953,004	156,892,002	159,368,014
Debt Service	45,393,356	21,685,460	21,835,932	53,038,021	23,742,932	24,304,747	24,722,121	25,307,122
Capital Projects	40,147	254,206	340,306	2,974,478	2,684,472	3,029,792	410,000	460,000
Bond Issue	50,943,430	187,280	45,165,674	150,000	15,000	-	-	-
Total	320,535,025	253,853,410	297,026,826	293,422,527	265,933,109	271,322,963	272,026,398	276,519,913

Revenues are expected to decrease \$27,489,418 (-12.3%), in fiscal year 2019. This decrease is related to a \$29,681,430 refunding general obligation bond issue in FY18. When discounting the bond issue, revenues are budgeted to increase .8% or \$2,192,013. 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 90.2% of all District revenues. Local revenues are projected to increase 1.4% 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 and the 2019 fiscal year will not be a reassessment. Based on history and anticipated new construction, we are forecasting a 1.6% increase in assessed valuation to \$4,776,767,203.
- 2) Levy per \$100 – We are forecasting that the operating levy will remain the same at \$3.7649/\$100 for FY19.
- 3) Collection rates – The District is forecasting a collection rate of 96.92% for FY19. 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 \$2,997,498(1.8%).

## Revenue by Source (continued)

Most other local revenues are budgeted to remain flat or modestly increase with a few exceptions. Interest earnings are expected to increase \$372,462 primarily due to an increase in interest rates on depository funds. Revenue from the Voluntary Student Transfer Program is scheduled to decrease by \$337,589, this is a result of lower enrollment in the program. In future years, we anticipate that the decline in this revenue source will continue.

**County** – The source accounts for 1.4% of all non-bond issue District revenues. The District forecasted a 2.5% decline in this category based on an anticipated decrease in County Stock Insurance Tax. A large company that provides an unknown portion of this revenue was bought by an out-of-state company so the District is forecasting a 15% drop in that revenue source. 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 .3% increase in this category. State revenues are primarily comprised of amounts received from the State Foundation Formula, transportation, and other state grants.

**Federal** – This source accounts for 1.9% of all non-bond issue District revenues. The District budgeted a 16.4% decrease in this category, primarily as a result of a lower Title I grant award in FY19 of approximately \$645,000 compared to FY18. The drop is a result of a lower poverty percentage in the District which is used to calculate the grant award. 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 refunding general obligation bond issued in FY18.

This chart is total revenue by source for all funds:

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Projected	2018-2019 Budget	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast
Local	220,327,368	230,010,073	228,465,620	239,209,553	242,507,001	247,952,469	248,813,914	253,415,202
County	4,059,178	4,219,271	4,098,397	3,809,538	3,715,803	3,640,640	3,581,309	3,535,480
State	10,862,835	11,178,066	11,194,625	11,730,852	11,733,981	11,745,518	11,587,875	11,588,103
Federal	5,322,711	5,934,405	5,846,937	6,156,800	5,147,491	5,160,167	5,172,919	5,185,747
Other Sources	79,962,933	2,511,595	47,421,247	32,515,784	2,828,833	2,824,169	2,870,381	2,795,381
<b>Total</b>	<b>320,535,025</b>	<b>253,853,410</b>	<b>297,026,826</b>	<b>293,422,527</b>	<b>265,933,109</b>	<b>271,322,963</b>	<b>272,026,398</b>	<b>276,519,913</b>

This chart is total revenue by source for Operating Funds:

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Projected	2018-2019 Budget	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast
Local	201,522,243	208,522,838	206,454,177	213,580,007	216,617,087	221,163,493	224,222,227	228,184,921
County	3,607,515	3,579,560	3,475,314	3,248,015	3,163,313	3,095,077	3,040,875	2,998,639
State	10,862,835	11,178,066	11,194,625	11,440,852	11,733,981	11,745,518	11,587,875	11,588,103
Federal	5,282,565	5,934,405	5,813,131	6,156,800	5,147,491	5,160,167	5,172,919	5,185,747
Other Sources	2,882,934	2,511,595	2,747,667	2,834,354	2,828,833	2,824,169	2,870,381	2,795,381
<b>Total</b>	<b>224,158,092</b>	<b>231,726,464</b>	<b>229,684,914</b>	<b>237,260,028</b>	<b>239,490,705</b>	<b>243,988,424</b>	<b>246,894,277</b>	<b>250,752,791</b>

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**

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Projected	2018-2019 Budget	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast
Assessed Valuation	4,172,544,350	4,336,050,920	4,370,660,330	4,701,761,530	4,776,767,203	4,896,525,780	4,985,491,037	\$5,105,215,367
Levy Per \$100	4.2981	4.4880	4.3504	4.2549	4.2549	4.2599	4.2049	4.2049
Collection Rate of Current Taxes	97.56%	95.62%	96.48%	96.75%	96.92%	96.92%	96.92%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	179,340,129	194,626,956	190,141,208	200,055,251	203,246,668	208,587,101	209,634,913	214,669,200
Less: County Collection Fees	2,690,102	2,919,404	2,852,119	3,000,828	3,048,700	3,128,807	3,144,524	3,220,038
Uncoll. Taxes & Cnty. Settlement	2,387,310	5,599,339	3,836,292	3,500,967	3,211,296	3,295,676	3,312,232	3,220,038
Net Amount	174,262,717	186,108,213	183,452,797	193,553,456	196,986,672	202,162,618	203,178,157	208,229,124
Delinquent Taxes	700,215	-	-	-	-	-	-	-
Current & Delinquent Taxes	174,962,932	186,108,213	183,452,797	193,553,456	196,986,672	202,162,618	203,178,157	208,229,124
School District Trust Fund (Prop C)	14,133,967	15,176,728	15,339,451	15,612,300	15,730,950	15,850,000	15,969,450	16,089,300
In Lieu of Taxes	3,485	165,829	230,263	815,302	890,704	995,767	978,859	984,608
Financial Institution Tax	4,108,062	4,893,072	4,189,163	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
M & M Surtax	4,609,614	4,550,032	4,841,560	4,695,532	4,491,560	4,596,126	4,581,840	4,627,659
Tuition, Early Childhood & Preschool	1,044,312	1,144,677	1,320,088	1,310,000	1,360,000	1,410,000	1,460,000	1,510,000
Tuition, Summer Camps	288,529	300,372	216,557	200,000	200,000	200,000	200,000	200,000
Tuition, Comm Ed & Swim Club	642,001	572,598	1,189,175	1,004,500	904,500	904,500	904,500	904,500
Earnings on Investments	875,795	964,219	875,432	926,559	1,299,021	1,356,789	1,398,868	1,443,051
Earnings on Bond Funds	4,011,996	187,280	492,094	150,000	15,000	-	-	-
Food Service	3,841,316	3,897,398	4,066,763	4,046,532	4,070,811	4,095,236	4,119,807	4,144,526
School Stores	20,614	21,018	19,218	21,018	21,018	21,018	21,018	21,018
Use of Premises	106,358	92,914	83,367	92,914	92,914	92,914	92,914	92,914
Tuition Reimbursement - VST	7,694,360	7,733,243	7,824,349	7,698,939	7,361,350	7,135,000	6,726,000	5,936,000
Student Activities	3,549,654	3,784,750	3,562,474	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	434,373	417,730	762,869	782,501	782,501	832,501	882,501	932,501
Total Local Revenue	220,327,368	230,010,073	228,465,620	239,209,553	242,507,001	247,952,469	248,813,914	253,415,202
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	187,986	171,523	176,380	176,380	176,380	176,380	176,380	176,380
State Assessed Utility Tax	2,649,930	2,939,248	2,839,137	2,820,232	2,848,434	2,876,919	2,905,688	2,934,745
County Stock Insurance	1,221,262	1,108,500	1,082,880	812,926	690,989	587,341	499,241	424,355
Total County Revenue	4,059,178	4,219,271	4,098,397	3,809,538	3,715,803	3,640,640	3,581,309	3,535,480



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

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Projected	2018-2019 Budget	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast
<b>STATE REVENUE</b>								
Basic Formula	2,436,533	2,771,875	2,743,704	2,360,645	2,353,377	2,350,875	2,333,191	2,333,191
Transportation	1,435,292	1,214,468	1,019,923	894,339	1,171,936	1,171,937	1,171,938	1,171,935
Classroom Trust	5,928,349	5,944,383	6,275,795	6,589,224	6,568,938	6,585,498	6,602,058	6,602,058
Educational Screening/PAT	409,176	440,524	442,409	358,203	442,411	442,411	442,411	442,411
Career Education	59,886	62,054	44,911	70,132	44,783	44,783	44,783	44,783
Food Service	36,828	37,586	38,640	37,812	38,039	38,267	38,497	38,728
AEL	464,072	172,228	292,124	896,497	896,497	896,497	896,497	896,497
Vocational Tech Education	-	243,667	-	-	-	-	-	-
Mo Preschool Project	70,892	260,000	250,000	234,000	218,000	215,250	58,500	58,500
Other State	21,807	31,281	87,119	290,000	-	-	-	-
Total State Revenue	10,862,835	11,178,066	11,194,625	11,730,852	11,733,981	11,745,518	11,587,875	11,588,103
<b>FEDERAL REVENUE</b>								
Medicaid	74,781	71,802	71,252	74,000	74,000	74,000	74,000	74,000
Perkins Basic Grant	159,380	134,862	81,537	157,400	157,400	157,400	157,400	157,400
Adult Basic Education	717,529	773,579	759,212	795,007	795,007	795,007	795,007	795,007
IDEA Grants	63,791	42,793	17,048	35,000	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	1,947,411	1,981,208	2,146,136	2,100,000	2,112,600	2,125,276	2,138,028	2,150,856
Title I	1,341,178	2,068,600	1,767,061	1,650,000	1,004,631	1,004,631	1,004,631	1,004,631
Title III LEP and Immigrant	286,962	137,468	139,589	204,888	135,000	135,000	135,000	135,000
Title II	731,406	689,627	803,053	1,090,505	831,806	831,806	831,806	831,806
Other Federal	273	34,466	62,049	50,000	20,000	20,000	20,000	20,000
Total Federal Revenue	5,322,711	5,934,405	5,846,937	6,156,800	5,147,491	5,160,167	5,172,919	5,185,747
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	50,868	29,959	33,521	29,959	29,959	29,959	29,959	29,959
Tuition - Other Districts	440,741	187,684	247,653	100,000	50,000	-	-	-
Transportation Other Districts SSD	2,391,324	2,293,952	2,466,493	2,704,395	2,748,874	2,794,210	2,840,422	2,765,422
Other	-	-	-	-	-	-	-	-
Bond Issue/Refunding Proceeds	77,080,000	-	44,673,580	29,681,430	-	-	-	-
Total Other Funding Sources	79,962,933	2,511,595	47,421,247	32,515,784	2,828,833	2,824,169	2,870,381	2,795,381
<b>TOTAL ALL REVENUE</b>	<b>320,535,025</b>	<b>253,853,410</b>	<b>297,026,826</b>	<b>293,422,527</b>	<b>265,933,109</b>	<b>271,322,963</b>	<b>272,026,398</b>	<b>276,519,913</b>

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

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,172,544,350	4,336,050,920	4,370,660,330	4,701,761,530	4,776,767,203	4,896,525,780	4,985,491,037	5,105,215,367
Levy Per \$100	3.9581	3.9980	3.8604	3.7149	3.7149	3.7149	3.7149	3.7149
Collection Rate of Current Taxes	97.56%	95.62%	97.00%	96.75%	96.92%	96.92%	96.92%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	165,153,478	173,377,578	168,724,972	174,665,739	177,452,125	181,901,036	185,206,007	189,653,645
Less: County Collection Fees	2,477,302	2,600,663	2,530,875	2,619,986	2,661,782	2,728,516	2,778,090	2,844,805
Uncoll. Taxes & Cnty. Settlement	2,207,767	4,980,457	3,404,198	3,056,651	2,803,743	2,874,036	2,926,255	2,844,805
Net Amount	160,468,409	165,796,458	162,789,899	168,989,102	171,986,600	176,298,484	179,501,662	183,964,035
Delinquent Taxes	644,825	-	-	-	-	-	-	-
Current & Delinquent Taxes	161,113,234	165,796,458	162,789,899	168,989,102	171,986,600	176,298,484	179,501,662	183,964,035
School District Trust Fund (Prop C)	14,133,967	15,176,728	15,339,451	15,612,300	15,730,950	15,850,000	15,969,450	16,089,300
In Lieu of Taxes	3,485	165,829	230,263	815,302	890,704	995,767	978,859	984,608
Financial Institution Tax	4,108,063	4,893,072	4,189,163	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
M & M Surtax	4,609,615	4,550,032	4,841,560	4,595,532	4,431,910	4,536,476	4,581,840	4,627,659
Tuition, Early Childhood & Preschool	1,044,312	1,144,677	1,320,088	1,310,000	1,360,000	1,410,000	1,460,000	1,510,000
Tuition, Summer Camps	288,529	300,372	216,557	200,000	200,000	200,000	200,000	200,000
Tuition, Comm Ed & Swim Club	642,001	572,598	1,189,175	1,004,500	904,500	904,500	904,500	904,500
Earnings on Investments	(67,635)	203,519	325,481	411,367	783,829	841,597	883,676	927,859
Food Service	3,841,316	3,897,398	4,066,763	4,046,532	4,070,811	4,095,236	4,119,807	4,144,526
School Stores	20,614	21,018	19,218	21,018	21,018	21,018	21,018	21,018
Parking Revenue	-	-	-	-	-	-	-	-
Lease of Buildings	-	-	-	-	-	-	-	-
Use of Premises	106,358	92,914	83,367	92,914	92,914	92,914	92,914	92,914
Tuition Reimbursement - VST	7,694,360	7,733,243	7,824,349	7,698,939	7,361,350	7,135,000	6,726,000	5,936,000
Student Activities	3,549,655	3,557,250	3,562,474	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	434,369	417,730	456,369	482,501	482,501	482,501	482,501	482,501
Total Local Revenue	201,522,243	208,522,838	206,454,177	213,580,007	216,617,087	221,163,493	224,222,227	228,184,921
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	187,986	171,523	176,380	176,380	176,380	176,380	176,380	176,380
State Assessed Utility Tax	2,295,309	2,420,563	2,338,022	2,350,271	2,373,773	2,397,511	2,421,486	2,445,701
County Stock Insurance	1,124,220	987,474	960,912	721,364	613,160	521,186	443,009	376,558
Total County Revenue	3,607,515	3,579,560	3,475,314	3,248,015	3,163,313	3,095,077	3,040,875	2,998,639

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

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
<b>STATE REVENUE</b>								
Basic Formula	2,436,533	2,771,875	2,743,704	2,360,645	2,353,377	2,350,875	2,333,191	2,333,191
Transportation	1,435,292	1,214,468	1,019,923	894,339	1,171,936	1,171,937	1,171,938	1,171,935
Classroom Trust	5,928,349	5,944,383	6,275,795	6,589,224	6,568,938	6,585,498	6,602,058	6,602,058
Educational Screening/PAT	409,176	440,524	442,409	358,203	442,411	442,411	442,411	442,411
Career Education	59,886	62,054	44,911	70,132	44,783	44,783	44,783	44,783
Food Service	36,829	37,586	38,640	37,812	38,039	38,267	38,497	38,728
AEL	464,072	172,228	292,124	896,497	896,497	896,497	896,497	896,497
Vocational Tech Education	-	243,667	-	-	-	-	-	-
Mo Preschool Project	70,892	260,000	250,000	234,000	218,000	215,250	58,500	58,500
Other State	21,806	31,281	87,119	-	-	-	-	-
Total State Revenue	<u>10,862,835</u>	<u>11,178,066</u>	<u>11,194,625</u>	<u>11,440,852</u>	<u>11,733,981</u>	<u>11,745,518</u>	<u>11,587,875</u>	<u>11,588,103</u>
<b>FEDERAL REVENUE</b>								
Medicaid	74,781	71,802	71,252	74,000	74,000	74,000	74,000	74,000
Perkins Basic Grant	122,257	134,862	81,537	157,400	157,400	157,400	157,400	157,400
Adult Basic Education	717,529	773,579	759,212	795,007	795,007	795,007	795,007	795,007
IDEA Grants	63,791	42,793	17,048	35,000	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	1,947,411	1,981,208	2,146,136	2,100,000	2,112,600	2,125,276	2,138,028	2,150,856
Title I	1,341,178	2,068,600	1,767,061	1,650,000	1,004,631	1,004,631	1,004,631	1,004,631
Title III LEP and Immigrant	286,962	137,468	139,589	204,888	135,000	135,000	135,000	135,000
Title II & Math and Science	728,382	689,627	803,053	1,090,505	831,806	831,806	831,806	831,806
Other Federal	274	34,466	28,243	50,000	20,000	20,000	20,000	20,000
Total Federal Revenue	<u>5,282,565</u>	<u>5,934,405</u>	<u>5,813,131</u>	<u>6,156,800</u>	<u>5,147,491</u>	<u>5,160,167</u>	<u>5,172,919</u>	<u>5,185,747</u>
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	50,868	29,959	33,521	29,959	29,959	29,959	29,959	29,959
Tuition - Other Districts	440,742	187,684	247,653	100,000	50,000	-	-	-
Transportation Other Districts SSD	2,391,324	2,293,952	2,466,493	2,704,395	2,748,874	2,794,210	2,840,422	2,765,422
Other	-	-	-	-	-	-	-	-
Total Other Funding Sources	<u>2,882,934</u>	<u>2,511,595</u>	<u>2,747,667</u>	<u>2,834,354</u>	<u>2,828,833</u>	<u>2,824,169</u>	<u>2,870,381</u>	<u>2,795,381</u>
<b>TOTAL ALL REVENUE</b>	<b>224,158,092</b>	<b>231,726,464</b>	<b>229,684,914</b>	<b>237,260,028</b>	<b>239,490,705</b>	<b>243,988,424</b>	<b>246,894,277</b>	<b>250,752,791</b>

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

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,172,544,350	4,336,607,760	4,370,660,330	4,701,761,530	4,776,767,203	4,896,525,780	4,985,491,037	\$5,105,215,367
Levy Per \$100	1.3853	1.3993	1.3511	1.3003	1.3003	1.3003	1.3003	1.3003
Collection Rate of Current Taxes	97.56%	95.62%	96.48%	96.75%	96.92%	96.92%	96.92%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	57,802,257	60,682,152	59,051,992	61,137,005	62,112,304	63,669,525	64,826,340	66,383,115
Less: County Collection Fees	867,034	910,232	885,780	917,055	931,685	955,043	972,395	995,747
Uncoll. Taxes & Cnty. Settlement	700,408	1,743,161	1,191,434	1,069,898	981,374	1,005,978	1,024,256	995,747
Net Amount	56,234,815	58,028,759	56,974,778	59,150,052	60,199,245	61,708,504	62,829,689	64,391,621
Delinquent Taxes	225,683	-	-	-	-	-	-	-
Current & Delinquent Taxes	56,460,498	58,028,759	56,974,778	59,150,052	60,199,245	61,708,504	62,829,689	64,391,621
School District Trust Fund (Prop C)	4,917,912	5,311,855	3,168,808	-	-	-	-	-
In Lieu of Taxes	1,216	58,040	80,592	285,356	311,746	348,518	342,601	344,613
Financial Institution Tax	1,437,822	1,712,575	1,466,207	1,670,096	1,680,110	1,680,110	1,680,110	1,680,110
M & M Surtax	1,613,406	1,592,511	1,694,497	1,608,466	1,551,270	1,627,030	1,603,749	1,619,787
Tuition, Early Childhood & Preschool	1,044,312	1,144,677	1,320,088	1,310,000	1,360,000	1,410,000	1,460,000	1,510,000
Tuition, Summer & 6th Grade Camps	288,529	300,372	216,557	200,000	200,000	200,000	200,000	200,000
Tuition, Comm Ed & Swim Club	642,001	572,598	1,189,175	1,004,500	904,500	904,500	904,500	904,500
Earnings on Investments	(7,669)	189,890	309,567	390,799	763,261	801,425	841,496	883,570
Food Service	3,841,316	3,897,398	4,066,763	4,046,532	4,070,811	4,095,236	4,119,807	4,144,526
School Stores	20,614	21,018	19,218	21,018	21,018	21,018	21,018	21,018
Use of Premises	106,358	92,914	83,367	92,914	92,914	92,914	92,914	92,914
Tuition Reimbursement - VST	2,308,308	2,319,973	2,347,305	2,309,682	2,208,405	2,140,500	2,017,800	1,780,800
Student Activities	3,549,655	3,557,250	3,562,474	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	321,167	482,501	456,369	482,501	482,501	482,501	482,501	482,501
Total Local Revenue	76,545,445	79,282,331	76,955,765	76,071,916	77,345,782	79,012,256	80,096,185	81,555,960
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	803,358	847,197	820,373	769,027	776,717	784,484	792,329	800,252
County Stock Insurance	392,246	345,616	336,309	252,470	214,600	182,410	155,049	131,792
Total County Revenue	1,195,604	1,192,813	1,156,682	1,021,497	991,317	966,894	947,378	932,044

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

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
<b>STATE REVENUE</b>								
Basic Formula	609,133	692,969	685,926	-	-	-	-	-
Transportation	1,435,292	1,214,468	1,019,923	894,339	1,171,935	1,171,935	1,171,935	1,171,935
Classroom Trust	2,073,374	2,080,534	2,196,528	-	-	-	-	-
Educational Screening/PAT	157,177	154,183	154,843	125,371	154,844	154,844	154,844	154,844
Career Education	35,780	21,719	15,674	24,546	15,674	15,674	15,674	15,674
Food Service	36,829	37,586	38,640	37,812	38,039	38,267	38,497	38,728
AEL	464,072	172,228	292,124	896,497	896,497	896,497	896,497	896,497
Vocational Tech Education	-	243,667	-	-	-	-	-	-
Mo Preschool Project	70,892	260,000	250,000	234,000	218,000	215,250	58,500	58,500
Other State	21,806	31,281	87,119	-	-	-	-	-
Total State Revenue	4,904,355	4,908,635	4,740,777	2,212,565	2,494,989	2,492,467	2,335,947	2,336,178
<b>FEDERAL REVENUE</b>								
Medicaid	74,781	71,802	71,252	74,000	74,000	74,000	74,000	74,000
Perkins Basic Grant	122,257	134,862	81,537	157,400	157,400	157,400	157,400	157,400
Adult Basic Education	717,529	773,579	759,212	795,007	795,007	795,007	795,007	795,007
IDEA Grants	63,791	42,793	17,048	35,000	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	1,947,411	1,981,208	2,146,136	2,100,000	2,112,600	2,125,276	2,138,028	2,150,856
Title I	13,733	684,718	29,763	-	-	-	-	-
Title III LEP and Immigrant	265,654	137,468	135,743	204,888	135,000	135,000	135,000	135,000
Title II	530,675	493,248	514,270	545,253	415,903	415,903	415,903	415,903
Other Federal	-	34,466	28,243	50,000	20,000	20,000	20,000	20,000
Total Federal Revenue	3,735,831	4,354,144	3,783,204	3,961,548	3,726,957	3,739,633	3,752,385	3,765,213
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	50,868	29,959	33,521	29,959	29,959	29,959	29,959	29,959
Tuition - Other Districts	440,742	187,684	247,653	100,000	50,000	-	-	-
Transportation Other Districts SSD	2,391,324	2,293,952	2,466,493	2,704,395	2,748,874	2,794,210	2,840,422	2,765,422
Other	-	-	-	-	-	-	-	-
Total Other Funding Sources	2,882,934	2,511,595	2,747,667	2,834,354	2,828,833	2,824,169	2,870,381	2,795,381
<b>TOTAL ALL REVENUE</b>	<b>89,264,169</b>	<b>92,249,518</b>	<b>89,384,095</b>	<b>86,101,879</b>	<b>87,387,878</b>	<b>89,035,419</b>	<b>90,002,276</b>	<b>91,384,776</b>

