



# PARKWAY C-2 SCHOOL DISTRICT ANNUAL BUDGET

2019-2020











## **PARKWAY SCHOOL DISTRICT**

**St. Louis County, Missouri**

### **2019-2020 Budget**

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## BUDGET 2019-2020

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# ***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 Workplaces in St. Louis for the fifth year
- National District and Schools of Character
- Best High Schools in America
- Six schools with National Green Ribbons

In addition, we have several schools that have been awarded the National Blue Ribbon and Gold Star, sixteen years of obtaining the Certificate of Excellence in Financial Reporting as well maintaining a AAA bond rating from Standard and Poor's. 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 2018, we passed a ballot measure for a \$110 million bond issue with support of 73.5% of the vote. 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. This bond issue also includes \$4 million dedicated to sustainability projects. We begin the implementation of geothermal at our South High School campus this summer. 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 fifth 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. We have just completed the expansion of our fueling station adding an additional compressor. This allows not only redundancy, but also the capability to fuel two buses at the same time. Through several energy saving initiatives and system upgrades, 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. 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 2018
- Certificate in excellence in financial reporting from ASBO
- Successful completion of nearly all of the 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
- Refinement of data points by the operations action team
- Continual improvement in internal controls
- Zero-based budgeting for departments and student-based budgeting at our school locations utilized for upcoming budget
- Begin implementation of 2018 bond issue projects
- Two additional schools awarded with National Green Ribbon from efforts in sustainability meeting the three pillars including curriculum with our students
- Continued efficiency in FTE allocation
- Introduction of the CMAR method for construction delivery
- Improved security infrastructure for our technology
- Enhanced security for visitor management at all buildings

### **Budget Planning:**

The detailed planning process for the 2020 fiscal year (FY20) budget began in the fall of 2018. 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, 2019. 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 teamwork. 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. Budget preparation for the upcoming fiscal year begins with a comprehensive review of the future revenue projections and 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 or a student-based budgeting approach at the school level.

Local, state and national economic conditions have played a major role in the budget development process. Over the past several years, moderate economic growth and aggressive protested taxes have provided marginal growth in our local assessed valuation of our property. The continued settlement of protested taxes have adversely affected our local revenue. In fact, over the past few years, over \$16 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. In the current year, we have an increase in the amount of uncollected taxes from our tax payers. This combined with the settlement of our taxes paid under protest has caused our collection rate to decrease versus our historical trend.

#### **Revenues:**

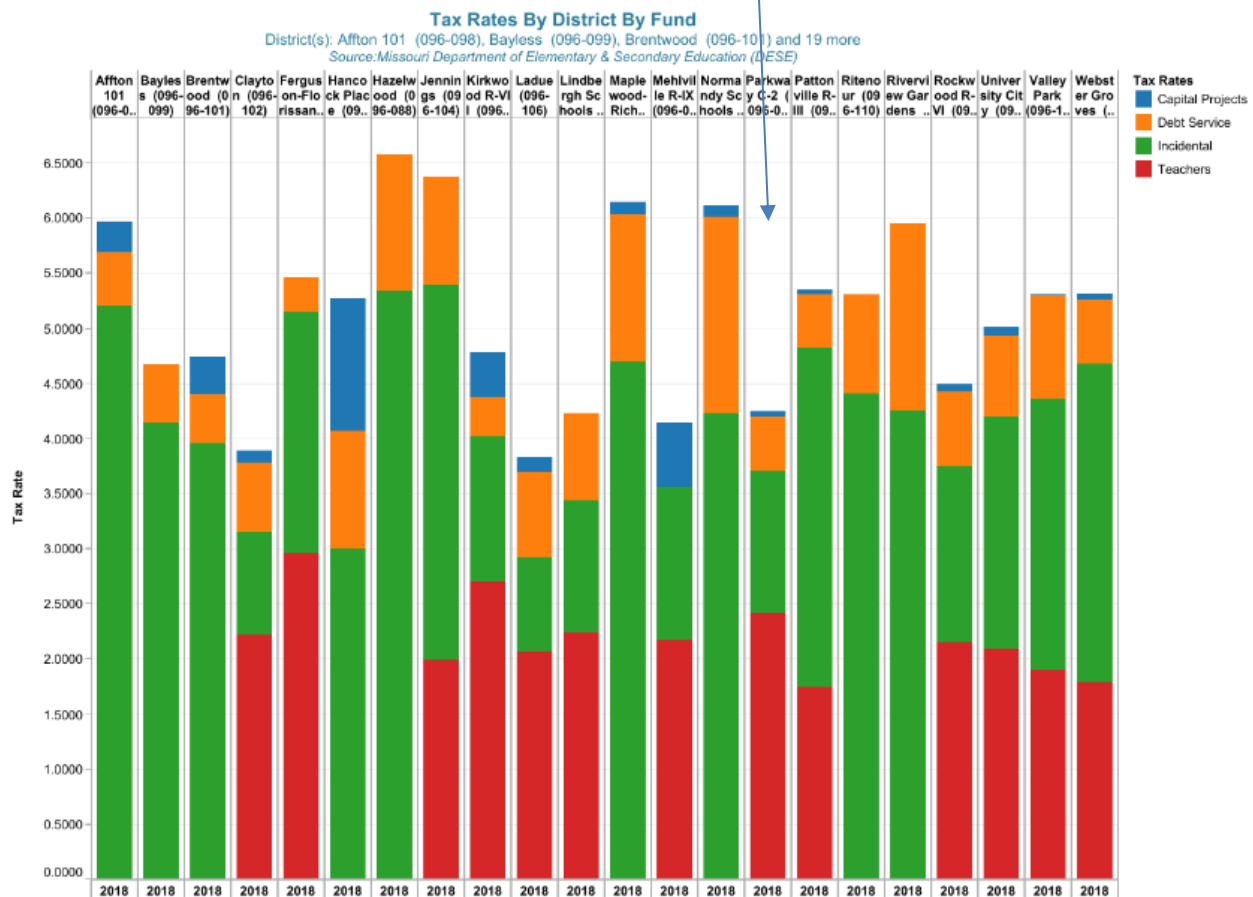
The largest source of revenue for the Parkway School District is the funds received from our local property tax rate collection. The assessed valuation for the district is set by the St. Louis County Assessor and the tax rate is set annually prior to October 1<sup>st</sup> by the Board of Education.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

Type of Property:	Value per \$100 of Assessed Valuation
Residential	\$4.0640
Agricultural	\$2.2559

Commercial	\$5.2247
Personal Property	\$4.3874
Blended Rate	\$4.3872

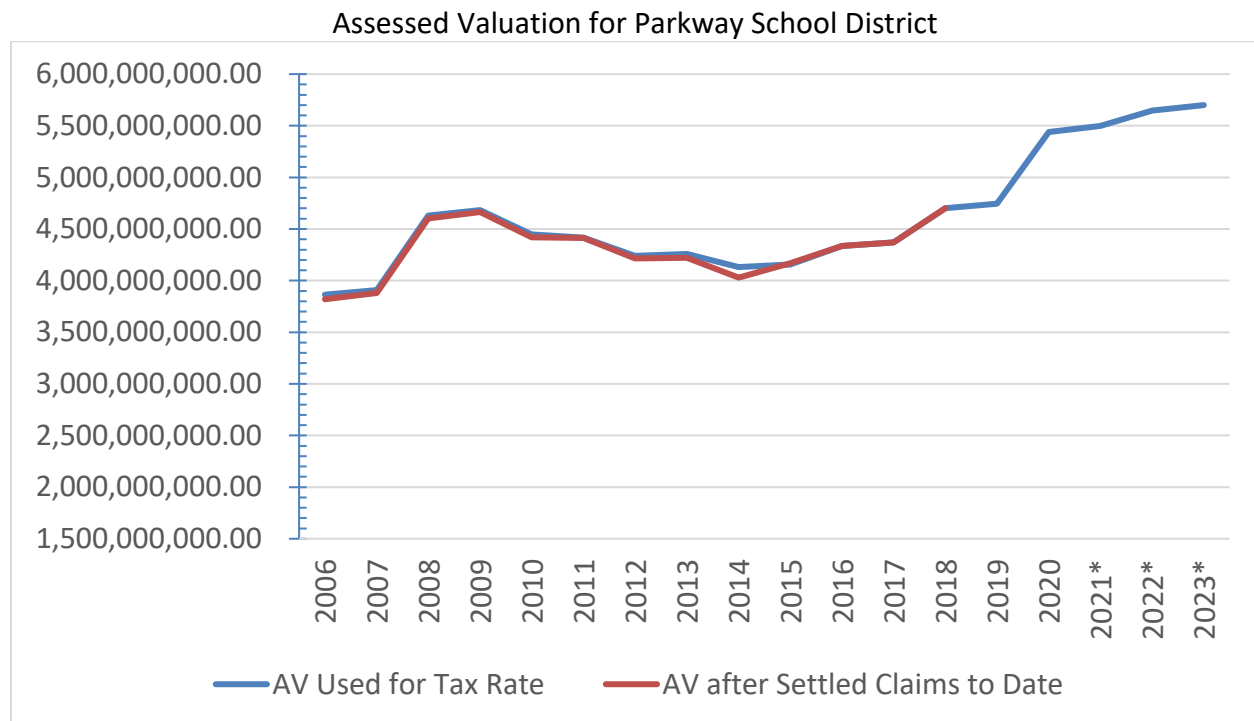
The tax rate above includes a \$.49 debt service levy. Our total assessed valuation that this calculation was based upon was \$4,744,534,890, excluding our TIF properties. The tax rate for the Parkway School District is one of the lowest tax rates for school districts in St. Louis County.

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



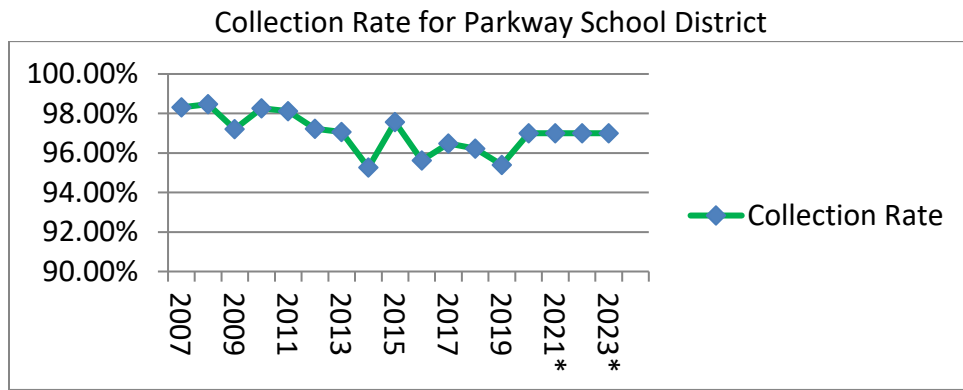
In preparation for the FY20 budget we looked not only at our current tax rates, but we reviewed our assessed valuation growth, our estimated new construction, the consumer price index and our historical collection rate. The following chart shows not only the historic assessed valuation values by year, 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.

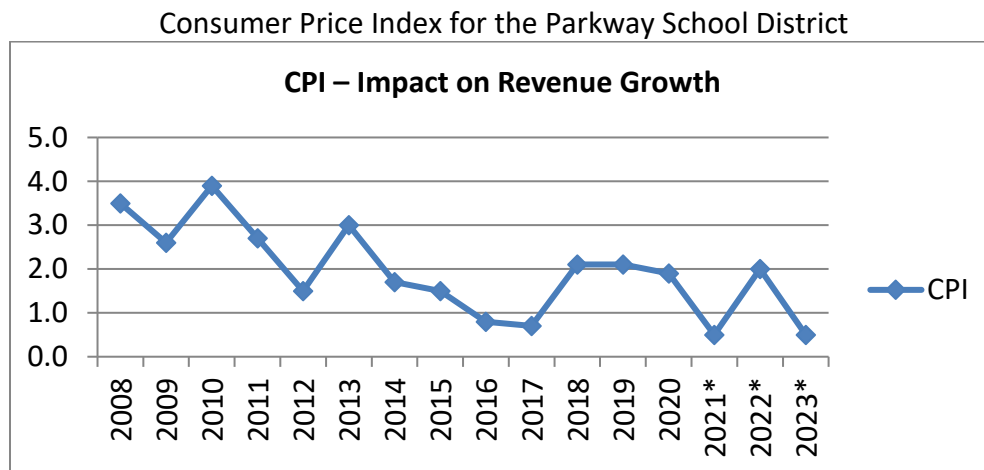


The assessed valuation for fiscal year 2020 is estimated to be about \$5.4 billion. The estimated reassessment values will increase about 15% on average. With a cap on revenue growth capped at the consumer price index, our revenues will not grow at the same rate. Another important factor in the local 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 \$16 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 FY19 we have budgeted a collection rate of 96.92%. As we are completing the year now, we believe we will complete the year at 95.4%. This is due to a higher volume of settlements and a large portion of uncollected taxes. For FY20 budget, we are currently estimating a collection rate of 97%. We hope that this will eventually be back to close to 98%.



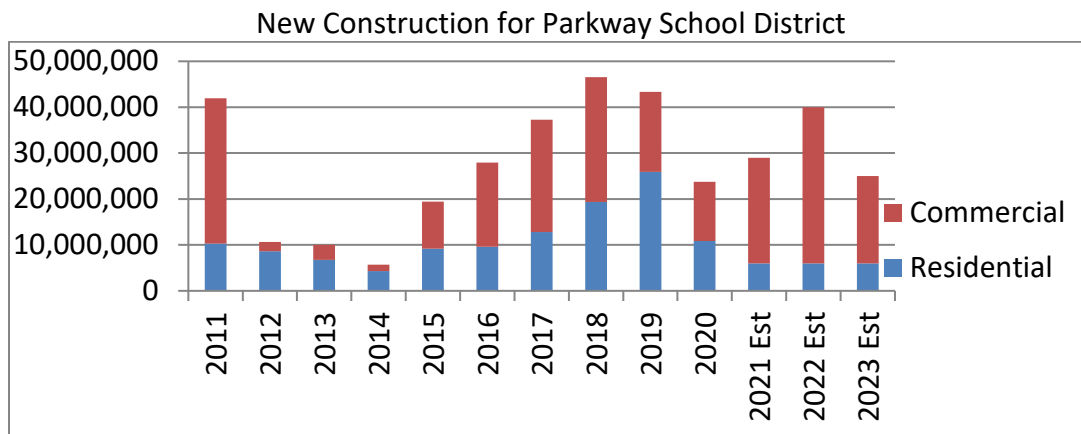


Another driver of our local revenue that has played a very crucial role in the past few years is the consumer price index. Our local tax revenue for our existing property can only grow at the rate of the consumer price index. So even with local assessments increasing due to property value growth, our revenue growth from the existing property is limited to the growth of the consumer price index. The growth is capped at no larger than 5%. For FY20, we will have a CPI of 1.9% knowing it is a reassessment year. For future years, we are predicting alternating years meeting CPI growth and a lower growth based on reassessment and settlement of protested claims. 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.

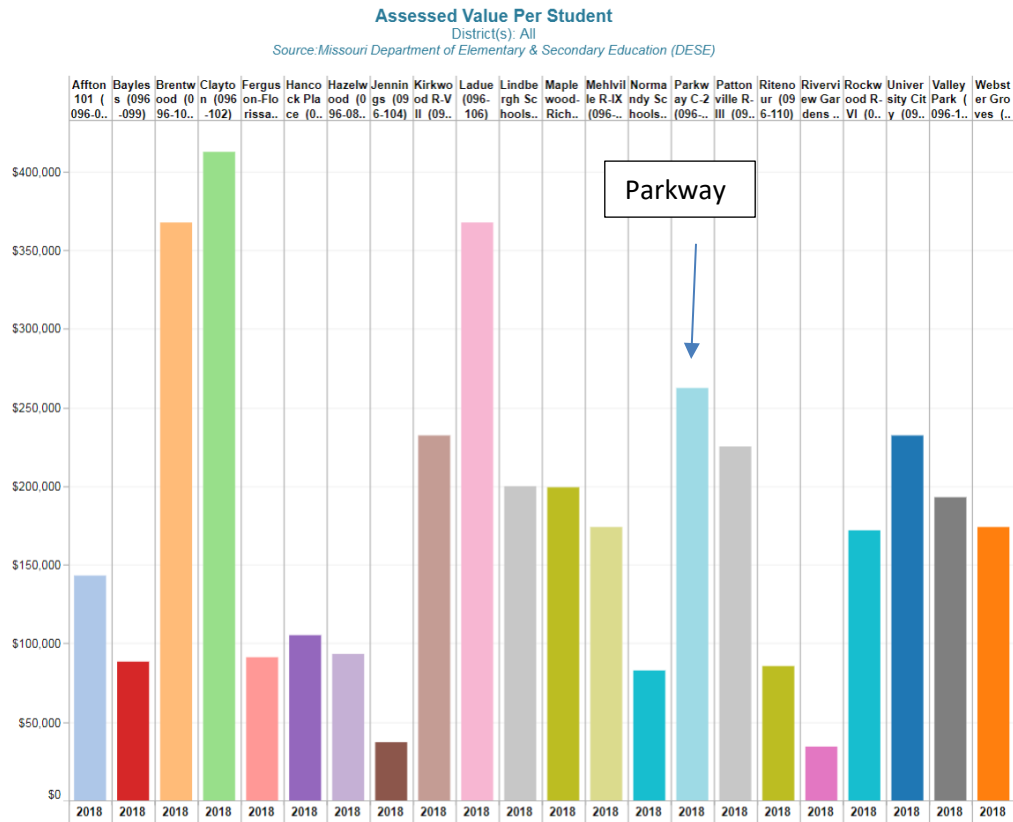
We have also forecasted future new construction for our budget projections. You may notice an increase in 2021. This is due to known increases from properties that were developed 10 years prior under Chapter 100 and will have the bonds paid, and the additional portion of the new construction will be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



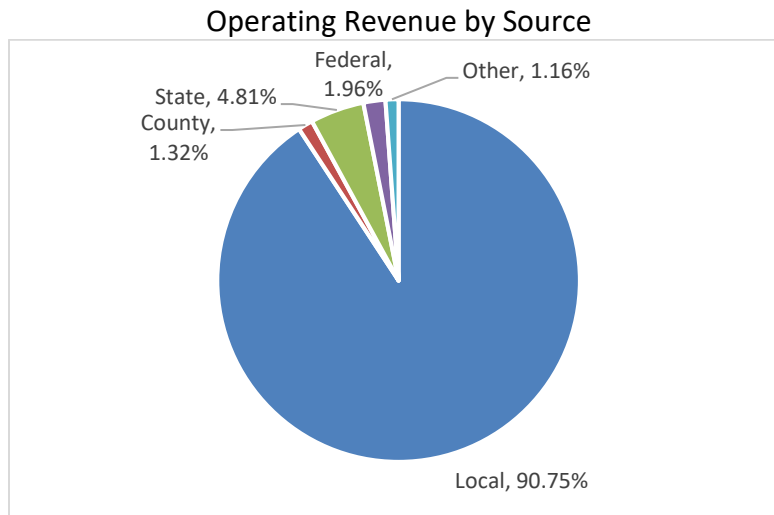
With revenue from local taxes as our largest source of revenue, we need to be very deliberate in our planning. Knowing that our growth in the revenue source is limited to the combination of the assessed valuation growth, new construction, collection rate and consumer price index, we need to ensure our 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 2020. The roll back is \$.24 and is also worth approximately \$7 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 2018 (FY19 assessed valuation). 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.



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 4.14% increase in Local Property Tax Revenues, our largest revenue source, and an overall 1.79% 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 seems larger than normal simply due to the FY19 Property Tax decrease that is forecasted. Fiscal year 2020 is a reassessment year, and we believe we will gain from the higher reassessment and CPI growth. 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 years. Included with Local revenues is the collection of the one percent sales tax known as Proposition C. For FY20 we are estimating a WADA of 15,994 and an allocation of \$1,005 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 FY20 and in future years, we are anticipating a gradual drop in enrollment. During FY19 we received a higher than normal payment of the Financial Institution Tax and in FY20 we are estimating a revenue based on prior year levels.

You may notice that there is a 3.07% 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 FY20 we are using an anticipated WADA of 15,994 for our formula estimates and \$562.83 as our hold harmless amount per WADA amount. Overall, this will be a slight increase in revenue for the district. The other significant state revenue source is Transportation. We are a large metropolitan school district with 28 schools K-12. The formula for the transportation aid factors in student riders and efficiency factors. This year we are anticipating to remain about the same level of revenue. 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 also is 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 \$599 thousand decrease in federal funding, or 11.09% decrease. This is due in large part to our substantial decrease in Title I funding. The most significant decrease will be in Title II funds which have had a large carry over in previous years and is estimated to be very little carryover for FY20. Our Federal sources of revenue include Title I, Title II, Title III, Medicaid, Perkins Grant, Adult Education, School Breakfast and Lunch and a small portion of IDEA funding.

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. We have anticipated a decrease in the tuition revenue.

Operating Revenue by Source					
	FY18 Actual	FY19 Projected	FY20 Budget	Change From FY19 Projections	
				\$	%
Revenue					
Local					
Property Tax	168,199,861	169,622,577	176,653,048	7,030,471	4.14%
Proposition C	15,440,981	15,819,210	16,073,970	254,760	1.61%
Student Activities	3,623,837	3,500,000	3,500,000	-	0.00%
Earnings On Investments	798,120	894,906	942,750	47,844	5.35%
VST Revenue	7,890,932	7,431,350	7,341,893	(89,457)	-1.20%
Other Local	18,311,669	19,466,640	17,322,899	(2,143,741)	-11.01%
Total Local Revenue	214,265,400	216,734,683	221,834,560	5,099,877	2.35%
County	3,299,694	3,316,254	3,214,584	(101,670)	-3.07%
State	12,275,714	11,663,678	11,757,029	93,351	0.80%
Federal	5,137,354	5,400,335	4,801,547	(598,788)	-11.09%
Other					
Transportation Reimbursements	2,884,503	2,948,874	2,808,435	(140,439)	-4.76%
Tuition Non-Accredited Districts	206,142	50,000	-	(50,000)	-100.00%
All Other Sources	35,219	35,219	35,219	-	0.00%
Total Other Revenues	3,125,864	3,034,093	2,843,654	(190,439)	-6.28%
Total Revenues	238,104,026	240,149,043	244,451,374	4,302,331	1.79%

Total revenues will include the Debt Service and Capital Projects revenues. The voters approved a \$110,000,000 bond issue in November of 2018 and the construction of these projects has begun. The first portion of bonds were sold in spring of 2019 in the amount of \$55,000,000.

When looking at the detail of the total revenues on the chart on the following page, the Property Tax Revenue increase of 1.78%. This percentage growth is slightly lower than the operating revenue because we currently have recoupment approved from prior years and the levy would be approximately 0.05 cents which is lower than the current year 0.15 cents in the Capital Projects Fund. In FY18 there was a sale of bonds for a refunding. This generated a savings of \$4.3 million in future interest. Currently, there is not a plan for a bond sale in FY20. You will notice that total revenue growth is impacted by the significant change in bond sale revenue. Total Revenue decrease is budgeted to be \$58,699,376 or a decrease of 17.73 %.



Total Revenue by Source				Change From FY19 Projections	
	FY18 Actual	FY19 Projected	FY20 Budget	\$	%
Revenue					
Local					
Property Tax	192,649,490	198,577,230	202,108,056	3,530,826	1.78%
Proposition C	15,440,981	15,819,210	16,073,970	254,760	1.61%
Student Activities	3,623,837	3,500,000	3,500,000	-	0.00%
Earnings On Investments	4,106,543	1,415,332	1,948,442	533,110	37.67%
VST Revenue	7,890,932	7,431,350	7,341,893	(89,457)	-1.20%
Other Local	19,049,128	20,327,819	18,110,445	(2,217,374)	-10.91%
Total Local Revenue	242,760,911	247,070,941	249,082,806	2,011,865	0.81%
County	3,942,102	3,932,140	3,819,029	(113,111)	-2.88%
State	12,329,473	11,785,239	11,853,336	68,097	0.58%
Federal	5,427,409	5,400,335	4,801,547	(598,788)	-11.09%
Other					
Bond Issuance	27,405,000	59,877,000	-	(59,877,000)	-100.00%
Transportation Reimbursements	2,884,503	2,948,874	2,808,435	(140,439)	-4.76%
Tuition Non-Accredited Districts	206,142	50,000	-	(50,000)	-100.00%
All Other Sources	35,219	35,219	35,219	-	0.00%
Total Other Revenues	30,530,864	62,911,093	2,843,654	(60,067,439)	-95.48%
Total Revenues	294,990,759	331,099,748	272,400,372	(58,699,376)	-17.73%

### 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 2.99%. 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 22.39% 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 the 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 85.59% of our total operating expenditures. The remaining expenditures are for student resources, purchased services, supplies, student activities and debt services.