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

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,172,544,350	4,336,607,760	4,370,660,330	4,701,761,530	4,776,767,203	4,896,525,780	4,985,491,037	5,105,215,367
Levy Per \$100	2.5728	2.5987	2.5093	2.4146	2.4146	2.4146	2.4146	2.4146
Collection Rate of Current Taxes	97.56%	95.62%	96.48%	96.75%	96.92%	96.92%	96.92%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	107,351,221	112,695,426	109,672,980	113,528,734	115,339,821	118,231,511	120,379,667	123,270,530
Less: County Collection Fees	1,610,268	1,690,431	1,645,095	1,702,931	1,730,097	1,773,473	1,805,695	1,849,058
Uncoll. Taxes & Cnty. Settlement	1,507,359	3,237,296	2,212,764	1,986,753	1,822,369	1,868,058	1,901,999	1,849,058
Net Amount	104,233,594	107,767,699	105,815,121	109,839,050	111,787,355	114,589,980	116,671,973	119,572,414
Delinquent Taxes	419,142	-	-	-	-	-	-	-
Current & Delinquent Taxes	104,652,736	107,767,699	105,815,121	109,839,050	111,787,355	114,589,980	116,671,973	119,572,414
School District trust Fund (Prop C)	9,216,055	9,864,873	12,170,643	15,612,300	15,730,950	15,850,000	15,969,450	16,089,300
In Lieu of Taxes	2,269	107,789	149,671	529,946	578,957	647,248	636,259	639,995
Financial Institution Tax	2,670,241	3,180,497	2,722,956	3,129,904	3,119,890	3,119,890	3,119,890	3,119,890
M & M Surtax	2,996,209	2,957,521	3,147,063	2,987,066	2,880,640	2,909,446	2,978,091	3,007,872
Earnings on Investments	(59,966)	13,629	15,914	20,568	20,568	40,172	42,180	44,289
Tuition Reimbursement - VST	5,386,052	5,413,270	5,477,044	5,389,257	5,152,945	4,994,500	4,708,200	4,155,200
Other Local	113,202	(64,771)	-	-	-	-	-	-
Total Local Revenue	124,976,798	129,240,507	129,498,412	137,508,091	139,271,305	142,151,236	144,126,043	146,628,960
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	187,986	171,523	176,380	176,380	176,380	176,380	176,380	176,380
State Assessed Utility Tax	1,491,951	1,573,366	1,517,649	1,581,244	1,597,056	1,613,027	1,629,157	1,645,449
County Stock Insurance	731,974	641,858	624,603	468,894	398,560	338,776	287,960	244,766
Total County Revenue	2,411,911	2,386,747	2,318,632	2,226,518	2,171,996	2,128,183	2,093,497	2,066,595
<b>STATE REVENUE</b>								
Basic Formula	1,827,400	2,078,906	2,057,778	2,360,645	2,353,377	2,350,875	2,333,191	2,333,191
Classroom Trust	3,854,975	3,863,849	4,079,267	6,589,224	6,568,938	6,585,498	6,602,058	6,602,058
Educational Screening/PAT	251,999	286,341	287,566	232,832	287,567	287,567	287,567	287,567
Career Education	24,106	40,335	29,237	45,586	29,109	29,109	29,109	29,109
Total State Revenue	5,958,480	6,269,431	6,453,848	9,228,287	9,238,992	9,253,051	9,251,928	9,251,925
<b>FEDERAL REVENUE</b>								
Title I	1,327,445	1,383,882	1,737,298	1,650,000	1,004,631	1,004,631	1,004,631	1,004,631
Title III LEP and Immigrant	21,308	-	3,846	-	-	-	-	-
Title II	197,707	196,379	288,783	545,253	415,903	415,903	415,903	415,903
Other Federal	274	-	-	-	-	-	-	-
Total Federal Revenue	1,546,734	1,580,261	2,029,927	2,195,253	1,420,534	1,420,534	1,420,534	1,420,534
<b>TOTAL ALL REVENUE</b>	<b>134,893,923</b>	<b>139,476,946</b>	<b>140,300,819</b>	<b>151,158,149</b>	<b>152,102,827</b>	<b>154,953,004</b>	<b>156,892,002</b>	<b>159,368,014</b>

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

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,172,544,350	4,336,607,760	4,370,660,330	4,701,761,530	4,776,767,203	4,896,525,780	4,985,491,037	\$5,105,215,367
Levy Per \$100	0.3400	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900
Collection Rate of Current Taxes	97.56%	95.62%	97.00%	96.75%	96.92%	96.92%	96.92%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	14,186,651	21,249,378	21,416,236	23,038,631	23,406,159	23,992,976	24,428,906	25,015,555
Less: County Collection Fees	212,800	318,741	321,244	345,579	351,092	359,895	366,434	375,233
Uncoll. Taxes & Cnty. Settlement	179,543	618,882	432,094	403,176	369,817	379,089	385,977	375,233
Net Amount	13,794,308	20,311,755	20,662,898	22,289,876	22,685,250	23,253,992	23,676,495	24,265,089
Delinquent Taxes	55,390	-	-	-	-	-	-	-
Current & Delinquent Taxes	13,849,698	20,311,755	20,662,898	22,289,876	22,685,250	23,253,992	23,676,495	24,265,089
Earnings on Investments	4,011,997	733,994	549,951	505,192	505,192	505,192	505,192	505,192
Total Local Revenue	17,861,695	21,045,749	21,212,849	22,795,068	23,190,442	23,759,184	24,181,687	24,770,281
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	354,620	518,685	501,115	469,961	474,661	479,408	484,202	489,044
County Stock Insurance	97,041	121,026	121,968	91,562	77,829	66,155	56,232	47,797
Total County Revenue	451,661	639,711	623,083	561,523	552,490	545,563	540,434	536,841
<b>OTHER FUNDING SOURCES</b>								
Bond Issue/Refunding Proceeds	27,080,000	-	-	29,681,430	-	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>45,393,356</b>	<b>21,685,460</b>	<b>21,835,932</b>	<b>53,038,021</b>	<b>23,742,932</b>	<b>24,304,747</b>	<b>24,722,121</b>	<b>25,307,122</b>

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

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Projected	2018-2019 Budget	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast
Assessed Valuation	NA	NA	NA	4,701,761,530	4,776,767,203	4,896,525,780	4,985,491,037	5,105,215,367
Levy Per \$100	-	-	-	0.0500	0.0500	0.0550	-	-
Collection Rate of Current Taxes	0.00%	0.00%	0.00%	96.75%	96.92%	96.92%	96.92%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	-	-	-	2,350,881	2,388,384	2,693,089	-	-
Less: County Collection Fees	-	-	-	35,263	35,826	40,396	-	-
Uncoll. Taxes & Cnty. Settlement	-	-	-	41,140	37,736	42,551	-	-
Net Amount	-	-	-	2,274,478	2,314,822	2,610,142	-	-
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	-	-	-	2,274,478	2,314,822	2,610,142	-	-
M&M Tax	-	-	-	100,000	59,650	59,650	-	-
Earnings on Investments	-	26,706	-	10,000	10,000	10,000	10,000	10,000
Other Local	-	227,500	306,500	300,000	300,000	350,000	400,000	450,000
Total Local Revenue	-	254,206	306,500	2,684,478	2,684,472	3,029,792	410,000	460,000
<b>STATE REVENUE</b>								
Other State	-	-	-	290,000	-	-	-	-
Total State Revenue	-	-	-	290,000	-	-	-	-
<b>FEDERAL REVENUE</b>								
Perkins Basic Grant	40,147	-	33,806	-	-	-	-	-
Total Federal Revenue	40,147	-	33,806	-	-	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>40,147</b>	<b>254,206</b>	<b>340,306</b>	<b>2,974,478</b>	<b>2,684,472</b>	<b>3,029,792</b>	<b>410,000</b>	<b>460,000</b>

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

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Projected	2018-2019 Budget	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast
<b>LOCAL REVENUE</b>								
Earnings on Bond Funds	943,430	187,280	492,094	150,000	15,000	-	-	-
<b>OTHER FUNDING SOURCES</b>								
Bond Issue/Refunding Proceeds	50,000,000	-	44,673,580	-	-	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>50,943,430</b>	<b>187,280</b>	<b>45,165,674</b>	<b>150,000</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>



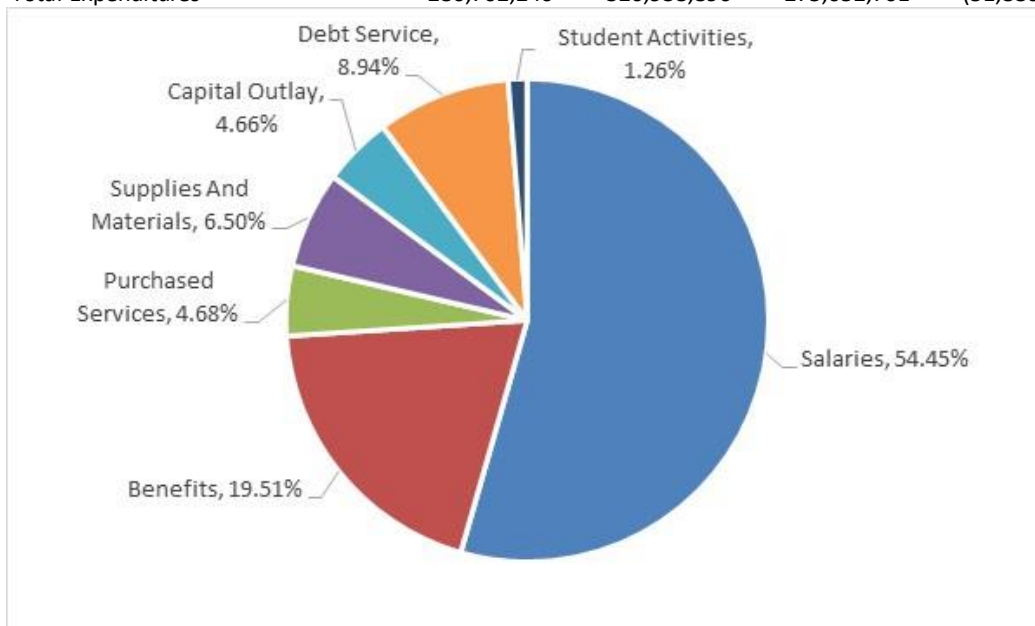
EXPENDITURE BUDGET ANALYSIS

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.

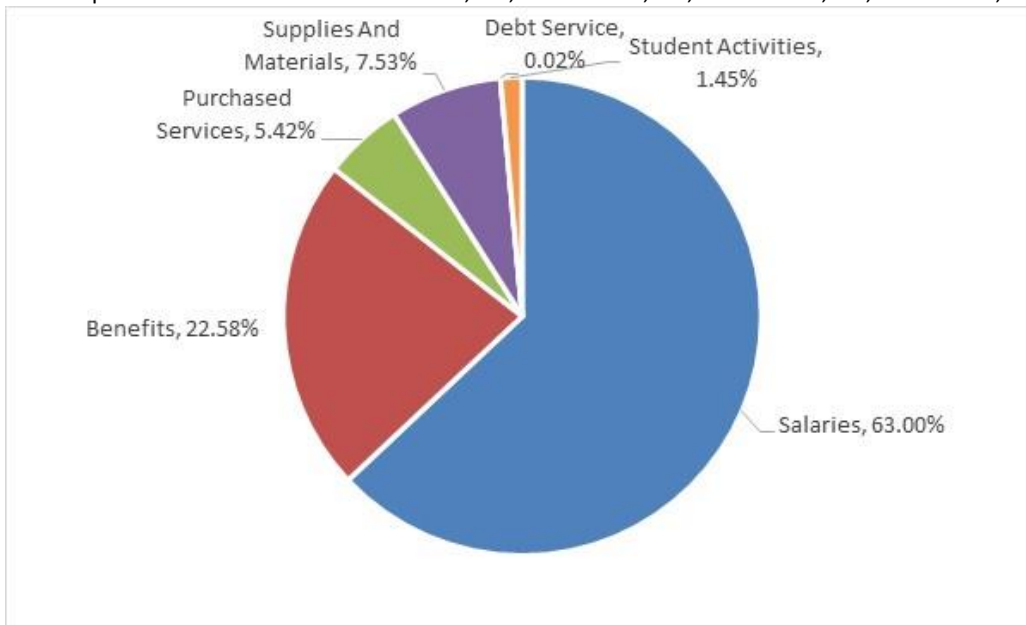
Below is a summary of these categories for all funds:

	FY17 Actual	FY18 Projected	FY19 Budget	Change From FY18 Projections	
				\$	%
Expenditures					
Salaries	145,304,413	148,838,533	151,658,315	2,819,782	1.89%
Benefits	51,280,756	53,169,936	54,348,233	1,178,297	2.22%
Purchased Services	12,366,581	15,400,330	13,047,153	(2,353,177)	-15.28%
Supplies And Materials	15,492,216	18,551,662	18,118,367	(433,295)	-2.34%
Capital Outlay	33,965,617	30,685,753	12,984,763	(17,700,990)	-57.68%
Debt Service	18,690,971	61,292,682	24,895,870	(36,396,812)	-59.38%
Student Activities	3,601,686	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	280,702,240	331,438,896	278,552,701	(52,886,195)	-15.96%
Anticipated Unexpended Budget	-	4,500,000	3,500,000	(1,000,000)	-22.22%
Total Expenditures	280,702,240	326,938,896	275,052,701	(51,886,195)	-15.87%



Below is a summary of these categories for operating funds:

	FY17 Actual	FY18 Projected	FY19 Budget	Change From FY18 Projections	
				\$	%
Expenditures					
Salaries	145,304,413	148,838,533	151,658,315	2,819,782	1.89%
Benefits	51,280,756	53,169,936	54,348,233	1,178,297	2.22%
Purchased Services	12,366,581	15,400,330	13,047,153	(2,353,177)	-15.28%
Supplies And Materials	15,492,216	18,551,662	18,118,367	(433,295)	-2.34%
Debt Service	53,532	65,000	50,639	(14,361)	-22.09%
Student Activities	3,601,686	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	228,099,184	239,525,461	240,722,707	1,197,246	0.50%
Anticipated Unexpended Budget	-	4,500,000	3,500,000	(1,000,000)	-22.22%
Total Expenditures	228,099,184	235,025,461	237,222,707	2,197,246	0.93%



### Salaries and Benefits

This category is the single largest expense of the District and accounts for 85.6% of all operating expenses and 74% of all District expenses in the FY19 budget. Salaries and benefits are budgeted solely from operating funds.

Salary levels have been adjusted to reflect standard wage increases of 3.23% for teachers, 1.80% for nurses, 3.77% for CWA members and 3.0% for all other employees. These increases are partially offset with turnover savings.

Salaries and Benefits (Continued)

Benefits account for 22.6% of all operating expenses and are slightly over 1/3<sup>rd</sup> 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 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 16,545 resident students and 1,120 voluntary student transfers for a total enrollment of 17,665 (up 25 from the prior year). Certified staffing is a function of expected enrollment. The District is projecting a certified staffing level of 1,416.6 full time equivalents (FTE). This is mostly flat from FY18 but there are a few changes. Most notably, 12.5 math facilitator positions are being eliminated and 11 math support specialists are being added. The District is also removing 9 reading specialist positions partly as a result in the decrease in Title I grant funds. Part of the decrease in reading specialists is being used to add 6 more ESOL employees and 4 behavior specialists. In addition, 3.0 teachers are being added. Without the reduction in Title I grant funds there would be an increase in the certified FTE next year. The FTE may change based on grant awards, enrollment and other factors.

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

	Actual FY18	Projected FY19	Change
Art	37.4	37.4	-
Band, Orchestra, and Vocal	74.7	74.7	-
Behavioral Support Specialists	-	4.0	4.00
Elementary	389.0	392.0	3.00
ESOL	25.6	31.6	6.00
Gifted and Exceptionally Gifted	24.5	24.5	-
Guidance	71.0	71.0	-
Instructional Coach	23.0	23.0	-
Librarian	32.0	32.0	-
Math Facilitator	12.5	-	(12.50)
Math Support Specialists	-	11.0	11.00
Other	24.1	24.1	-
Physical Education	78.9	77.9	(1.00)
Preschool Teacher	13.0	13.0	-
Reading Specialists	44.5	35.5	(9.00)
Secondary	520.8	520.8	-
Social Worker	7.5	8.5	1.00
Teacher Assistant and PT TA	38.62	35.62	(3.00)
<b>Total</b>	<b>1,417.1</b>	<b>1,416.6</b>	<b>(0.5)</b>

### 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. Purchase services included but are not limited to professional and technical services relating to instructional services (substitutes), program 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 FY19, purchased services will decrease \$2,353,177 (15.3%). Purchased services are budgeted fully within the operating funds. The decrease in the FY19 purchase service budget is primarily attributed to carryover funds in 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 FY19, supplies are budgeted to decrease \$433,295 (2.3%). The significant decrease can be attributed to budgeted money rolled forward from the FY17 budget into FY18. At the time of preparing the FY19 budget, budgeted FY19 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 FY19, capital outlays are forecasted to decrease \$17,700,990 (57.7%). 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 \$1,148,000.

### Debt Service

These are amounts paid for principal, interest, and fees associated with the debt of the District. In FY19, debt service is projected to decrease \$36,396,812 (59.4%). The decrease is due to a refunding bond issuance and related bond payment in FY18.

The following pages detail the expenditures by object for all funds, operating funds, and all individual funds for the prior two years, projected FY18, budgeted FY19, and future year forecasts.

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
<b>Salaries &amp; Benefits</b>								
Salaries	140,918,441	141,051,454	145,304,413	148,838,533	151,658,315	154,390,892	157,173,154	160,006,011
Benefits	48,357,128	49,448,034	51,280,756	53,169,936	54,348,233	55,435,197	56,543,901	57,674,779
<b>Total Salaries &amp; Benefits</b>	<b>189,275,569</b>	<b>190,499,488</b>	<b>196,585,169</b>	<b>202,008,469</b>	<b>206,006,548</b>	<b>209,826,089</b>	<b>213,717,055</b>	<b>217,680,790</b>
<b>Purchased Services</b>								
Tuition	207,281	214,371	213,590	280,432	92,882	92,882	92,882	92,882
Professional Services	1,778,044	4,706,943	5,090,431	5,728,058	4,676,096	4,676,096	4,676,096	4,676,096
Audit	29,000	29,000	39,710	32,000	34,000	34,000	34,000	34,000
Technical Services	246,997	137,759	153,192	181,551	92,400	92,400	92,400	92,400
Legal Services	204,716	164,544	155,232	190,090	200,000	200,000	200,000	200,000
Property Services	2,978,463	3,528,216	2,369,378	4,265,558	2,965,568	2,965,568	2,965,568	2,965,568
Contracted Transportation	854,722	726,028	820,811	988,150	491,591	491,591	491,591	491,591
Travel	625,802	710,404	696,608	796,817	1,102,729	1,102,729	1,102,729	1,102,729
Property Insurance	715,240	794,603	822,061	850,705	864,809	864,809	864,809	864,809
Liability Insurance	754,950	782,596	804,170	822,461	847,639	847,639	847,639	847,639
Other Purchased Services	761,652	1,242,478	1,201,398	1,264,508	1,679,439	1,679,439	1,679,439	1,679,439
<b>Total Purchased Services</b>	<b>9,156,867</b>	<b>13,036,942</b>	<b>12,366,581</b>	<b>15,400,330</b>	<b>13,047,153</b>	<b>13,047,153</b>	<b>13,047,153</b>	<b>13,047,153</b>
<b>Supplies And Materials</b>								
Instructional Supplies	5,383,636	5,533,157	4,967,093	7,053,036	7,027,514	7,027,514	7,027,514	7,027,514
Admin/General Supplies	4,557,813	3,991,784	4,026,819	3,984,187	3,728,910	3,628,910	3,628,910	3,628,910
Library Books	231,947	220,390	244,147	222,750	312,233	312,233	312,233	312,233
Periodicals	39,059	33,273	34,815	36,689	34,710	34,710	34,710	34,710
Food Service Supplies	2,690,416	2,351,815	2,449,452	3,100,000	3,000,000	3,000,000	3,000,000	3,000,000
Energy Services	4,761,366	4,198,025	3,769,890	4,155,000	4,015,000	3,915,000	3,915,000	3,915,000
<b>Total Supplies And Materials</b>	<b>17,664,237</b>	<b>16,328,444</b>	<b>15,492,216</b>	<b>18,551,662</b>	<b>18,118,367</b>	<b>17,918,367</b>	<b>17,918,367</b>	<b>17,918,367</b>
<b>Capital Outlay</b>								
Land & Land Improvements	50,718	466,661	250,000	295,000	295,000	295,000	295,000	295,000
Building	519,088	322,850	476,200	311,700	211,700	311,700	311,700	311,700
Improvement To Sites	-	584,217	-	-	-	-	-	-
General Equipment	883,502	903,859	1,952,879	992,897	692,275	700,797	700,797	700,797
Instructional Equipment	265,895	641,294	14,103	7,503	7,503	7,503	7,503	7,503
Vehicles	305,827	232,600	233,000	185,000	185,000	185,000	185,000	185,000
School Buses	-	-	-	1,160,220	1,148,000	1,000,000	1,000,000	1,000,000
2015 Bond Issue Expenditures	7,098,289	19,244,417	31,039,435	27,733,433	10,445,285	-	-	-
<b>Total Capital Outlay</b>	<b>9,123,319</b>	<b>22,395,898</b>	<b>33,965,617</b>	<b>30,685,753</b>	<b>12,984,763</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>
<b>Debt Service</b>								
Bond Fees	1,056,503	-	-	-	-	-	-	-
Capital Leases	395,306	461,369	462,112	461,632	461,633	461,633	380,000	325,000
Debt Service	15,539,539	17,775,244	18,228,859	26,441,050	24,434,237	21,733,012	17,649,189	17,851,964
Bond Refunding	30,708,828	-	-	34,390,000	-	-	-	-
<b>Total Debt Service</b>	<b>47,700,176</b>	<b>18,236,613</b>	<b>18,690,971</b>	<b>61,292,682</b>	<b>24,895,870</b>	<b>22,194,645</b>	<b>18,029,189</b>	<b>18,176,964</b>
<b>Student Activities</b>	<b>3,380,727</b>	<b>3,427,021</b>	<b>3,601,686</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>
<b>Subtotal Expenditures</b>	<b>276,300,895</b>	<b>263,924,406</b>	<b>280,702,240</b>	<b>331,438,896</b>	<b>278,552,701</b>	<b>268,986,254</b>	<b>268,711,764</b>	<b>272,823,274</b>
<b>Anticipated Unexpended Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,500,000)</b>	<b>(3,500,000)</b>	<b>(3,500,000)</b>	<b>(3,500,000)</b>	<b>(3,850,000)</b>
<b>Total All Expenditures</b>	<b>276,300,895</b>	<b>263,924,406</b>	<b>280,702,240</b>	<b>326,938,896</b>	<b>275,052,701</b>	<b>265,486,254</b>	<b>265,211,764</b>	<b>268,973,274</b>

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

	2014-2015 <u>ACTUAL</u>	2015-2016 <u>ACTUAL</u>	2016-2017 <u>ACTUAL</u>	2017-2018 <u>PROJECTED</u>	2018-2019 <u>BUDGET</u>	2019-2020 <u>FORECAST</u>	2020-2021 <u>FORECAST</u>	2021-2022 <u>FORECAST</u>
<b>Salaries &amp; Benefits</b>								
Salaries	140,918,441	141,051,454	145,304,413	148,838,533	151,658,315	154,390,892	157,173,154	160,006,011
Benefits	<u>48,357,128</u>	<u>49,448,034</u>	<u>51,280,756</u>	<u>53,169,936</u>	<u>54,348,233</u>	<u>55,435,197</u>	<u>56,543,901</u>	<u>57,674,779</u>
Total Salaries & Benefits	189,275,569	190,499,488	196,585,169	202,008,469	206,006,548	209,826,089	213,717,055	217,680,790
<b>Purchased Services</b>								
Tuition	207,281	214,371	213,590	280,432	92,882	92,882	92,882	92,882
Professional Services	1,778,044	4,706,943	5,090,431	5,728,058	4,676,096	4,676,096	4,676,096	4,676,096
Audit	29,000	29,000	39,710	32,000	34,000	34,000	34,000	34,000
Technical Services	246,997	137,759	153,192	181,551	92,400	92,400	92,400	92,400
Legal Services	204,715	164,544	155,232	190,090	200,000	200,000	200,000	200,000
Property Services	2,978,463	3,528,216	2,369,378	4,265,558	2,965,568	2,965,568	2,965,568	2,965,568
Contracted Transportation	854,722	726,028	820,811	988,150	491,591	491,591	491,591	491,591
Travel	625,802	710,404	696,608	796,817	1,102,729	1,102,729	1,102,729	1,102,729
Property Insurance	715,241	794,603	822,061	850,705	864,809	864,809	864,809	864,809
Liability Insurance	754,950	782,596	804,170	822,461	847,639	847,639	847,639	847,639
Other Purchased Services	<u>761,652</u>	<u>1,242,478</u>	<u>1,201,398</u>	<u>1,264,508</u>	<u>1,679,439</u>	<u>1,679,439</u>	<u>1,679,439</u>	<u>1,679,439</u>
Total Purchased Services	9,156,867	13,036,942	12,366,581	15,400,330	13,047,153	13,047,153	13,047,153	13,047,153
<b>Supplies And Materials</b>								
Instructional Supplies	5,383,636	5,533,157	4,967,093	7,053,036	7,027,514	7,027,514	7,027,514	7,027,514
Admin/General Supplies	4,557,813	3,991,784	4,026,819	3,984,187	3,728,910	3,628,910	3,628,910	3,628,910
Library Books	231,947	220,390	244,147	222,750	312,233	312,233	312,233	312,233
Periodicals	39,059	33,273	34,815	36,689	34,710	34,710	34,710	34,710
Food Service Supplies	2,690,416	2,351,815	2,449,452	3,100,000	3,000,000	3,000,000	3,000,000	3,000,000
Energy Services	<u>4,761,366</u>	<u>4,198,025</u>	<u>3,769,890</u>	<u>4,155,000</u>	<u>4,015,000</u>	<u>3,915,000</u>	<u>3,915,000</u>	<u>3,915,000</u>
Total Supplies And Materials	17,664,237	16,328,444	15,492,216	18,551,662	18,118,367	17,918,367	17,918,367	17,918,367
<b>Debt Service</b>								
Bond Fees	4,250	6,000	-	-	-	-	-	-
Debt Service	<u>483,953</u>	<u>86,873</u>	<u>53,532</u>	<u>65,000</u>	<u>50,639</u>	<u>50,639</u>	<u>50,639</u>	<u>50,639</u>
Total Debt Service	488,203	92,873	53,532	65,000	50,639	50,639	50,639	50,639
Student Activities	<u>3,380,727</u>	<u>3,427,021</u>	<u>3,601,686</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	219,965,603	223,384,768	228,099,184	239,525,461	240,722,707	244,342,248	248,233,214	252,196,949
Anticipated Unexpended Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>(4,500,000)</u>	<u>(3,500,000)</u>	<u>(3,500,000)</u>	<u>(3,500,000)</u>	<u>(3,850,000)</u>
Total All Expenditures	<u>219,965,603</u>	<u>223,384,768</u>	<u>228,099,184</u>	<u>235,025,461</u>	<u>237,222,707</u>	<u>240,842,248</u>	<u>244,733,214</u>	<u>248,346,949</u>

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
<b>Salaries &amp; Benefits</b>								
Salaries	35,641,297	36,064,998	36,702,963	37,230,551	37,232,736	37,791,227	38,358,095	38,933,466
Benefits	15,978,508	16,070,898	16,270,434	17,794,449	16,568,810	16,900,186	17,238,190	17,582,954
<b>Total Salaries &amp; Benefits</b>	<b>51,619,805</b>	<b>52,135,896</b>	<b>52,973,397</b>	<b>55,025,000</b>	<b>53,801,546</b>	<b>54,691,413</b>	<b>55,596,285</b>	<b>56,516,420</b>
<b>Purchased Services</b>								
Tuition	207,281	214,371	213,590	280,432	92,882	92,882	92,882	92,882
Professional Services	1,778,044	1,820,255	2,107,512	2,746,517	1,694,555	1,694,555	1,694,555	1,694,555
Audit	29,000	29,000	39,710	32,000	34,000	34,000	34,000	34,000
Technical Services	246,997	137,759	153,192	181,551	92,400	92,400	92,400	92,400
Legal Services	204,715	164,544	155,232	190,090	200,000	200,000	200,000	200,000
Property Services	2,978,463	3,528,216	2,369,378	4,265,558	2,965,568	2,965,568	2,965,568	2,965,568
Contracted Transportation	854,722	726,028	820,811	988,150	491,591	491,591	491,591	491,591
Travel	625,802	710,404	696,608	796,817	1,102,729	1,102,729	1,102,729	1,102,729
Property Insurance	715,241	794,603	822,061	850,705	864,809	864,809	864,809	864,809
Liability Insurance	754,950	782,596	804,170	822,461	847,639	847,639	847,639	847,639
Other Purchased Services	761,652	1,242,478	1,201,398	1,264,508	1,679,439	1,679,439	1,679,439	1,679,439
<b>Total Purchased Services</b>	<b>9,156,867</b>	<b>10,150,254</b>	<b>9,383,662</b>	<b>12,418,789</b>	<b>10,065,612</b>	<b>10,065,612</b>	<b>10,065,612</b>	<b>10,065,612</b>
<b>Supplies And Materials</b>								
Instructional Supplies	5,383,636	5,533,157	4,967,093	7,053,036	7,027,514	7,027,514	7,027,514	7,027,514
Admin/General Supplies	4,557,813	3,991,784	4,026,819	3,984,187	3,728,910	3,628,910	3,628,910	3,628,910
Library Books	231,947	220,390	244,147	222,750	312,233	312,233	312,233	312,233
Periodicals	39,059	33,273	34,815	36,689	34,710	34,710	34,710	34,710
Food Service Supplies	2,690,416	2,351,815	2,449,452	3,100,000	3,000,000	3,000,000	3,000,000	3,000,000
Energy Services	4,761,366	4,198,025	3,769,890	4,155,000	4,015,000	3,915,000	3,915,000	3,915,000
<b>Total Supplies And Materials</b>	<b>17,664,237</b>	<b>16,328,444</b>	<b>15,492,216</b>	<b>18,551,662</b>	<b>18,118,367</b>	<b>17,918,367</b>	<b>17,918,367</b>	<b>17,918,367</b>
<b>Debt Service</b>								
Bond Fees	4,250	6,000	-	-	-	-	-	-
Debt Service	483,953	86,873	53,532	65,000	50,639	50,639	50,639	50,639
<b>Total Debt Service</b>	<b>488,203</b>	<b>92,873</b>	<b>53,532</b>	<b>65,000</b>	<b>50,639</b>	<b>50,639</b>	<b>50,639</b>	<b>50,639</b>
<b>Student Activities</b>	<b>3,380,727</b>	<b>3,427,021</b>	<b>3,601,686</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>
<b>Subtotal Expenditures</b>	<b>82,309,839</b>	<b>82,134,488</b>	<b>81,504,493</b>	<b>89,560,451</b>	<b>85,536,164</b>	<b>86,226,031</b>	<b>87,130,903</b>	<b>88,051,038</b>
<b>Anticipated Unexpended Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,500,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,350,000)</b>
<b>Total All Expenditures</b>	<b>82,309,839</b>	<b>82,134,488</b>	<b>81,504,493</b>	<b>86,060,451</b>	<b>82,536,164</b>	<b>83,226,031</b>	<b>84,130,903</b>	<b>84,701,038</b>

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Salaries & Benefits								
Salaries	105,277,144	104,986,456	108,601,450	111,607,982	114,425,579	116,599,665	118,815,059	121,072,545
Benefits	32,378,620	33,377,136	35,010,322	35,375,487	37,779,423	38,535,011	39,305,711	40,091,825
Total Salaries & Benefits	137,655,764	138,363,592	143,611,772	146,983,469	152,205,002	155,134,676	158,120,770	161,164,370
Purchased Services								
Professional Services	-	2,886,688	2,982,919	2,981,541	2,981,541	2,981,541	2,981,541	2,981,541
Subtotal Expenditures	137,655,764	141,250,280	146,594,691	149,965,010	155,186,543	158,116,217	161,102,311	164,145,911
Anticipated Unexpended Budget	-	-	-	(1,000,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total All Expenses	137,655,764	141,250,280	146,594,691	148,965,010	154,686,543	157,616,217	160,602,311	163,645,911

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Debt Service								
L-T Bond Issuing Exp	151,729	-	-	136,295	-	-	-	-
Debt Service	15,055,585	17,682,371	18,175,327	26,239,755	24,383,598	21,682,373	17,598,550	17,801,325
Bond Refunding	30,708,828	-	-	34,390,000	-	-	-	-
Total Debt Service	45,916,142	17,682,371	18,175,327	60,766,050	24,383,598	21,682,373	17,598,550	17,801,325
Total All Expenses	45,916,142	17,682,371	18,175,327	60,766,050	24,383,598	21,682,373	17,598,550	17,801,325



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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Capital Outlay								
Land & Land Improvements	50,718	466,661	250,000	295,000	295,000	295,000	295,000	295,000
Building	519,088	322,850	476,200	311,700	211,700	311,700	311,700	311,700
Improvement To Sites	-	584,217	-	-	-	-	-	-
General Equipment	883,502	903,859	1,952,879	992,897	692,275	700,797	700,797	700,797
Instructional Equipment	265,895	641,294	14,103	7,503	7,503	7,503	7,503	7,503
Vehicles	305,827	232,600	233,000	185,000	185,000	185,000	185,000	185,000
School Buses	-	-	-	1,160,220	1,148,000	1,000,000	1,000,000	1,000,000
Total Capital Outlay	<u>2,025,030</u>	<u>3,151,481</u>	<u>2,926,182</u>	<u>2,952,320</u>	<u>2,539,478</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>
Debt Service								
Capital Leases	395,306	461,369	462,112	461,632	461,633	461,633	380,000	325,000
Bond Issue Fees	-	-	-	-	-	-	-	-
Total Debt Service	<u>395,306</u>	<u>461,369</u>	<u>462,112</u>	<u>461,632</u>	<u>461,633</u>	<u>461,633</u>	<u>380,000</u>	<u>325,000</u>
Total All Expenses	<u><u>2,420,336</u></u>	<u><u>3,612,850</u></u>	<u><u>3,388,294</u></u>	<u><u>3,413,952</u></u>	<u><u>3,001,111</u></u>	<u><u>2,961,633</u></u>	<u><u>2,880,000</u></u>	<u><u>2,825,000</u></u>

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

	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
Capital Outlay								
2015 Bond Issue Expenditures	7,098,289	19,244,417	30,897,369	27,733,433	10,445,285	-	-	-
Total Capital Outlay	<u>7,098,289</u>	<u>19,244,417</u>	<u>30,897,369</u>	<u>27,733,433</u>	<u>10,445,285</u>	<u>-</u>	<u>-</u>	<u>-</u>
Debt Service								
Bond Issue Fees	900,525	-	142,066	-	-	-	-	-
Total Debt Service	<u>900,525</u>	<u>-</u>	<u>142,066</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total All Expenses	<u><u>7,998,814</u></u>	<u><u>19,244,417</u></u>	<u><u>31,039,435</u></u>	<u><u>27,733,433</u></u>	<u><u>10,445,285</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></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**

<b>ALL FUNDS</b>		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGETED</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
1110	Elementary Instruction	44,389,679	46,995,158	47,840,206	49,924,016	49,043,982	49,946,909	50,872,230	51,815,315
1130	Middle School Instruction	25,623,338	26,604,544	26,887,417	28,451,973	28,003,809	28,522,697	29,055,004	29,597,543
1150	High School Instruction	38,035,925	39,394,589	40,116,582	39,580,238	43,402,797	44,200,103	45,017,571	45,850,730
1191	Summer School - Regular	1,248,151	1,329,932	1,239,395	1,483,103	1,489,156	1,511,823	1,536,114	1,560,861
1210	Gifted Education	2,610,121	2,642,543	2,689,641	2,755,270	2,790,827	2,843,145	2,896,551	2,950,985
1220	Special Education	629,813	660,806	706,547	741,906	766,688	780,274	792,874	805,710
1250	Supplemental Instruction	4,180,949	5,415,646	5,267,968	4,922,413	5,883,987	5,987,204	6,094,124	6,203,084
1300	Career Education Services	349,149	516,713	251,632	146,663	236,079	244,483	246,980	249,520
1400	Student Activities	4,253,072	4,963,735	4,753,114	4,439,940	3,746,136	3,778,449	3,819,761	3,861,778
1610	Adult Basic Education	1,067,682	1,027,001	963,083	1,705,081	1,641,399	1,654,637	1,672,001	1,689,658
1660	Adult Continuing Education	893,886	627,980	717,422	788,110	860,975	867,919	877,027	886,289
2110	Attendance	541,869	551,101	600,908	913,315	609,689	616,583	624,613	632,787
2120	Guidance	7,026,544	7,053,805	7,278,118	7,126,266	7,862,404	8,001,869	8,145,974	8,292,834
2130	Health, Psych, Speech & Audio	2,658,874	2,744,564	2,847,396	2,878,239	2,798,747	2,825,899	2,855,480	2,885,560
2210	Improvement Of Instruction	6,489,540	6,932,275	7,856,784	8,423,106	8,293,535	8,428,450	8,562,450	8,698,956
2214	Professional Development	25,000	27,796	26,093	26,000	26,000	26,210	26,485	26,765
2220	Media Services	3,708,018	3,929,338	4,774,492	3,889,812	5,503,789	5,582,692	5,671,420	5,761,807
2310	Board Of Education Service	556,555	264,232	283,120	381,450	417,555	420,923	425,340	429,832
2320	Exec Admin (Office Of Supt)	2,220,585	2,497,194	4,917,414	2,456,508	2,523,630	2,551,755	2,584,678	2,618,189
2330	Admin. Technology Services	-	-	-	-	2,239,945	2,258,011	2,281,707	2,305,803
2400	Bldg Level Admin (School)	19,146,016	17,822,176	18,002,408	19,976,696	17,859,733	18,115,179	18,399,591	18,689,308
2510	Business/Central Services	12,587,249	11,144,373	9,270,904	13,019,635	11,175,070	11,401,187	11,520,797	11,642,444
2540	Operation Of Plant	23,747,890	23,344,719	22,807,571	24,872,139	23,208,312	23,271,989	23,473,230	23,655,940
2546	Safety & Security	2,525,429	2,772,959	2,997,047	2,921,961	3,110,491	3,147,678	3,195,837	3,244,889
2550	Pupil Transp, Contracted	430,977	420,033	433,419	177,250	180,490	181,946	183,855	185,797
2551	Pupil Transp-District Owned	8,225,258	8,053,094	8,297,360	10,630,353	10,239,153	10,327,173	10,443,957	10,538,335
2555	Other District Transportation	425,897	762,590	592,702	880,000	380,000	383,065	387,085	391,173
2561	Food Service	6,072,444	6,045,569	6,275,002	6,936,997	6,738,360	6,792,706	6,863,990	6,936,476
3000	Community Services	2,096,489	2,175,417	2,457,718	2,252,499	2,475,388	2,487,792	2,513,899	2,540,447
4000	Facility Acquisition & Constr	7,103,966	19,244,417	30,897,369	27,733,433	10,445,285	-	-	-
5100	Bond Principal	39,873,063	11,099,359	11,454,009	53,485,547	16,363,836	14,441,871	12,366,583	13,157,128
5200	Bond Interest	6,500,963	6,843,684	7,049,669	7,501,977	8,218,454	7,365,633	5,284,556	4,697,331
5300	Other Bond Expenses	1,056,504	17,064	149,730	17,000	17,000	20,000	20,000	20,000
Subtotal Expenditures		276,300,895	263,924,406	280,702,240	331,438,896	278,552,701	268,986,254	268,711,764	272,823,274
Anticipated Unexpended Budget		-	-	-	(4,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,850,000)
Total All Funds		276,300,895	263,924,406	280,702,240	326,938,896	275,052,701	265,486,254	265,211,764	268,973,274

**EXPENDITURE BY FUNCTION**

<b>OPERATING FUNDS</b>		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGETED</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
1110	Elementary Instruction	44,388,629	46,983,547	47,826,378	49,924,016	49,043,982	49,946,909	50,872,230	51,815,315
1130	Middle School Instruction	25,617,539	26,580,515	26,877,369	28,451,973	28,002,186	28,522,697	29,055,004	29,597,543
1150	High School Instruction	37,998,974	39,340,317	40,071,144	39,579,235	43,401,797	44,199,100	45,016,568	45,849,727
1191	Summer School - Regular	1,248,151	1,329,932	1,239,395	1,483,103	1,489,156	1,511,823	1,536,114	1,560,861
1210	Gifted Education	2,607,218	2,641,541	2,689,641	2,755,270	2,790,827	2,843,145	2,896,551	2,950,985
1220	Special Education	629,813	658,457	706,547	740,106	766,688	778,474	791,074	803,910
1250	Supplemental Instruction	4,180,949	5,415,646	5,267,968	4,922,413	5,883,987	5,987,204	6,094,124	6,203,084
1300	Career Education Services	299,639	305,103	214,827	140,163	236,079	237,983	240,480	243,020
1400	Student Activities	4,165,828	4,053,494	4,317,381	4,439,940	3,746,136	3,778,449	3,819,761	3,861,778
1610	Adult Basic Education	1,067,682	1,027,001	963,083	1,705,081	1,641,399	1,654,637	1,672,001	1,689,658
1660	Adult Continuing Education	893,886	627,980	717,422	788,110	860,975	867,919	877,027	886,289
1911	Tuition to Other Districts	-	-	-	-	-	-	-	-
2110	Attendance	541,869	551,101	600,908	912,315	608,689	615,583	623,613	631,787
2120	Guidance	7,026,544	7,053,805	7,278,118	7,126,266	7,862,404	8,001,869	8,145,974	8,292,834
2130	Health, Psych, Speech & Audio	2,658,874	2,709,986	2,847,396	2,871,139	2,796,247	2,818,799	2,848,380	2,878,460
2210	Improvement Of Instruction	6,452,342	6,924,964	7,659,216	8,412,827	8,293,535	8,418,171	8,552,171	8,688,677
2214	Professional Development	25,000	27,796	26,093	26,000	26,000	26,210	26,485	26,765
2220	Media Services	3,704,161	3,927,580	4,477,444	3,889,812	5,500,209	5,582,692	5,671,420	5,761,807
2310	Board Of Education Service	556,555	264,232	283,120	381,450	417,555	420,923	425,340	429,832
2320	Exec Admin (Office Of Supt)	2,219,580	2,496,699	4,487,329	2,456,508	2,523,630	2,551,755	2,584,678	2,618,189
2330	Admin. Technology Services	-	-	-	-	2,239,945	2,258,011	2,281,707	2,305,803
2400	Bldg Level Admin (School)	19,087,152	17,716,897	17,958,587	19,959,096	17,834,233	18,097,579	18,381,991	18,671,708
2510	Business/Central Services	11,975,535	10,517,277	8,949,491	12,681,438	10,970,070	11,062,990	11,182,600	11,304,247
2540	Operation Of Plant	22,700,956	22,361,667	21,972,602	23,596,861	22,097,650	22,275,872	22,509,639	22,747,349
2546	Safety & Security	1,144,679	1,249,388	1,256,709	1,224,295	1,323,121	1,333,792	1,347,789	1,362,022
2550	Pupil Transp, Contracted	430,977	420,033	433,419	177,250	180,490	181,946	183,855	185,797
2551	Pupil Transp-District Owned	7,955,612	7,776,587	8,118,211	9,147,400	8,773,460	8,844,220	8,937,033	9,031,411
2555	Other District Transportation	425,897	762,590	592,702	880,000	380,000	383,065	387,085	391,173
2561	Food Service	6,072,444	5,945,569	6,164,224	6,843,229	6,738,360	6,792,706	6,863,990	6,936,476
3000	Community Services	3,400,915	3,622,191	4,048,928	3,945,165	4,243,258	4,296,678	4,356,947	4,418,314
5100	Bond Principal	421,333	34,996	50,532	65,000	50,639	51,047	51,583	52,128
5200	Bond Interest	62,620	51,877	-	-	-	-	-	-
5300	Other Bond Expenses	4,250	6,000	3,000	-	-	-	-	-
Subtotal Expenditures		219,965,603	223,384,768	228,099,184	239,525,461	240,722,707	244,342,248	248,233,214	252,196,949
Anticipated Unexpended Budget		-	-	-	(4,500,000)	(3,500,000)	(3,500,000)	(3,500,000)	(3,850,000)
Total Operating Funds		219,965,603	223,384,768	228,099,184	235,025,461	237,222,707	240,842,248	244,733,214	248,346,949

**EXPENDITURE BY FUNCTION**

**GENERAL FUND**

FUNCTION	DESCRIPTION	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 PROJECTED	2018-2019 BUDGETED	2019-2020 FORECAST	2020-2021 FORECAST	2021-2022 FORECAST
1110	Elementary Instruction	2,390,340	3,754,243	2,503,887	2,282,633	2,121,997	2,139,112	2,161,562	2,184,389
1130	Middle School Instruction	464,663	1,008,161	718,061	498,013	751,435	757,495	765,444	773,527
1150	High School Instruction	2,066,711	3,237,159	2,855,207	2,049,682	2,039,508	2,055,957	2,077,533	2,099,473
1191	Summer School - Regular	289,715	351,178	257,337	514,823	503,581	507,642	512,969	518,386
1210	Gifted Education	106,116	52,888	37,267	34,773	34,031	34,305	34,665	35,031
1220	Special Education	208,547	200,788	224,557	252,162	248,514	250,518	253,147	255,820
1250	Supplemental Instruction	504,377	1,303,906	696,632	686,541	727,173	733,038	740,731	748,553
1300	Career Education Services	299,639	305,103	214,827	140,163	236,079	237,983	240,480	243,020
1400	Student Activities	3,994,713	3,876,054	4,135,386	4,282,131	3,551,950	3,580,597	3,618,172	3,656,381
1610	Adult Basic Education	1,067,682	1,027,001	963,083	1,705,081	1,641,399	1,654,637	1,672,001	1,689,658
1660	Adult Continuing Education	893,886	627,980	717,422	788,110	860,975	867,919	877,027	886,289
2110	Attendance	376,869	381,570	426,509	535,983	425,091	428,519	433,016	437,589
2120	Guidance	620,702	586,804	696,457	767,278	829,059	835,746	844,516	853,434
2130	Health, Psych, Speech & Audio	2,550,663	2,594,178	2,725,360	2,747,639	2,796,247	2,818,799	2,848,380	2,878,460
2210	Improvement Of Instruction	1,896,187	1,954,327	2,435,895	3,847,220	2,953,168	2,976,986	3,008,227	3,039,995
2214	Professional Development	25,000	27,796	26,093	26,000	26,000	26,210	26,485	26,765
2220	Media Services	655,262	603,057	1,062,996	650,880	1,974,672	1,990,598	2,011,488	2,032,730
2310	Board Of Education Service	556,555	264,232	283,120	381,450	417,555	420,923	425,340	429,832
2320	Exec Admin (Office Of Supt)	1,513,593	1,797,962	3,764,019	1,741,181	1,804,989	1,819,547	1,838,642	1,858,059
2330	Admin. Technology Services	-	-	-	-	2,239,945	2,258,011	2,281,707	2,305,803
2400	Bldg Level Admin (School)	8,790,138	7,320,028	7,269,881	9,144,552	6,782,060	6,836,759	6,908,505	6,981,461
2510	Business/Central Services	11,790,404	10,152,746	8,569,973	12,297,622	10,559,128	10,644,290	10,755,993	10,869,580
2540	Operation Of Plant	22,700,956	22,361,667	21,972,602	23,596,861	22,097,650	22,275,872	22,509,639	22,747,349
2546	Safety & Security	1,144,679	1,249,388	1,256,709	1,224,295	1,323,121	1,333,792	1,347,789	1,362,022
2550	Pupil Transp, Contracted	430,977	420,033	433,419	177,250	180,490	181,946	183,855	185,797
2551	Pupil Transp-District Owned	7,955,612	7,776,587	8,118,211	9,147,400	8,773,460	8,844,220	8,937,033	9,031,411
2555	Other District Transportation	425,897	762,590	592,702	880,000	380,000	383,065	387,085	391,173
2561	Food Service	6,072,444	5,945,569	6,164,224	6,843,229	6,738,360	6,792,706	6,863,990	6,936,476
3000	Community Services	2,029,309	2,098,620	2,329,125	2,252,499	2,467,888	2,487,792	2,513,899	2,540,447
5100	Bond Principal	421,333	34,996	50,532	65,000	50,639	51,047	51,583	52,128
5200	Bond Interest	62,620	51,877	-	-	-	-	-	-
5300	Other Bond Expenses	4,250	6,000	3,000	-	-	-	-	-
Subtotal Expenditures		82,309,839	82,134,488	81,504,493	89,560,451	85,536,164	86,226,031	87,130,903	88,051,038
Anticipated Unexpended Budget		-	-	-	(3,500,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,350,000)
Total General Fund		82,309,839	82,134,488	81,504,493	86,060,451	82,536,164	83,226,031	84,130,903	84,701,038

**EXPENDITURE BY FUNCTION****SPECIAL REVENUE FUND**

		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	41,998,289	43,229,304	45,322,491	47,641,383	46,921,985	47,807,797	48,710,668	49,630,926
1130	Middle School Instruction	25,152,876	25,572,354	26,159,308	27,953,960	27,250,751	27,765,202	28,289,560	28,824,016
1150	High School Instruction	35,932,263	36,103,158	37,215,937	37,529,553	41,362,289	42,143,143	42,939,035	43,750,254
1191	Summer School - Regular	958,436	978,754	982,058	968,280	985,575	1,004,181	1,023,145	1,042,475
1210	Gifted Education	2,501,102	2,588,653	2,652,374	2,720,497	2,756,796	2,808,840	2,861,886	2,915,954
1220	Special Education	421,266	457,669	481,990	487,944	518,174	527,956	537,927	548,090
1250	Supplemental Instruction	3,676,572	4,111,740	4,571,336	4,235,872	5,156,814	5,254,166	5,353,393	5,454,531
1400	Student Activities	171,115	177,440	181,995	157,809	194,186	197,852	201,589	205,397
2110	Attendance	165,000	169,531	174,399	376,332	183,598	187,064	190,597	194,198
2120	Guidance	6,405,842	6,467,001	6,581,661	6,358,988	7,033,345	7,166,123	7,301,458	7,439,400
2130	Health, Psych, Speech & Audio	108,211	115,808	122,036	123,500	-	-	-	-
2210	Improvement Of Instruction	4,556,155	4,970,637	5,223,321	4,565,607	5,340,367	5,441,185	5,543,944	5,648,682
2214	Professional Development	-	-	-	-	-	-	-	-
2220	Media Services	3,048,899	3,324,523	3,414,448	3,238,932	3,525,537	3,592,094	3,659,932	3,729,077
2320	Exec Admin (Office Of Supt)	705,987	698,737	723,310	715,327	718,641	732,208	746,036	760,130
2400	Bldg Level Admin (School)	10,297,014	10,396,869	10,688,706	10,814,544	11,052,173	11,260,820	11,473,486	11,690,247
2510	Business/Central Services	185,131	364,531	379,518	383,816	410,942	418,700	426,607	434,667
3000	Community Services	1,371,606	1,523,571	1,719,803	1,692,666	1,775,370	1,808,886	1,843,048	1,877,867
Subtotal Expenditures		137,655,764	141,250,280	146,594,691	149,965,010	155,186,543	158,116,217	161,102,311	164,145,911
Anticipated Unexpended Budget		-	-	-	(1,000,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Special Revenue Fund		<u>137,655,764</u>	<u>141,250,280</u>	<u>146,594,691</u>	<u>148,965,010</u>	<u>154,686,543</u>	<u>157,616,217</u>	<u>160,602,311</u>	<u>163,645,911</u>