## Operating Expenditures by Object



## Operating Expenditures by Object

	FY18 Actual	FY19 Projected	FY20 Budget	Change From FY19 Projections	
				\$	%
Expenditures					
Salaries	147,877,902	151,308,315	154,108,284	2,799,969	1.85%
Benefits	52,802,788	54,036,990	54,603,599	566,609	1.05%
Purchased Services	13,236,711	14,168,028	13,123,207	(1,044,821)	-7.37%
Supplies And Materials	17,139,594	19,628,367	18,202,904	(1,425,463)	-7.26%
Debt Service	37,823	50,639	294,500	243,861	481.57%
Student Activities	3,431,904	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	234,526,722	242,692,339	243,832,494	1,140,155	0.47%
Anticipated Unexpended Budget	-	4,000,000	3,100,000	(900,000)	-22.50%
Total Expenditures	234,526,722	238,692,339	240,732,494	2,040,155	0.85%

For FY20 we are estimating an approximate 0.85% increase in our operating expenditures. As mentioned previously, our salary increase will be approximately 2.99%, but it offset by the turnover savings to have an impact of a 1.85% growth. This year we are estimating a need for a one additional pre-school teacher and TA. 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 for 50% of the year. 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 and supply budgets appear to have a large decrease from the current year, most of this is due to roll over budgets that are included in the FY19 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.

Overall we are projecting an increase in total operating expenditures of \$2,040,155 or .85%. With the growth in the operating revenue and the conservative growth in the expenditures, we will meet our fund balance growth target of 0.25%.

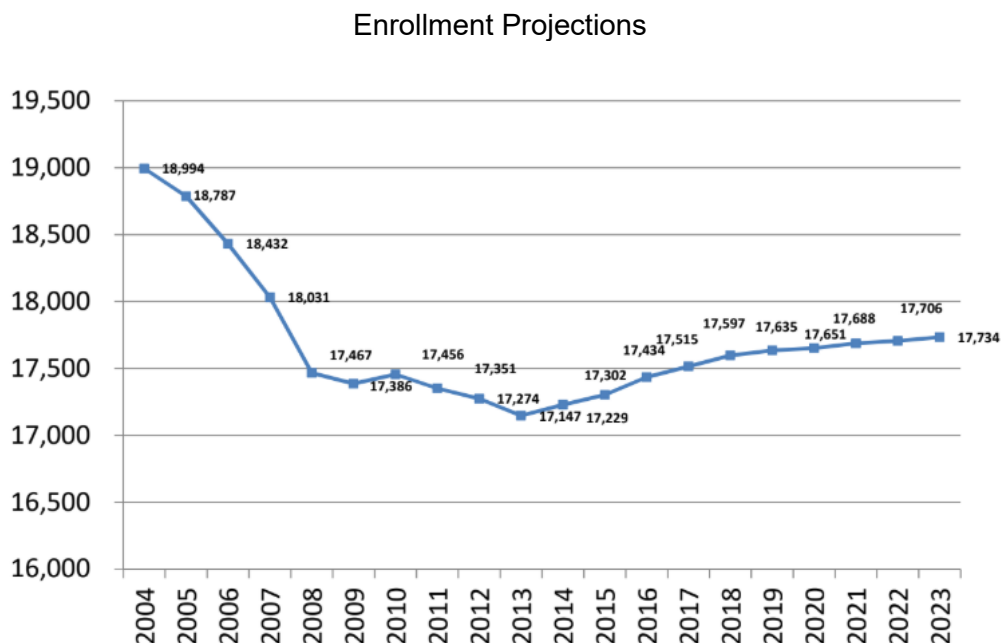
The chart below breaks down the total expenditures for the Parkway School District by object. You will notice, overall there is an increase in expenditures for the FY20 budget. This is due in large part to an increase in capital spending with the 2014 bond issue projects nearing completion and the beginning of the 2018 bond issue projects. We also have additional debt service payments that reflect the new bond issuance payments. We have an anticipated operating expenditure increase of 0.85%. The detail of the projects to be competed in FY20 and in future years are included in the informational section of this budget report.

#### Total Expenditures by Object

	FY18 Actual	FY19 Projected	FY20 Budget	Change From FY19 Projections	
				\$	%
Expenditures					
Salaries	147,877,902	151,308,315	154,108,284	2,799,969	1.85%
Benefits	52,802,788	54,036,990	54,603,599	566,609	1.05%
Purchased Services	13,236,711	14,168,028	13,123,207	(1,044,821)	-7.37%
Supplies And Materials	17,139,594	19,628,367	18,202,904	(1,425,463)	-7.26%
Capital Outlay	24,085,142	31,825,518	39,148,181	7,322,663	23.01%
Debt Service	30,371,189	26,717,920	53,412,283	26,694,363	99.91%
Student Activities	3,431,904	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	288,945,230	301,185,138	336,098,458	34,913,320	11.59%
Anticipated Unexpended Budget	-	4,000,000	3,100,000	(900,000)	-22.50%
Total Expenditures	288,945,230	297,185,138	332,998,458	35,813,320	12.05%

## Enrollment and Staffing:

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



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

When we are working on our projections for the FY20 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 FY20 budget, we have an increase of one pre-school teacher and TA, but no change in enrollment based FTE. We are expanding our virtual learning opportunities and have added a modest \$50,000 into the budget for salaries. We have some concerns on the horizon with the implementation of personalized learning, opening of McKelvey Primary and the staffing suggestions from the mental health task force. These will have burdens on our budget. We are currently involved in a comprehensive staffing review to see if we could identify some savings from existing staffing positions.

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 2019 student enrollment by grade level.

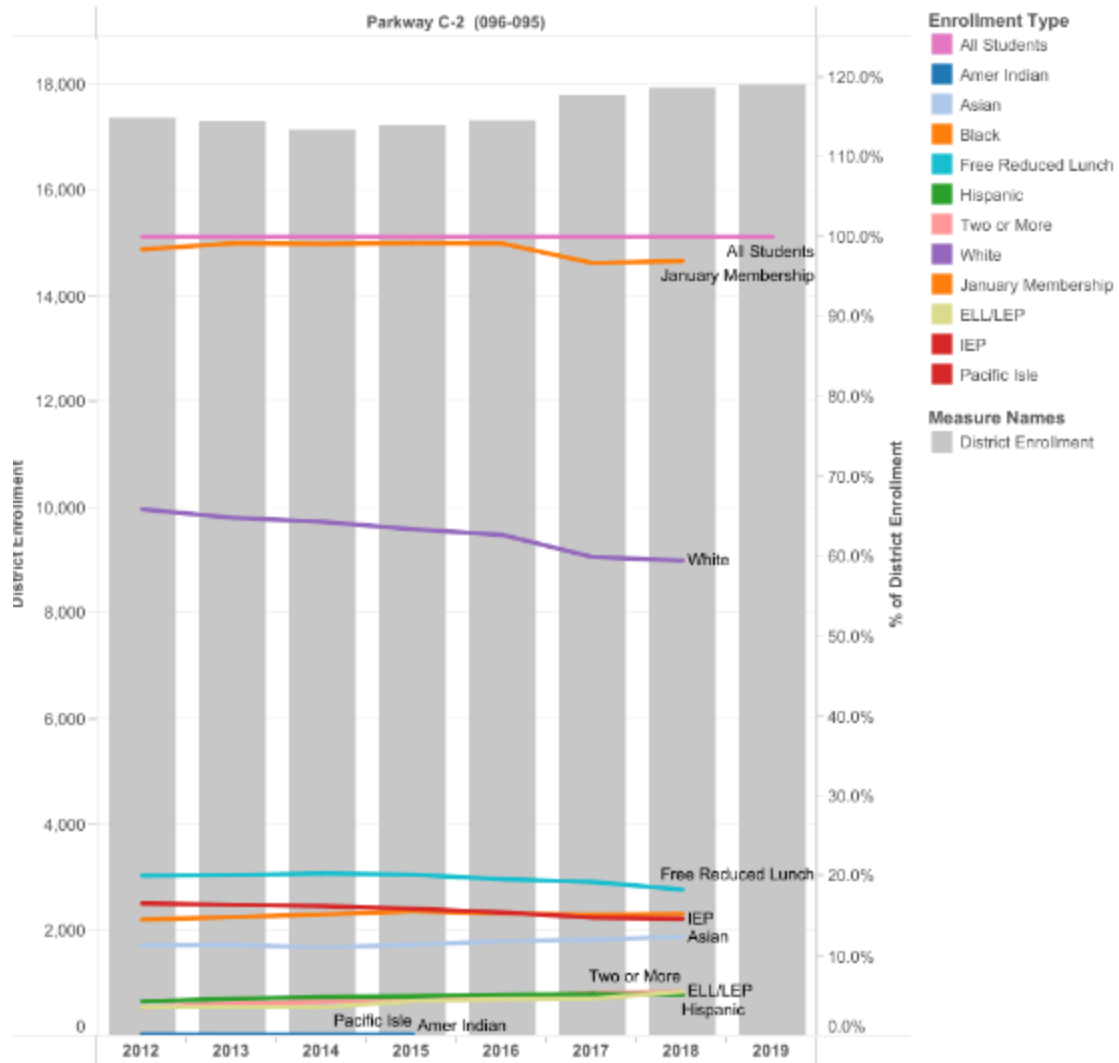
### Enrollment Breakdown (District Level)

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)

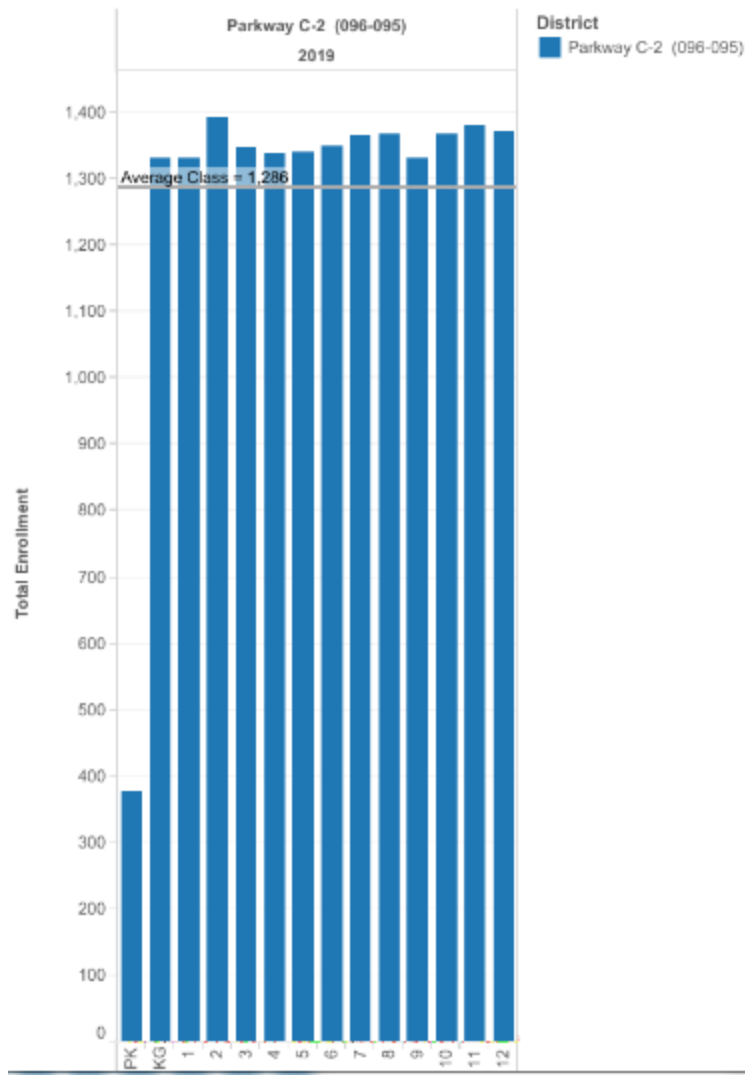


### District Grade Level

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

Note: Enrollment Data from 2018 is preliminary.

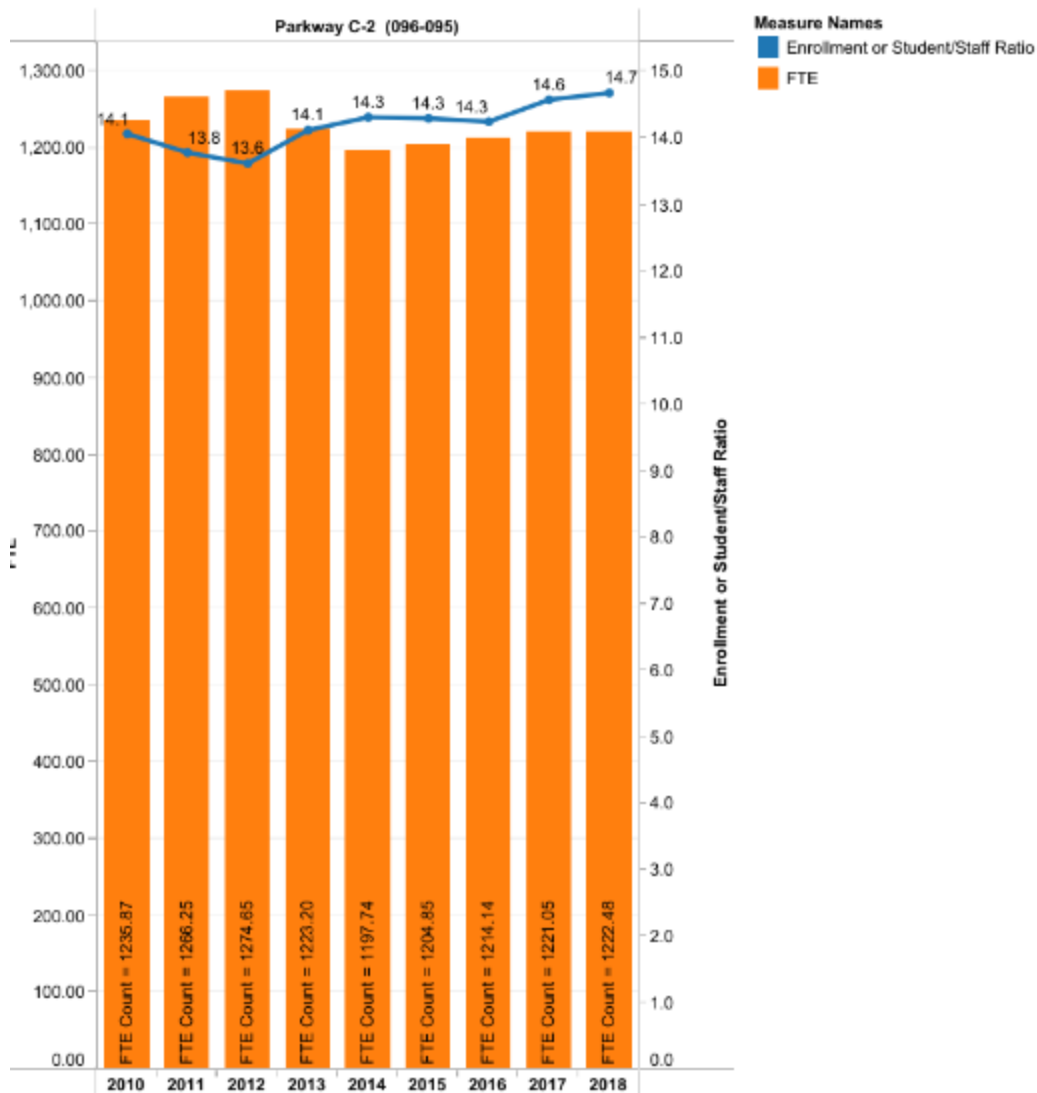
Source: Missouri Department of Elementary & Secondary Education (DESE)



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 2018 enrollment and FTE count.



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



### Fund Balances:

Below is the recapitulation of the fund balance for the Parkway School District. You will notice that this utilizes the estimated FY19 ending balances for the beginning balances of the FY20 fund balances. Once the audit is complete, the beginning balances will be updated.

Our fund balance policy for the district was recently updated to provide flexibility without giving up on our long-term goal of fund balance growth. Our goal is to provide growth to our operating fund balance of 0.25% annually. If this does not happen due to unforeseen conditions such as excessive protested tax settlements, then we do have the ability to make

this up over a three-year period. The goal is to have cash reserves that will provide funding year round and eliminate the need to borrow Tax Anticipation Notes or TANS annually. This will not only lower our expenditures for interest and legal fees but also provide an opportunity to increase our interest revenue for the district.

#### Budgeted Recapitulation of Funds for FY20

	Operating Funds	Debt Service	Capital Projects	2018 Bond Issue	Total
Beginning Fund Balance	47,949,190	33,529,218	6,129,707	49,267,000	136,875,115
Total Revenue	244,451,374	24,207,700	3,241,298	500,000	272,400,372
Total Expenditures	240,732,494	53,117,783	4,148,181	35,000,000	332,998,458
Transfers	(2,570,000)	-	2,570,000	-	-
Net Gain/(Loss)	1,148,880	(28,910,083)	1,663,117	(34,500,000)	(60,598,086)
Ending Fund Balance	49,098,070	4,619,135	7,792,824	14,767,000	76,277,029
Operating Fund Balance	20.40%				

We are estimating that we will complete the 2019 fiscal year with the approximate fund balance shown in the amounts noted above 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.

We are currently obtaining feedback and working collaboratively with our administrators on two major topics – Facilities 2030 and a Comprehensive Staffing Study. The main focus of the Facilities 2030 currently is building capacity and student enrollments. We have several schools that are reaching their limits for student capacity. We are working with the group to provide solutions whether this will be boundary line adjustments, facility adjustments or staffing changes.

The focus of the Comprehensive Staffing Study is to review our current staffing structures and to try to identify up to \$2 million in savings over the next few fiscal years. This savings would then be dedicated to providing staffing to support student needs for social and emotional support and McKelvey Primary.

## 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 negotiations. 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 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

	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Revenue						
Local						
Property Tax	168,199,861	169,622,577	176,653,048	178,590,486	183,616,326	185,443,177
Proposition C	15,440,981	15,819,210	16,073,970	16,169,090	16,264,360	15,858,810
Student Activities	3,623,837	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	798,120	894,906	942,750	973,345	1,096,958	1,169,428
VST Revenue	7,890,932	7,431,350	7,341,893	7,131,893	6,508,893	5,633,893
Other Local	18,311,669	19,466,640	17,322,899	16,012,656	16,137,593	16,263,181
Total Local Revenue	214,265,400	216,734,683	221,834,560	222,377,470	227,124,130	227,868,489
County	3,299,694	3,316,254	3,214,584	3,131,914	3,065,430	3,012,741
State	12,275,714	11,663,678	11,757,029	11,616,752	11,566,923	11,548,667
Federal	5,137,354	5,400,335	4,801,547	4,814,299	4,827,127	4,840,032
Other						
Transportation Reimbursements	2,884,503	2,948,874	2,808,435	2,852,462	2,652,462	2,697,337
Tuition - Other Districts	206,142	50,000	-	-	-	-
All Other Sources	35,219	35,219	35,219	35,219	35,219	35,219
Total Other Revenues	3,125,864	3,034,093	2,843,654	2,887,681	2,687,681	2,732,556
Total Revenues	238,104,026 3.67%	240,149,043 0.86%	244,451,374 1.79%	244,828,116 0.15%	249,271,291 1.81%	250,002,485 0.29%

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%.

Please note in FY21 and FY23 larger amounts are included in the “anticipated unexpected Budget” Line. This includes additional budget cuts that may need to be identified in order to meet fund balance requirements. Currently we have budgeted for a reduction in our Financial

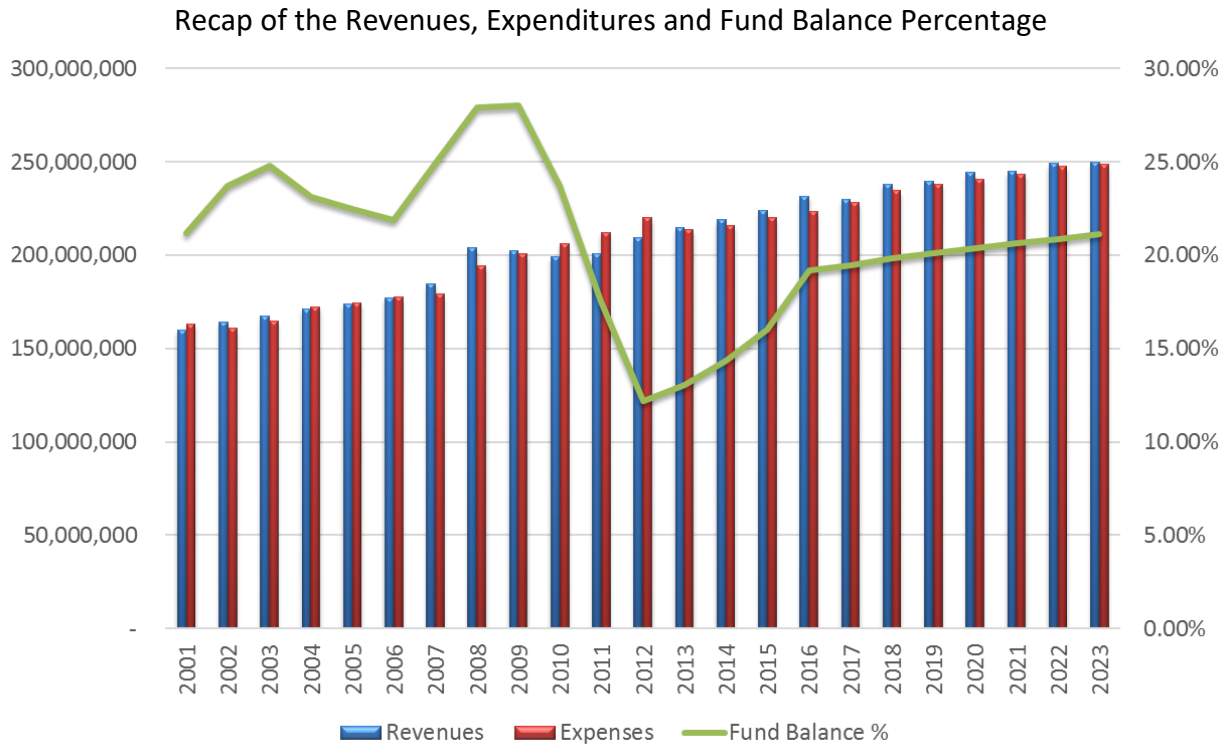
Institution Tax beginning in FY21. Based on current legislation, this may not be reduced. We are waiting for DESE to provide details on how the revenue will be allocated and distributed to school districts impacted.

Total Operating Expenditures						
	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Expenditures						
Salaries	147,877,902	151,308,315	154,108,284	156,882,233	159,706,113	162,580,822
Benefits	52,802,788	54,036,990	54,603,599	55,695,671	56,809,585	57,945,777
Purchased Services	13,236,711	14,168,028	13,123,207	13,123,207	13,123,207	13,123,207
Supplies And Materials	17,139,594	19,628,367	18,202,904	18,202,904	18,202,904	18,202,904
Debt Service	37,823	50,639	294,500	294,500	294,500	294,500
Student Activities	3,431,904	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	234,526,722	242,692,339	243,832,494	247,698,515	251,636,309	255,647,210
Anticipated Unexpended Budget	-	4,000,000	3,100,000	4,100,000	3,700,000	6,650,000
Total Expenditures	234,526,722 2.82%	238,692,339 1.78%	240,732,494 0.85%	243,598,515 1.19%	247,936,309 1.78%	248,997,210 0.43%

When we combine the five-year forecast for revenues and expenditures, we want to 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.

#### Operating Fund Balance and Fund Balance Percentage

	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	44,415,182	46,492,486	47,949,190	49,098,070	50,327,671	51,662,653
Total Revenues	238,104,026	240,149,043	244,451,374	244,828,116	249,271,291	250,002,485
Total Expenditures	234,526,722	238,692,339	240,732,494	243,598,515	247,936,309	248,997,210
Transfer To Capital Projects	(1,500,000)	-	(2,570,000)	-	-	-
Net Gain/(Loss)	2,077,304	1,456,704	1,148,880	1,229,601	1,334,982	1,005,275
Ending Fund Balance	46,492,486	47,949,190	49,098,070	50,327,671	51,662,653	52,667,928
Operating Fund Balance	19.82%	20.09%	20.40%	20.66%	20.84%	21.15%



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 a 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 are 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 again 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 2018-2019 school year.