**DEBT SERVICE FUND**

		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
5100	Bond Principal	39,390,253	10,940,000	11,175,000	53,292,350	16,185,000	14,325,000	12,315,000	13,105,000
5200	Bond Interest	6,374,160	6,731,307	6,995,663	7,456,700	8,181,598	7,337,373	5,263,550	4,676,325
5300	Other Bond Expenses	151,729	11,064	4,664	17,000	17,000	20,000	20,000	20,000
Total Debt Service Fund		<u>45,916,142</u>	<u>17,682,371</u>	<u>18,175,327</u>	<u>60,766,050</u>	<u>24,383,598</u>	<u>21,682,373</u>	<u>17,598,550</u>	<u>17,801,325</u>

**EXPENDITURE BY FUNCTION****CAPITAL PROJECTS FUND**

		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	1,050	11,611	13,828	-	-	-	-	-
1130	Middle School Instruction	5,799	24,029	10,048	-	1,623	-	-	-
1150	High School Instruction	36,951	54,272	45,438	1,003	1,000	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	49,510	211,610	36,805	6,500	-	6,500	6,500	6,500
1400	Student Activities	87,244	910,241	435,733	-	-	-	-	-
2110	Attendance	-	-	-	1,000	1,000	1,000	1,000	1,000
2130	Health, Psych, Speech & Audio	-	34,578	-	7,100	2,500	7,100	7,100	7,100
2210	Improvement Of Instruction	37,198	7,311	197,568	10,279	-	10,279	10,279	10,279
2220	Media Services	3,857	1,758	297,048	-	3,580	-	-	-
2320	Exec Admin (Office Of Supt)	1,005	495	430,085	-	-	-	-	-
2400	Bldg Level Admin (School)	58,864	105,279	43,821	17,600	25,500	17,600	17,600	17,600
2510	Business/Central Services	611,714	627,096	321,413	338,197	205,000	338,197	338,197	338,197
2540	Operation Of Plant	1,046,934	983,052	834,969	1,275,278	1,110,662	996,117	963,591	908,591
2546	Safety & Security	9,144	-	20,535	5,000	12,000	5,000	5,000	5,000
2551	Pupil Transp-District Owned	269,646	276,507	179,149	1,482,953	1,465,693	1,482,953	1,506,924	1,506,924
2561	Food Service	-	100,000	110,778	93,768	-	-	-	-
3000	Community Services	67,180	76,797	128,593	-	7,500	-	-	-
4000	Facility Acquisition & Constr	5,677	-	-	-	-	-	-	-
5100	Bond Principal	61,477	124,363	228,477	128,197	128,197	65,824	-	-
5200	Bond Interest	64,183	60,500	54,006	45,277	36,856	28,260	21,006	21,006
5300	Other Bond Expenses	-	-	-	-	-	-	-	-
Total Capital Projects Fund		<u>2,420,336</u>	<u>3,612,850</u>	<u>3,388,294</u>	<u>3,413,952</u>	<u>3,001,111</u>	<u>2,961,633</u>	<u>2,880,000</u>	<u>2,825,000</u>

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

		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
4000	Facility Acquisition & Constr	7,098,289	19,244,417	30,897,369	27,733,433	10,445,285	-	-	-
5300	Other Bond Expenses	<u>900,525</u>	-	<u>142,066</u>	-	-	-	-	-
Total Bond Issue Fund		<u>7,998,814</u>	<u>19,244,417</u>	<u>31,039,435</u>	<u>27,733,433</u>	<u>10,445,285</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 ALL OPERATING EXPENSES	2014-2015 OPERATING	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 PROJECTIONS	2018-2019 BUDGET	FY18 VS FY19	% CHG
101 Special Reading	22,697	23,101	12,869	16,400	17,871	1,471	8.97%
102 Comm Arts	172,276	200,851	162,020	183,448	183,156	(292)	-0.16%
103 Mathematics	101,909	80,301	78,729	81,552	79,128	(2,424)	-2.97%
104 Fine Arts	335,495	336,240	326,596	360,115	372,620	12,505	3.47%
105 Physical Education	65,567	60,672	56,041	63,314	58,134	(5,180)	-8.18%
106 Science	141,162	143,551	147,605	156,037	117,050	(38,987)	-24.99%
107 Social Studies	103,655	116,124	215,546	110,607	106,597	(4,010)	-3.63%
108 Instructional Technology	146,489	102,838	87,278	106,563	102,875	(3,688)	-3.46%
109 Guidance	31,397	23,101	23,791	26,811	26,276	(535)	-2.00%
110 Art	122,885	116,340	126,692	182,127	135,877	(46,250)	-25.39%
111 Bldg Admin Services	1,671,385	1,771,986	1,677,764	2,255,622	1,615,636	(639,986)	-28.37%
112 Audio Visual Services	24,736	22,459	10,145	23,757	9,600	(14,157)	-59.59%
113 Business Education	35,914	27,776	34,044	39,439	43,102	3,663	9.29%
114 Modern Classical Lang	42,619	37,993	39,721	50,628	43,204	(7,424)	-14.66%
115 Family And Consumer Sc	64,356	46,574	66,175	61,169	63,600	2,431	3.97%
116 Industrial Arts	38,363	41,126	36,495	42,188	45,560	3,372	7.99%
117 Student Body Act	96,172	130,243	200,135	99,760	99,414	(346)	-0.35%
118 Drivers Education	1,305	1,064	732	950	920	(30)	-3.16%
119 Coop Voc Ed	46,513	37,623	29,414	73,447	72,047	(1,400)	-1.91%
121 Speech	23,730	20,316	23,225	20,912	25,553	4,641	22.19%
122 Library Svcs	70,037	54,337	55,941	68,905	81,072	12,167	17.66%
123 Health Ed	6,853	4,895	7,209	7,500	7,051	(449)	-5.99%
124 Eee Camp	139,012	138,883	116,598	124,399	124,170	(229)	-0.18%
127 Gifted Education	221,304	206,995	196,851	205,746	218,900	13,154	6.39%
128 Comm Arts Secdy	(566)	130	14,373	11,110	11,170	60	0.00%
129 Drug Free School	114,405	114,931	108,874	115,987	122,831	6,844	5.90%
150 Pathways	485,262	468,339	528,731	503,735	555,051	51,316	10.19%
151 Summer School	1,300,666	1,360,978	1,351,156	1,523,789	1,525,707	1,918	0.13%
175 Instructional Staffing	123,179,475	125,223,702	129,521,323	132,400,496	135,114,497	2,714,001	2.05%
177 Bldg Level Staffing	14,906,939	15,206,175	15,838,240	16,384,788	17,067,225	682,437	4.17%
202 Special Services	208,547	200,788	346,964	426,154	566,134	139,980	32.85%
203 Esol	9,341	9,689	8,842	17,300	17,778	478	2.76%
204 Athletics	977,523	1,023,676	1,022,413	1,061,745	1,011,342	(50,403)	-4.75%
205 Adult Basic Education	1,067,682	1,030,881	978,677	1,380,419	1,641,399	260,980	18.91%
206 Community Education	560,463	582,518	637,751	776,565	855,975	79,410	10.23%
207 Early Childhood	1,817,014	1,840,069	1,684,328	1,612,361	1,631,435	19,074	1.18%
208 Preschools	1,360,895	1,558,340	2,061,930	1,933,705	1,993,863	60,158	3.11%
210 Parkway Rockwood Com Ed	171,244	37,760	33,283	-	5,000	5,000	100.00%
301 Student Services	228,712	189,441	241,505	159,674	152,011	(7,663)	-4.80%
302 Pupil Personnel	1,780,558	2,052,919	1,992,520	2,427,578	1,936,687	(490,891)	-20.22%
303 Health Services	2,512,772	2,578,317	2,695,128	2,760,035	2,755,867	(4,168)	-0.15%
304 Guidance And Counseling	170,047	174,386	172,897	181,615	197,554	15,939	8.78%
351 Teach Learn Accountability	3,393,884	4,619,473	3,786,963	5,673,586	4,765,925	(907,661)	-16.00%
352 Professional Learning	806,157	914,715	1,005,171	815,219	831,914	16,695	2.05%
353 Reading Diagnostics	130,729	200,911	173,416	134,641	165,638	30,997	23.02%
354 Evaluation	224,645	264,238	249,463	244,172	268,749	24,577	10.07%
355 Media Services	695,498	874,983	907,629	919,577	946,130	26,553	2.89%
357 Student Assessment	296,150	269,060	280,702	332,431	409,732	77,301	23.25%
358 Progress Monitoring	427,831	469,784	487,272	317,417	330,783	13,366	4.21%
400 Board Of Education	174,646	62,873	88,178	122,450	183,555	61,105	49.90%
401 Superintendent	410,993	489,831	460,320	454,308	470,362	16,054	3.53%
402 District Dues	148,193	136,018	137,908	162,400	154,100	(8,300)	-5.11%
403 Legal Services	233,716	193,544	194,942	234,000	234,000	-	0.00%
404 Deputy Superintendent	307,184	307,842	301,081	338,245	357,256	19,011	5.62%
405 Asst Super Of Student Serv	326,498	354,155	354,094	340,000	307,170	(32,830)	-9.66%
408 Chief Financial Officer	265,688	280,673	288,863	300,487	314,700	14,213	4.73%
409 Communications	1,003,979	938,343	936,784	874,860	920,402	45,542	5.21%
410 Safety Security	1,115,001	1,181,435	1,184,192	1,214,733	1,323,121	108,388	8.92%
411 Special Projects	75,989	75,401	86,784	160,677	91,330	(69,347)	-43.16%

OPERATING EXPENSES BY PROGRAM

ALL OPERATING EXPENSES

(CONTINUED)

	2014-2015 OPERATING	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 PROJECTIONS	2018-2019 BUDGET	FY18 VS FY19	% CHG
501 Finance	961,865	998,598	882,834	953,702	982,793	29,091	3.05%
502 Internal Equip Fin	340,184	28,530	(143,757)	9,188	(5,273)	(14,461)	-157.39%
503 Risk Mgmt	2,010,010	1,907,469	2,054,734	2,229,801	2,261,532	31,731	1.42%
504 Food Services	6,072,444	5,945,569	6,163,317	6,784,529	6,738,360	(46,169)	-0.68%
505 Purchasing	312,328	343,491	375,676	328,656	333,949	5,293	1.61%
506 Print Shop	(314)	10,912	852	22,040	23,696	1,656	7.51%
507 School Stores	317,152	339,114	356,784	391,366	403,150	11,784	3.01%
508 Warehouse	917,743	948,093	926,906	1,255,218	1,301,818	46,600	3.71%
509 Mailroom	85,728	83,718	81,817	96,719	94,487	(2,232)	-2.31%
510 Technology	6,633,273	5,898,313	5,936,445	7,015,781	7,183,251	167,470	2.39%
511 Human Resources	988,094	971,611	1,004,577	1,003,605	1,065,951	62,346	6.21%
512 Transportation	5,383,501	5,355,301	5,532,838	6,115,381	6,073,284	(42,097)	-0.69%
513 SSD Transportation	2,286,093	2,143,934	2,299,655	2,602,861	2,612,737	9,876	0.38%
551 Facility Operations	7,956,093	7,958,931	7,909,655	8,467,061	8,380,009	(87,052)	-1.03%
552 Facility Maintenance	5,115,134	5,333,403	5,309,587	5,469,877	5,174,878	(294,999)	-5.39%
553 Grounds Maintenance	1,740,498	1,849,799	1,892,748	1,965,312	1,882,626	(82,686)	-4.21%
554 Planning	646,177	622,509	640,246	590,541	624,179	33,638	5.70%
555 Environmental Svcs	751,828	748,718	928,346	732,422	750,948	18,526	2.53%
556 Facility Management	609,307	542,796	548,413	616,976	569,573	(47,403)	-7.68%
557 Sustainability	5,581,102	4,913,277	4,601,886	5,242,170	5,109,810	(132,360)	-2.52%
702 Debt Service	4,250	6,000	3,000	-	-	-	0.00%
805 Grants	3,078,734	3,975,955	3,296,626	3,454,600	2,775,143	(679,457)	-19.67%
900 Student Activities	3,560,788	3,427,020	3,601,686	3,500,000	3,500,000	-	0.00%
<b>SUBTOTAL EXPENDITURES</b>	<b>219,965,603</b>	<b>223,384,768</b>	<b>228,099,184</b>	<b>239,525,461</b>	<b>240,722,707</b>	<b>1,197,246</b>	<b>0.50%</b>
<b>ANTICIPATED UNEXPENDED BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,500,000)</b>	<b>(3,500,000)</b>	<b>1,000,000</b>	<b>-22.22%</b>
<b>TOTAL EXPENDITURES</b>	<b>219,965,603</b>	<b>223,384,768</b>	<b>228,099,184</b>	<b>235,025,461</b>	<b>237,222,707</b>	<b>2,197,246</b>	<b>0.93%</b>

OPERATING EXPENSES BY PROGRAM SALARY & BENEFITS ONLY	2014-2015 OPERATING	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 PROJECTIONS	2018-2019 BUDGET	FY18 VS FY19	% CHG
102 Comm Arts	8,253	580	-	-	-	-	0.00%
104 Fine Arts	21,783	15,506	9,719	-	-	-	0.00%
105 Physical Education	215	-	355	-	-	-	0.00%
107 Social Studies	686	291	-	-	-	-	0.00%
111 Bldg Admin Services	136,189	96,102	103,938	-	-	-	0.00%
121 Speech	86	-	-	-	-	-	0.00%
124 Eee Camp	100,597	94,189	98,482	86,502	86,963	461	0.53%
127 Gifted Education	151,703	153,543	156,985	160,973	180,819	19,846	12.33%
129 Drug Free School	97,801	100,760	108,874	114,987	122,831	7,844	6.82%
150 Pathways	460,389	450,057	501,317	479,835	530,151	50,316	10.49%
151 Summer School	1,155,172	1,252,650	1,231,669	1,441,697	1,443,615	1,918	0.13%
175 Instructional Staffing	123,060,263	122,647,379	127,029,032	129,749,098	132,558,024	2,808,926	2.16%
177 Bldg Level Staffing	14,906,939	15,206,175	15,838,240	16,384,788	17,067,225	682,437	4.17%
202 Special Services	148,096	146,642	270,422	328,884	475,289	146,405	44.52%
204 Athletics	274,794	283,202	300,866	249,995	299,592	49,597	19.84%
205 Adult Basic Education	953,230	938,412	878,804	1,272,614	1,515,473	242,859	19.08%
206 Community Education	488,226	482,898	533,480	670,915	744,325	73,410	10.94%
207 Early Childhood	1,711,041	1,733,342	1,588,326	1,500,536	1,536,835	36,299	2.42%
208 Preschools	1,206,411	1,334,897	1,789,386	1,682,755	1,727,563	44,808	2.66%
210 Parkway Rockwood Com Ed	35,438	37,760	22,336	-	-	-	0.00%
301 Student Services	89,201	97,445	99,844	82,395	92,241	9,846	11.95%
302 Pupil Personnel	1,053,041	1,107,337	1,223,599	1,338,693	1,343,302	4,609	0.34%
303 Health Services	2,361,380	2,325,500	2,484,643	2,491,058	2,578,857	87,799	3.52%
304 Guidance And Counseling	108,492	119,290	124,090	125,040	130,229	5,189	4.15%
351 Teach Learn Accountability	2,158,349	2,428,239	2,353,788	2,672,795	2,797,630	124,835	4.67%
352 Professional Learning	696,692	656,042	656,177	505,794	507,294	1,500	0.30%
353 Reading Diagnostics	116,615	186,437	163,668	123,581	132,178	8,597	6.96%
354 Evaluation	215,096	254,624	242,298	234,922	244,674	9,752	4.15%
355 Media Services	407,493	530,923	549,022	559,277	579,480	20,203	3.61%
357 Student Assessment	164,818	177,011	202,154	191,331	197,632	6,301	3.29%
358 Progress Monitoring	421,266	457,669	481,628	317,417	330,783	13,366	4.21%
401 Superintendent	373,536	389,704	400,861	403,588	420,362	16,774	4.16%
404 Deputy Superintendent	264,793	265,989	266,731	268,345	278,116	9,771	3.64%
405 Asst Super Of Student Serv	267,496	252,263	262,834	261,457	238,902	(22,555)	-8.63%
408 Chief Financial Officer	260,479	272,294	282,205	291,590	305,803	14,213	4.87%
409 Communications	742,605	770,985	793,147	718,410	743,326	24,916	3.47%
410 Safety Security	467,869	539,295	552,496	555,733	586,601	30,868	5.55%
411 Special Projects	73,064	75,242	77,484	79,277	82,030	2,753	3.47%
501 Finance	931,292	932,405	844,970	856,752	894,223	37,471	4.37%
503 Risk Mgmt	543,991	529,607	535,038	640,030	622,979	(17,051)	-2.66%
504 Food Services	2,967,179	3,272,053	3,466,283	3,411,215	3,441,409	30,194	0.89%
505 Purchasing	306,695	337,179	372,238	319,316	323,494	4,178	1.31%
506 Print Shop	42,845	44,226	45,557	46,690	48,346	1,656	3.55%
507 School Stores	295,458	305,516	332,684	362,441	374,225	11,784	3.25%
508 Warehouse	1,088,645	914,386	887,003	1,207,218	1,253,848	46,630	3.86%
509 Mailroom	48,809	50,330	54,252	56,694	58,687	1,993	3.52%
510 Technology	3,353,018	3,344,547	3,407,566	3,455,266	3,576,306	121,040	3.50%
511 Human Resources	891,945	876,216	927,233	907,309	969,704	62,395	6.88%
512 Transportation	4,942,898	5,017,627	5,036,569	5,518,351	5,368,304	(150,047)	-2.72%
513 SSD Transportation	2,042,289	1,945,949	2,077,297	2,299,596	2,311,512	11,916	0.52%
551 Facility Operations	7,520,614	7,554,290	7,502,461	8,044,561	7,960,559	(84,002)	-1.04%
552 Facility Maintenance	4,067,477	4,166,966	4,135,390	4,092,267	4,109,128	16,861	0.41%
553 Grounds Maintenance	1,375,146	1,426,292	1,535,044	1,448,812	1,391,106	(57,706)	-3.98%
554 Planning	553,747	539,236	458,594	470,541	485,041	14,500	3.08%
555 Environmental Svcs	425,114	431,197	446,854	451,522	474,198	22,676	5.02%
556 Facility Management	293,701	269,158	277,874	287,476	247,023	(40,453)	-14.07%
805 Grants	2,425,109	2,491,629	2,563,359	2,788,130	2,218,311	(569,819)	-20.44%
900 Student Activities	-	170,005	118,098	-	-	-	0.00%
<b>TOTAL</b>	<b>189,275,569</b>	<b>190,499,488</b>	<b>196,703,264</b>	<b>202,008,469</b>	<b>206,006,548</b>	<b>3,998,079</b>	<b>1.98%</b>

OPERATING EXPENSES BY PROGRAM EXCLUDING SALARY & BENEFITS	2014-2015 OPERATING	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 PROJECTIONS	2018-2019 BUDGET	FY18 VS FY19	% CHG
101 Special Reading	22,697	23,101	12,869	16,400	17,871	1,471	8.97%
102 Comm Arts	164,023	200,271	162,020	183,448	183,156	(292)	-0.16%
103 Mathematics	101,909	80,301	78,729	81,552	79,128	(2,424)	-2.97%
104 Fine Arts	313,712	320,734	316,877	360,115	372,620	12,505	3.47%
105 Physical Education	65,352	60,672	55,686	63,314	58,134	(5,180)	-8.18%
106 Science	141,162	143,551	147,605	156,037	117,050	(38,987)	-24.99%
107 Social Studies	102,969	115,833	111,608	110,607	106,597	(4,010)	-3.63%
108 Instructional Technology	146,489	102,838	87,278	106,563	102,875	(3,688)	-3.46%
109 Guidance	31,397	23,101	23,791	26,811	26,276	(535)	-2.00%
110 Art	122,885	116,340	126,692	182,127	135,877	(46,250)	-25.39%
111 Bldg Admin Services	1,535,196	1,675,884	1,677,764	2,255,622	1,615,636	(639,986)	-28.37%
112 Audio Visual Services	24,736	22,459	10,145	23,757	9,600	(14,157)	-59.59%
113 Business Education	35,914	27,776	34,044	39,439	43,102	3,663	9.29%
114 Modern Classical Lang	42,619	37,993	39,721	50,628	43,204	(7,424)	-14.66%
115 Family And Consumer Sc	64,356	46,574	66,175	61,169	63,600	2,431	3.97%
116 Industrial Arts	38,363	41,126	36,495	42,188	45,560	3,372	7.99%
117 Student Body Act	96,172	130,243	200,135	99,760	99,414	(346)	-0.35%
118 Drivers Education	1,305	1,064	732	950	920	(30)	-3.16%
119 Coop Voc Ed	46,513	37,623	29,414	73,447	72,047	(1,400)	-1.91%
121 Speech	23,644	20,316	23,225	20,912	25,553	4,641	22.19%
122 Library Svcs	70,037	54,337	55,941	68,905	81,072	12,167	17.66%
123 Health Ed	6,853	4,895	7,209	7,500	7,051	(449)	-5.99%
124 Eee Camp	38,415	44,694	18,116	37,897	37,207	(690)	-1.82%
127 Gifted Education	69,601	53,452	39,866	44,773	38,081	(6,692)	-14.95%
128 Comm Arts Secdy	(566)	130	14,373	11,110	11,170	60	0.00%
129 Drug Free School	16,604	14,171	-	1,000	-	(1,000)	-100.00%
150 Pathways	24,873	18,282	27,414	23,900	24,900	1,000	4.18%
151 Summer School	145,494	108,328	119,487	82,092	82,092	-	0.00%
175 Instructional Staffing	119,212	2,576,323	2,492,291	2,651,398	2,556,473	(94,925)	-3.58%
202 Special Services	60,451	54,146	76,542	97,270	90,845	(6,425)	-6.61%
203 Esol	9,341	9,689	8,842	17,300	17,778	478	2.76%
204 Athletics	702,729	740,474	721,547	811,750	711,750	(100,000)	-12.32%
205 Adult Basic Education	114,452	92,469	99,873	107,805	125,926	18,121	16.81%
206 Community Education	72,237	99,620	104,271	105,650	111,650	6,000	5.68%
207 Early Childhood	105,973	106,727	96,002	111,825	94,600	(17,225)	-15.40%
208 Preschools	154,484	223,443	272,544	250,950	266,300	15,350	6.12%
210 Parkway Rockwood Com Ed	135,806	-	10,947	-	5,000	5,000	100.00%
301 Student Services	139,511	91,996	141,661	77,279	59,770	(17,509)	-22.66%
302 Pupil Personnel	727,517	945,582	768,921	1,088,885	593,385	(495,500)	-45.51%
303 Health Services	151,392	252,817	210,485	268,977	177,010	(91,967)	-34.19%
304 Guidance And Counseling	61,555	55,096	48,807	56,575	67,325	10,750	19.00%
351 Teach Learn Accountability	1,235,535	2,191,234	1,433,175	3,000,791	1,968,295	(1,032,496)	-34.41%
352 Professional Learning	109,465	258,673	348,994	309,425	324,620	15,195	4.91%
353 Reading Diagnostics	14,114	14,474	9,748	11,060	33,460	22,400	202.53%
354 Evaluation	9,549	9,614	7,165	9,250	24,075	14,825	160.27%
355 Media Services	288,005	344,060	358,607	360,300	366,650	6,350	1.76%
357 Student Assessment	131,332	92,049	78,548	141,100	212,100	71,000	50.32%
358 Progress Monitoring	6,565	12,115	5,644	-	-	-	0.00%
400 Board Of Education	174,646	62,873	88,178	122,450	183,555	61,105	49.90%
401 Superintendent	37,457	100,127	59,459	50,720	50,000	(720)	-1.42%
402 District Dues	148,193	136,018	137,908	162,400	154,100	(8,300)	-5.11%
403 Legal Services	233,716	193,544	194,942	234,000	234,000	-	0.00%
404 Deputy Superintendent	42,391	41,853	34,350	69,900	79,140	9,240	13.22%
405 Asst Super Of Student Serv	59,002	101,892	91,260	78,543	68,268	(10,275)	-13.08%
408 Chief Financial Officer	5,209	8,379	6,658	8,897	8,897	-	0.00%
409 Communications	261,374	167,358	143,637	156,450	177,076	20,626	13.18%
410 Safety Security	647,132	642,140	631,696	659,000	736,520	77,520	11.76%
411 Special Projects	2,925	159	9,300	81,400	9,300	(72,100)	-88.57%
501 Finance	30,573	66,193	37,864	96,950	88,570	(8,380)	-8.64%
502 Internal Equip Fin	340,184	28,530	(143,757)	9,188	(5,273)	(14,461)	-157.39%
503 Risk Mgmt	1,466,019	1,377,862	1,519,696	1,589,771	1,638,553	48,782	3.07%
504 Food Services	3,105,265	2,673,516	2,697,034	3,373,314	3,296,951	(76,363)	-2.26%
505 Purchasing	5,633	6,312	3,438	9,340	10,455	1,115	11.94%
506 Print Shop	(43,159)	(33,314)	(44,705)	(24,650)	(24,650)	-	0.00%
507 School Stores	21,694	33,598	24,100	28,925	28,925	-	0.00%

OPERATING EXPENSES BY PROGRAM EXCLUDING SALARY & BENEFITS (CONTINUED)							
	2014-2015 OPERATING	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 PROJECTIONS	2018-2019 BUDGET	FY18 VS FY19	% CHG
508 Warehouse	(170,902)	33,707	39,903	48,000	47,970	(30)	-0.06%
509 Mailroom	36,919	33,388	27,565	40,025	35,800	(4,225)	-10.56%
510 Technology	3,280,255	2,553,766	2,528,879	3,560,515	3,606,945	46,430	1.30%
511 Human Resources	96,149	95,395	77,344	96,296	96,247	(49)	-0.05%
512 Transportation	440,603	337,674	496,269	597,030	704,980	107,950	18.08%
513 SSD Transportation	243,804	197,985	222,358	303,265	301,225	(2,040)	-0.67%
551 Facility Operations	435,479	404,641	407,194	422,500	419,450	(3,050)	-0.72%
552 Facility Maintenance	1,047,657	1,166,437	1,174,197	1,377,610	1,065,750	(311,860)	-22.64%
553 Grounds Maintenance	365,352	423,507	357,704	516,500	491,520	(24,980)	-4.84%
554 Planning	92,430	83,273	181,652	120,000	139,138	19,138	15.95%
555 Environmental Svcs	326,714	317,521	481,492	280,900	276,750	(4,150)	-1.48%
556 Facility Management	315,606	273,638	270,539	329,500	322,550	(6,950)	-2.11%
557 Sustainability	5,581,102	4,913,277	4,601,886	5,242,170	5,109,810	(132,360)	-2.52%
702 Debt Service	4,250	6,000	3,000	-	-	-	0.00%
805 Grants	653,625	1,484,326	733,267	666,470	556,832	(109,638)	-16.45%
900 Student Activities	3,560,788	3,257,015	3,483,588	3,500,000	3,500,000	-	0.00%
<b>TOTAL</b>	<b>30,690,034</b>	<b>32,885,280</b>	<b>31,395,920</b>	<b>37,516,992</b>	<b>34,716,159</b>	<b>(2,800,833)</b>	<b>-7.47%</b>



# ORGANIZATIONAL SECTION







# PARKWAY

## SCHOOLS

HIGHER EXPECTATIONS.  
BRIGHTER FUTURES.

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

[www.parkwayschools.net](http://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

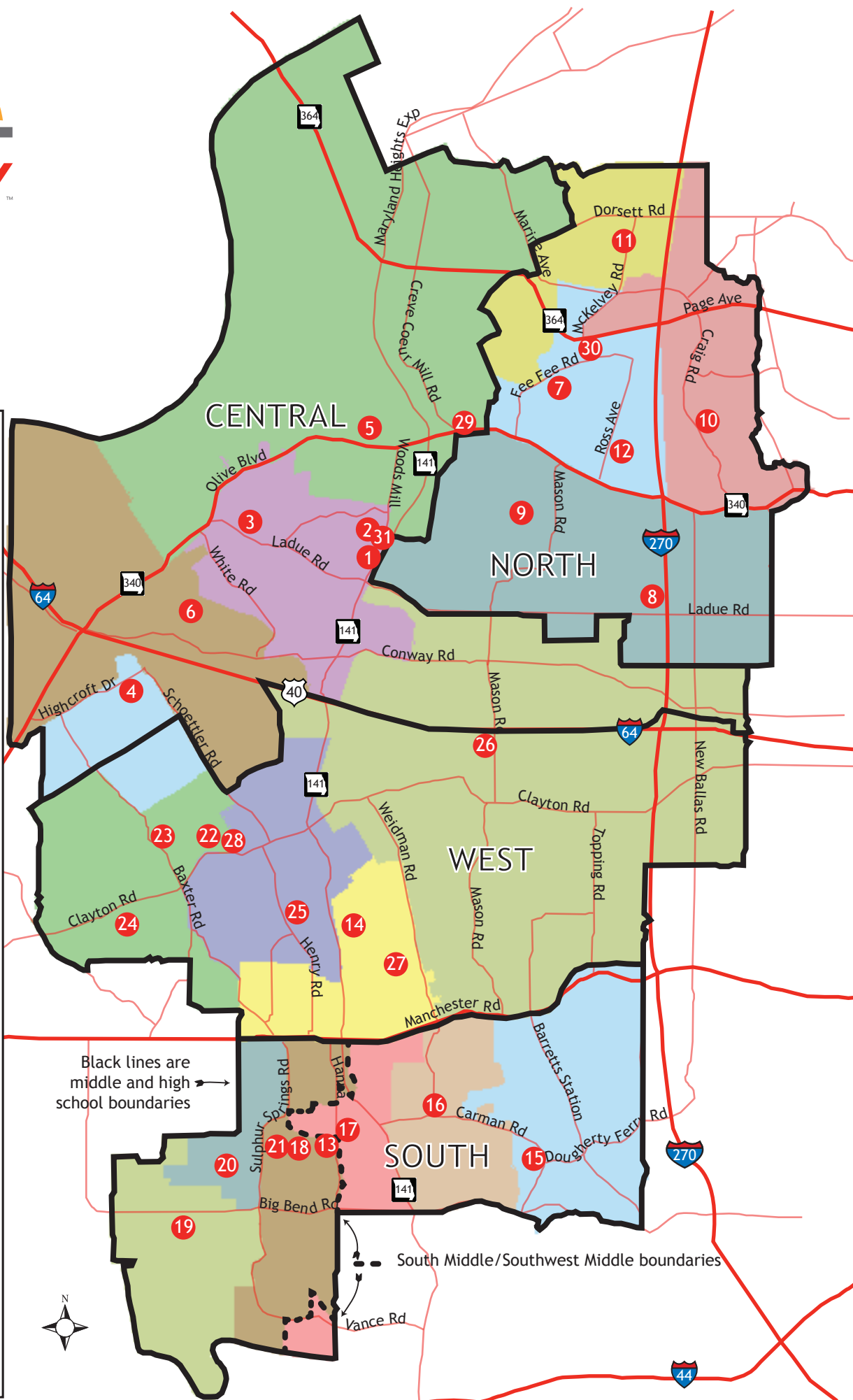
13. South High
14. South Middle
15. Barretts Elementary
16. Carman Trails Elementary
17. Hanna Woods Elementary
18. Southwest Middle
19. Oak Brook Elementary
20. Sorrento Springs Elementary
21. Wren Hollow Elementary

### 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 May, 2018

**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/Asst. Melissa Hellwig  
 9:05 a.m. - 4 p.m.

**Hanna Woods Elementary N (17)**  
 720 Hanna Rd., Manchester, 63021  
 314-415-6300 Fax 314-415-6318  
 Dr. Kristy Roberts/Asst. Debbie Reid  
 8:20 a.m. - 3:15 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.

**Bellerive Elementary N (15)**  
 620 Rue de Fleur Dr., Creve Coeur, 63141  
 314-415-6050 Fax 314-415-6062  
 Dr. Jami DeBosch/Asst. Scott Davidson  
 9:05 a.m. - 4 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.

**River Bend Elementary N (14)**  
 224 River Valley Dr., Chesterfield, 63017  
 314-415-6650 Fax 314-415-6669  
 Jaime Otto/Asst. Dr. Alicia Bottorff  
 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. Allison Love/Asst. Dr. Robert Villigram  
 9:05 a.m. - 4 p.m.

**Highcroft Ridge Elementary N (22)**  
 15380 Highcroft Dr., Chesterfield, 63017  
 314-415-6400 Fax 314-415-6419  
 Cartelia Lucas/Asst. Diana Schumacher  
 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. Malissa Beecham-Judge  
 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.

**Mason Ridge Elementary N (05)**  
 715 S. Mason Rd., Town & Country, 63141  
 314-415-6450 Fax 314-415-6462  
 Dr. Jenn Dieken-Buchek/Asst. JaNae' Alfred  
 9:05 a.m. - 4 p.m.

**Shenandoah Valley Elementary (20)**  
 15399 Appalachian Trail, Chesterfield, 63017  
 314-415-6750 Fax 314-415-6762  
 Dr. Greg Cicotte/Asst. Debbie Palazzola  
 9:05 a.m. - 4 p.m.

**Craig Elementary N (09)**  
 1492 Craig Rd., St. Louis, 63146  
 314-415-6200 Fax 314-415-6212  
 Dr. David Duckworth/Asst. Berin Waller  
 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 Karll  
 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/Asst. Daniel Moore  
 7:35 a.m. - 2:30 p.m.

**Green Trails Elementary N (08)**  
 170 Portico Dr., Chesterfield, 63017  
 314-415-6250 Fax 314-415-6262  
 Dr. Rene Sommers/Asst. Andrew Ging  
 8:20 a.m. - 3:15 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.

**Wren Hollow Elementary P (1/2 & full) (19)**  
 655 Wren Ave., Manchester, 63021  
 314-415-6850 Fax 314-415-6862  
 Katie Terbrock/Asst. Colin Hanna  
 9:05 a.m. - 4 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 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 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. Corey  
 Sink  
 7:35 a.m. - 2:30 p.m.

**Parkway Northeast Middle N (45)**  
 181 Coeur DeVille Dr., Creve Coeur, 63141  
 314-415-7100 Fax 314-415-7113  
 Dr. Jennifer Sebold/Assts. Dr. Felicia Boyd,  
 Mike Hazelton  
 Dr. Joey Kneer,  
 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.

**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.

**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 North High N P (56)**  
 12860 Fee Fee Rd., St. Louis, 63146  
 314-415-7600 Fax 314-415-7614  
 Dr. Tori Cain/Assts. Jada Bell  
 Dr. Rhonda Page, Mike Rizzo, Greg Wagener  
 7:35 a.m. - 2:30 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.

**Early Childhood Center North P (1/2 & Full)**  
 12790 Fee Fee Rd, Creve Coeur, MO 63146  
 314-415-9670

**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

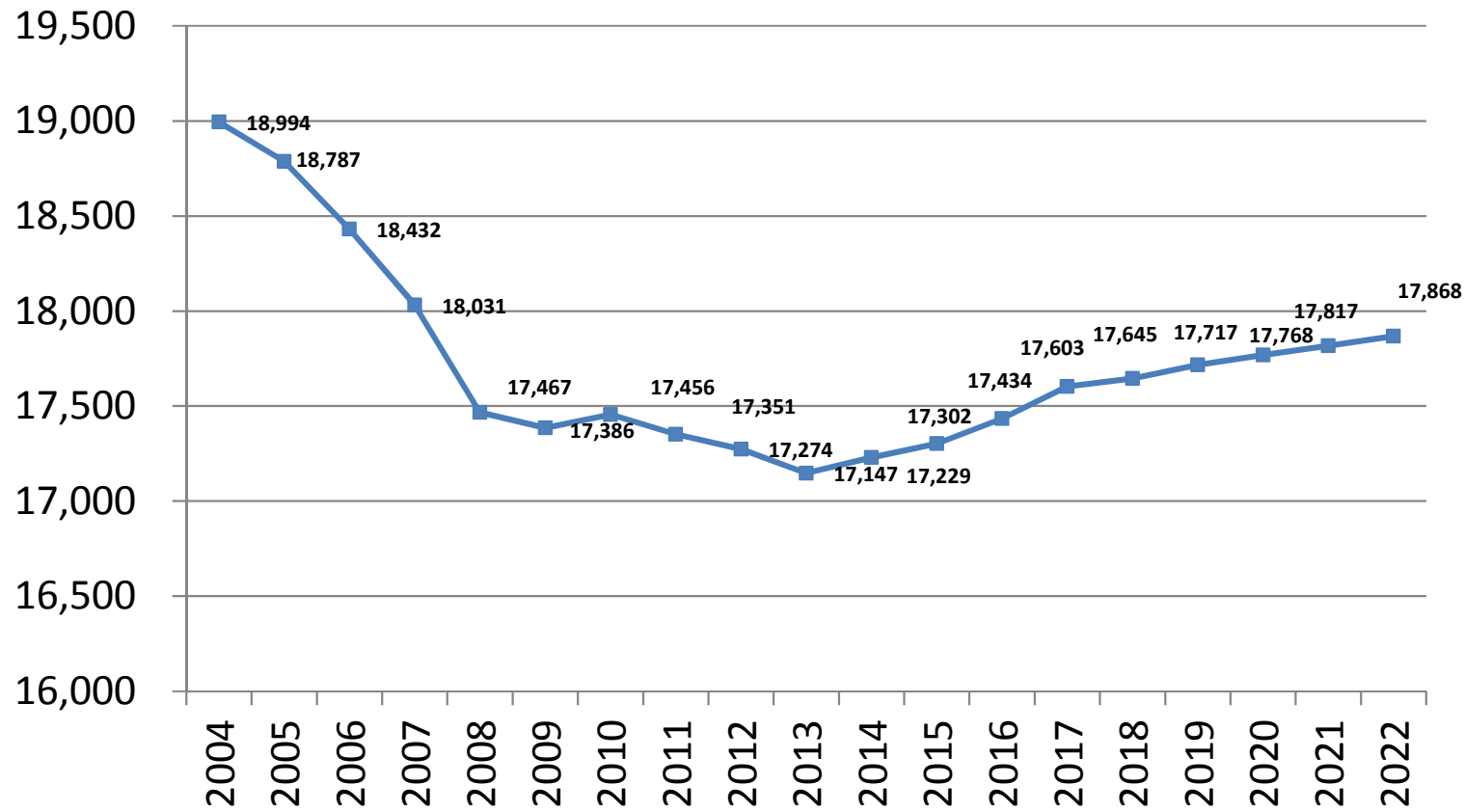
**Parkway Southwest Middle N (46)**  
 701 Wren Ave., Manchester, 63021  
 314-415-7300 Fax 314-415-7334  
 Aaron McPherson/ Assts. Dr. Nedra Clark,  
 Susan Doering  
 8:20 a.m. - 3:15 p.m.

**Parkway South High N (58)**  
 801 Hanna Rd., Manchester, 63021  
 314-415-7700 Fax 314-415-7712  
 Dr. Patrice Aitch/Assts. Dr. Darryl Diggs, Lori  
 Maddox, Angie Pappas-Muyco, Michelle  
 Thompson, Dr. Eric Wilhelm  
 7:35 a.m. - 2:30 p.m.

**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 current 2017 enrollment at each building and the total expected enrollment at each school through the 2022-23 school year.

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Bellerive	381	371	358	355	357	345
Craig	481	486	496	508	542	556
McKelvey	623	661	692	719	746	755
Ross	368	341	331	332	334	340
Green Trails	429	419	429	431	427	423
Highcroft Ridge	354	357	378	376	381	395
River Bend	438	465	480	484	496	502
Shenandoah Valley	466	473	480	497	490	493
Claymont	488	492	465	463	476	473
Henry	574	607	623	626	635	636
Mason Ridge	472	475	473	461	457	418
Pierremont	434	428	438	452	446	441
Barretts	388	388	370	371	374	366
Carman Trails	438	439	434	425	425	420
Hanna Woods	449	458	468	469	473	477
Oak Brook	519	523	534	545	560	553
Sorrento Springs	277	263	255	257	246	243
Wren Hollow	402	398	403	403	397	399
<b>Elementary Schools</b>	<b>7,981</b>	<b>8,044</b>	<b>8,107</b>	<b>8,174</b>	<b>8,262</b>	<b>8,235</b>
Northeast Middle	826	889	897	890	830	830
Central Middle	887	884	890	873	899	947
West Middle	-1,081	1,107	1,140	1,156	1,184	1,224
Southwest Middle	704	669	633	598	582	597
South Middle	607	591	588	601	595	587
<b>Middle Schools</b>	<b>4,105</b>	<b>4,140</b>	<b>4,148</b>	<b>4,118</b>	<b>4,090</b>	<b>4,185</b>
North High	1,103	1,054	1,040	1,035	1,049	1,082
Central High	1,274	1,244	1,215	1,221	1,167	1,122
West High	1,378	1,409	1,451	1,468	1,488	1,552
South High	1,678	1,674	1,676	1,672	1,681	1,612
Fern Ridge	84	80	80	80	80	80
<b>High Schools</b>	<b>5,517</b>	<b>5,461</b>	<b>5,462</b>	<b>5,476</b>	<b>5,465</b>	<b>5,448</b>
<b>District Total</b>	<b>17,603</b>	<b>17,645</b>	<b>17,717</b>	<b>17,768</b>	<b>17,817</b>	<b>17,868</b>

The table below provides the current 2017 enrollment and projections by building for resident students only. As the totals at the bottom of the table show, we expect resident student enrollment to increase over the next several years.

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Resident Students</b>						
<b>Does Not Include Phase II Students</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Bellerive	328	327	325	329	340	334
Craig	460	461	471	480	511	523
McKelvey	616	655	688	714	744	754
Ross	350	325	320	322	326	337
Green Trails	413	401	410	410	405	397
Highcroft Ridge	307	322	342	347	353	366
River Bend	400	426	447	452	472	483
Shenandoah Valley	432	442	464	486	482	485
Claymont	447	451	431	432	445	443
Henry	548	579	595	597	605	606
Mason Ridge	420	428	431	431	439	405
Pierremont	397	396	409	426	421	415
Barretts	327	335	331	337	349	349
Carman Trails	399	401	401	396	402	399
Hanna Woods	410	421	441	441	443	446
Oak Brook	494	500	509	518	530	524
Sorrento Springs	252	244	240	243	231	226
Wren Hollow	365	364	371	380	376	381
<b>Elementary Schools</b>	<b>7,365</b>	<b>7,478</b>	<b>7,626</b>	<b>7,741</b>	<b>7,874</b>	<b>7,873</b>
Northeast Middle	774	841	849	850	795	811
Central Middle	805	808	812	811	843	903
West Middle	971	1,002	1,045	1,068	1,098	1,155
Southwest Middle	649	611	579	552	552	575
South Middle	506	495	490	517	515	535
<b>Middle Schools</b>	<b>3,705</b>	<b>3,757</b>	<b>3,775</b>	<b>3,798</b>	<b>3,803</b>	<b>3,979</b>
North High	1,052	998	973	965	985	1,020
Central High	1,194	1,162	1,127	1,128	1,087	1,060
West High	1,277	1,303	1,325	1,343	1,376	1,445
South High	1,569	1,536	1,514	1,488	1,501	1,435
Fern Ridge	71	70	70	70	70	70
<b>High Schools</b>	<b>5,163</b>	<b>5,069</b>	<b>5,009</b>	<b>4,994</b>	<b>5,019</b>	<b>5,030</b>
<b>District Total</b>	<b>16,233</b>	<b>16,304</b>	<b>16,410</b>	<b>16,533</b>	<b>16,696</b>	<b>16,882</b>

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.

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Nonresident Students</b>						
<b>Does Not Include Phase II Students</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Bellerive	33	27	19	16	9	5
Craig	17	22	21	23	25	26
McKelvey	1	0	0	0	0	0
Ross	16	14	10	9	7	2
Green Trails	16	18	19	21	21	25
Highcroft Ridge	41	32	33	27	28	29
River Bend	37	38	33	32	24	19
Shenandoah Valley	21	19	15	11	8	7
Claymont	37	37	31	29	30	30
Henry	19	20	21	22	23	23
Mason Ridge	47	43	38	27	16	13
Pierremont	34	29	25	21	20	20
Barretts	55	47	33	27	18	12
Carman Trails	31	26	21	19	15	13
Hanna Woods	29	27	17	17	18	18
Oak Brook	24	23	25	27	29	28
Sorrento Springs	25	19	15	14	15	17
Wren Hollow	36	33	32	23	21	18
<b>Elementary Schools</b>	<b>519</b>	<b>474</b>	<b>408</b>	<b>365</b>	<b>327</b>	<b>305</b>
Northeast Middle	34	32	34	27	22	9
Central Middle	74	72	74	57	52	39
West Middle	87	87	77	74	69	51
Southwest Middle	50	53	50	44	29	22
South Middle	86	81	79	66	57	28
<b>Middle Schools</b>	<b>331</b>	<b>325</b>	<b>314</b>	<b>268</b>	<b>229</b>	<b>149</b>
North High	36	38	42	32	17	14
Central High	73	71	75	81	69	56
West High	83	83	100	92	82	78
South High	98	119	138	150	144	138
Fern Ridge	13	10	10	10	10	10
<b>High Schools</b>	<b>303</b>	<b>321</b>	<b>365</b>	<b>365</b>	<b>322</b>	<b>296</b>
<b>District Total</b>	<b>1,153</b>	<b>1,120</b>	<b>1,087</b>	<b>998</b>	<b>878</b>	<b>750</b>

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

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Phase II Students</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Bellerive	20	17	14	10	8	6
Craig	4	3	4	5	6	7
McKelvey	6	6	4	5	2	1
Ross	2	2	1	1	1	1
Green Trails	0	0	0	0	1	1
Highcroft Ridge	6	3	3	2	0	0
River Bend	1	1	0	0	0	0
Shenandoah Valley	13	12	1	0	0	1
Claymont	4	4	3	2	1	0
Henry	7	8	7	7	7	7
Mason Ridge	5	4	4	3	2	0
Pierremont	3	3	4	5	5	6
Barretts	6	6	6	7	7	5
Carman Trails	8	12	12	10	8	8
Hanna Woods	10	10	10	11	12	13
Oak Brook	1	0	0	0	1	1
Sorrento Springs	0	0	0	0	0	0
Wren Hollow	1	1	0	0	0	0
<b>Elementary Schools</b>	<b>97</b>	<b>92</b>	<b>73</b>	<b>68</b>	<b>61</b>	<b>57</b>
Northeast Middle	18	16	14	13	13	10
Central Middle	8	4	4	5	4	5
West Middle	23	18	18	14	17	18
Southwest Middle	5	5	4	2	1	0
South Middle	15	15	19	18	23	24
<b>Middle Schools</b>	<b>69</b>	<b>58</b>	<b>59</b>	<b>52</b>	<b>58</b>	<b>57</b>
North High	15	18	25	38	47	48
Central High	7	11	13	12	11	6
West High	18	23	26	33	30	29
South High	11	19	24	34	36	39
Fern Ridge	0	0	0	0	0	0
<b>High Schools</b>	<b>51</b>	<b>71</b>	<b>88</b>	<b>117</b>	<b>124</b>	<b>122</b>
<b>District Total</b>	<b>217</b>	<b>221</b>	<b>220</b>	<b>237</b>	<b>243</b>	<b>236</b>

This table provides the current 2017 enrollment numbers, as well as five-year projections by high school attendance area.