### **National Schools of Character**

Hanna Woods Elementary was named as a National School of Character by the Character Education Partnership for its dedicated focus on character development. In addition, McKelvey was renewed as a National School of Character. McKelvey was first named a National School of Character in 2014.

Parkway now has 12 National Schools of Character – Barretts Elementary, Carman Trails Elementary, Craig Elementary, Green Trails Elementary, Hanna Woods Elementary, McKelvey Elementary, Oak Brook Elementary, Ross Elementary, Central Middle, Northeast Middle, Southwest Middle and the Early Childhood Center. Parkway School District was named a School District of Character in 2017.

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

All four of Parkway's high schools - Central, North, South and West - were named 2018 Best High Schools in America by *U.S. News and World Report*. All four ranked in the top 15 percent of high schools across the country and placed among the top high schools in Missouri.

### **National Green Ribbon Schools**

Claymont Elementary and Highcroft 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 North High, McKelvey Elementary, Bellerive Elementary and Green Trails Elementary were named as National Green Ribbon Schools over the last couple of years.

### **America's Best Employers for Women**

Parkway was selected as one of "America's Best Employers for Women" by *Forbes Magazine* 2018.

### **2018 Distinguished Eagle Award**

Patty Bedborough, Parkway Chief Financial Officer, received the 2018 Distinguished Eagle Award from the Association of School Business Officials International. This national award honors visionary K-12 school business leaders who have improved student achievement and enriched their school communities.

### **AAA Rating from Standard & Poors**

Parkway is one of only four school districts in Missouri to earn the 'AAA' rating and one of eighty-four districts across the nation to have this rating. The ranking is based on strong financial performance and management, good financial practices and maintaining low debt levels.

### **Missouri Scholars Academy**

Eleven Parkway students have been selected to participate in the Missouri Scholars Academy this summer. This academy is a three-week academic program for 330 of Missouri's gifted students who are ready to begin their junior year in high school. Students are selected by GPA's, standardized test scores, IQ's, recommendations and formal essays.

### **Missouri Scholars 100**

Five Parkway high school students were selected for the 2019 Missouri Scholars 100 list, a statewide program that honors 100 of Missouri's top academic students in the graduating class of 2019.

### **National Board Certification**

Parkway had seven teachers who became National Board Certified Teachers during the 2018-2019 school year. 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 Certification**

Bellerive elementary school has been recertified as an internationally recognized Leader in Me Lighthouse School. Bellerive is only one of three schools in the country to receive this honor so far. Nearly 4,000 school worldwide participate in The Leader in Me program, but only 420 of them have earned Lighthouse certification. The recognition honors schools for achieving outstanding results in student and school outcomes by implementing Leader in Me processes and for the extraordinary impact the school is having on students, parents, staff and the greater community.

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

Parkway is one of 373 school districts in the U.S. and Canada honored by the College Board with placement on the 9<sup>th</sup> Annual AP District Honor Roll. To be included, Parkway had to increase the number of students participating in AP coursework while also increasing or maintaining the percentage of students earning AP exam scores of three or higher. Parkway is one of only five districts in Missouri to receive this honor. This is Parkway's third consecutive year on the list.

### **Outstanding Assistant Principal of the Year**

Melissa Hellwig, assistant principal of Barretts Elementary, was named the Missouri Association of Elementary School Principals (MAESP) 'Outstanding Assistant Principal of the Year.'

### **2019 Best Communities for Music Education**

Parkway has been honored with the Best Communities for Music Education designation from the National Association of Music Merchants Foundation for its outstanding commitment to music education. Parkway is one of only four districts in Missouri to receive this designation.

### **National Merit Scholarship Program**

Two Parkway students were awarded a National Merit Scholarship. The selection of winners is based on academic record, including difficulty level of subjects studies and grades earned; scores from two standardized tests; contributions and leadership in school and community activities; an essay; and a recommendation from a high school official.

### **National Merit Finalists**

Twenty Parkway high school seniors were named finalists in the National Merit Scholarship Program. Finalists represent less than one percent of U.S. high school seniors.

### **ACT Perfect Scores**

Five Parkway students scored a 36 (highest possible score) on the ACT college admissions and placement exam. Nationally, on average, less than one-tenth of one percent of students who take the ACT earn a top score.

### **National Athletic Trainers' Association Safe Sports Award**

South High was awarded the National Athletic Trainers' Association Safe Sports School award for its athletics program. The award champions safety and recognizes secondary schools that provide safe environments for student athletes. The award reinforces the importance of providing the best level of care, injury prevention and treatment.

### **Most Innovative School District**

Parkway was selected as one of the most innovative school district in the United States by The Superintendents Association and Successful Practices Network. This joint group searched nationwide for districts challenging the status quo to find groundbreaking and original ways to meet students' changing and complex needs in order to celebrate innovators in education and report their experiences in case studies to benefit all educators. Parkway was one of twenty-five school district to receive this distinction.

### **National Certified School Nurse**

Kimberly Morelli at West Middle and Karen Malik at Green Trails earned the Nationally Certified School Nurse credential. The NCSN credential is granted to registered nurses who meet educational, employment, and other criteria, and who have successfully passed the national examination managed by the National Board for Certification of School Nurses.

### **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 16<sup>th</sup> consecutive year Parkway has received this distinction.

### **Proposition S Bond Approved**

Proposition S was approved by the voters of Parkway with a 73.5 percent approval.

### **Top Scores in State**

Parkway earned a 98.9 percent overall score on Missouri's Department of Elementary and Secondary Education annual performance report. Missouri's rating system is based on a number of factors including academic achievement, subgroup achievement, high school readiness (K-8), college and career readiness (K-12 district), attendance and graduation rates.

### **Parkway Food Pantry**

Parkway Schools opened a food pantry in October 2017 to serve the Parkway community. The Parkway Food Pantry provides weekly food bags to over 240 Parkway students. 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 91.7 percent. The Parkway bus fleet has scored above 90 percent for 29 of the last 30 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 of the current 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 2019-2020:

	<u>Operating Funds</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>2018 Bond Issue</u>	<u>Total</u>
Beginning Fund Balance	47,949,190	33,529,218	6,129,707	49,267,000	136,875,115
Total Revenue	244,451,374	24,207,700	3,241,298	500,000	272,400,372
Total Expenditures	240,732,494	53,117,783	4,148,181	35,000,000	332,998,458
Transfers	<u>(2,570,000)</u>	<u>-</u>	<u>2,570,000</u>	<u>-</u>	<u>-</u>
Net Gain/(Loss)	1,148,880	(28,910,083)	1,663,117	(34,500,000)	(60,598,086)
Ending Fund Balance	49,098,070	4,619,135	7,792,824	14,767,000	76,277,029
Operating Fund Balance	20.40%				

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**

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	90,661,385	80,590,389	96,914,976	102,960,505	136,875,115	76,277,029	62,397,475	65,728,665
Revenue								
Local								
Property Tax	186,108,213	183,452,797	192,649,490	198,577,230	202,108,056	201,941,877	207,624,865	209,690,584
Proposition C	15,176,728	15,339,451	15,440,981	15,819,210	16,073,970	16,169,090	16,264,360	15,858,810
Student Activities	3,557,250	3,562,474	3,623,837	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	1,151,499	1,367,526	4,106,543	1,415,332	1,948,442	1,679,037	1,602,650	1,675,120
Vst Revenue	7,733,243	7,824,349	7,890,932	7,431,350	7,341,893	7,131,893	6,508,893	5,633,893
Other Local	16,283,140	16,919,023	19,049,128	20,327,819	18,110,445	16,784,736	16,959,673	17,135,261
Total Local Revenue	230,010,073	228,465,620	242,760,911	247,070,941	249,082,806	247,206,633	252,460,441	253,493,668
County	4,219,271	4,098,397	3,942,102	3,932,140	3,819,029	3,727,443	3,654,199	3,596,589
State	11,178,066	11,194,625	12,329,473	11,785,239	11,853,336	11,616,752	11,566,923	11,548,667
Federal	5,934,405	5,846,937	5,427,409	5,400,335	4,801,547	4,814,299	4,827,127	4,840,032
Other								
Bond Issuance	-	44,673,580	27,405,000	59,877,000	-	-	-	-
Transportation Reimbursements	2,293,952	2,466,493	2,884,503	2,948,874	2,808,435	2,852,462	2,652,462	2,697,337
Tuition - Other Districts	187,684	247,653	206,142	50,000	-	-	-	-
All Other Sources	29,959	33,521	35,219	35,219	35,219	35,219	35,219	35,219
Total Other Revenues	2,511,595	47,421,247	30,530,864	62,911,093	2,843,654	2,887,681	2,687,681	2,732,556
Total Revenues	253,853,410	297,026,826	294,990,759	331,099,748	272,400,372	270,252,808	275,196,371	276,211,512
Expenditures								
Salaries	141,051,454	145,304,413	147,877,902	151,308,315	154,108,284	156,882,233	159,706,113	162,580,822
Benefits	49,448,034	51,280,756	52,802,788	54,036,990	54,603,599	55,695,671	56,809,585	57,945,777
Purchased Services	13,036,942	12,366,581	13,236,711	14,168,028	13,123,207	13,123,207	13,123,207	13,123,207
Supplies And Materials	16,328,444	15,492,216	17,139,594	19,628,367	18,202,904	18,202,904	18,202,904	18,202,904
Capital Outlay	22,395,898	33,965,616	24,085,142	31,825,518	39,148,181	18,346,097	3,379,097	3,379,097
Debt Service	18,236,613	18,690,971	30,371,189	26,717,920	53,412,283	22,482,250	20,844,275	18,323,115
Student Activities	3,427,021	3,601,686	3,431,904	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	263,924,406	280,702,239	288,945,230	301,185,138	336,098,458	288,232,362	275,565,181	277,054,922
Anticipated Unexpended Budget	-	-	-	4,000,000	3,100,000	4,100,000	3,700,000	6,650,000
Total Expenditures	263,924,406	280,702,239	288,945,230	297,185,138	332,998,458	284,132,362	271,865,181	270,404,922
Net Gain/(Loss)	(10,070,996)	16,324,587	6,045,529	33,914,610	(60,598,086)	(13,879,554)	3,331,190	5,806,590
Ending Fund Balance	80,590,389	96,914,976	102,960,505	136,875,115	76,277,029	62,397,475	65,728,665	71,535,255

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	35,197,756	42,939,452	44,415,182	46,492,486	47,949,190	49,098,070	50,327,671	51,662,653
Revenue								
Local								
Property Tax	165,796,458	162,789,899	168,199,861	169,622,577	176,653,048	178,590,486	183,616,326	185,443,177
Proposition C	15,176,728	15,339,451	15,440,981	15,819,210	16,073,970	16,169,090	16,264,360	15,858,810
Student Activities	3,557,250	3,562,474	3,623,837	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	203,519	325,481	798,120	894,906	942,750	973,345	1,096,958	1,169,428
VST Revenue	7,733,243	7,824,349	7,890,932	7,431,350	7,341,893	7,131,893	6,508,893	5,633,893
Other Local	16,055,640	16,612,523	18,311,669	19,466,640	17,322,899	16,012,656	16,137,593	16,263,181
Total Local Revenue	208,522,838	206,454,177	214,265,400	216,734,683	221,834,560	222,377,470	227,124,130	227,868,489
County	3,579,560	3,475,314	3,299,694	3,316,254	3,214,584	3,131,914	3,065,430	3,012,741
State	11,178,066	11,194,625	12,275,714	11,663,678	11,757,029	11,616,752	11,566,923	11,548,667
Federal	5,934,405	5,813,131	5,137,354	5,400,335	4,801,547	4,814,299	4,827,127	4,840,032
Other								
Transportation Reimbursements	2,293,952	2,466,493	2,884,503	2,948,874	2,808,435	2,852,462	2,652,462	2,697,337
Tuition - Other Districts	187,684	247,653	206,142	50,000	-	-	-	-
All Other Sources	29,959	33,521	35,219	35,219	35,219	35,219	35,219	35,219
Total Other Revenues	2,511,595	2,747,667	3,125,864	3,034,093	2,843,654	2,887,681	2,687,681	2,732,556
Total Revenues	231,726,464	229,684,914	238,104,026	240,149,043	244,451,374	244,828,116	249,271,291	250,002,485
Expenditures								
Salaries	141,051,454	145,304,413	147,877,902	151,308,315	154,108,284	156,882,233	159,706,113	162,580,822
Benefits	49,448,034	51,280,756	52,802,788	54,036,990	54,603,599	55,695,671	56,809,585	57,945,777
Purchased Services	13,036,942	12,366,581	13,236,711	14,168,028	13,123,207	13,123,207	13,123,207	13,123,207
Supplies And Materials	16,328,444	15,492,216	17,139,594	19,628,367	18,202,904	18,202,904	18,202,904	18,202,904
Debt Service	92,873	53,532	37,823	50,639	294,500	294,500	294,500	294,500
Student Activities	3,427,021	3,601,686	3,431,904	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	223,384,768	228,099,184	234,526,722	242,692,339	243,832,494	247,698,515	251,636,309	255,647,210
Anticipated Unexpended Budget	-	-	-	4,000,000	3,100,000	4,100,000	3,700,000	6,650,000
Total Expenditures	223,384,768	228,099,184	234,526,722	238,692,339	240,732,494	243,598,515	247,936,309	248,997,210
Transfer To Capital Projects	(600,000)	(110,000)	(1,500,000)	-	(2,570,000)	-	-	-
Net Gain/(Loss)	7,741,696	1,475,730	2,077,304	1,456,704	1,148,880	1,229,601	1,334,982	1,005,275
Ending Fund Balance	42,939,452	44,415,182	46,492,486	47,949,190	49,098,070	50,327,671	51,662,653	52,667,928
Operating Fund Balance	19.22%	19.47%	19.82%	20.09%	20.40%	20.66%	20.84%	21.15%

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	31,455,404	40,720,434	43,490,036	43,019,139	44,493,371	45,558,553	49,176,718	51,468,000
Revenue								
Local								
Property Tax	58,028,759	56,974,778	58,873,800	59,366,770	61,827,388	62,505,478	64,264,489	64,903,875
Proposition C	5,311,855	3,168,808	-	-	-	-	-	-
Student Activities	3,557,250	3,562,474	3,623,837	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	189,890	309,567	766,159	855,000	897,750	926,095	1,048,216	1,114,259
VST Revenue	2,319,973	2,347,305	2,367,280	2,229,405	2,202,568	2,139,568	1,952,668	1,690,168
Other Local	9,874,604	10,592,833	11,407,722	11,623,634	10,931,466	10,521,361	10,613,656	10,706,275
Total Local Revenue	79,282,331	76,955,765	77,038,798	77,574,809	79,359,172	79,592,502	81,379,029	81,914,577
County	1,192,813	1,156,682	1,099,067	1,111,781	1,076,194	1,047,257	1,023,986	1,005,543
State	4,908,635	4,740,777	3,311,460	2,513,027	2,451,242	2,302,522	2,244,253	2,228,811
Federal	4,354,144	3,783,204	3,316,778	3,996,318	3,673,197	3,685,949	3,698,777	3,711,682
Other								
Transportation Reimbursements	2,293,952	2,466,493	2,884,503	2,948,874	2,808,435	2,852,462	2,652,462	2,697,337
Tuition - Other Districts	187,684	247,653	206,142	50,000	-	-	-	-
All Other Sources	29,959	33,521	35,219	35,219	35,219	35,219	35,219	35,219
Total Other Revenues	2,511,595	2,747,667	3,125,864	3,034,093	2,843,654	2,887,681	2,687,681	2,732,556
Total Revenues	92,249,518	89,384,095	87,891,967	88,230,028	89,403,459	89,515,911	91,033,726	91,593,169
Expenditures								
Salaries	36,064,998	36,702,963	37,775,786	38,382,736	39,006,775	39,593,795	40,189,195	40,793,083
Benefits	16,070,898	16,270,434	16,773,305	17,007,567	17,122,432	17,464,881	17,814,179	18,170,463
Purchased Services	10,150,254	9,383,662	10,204,452	11,186,487	10,141,666	10,141,666	10,141,666	10,141,666
Supplies And Materials	16,328,444	15,492,216	17,139,594	19,628,367	18,202,904	18,202,904	18,202,904	18,202,904
Debt Service	92,873	53,532	37,823	50,639	294,500	294,500	294,500	294,500
Student Activities	3,427,021	3,601,686	3,431,904	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	82,134,488	81,504,493	85,362,864	89,755,796	88,268,277	89,197,746	90,142,444	91,102,616
Anticipated Unexpended Budget	-	-	-	3,000,000	2,500,000	3,300,000	2,900,000	5,850,000
Total Expenditures	82,134,488	81,504,493	85,362,864	86,755,796	85,768,277	85,897,746	87,242,444	85,252,616
Transfers To Other Funds	(850,000)	(5,110,000)	(3,000,000)	-	(2,570,000)	-	(1,500,000)	(5,200,000)
Net Gain/(Loss)	9,265,030	2,769,602	(470,897)	1,474,232	1,065,182	3,618,165	2,291,282	1,140,553
Ending Fund Balance	40,720,434	43,490,036	43,019,139	44,493,371	45,558,553	49,176,718	51,468,000	52,608,553



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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	3,742,352	2,219,018	925,146	3,473,347	3,455,819	3,539,517	1,150,953	194,653
Revenue								
Local								
Property Tax	107,767,699	105,815,121	109,326,061	110,255,807	114,825,660	116,085,008	119,351,837	120,539,302
Proposition C	9,864,873	12,170,643	15,440,981	15,819,210	16,073,970	16,169,090	16,264,360	15,858,810
Earnings On Investments	13,629	15,914	31,961	39,906	45,000	47,250	48,742	55,169
VST Revenue	5,413,270	5,477,044	5,523,652	5,201,945	5,139,325	4,992,325	4,556,225	3,943,725
Other Local	6,181,036	6,019,690	6,903,947	7,843,006	6,391,433	5,491,295	5,523,937	5,556,906
Total Local Revenue	129,240,507	129,498,412	137,226,602	139,159,874	142,475,388	142,784,968	145,745,101	145,953,912
County	2,386,747	2,318,632	2,200,627	2,204,473	2,138,390	2,084,657	2,041,444	2,007,198
State	6,269,431	6,453,848	8,964,254	9,150,651	9,305,787	9,314,230	9,322,670	9,319,856
Federal	1,580,261	2,029,927	1,820,576	1,404,017	1,128,350	1,128,350	1,128,350	1,128,350
Total Revenues	139,476,946	140,300,819	150,212,059	151,919,015	155,047,915	155,312,205	158,237,565	158,409,316
Expenditures								
Salaries	104,986,456	108,601,450	110,102,116	112,925,579	115,101,509	117,288,438	119,516,918	121,787,739
Benefits	33,377,136	35,010,322	36,029,483	37,029,423	37,481,167	38,230,790	38,995,406	39,775,314
Purchased Services	2,886,688	2,982,919	3,032,259	2,981,541	2,981,541	2,981,541	2,981,541	2,981,541
Subtotal Expenditures	141,250,280	146,594,691	149,163,858	152,936,543	155,564,217	158,500,769	161,493,865	164,544,594
Anticipated Unexpended Budget	-	-	-	1,000,000	600,000	800,000	800,000	800,000
Total Expenditures	141,250,280	146,594,691	149,163,858	151,936,543	154,964,217	157,700,769	160,693,865	163,744,594
Transfer From General Fund	250,000	5,000,000	1,500,000	-	-	-	1,500,000	5,200,000
Net Gain/(Loss)	(1,523,334)	(1,293,872)	2,548,201	(17,528)	83,698	(2,388,564)	(956,300)	(135,278)
Ending Fund Balance	2,219,018	925,146	3,473,347	3,455,819	3,539,517	1,150,953	194,653	59,375

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	6,103,666	10,106,755	13,767,360	36,717,985	33,529,218	4,619,135	6,883,497	11,436,222
Revenue								
Local								
Property Tax	20,311,755	20,662,898	22,185,774	22,178,803	23,098,063	23,351,391	24,008,539	24,247,407
Earnings On Investments	733,994	549,951	3,005,532	505,192	505,192	505,192	505,192	505,192
Total Local Revenue	<u>21,045,749</u>	<u>21,212,849</u>	<u>25,191,306</u>	<u>22,683,995</u>	<u>23,603,255</u>	<u>23,856,583</u>	<u>24,513,731</u>	<u>24,752,599</u>
County	639,711	623,083	642,408	615,886	604,445	595,529	588,769	583,848
Other								
Bond Issuance	<u>-</u>	<u>-</u>	<u>27,405,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	21,685,460	21,835,932	53,238,714	23,299,881	24,207,700	24,452,112	25,102,500	25,336,447
Expenditures								
Debt Service	<u>17,682,371</u>	<u>18,175,327</u>	<u>30,288,089</u>	<u>26,488,648</u>	<u>53,117,783</u>	<u>22,187,750</u>	<u>20,549,775</u>	<u>18,028,615</u>
Net Gain/(Loss)	<u>4,003,089</u>	<u>3,660,605</u>	<u>22,950,625</u>	<u>(3,188,767)</u>	<u>(28,910,083)</u>	<u>2,264,362</u>	<u>4,552,725</u>	<u>7,307,832</u>
Ending Fund Balance	<u><u>10,106,755</u></u>	<u><u>13,767,360</u></u>	<u><u>36,717,985</u></u>	<u><u>33,529,218</u></u>	<u><u>4,619,135</u></u>	<u><u>6,883,497</u></u>	<u><u>11,436,222</u></u>	<u><u>18,744,054</u></u>

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	6,415,347	3,656,703	718,716	2,253,613	6,129,707	7,792,824	5,186,307	2,629,790
Revenue								
Local								
Property Taxes	-	-	2,263,855	6,775,850	2,356,945	-	-	-
M&M tax	-	-	65,379	189,099	65,466	-	-	-
Earnings On Investments	26,706	-	234	234	500	500	500	500
Other Local	227,500	306,500	672,080	672,080	722,080	772,080	822,080	872,080
Total Local Revenue	254,206	306,500	3,001,548	7,637,263	3,144,991	772,580	822,580	872,580
County	-	-	53,759	121,561	96,307	-	-	-
Federal	-	33,806	290,055	-	-	-	-	-
Total Revenues	254,206	340,306	3,345,362	7,758,824	3,241,298	772,580	822,580	872,580
Expenditures								
Capital Outlay	3,151,481	2,926,181	3,265,188	3,704,097	4,148,181	3,379,097	3,379,097	3,379,097
Debt Service	461,369	462,112	45,277	178,633	-	-	-	-
Total Expenditures	3,612,850	3,388,293	3,310,465	3,882,730	4,148,181	3,379,097	3,379,097	3,379,097
Transfer From General Fund	600,000	110,000	1,500,000	-	2,570,000	-	-	-
Net Gain/(Loss)	(2,758,644)	(2,937,987)	1,534,897	3,876,094	1,663,117	(2,606,517)	(2,556,517)	(2,506,517)
Ending Fund Balance	3,656,703	718,716	2,253,613	6,129,707	7,792,824	5,186,307	2,629,790	123,273

**PARKWAY SCHOOL DISTRICT  
REVENUES, EXPENDITURES, AND FUND BALANCE  
2014 BOND ISSUE FUND - CAPITAL PROJECTS FUND**

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	42,944,616	23,887,479	38,013,718	17,496,421	-	-	-	-
Revenue								
Local								
Earnings On Investments	187,280	492,094	302,657	15,000	-	-	-	-
Other								
Bond Issuance	-	44,673,580	-	-	-	-	-	-
Total Revenues	187,280	45,165,674	302,657	15,000	-	-	-	-
Expenditures								
2014 Bond Expenditures	19,244,417	30,897,369	20,819,954	17,511,421	-	-	-	-
Bond Issue Fees	-	142,066	-	-	-	-	-	-
Total Expenditures	19,244,417	31,039,435	20,819,954	17,511,421	-	-	-	-
Net Gain/(Loss)	(19,057,137)	14,126,239	(20,517,297)	(17,496,421)	-	-	-	-
Ending Fund Balance	23,887,479	38,013,718	17,496,421	-	-	-	-	-

**PARKWAY SCHOOL DISTRICT  
REVENUES, EXPENDITURES, AND FUND BALANCE  
2018 BOND ISSUE FUND - CAPITAL PROJECTS FUND**

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Beginning Fund Balance	-	-	-	-	49,267,000	14,767,000	-	-
Revenue								
Local								
Earnings On Investments	-	-	-	-	500,000	200,000	-	-
Other								
Bond Issuance	-	-	-	59,877,000	-	-	-	-
Total Revenues	-	-	-	59,877,000	500,000	200,000	-	-
Expenditures								
2018 Bond Expenditures	-	-	-	10,000,000	35,000,000	14,967,000	-	-
Bond Issue Fees	-	-	-	610,000	-	-	-	-
Total Expenditures	-	-	-	10,610,000	35,000,000	14,967,000	-	-
Net Gain/(Loss)	-	-	-	49,267,000	(34,500,000)	(14,767,000)	-	-
Ending Fund Balance	-	-	-	49,267,000	14,767,000	-	-	-

## REVENUE BUDGET ANALYSIS

Parkway School District reports revenue by fund and source. Three prior years of actual data are presented along with the FY19 projection, the budget for FY20, and the forecasts for the next three years.

The chart below shows total revenue by fund:

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Actual	Actual	Actual	Projected	Forecast	Forecast	Forecast	Forecast
General	92,249,518	89,384,095	87,891,967	88,230,028	89,403,459	89,515,911	91,033,726	91,593,169
Special Revenue	139,476,946	140,300,819	150,212,059	151,919,015	155,047,915	155,312,205	158,237,565	158,409,316
Debt Service	21,685,460	21,835,932	53,238,714	23,299,881	24,207,700	24,452,112	25,102,500	25,336,447
Capital Projects	254,206	340,306	3,345,362	7,758,824	3,241,298	772,580	822,580	872,580
2014 Bond Issue	187,280	45,165,674	302,657	15,000	-	-	-	-
2018 Bond Issue	-	-	-	59,877,000	500,000	200,000	-	-
	<u>253,853,410</u>	<u>297,026,826</u>	<u>294,990,759</u>	<u>331,099,748</u>	<u>272,400,372</u>	<u>270,252,808</u>	<u>275,196,371</u>	<u>276,211,512</u>

Revenues are expected to decrease \$58,699,376 (-17.7%), in fiscal year 2020. This decrease is primarily related to a \$59,877,000 refunding general obligation bond issue in FY19. Additionally the capital projects property tax collections are projected to decrease by \$4,418,905(-65.2%) due to a decrease in the property tax rate related to recoupment. There is increased property tax collections in the operating funds due to an anticipated increase in assessed valuation and higher collection rates.

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 91.4% of all District revenues. Local revenues are projected to increase .8% 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.

## Revenue by Source (continued)

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 2020 fiscal year is in a reassessment year. Based on the latest information from St. Louis County, we are forecasting a 14.7% increase in assessed valuation to \$5,440,407,140. In the state of Missouri, however, property tax collections cannot increase more than the lower of actual growth rate in assessment or inflation growth as measured by the consumer price index(CPI). The District is only forecasting a 1.9% growth in CPI and limiting property tax collections to that percentage. In addition to the CPI increase, new construction can also increase the allowable tax collections. The District is forecasting \$25,000,000 in new construction for FY20 billing. As a result, of these factors the District used \$4,859,681,033 as assessed valuation when budgeting property tax collections. That number is calculated by increasing the prior year valuation of \$4,744,534,870 by the forecasted 1.9% CPI increase plus the \$25 million in new construction.
- 2) Levy per \$100 – We are forecasting that the operating levy will remain the same at \$3.7475/\$100 for FY20.
- 3) Collection rates – The District is forecasting a collection rate of 97.00% for FY20. That rate is based on an analysis of our current and prior collection rates. This is an increase of 1.6% from the forecasted FY19 collection rate.

These three factors combined, result in an increase in operating fund property tax collections of \$7,030,471(4.1%).

Most other local revenues are budgeted to remain flat or modestly increase with a few exceptions. Financial institution tax is projected to decrease by \$2.4 million compared to FY19. The financial institution tax revenues in FY19 were historically large and the FY20 budget was prepared using historical collection numbers. Revenue from the Voluntary Student Transfer Program is scheduled to decrease by \$89,457, 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 2.9% 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 .6% 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 1.8% of all non-bond issue District revenues. The District budgeted a 11.1% decrease in this category, primarily as a result of the District no longer receiving the math and science grant of approximately \$315,000. The Title II grant is also forecasted to drop by approximately \$222,000 due to spending down all grant carry forwards. 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 1.0% 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 FY19.

This chart is total revenue by source for all funds:

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
Local	230,010,073	228,465,620	242,760,911	247,070,941	249,082,806	247,206,633	252,460,441	253,493,668
County	4,219,271	4,098,397	3,995,861	4,053,701	3,915,336	3,727,443	3,654,199	3,596,589
State	11,178,066	11,194,625	12,275,714	11,663,678	11,757,029	11,616,752	11,566,923	11,548,667
Federal	5,934,405	5,846,937	5,427,409	5,400,335	4,801,547	4,814,299	4,827,127	4,840,032
Other Sources	2,511,595	47,421,247	30,530,864	62,911,093	2,843,654	2,887,681	2,687,681	2,732,556
	253,853,410	297,026,826	294,990,759	331,099,748	272,400,372	270,252,808	275,196,371	276,211,512

This chart is total revenue by source for Operating Funds:

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
Local	208,522,838	206,454,177	214,265,400	216,734,683	221,834,560	222,377,470	227,124,130	227,868,489
County	3,579,560	3,475,314	3,299,694	3,316,254	3,214,584	3,131,914	3,065,430	3,012,741
State	11,178,066	11,194,625	12,275,714	11,663,678	11,757,029	11,616,752	11,566,923	11,548,667
Federal	5,934,405	5,813,131	5,137,354	5,400,335	4,801,547	4,814,299	4,827,127	4,840,032
Other Sources	2,511,595	2,747,667	3,125,864	3,034,093	2,843,654	2,887,681	2,687,681	2,732,556
	231,726,464	229,684,914	238,104,026	240,149,043	244,451,374	244,828,116	249,271,291	250,002,485

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**

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
Assessed Valuation	4,336,050,920	4,370,660,330	4,701,761,530	4,744,534,870	4,859,681,033	4,912,979,438	\$5,051,239,026	\$5,101,495,222
Levy Per \$100	4.4880	4.3504	4.2549	4.3872	4.2875	4.2375	4.2375	4.2375
Collection Rate of Current Taxes	95.62%	96.48%	96.23%	95.40%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	194,626,956	190,141,208	200,205,047	208,152,234	208,358,824	208,187,503	214,046,253	216,175,860
Less: County Collection Fees	2,919,404	2,852,119	3,003,076	3,122,284	3,125,384	3,122,813	3,210,694	3,242,638
Uncoll. Taxes & Cnty. Settlement	5,599,339	3,836,292	4,552,481	6,452,720	3,125,384	3,122,813	3,210,694	3,242,638
Net Amount	186,108,213	183,452,797	192,649,490	198,577,230	202,108,056	201,941,877	207,624,865	209,690,584
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	186,108,213	183,452,797	192,649,490	198,577,230	202,108,056	201,941,877	207,624,865	209,690,584
School District Trust Fund (Prop C)	15,176,728	15,339,451	15,440,981	15,819,210	16,073,970	16,169,090	16,264,360	15,858,810
In Lieu of Taxes	165,829	230,263	126,237	126,237	126,237	126,237	126,237	126,237
Financial Institution Tax	4,893,072	4,189,163	5,637,897	7,206,029	4,800,000	3,300,000	3,300,000	3,300,000
M & M Surtax	4,550,032	4,841,560	4,922,889	4,922,889	4,972,119	5,021,839	5,072,057	5,122,778
Tuition, Early Childhood & Preschool	1,144,677	1,320,088	1,579,612	1,585,000	1,650,000	1,700,000	1,750,000	1,800,000
Tuition, Summer Camps	300,372	216,557	299,890	300,000	300,000	300,000	300,000	300,000
Tuition, Comm Ed & Swim Club	572,598	1,189,175	1,141,236	984,500	984,500	984,500	984,500	984,500
Earnings on Investments	964,219	875,432	3,803,886	1,400,332	1,448,442	1,479,037	1,602,650	1,675,120
Earnings on Bond Funds	187,280	492,094	302,657	15,000	500,000	200,000	-	-
Food Service	3,897,398	4,066,763	4,209,014	4,070,811	4,095,236	4,119,807	4,144,526	4,169,393
School Stores	21,018	19,218	32,476	32,476	32,476	32,476	32,476	32,476
Use of Premises	92,914	83,367	106,462	106,462	106,462	106,462	106,462	106,462
Tuition Reimbursement - VST	7,733,243	7,824,349	7,890,932	7,431,350	7,341,893	7,131,893	6,508,893	5,633,893
Student Activities	3,784,750	3,562,474	3,623,837	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	417,730	762,869	993,415	993,415	1,043,415	1,093,415	1,143,415	1,193,415
Total Local Revenue	230,010,073	228,465,620	242,760,911	247,070,941	249,082,806	247,206,633	252,460,441	253,493,668
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	171,523	176,380	159,482	139,790	139,790	139,790	139,790	139,790
State Assessed Utility Tax	2,939,248	2,839,137	3,023,453	2,958,722	2,970,371	2,905,639	2,934,696	2,964,043
County Stock Insurance	1,108,500	1,082,880	812,926	955,189	805,175	682,014	579,713	492,756
Total County Revenue	4,219,271	4,098,397	3,995,861	4,053,701	3,915,336	3,727,443	3,654,199	3,596,589

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

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
<b>STATE REVENUE</b>								
Basic Formula	2,771,875	2,743,704	2,702,394	2,413,325	2,425,913	2,428,022	2,430,131	2,429,428
Transportation	1,214,468	1,019,923	1,168,043	1,230,001	1,230,002	1,230,003	1,230,000	1,230,000
Classroom Trust	5,944,383	6,275,795	6,406,422	6,433,491	6,576,038	6,582,371	6,588,705	6,586,594
Educational Screening/PAT	440,524	442,409	432,655	422,654	422,654	422,654	422,654	422,654
Career Education	62,054	44,911	43,963	44,783	44,783	44,783	44,783	29,109
Food Service	37,586	38,640	39,607	38,039	38,267	38,497	38,728	38,960
AEL	172,228	292,124	1,231,067	896,497	811,922	811,922	811,922	811,922
Vocational Tech Education	243,667	-	-	-	-	-	-	-
Mo Preschool Project	260,000	250,000	230,000	184,888	207,450	58,500	-	-
Other State	31,281	87,119	21,563	-	-	-	-	-
Total State Revenue	11,178,066	11,194,625	12,275,714	11,663,678	11,757,029	11,616,752	11,566,923	11,548,667
<b>FEDERAL REVENUE</b>								
Medicaid	71,802	71,252	105,360	74,000	74,000	74,000	74,000	74,000
Perkins Basic Grant	134,862	81,537	134,879	243,278	154,521	154,521	154,521	154,521
Adult Basic Education	773,579	759,212	271,184	795,007	879,582	879,582	879,582	879,582
IDEA Grants	42,793	17,048	36,433	17,047	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	1,981,208	2,146,136	2,145,448	2,112,600	2,125,276	2,138,028	2,150,856	2,163,761
Title I	2,068,600	1,767,061	1,480,159	1,004,631	998,350	998,350	998,350	998,350
Title III LEP and Immigrant	137,468	139,589	154,529	135,000	135,000	135,000	135,000	135,000
Title II	689,627	803,053	802,036	798,772	260,000	260,000	260,000	260,000
Other Federal	34,466	62,049	297,381	220,000	157,771	157,771	157,771	157,771
Total Federal Revenue	5,934,405	5,846,937	5,427,409	5,400,335	4,801,547	4,814,299	4,827,127	4,840,032
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	29,959	33,521	35,219	35,219	35,219	35,219	35,219	35,219
Tuition - Other Districts	187,684	247,653	206,142	50,000	-	-	-	-
Transportation Other Districts SSD	2,293,952	2,466,493	2,884,503	2,948,874	2,808,435	2,852,462	2,652,462	2,697,337
Other	-	-	-	-	-	-	-	-
Bond Issue/Refunding Proceeds	-	44,673,580	27,405,000	59,877,000	-	-	-	-
Total Other Funding Sources	2,511,595	47,421,247	30,530,864	62,911,093	2,843,654	2,887,681	2,687,681	2,732,556
<b>TOTAL ALL REVENUE</b>	253,853,410	297,026,826	294,990,759	331,099,748	272,400,372	270,252,808	275,196,371	276,211,512

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

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
Assessed Valuation	4,336,050,920	4,370,660,330	4,701,761,530	4,744,534,870	4,859,681,033	4,912,979,438	5,051,239,026	5,101,495,222
Levy Per \$100	3.9980	3.8604	3.7149	3.7475	3.7475	3.7475	3.7475	3.7475
Collection Rate of Current Taxes	95.62%	96.48%	96.23%	95.40%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	173,377,578	168,724,972	174,796,524	177,801,444	182,116,546	184,113,904	189,295,182	191,178,533
Less: County Collection Fees	2,600,663	2,530,875	2,621,948	2,667,022	2,731,749	2,761,709	2,839,428	2,867,678
Uncoll. Taxes & Cnty. Settlement	4,980,457	3,404,198	3,974,715	5,511,845	2,731,749	2,761,709	2,839,428	2,867,678
Net Amount	165,796,458	162,789,899	168,199,861	169,622,577	176,653,048	178,590,486	183,616,326	185,443,177
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	165,796,458	162,789,899	168,199,861	169,622,577	176,653,048	178,590,486	183,616,326	185,443,177
School District Trust Fund (Prop C)	15,176,728	15,339,451	15,440,981	15,819,210	16,073,970	16,169,090	16,264,360	15,858,810
In Lieu of Taxes	165,829	230,263	126,237	126,237	126,237	126,237	126,237	126,237
Financial Institution Tax	4,893,072	4,189,163	5,637,897	7,206,029	4,800,000	3,300,000	3,300,000	3,300,000
M & M Surtax	4,550,032	4,841,560	4,857,510	4,733,790	4,906,653	5,021,839	5,072,057	5,122,778
Tuition, Early Childhood & Preschool	1,144,677	1,320,088	1,579,612	1,585,000	1,650,000	1,700,000	1,750,000	1,800,000
Tuition, Summer Camps	300,372	216,557	299,890	300,000	300,000	300,000	300,000	300,000
Tuition, Comm Ed & Swim Club	572,598	1,189,175	1,141,236	984,500	984,500	984,500	984,500	984,500
Earnings on Investments	203,519	325,481	798,120	894,906	942,750	973,345	1,096,958	1,169,428
Food Service	3,897,398	4,066,763	4,209,014	4,070,811	4,095,236	4,119,807	4,144,526	4,169,393
School Stores	21,018	19,218	32,476	32,476	32,476	32,476	32,476	32,476
Parking Revenue	-	-	-	-	-	-	-	-
Lease of Buildings	-	-	-	-	-	-	-	-
Use of Premises	92,914	83,367	106,462	106,462	106,462	106,462	106,462	106,462
Tuition Reimbursement - VST	7,733,243	7,824,349	7,890,932	7,431,350	7,341,893	7,131,893	6,508,893	5,633,893
Student Activities	3,557,250	3,562,474	3,623,837	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	417,730	456,369	321,335	321,335	321,335	321,335	321,335	321,335
Total Local Revenue	208,522,838	206,454,177	214,265,400	216,734,683	221,834,560	222,377,470	227,124,130	227,868,489
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	171,523	176,380	159,482	139,790	139,790	139,790	139,790	139,790
State Assessed Utility Tax	2,420,563	2,338,022	2,420,903	2,342,501	2,365,926	2,389,586	2,413,482	2,437,617
County Stock Insurance	987,474	960,912	719,309	833,963	708,868	602,538	512,158	435,334
Total County Revenue	3,579,560	3,475,314	3,299,694	3,316,254	3,214,584	3,131,914	3,065,430	3,012,741

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

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
<b>STATE REVENUE</b>								
Basic Formula	2,771,875	2,743,704	2,702,394	2,413,325	2,425,913	2,428,022	2,430,131	2,429,428
Transportation	1,214,468	1,019,923	1,168,043	1,230,001	1,230,002	1,230,003	1,230,000	1,230,000
Classroom Trust	5,944,383	6,275,795	6,406,422	6,433,491	6,576,038	6,582,371	6,588,705	6,586,594
Educational Screening/PAT	440,524	442,409	432,655	422,654	422,654	422,654	422,654	422,654
Career Education	62,054	44,911	43,963	44,783	44,783	44,783	44,783	29,109
Food Service	37,586	38,640	39,607	38,039	38,267	38,497	38,728	38,960
AEL	172,228	292,124	1,231,067	896,497	811,922	811,922	811,922	811,922
Vocational Tech Education	243,667	-	-	-	-	-	-	-
Mo Preschool Project	260,000	250,000	230,000	184,888	207,450	58,500	-	-
Other State	31,281	87,119	21,563	-	-	-	-	-
Total State Revenue	11,178,066	11,194,625	12,275,714	11,663,678	11,757,029	11,616,752	11,566,923	11,548,667
<b>FEDERAL REVENUE</b>								
Medicaid	71,802	71,252	105,360	74,000	74,000	74,000	74,000	74,000
Perkins	134,862	81,537	134,879	243,278	154,521	154,521	154,521	154,521
Adult Basic Education	773,579	759,212	271,184	795,007	879,582	879,582	879,582	879,582
IDEA Grants	42,793	17,048	36,433	17,047	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	1,981,208	2,146,136	2,145,448	2,112,600	2,125,276	2,138,028	2,150,856	2,163,761
Title I	2,068,600	1,767,061	1,480,159	1,004,631	998,350	998,350	998,350	998,350
Title III LEP and Immigrant	137,468	139,589	154,529	135,000	135,000	135,000	135,000	135,000
Title II & Math and Science	689,627	803,053	802,036	798,772	260,000	260,000	260,000	260,000
Other Federal	34,466	28,243	7,326	220,000	157,771	157,771	157,771	157,771
Total Federal Revenue	5,934,405	5,813,131	5,137,354	5,400,335	4,801,547	4,814,299	4,827,127	4,840,032
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	29,959	33,521	35,219	35,219	35,219	35,219	35,219	35,219
Tuition - Other Districts	187,684	247,653	206,142	50,000	-	-	-	-
Transportation Other Districts SSD	2,293,952	2,466,493	2,884,503	2,948,874	2,808,435	2,852,462	2,652,462	2,697,337
Other	-	-	-	-	-	-	-	-
Total Other Funding Sources	2,511,595	2,747,667	3,125,864	3,034,093	2,843,654	2,887,681	2,687,681	2,732,556
<b>TOTAL ALL REVENUE</b>	231,726,464	229,684,914	238,104,026	240,149,043	244,451,374	244,828,116	249,271,291	250,002,485
Perecnt Change	3.38%	-0.88%	3.67%	0.86%	1.79%	0.15%	1.81%	0.29%

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

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Actual	Actual	Actual	Projected	Forecast	Forecast	Forecast	Forecast
Assessed Valuation	4,336,607,760	4,370,660,330	4,705,282,070	4,744,534,870	4,859,681,033	4,912,979,438	\$5,051,239,026	\$5,101,495,222
Levy Per \$100	1.3993	1.3511	1.3003	1.3116	1.3116	1.3116	1.3116	1.3116
Collection Rate of Current Taxes	95.62%	96.48%	96.23%	95.40%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	60,682,152	59,051,992	61,182,783	62,229,319	63,739,576	64,438,638	66,252,051	66,911,211
Less: County Collection Fees	910,232	885,780	917,742	933,440	956,094	966,580	993,781	1,003,668
Uncoll. Taxes & Cnty. Settlement	1,743,161	1,191,434	1,391,241	1,929,109	956,094	966,580	993,781	1,003,668
Net Amount	58,028,759	56,974,778	58,873,800	59,366,770	61,827,388	62,505,478	64,264,489	64,903,875
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	58,028,759	56,974,778	58,873,800	59,366,770	61,827,388	62,505,478	64,264,489	64,903,875
School District Trust Fund (Prop C)	5,311,855	3,168,808	-	-	-	-	-	-
In Lieu of Taxes	58,040	80,592	44,193	44,193	44,193	44,193	44,193	44,193
Financial Institution Tax	1,712,575	1,466,207	1,973,264	2,522,062	1,679,968	1,154,978	1,154,978	1,154,978
M & M Surtax	1,592,511	1,694,497	1,700,240	1,656,795	1,717,296	1,757,610	1,775,186	1,792,938
Tuition, Early Childhood & Preschool	1,144,677	1,320,088	1,579,612	1,585,000	1,650,000	1,700,000	1,750,000	1,800,000
Tuition, Summer & 6th Grade Camps	300,372	216,557	299,890	300,000	300,000	300,000	300,000	300,000
Tuition, Comm Ed & Swim Club	572,598	1,189,175	1,141,236	984,500	984,500	984,500	984,500	984,500
Earnings on Investments	189,890	309,567	766,159	855,000	897,750	926,095	1,048,216	1,114,259
Food Service	3,897,398	4,066,763	4,209,014	4,070,811	4,095,236	4,119,807	4,144,526	4,169,393
School Stores	21,018	19,218	32,476	32,476	32,476	32,476	32,476	32,476
Use of Premises	92,914	83,367	106,462	106,462	106,462	106,462	106,462	106,462
Tuition Reimbursement - VST	2,319,973	2,347,305	2,367,280	2,229,405	2,202,568	2,139,568	1,952,668	1,690,168
Student Activities	3,557,250	3,562,474	3,623,837	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	482,501	456,369	321,335	321,335	321,335	321,335	321,335	321,335
Total Local Revenue	79,282,331	76,955,765	77,038,798	77,574,809	79,359,172	79,592,502	81,379,029	81,914,577
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	847,197	820,373	847,316	819,875	828,074	836,355	844,719	853,166
County Stock Insurance	345,616	336,309	251,751	291,906	248,120	210,902	179,267	152,377
Total County Revenue	1,192,813	1,156,682	1,099,067	1,111,781	1,076,194	1,047,257	1,023,986	1,005,543

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

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
<b>STATE REVENUE</b>								
Basic Formula	692,969	685,926	96,493	-	-	-	-	-
Transportation	1,214,468	1,019,923	1,168,043	1,230,000	1,230,000	1,230,000	1,230,000	1,230,000
Classroom Trust	2,080,534	2,196,528	343,387	-	-	-	-	-
Educational Screening/PAT	154,183	154,843	152,157	147,929	147,929	147,929	147,929	147,929
Career Education	21,719	15,674	29,143	15,674	15,674	15,674	15,674	-
Food Service	37,586	38,640	39,607	38,039	38,267	38,497	38,728	38,960
AEL	172,228	292,124	1,231,067	896,497	811,922	811,922	811,922	811,922
Vocational Tech Education	243,667	-	-	-	-	-	-	-
Mo Preschool Project	260,000	250,000	230,000	184,888	207,450	58,500	-	-
Other State	31,281	87,119	21,563	-	-	-	-	-
Total State Revenue	4,908,635	4,740,777	3,311,460	2,513,027	2,451,242	2,302,522	2,244,253	2,228,811
<b>FEDERAL REVENUE</b>								
Medicaid	71,802	71,252	105,360	74,000	74,000	74,000	74,000	74,000
Perkins	134,862	81,537	134,879	243,278	154,521	154,521	154,521	154,521
Adult Basic Education	773,579	759,212	271,184	795,007	879,582	879,582	879,582	879,582
IDEA Grants	42,793	17,048	36,433	17,047	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	1,981,208	2,146,136	2,145,448	2,112,600	2,125,276	2,138,028	2,150,856	2,163,761
Title I	684,718	29,763	-	-	-	-	-	-
Title III LEP and Immigrant	137,468	135,743	154,529	135,000	135,000	135,000	135,000	135,000
Title II	493,248	514,270	461,619	399,386	130,000	130,000	130,000	130,000
Other Federal	34,466	28,243	7,326	220,000	157,771	157,771	157,771	157,771
Total Federal Revenue	4,354,144	3,783,204	3,316,778	3,996,318	3,673,197	3,685,949	3,698,777	3,711,682
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	29,959	33,521	35,219	35,219	35,219	35,219	35,219	35,219
Tuition - Other Districts	187,684	247,653	206,142	50,000	-	-	-	-
Transportation Other Districts SSD	2,293,952	2,466,493	2,884,503	2,948,874	2,808,435	2,852,462	2,652,462	2,697,337
Total Other Funding Sources	2,511,595	2,747,667	3,125,864	3,034,093	2,843,654	2,887,681	2,687,681	2,732,556
<b>TOTAL ALL REVENUE</b>	92,249,518	89,384,095	87,891,967	88,230,028	89,403,459	89,515,911	91,033,726	91,593,169