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Student Population by High School Attendance Area</b>						
	<b>Current</b>	<b>Projected</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Resident Students***</b>						
North Area	3,651	3,677	3,696	3,730	3,771	3,849
Central Area	3,551	3,561	3,602	3,634	3,642	3,694
West Area	4,060	4,159	4,236	4,297	4,384	4,469
South Area	4,971	4,907	4,876	4,872	4,899	4,870
<b>District</b>	<b>16,233</b>	<b>16,304</b>	<b>16,410</b>	<b>16,533</b>	<b>16,696</b>	<b>16,882</b>
<b>Nonresident Students***</b>						
North Area	150	143	136	117	90	66
Central Area	262	250	249	229	202	175
West Area	307	299	292	265	240	215
South Area	434	428	410	387	346	294
<b>District</b>	<b>1,153</b>	<b>1,120</b>	<b>1,087</b>	<b>998</b>	<b>878</b>	<b>750</b>
<b>Total Students**</b>						
North Area	3,866	3,882	3,894	3,919	3,938	3,988
Central Area	3,848	3,842	3,872	3,882	3,860	3,882
West Area	4,427	4,518	4,590	4,626	4,686	4,744
South Area	5,462	5,403	5,361	5,341	5,333	5,254
<b>District</b>	<b>17,603</b>	<b>17,645</b>	<b>17,717</b>	<b>17,768</b>	<b>17,817</b>	<b>17,868</b>
<b>Phase II Students</b>						
North Area	65	62	62	72	77	73
Central Area	35	31	21	19	16	13
West Area	60	60	62	64	62	60
South Area	57	68	75	82	88	90
<b>District</b>	<b>217</b>	<b>221</b>	<b>220</b>	<b>237</b>	<b>243</b>	<b>236</b>

\*\* 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				
	2017	2018	2019	2020	2021	2022
<b>Bellerive</b>						
K	60	55	56	57	58	57
1	68	60	55	55	56	57
2	58	70	62	57	57	58
3	58	55	66	59	54	54
4	69	60	57	69	61	56
5	68	71	62	58	71	63
<b>Total</b>	<b>381</b>	<b>371</b>	<b>358</b>	<b>355</b>	<b>357</b>	<b>345</b>
<b>Craig</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	92	87	90	92	93	94
1	77	93	86	88	90	91
2	58	80	95	88	90	92
3	80	61	82	97	90	92
4	81	82	61	82	97	90
5	93	83	82	61	82	97
<b>Total</b>	<b>481</b>	<b>486</b>	<b>496</b>	<b>508</b>	<b>542</b>	<b>556</b>
<b>McKelvey</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	121	115	118	117	120	119
1	116	126	120	123	122	125
2	99	118	128	122	125	124
3	105	105	125	136	129	133
4	99	102	103	122	133	126
5	83	95	98	99	117	128
<b>Total</b>	<b>623</b>	<b>661</b>	<b>692</b>	<b>719</b>	<b>746</b>	<b>755</b>
<b>Ross</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	68	60	62	65	65	64
1	55	71	61	63	66	66
2	57	51	65	56	58	61
3	55	51	46	58	49	51
4	58	50	47	43	53	45
5	75	58	50	47	43	53
<b>Total</b>	<b>368</b>	<b>341</b>	<b>331</b>	<b>332</b>	<b>334</b>	<b>340</b>

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students - Central Area Elementary Schools</b>						
	<b>Current</b>	<b>Projected</b>				
<b>Green Trails</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	56	61	61	60	60	58
1	64	60	65	64	63	63
2	73	72	67	72	71	70
3	71	76	75	70	75	74
4	70	75	80	79	73	79
5	95	75	81	86	85	79
<b>Total</b>	<b>429</b>	<b>419</b>	<b>429</b>	<b>431</b>	<b>427</b>	<b>423</b>
<b>Highcroft Ridge</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	63	55	57	59	60	60
1	51	68	59	61	63	64
2	62	52	70	61	63	65
3	66	62	52	69	61	63
4	48	71	67	57	75	66
5	64	49	73	69	59	77
<b>Total</b>	<b>354</b>	<b>357</b>	<b>378</b>	<b>376</b>	<b>381</b>	<b>395</b>
<b>River Bend</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	87	79	79	81	82	82
1	77	89	80	80	82	83
2	72	74	86	77	77	79
3	76	73	76	88	79	79
4	68	80	76	80	93	83
5	58	70	83	78	83	96
<b>Total</b>	<b>438</b>	<b>465</b>	<b>480</b>	<b>484</b>	<b>496</b>	<b>502</b>
<b>Shenandoah Valley</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	77	80	80	79	79	81
1	84	82	83	84	83	83
2	90	81	77	80	81	80
3	66	90	79	77	80	81
4	71	70	93	85	83	86
5	78	70	68	92	84	82
<b>Total</b>	<b>466</b>	<b>473</b>	<b>480</b>	<b>497</b>	<b>490</b>	<b>493</b>

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students - West Area Elementary Schools</b>						
	<b>Current</b>	<b>Projected</b>				
<b>Claymont</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	74	69	70	71	72	71
1	75	76	71	72	73	74
2	68	79	81	75	76	77
3	83	71	83	85	79	80
4	110	85	73	86	88	81
5	78	112	87	74	88	90
<b>Total</b>	<b>488</b>	<b>492</b>	<b>465</b>	<b>463</b>	<b>476</b>	<b>473</b>
<b>Henry</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	92	87	88	89	90	90
1	98	101	95	97	98	99
2	93	101	104	98	100	101
3	105	100	108	111	105	107
4	100	114	109	117	120	114
5	86	104	119	114	122	125
<b>Total</b>	<b>574</b>	<b>607</b>	<b>623</b>	<b>626</b>	<b>635</b>	<b>636</b>
<b>Mason Ridge</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	50	68	68	66	64	63
1	96	51	68	68	66	64
2	76	103	55	73	73	71
3	86	80	109	58	78	78
4	82	88	82	112	60	80
5	82	85	91	84	116	62
<b>Total</b>	<b>472</b>	<b>475</b>	<b>473</b>	<b>461</b>	<b>457</b>	<b>418</b>
<b>Pierremont</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
K	54	63	63	65	66	66
1	72	58	67	66	68	69
2	81	80	64	74	73	76
3	66	85	84	67	78	77
4	71	69	89	88	70	81
5	90	73	71	92	91	72
<b>Total</b>	<b>434</b>	<b>428</b>	<b>438</b>	<b>452</b>	<b>446</b>	<b>441</b>

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students - South Area Elementary Schools</b>						
	<b>Current</b>	<b>Projected</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Barretts</b>						
K	55	60	60	61	61	60
1	68	55	60	60	61	61
2	60	70	57	62	62	63
3	63	61	71	58	63	63
4	81	63	61	71	58	63
5	61	79	61	59	69	56
<b>Total</b>	<b>388</b>	<b>388</b>	<b>370</b>	<b>371</b>	<b>374</b>	<b>366</b>
<b>Carman Trails</b>						
K	64	73	72	73	73	74
1	77	67	72	70	71	70
2	68	76	66	71	69	70
3	81	70	77	67	72	70
4	76	82	71	78	68	73
5	72	71	76	66	72	63
<b>Total</b>	<b>438</b>	<b>439</b>	<b>434</b>	<b>425</b>	<b>425</b>	<b>420</b>
<b>Hanna Woods</b>						
K	79	83	81	82	83	83
1	79	79	83	81	82	83
2	75	76	76	80	78	79
3	77	74	75	75	78	77
4	69	79	76	77	77	80
5	70	67	77	74	75	75
<b>Total</b>	<b>449</b>	<b>458</b>	<b>468</b>	<b>469</b>	<b>473</b>	<b>477</b>
<b>Oak Brook</b>						
K	85	81	82	85	83	86
1	96	88	85	86	90	87
2	79	103	94	91	92	96
3	84	79	103	94	91	92
4	84	87	82	106	97	94
5	91	85	88	83	107	98
<b>Total</b>	<b>519</b>	<b>523</b>	<b>534</b>	<b>545</b>	<b>560</b>	<b>553</b>
<b>Sorrento Springs</b>						
K	38	47	45	43	43	44
1	48	38	47	45	43	43
2	55	47	37	46	44	42
3	37	52	44	35	44	42
4	46	35	49	41	33	41
5	53	44	33	47	39	31
<b>Total</b>	<b>277</b>	<b>263</b>	<b>255</b>	<b>257</b>	<b>246</b>	<b>243</b>
<b>Wren Hollow</b>						
K	71	66	68	68	67	69
1	67	71	66	68	68	67
2	71	65	69	64	66	66
3	65	70	64	68	63	65
4	60	65	70	64	68	63
5	68	61	66	71	65	69
<b>Total</b>	<b>402</b>	<b>398</b>	<b>403</b>	<b>403</b>	<b>397</b>	<b>399</b>

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students – Middle Schools</b>						
	<b>Current</b>	<b>Projected</b>				
<b>Northeast Middle</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
6	285	311	298	282	255	301
7	292	288	314	299	282	254
8	249	290	285	309	293	275
<b>Total</b>	<b>826</b>	<b>889</b>	<b>897</b>	<b>890</b>	<b>830</b>	<b>830</b>
<b>Central Middle</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
6	318	296	265	305	326	314
7	267	324	303	269	309	330
8	302	264	322	299	264	303
<b>Total</b>	<b>887</b>	<b>884</b>	<b>890</b>	<b>873</b>	<b>899</b>	<b>947</b>
<b>West Middle</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
6	371	354	394	389	384	437
7	373	380	364	404	398	392
8	337	373	382	363	402	395
<b>Total</b>	<b>1,081</b>	<b>1,107</b>	<b>1,140</b>	<b>1,156</b>	<b>1,184</b>	<b>1,224</b>
<b>South Middle</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
6	189	196	211	206	191	206
7	211	185	191	206	200	184
8	207	210	186	189	204	197
<b>Total</b>	<b>607</b>	<b>591</b>	<b>588</b>	<b>601</b>	<b>595</b>	<b>587</b>
<b>Southwest Middle</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
6	223	216	194	190	203	212
7	231	224	217	194	189	201
8	250	229	222	214	190	184
<b>Total</b>	<b>704</b>	<b>669</b>	<b>633</b>	<b>598</b>	<b>582</b>	<b>597</b>

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students - High Schools</b>						
	<b>Current</b>	<b>Projected</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>North High</b>						
9	279	240	277	270	292	277
10	273	280	241	278	268	289
11	283	268	273	234	273	260
12	268	266	249	253	216	256
<b>Total</b>	<b>1,103</b>	<b>1,054</b>	<b>1,040</b>	<b>1,035</b>	<b>1,049</b>	<b>1,082</b>
<b>Central High</b>						
9	348	308	269	327	302	267
10	308	342	304	263	318	294
11	290	309	340	300	257	314
12	328	285	302	331	290	247
<b>Total</b>	<b>1,274</b>	<b>1,244</b>	<b>1,215</b>	<b>1,221</b>	<b>1,167</b>	<b>1,122</b>
<b>West High</b>						
9	352	359	395	405	381	423
10	366	343	347	381	389	368
11	342	373	346	347	382	390
12	318	334	363	335	336	371
<b>Total</b>	<b>1,378</b>	<b>1,409</b>	<b>1,451</b>	<b>1,468</b>	<b>1,488</b>	<b>1,552</b>
<b>South High</b>						
9	388	465	445	414	406	399
10	406	386	461	440	409	401
11	434	407	383	456	435	401
12	450	416	387	362	431	411
<b>Total</b>	<b>1,678</b>	<b>1,674</b>	<b>1,676</b>	<b>1,672</b>	<b>1,681</b>	<b>1,612</b>
<b>Fern Ridge</b>						
9	0	0	0	0	0	0
10	12	3	3	3	3	3
11	36	29	29	29	29	29
12	36	48	48	48	48	48
<b>Total</b>	<b>84</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>District</b>						
K	1,286	1,289	1,300	1,313	1,319	1,321
1	1,368	1,333	1,323	1,331	1,345	1,349
2	1,295	1,398	1,353	1,347	1,355	1,370
3	1,324	1,315	1,419	1,372	1,368	1,378
4	1,343	1,357	1,346	1,457	1,407	1,401
5	1,365	1,352	1,366	1,354	1,468	1,416
6	1,386	1,373	1,362	1,372	1,359	1,470
7	1,374	1,401	1,389	1,372	1,378	1,361
8	1,345	1,366	1,397	1,374	1,353	1,354
9	1,367	1,372	1,386	1,416	1,381	1,366
10	1,365	1,354	1,356	1,365	1,387	1,355
11	1,385	1,386	1,371	1,366	1,376	1,394
12	1,400	1,349	1,349	1,329	1,321	1,333
<b>Total</b>	<b>17,603</b>	<b>17,645</b>	<b>17,717</b>	<b>17,768</b>	<b>17,817</b>	<b>17,868</b>



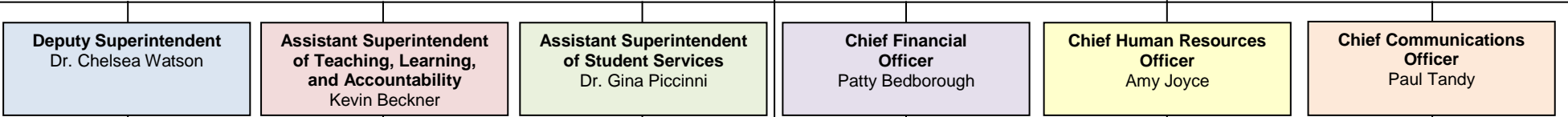
Parkway Students /Parents/Community/Schools/Staff

Admin. Asst./BOE/Superintendent  
Nikki Stover

Board of Education

Project Parkway Steering Committee

**Superintendent**  
Dr. Keith Marty



**Project Parkway Goals and Focus**

**Elementary and Secondary School (K-12)**  
Principals  
Assistant Principals

**Athletics and Activities**  
Director

**Project Parkway Coordination**

**Program Evaluation Coordination**

**Curriculum/Related Arts**  
Curriculum Coordinators  
**Early Learning (Pre-K)**  
Director

**Professional Learning & Innovation Team**  
**Choice Programs**, Director  
**CTE & MCL Programs**  
Coordinator  
**Fern Ridge HS & Missouri Options**, Coordinator  
**Talent Development**  
Coordinator  
**Technology Integration, Information & Library Media**, Coordinator  
**Technology & Innovation**  
Director

**Customized Learning Team**  
Coordinators

**Student Assessment**  
Coordinator

**CSIP/MSIP**  
**Federal Programs/ Grants/Title**  
**Program Evaluation**  
**Professional Learning Community**  
**Coordination**

**Data Management and Research**  
Director

**Health Services**  
Director

**Pupil Personnel and Diversity**  
Director

**Special Education**  
Director

**Counseling, Guidance and Character Education**  
Coordinator

**Special Services**  
Coordinator

**Student Discipline and Alternative Programs**  
Coordinator

**Alliance for Healthy Communities**  
Director

**School and Student Character Development**

**Budget and Fund Balance Management**  
**Finance**  
Director  
Accounts Payable  
Payroll  
Financial Reporting

**Facilities**  
Director  
Project Planning  
Maintenance  
Custodial

**Food and Nutritional Services**  
Director

**Purchasing & Sustainability**  
Director  
Better Building Challenge

**Technology & Innovation**  
Director

**Transportation**  
Director

**Employee Benefits and Staff Wellness**

**Risk Management**  
Liability and Workers Comp

**Grant Administration and Reporting**

**Human Resources**  
Director  
Coordinators

**Calendars**  
Academic  
Employment

**Liaison to Employee Groups/Unions**

**Operations Staff**

**Professional Development**

**Union Contract Administration**

**Workplace Harassment**

**Core Data**

**Volunteers**

**Compliance**

**Professional Learning Community**  
**Coordination**

**Government & Community Relations**  
Manager of Communications

**News Media Relations**  
Coordinator of Communications

**Safety and Emergency Management**  
Chief of Security

**Alumni Association**  
Executive Director

**Websites**

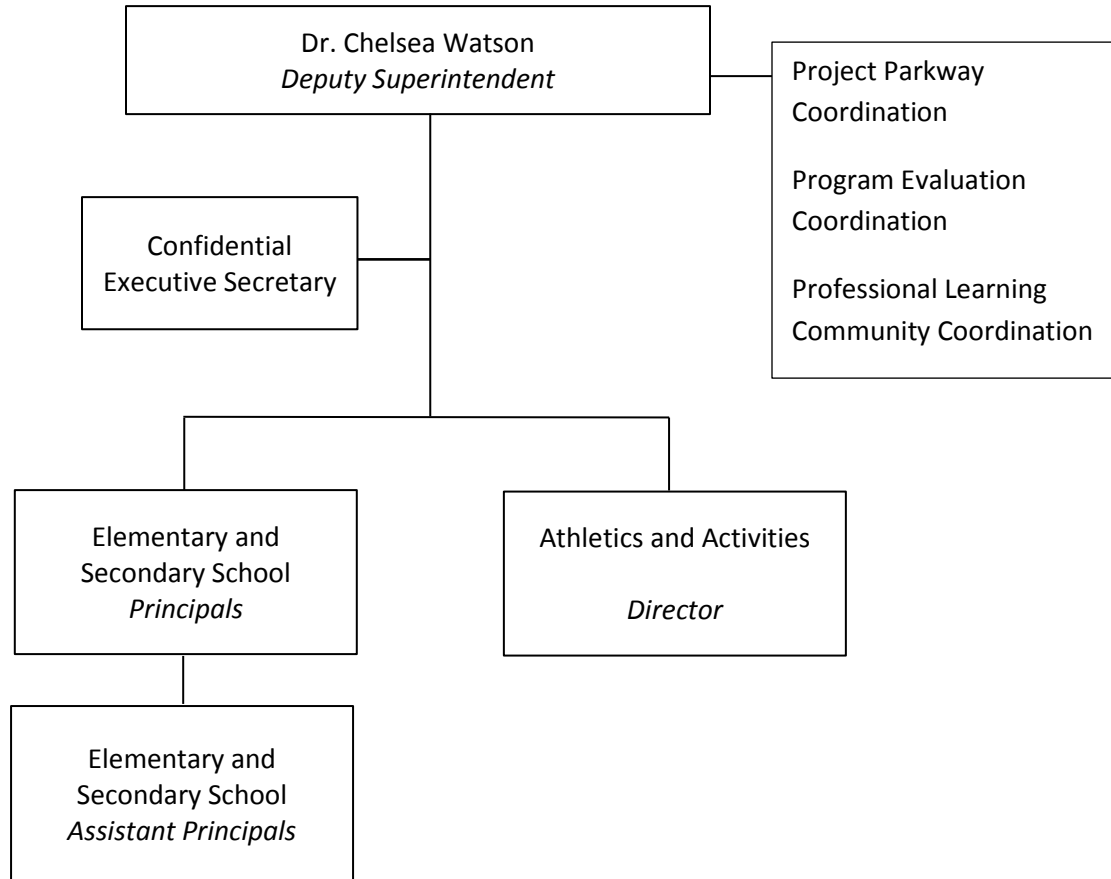
**Digital & Social Media**

**OASIS Program**

**Community Partnerships**

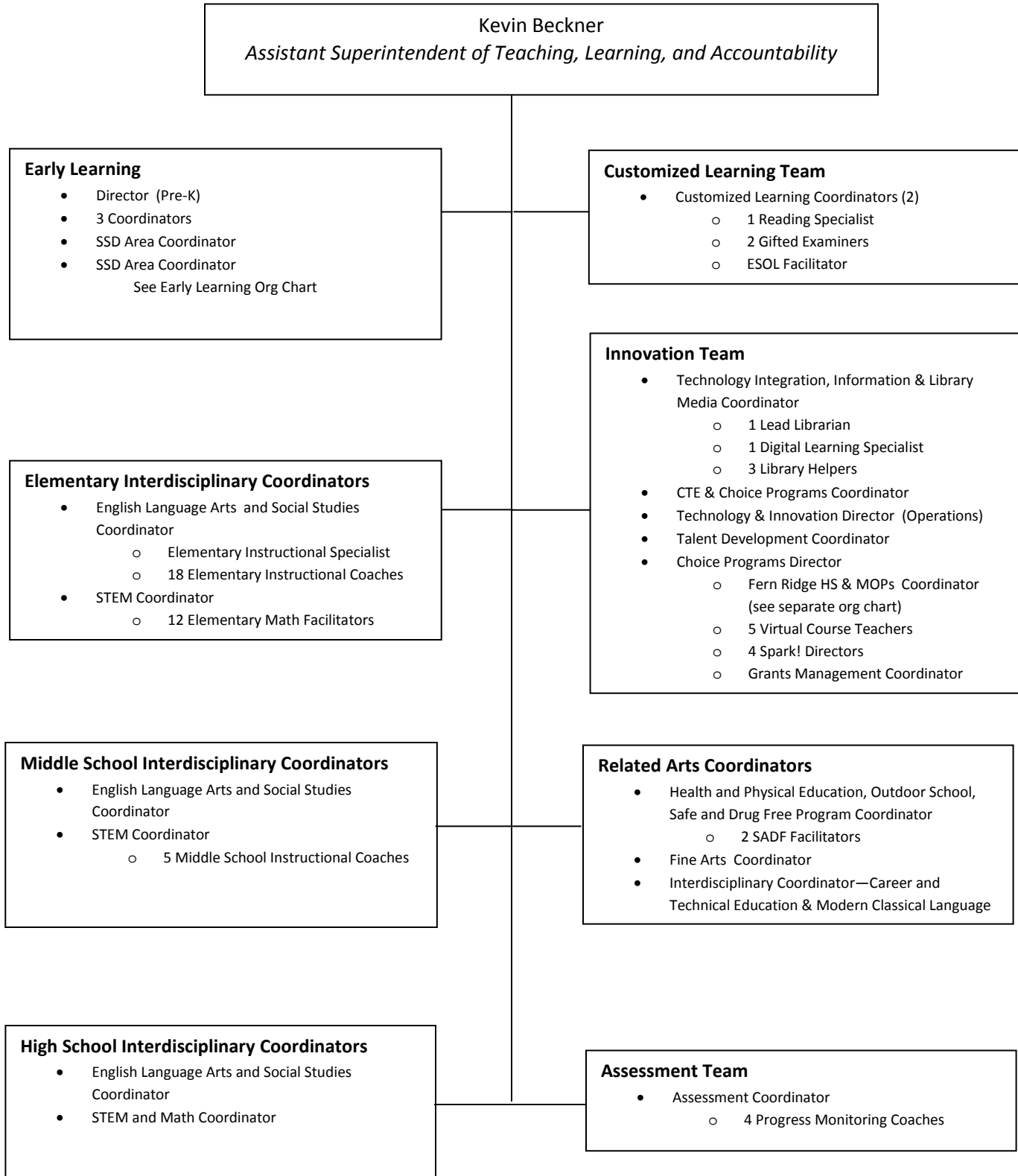
**Custodian of Records**

## DEPUTY SUPERINTENDENT

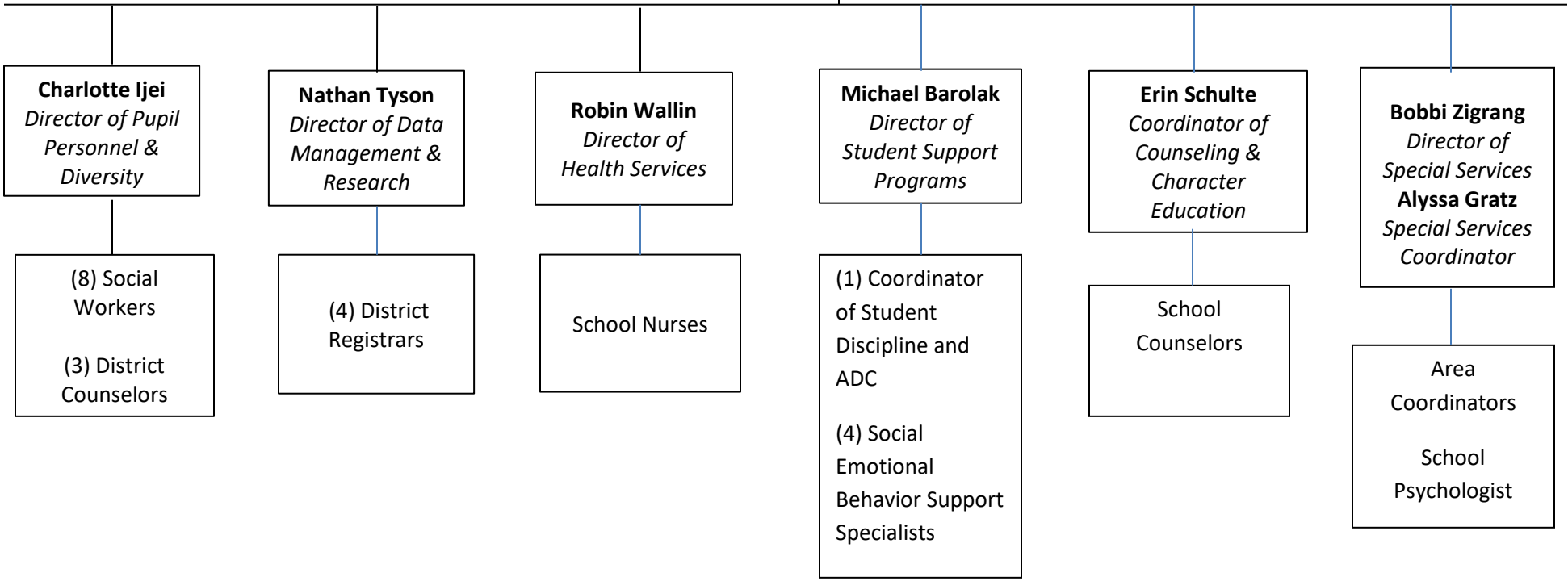




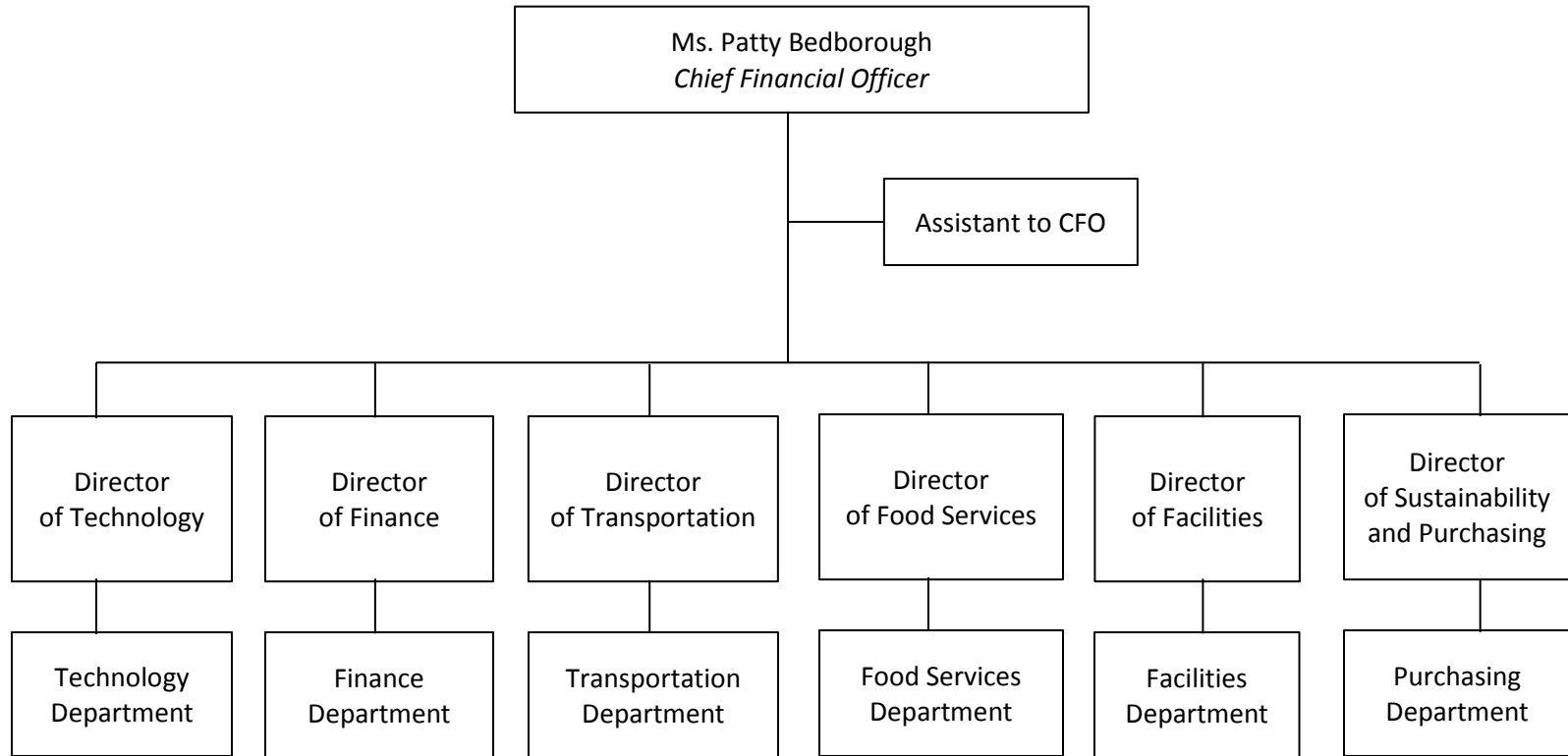
## TEACHING, LEARNING and ACCOUNTABILITY