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

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
Assessed Valuation	4,336,607,760	4,370,660,330	4,705,282,070	4,744,534,870	4,859,681,033	4,912,979,438	5,051,239,026	\$5,101,495,222
Levy Per \$100	2.5987	2.5093	2.4146	2.4359	2.4359	2.4359	2.4359	2.4359
Collection Rate of Current Taxes	95.62%	96.48%	96.23%	95.40%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	112,695,426	109,672,980	113,613,741	115,572,125	118,376,970	119,675,266	123,043,131	124,267,322
Less: County Collection Fees	1,690,431	1,645,095	1,704,206	1,733,582	1,775,655	1,795,129	1,845,647	1,864,010
Uncoll. Taxes & Cnty. Settlement	3,237,296	2,212,764	2,583,474	3,582,736	1,775,655	1,795,129	1,845,647	1,864,010
Net Amount	107,767,699	105,815,121	109,326,061	110,255,807	114,825,660	116,085,008	119,351,837	120,539,302
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	107,767,699	105,815,121	109,326,061	110,255,807	114,825,660	116,085,008	119,351,837	120,539,302
School District trust Fund (Prop C)	9,864,873	12,170,643	15,440,981	15,819,210	16,073,970	16,169,090	16,264,360	15,858,810
In Lieu of Taxes	107,789	149,671	82,044	82,044	82,044	82,044	82,044	82,044
Financial Institution Tax	3,180,497	2,722,956	3,664,633	4,683,967	3,120,032	2,145,022	2,145,022	2,145,022
M & M Surtax	2,957,521	3,147,063	3,157,270	3,076,995	3,189,357	3,264,229	3,296,871	3,329,840
Earnings on Investments	13,629	15,914	31,961	39,906	45,000	47,250	48,742	55,169
Tuition Reimbursement - VST	5,413,270	5,477,044	5,523,652	5,201,945	5,139,325	4,992,325	4,556,225	3,943,725
Other Local	(64,771)	-	-	-	-	-	-	-
Total Local Revenue	129,240,507	129,498,412	137,226,602	139,159,874	142,475,388	142,784,968	145,745,101	145,953,912
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	171,523	176,380	159,482	139,790	139,790	139,790	139,790	139,790
State Assessed Utility Tax	1,573,366	1,517,649	1,573,587	1,522,626	1,537,852	1,553,231	1,568,763	1,584,451
County Stock Insurance	641,858	624,603	467,558	542,057	460,748	391,636	332,891	282,957
Total County Revenue	2,386,747	2,318,632	2,200,627	2,204,473	2,138,390	2,084,657	2,041,444	2,007,198
<b>STATE REVENUE</b>								
Basic Formula	2,078,906	2,057,778	2,605,901	2,413,325	2,425,913	2,428,022	2,430,131	2,429,428
Classroom Trust	3,863,849	4,079,267	6,063,035	6,433,491	6,576,038	6,582,371	6,588,705	6,586,594
Educational Screening/PAT	286,341	287,566	280,498	274,725	274,725	274,725	274,725	274,725
Career Education	40,335	29,237	14,820	29,109	29,109	29,109	29,109	29,109
Total State Revenue	6,269,431	6,453,848	8,964,254	9,150,651	9,305,787	9,314,230	9,322,670	9,319,856
<b>FEDERAL REVENUE</b>								
Title I	1,383,882	1,737,298	1,480,159	1,004,631	998,350	998,350	998,350	998,350
Title III LEP and Immigrant	-	3,846	-	-	-	-	-	-
Title II	196,379	288,783	340,417	399,386	130,000	130,000	130,000	130,000
Other Federal	-	-	-	-	-	-	-	-
Total Federal Revenue	1,580,261	2,029,927	1,820,576	1,404,017	1,128,350	1,128,350	1,128,350	1,128,350
<b>TOTAL ALL REVENUE</b>	<b>139,476,946</b>	<b>140,300,819</b>	<b>150,212,059</b>	<b>151,919,015</b>	<b>155,047,915</b>	<b>155,312,205</b>	<b>158,237,565</b>	<b>158,409,316</b>

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

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
Assessed Valuation	4,336,607,760	4,370,660,330	4,705,282,070	4,744,534,870	4,859,681,033	4,912,979,438	\$5,051,239,026	\$5,101,495,222
Levy Per \$100	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900
Collection Rate of Current Taxes	95.62%	97.00%	96.23%	95.40%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	21,249,378	21,416,236	23,055,882	23,248,221	23,812,437	24,073,599	24,751,071	24,997,327
Less: County Collection Fees	318,741	321,244	345,838	348,723	357,187	361,104	371,266	374,960
Uncoll. Taxes & Cnty. Settlement	618,882	432,094	524,270	720,695	357,187	361,104	371,266	374,960
Net Amount	20,311,755	20,662,898	22,185,774	22,178,803	23,098,063	23,351,391	24,008,539	24,247,407
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	20,311,755	20,662,898	22,185,774	22,178,803	23,098,063	23,351,391	24,008,539	24,247,407
Earnings on Investments	733,994	549,951	3,005,532	505,192	505,192	505,192	505,192	505,192
Total Local Revenue	21,045,749	21,212,849	25,191,306	22,683,995	23,603,255	23,856,583	24,513,731	24,752,599
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	518,685	501,115	548,791	505,885	510,944	516,053	521,214	526,426
County Stock Insurance	121,026	121,968	93,617	110,001	93,501	79,476	67,555	57,422
Total County Revenue	639,711	623,083	642,408	615,886	604,445	595,529	588,769	583,848
<b>OTHER FUNDING SOURCES</b>								
Bond Issue/Refunding Proceeds	-	-	27,405,000	-	-	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>21,685,460</b>	<b>21,835,932</b>	<b>53,238,714</b>	<b>23,299,881</b>	<b>24,207,700</b>	<b>24,452,112</b>	<b>25,102,500</b>	<b>25,336,447</b>



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

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
Assessed Valuation	NA	NA	4,705,282,070	4,744,534,870	4,859,681,033	4,912,979,438	5,051,239,026	5,101,495,222
Levy Per \$100	-	-	0.0500	0.1497	0.0500	-	-	-
Collection Rate of Current Taxes	0.00%	0.00%	96.23%	95.40%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	-	-	2,352,641	7,102,569	2,429,841	-	-	-
Less: County Collection Fees	-	-	35,290	106,539	36,448	-	-	-
Uncoll. Taxes & Cnty. Settlement	-	-	53,496	220,180	36,448	-	-	-
Net Amount	-	-	2,263,855	6,775,850	2,356,945	-	-	-
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	-	-	2,263,855	6,775,850	2,356,945	-	-	-
M&M Tax	-	-	65,379	189,099	65,466	-	-	-
Earnings on Investments	26,706	-	234	234	500	500	500	500
Other Local	227,500	306,500	672,080	672,080	722,080	772,080	822,080	872,080
Total Local Revenue	254,206	306,500	3,001,548	7,637,263	3,144,991	772,580	822,580	872,580
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	-	-	53,759	110,336	93,501	-	-	-
County Stock Insurance	-	-	-	11,225	2,806	-	-	-
Total County Revenue	-	-	53,759	121,561	96,307	-	-	-
<b>FEDERAL REVENUE</b>								
Perkins Basic Grant	-	33,806	-	-	-	-	-	-
CNG Grant	-	-	290,055	-	-	-	-	-
Total Federal Revenue	-	33,806	290,055	-	-	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>254,206</b>	<b>340,306</b>	<b>3,345,362</b>	<b>7,758,824</b>	<b>3,241,298</b>	<b>772,580</b>	<b>822,580</b>	<b>872,580</b>

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS**  
**2014 BOND ISSUE CAPITAL PROJECTS FUND**

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
LOCAL REVENUE								
Earnings on Bond Funds	187,280	492,094	302,657	15,000	-	-	-	-
OTHER FUNDING SOURCES								
Bond Issue/Refunding Proceeds	-	44,673,580	-	-	-	-	-	-
TOTAL ALL REVENUE	187,280	45,165,674	302,657	15,000	-	-	-	-

**ACTUAL AND ANTICIPATED REVENUE ACCORDING TO SOURCE - MODIFIED ACCRUAL BASIS**  
**2018 BOND ISSUE CAPITAL PROJECTS FUND**

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Projected	2019-2020 Forecast	2020-2021 Forecast	2021-2022 Forecast	2022-2023 Forecast
LOCAL REVENUE								
Earnings on Bond Funds	-	-	-	-	500,000	200,000	-	-
OTHER FUNDING SOURCES								
Bond Issue/Refunding Proceeds	-	-	-	59,877,000	-	-	-	-
TOTAL ALL REVENUE	-	-	-	59,877,000	500,000	200,000	-	-

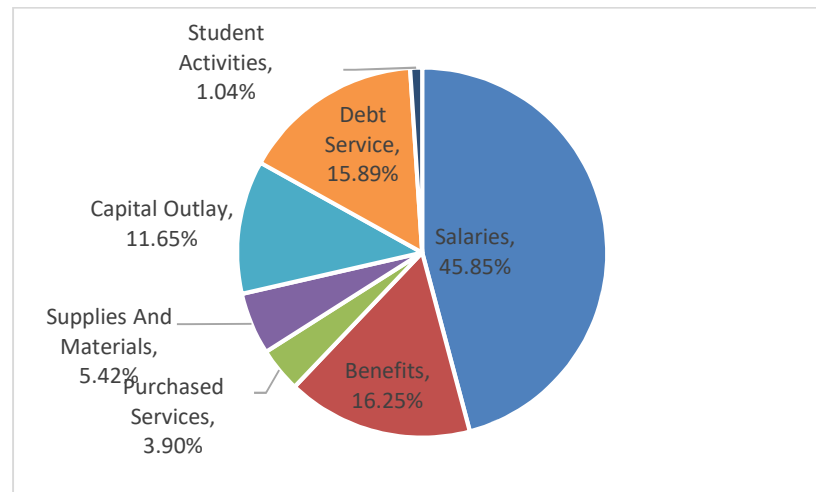
## EXPENDITURE BUDGET ANALYSIS

### EXPENDITURE BY OBJECT

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

Below is a summary of these categories for all funds:

	FY18 Actual	FY19 Projected	FY20 Budget	Change From FY19 Projections	
				\$	%
Expenditures					
Salaries	147,877,902	151,308,315	154,108,284	2,799,969	1.85%
Benefits	52,802,788	54,036,990	54,603,599	566,609	1.05%
Purchased Services	13,236,711	14,168,028	13,123,207	(1,044,821)	-7.37%
Supplies And Materials	17,139,594	19,628,367	18,202,904	(1,425,463)	-7.26%
Capital Outlay	24,085,142	31,825,518	39,148,181	7,322,663	23.01%
Debt Service	30,371,189	26,717,920	53,412,283	26,694,363	99.91%
Student Activities	3,431,904	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	288,945,230	301,185,138	336,098,458	34,913,320	11.59%
Anticipated Unexpended Budget	-	4,000,000	3,100,000	(900,000)	-22.50%
Total Expenditures	288,945,230	297,185,138	332,998,458	35,813,320	12.05%



Below is a summary of these categories for operating funds:

	FY18 Actual	FY19 Projected	FY20 Budget	Change From FY19 Projections	
				\$	%
Expenditures					
Salaries	147,877,902	151,308,315	154,108,284	2,799,969	1.85%
Benefits	52,802,788	54,036,990	54,603,599	566,609	1.05%
Purchased Services	13,236,711	14,168,028	13,123,207	(1,044,821)	-7.37%
Supplies And Materials	17,139,594	19,628,367	18,202,904	(1,425,463)	-7.26%
Debt Service	37,823	50,639	294,500	243,861	481.57%
Student Activities	3,431,904	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	234,526,722	242,692,339	243,832,494	1,140,155	0.47%
Anticipated Unexpended Budget	-	4,000,000	3,100,000	(900,000)	-22.50%
Total Expenditures	234,526,722	238,692,339	240,732,494	2,040,155	0.85%



### Salaries and Benefits

This category is the single largest expense of the District and accounts for 85.6% of all operating expenses and 62% of all District expenses in the FY20 budget. Salaries and benefits are budgeted solely from operating funds.

Salary levels have been adjusted to reflect standard wage increases of 2.99% for teachers, 3.50% for nurses, 2.56% for CWA members and 2.99% for all other employees. These increases are partially offset with turnover savings.

### Salaries and Benefits (Continued)

Benefits account for 22.4% 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 16,494 resident students and 1,117 voluntary student transfers for a total enrollment of 17,611 (up 36 from the prior year). Certified staffing is a function of expected enrollment. The District is projecting a certified staffing level of 1,421.8 full time equivalents (FTE). This is mostly flat from FY19 but there are a few changes. Most notably, one preschool teacher and one preschool TA are being added. The virtual learning program salary budget is also increased by \$50,000.

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

	Actual FY17	Projected FY18	Change
Art	38.2	38.2	-
Band, Orchestra, and Vocal	73.3	73.3	-
Behavioral Support Specialists	4.0	4.0	-
Elementary	394.0	394.0	-
ESOL	30.0	30.0	-
Gifted and Exceptionally Gifted	24.6	24.6	-
Guidance	70.5	70.5	-
Instructional Coach	23.0	23.0	-
Librarian	32.0	32.0	-
Math Facilitator	1.0	1.0	-
Math Support Specialists	11.0	11.0	-
Other	23.7	23.7	-
Physical Education	79.4	79.4	-
Preschool Teacher	13.0	14.0	1.0
Reading Specialists	37.0	37.0	-
Secondary	521.2	521.2	-
Social Worker	9.0	9.0	-
Teacher Assistant and PT TA	35.6	35.9	0.3
Total	1,420.5	1,421.8	1.3

### 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 FY20, purchased services will decrease \$1,044,821 (-7.4%). Purchased services are budgeted fully within the operating funds. The decrease in the FY20 purchase service budget is primarily attributed to carryover funds in FY19.

### 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 FY20, supplies are budgeted to decrease \$1,425,463 (-7.3%). The significant decrease can be attributed to budgeted money rolled forward from the FY18 budget into FY19. At the time of preparing the FY20 budget, budgeted FY20 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 FY20, capital outlays are forecasted to increase \$7,322,663 (23.0%). This increase is a result of the spend down of bond funds issued in FY19. The operating funds have no capital outlay budgeted. Non-bond capital outlays include the purchase of buses in the amount of \$1,528,981.

### Debt Service

These are amounts paid for principal, interest, and fees associated with the debt of the District. In FY20, debt service is projected to increase \$26,694,363 (99.9%) The increase is due to a crossover refunding bond payoff scheduled for FY20.

The following pages detail the expenditures by object for all funds, operating funds, and all individual funds for the prior two years, projected FY19, budgeted FY20, and future year forecasts.

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Salaries & Benefits								
Salaries	141,051,454	145,304,413	147,877,902	151,308,315	154,108,284	156,882,233	159,706,113	162,580,822
Benefits	49,448,034	51,280,756	52,802,788	54,036,990	54,603,599	55,695,671	56,809,585	57,945,777
Total Salaries & Benefits	190,499,488	196,585,169	200,680,690	205,345,305	208,711,883	212,577,904	216,515,698	220,526,599
Purchased Services								
Tuition	214,371	213,590	137,925	92,882	92,882	92,882	92,882	92,882
Professional Services	4,706,943	5,090,431	4,908,294	5,231,971	5,089,970	5,089,970	5,089,970	5,089,970
Audit	29,000	39,710	29,000	34,000	41,000	41,000	41,000	41,000
Technical Services	137,759	153,192	156,988	92,400	92,400	92,400	92,400	92,400
Legal Services	164,544	155,232	171,663	200,000	200,000	200,000	200,000	200,000
Property Services	3,528,216	2,369,378	2,181,468	2,965,568	2,437,254	2,437,254	2,437,254	2,437,254
Contracted Transportation	726,028	820,811	1,257,196	1,056,591	846,077	846,077	846,077	846,077
Travel	710,404	696,608	1,097,042	1,102,729	905,110	905,110	905,110	905,110
Property Insurance	794,603	822,061	830,850	864,809	879,000	879,000	879,000	879,000
Liability Insurance	782,596	804,170	801,690	847,639	874,095	874,095	874,095	874,095
Other Purchased Services	1,242,478	1,201,398	1,664,595	1,679,439	1,665,419	1,665,419	1,665,419	1,665,419
Total Purchased Services	13,036,942	12,366,581	13,236,711	14,168,028	13,123,207	13,123,207	13,123,207	13,123,207
Supplies And Materials								
Instructional Supplies	5,533,157	4,967,093	6,437,240	8,527,514	10,623,374	10,623,374	10,623,374	10,623,374
Admin/General Supplies	3,991,784	4,026,819	3,977,905	3,738,910	-	-	-	-
Library Books	220,390	244,147	272,414	346,943	363,330	363,330	363,330	363,330
Periodicals	33,273	34,815	-	-	-	-	-	-
Food Service Supplies	2,351,815	2,449,452	2,462,106	3,000,000	2,643,000	2,643,000	2,643,000	2,643,000
Energy Services	4,198,025	3,769,890	3,989,929	4,015,000	4,573,200	4,573,200	4,573,200	4,573,200
Total Supplies And Materials	16,328,444	15,492,216	17,139,594	19,628,367	18,202,904	18,202,904	18,202,904	18,202,904
Capital Outlay								
Land & Land Improvements	466,661	250,000	439,403	295,000	-	-	-	-
Building	322,850	476,200	109,544	241,700	392,700	392,700	392,700	392,700
Improvement To Sites	584,217	-	-	-	260,000	260,000	260,000	260,000
General Equipment	903,859	1,952,878	755,169	982,275	1,447,775	747,775	747,775	747,775
Instructional Equipment	641,294	14,103	512,614	569,122	288,725	219,641	219,641	264,203
Vehicles	232,600	233,000	5,080	185,000	230,000	230,000	230,000	230,000
School Buses	-	-	1,443,378	1,431,000	1,528,981	1,528,981	1,528,981	1,484,419
2014 Bond Issue Expenditures	19,244,417	31,039,435	20,819,954	17,511,421	-	-	-	-
2018 Bond Issue Expenditures	-	-	-	10,610,000	35,000,000	14,967,000	-	-
Total Capital Outlay	22,395,898	33,965,616	24,085,142	31,825,518	39,148,181	18,346,097	3,379,097	3,379,097
Debt Service								
Capital Leases	461,369	462,112	45,277	178,633	-	-	-	-
Debt Service	17,775,244	18,228,859	23,719,394	26,539,287	53,412,283	22,482,250	20,844,275	18,323,115
Bond Refunding	-	-	6,606,518	-	-	-	-	-
Total Debt Service	18,236,613	18,690,971	30,371,189	26,717,920	53,412,283	22,482,250	20,844,275	18,323,115
Student Activities	3,427,021	3,601,686	3,431,904	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	263,924,406	280,702,239	288,945,230	301,185,138	336,098,458	288,232,362	275,565,181	277,054,922
Anticipated Unexpended Budget	-	-	-	(4,000,000)	(3,100,000)	(4,100,000)	(3,700,000)	(6,650,000)
Total All Expenditures	263,924,406	280,702,239	288,945,230	297,185,138	332,998,458	284,132,362	271,865,181	270,404,922

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Salaries & Benefits								
Salaries	141,051,454	145,304,413	147,877,902	151,308,315	154,108,284	156,882,233	159,706,113	162,580,822
Benefits	49,448,034	51,280,756	52,802,788	54,036,990	54,603,599	55,695,671	56,809,585	57,945,777
Total Salaries & Benefits	190,499,488	196,585,169	200,680,690	205,345,305	208,711,883	212,577,904	216,515,698	220,526,599
Purchased Services								
Tuition	214,371	213,590	137,925	92,882	92,882	92,882	92,882	92,882
Professional Services	4,706,943	5,090,431	4,908,294	5,231,971	5,089,970	5,089,970	5,089,970	5,089,970
Audit	29,000	39,710	29,000	34,000	41,000	41,000	41,000	41,000
Technical Services	137,759	153,192	156,988	92,400	92,400	92,400	92,400	92,400
Legal Services	164,544	155,232	171,663	200,000	200,000	200,000	200,000	200,000
Property Services	3,528,216	2,369,378	2,181,468	2,965,568	2,437,254	2,437,254	2,437,254	2,437,254
Contracted Transportation	726,028	820,811	1,257,196	1,056,591	846,077	846,077	846,077	846,077
Travel	710,404	696,608	1,097,042	1,102,729	905,110	905,110	905,110	905,110
Property Insurance	794,603	822,061	830,850	864,809	879,000	879,000	879,000	879,000
Liability Insurance	782,596	804,170	801,690	847,639	874,095	874,095	874,095	874,095
Other Purchased Services	1,242,478	1,201,398	1,664,595	1,679,439	1,665,419	1,665,419	1,665,419	1,665,419
Total Purchased Services	13,036,942	12,366,581	13,236,711	14,168,028	13,123,207	13,123,207	13,123,207	13,123,207
Supplies And Materials								
Instructional Supplies	5,533,157	4,967,093	6,437,240	8,527,514	10,623,374	10,623,374	10,623,374	10,623,374
Admin/General Supplies	3,991,784	4,026,819	3,977,905	3,738,910	-	-	-	-
Library Books	220,390	244,147	272,414	346,943	363,330	363,330	363,330	363,330
Periodicals	33,273	34,815	-	-	-	-	-	-
Food Service Supplies	2,351,815	2,449,452	2,462,106	3,000,000	2,643,000	2,643,000	2,643,000	2,643,000
Energy Services	4,198,025	3,769,890	3,989,929	4,015,000	4,573,200	4,573,200	4,573,200	4,573,200
Total Supplies And Materials	16,328,444	15,492,216	17,139,594	19,628,367	18,202,904	18,202,904	18,202,904	18,202,904
Debt Service								
Bond Fees	6,000	-	-	-	-	-	-	-
Debt Service	86,873	53,532	37,823	50,639	294,500	294,500	294,500	294,500
Total Debt Service	92,873	53,532	37,823	50,639	294,500	294,500	294,500	294,500
Student Activities	3,427,021	3,601,686	3,431,904	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	223,384,768	228,099,184	234,526,722	242,692,339	243,832,494	247,698,515	251,636,309	255,647,210
Anticipated Unexpended Budget	-	-	-	(4,000,000)	(3,100,000)	(4,100,000)	(3,700,000)	(6,650,000)
Total All Expenditures	223,384,768	228,099,184	234,526,722	238,692,339	240,732,494	243,598,515	247,936,309	248,997,210



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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Salaries & Benefits								
Salaries	36,064,998	36,702,963	37,775,786	38,382,736	39,006,775	39,593,795	40,189,195	40,793,083
Benefits	16,070,898	16,270,434	16,773,305	17,007,567	17,122,432	17,464,881	17,814,179	18,170,463
Total Salaries & Benefits	52,135,896	52,973,397	54,549,091	55,390,303	56,129,207	57,058,676	58,003,374	58,963,546
Purchased Services								
Tuition	214,371	213,590	137,925	92,882	92,882	92,882	92,882	92,882
Professional Services	1,820,255	2,107,512	1,876,035	2,250,430	2,108,429	2,108,429	2,108,429	2,108,429
Audit	29,000	39,710	29,000	34,000	41,000	41,000	41,000	41,000
Technical Services	137,759	153,192	156,988	92,400	92,400	92,400	92,400	92,400
Legal Services	164,544	155,232	171,663	200,000	200,000	200,000	200,000	200,000
Property Services	3,528,216	2,369,378	2,181,468	2,965,568	2,437,254	2,437,254	2,437,254	2,437,254
Contracted Transportation	726,028	820,811	1,257,196	1,056,591	846,077	846,077	846,077	846,077
Travel	710,404	696,608	1,097,042	1,102,729	905,110	905,110	905,110	905,110
Property Insurance	794,603	822,061	830,850	864,809	879,000	879,000	879,000	879,000
Liability Insurance	782,596	804,170	801,690	847,639	874,095	874,095	874,095	874,095
Other Purchased Services	1,242,478	1,201,398	1,664,595	1,679,439	1,665,419	1,665,419	1,665,419	1,665,419
Total Purchased Services	10,150,254	9,383,662	10,204,452	11,186,487	10,141,666	10,141,666	10,141,666	10,141,666
Supplies And Materials								
Instructional Supplies	5,533,157	4,967,093	6,437,240	8,527,514	10,623,374	10,623,374	10,623,374	10,623,374
Admin/General Supplies	3,991,784	4,026,819	3,977,905	3,738,910	-	-	-	-
Library Books	220,390	244,147	272,414	346,943	363,330	363,330	363,330	363,330
Periodicals	33,273	34,815	-	-	-	-	-	-
Food Service Supplies	2,351,815	2,449,452	2,462,106	3,000,000	2,643,000	2,643,000	2,643,000	2,643,000
Energy Services	4,198,025	3,769,890	3,989,929	4,015,000	4,573,200	4,573,200	4,573,200	4,573,200
Total Supplies And Materials	16,328,444	15,492,216	17,139,594	19,628,367	18,202,904	18,202,904	18,202,904	18,202,904
Debt Service								
Bond Fees	6,000	-	-	-	-	-	-	-
Debt Service	86,873	53,532	37,823	50,639	294,500	294,500	294,500	294,500
Total Debt Service	92,873	53,532	37,823	50,639	294,500	294,500	294,500	294,500
Student Activities	3,427,021	3,601,686	3,431,904	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	82,134,488	81,504,493	85,362,864	89,755,796	88,268,277	89,197,746	90,142,444	91,102,616
Anticipated Unexpended Budget	-	-	-	(3,000,000)	(2,500,000)	(3,300,000)	(2,900,000)	(5,850,000)
Total All Expenditures	82,134,488	81,504,493	85,362,864	86,755,796	85,768,277	85,897,746	87,242,444	85,252,616