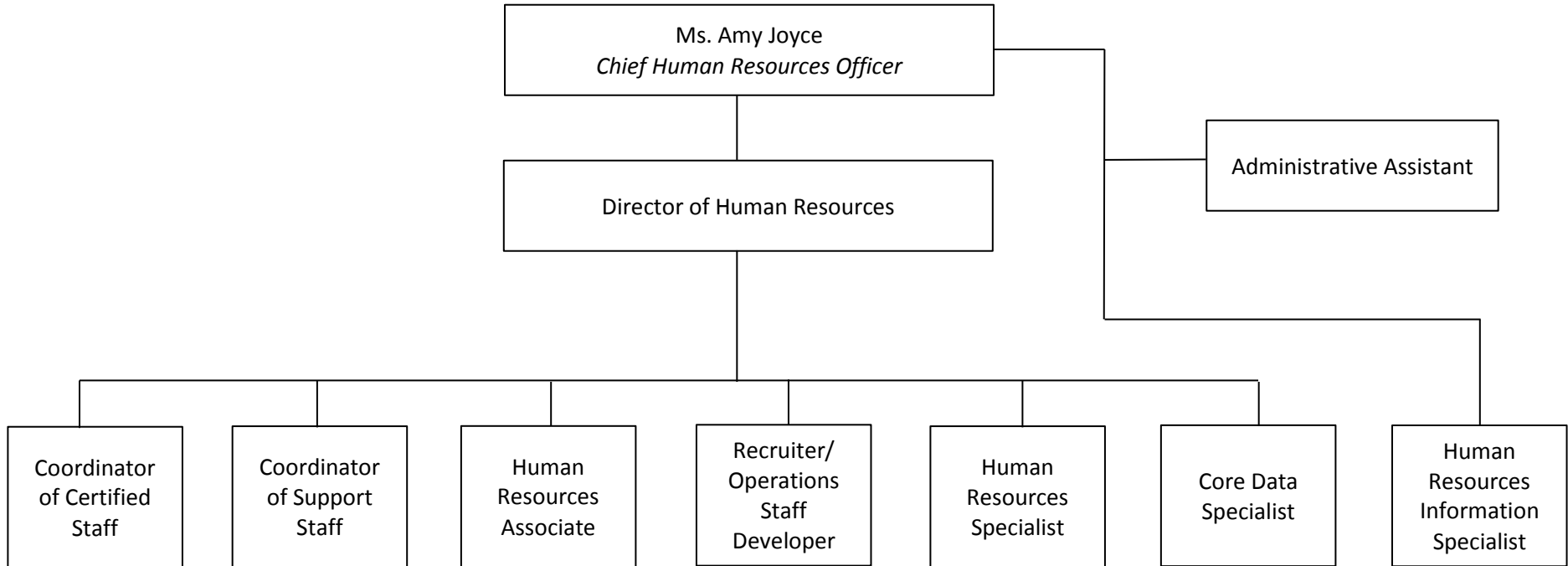
**Dr. Gina Piccinni**  
*Assistant Superintendent of Student Services*



## FINANCE and OPERATIONS

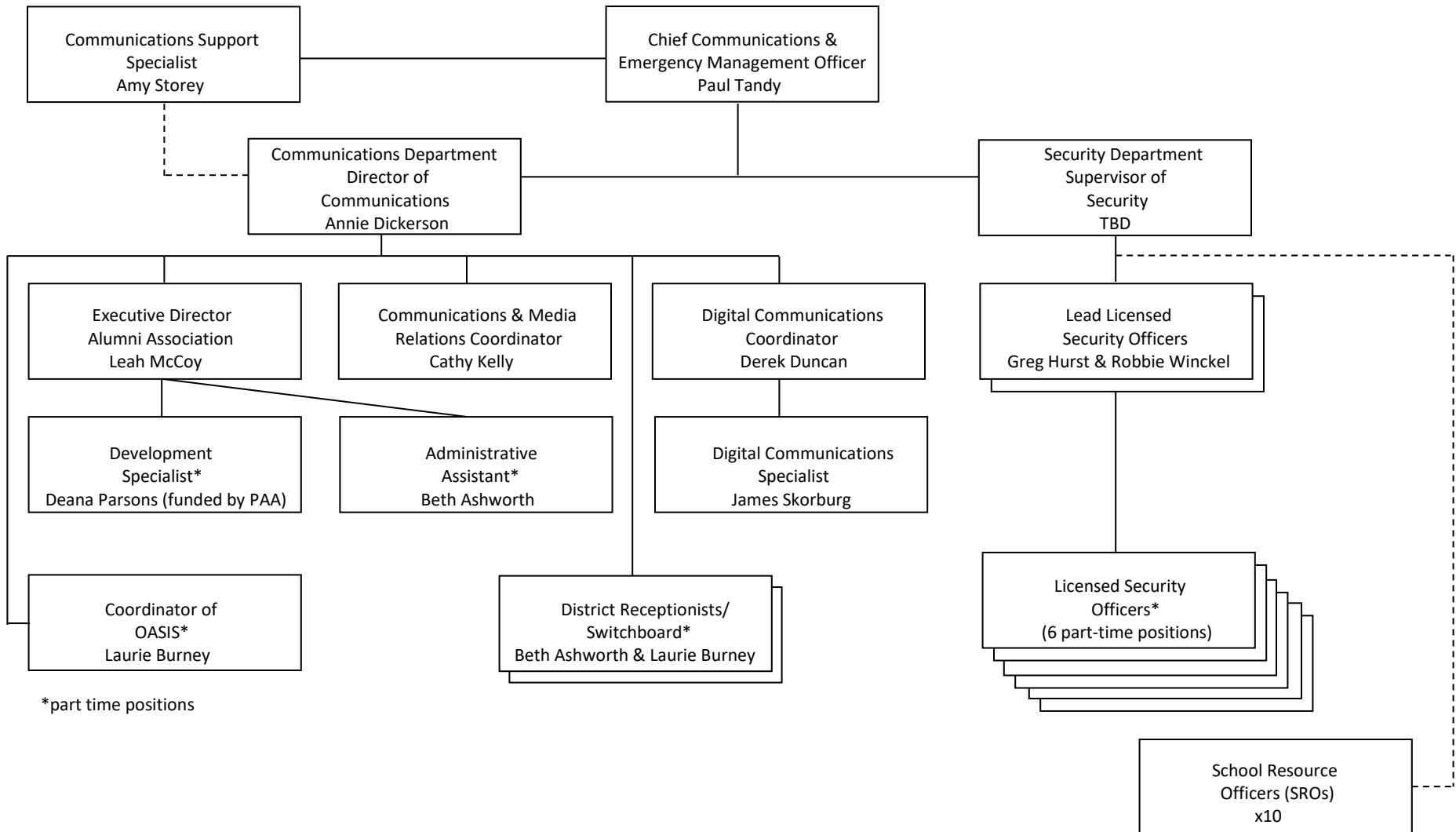


## HUMAN RESOURCES DEPARTMENT





## DEPARTMENT OF COMMUNICATIONS & EMERGENCY MANAGEMENT 2018-19





### **Mission**

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

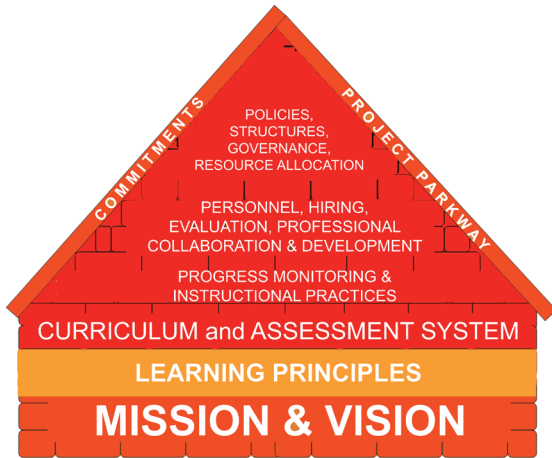
### **Vision**

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

# ***INFORMATIONAL SECTION***





**Parkway School District**

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

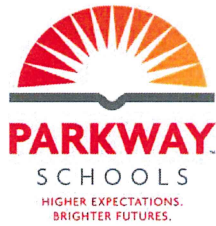
	Assessed Valuation	Total Property Tax Rate	Average Collection Rate	Cost to Average Home Owner
2014-2015	4,172,544,350	4.2981	96.00%	\$2,246.00
2015-2016	4,336,050,920	4.4880	95.62%	\$2,345.00
2016-2017	4,370,660,330	4.3504	96.48%	\$2,273.00
2017-2018	4,701,761,530	4.2549	96.75%	\$2,223.00
2018-2019	4,776,767,203	4.2549	96.92%	\$2,223.00
2019-2020	4,896,525,780	4.2599	96.92%	\$2,226.00
2020-2021	4,985,491,037	4.2049	96.92%	\$2,197.00
2021-2022	5,105,215,367	4.2049	97.00%	\$2,197.00

Average home owner cost is based on \$275,000 residence

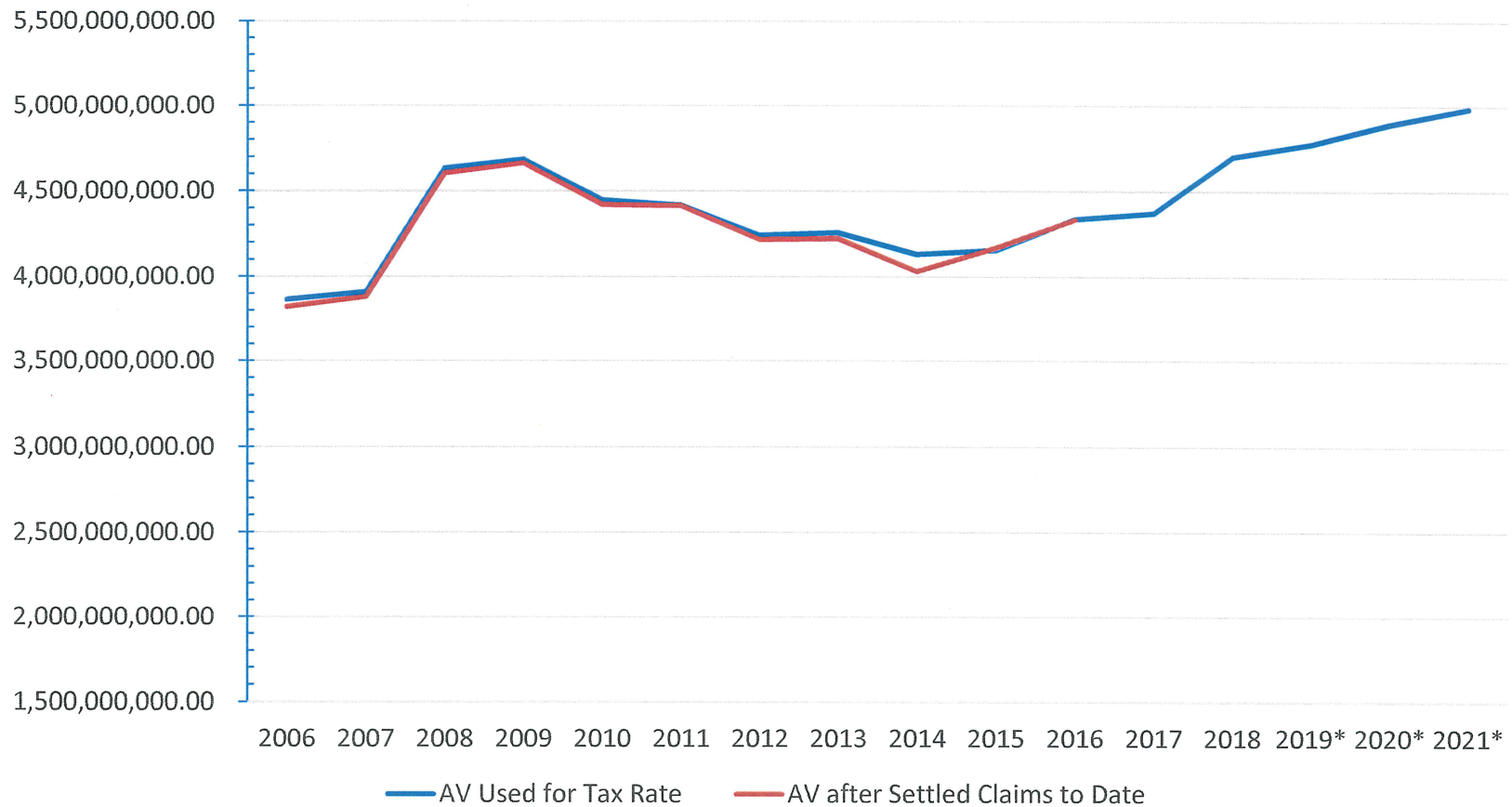
Property Tax Rate by Year and Fund

	Assessed Valuation	Total Property Tax Rate	Operating Fund Tax Rate	Debt Service Fund Tax Rate	Capital Projects Fund Tax Rate
2014-2015	4,172,544,350	4.2981	3.9581	0.3400	0.0000
2015-2016	4,336,050,920	4.4880	3.9980	0.4900	0.0000
2016-2017	4,370,660,330	4.3504	3.8604	0.4900	0.0000
2017-2018	4,701,761,530	4.2549	3.7149	0.4900	0.0500
2018-2019	4,776,767,203	4.2549	3.7149	0.4900	0.0500
2019-2020	4,896,525,780	4.2599	3.7149	0.4900	0.0550
2020-2021	4,985,491,037	4.2049	3.7149	0.4900	0.0000
2021-2022	5,105,215,367	4.2049	3.7149	0.4900	0.0000



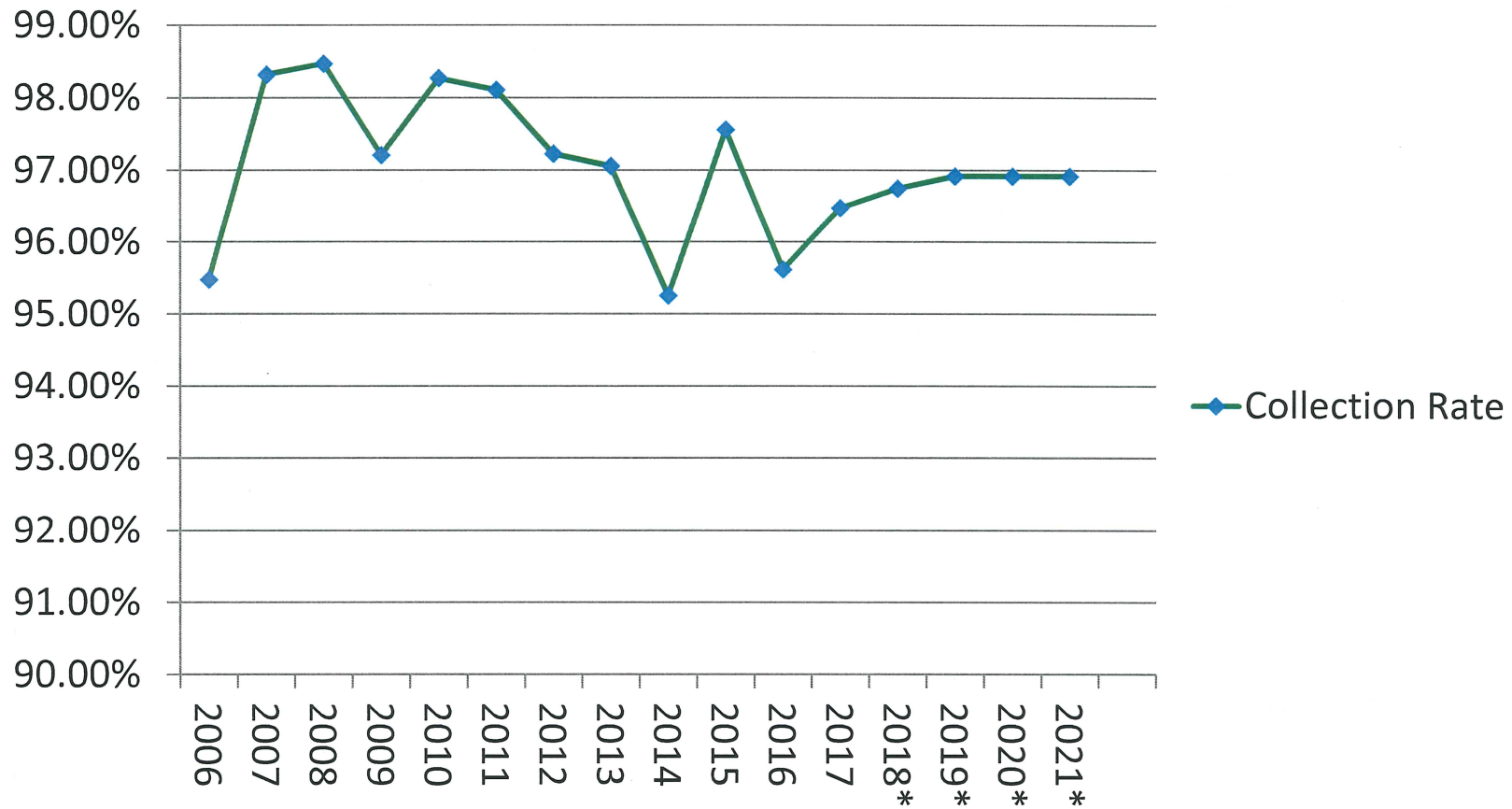


# Assessed Valuation





# Collection Rate



\*Projections – slight increase beginning in 2018 for reclassification of M&M surcharge



# Parkway School District

## Bond Amortization Schedule

The District has \$212,795,000 in outstanding general obligation bonds as of June 30, 2018. 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, 2018 is:

Assessed Valuation	\$4,776,767,203
15% limit	15%
Constitutional Debt Limit	<u>716,515,080</u>
GO Bonds Payable	(194,635,000)
Amount Available in Debt Service Fund	<u>6,039,331</u>
Legal Debt Margin as of 6/30/18	\$527,919,411

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 Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016	Series 2017	Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
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	5,811,408	23,658,106	(468,687)	23,189,418
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	6,550,050	24,383,598	(468,687)	23,914,910
2020	-	2,494,560	3,227,638	4,272,650	710,700	880,400	1,684,531	1,236,844	7,175,050	21,682,373	(468,687)	21,213,685
2021	-	-	3,226,475	6,115,250	-	880,400	1,684,531	1,236,844	4,455,050	17,598,550	(468,687)	17,129,863
2022	-	-	3,226,500	6,153,000	-	880,400	1,684,531	1,236,844	4,620,050	17,801,325	(468,687)	17,332,638
2023	-	-	3,231,300	-	-	7,280,440	1,684,531	1,236,844	1,876,800	15,309,915	(468,687)	14,841,228
2024	-	-	3,216,300	-	-	6,560,400	1,684,531	1,236,844	-	12,698,075	(468,687)	12,229,388
2025	-	-	-	-	-	8,940,400	1,684,531	1,236,844	-	11,861,775	(468,687)	11,393,088
2026	-	-	-	-	-	-	1,684,531	1,236,844	-	2,921,375	(468,687)	2,452,688
2027	-	-	-	-	-	-	1,684,531	1,236,844	-	2,921,375	(386,780)	2,534,595
2028	-	-	-	-	-	-	1,684,531	1,236,844	-	2,921,375	(299,204)	2,622,172
2029	-	-	-	-	-	-	1,684,531	1,236,844	-	2,921,375	(205,883)	2,715,492
2030	-	-	-	-	-	-	1,684,531	6,836,844	-	8,521,375	(106,492)	8,414,883
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
	4,696,000	7,608,680	22,605,438	23,280,900	3,710,050	29,233,240	77,040,513	64,966,630	30,488,408	263,629,858	(5,216,546)	258,413,312

Principal Amortization Schedule

Year	Series 2009 Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016	series 2017	Total before Subsidy
3/1/2018	2,005,000	1,000,000	2,545,000	2,445,000	1,395,000	1,000,000	-	-	5,300,000	15,690,000
3/1/2019	2,045,000	1,000,000	2,590,000	2,615,000	1,435,000	1,000,000	-	-	5,500,000	16,185,000
3/1/2020	-	1,000,000	2,675,000	3,560,000	690,000	-	-	-	6,400,000	14,325,000
3/1/2021	-	-	2,770,000	5,545,000	-	-	-	-	4,000,000	12,315,000
3/1/2022	-	-	2,880,000	5,860,000	-	-	-	-	4,365,000	13,105,000
3/1/2023	-	-	3,000,000	-	-	6,400,000	-	-	1,840,000	11,240,000
3/1/2024	-	-	3,095,000	-	-	6,000,000	-	-	-	9,095,000
3/1/2025	-	-	-	-	-	8,680,000	-	-	-	8,680,000
3/1/2026	-	-	-	-	-	-	-	-	-	-
3/1/2027	-	-	-	-	-	-	-	-	-	-
3/1/2028	-	-	-	-	-	-	-	-	-	-
3/1/2029	-	-	-	-	-	-	-	-	-	-
3/1/2030	-	-	-	-	-	-	-	5,600,000	-	5,600,000
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
	4,050,000	3,000,000	19,555,000	20,025,000	3,520,000	23,080,000	50,000,000	44,000,000	27,405,000	194,635,000

Interest Amortization Schedule

Year	Series 2009 Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016	Series 2017	Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
3/1/2018	176,538	784,780	352,644	444,450	52,800	456,450	842,266	618,422	511,408	4,239,757	(234,344)	4,005,413
9/1/2018	146,463	772,280	318,469	395,550	31,875	448,950	842,266	618,422	525,025	4,099,299	(234,344)	3,864,955
3/1/2019	146,463	772,280	318,469	395,550	31,875	448,950	842,266	618,422	525,025	4,099,299	(234,344)	3,864,955
9/1/2019	-	747,280	276,319	356,325	10,350	440,200	842,266	618,422	387,525	3,678,686	(234,344)	3,444,343
3/1/2020	-	747,280	276,319	356,325	10,350	440,200	842,266	618,422	387,525	3,678,686	(234,344)	3,444,343
9/1/2020	-	-	228,238	285,125	-	440,200	842,266	618,422	227,525	2,641,775	(234,344)	2,407,431
3/1/2021	-	-	228,238	285,125	-	440,200	842,266	618,422	227,525	2,641,775	(234,344)	2,407,431
9/1/2021	-	-	173,250	146,500	-	440,200	842,266	618,422	127,525	2,348,163	(234,344)	2,113,819
3/1/2022	-	-	173,250	146,500	-	440,200	842,266	618,422	127,525	2,348,163	(234,344)	2,113,819
9/1/2022	-	-	115,650	-	-	440,220	842,266	618,422	36,800	2,053,358	(234,344)	1,819,014
3/1/2023	-	-	115,650	-	-	440,220	842,266	618,422	-	2,016,558	(234,344)	1,782,214
9/1/2023	-	-	60,650	-	-	280,200	842,266	618,422	-	1,801,538	(234,344)	1,567,194
3/1/2024	-	-	60,650	-	-	280,200	842,266	618,422	-	1,801,538	(234,344)	1,567,194
9/1/2024	-	-	-	-	-	260,400	842,266	618,422	-	1,721,088	(234,344)	1,486,744
3/1/2025	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(234,344)	1,226,344
9/1/2025	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(234,344)	1,226,344
3/1/2026	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(234,344)	1,226,344
9/1/2026	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(193,390)	1,267,298
3/1/2027	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(193,390)	1,267,298
9/1/2027	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(149,602)	1,311,086
3/1/2028	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(149,602)	1,311,086
9/1/2028	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(102,941)	1,357,746
3/1/2029	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(102,941)	1,357,746
9/1/2029	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(53,246)	1,407,442
3/1/2030	-	-	-	-	-	-	842,266	618,422	-	1,460,688	(53,246)	1,407,442
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
	646,000	4,608,680	3,050,438	3,255,900	190,050	6,153,240	27,040,513	20,966,630	3,083,408	68,994,858	(5,216,546)	63,778,312