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Salaries & Benefits								
Salaries	104,986,456	108,601,450	110,102,116	112,925,579	115,101,509	117,288,438	119,516,918	121,787,739
Benefits	33,377,136	35,010,322	36,029,483	37,029,423	37,481,167	38,230,790	38,995,406	39,775,314
Total Salaries & Benefits	138,363,592	143,611,772	146,131,599	149,955,002	152,582,676	155,519,228	158,512,324	161,563,053
Purchased Services								
Professional Services	2,886,688	2,982,919	3,032,259	2,981,541	2,981,541	2,981,541	2,981,541	2,981,541
Subtotal Expenditures	141,250,280	146,594,691	149,163,858	152,936,543	155,564,217	158,500,769	161,493,865	164,544,594
Anticipated Unexpended Budget	-	-	-	(1,000,000)	(600,000)	(800,000)	(800,000)	(800,000)
Total All Expenses	141,250,280	146,594,691	149,163,858	151,936,543	154,964,217	157,700,769	160,693,865	163,744,594

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Debt Service								
L-T Bond Issuing Exp	-	-	136,695	-	-	-	-	-
Debt Service	17,682,371	18,175,327	23,544,876	26,488,648	53,117,783	22,187,750	20,549,775	18,028,615
Bond Refunding	-	-	6,606,518	-	-	-	-	-
Total Debt Service	17,682,371	18,175,327	30,288,089	26,488,648	53,117,783	22,187,750	20,549,775	18,028,615
Total All Expenses	17,682,371	18,175,327	30,288,089	26,488,648	53,117,783	22,187,750	20,549,775	18,028,615

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

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Capital Outlay								
Land & Land Improvements	466,661	250,000	439,403	295,000	-	-	-	-
Building	322,850	476,200	109,544	241,700	392,700	392,700	392,700	392,700
Improvement To Sites	584,217	-	-	-	260,000	260,000	260,000	260,000
General Equipment	903,859	1,952,878	755,169	982,275	1,447,775	747,775	747,775	747,775
Instructional Equipment	641,294	14,103	512,614	569,122	288,725	219,641	219,641	264,203
Vehicles	232,600	233,000	5,080	185,000	230,000	230,000	230,000	230,000
School Buses	-	-	1,443,378	1,431,000	1,528,981	1,528,981	1,528,981	1,484,419
Total Capital Outlay	3,151,481	2,926,181	3,265,188	3,704,097	4,148,181	3,379,097	3,379,097	3,379,097
Debt Service								
Capital Leases	461,369	462,112	45,277	178,633	-	-	-	-
Bond Issue Fees	-	-	-	-	-	-	-	-
Total Debt Service	461,369	462,112	45,277	178,633	-	-	-	-
Total All Expenses	3,612,850	3,388,293	3,310,465	3,882,730	4,148,181	3,379,097	3,379,097	3,379,097

**PARKAY SCHOOL DISTRICT  
TOTAL EXPENDITURES BY CATEGORY  
2014 BOND ISSUE CAPITAL PROJECTS FUND**

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Capital Outlay								
2014 Bond Issue Expenditures	19,244,417	30,897,369	20,819,954	17,511,421	-	-	-	-
Total Capital Outlay	19,244,417	30,897,369	20,819,954	17,511,421	-	-	-	-
Debt Service								
Bond Issue Fees	-	142,066	-	-	-	-	-	-
Total Debt Service	-	142,066	-	-	-	-	-	-
Total All Expenses	19,244,417	31,039,435	20,819,954	17,511,421	-	-	-	-

**PARKAY SCHOOL DISTRICT  
TOTAL EXPENDITURES BY CATEGORY  
2018 BOND ISSUE CAPITAL PROJECTS FUND**

	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGET	2020-2021 FORECAST	2021-2022 FORECAST	2022-2023 FORECAST
Capital Outlay								
2018 Bond Issue Expenditures	-	-	-	10,000,000	35,000,000	14,967,000	-	-
Total Capital Outlay	-	-	-	10,000,000	35,000,000	14,967,000	-	-
Debt Service								
Bond Issue Fees	-	-	-	610,000	-	-	-	-
Total Debt Service	-	-	-	610,000	-	-	-	-
Total All Expenses	-	-	-	10,610,000	35,000,000	14,967,000	-	-

## 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 District revised account codes in FY19 as a result of update state guidance. The change makes some prior year comparisons difficult because prior year amounts cannot be adjusted for the new guidance.

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 non-vocational workers; and are contrasted with programs designed to improve or overcome physical, mental, social, and/or emotional handicaps.

1200-Special Programs. Services provided to students that address specific criteria and/or needs of the student. The Special Program service area includes Gifted, Special Education and Related Services, Supplemental Instruction, and Bilingual Education for grades pre-kindergarten, kindergarten, elementary and secondary.

1300-Career Education Programs. - Programs, services and activities which will provide students and adults with the knowledge and skills needed for employment in current or emerging fields, to continue their education, or to be retrained for new business and industry practices.

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>		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1111	Elementary Instruction	46,995,158	47,840,206	49,103,261	49,994,540	51,267,294	52,210,708	53,173,044	54,153,535
1131	Middle School Instruction	26,604,544	26,887,417	28,709,625	29,079,855	29,694,763	30,243,248	30,802,049	31,371,653
1151	High School Instruction	39,394,589	40,116,582	40,135,991	40,866,293	42,234,556	43,012,008	43,804,072	44,611,439
1191	Summer School	1,329,932	1,239,395	1,342,896	1,482,924	1,443,615	1,467,046	1,490,907	1,515,216
1200	Special Programs	8,718,995	8,664,156	8,647,750	8,897,727	8,866,390	9,024,938	9,186,452	9,351,070
1300	Career Education Services	516,713	251,632	368,983	553,102	415,375	419,749	424,194	428,712
1400	Student Activities	4,963,735	4,753,114	4,416,149	4,471,398	4,182,786	4,226,831	4,271,593	4,317,085
1600	Adult Education Programs	1,654,981	1,680,505	1,539,578	1,684,775	1,591,095	1,607,849	1,624,876	1,642,181
2100	Support Services - Pupils	10,349,470	10,726,422	11,311,954	11,504,861	11,830,128	12,016,227	12,205,719	12,398,742
2200	Support Services - Instructional Staff	10,889,409	12,657,369	11,733,156	13,869,872	12,939,027	13,148,914	13,362,651	13,580,402
2300	Support Services - General Admin	2,761,426	5,200,534	5,205,189	5,477,533	5,491,963	5,556,017	5,621,151	5,687,393
2400	Bldg Level Admin (School)	17,822,176	18,002,408	18,442,522	18,670,234	17,632,131	17,910,253	18,193,449	18,481,928
2510	Business/Central Services	11,144,373	9,270,904	8,374,005	9,273,312	9,799,231	9,905,297	10,013,112	10,122,711
2540	Operation Of Plant	23,344,719	22,807,572	24,097,173	25,739,897	26,231,276	25,816,725	26,075,404	26,338,304
2546	Safety & Security	1,249,388	1,277,244	1,248,049	1,368,648	1,193,615	1,206,184	1,218,957	1,231,939
2550	Pupil Transportation	8,473,127	8,730,779	10,387,444	10,502,937	10,680,375	10,774,511	10,870,180	10,967,410
2555	Other District Transportation	762,590	592,702	985,500	930,000	450,000	454,739	459,555	464,449
2561	Food Service	6,045,569	6,275,002	6,435,234	6,724,316	6,710,668	6,679,225	6,748,899	6,819,710
3000	Community Services	3,698,988	4,177,520	5,269,628	5,395,350	5,243,127	5,313,883	5,385,882	5,459,168
4000	Facility Acquisition & Constr	19,244,417	30,897,369	20,819,954	27,511,421	35,000,000	14,967,000	-	-
5100	Principal	11,099,359	11,403,477	22,080,000	16,185,000	42,325,000	14,670,000	13,800,000	11,940,000
5200	Interest	6,843,684	7,100,201	8,151,494	10,374,143	10,859,043	7,584,010	6,816,035	6,154,875
5300	Other Bond Expenses	17,064	149,730	139,695	627,000	17,000	17,000	17,000	17,000
Subtotal Expenditures		263,924,406	280,702,240	288,945,230	301,185,138	336,098,458	288,232,362	275,565,181	277,054,922
Anticipated Unexpended Budget		-	-	-	(4,000,000)	(3,100,000)	(4,100,000)	(3,700,000)	(6,650,000)
Total All Funds		<u>263,924,406</u>	<u>280,702,240</u>	<u>288,945,230</u>	<u>297,185,138</u>	<u>332,998,458</u>	<u>284,132,362</u>	<u>271,865,181</u>	<u>270,404,922</u>

**EXPENDITURE BY FUNCTION****OPERATING FUNDS**

FUNCTION	DESCRIPTION	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGETED	2020-2021 FORECAST	2021-2022 FORECAST	2021-2022 FORECAST
1111	Elementary Instruction	46,983,547	47,826,378	49,062,642	49,994,540	51,267,294	52,210,708	53,173,044	54,153,535
1131	Middle School Instruction	26,580,515	26,877,369	28,640,223	29,078,232	29,694,763	30,243,248	30,802,049	31,371,653
1151	High School Instruction	39,340,317	40,071,144	39,944,615	40,862,935	42,234,556	43,012,008	43,804,072	44,611,439
1191	Summer School	1,329,932	1,239,395	1,342,896	1,482,924	1,443,615	1,467,046	1,490,907	1,515,216
1200	Special Programs	8,715,644	8,664,156	8,647,750	8,897,727	8,833,519	8,992,067	9,153,581	9,318,199
1300	Career Education Services	305,103	214,827	360,195	539,102	415,375	419,749	424,194	428,712
1400	Student Activities	4,053,494	4,317,381	4,319,350	4,471,398	4,182,786	4,226,831	4,271,593	4,317,085
1600	Adult Education Programs	1,654,981	1,680,505	1,539,578	1,684,775	1,591,095	1,607,849	1,624,876	1,642,181
2100	Support Services - Pupils	10,314,892	10,726,422	11,311,954	11,501,361	11,828,428	12,014,527	12,204,019	12,397,042
2200	Support Services - Instructional Staff	10,880,340	12,162,753	11,699,682	13,826,292	12,939,027	13,148,914	13,362,651	13,580,402
2300	Support Services - General Admin	2,760,931	4,770,449	5,013,169	5,327,533	5,491,963	5,556,017	5,621,151	5,687,393
2400	Bldg Level Admin (School)	17,716,897	17,958,587	18,389,678	18,641,938	17,614,431	17,892,553	18,175,749	18,464,228
2510	Business/Central Services	10,517,277	8,949,491	8,186,633	9,123,312	9,734,231	9,840,297	9,948,112	10,057,711
2540	Operation Of Plant	22,361,667	21,972,602	23,396,711	24,058,732	24,172,192	24,426,725	24,685,404	24,948,304
2546	Safety & Security	1,249,388	1,256,709	1,248,049	1,356,648	1,193,615	1,206,184	1,218,957	1,231,939
2550	Pupil Transportation	8,196,620	8,551,630	8,929,991	8,907,085	8,939,809	9,033,945	9,129,614	9,226,844
2555	Other District Transportation	762,590	592,702	985,500	930,000	450,000	454,739	459,555	464,449
2561	Food Service	5,945,569	6,164,224	6,298,476	6,669,316	6,510,668	6,579,225	6,648,899	6,719,710
3000	Community Services	3,622,191	4,048,928	5,171,807	5,287,850	5,240,127	5,310,883	5,382,882	5,456,168
5100	Principal	34,996	-	-	-	-	-	-	-
5200	Interest	51,877	50,532	34,823	50,639	55,000	55,000	55,000	55,000
5300	Other Bond Expenses	6,000	3,000	3,000	-	-	-	-	-
Subtotal Expenditures		223,384,768	228,099,184	234,526,722	242,692,339	243,832,494	247,698,515	251,636,309	255,647,210
Anticipated Unexpended Budget		-	-	-	(4,000,000)	(3,100,000)	(4,100,000)	(3,700,000)	(6,650,000)
Total Operating Funds		<u>223,384,768</u>	<u>228,099,184</u>	<u>234,526,722</u>	<u>238,692,339</u>	<u>240,732,494</u>	<u>243,598,515</u>	<u>247,936,309</u>	<u>248,997,210</u>



**EXPENDITURE BY FUNCTION**

<b>GENERAL FUND</b>		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1111	Elementary Instruction	3,754,243	2,503,887	3,005,119	2,777,744	2,945,454	2,977,053	3,009,256	3,042,044
1131	Middle School Instruction	1,008,161	718,061	1,636,805	1,325,471	1,455,310	1,470,634	1,486,208	1,502,036
1151	High School Instruction	3,237,159	2,855,207	2,496,361	2,221,363	2,387,702	2,412,845	2,438,397	2,464,366
1191	Summer School	351,178	257,337	320,470	500,208	458,040	462,863	467,765	472,747
1200	Special Programs	1,557,582	958,456	894,580	856,334	985,546	995,924	1,006,471	1,017,190
1300	Career Education Services	305,103	214,827	360,195	539,102	415,375	419,749	424,194	428,712
1400	Student Activities	3,876,054	4,135,386	4,119,962	4,277,993	4,182,786	4,226,831	4,271,593	4,317,085
1600	Adult Education Programs	1,654,981	1,680,505	1,539,578	1,684,775	1,591,095	1,607,849	1,624,876	1,642,181
2100	Support Services - Pupils	3,562,552	3,848,326	4,306,043	4,310,780	4,457,650	4,504,589	4,552,293	4,600,775
2200	Support Services - Instructional Staff	2,585,180	3,524,984	2,768,130	4,921,901	4,120,035	4,163,419	4,207,510	4,252,320
2300	Support Services - General Admin	2,062,194	4,047,139	4,305,526	4,611,195	4,746,545	4,796,526	4,847,321	4,898,945
2400	Bldg Level Admin (School)	7,320,028	7,269,881	7,584,032	7,586,773	6,519,510	6,588,160	6,657,929	6,728,836
2510	Business/Central Services	10,152,746	8,569,973	7,787,940	8,713,699	9,307,333	9,405,339	9,504,942	9,606,170
2540	Operation Of Plant	22,361,667	21,972,602	23,396,711	24,058,732	24,172,192	24,426,725	24,685,404	24,948,304
2546	Safety & Security	1,249,388	1,256,709	1,248,049	1,356,648	1,193,615	1,206,184	1,218,957	1,231,939
2550	Pupil Transportation	8,196,620	8,551,630	8,929,991	8,907,085	8,939,809	9,033,945	9,129,614	9,226,844
2555	Other District Transportation	762,590	592,702	985,500	930,000	450,000	454,739	459,555	464,449
2561	Food Service	5,945,569	6,164,224	6,298,476	6,669,316	6,510,668	6,579,225	6,648,899	6,719,710
3000	Community Services	2,098,620	2,329,125	3,341,573	3,456,038	3,374,612	3,410,147	3,446,260	3,482,963
5100	Principal	34,996	-	-	-	-	-	-	-
5200	Interest	51,877	50,532	34,823	50,639	55,000	55,000	55,000	55,000
5300	Other Bond Expenses	6,000	3,000	3,000	-	-	-	-	-
Subtotal Expenditures		82,134,488	81,504,493	85,362,864	89,755,796	88,268,277	89,197,746	90,142,444	91,102,616
Anticipated Unexpended Budget		-	-	-	(3,000,000)	(2,500,000)	(3,300,000)	(2,900,000)	(5,850,000)
Total General Fund		82,134,488	81,504,493	85,362,864	86,755,796	85,768,277	85,897,746	87,242,444	85,252,616

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

FUNCTION	DESCRIPTION	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGETED	2020-2021 FORECAST	2021-2022 FORECAST	2021-2022 FORECAST
1111	Elementary Instruction	43,229,304	45,322,491	46,057,523	47,216,796	48,321,840	49,233,655	50,163,788	51,111,491
1131	Middle School Instruction	25,572,354	26,159,308	27,003,418	27,752,761	28,239,453	28,772,614	29,315,841	29,869,617
1151	High School Instruction	36,103,158	37,215,937	37,448,254	38,641,572	39,846,854	40,599,163	41,365,675	42,147,073
1191	Summer School	978,754	982,058	1,022,426	982,716	985,575	1,004,183	1,023,142	1,042,469
1200	Special Programs	7,158,062	7,705,700	7,753,170	8,041,393	7,847,973	7,996,143	8,147,110	8,301,009
1400	Student Activities	177,440	181,995	199,388	193,405	-	-	-	-
2100	Support Services - Pupils	6,752,340	6,878,096	7,005,911	7,190,581	7,370,778	7,509,938	7,651,726	7,796,267
2200	Support Services - Instructional Staff	8,295,160	8,637,769	8,931,552	8,904,391	8,818,992	8,985,495	9,155,141	9,328,082
2300	Support Services - General Admin	698,737	723,310	707,643	716,338	745,418	759,491	773,830	788,448
2400	Bldg Level Admin (School)	10,396,869	10,688,706	10,805,646	11,055,165	11,094,921	11,304,393	11,517,820	11,735,392
2510	Business/Central Services	364,531	379,518	398,693	409,613	426,898	434,958	443,170	451,541
3000	Community Services	1,523,571	1,719,803	1,830,234	1,831,812	1,865,515	1,900,736	1,936,622	1,973,205
Subtotal Expenditures		141,250,280	146,594,691	149,163,858	152,936,543	155,564,217	158,500,769	161,493,865	164,544,594
Anticipated Unexpended Budget		-	-	-	(1,000,000)	(600,000)	(800,000)	(800,000)	(800,000)
Total Special Revenue Fund		141,250,280	146,594,691	149,163,858	151,936,543	154,964,217	157,700,769	160,693,865	163,744,594

**DEBT SERVICE FUND**

FUNCTION	DESCRIPTION	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGETED	2020-2021 FORECAST	2021-2022 FORECAST	2021-2022 FORECAST
5100	Bond Principal	10,940,000	11,175,000	22,080,000	16,185,000	42,325,000	14,670,000	13,800,000	11,940,000
5200	Bond Interest	6,731,307	6,995,663	8,071,394	10,286,648	10,775,783	7,500,750	6,732,775	6,071,615
5300	Other Bond Expenses	11,064	4,664	136,695	17,000	17,000	17,000	17,000	17,000
Total Debt Service Fund		17,682,371	18,175,327	30,288,089	26,488,648	53,117,783	22,187,750	20,549,775	18,028,615

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

FUNCTION	DESCRIPTION	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGETED	2020-2021 FORECAST	2021-2022 FORECAST	2021-2022 FORECAST
1111	Elementary Instruction	11,611	13,828	40,619	-	-	-	-	-
1131	Middle School Instruction	24,029	10,048	69,402	1,623	-	-	-	-
1151	High School Instruction	54,272	45,438	191,376	3,358	-	-	-	-
1200	Special Programs	3,351	-	-	-	32,871	32,871	32,871	32,871
1300	Career Education Services	211,610	36,805	8,788	14,000	-	-	-	-
1400	Student Activities	910,241	435,733	96,799	-	-	-	-	-
2100	Support Services - Pupils	34,578	-	-	3,500	1,700	1,700	1,700	1,700
2200	Support Services - Instructional Staff	9,069	494,616	33,474	43,580	-	-	-	-
2300	Support Services - General Admin	495	430,085	192,020	150,000	-	-	-	-
2400	Bldg Level Admin (School)	105,279	43,821	52,844	28,296	17,700	17,700	17,700	17,700
2510	Business/Central Services	627,096	321,413	187,372	150,000	65,000	65,000	65,000	65,000
2540	Operation Of Plant	983,052	834,970	700,462	1,681,165	2,059,084	1,390,000	1,390,000	1,390,000
2546	Safety & Security	-	20,535	-	12,000	-	-	-	-
2550	Pupil Transportation	276,507	179,149	1,457,453	1,595,852	1,740,566	1,740,566	1,740,566	1,740,566
2561	Food Service	100,000	110,778	136,758	55,000	200,000	100,000	100,000	100,000
3000	Community Services	76,797	128,592	97,821	107,500	3,000	3,000	3,000	3,000
4000	Facility Acquisition & Constr	-	-	-	-	-	-	-	-
5100	Principal	124,363	228,477	-	-	-	-	-	-
5200	Interest	60,500	54,006	45,277	36,856	28,260	28,260	28,260	28,260
5300	Other Bond Expenses	-	-	-	-	-	-	-	-
Total Capital Projects Fund		3,612,850	3,388,294	3,310,465	3,882,730	4,148,181	3,379,097	3,379,097	3,379,097

**EXPENDITURE BY FUNCTION****2014 BOND ISSUE FUND**

FUNCTION	DESCRIPTION	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGETED	2020-2021 FORECAST	2021-2022 FORECAST	2021-2022 FORECAST
4000	Facility Acquisition & Constr	19,244,417	30,897,369	20,819,954	17,511,421	-	-	-	-
5300	Other Bond Expenses	-	142,066	-	-	-	-	-	-
Total Bond Issue Fund		19,244,417	31,039,435	20,819,954	17,511,421	-	-	-	-

**EXPENDITURE BY FUNCTION****2018 BOND ISSUE FUND**

FUNCTION	DESCRIPTION	2015-2016 ACTUAL	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 PROJECTED	2019-2020 BUDGETED	2020-2021 FORECAST	2021-2022 FORECAST	2021-2022 FORECAST
4000	Facility Acquisition & Constr	-	-	-	10,000,000	35,000,000	14,967,000	-	-
5300	Other Bond Expenses	-	-	-	610,000	-	-	-	-
Total Bond Issue Fund		-	-	-	10,610,000	35,000,000	14,967,000	-	-

## 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	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 PROJECTIONS	2019-2020 BUDGET	FY19 VS FY20	% CHG
101 Special Reading	23,101	12,869	12,124	16,400	16,064	(336)	-2.05%
102 Comm Arts	200,851	162,020	145,586	183,448	205,200	21,752	11.86%
103 Mathematics	80,301	78,729	69,478	81,552	85,398	3,846	4.72%
104 Fine Arts	336,240	326,596	328,885	360,115	382,067	21,952	6.10%
105 Physical Education	60,672	56,041	58,219	63,314	60,632	(2,682)	-4.24%
106 Science	143,551	147,605	138,700	156,037	113,636	(42,401)	-27.17%
107 Social Studies	116,124	215,546	105,128	110,607	110,656	49	0.04%
108 Instructional Technology	102,838	87,278	73,679	106,563	104,587	(1,976)	-1.85%
109 Guidance	23,101	23,791	25,081	26,811	25,922	(889)	-3.32%
110 Art	116,340	126,692	131,571	182,127	135,891	(46,236)	-25.39%
111 Bldg Admin Services	1,771,986	1,677,764	1,651,836	2,255,622	1,598,366	(657,256)	-29.14%
112 Audio Visual Services	22,459	10,145	10,923	23,757	7,140	(16,617)	-69.95%
113 Business Education	27,776	34,044	42,083	39,439	41,246	1,807	4.58%
114 Modern Classical Lang	37,993	39,721	42,925	50,628	42,321	(8,307)	-16.41%
115 Family And Consumer Sc	46,574	66,175	61,944	61,169	64,023	2,854	4.67%
116 Industrial Arts	41,126	36,495	43,177	42,188	44,070	1,882	4.46%
117 Student Body Act	130,243	200,135	173,935	99,760	99,684	(76)	-0.08%
118 Drivers Education	1,064	732	648	950	-	(950)	-100.00%
119 Coop Voc Ed	37,623	29,414	28,456	73,447	188,039	114,592	156.02%
121 Speech	20,316	23,225	2,667	20,912	21,536	624	2.98%
122 Library Svcs	54,337	55,941	23,064	68,905	74,005	5,100	7.40%
123 Health Ed	4,895	7,209	68,118	7,500	6,527	(973)	-12.97%
124 6th Grade Camp	138,883	116,598	108,128	124,860	142,613	17,753	14.22%
127 Gifted Education	206,995	196,851	194,399	225,592	219,565	(6,027)	-2.67%
128 Comm Arts Secdy	130	14,373	28,777	11,110	-	(11,110)	-100.00%
129 Drug Free School	114,931	108,874	150,474	123,831	140,734	16,903	13.65%
150 Pathways	468,339	528,731	615,884	554,051	562,553	8,502	1.53%
151 Summer School	1,360,978	1,351,156	1,210,715	1,525,707	1,525,707	-	0.00%
175 Instructional Staffing	125,223,702	129,521,323	131,830,376	134,598,179	137,194,502	2,596,323	1.93%
177 Bldg Level Staffing	15,206,175	15,838,240	16,577,851	17,067,225	17,385,401	318,176	1.86%
202 Special Services	200,788	346,964	298,426	472,559	478,083	5,524	1.17%
203 Esol	9,689	8,842	760,709	17,300	23,651	6,351	36.71%
204 Athletics	1,023,676	1,022,413	511,146	1,111,342	1,197,176	85,834	7.72%
205 Adult Basic Education	1,030,881	978,677	1,508,245	1,623,278	1,591,095	(32,183)	-1.98%
206 Community Education	582,518	637,751	735,700	849,975	834,488	(15,487)	-1.82%
207 Early Childhood	1,840,069	1,684,328	1,888,690	1,648,660	1,738,047	89,387	5.42%
208 Preschools	1,558,340	2,061,930	1,935,017	1,978,513	2,071,500	92,987	4.70%
210 Parkway Rockwood Com Ed	37,760	33,283	282,230	105,000	5,000	(100,000)	100.00%
301 Student Services	189,441	241,505	1,321,487	969,520	177,407	(792,113)	-81.70%
302 Pupil Personnel	2,052,919	1,992,520	1,471,025	1,932,187	1,646,202	(285,985)	-14.80%
303 Health Services	2,578,317	2,695,128	2,650,763	2,847,834	2,757,637	(90,197)	-3.17%
304 Guidance And Counseling	174,386	172,897	128,753	186,804	197,100	10,296	5.51%
351 Teach Learn Accountability	4,619,473	3,786,963	3,863,928	5,798,421	4,861,755	(936,666)	-16.15%
352 Professional Learning	914,715	1,005,171	1,195,041	816,719	744,241	(72,478)	-8.87%
353 Reading Diagnostics	200,911	173,416	310,097	143,238	206,477	63,239	44.15%
354 Evaluation	264,238	249,463	251,740	253,924	274,335	20,411	8.04%
355 Media Services	874,983	907,629	1,021,487	939,780	1,032,603	92,823	9.88%
357 Student Assessment	269,060	280,702	316,641	338,732	334,493	(4,239)	-1.25%
358 Progress Monitoring	469,784	487,272	499,780	330,783	424,101	93,318	28.21%
400 Board Of Education	62,873	88,178	107,282	122,450	138,365	15,915	13.00%
401 Superintendent	489,831	460,320	452,222	471,082	480,674	9,592	2.04%
402 District Dues	136,018	137,908	153,500	162,400	154,700	(7,700)	-4.74%
403 Legal Services	193,544	194,942	171,663	234,000	200,000	(34,000)	-14.53%
404 Deputy Superintendent	307,842	301,081	336,988	348,016	379,650	31,634	9.09%
405 Asst Super Of Student Serv	354,155	354,094	315,115	317,445	349,216	31,771	10.01%
408 Chief Financial Officer	280,673	288,863	306,257	314,700	327,921	13,221	4.20%
409 Communications	938,343	936,784	967,111	899,776	998,209	98,433	10.94%
410 Safety Security	1,181,435	1,184,192	1,178,506	1,245,601	1,318,615	73,014	5.86%
411 Special Projects	75,401	86,784	143,676	163,430	108,636	(54,794)	-33.53%

OPERATING EXPENSES BY PROGRAM							
ALL OPERATING EXPENSES							
(CONTINUED)	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 PROJECTIONS	2019-2020 BUDGET	FY19 VS FY20	% CHG
501 Finance	998,598	882,834	990,330	991,173	1,046,330	55,157	5.56%
502 Internal Equip Fin	28,530	(143,757)	(40,975)	9,188	211,500	202,312	2201.92%
503 Risk Mgmt	1,907,469	2,054,734	1,879,085	2,212,750	2,340,074	127,324	5.75%
504 Food Services	5,945,569	6,163,317	6,298,476	6,814,723	6,540,668	(274,055)	-4.02%
505 Purchasing	343,491	375,676	379,665	382,834	402,821	19,987	5.22%
506 Print Shop	10,912	852	3,096	23,696	28,469	4,773	20.14%
507 School Stores	339,114	356,784	386,911	403,150	390,979	(12,171)	-3.02%
508 Warehouse	948,093	926,906	952,481	1,301,818	1,303,296	1,478	0.11%
509 Mailroom	83,718	81,817	84,162	94,487	92,733	(1,754)	-1.86%
510 Technology	5,898,313	5,936,445	6,765,188	7,183,251	7,244,504	61,253	0.85%
511 Human Resources	971,611	1,004,577	1,037,501	1,065,951	1,178,006	112,055	10.51%
512 Transportation	5,355,301	5,532,838	5,680,673	5,924,140	6,421,938	497,798	8.40%
513 SSD Transportation	2,143,934	2,299,655	2,451,203	2,612,737	2,585,472	(27,265)	-1.04%
551 Facility Operations	7,958,931	7,909,655	8,046,755	8,380,009	8,538,047	158,038	1.89%
552 Facility Maintenance	5,333,403	5,309,587	5,452,149	5,174,878	5,234,423	59,545	1.15%
553 Grounds Maintenance	1,849,799	1,892,748	1,892,549	1,882,626	1,923,884	41,258	2.19%
554 Planning	622,509	640,246	730,730	624,179	691,893	67,714	10.85%
555 Environmental Svcs	748,718	928,346	862,529	750,948	735,418	(15,530)	-2.07%
556 Facility Management	542,796	548,413	539,483	569,573	569,011	(562)	-0.10%
557 Sustainability	4,913,277	4,601,886	4,720,906	5,109,810	5,109,810	-	0.00%
702 Debt Service	6,000	3,000	3,000	-	-	-	0.00%
805 Grants	3,975,955	3,296,626	3,083,859	2,775,143	2,093,756	(681,387)	-24.55%
900 Student Activities	3,427,020	3,601,686	3,288,910	3,500,000	3,500,000	-	0.00%
SUBTOTAL EXPENDITURES	223,384,768	228,099,184	234,526,722	242,692,339	243,832,494	1,140,155	0.47%
ANTICIPATED UNEXPENDED BUDGET	-	-	-	(4,000,000)	(3,100,000)	900,000	-22.50%
TOTAL EXPENDITURES	223,384,768	228,099,184	234,526,722	238,692,339	240,732,494	2,040,155	0.85%

OPERATING EXPENSES BY PROGRAM SALARY & BENEFITS ONLY	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 PROJECTIONS	2019-2020 BUDGET	FY19 VS FY20	% CHG
102 Comm Arts	580	-	-	-	-	-	0.00%
104 Fine Arts	15,506	9,719	21,401	-	-	-	0.00%
105 Physical Education	-	355	-	-	-	-	0.00%
107 Social Studies	291	-	107,091	-	-	-	0.00%
111 Bldg Admin Services	96,102	103,938	-	-	-	-	0.00%
124 6th Grade Camp	94,189	98,482	101,231	86,963	86,963	-	0.00%
127 Gifted Education	153,543	156,985	175,419	180,819	182,652	1,833	1.01%
129 Drug Free School	100,760	108,874	140,099	122,831	123,684	853	0.69%
150 Pathways	450,057	501,317	615,884	530,151	544,153	14,002	2.64%
151 Summer School	1,252,650	1,231,669	1,193,787	1,443,615	1,443,615	-	0.00%
175 Instructional Staffing	122,647,379	127,029,032	128,829,071	131,946,781	134,624,529	2,677,748	2.03%
177 Bldg Level Staffing	15,206,175	15,838,240	16,577,851	17,067,225	17,385,401	318,176	1.86%
202 Special Services	146,642	270,422	274,497	375,289	382,718	7,429	1.98%
204 Athletics	283,202	300,866	341,294	299,592	308,391	8,799	2.94%
205 Adult Basic Education	938,412	878,804	1,384,731	1,515,473	1,466,095	(49,378)	-3.26%
206 Community Education	482,898	533,480	648,411	744,325	693,938	(50,387)	-6.77%
207 Early Childhood	1,733,342	1,588,326	1,636,374	1,536,835	1,648,847	112,012	7.29%
208 Preschools	1,334,897	1,789,386	1,934,667	1,727,563	1,786,600	59,037	3.42%
210 Parkway Rockwood Com Ed	37,760	22,336	26,421	-	-	-	0.00%
301 Student Services	97,445	99,844	107,034	92,241	93,537	1,296	1.41%
302 Pupil Personnel	1,107,337	1,223,599	1,263,204	1,343,302	1,415,202	71,900	5.35%
303 Health Services	2,325,500	2,484,643	2,598,510	2,578,857	2,554,442	(24,415)	-0.95%
304 Guidance And Counseling	119,290	124,090	128,753	130,229	133,475	3,246	2.49%
351 Teach Learn Accountability	2,428,239	2,353,788	2,132,657	2,797,630	2,835,637	38,007	1.36%
352 Professional Learning	656,042	656,177	751,566	507,294	533,766	26,472	5.22%
353 Reading Diagnostics	186,437	163,668	299,249	132,178	134,377	2,199	1.66%
354 Evaluation	254,624	242,298	237,918	244,674	251,185	6,511	2.66%
355 Media Services	530,923	549,022	692,123	579,480	615,103	35,623	6.15%
357 Student Assessment	177,011	202,154	136,609	197,632	147,113	(50,519)	-25.56%
358 Progress Monitoring	457,669	481,628	499,780	330,783	424,101	93,318	28.21%
401 Superintendent	389,704	400,861	414,742	420,362	430,674	10,312	2.45%
404 Deputy Superintendent	265,989	266,731	266,380	278,116	288,210	10,094	3.63%
405 Asst Super Of Student Serv	252,263	262,834	248,901	238,902	248,513	9,611	4.02%
408 Chief Financial Officer	272,294	282,205	293,873	305,803	319,024	13,221	4.32%
409 Communications	770,985	793,147	809,027	743,326	819,548	76,222	10.25%
410 Safety Security	539,295	552,496	571,367	586,601	561,652	(24,949)	-4.25%
411 Special Projects	75,242	77,484	79,460	82,030	84,336	2,306	2.81%
501 Finance	932,405	844,970	870,626	894,223	919,235	25,012	2.80%
503 Risk Mgmt	529,607	535,038	325,542	622,979	622,979	-	0.00%
504 Food Services	3,272,053	3,466,283	3,536,075	3,441,409	3,463,428	22,019	0.64%
505 Purchasing	337,179	372,238	375,042	373,494	392,366	18,872	5.05%
506 Print Shop	44,226	45,557	46,434	48,346	53,119	4,773	9.87%
507 School Stores	305,516	332,684	367,601	374,225	360,799	(13,426)	-3.59%
508 Warehouse	914,386	887,003	912,209	1,253,848	1,256,156	2,308	0.18%
509 Mailroom	50,330	54,252	56,387	58,687	60,233	1,546	2.63%
510 Technology	3,344,547	3,407,566	3,472,248	3,576,306	3,594,916	18,610	0.52%
511 Human Resources	876,216	927,233	958,967	969,704	1,045,919	76,215	7.86%
512 Transportation	5,017,627	5,036,569	5,157,267	5,368,304	5,451,013	82,709	1.54%
513 SSD Transportation	1,945,949	2,077,297	2,197,248	2,311,512	2,332,522	21,010	0.91%
551 Facility Operations	7,554,290	7,502,461	7,682,113	7,960,559	8,113,597	153,038	1.92%
552 Facility Maintenance	4,166,966	4,135,390	4,146,802	4,109,128	4,154,173	45,045	1.10%
553 Grounds Maintenance	1,426,292	1,535,044	1,548,157	1,391,106	1,457,364	66,258	4.76%
554 Planning	539,236	458,594	475,263	485,041	552,755	67,714	13.96%
555 Environmental Svcs	431,197	446,854	458,140	474,198	459,668	(14,530)	-3.06%
556 Facility Management	269,158	277,874	248,177	247,023	253,311	6,288	2.55%
805 Grants	2,491,629	2,563,362	2,307,010	2,218,311	1,600,849	(617,462)	-27.83%
900 Student Activities	170,005	-	-	-	-	-	0.00%
TOTAL	190,499,488	196,585,169	200,680,690	205,345,305	208,711,883	3,366,578	1.64%

OPERATING EXPENSES BY PROGRAM EXCLUDING SALARY & BENEFITS	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 PROJECTIONS	2019-2020 BUDGET	FY19 VS FY20	% CHG
101 Special Reading	23,101	12,869	12,124	16,400	16,064	(336)	-2.05%
102 Comm Arts	200,271	162,020	145,586	183,448	205,200	21,752	11.86%
103 Mathematics	80,301	78,729	69,478	81,552	85,398	3,846	4.72%
104 Fine Arts	320,734	316,877	307,484	360,115	382,067	21,952	6.10%
105 Physical Education	60,672	55,686	58,219	63,314	60,632	(2,682)	-4.24%
106 Science	143,551	147,605	138,700	156,037	113,636	(42,401)	-27.17%
107 Social Studies	115,833	111,608	105,128	110,607	110,656	49	0.04%
108 Instructional Technology	102,838	87,278	73,679	106,563	104,587	(1,976)	-1.85%
109 Guidance	23,101	23,791	25,081	26,811	25,922	(889)	-3.32%
110 Art	116,340	126,692	131,571	182,127	135,891	(46,236)	-25.39%
111 Bldg Admin Services	1,675,884	1,677,764	1,651,836	2,255,622	1,598,366	(657,256)	-29.14%
112 Audio Visual Services	22,459	10,145	10,923	23,757	7,140	(16,617)	-69.95%
113 Business Education	27,776	34,044	42,083	39,439	41,246	1,807	4.58%
114 Modern Classical Lang	37,993	39,721	42,925	50,628	42,321	(8,307)	-16.41%
115 Family And Consumer Sc	46,574	66,175	61,944	61,169	64,023	2,854	4.67%
116 Industrial Arts	41,126	36,495	43,177	42,188	44,070	1,882	4.46%
117 Student Body Act	130,243	200,135	173,935	99,760	99,684	(76)	-0.08%
118 Drivers Education	1,064	732	648	950	-	(950)	-100.00%
119 Coop Voc Ed	37,623	29,414	28,456	73,447	188,039	114,592	156.02%
121 Speech	20,316	23,225	2,667	20,912	21,536	624	2.98%
122 Library Svcs	54,337	55,941	23,064	68,905	74,005	5,100	7.40%
123 Health Ed	4,895	7,209	68,118	7,500	6,527	(973)	-12.97%
124 6th Grade Camp	44,694	18,116	6,897	37,897	55,650	17,753	46.85%
127 Gifted Education	53,452	39,866	18,980	44,773	36,913	(7,860)	-17.56%
128 Comm Arts Secdy	130	14,373	28,777	11,110	-	(11,110)	0.00%
129 Drug Free School	14,171	-	10,375	1,000	17,050	16,050	1605.00%
150 ADC	18,282	27,414	-	23,900	18,400	(5,500)	-23.01%
151 Summer School	108,328	119,487	16,928	82,092	82,092	-	0.00%
175 Instructional Staffing	2,576,323	2,492,291	3,001,305	2,651,398	2,569,973	(81,425)	-3.07%
202 Special Services	54,146	76,542	23,929	97,270	95,365	(1,905)	-1.96%
203 Esol	9,689	8,842	760,709	17,300	23,651	6,351	36.71%
204 Athletics	740,474	721,547	169,852	811,750	888,785	77,035	9.49%
205 Adult Basic Education	92,469	99,873	123,514	107,805	125,000	17,195	15.95%
206 Community Education	99,620	104,271	87,289	105,650	140,550	34,900	33.03%
207 Early Childhood	106,727	96,002	252,316	111,825	89,200	(22,625)	-20.23%
208 Preschools	223,443	272,544	350	250,950	284,900	33,950	13.53%
210 Parkway Rockwood Com Ed	-	10,947	255,809	105,000	5,000	(100,000)	100.00%
301 Student Services	91,996	141,661	1,214,453	877,279	83,870	(793,409)	-90.44%
302 Pupil Personnel	945,582	768,921	207,821	588,885	231,000	(357,885)	-60.77%
303 Health Services	252,817	210,485	52,253	268,977	203,195	(65,782)	-24.46%
304 Guidance And Counseling	55,096	48,807	-	56,575	63,625	7,050	12.46%
351 Teach Learn Accountability	2,191,234	1,433,175	1,731,271	3,000,791	2,026,118	(974,673)	-32.48%
352 Professional Learning	258,673	348,994	443,475	309,425	210,475	(98,950)	-31.98%
353 Reading Diagnostics	14,474	9,748	10,848	11,060	72,100	61,040	551.90%
354 Evaluation	9,614	7,165	13,822	9,250	23,150	13,900	150.27%
355 Media Services	344,060	358,607	329,364	360,300	417,500	57,200	15.88%
357 Student Assessment	92,049	78,548	180,032	141,100	187,380	46,280	32.80%
358 Progress Monitoring	12,115	5,644	-	-	-	-	0.00%
400 Board Of Education	62,873	88,178	107,282	122,450	138,365	15,915	13.00%
401 Superintendent	100,127	59,459	37,480	50,720	50,000	(720)	-1.42%
402 District Dues	136,018	137,908	153,500	162,400	154,700	(7,700)	-4.74%
403 Legal Services	193,544	194,942	171,663	234,000	200,000	(34,000)	-14.53%
404 Deputy Superintendent	41,853	34,350	70,608	69,900	91,440	21,540	30.82%
405 Asst Super Of Student Serv	101,892	91,260	66,214	78,543	100,703	22,160	28.21%
408 Chief Financial Officer	8,379	6,658	12,384	8,897	8,897	-	0.00%
409 Communications	167,358	143,637	158,084	156,450	178,661	22,211	14.20%
410 Safety Security	642,140	631,696	607,139	659,000	756,963	97,963	14.87%
411 Special Projects	159	9,300	64,216	81,400	24,300	(57,100)	-70.15%
501 Finance	66,193	37,864	119,704	96,950	127,095	30,145	31.09%
502 Internal Equip Fin	28,530	(143,757)	(40,975)	9,188	211,500	202,312	2201.92%
503 Risk Mgmt	1,377,862	1,519,696	1,553,543	1,589,771	1,717,095	127,324	8.01%
504 Food Services	2,673,516	2,697,034	2,762,401	3,373,314	3,077,240	(296,074)	-8.78%
505 Purchasing	6,312	3,438	4,623	9,340	10,455	1,115	11.94%
506 Print Shop	(33,314)	(44,705)	(43,338)	(24,650)	(24,650)	-	0.00%
507 School Stores	33,598	24,100	19,310	28,925	30,180	1,255	4.34%



OPERATING EXPENSES BY PROGRAM EXCLUDING SALARY & BENEFITS (CONTINUED)							
	2015-2016 OPERATING	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 PROJECTIONS	2019-2020 BUDGET	FY19 VS FY20	% CHG
508 Warehouse	33,707	39,903	40,272	47,970	47,140	(830)	-1.73%
509 Mailroom	33,388	27,565	27,775	35,800	32,500	(3,300)	-9.22%
510 Technology	2,553,766	2,528,879	3,292,940	3,606,945	3,649,588	42,643	1.18%
511 Human Resources	95,395	77,344	78,534	96,247	132,087	35,840	37.24%
512 Transportation	337,674	496,269	523,406	555,836	970,925	415,089	74.68%
513 SSD Transportation	197,985	222,358	253,955	301,225	252,950	(48,275)	-16.03%
551 Facility Operations	404,641	407,194	364,642	419,450	424,450	5,000	1.19%
552 Facility Maintenance	1,166,437	1,174,197	1,305,347	1,065,750	1,080,250	14,500	1.36%
553 Grounds Maintenance	423,507	357,704	344,392	491,520	466,520	(25,000)	-5.09%
554 Planning	83,273	181,652	255,467	139,138	139,138	-	0.00%
555 Environmental Svcs	317,521	481,492	404,389	276,750	275,750	(1,000)	-0.36%
556 Facility Management	273,638	270,539	291,306	322,550	315,700	(6,850)	-2.12%
557 Sustainability	4,913,277	4,601,886	4,720,906	5,109,810	5,109,810	-	0.00%
702 Debt Service	6,000	3,000	3,000	-	-	-	0.00%
805 Grants	1,484,326	733,267	776,849	556,832	492,907	(63,925)	-11.48%
900 Student Activities	3,257,015	3,601,686	3,288,910	3,500,000	3,500,000	-	0.00%
TOTAL	32,885,280	31,514,018	33,953,123	37,347,034	35,120,611	(2,226,423)	-5.96%