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
<b>ELEMENTARY SCHOOLS</b>					
Hanna Woods	171401B - Building Renovations	FIRE SPRINKLER SYSTEM: Install fire sprinkler system in entire building. BUILDING RENOVATIONS: Renovations to main entry to keep visitors channeled to office first	Completed	\$1,051,000	\$1,027,241.65
Highcroft Ridge	221401B - Building Renovations And Site Improvements	ELECTRICAL SYSTEMS: Replace electrical main switchboards; electrical transformer ; electrical panelboards. MECHANICAL SYSTEMS: Replace radiant unit heaters; cabinet unit heaters; exhaust fans; replace roof top HVAC unit and variable air volume boxes. FIRE SPRINKLER SYSTEM: Install fire sprinklers in renovated areas and library/office areas. PLUMBING SYSTEMS: Replace domestic water heaters and electric water coolers BUILDING RENOVATIONS: Renovate wings 100, 200, 300, 400, 500, 600, and 900 with new walls and corridors to replace folding partitions this includes electrical and mechanical changes as required. SITE IMPROVEMENTS: Expand main parking lot area to increase drive lane width between 90 degree parking on west side and parallel parking along island and replace main water line to building, includes MSD detention and stormwater quality work.	Completed	\$2,457,053	\$2,457,603.78
McKelvey	111401B - Building Renovations	ELECTRICAL SYSTEMS: Replace main electrical switchboard; replace electrical panelboard. MECHANICAL SYSTEMS: Replace roof top HVAC units and associated ductwork and VAV boxes. FIRE SPRINKLER SYSTEM: Install fire sprinkler system in entire building and asbestos abatement of the sprayed-on acoustic ceiling material on ceilings with buildback. BUILDING RENOVATIONS: Complete phase 2 of the renovation to the nurse's areas.	Completed	\$3,418,476	\$3,447,904.41
<b>MIDDLE SCHOOLS</b>					
Central Middle	401401B - Building Addition And Renovations	MECHANICAL SYSTEMS: Replace roof top unit serving wing 4. WINDOW/DOOR SYSTEMS: Replace window in room 017. FIRE SPRINKLER SYSTEM: Install fire sprinkler system in wings 3, 4, 6, and 7 and bring fire partitions separating these wings from remainder of building up to current code standards. BUILDING RENOVATIONS: New addition for music and fitness rooms at south end of building; and renovate nurse's areas	Completed	\$2,017,000	\$2,016,431.43
Northeast Middle	451401B - Building Renovations	FIRE SPRINKLER SYSTEM: Install fire sprinkler system in central core of building which includes the 100 and 500 wings and fire proof exposed perimeter wall insulation in plenum space above library. BUILDING RENOVATIONS: Replace elevator that accesses the library.	Completed	\$991,000	\$975,635.67

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE	
<b>HIGH SCHOOLS</b>						
North High	561401B - Replace Chiller & Switchboard	ELECTRICAL/MECHANICAL SYSTEMS: Replace chiller with new exterior air cooled frictionless chiller and replace electrical switchboard that feeds the chiller.	Completed	\$585,000	\$592,059.96	
South High	581401B - Stadium Renovations	BUILDING RENOVATIONS: Stadium Renovation	Completed	\$660,000	\$638,053.80	
West High	541401B - Site Improvements	SITE IMPROVEMENTS: Replace driveway located north of stadium and driveway connecting the north parking lot to north paved play area.	Completed	\$310,000	\$296,762.01	
<b>DISTRICT WIDE</b>						
District Wide	001404B - Replace Flooring	Replace flooring based upon age and condition at various buildings through summer 2015	Completed	\$234,491	\$225,578.46	
District Wide	001405B - Replace Doors	Replace damaged or failing doors, frames, and hardware at various buildings through summer 2015	Completed	\$30,000	\$26,789.00	
District Wide	001406B - ADA Renovations	Renovations to comply with Americans With Disabilities Act at various buildings through summer 2015 - *Completed with other projects.	Completed w/other projects	\$0	\$0.00*	
District Wide	001407B - Replace Stair Guards & Hand Rails	Replace stair guards and stair hand rails throughout the district buildings that do not meet current building codes to improve safety and ADA accessibility - *Completed with other projects.	Completed w/other projects	\$387,000	\$0.00*	
District Wide	001408B - Add Safety Film To Door Glazing	Add safety film to existing interior door glazed openings where glazing is not fire glass or wire glass to delay intruders breaking through glazing	Completed	\$70,000	\$46,032.50	
District Wide	001409B - Replace Door Hardware	Replace door hardware throughout the district buildings at normally occupied rooms so door can be locked from inside the room during lockdown events over 2 year duration	2015 thru 2017	\$1,000,000	\$511,989.89	
District Wide	001410B - Replace CCTV Security Cameras	Replace analog CCTV security cameras with IP security cameras at high schools and middle schools	Completed	\$900,000	\$856,732.65	
District Wide	001411B - Replace Door Access Systems	Replace exterior door security access systems at all buildings	Completed	\$525,000	\$500,659.96	
District Wide	001412B - Data Storage Expansion	Expand existing storage area network (SAN) hard drives in the data center for additional database, media, and application data storage requirements	Completed	\$700,000	\$700,000.00	
District Wide	001413B - Wireless Infrastructure	Expand existing wireless infrastructure throughout district buildings to allow for greater coverage and increase number of devices that can connect at one time	Completed	\$700,000	\$731,964.00	
District Wide	001414B - MS Operating System	Implement Microsoft Active Directory and Microsoft File Service to complete transition from aging Novell network operating system used in district wide area data network	Completed	\$170,000	\$229,691.06	
District Wide	001415B - Server Additions	Upgrade aging existing software application servers in the data center with new servers	Completed	\$300,000	\$221,117.02	
District Wide	001416B - Network Addition	Upgrade network switches located in IDF data closets in district buildings to increase bandwidth available in classrooms - Budget overrun to be reimbursed from operating funds if bond issue project savings are not enough to cover overrun	Completed	\$1,100,000	\$1,521,981.04	
<b>TOTALS</b>					\$17,606,020	\$17,024,228.29

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
<b>ELEMENTARY SCHOOLS</b>					
Bellerive	151501B - Building Renovations And Site Improvements	ELECTRICAL SYSTEMS: Replace electrical panelboard. BUILDING RENOVATIONS: Enclose the cased openings from the corridor to classroom pods in the 1500, 1600, and 1700 wings and add doors that can be locked for security during lockdown events. 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, includes MSD stormwater detention and quality work.	Completed	\$558,200	\$549,734.10
Claymont	021501B - Building Renovations And Site Improvements	ELECTRICAL SYSTEMS: Replace electrical panelboards. MECHANICAL SYTEMS: Replace condensing unit. ROOFING SYSTEMS: Replace EPDM roofs located over the gym addition with APP modified bitumen roofs. SITE IMPROVEMENTS: Replace asphalt paved play area located behind building.	Completed	\$603,700	\$581,607.32
Henry	121501B - Building Additions, Renovations, and Site Improvements	BUILDING RENOVATIONS: Four classroom addition to north end of building, two classroom addition to west of kindergarten, and one classroom addition to the south of the music room; demolish 2 room temporary classroom building and demolish 1 room temporary classroom addition. SITE IMPROVEMENTS: Relocate kindergarten playground to the west of its current location to make room for kindergarten addition. Reconfigure front entry driveway to separate car and bus traffic and increase parking, includes retaining wall and MSD detention and stormwater quality work	Completed	\$3,876,000	\$4,199,863.18
Oak Brook	231501B - Building Renovations And Site Improvements	MECHANICAL SYSTEMS: Replace 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 ramp leading from the building to the playground and paved play area behind the building.	Completed	\$643,200	\$590,751.00
River Bend	141501B - Building Renovations	ELECTRICAL SYSTEMS: Replace main electrical switchboards and add electrical power circuits to increase access to power in classrooms. MECHANICAL SYSTEMS: Replace rooftop HVAC unit, air handling units, replace hot water boiler, replace hot water pumps, condensing units, unit ventilators with new VAV systems consisting of 4 interior air handling units with hot water and DX cooling coils, VAV boxes with hot water reheat, and 4 roof mounted condensing units serving the entire two story wings of the building; replace AHU-001 serving the 1000 wing of the building ; and HWP-004 located in room 2105. FIRE SPRINKLER SYSTEM: Install fire sprinkler system in two story wings of building. BUILDING RENOVATION: Renovate nurse's areas. WINDOW/DOOR SYSTEMS: Replace all exterior storefront window/door units and windows in entire building with the exception of room 1001, room 1003, corridor, and at end of corridor	Completed	\$3,027,800	\$3,239,171.34



BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
Shenandoah Valley	201501B - Building Renovations And Site Improvements	ELECTRICAL SYSTEMS: Additional exterior lighting for security around building perimeter. MECHANICAL SYSTEMS: Replace terminal duct heater and replace variable air volume boxes. BUILDING RENOVATION: Renovate Special Education Life Skills Lab. SITE IMPROVEMENTS: Replace service drive connecting street to pave play area located north of building and paved play area located on east side of building north of parking lot.	Completed	\$327,600	\$273,877.58
Wren Hollow	191501B - Building Renovations And Site Improvements	ELECTRICAL SYSTEMS: Replace electrical panelboards, MECHANICAL SYSTEMS: Replace air handler; replace terminal duct heaters and replace unit ventilators. ROOFING SYSTEMS: Replace roofs. WINDOW/DOOR SYSTEMS: Replace storefront window/door units. SITE IMPROVEMENTS: Replace paved circle drive and parking lot and replace adjacent sidewalks located east of building.	Completed	\$1,137,500	\$1,135,979.95
<b>MIDDLE SCHOOLS</b>					
West Middle	431501B - Building Renovations And Site Improvements	MECHANICAL SYSTEMS: Replace air handling units; replace condensing unit and replace 71 terminal duct heaters. SITE IMPROVEMENTS: Replace driveway connecting parking lots to Straub Road east of building. DEFERRED: Replace rooftop HVAC units.	Completed	\$1,966,200	\$1,987,578.56
<b>HIGH SCHOOLS</b>					
Central High	501504B - Replace HVAC Units Gym A	MECHANICAL SYSTEMS: Replace rooftop HVAC units serving gym A	Completed	\$190,000	\$189,265.02
North High	561501B - Building Additions, Renovations, And Site Improvements	ELECTRICAL/MECHANICAL SYSTEMS: Replace and upgrade main mechanical and electrical plants for entire building, excluding physical education wing; replace VAV boxes. BUILDING RENOVATIONS: Construct Fine Arts Addition and Renovations and floor above and construct Athletics Wing Addition and Renovations, which includes renovations to kitchen, food service court, and cafeteria. WINDOWS/DOORS: New exterior door into mechanical room. ELECTRICAL: Reconfigure lighting and switch circuits so that each room controls its own lighting. EXTERIOR WALL SYSTEMS: Replace stadium failing exterior walls system. ROOFING SYSTEMS: Replace roof, stadium press box roof, and stadium press box roof hatch. SITE IMPROVEMENTS: Replace north main drive and north parking lot through and associated sidewalks, includes MSD stormwater detention and stormwater quality work for parking lot and for building additions.	2016 - 2018	\$25,400,000	\$21,063,297.12

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
West High	541501B - Building Renovations	ELECTRICAL SYSTEMS: Replace main electrical switchboards ESB-001 located exterior to building near room 0505 and ESB-004 located in room 1611. MECHANICAL SYSTEMS: Replace unit ventilator VCU-001 serving room 1632. ROOFING SYSTEMS: Replace numerous roofs over building, roof on the canopy over the sidewalk in front of the building, roof located over the baseball home dugout, and roof located over the baseball visitor dugout. WINDOW/DOOR SYSTEMS: Replace exterior door located at end of corridor by elevator.	Completed	\$1,545,400	\$1,537,131.31
<b>OTHER FACILITIES</b>					
Administration	701503B - Replace Emergency Generator	ELECTRICAL SYSTEMS: Replace emergency generator located outside building north of the lower level with generator large enough to power entire building and replace electrical panelboard located in electrical room 1016.	Completed	\$390,000	\$354,363.95
Grounds Storage	811501B - Building Renovations And New Equipment Storage Shed	MECHANICAL SYSTEMS: Replace several unit ventilators and replace remote condensing units. BUILDING RENOVATIONS: New shed for storing equipment out of the weather, including MSD stormwater quality and detention costs. WINDOW/DOOR SYSTEMS: Replace windows and replace exterior doors in the 300 wing and 400 wing of the building and the connecting corridor between the north and south wings of the building.	Completed	\$1,095,800	\$1,057,557.75
Transportation	801501B - Building Renovations And Site Improvements	BUILDING RENOVATION: Renovate maintenance bays for code compliance. ROOFING SYSTEMS: Replace roof located over the tire storage shed. SITE IMPROVEMENTS: Replace upper bus parking lots.	Completed	\$1,173,900	\$1,182,408.79
<b>DISTRICT WIDE</b>					
District Wide	001501B - Replace Flooring FY15-16	Replace flooring based upon age and condition at various buildings through summer 2016	Completed	\$500,000	\$458,816.75
District Wide	001502B - Replace Doors FY15-16	Replace damaged or failing doors, frames, and hardware at various buildings through summer 2016	Completed	\$70,000	\$57,551.00
District Wide	001503B - ADA Renovations FY15-16	Renovations to comply with Americans With Disabilities Act at various buildings through summer 2016	Completed	\$0	\$0.00
District Wide	001504B - New Integrated Display and Scoreboard Installation	All project costs except integrated display/scoreboard assembly, equipment, and accessories.	Completed	\$431,660	\$358,936.00
<b>TOTALS</b>				\$42,936,960	\$38,817,890.72

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
<b>ELEMENTARY SCHOOLS</b>					
Barretts	011601B - Building Renovations And Site Improvements	<p>ELECTRICAL SYSTEMS: Replace electrical switchboards and replace electrical panelboards.</p> <p>MECHANICAL SYSTEMS: Replace roof top units, replace remote condensing unit, replace unit ventilators.</p> <p>PLUMBING SYSTEMS: Sanitary pump, replace main exterior sanitary waste line; replace natural gas main; and replace water main.</p> <p>WINDOW/DOOR SYSTEMS: Replace windows.</p> <p>EXTERIOR WALLS: Masonry tuckpointing maintenance at various locations on exterior walls system.</p> <p>SITE IMPROVEMENTS: Modify layout and replace main parking lot located in front of building, main driveway located north of the main parking lot, concrete sidewalk, and concrete sidewalk located between main driveway and north parking lot.</p>	Completed	\$1,808,900	\$1,613,363.91
Craig	091601B - Building Renovations	<p>ELECTRICAL SYSTEMS: Replace electrical transformers and replace electrical panelboard.</p> <p>MECHANICAL SYSTEMS: Replace condensing units and unit ventilators.</p> <p>BUILDING RENOVATIONS: Renovations For Library Rooms to provide small offices for specialized instruction on west side of library.</p>	Completed	\$233,100	\$466,803.89
Green Trails	081601B - Building Renovations	<p>ELECTRICAL SYSTEMS: Replace main electrical switchboard and replace electrical panelboards.</p> <p>MECHANICAL SYSTEMS: Replace condensing units and unit ventilators with new VAV system with roof mounted packaged HVAC units and VAV boxes with hot water reheat.</p> <p>ROOFING SYSTEMS: Replace roof (various areas).</p>	Completed	\$1,519,398	\$1,455,635.85
Hanna Woods	171601B - Relocate Crosswalk On Hanna Road	Relocated crosswalk and added new curb cut ADA ramps.	Completed	\$10,000	\$10,072.00
Henry	121601B - Building Renovations	<p>ELECTRICAL SYSTEMS: Replace electrical main switchboard.</p> <p>MECHANICAL SYSTEMS: Replace heat pumps; replace roof top HVAC units; remove abandoned heating only unit ventilators and patch walls; and remove abandoned boiler and piping.</p> <p>ROOFING SYSTEM: Replace roofs over the 2500 wing, over room 2200, and over room 1200.</p> <p>WINDOW/DOOR SYSTEMS: Replace windows on north wall of library room 2200 and on east corridor wall opposite main entry.</p>	Completed	\$1,119,425	\$1,118,091.43
Henry	121602B - Nurse Restroom Renovations	Renovations to nurse's restroom to allow installation of electric operated changing table	Completed	\$25,000	\$20,779.60

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
Mason Ridge	051603B - Replace Exterior Stairs and Railings	SITE IMPROVEMENTS: Replace exterior stairs and replace guard rail.	Completed	\$20,000	\$15,802.80
Pierremont	101601B - Building Renovations And Site Improvements	ELECTRICAL SYSTEMS: Replace main electrical switchboard; replace electrical panelboards; and replace transformers. WINDOW/DOOR SYSTEMS: Replace windows in gym room 306. SITE IMPROVEMENTS: Expand parking lot to eliminate double stacking of parking stalls on west side of building.	Completed	\$758,300	\$392,070.61
Ross	061601B - Building Renovations And Site Improvements	ELECTRICAL SYSTEMS: Replace electrical panelboards. ROOFING SYSTEMS: Replace roof located over gym room 900. SITE IMPROVEMENTS: Replace and reconfigure front entry drive and parking lots & expand parking to the south of main lot, includes MSD stormwater detention and stormwater quality costs.	Completed	\$1,100,550	\$1,429,245.78
Sorrento Springs	181601B - Building Renovations	ELECTRICAL SYSTEMS: Replace electrical panelboards and replace electrical transformer. MECHANICAL SYSTEMS: Replace hot water boiler and hot water pump and replace condensing unit serving telecommunications room. WINDOW/DOOR SYSTEMS: Replace windows.	Completed	\$310,020	\$289,656.66
<b>MIDDLE SCHOOLS</b>					
Central Middle	401601B - Science Renovations	BUILDING RENOVATIONS: Renovate science classrooms/labs for modernization.	2017	\$1,400,000	\$1,313,383.61
Central Middle	401602B - Remove Underground Fuel Storage Tanks	MECHANICAL: Remove abandoned underground heating fuel storage tank.	Completed	\$101,250	\$55,356.61
<b>HIGH SCHOOLS</b>					
Central High	501601B - Building Renovations	ELECTRICAL SYSTEMS: Relocate overhead electrical main service to underground and remove power poles. MECHANICAL SYSTEMS: Replace air handling units and add cooling for gym B and gym C; replace AHH-007 located in boiler room 210; replace rooftop HVAC units. ROOFING SYSTEMS: Replace numerous roofs. WINDOW/DOOR SYSTEMS: Replace exterior stadium doors.	Completed	\$3,136,150	\$3,076,862.44
North High	561601B - Theater Stair Handrails	BUILDING RENOVATIONS: Install handrails on theater steps for safety.	Completed	\$20,000	\$15,453.64
South High	581601B - Building Renovations	ELECTRICAL SYSTEMS: Replace electrical panelboard. MECHANICAL SYSTEMS: Replace air handling unit with heating and cooling unit serving gym B; replace rooftop HVAC units and convert system to VAV system. ROOFING SYSTEM: Replace numerous roofs.	Completed	\$1,786,200	\$1,970,486.47

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
<b>OTHER FACILITIES</b>					
Instructional Services Center	751601B - Building Renovations And Site Improvements	ELECTRICAL SYSTEM: Replace electrical panelboards. MECHANICAL SYSTEMS: Replace unit ventilators. WINDOW/DOOR SYSTEMS: Replace storefront window/door. SITE IMPROVEMENTS: Replace drive to service entrance located south of building and replace retaining walls located west of building.	Completed	\$448,730	\$429,085.96
<b>DISTRICT WIDE</b>					
District Wide	001601B - Replace Flooring FY16-17	Replace flooring based upon age and condition at various buildings through summer 2017.	2017	\$500,000	\$503,981.92
District Wide	001602B - Replace Doors FY16-17	Replace damaged or failing doors, frames, and hardware at various buildings through summer 2017.	Completed	\$70,000	\$49,265.48
District Wide	001603B - ADA Renovations FY16-17	Renovations to comply with Americans With Disabilities Act at various buildings through summer 2017.	Completed	\$95,000	\$0.00
District Wide	001604B - Replace Fire Alarm Systems	Replace fire alarm control panels and devices and extend system as necessary to meet current codes over 2 year duration	2017 - 2018	\$5,644,670	\$824,246.62
District Wide	001605B - Replace Public Address/Intercom Systems	Replace public address/intercom system and extend system as necessary over 2 year duration	2017	\$1,898,022	\$86,102.36
<b>TOTALS</b>				\$22,004,715	\$15,135,747.64

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
<b>ELEMENTARY SCHOOLS</b>					
Carman Trails	001704B - Building Renovations	CARMAN TRAILS-WINDOW/DOOR SYSTEMS: Replace storefront window/door units, replace exterior doors.	2018	\$337,448	\$18,928.76
Mason Ridge	051701B - Building Renovations	ELECTRICAL SYSTEMS: - Replace electrical panelboards. MECHANICAL SYTEMS: Replace roof top units, replace unit ventilators and replace condensing units. ROOFING SYSTEMS: Replace several roofs. WINDOW/DOOR SYSTEM: Replace numerous windows. SITE IMPROVEMENTS: Replace exterior stair leading to amphitheater located west of rear parking lot).	2018	\$521,412	\$46,326.18
<b>MIDDLE SCHOOLS</b>					
Northeast Middle	451701B - Science Renovations	BUILDING RENOVATIONS: Renovate science classrooms/labs for modernization.	2018	\$1,700,000	\$130,597.55
South Middle	411701B - Building And Science Renovations	ELECTRICAL SYSTEMS: Remove emergency power generator and convert emergency and exit lighting to battery back-up type; and replace electrical panelboard. MECHANICAL SYSTEMS: Replace air handlers with heating and cooling units serving main gym; and replace roof top units. ROOFING SYSTEMS: Replace roof located over the main entrance vestibule. BUILDING RENOVATIONS: Renovate science classrooms/labs for modernization.	2018	\$2,708,845	\$236,231.09
Southwest Middle	461701B - Science Renovations	BUILDING RENOVATIONS: Renovate science classrooms/labs for modernization.	2018	\$1,300,000	\$110,514.02
West Middle	431701B - Science Renovations	BUILDING RENOVATIONS: Renovate science classrooms/labs for modernization.	2018	\$2,134,000	\$151,765.62
West Middle	431703B -HVAC Replacements	MECHANICAL: Replace numerous rooftop HVAC units.	2018	\$350,000	\$59.00
<b>HIGH SCHOOLS</b>					
North High	561702B -Add Handrails For Exterior Stairs EST-003	SITE: Add handrails for exterior stairs.	Completed	\$3,000	\$1,676.20
South High	581701B - Repair Exterior Walk Guard Railings	SITE IMPROVEMENTS: Repair posts on guard railing at west side of tennis courts at top of retaining wall.	Completed	\$10,000	\$8,748.00
South High	581705B -Performance Contracting for Energy Conservation and Facility Improvements	MECHANICAL: Performance contract. Phase 1 to replace 2 chillers with new chillers to be tied into the existing cooling tower system. If 2018 bond issue passes, then phase 2 to demolish cooling tower system and convert over to geothermal.	2018	\$1,100,000	\$53,919.40
South High	581706B - ADA Ramp In Cafeteria	Remove two chairlifts in cafeteria and install a new ADA compliant ramp from the corridor level down to the cafeteria lower level.	2018	\$100,000	\$7,149.80
West High	541702B - Theater Stair Handrails	BUILDING RENOVATIONS: Install handrails on theater steps for safety.	2016	\$15,000	\$10,754.00

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
<b>OTHER FACILITIES</b>					
Administration	701701B - Building Renovations	ROOFING SYSTEMS: Replace roof over the 2000 wing.	2018	\$52,684	\$5,416.00
District Operations	851701B - Replace Underground Fuel Storage Tank	MECHANICAL: Replace with new underground and if tanks are leaking, then soil remediation will be required.	2018	\$365,000	\$0.00
Early Childhood Center	001704B - Building Renovations	MECHANICAL SYSTEMS: Replace air handling unit serving the entire lower level of the building. WINDOW/DOOR SYSTEMS: Replace windows.	2018	\$276,762	\$15,487.17
Fern Ridge	591701B - Building Renovations	ELECTRICAL SYSTEMS: Replace main electrical switchboard and add electrical circuits to increase access to power in all classrooms. BUILDING RENOVATIONS: Replace ceilings and lighting to provide 2x4 acoustic ceilings throughout building, renovate science lab, and renovate nurse's areas. WINDOW/DOOR SYSTEM: Replace windows WIN-300A through WIN-300E in gym room 300.	Project Cancelled	\$1,293,168	\$48,227.58
Transportation	801702B -Expand CNG Fueling System	MECHANICAL:Install 2nd compressor for CNG bus fueling station	2018	\$1,100,000	\$0.00
<b>DISTRICT WIDE</b>					
District Wide	001701B - Replace Flooring FY17-18	Replace flooring based upon age and condition at various buildings through summer 2018	2018	\$420,000	\$71,113.82
District Wide	001702B - Replace Doors FY17-18	Replace damaged or failing doors, frames, and hardware at various buildings through summer 2018	2018	\$70,000	\$37,425.21
District Wide	001703B - ADA Renovations FY17-18	Renovations to comply with Americans With Disabilities Act at various buildings through summer 2018	2018	\$50,000	\$9,891.50
District Wide	001706B - BAS Upgrades	Replacement of legacy building automation systems (BAS) equipment and sensors and conversion of pneumatic control systems to digital	2018	\$850,000	\$0.00
District Wide	Design Fees For 2018 Bond Issue Projects	Consultant design fees to be paid prior to the bond issue for projects to be constructed in 2019	2018	\$1,000,000	0
<b>TOTALS</b>				\$15,757,319	\$964,230.90

## **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.

**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.