## 2019-2020 SCHOOL BUILDING BUDGET ANALYSIS

SCHOOL NAME	ENROLL- MENT	#101 SPECIAL READING	#102 COMM ARTS	#103 MATH FINE ARTS	#104 PHYS ED	#105 SCIENCE	#106 SOCIAL STUDIES	#107 INSTRUCT. TECH.	#108 GUIDANCE	#109 ART	#110 BLDG ADMIN SVCS	#111 GIFTED SVCS	#112 AV LIBRARY SVCS	#123 HEALTH ED	#124 EEC CAMP OR FDK	#113 BUSINESS ED	#114 FOREIGN LANG	#115 FAM&CONSUM SCIENCE	#116 INDUST ARTS	#117 STUDENT ACTIVITIES	#118 LIBRARY DRIVER ED	#119 COOP VOC ED	#120 UNIFIED STUDIES	#121 SPEECH/ DRAMA	#203 ESOL	#130 SUBS	TOTALS
<b>Elementaries</b>																											
Barretts	349	950	1,175	275	2,775	600	175	1,550	0	525	4,000	35,108	825	0	1,600	0	0	0	0	0	0	0	0	0	0	0	49,558
\$ per Student	2.72	3.37	0.79	7.95	1.72	0.50	4.44	0.00	1.50	11.46	100.60	2.36	0.00	4.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Clevmont	477	500	5,050	150	1,850	750	2,225	5,798	2,000	200	3,300	45,315	196	0	400	0	0	0	0	0	0	0	0	0	0	0	67,734
\$ per Student	1.05	10.59	0.31	3.88	1.57	4.66	12.16	4.19	0.42	6.92	95.00	0.41	0.00	0.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Mason Ridge	456	100	7,100	900	1,500	700	200	0	2,000	200	3,500	45,802	1,350	0	1,400	0	0	0	0	0	0	0	0	0	0	0	64,752
\$ per Student	0.22	15.57	1.97	3.29	1.54	0.44	0.00	4.39	0.44	7.68	100.44	2.96	0.00	3.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Ross	389	0	8,430	1,500	500	1,000	0	250	500	0	3,500	39,558	0	0	0	0	0	0	0	0	0	0	0	0	0	0	55,238
\$ per Student	0.00	21.67	3.86	1.29	2.57	0.00	0.64	1.29	0.00	9.00	101.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Green Trails	421	1,000	7,500	400	1,500	1,000	350	2,250	6,650	200	4,400	32,132	1,200	0	1,200	0	0	0	0	0	0	0	0	0	0	0	59,782
\$ per Student	2.38	17.81	0.95	3.56	2.38	0.83	5.34	15.80	0.48	10.45	76.32	2.85	0.00	2.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Craio	489	0	7,000	1,500	2,500	500	2,000	500	3,000	1,000	3,500	42,938	1,000	0	4,000	0	0	0	0	0	0	0	0	0	0	0	69,438
\$ per Student	0.00	14.31	3.07	5.11	1.02	4.09	1.02	6.13	2.04	7.16	87.81	2.04	0.00	8.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Pierremont	456	500	2,550	2,675	3,000	1,500	2,400	4,285	3,000	1,000	5,000	37,842	0	0	500	500	0	0	0	0	0	0	0	0	0	0	64,752
\$ per Student	1.10	5.59	5.87	12.07	6.58	3.29	5.26	9.40	6.58	2.19	10.96	82.99	0.00	0.00	1.10	1.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
McKelvey	676	650	400	200	1,500	1,500	200	2,300	5,000	750	4,200	75,592	1,100	0	2,400	0	0	0	0	0	0	0	0	0	0	200	95,992
\$ per Student	0.96	0.59	0.30	2.22	2.22	0.30	3.40	7.40	1.11	6.21	111.82	1.63	0.00	3.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30	142.00	
Henrv	625	2,300	7,300	2,000	1,450	1,000	900	1,290	8,436	591	3,000	57,458	550	300	1,175	0	0	0	0	0	0	0	0	0	0	1,000	88,750
\$ per Student	3.68	11.68	3.20	2.32	1.60	1.44	2.06	13.50	0.95	4.80	91.93	0.88	0.48	1.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.60	142.00
River Bend	451	200	2,400	800	2,000	1,200	200	1,800	5,000	1,500	3,000	43,942	500	0	1,500	0	0	0	0	0	0	0	0	0	0	0	64,042
\$ per Student	0.44	5.32	1.77	4.43	2.66	0.44	3.99	11.09	3.33	6.65	97.43	1.11	0.00	3.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Bellerive	395	200	1,660	450	1,350	3,020	2,475	4,800	450	2,300	36,750	300	0	1,000	0	0	0	0	0	0	0	0	0	0	0	0	56,090
\$ per Student	0.51	4.20	1.14	3.42	3.38	7.65	6.27	12.15	1.14	5.82	93.04	0.76	0.00	2.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Hanna Woods	456	2,255	853	7,215	1,480	2,888	1,200	2,400	255	3,300	40,086	460	0	960	200	0	0	0	0	0	0	0	0	0	0	0	64,752
\$ per Student	4.95	1.87	15.82	3.25	6.33	2.63	2.63	5.26	0.56	7.24	87.91	1.01	0.00	2.11	0.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Sorrento Springs	256	100	5,000	1,000	1,000	1,000	0	4,000	300	2,600	17,952	300	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0	36,352
\$ per Student	0.39	19.53	3.91	3.91	0.39	3.91	0.00	15.63	1.17	10.16	70.13	1.17	0.00	11.72	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Wren Hollow	424	200	4,500	300	700	400	2,500	3,500	1,600	200	4,500	41,450	100	0	200	58	0	0	0	0	0	0	0	0	0	0	60,208
\$ per Student	0.47	10.61	0.71	1.65	0.94	5.90	8.25	3.77	0.47	10.61	97.76	0.24	0.00	0.47	0.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Shenandoah Valley	510	1,250	7,675	1,140	4,100	1,725	575	575	2,600	200	3,250	47,575	1,000	0	755	0	0	0	0	0	0	0	0	0	0	0	72,420
\$ per Student	2.45	15.05	2.24	8.04	3.38	1.13	1.13	5.10	0.39	6.37	93.28	1.96	0.00	1.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Carman Trails	449	435	6,934	2,209	1,964	1,655	1,774	1,233	7,000	600	3,036	38,740	840	0	0	0	0	0	0	0	0	0	0	0	0	0	63,758
\$ per Student	0.97	15.44	4.92	4.37	3.69	3.95	2.75	15.59	1.34	6.76	78.69	0.86	1.87	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Highcroft Ridge	375	331	2,867	179	949	1,268	742	994	4,219	410	2,300	38,004	380	0	348	259	0	0	0	0	0	0	0	0	0	0	53,250
\$ per Student	0.88	7.65	0.48	2.53	3.38	1.98	2.65	11.25	1.09	6.13	101.34	1.01	0.00	0.93	0.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Oak Brook	497	1,408	3,210	160	1,435	3,900	850	1,350	3,950	410	4,500	44,561	840	0	4,000	0	0	0	0	0	0	0	0	0	0	0	70,574
\$ per Student	2.83	6.46	0.32	2.89	7.85	1.71	2.72	7.95	0.82	9.05	89.66	1.69	0.00	8.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	142.00
Subtotal Elementary Average	8,151	12,379	81,604	23,053	44,412	23,021	20,311	31,350	66,155	8,791	63,186	757,395	10,488	1,140	24,799	1,017	0	0	0	0	0	0	0	0	0	200	1,157,442
	1.52	10.01	2.83	3.87	2.82	2.49	3.85	8.12	1.08	7.75	92.92	1.29	0.14	3.04	0.12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	142.00
<b>Middle Schools</b>																											
Central Middle	885	700	10,640	6,500	9,747	1,736	7,125	6,300	3,000	1,530	2,608	65,344	1,100	0	4,870	655	1,000	1,530	2,140	3,150	4,510	0	0	1,220	0	135,405	
\$ per Student	0.79	12.02	7.34	11.01	1.96	8.05	7.12	3.39	1.73	2.95	73.84	1.24	0.00	5.50	0.74	1.13	1.73	2.42	3.56	5.10	0.00	0.00	0.00	1.38	0.00	153.00	
South Middle	580	100	8,580	2,650	7,000	920	4,700	3,800	1,130	750	3,980	40,670	575	2,500	2,700	290	0	1,245	1,100	2,200	2,650	0	0	1,200	0	88,740	
\$ per Student	0.17	14.79	4.57	12.07	1.59	8.10	6.55	1.95	1.29	6.86	70.12	0.99	4.31	4.66	0.50	0.00	2.15	1.90	3.79	4.57	0.00	0.00	0.00	2.07	0.00	153.00	
West Middle	1,086	0	5,300	1,000	10,200	5,000	3,500	800	1,600	300	2,000	122,858	1,000	0	3,000	0	0	500	1,000	3,500	3,000	600	0	1,000	0	166,158	
\$ per Student	0.00	4.88	0.92	9.39	4.60	3.22	0.74	1.47	0.28	1.84	113.13	0.92	0.00	2.76	0.00	0.00	0.46	0.92	3.22	2.76	0.55	0.00	0.00	0.92	0.00	153.00	
Northeast Middle	890	0	4,500	3,279	9,065	3,426	4,200	2,329	277	1,072	2,658	93,025	0	0	1,826	0	0	555	742	4,000	3,000	0	0	1,200	1,016	136,170	
\$ per Student	0.00	5.06	3.68	10.19	3.85	4.72	2.62	0.31	1.20	2.99	104.52	0.00	0.00	2.05	0.00	0.00	0.62	0.83	4.49	3.37	0.00	0.00	0.00	1.35	1.14	153.00	
Southwest Middle	628	1,010	4,300	2,800	8,400	4,000	3,300	3,270	1,800	1,150	2,952	45,142	450	0	2,780	0	0	975	1,875	4,800	5,800	0	0	1,280	0	96,084	
\$ per Student	1.61	6.85	4.46	13.38	6.37	5.25	5.21	2.87	1.83	4.70	71.88																

# ***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

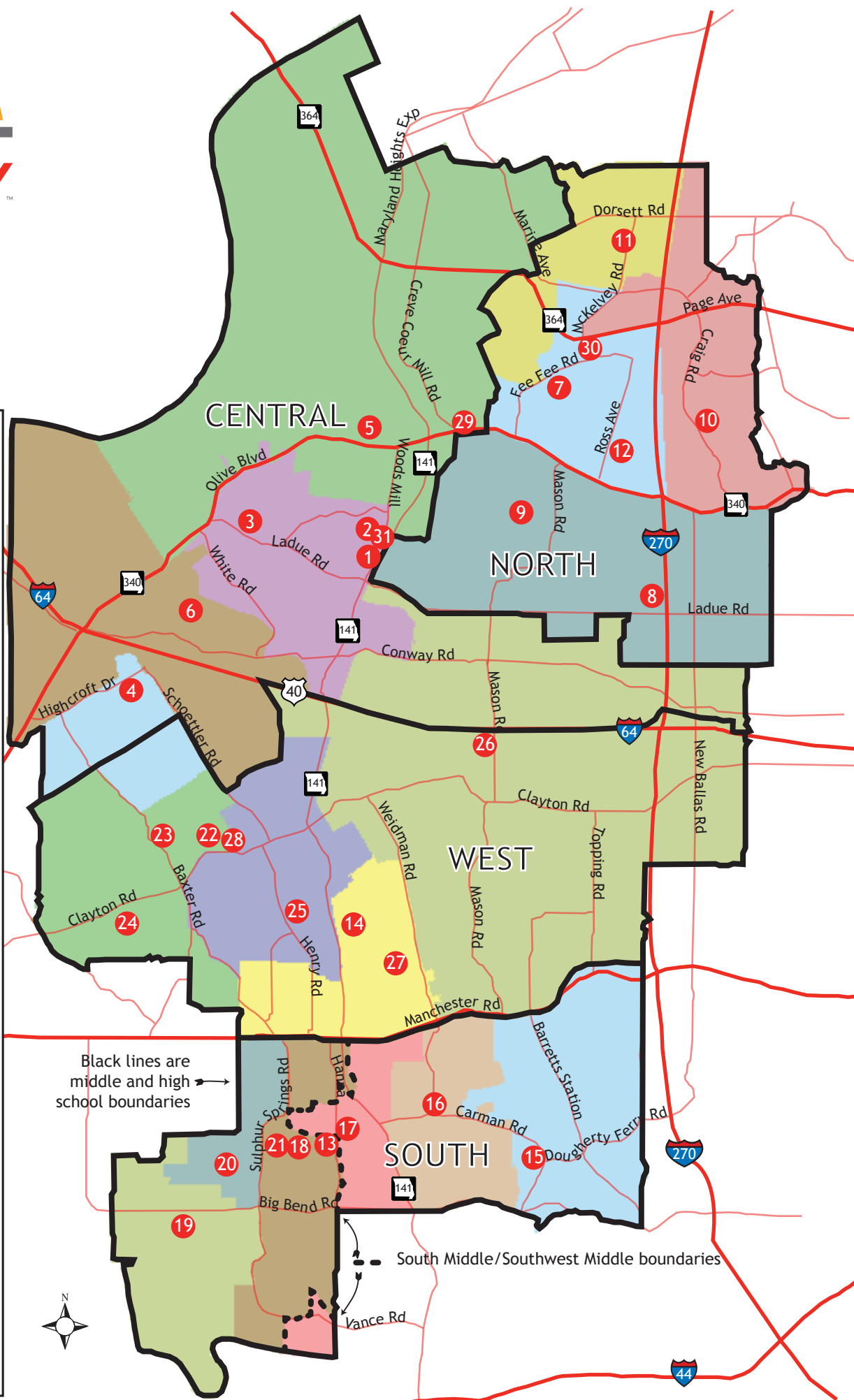
13. South High
14. South Middle
15. Barretts Elementary
16. Carman Trails Elementary
17. Hanna Woods Elementary
18. Southwest Middle
19. Oak Brook Elementary
20. Sorrento Springs Elementary
21. Wren Hollow Elementary

### 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 Feb, 2019

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

**Bellerive Elementary N (15)**

620 Rue de Fleur Dr., Creve Coeur, 63141  
 314-415-6050 Fax 314-415-6062  
 Dr. Jami DeBosch/Asst. Margaret "Meaghan" Holliday  
 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 Villigam  
 9:05 a.m. - 4 p.m.

**Claymont Elementary (02)**

405 Country Club Dr., Ballwin, 63011  
 314-415-6150 Fax 314-415-6162  
 Michelle Weissenborn/Asst. Brian Moeckel  
 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.

**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.

**Hanna Woods Elementary N (17)**

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

**Henry Elementary N (12)**

700 Henry Avenue, Ballwin, 63011  
 314-415-6350 Fax 314-415-6362  
 Dr. Lynn Pott/Asst. Dr. Joey Kneer  
 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.

**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.

**McKelvey Elementary N (11)**

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

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

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

**Pierremont Elementary (10)**

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

**River Bend Elementary N (14)**

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

**Ross Elementary N (06)**

1150 Ross Road, St. Louis, 63146  
 314-415-6700 Fax 314-415-6712  
 Dr. Lisa Luna/Asst. Malissa Beecham-Judge  
 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.

**Sorrento Springs Elementary (18)**

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

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

655 Wren Ave., Manchester, 63021  
 314-415-6850 Fax 314-415-6862  
 Dr. Christa Warner/Asst. Dan Bredenkoetter  
 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 Northeast Middle N (45)**

181 Coeur DeVille Dr., Creve Coeur, 63141  
 314-415-7100 Fax 314-415-7113  
 Dr. Kevin M. Martin/Assts. Dr. Felicia Boyd,  
 Dr. Jason Cox, Tracy Nomensen  
 8:20 a.m. - 3:15 p.m.

**Parkway South Middle N (41)**

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

**Parkway Southwest Middle N (46)**

701 Wren Ave., Manchester, 63021  
 314-415-7300 Fax 314-415-7334  
 Aaron McPherson/ Assts. Dr. Nedra Clark,  
 Susan Doering  
 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. Steve Gerace, Jason Kozdron, Carrie Lawton  
 8:20 a.m. - 3:15 p.m.

**Parkway Central High N P (50)**

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

**Parkway North High N (56)**

12860 Fee Fee Rd., St. Louis, 63146  
 314-415-7600 Fax 314-415-7614  
 Dr. Tori Cain/Assts. Jada Bell, Ben Flunker,  
 Dr. Rhonda Page, Mike Rizzo,  
 7:35 a.m. - 2:30 p.m.

**Parkway South High N (58)**

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

**Fern Ridge (59)**

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

**Alternative Discipline Center**

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

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

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

**Early Childhood Center North P (1/2 & Full)**

12790 Fee Fee Rd, Creve Coeur, MO 63146  
 314-415-9670

**Parkway-Rockwood Community Education**

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

**Instructional Services Center P (1/2 & full)**

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

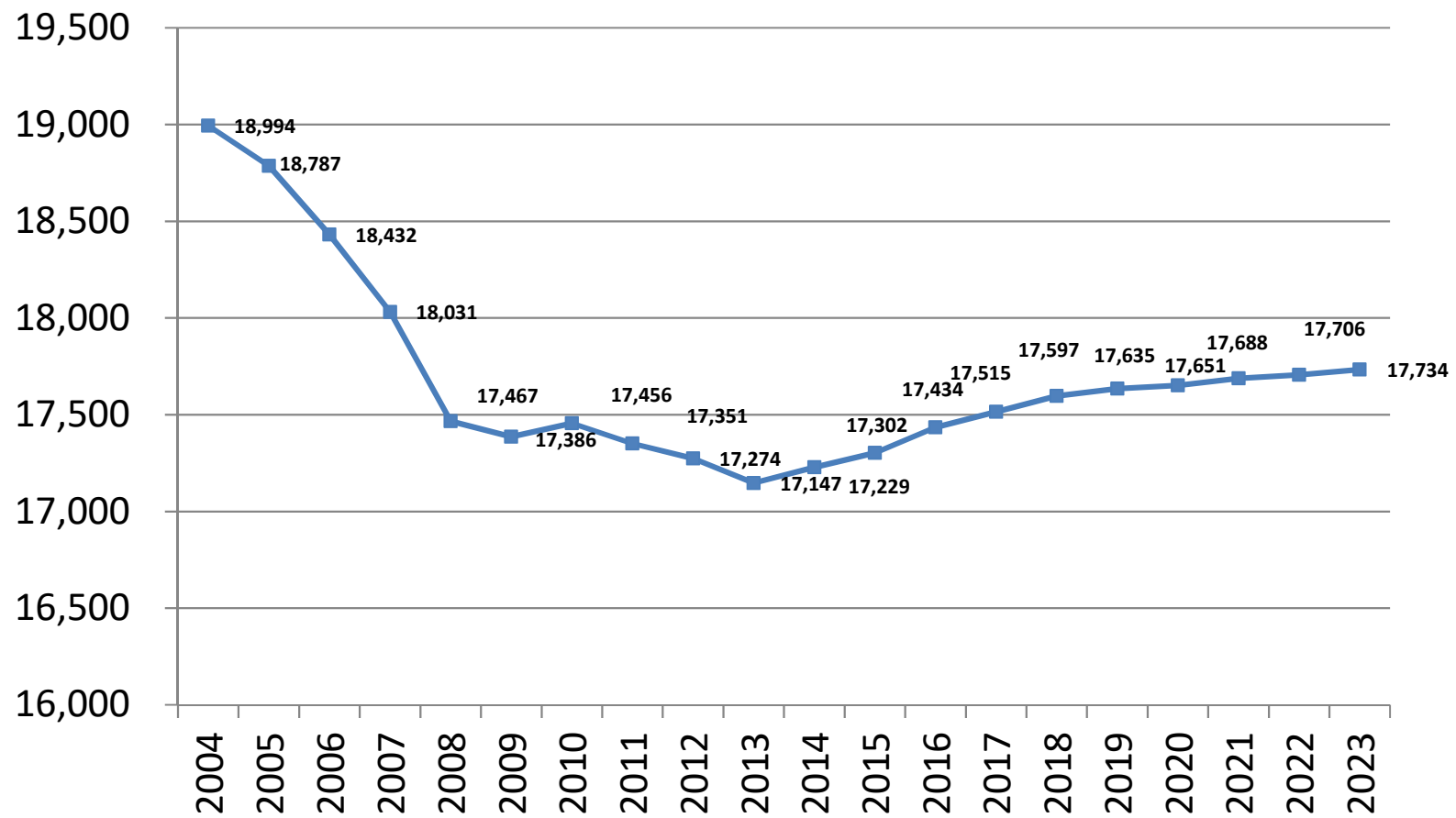
**MO Options Program**

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

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



# Enrollment Projections



The next table provides more detail on the five-year projections, showing the total current 2018 enrollment at each building and the total expected enrollment at each school through the 2023-24 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>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Bellerive	404	395	409	415	422	436
Craig	489	489	491	513	524	520
McKelvey	649	676	695	725	728	718
Ross	382	389	391	396	404	405
Green Trails	412	421	425	421	420	428
Highcroft Ridge	353	375	378	377	403	413
River Bend	447	451	450	453	444	435
Shenandoah Valley	490	510	518	509	511	519
Claymont	504	477	473	489	495	501
Henry	605	625	640	662	680	693
Mason Ridge	468	456	442	440	406	419
Pierremont	450	456	469	464	465	489
Barretts	377	349	345	339	332	340
Carman Trails	447	449	438	439	432	439
Hanna Woods	459	456	449	439	420	404
Oak Brook	492	497	492	499	490	483
Sorrento Springs	264	256	255	247	245	247
Wren Hollow	412	424	430	428	432	428
<b>Elementary Schools</b>	<b>8,104</b>	<b>8,151</b>	<b>8,190</b>	<b>8,255</b>	<b>8,253</b>	<b>8,317</b>
Northeast Middle	872	890	901	864	860	896
Central Middle	899	885	867	886	928	948
West Middle	1,063	1,086	1,095	1,122	1,128	1,093
Southwest Middle	674	628	603	586	598	605
South Middle	586	580	584	584	585	566
<b>Middle Schools</b>	<b>4,094</b>	<b>4,069</b>	<b>4,050</b>	<b>4,042</b>	<b>4,099</b>	<b>4,108</b>
North High	1,065	1,063	1,065	1,084	1,109	1,093
Central High	1,245	1,222	1,227	1,191	1,144	1,143
West High	1,385	1,418	1,429	1,400	1,464	1,471
South High	1,661	1,648	1,647	1,654	1,585	1,515
Fern Ridge	81	80	80	80	80	80
<b>High Schools</b>	<b>5,437</b>	<b>5,431</b>	<b>5,448</b>	<b>5,409</b>	<b>5,382</b>	<b>5,302</b>
<b>District Total</b>	<b>17,635</b>	<b>17,651</b>	<b>17,688</b>	<b>17,706</b>	<b>17,734</b>	<b>17,727</b>



The table below provides the current 2018 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 Resident Students</b>						
<i>Does not include students who spend 50% or more of the school day in a Special Education setting.</i>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Bellerive	348	347	371	389	402	416
Craig	459	461	462	481	489	490
McKelvey	644	673	692	722	725	717
Ross	357	366	367	372	382	384
Green Trails	392	402	406	406	404	415
Highcroft Ridge	315	337	350	353	381	390
River Bend	407	416	418	427	420	410
Shenandoah Valley	459	481	505	501	504	511
Claymont	454	433	432	444	450	454
Henry	575	595	612	632	651	666
Mason Ridge	412	409	407	415	386	400
Pierremont	419	428	445	445	447	471
Barretts	327	313	314	320	318	326
Carman Trails	413	414	408	414	413	423
Hanna Woods	425	433	428	418	401	390
Oak Brook	471	475	469	474	463	455
Sorrento Springs	245	240	241	232	230	231
Wren Hollow	375	388	402	400	406	405
<b>Elementary Schools</b>	<b>7,497</b>	<b>7,611</b>	<b>7,729</b>	<b>7,845</b>	<b>7,872</b>	<b>7,954</b>
Northeast Middle	828	845	851	814	828	869
Central Middle	816	804	791	817	871	909
West Middle	961	984	989	1,017	1,041	1,032
Southwest Middle	615	577	553	552	571	590
South Middle	497	495	502	507	530	522
<b>Middle Schools</b>	<b>3,717</b>	<b>3,705</b>	<b>3,686</b>	<b>3,707</b>	<b>3,841</b>	<b>3,922</b>
North High	1,020	1,007	1,008	1,032	1,057	1,066
Central High	1,168	1,131	1,120	1,084	1,059	1,068
West High	1,283	1,291	1,283	1,273	1,329	1,335
South High	1,541	1,500	1,482	1,484	1,420	1,389
Fern Ridge	66	70	70	70	70	70
<b>High Schools</b>	<b>5,078</b>	<b>4,999</b>	<b>4,963</b>	<b>4,943</b>	<b>4,935</b>	<b>4,928</b>
<b>District Total</b>	<b>16,292</b>	<b>16,315</b>	<b>16,378</b>	<b>16,495</b>	<b>16,648</b>	<b>16,804</b>

This table presents the building-by-building numbers for students who participate in the Voluntary Transfer Program only. District enrollment of these students is projected to decline over the next five years.

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Students who participate in the Voluntary Transfer Program</b>						
<i>Does not include students who spend 50% or more of the school day in a Special Education setting.</i>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Bellerive	29	23	19	11	9	7
Craig	26	23	23	25	27	25
McKelvey	0	0	0	0	0	0
Ross	23	22	24	23	21	20
Green Trails	17	15	14	10	10	6
Highcroft Ridge	32	32	24	21	21	22
River Bend	39	35	32	26	24	25
Shenandoah Valley	17	15	12	8	7	7
Claymont	47	42	40	45	45	47
Henry	25	26	24	25	23	22
Mason Ridge	51	41	29	19	15	13
Pierremont	27	23	18	14	14	13
Barretts	46	32	26	15	12	11
Carman Trails	27	23	21	18	14	12
Hanna Woods	23	12	9	8	6	4
Oak Brook	20	21	22	25	26	27
Sorrento Springs	17	14	12	13	15	16
Wren Hollow	33	33	26	26	25	23
<b>Elementary Schools</b>	<b>499</b>	<b>432</b>	<b>375</b>	<b>332</b>	<b>314</b>	<b>300</b>
Northeast Middle	36	37	39	39	22	18
Central Middle	79	75	69	64	51	32
West Middle	91	89	95	88	68	44
Southwest Middle	50	44	45	31	22	10
South Middle	79	74	69	62	35	23
<b>Middle Schools</b>	<b>335</b>	<b>319</b>	<b>317</b>	<b>284</b>	<b>198</b>	<b>127</b>
North High	34	42	40	32	32	13
Central High	69	80	95	93	74	65
West High	81	100	102	96	101	89
South High	111	134	148	151	146	107
Fern Ridge	15	10	10	10	10	10
<b>High Schools</b>	<b>310</b>	<b>366</b>	<b>395</b>	<b>382</b>	<b>363</b>	<b>284</b>
<b>District Total</b>	<b>1,144</b>	<b>1,117</b>	<b>1,087</b>	<b>998</b>	<b>875</b>	<b>711</b>

The table below presents current and projected enrollment by building for students who spend 50% or more of the school day in a Special Education setting.

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Students who spend 50% or more of the school day in a Special Education setting.</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Bellerive	27	25	19	15	11	13
Craig	4	5	6	7	8	5
McKelvey	5	3	3	3	3	1
Ross	2	1	0	1	1	1
Green Trails	3	4	5	5	6	7
Highcroft Ridge	6	6	4	3	1	1
River Bend	1	0	0	0	0	0
Shenandoah Valley	14	14	1	0	0	1
Claymont	3	2	1	0	0	0
Henry	5	4	4	5	6	5
Mason Ridge	5	6	6	6	5	6
Pierremont	4	5	6	5	4	5
Barretts	4	4	5	4	2	3
Carman Trails	7	12	9	7	5	4
Hanna Woods	11	11	12	13	13	10
Oak Brook	1	1	1	0	1	1
Sorrento Springs	2	2	2	2	0	0
Wren Hollow	4	3	2	2	1	0
<b>Elementary Schools</b>	<b>108</b>	<b>108</b>	<b>86</b>	<b>78</b>	<b>67</b>	<b>63</b>
Northeast Middle	8	8	11	11	10	9
Central Middle	4	6	7	5	6	7
West Middle	11	13	11	17	19	17
Southwest Middle	9	7	5	3	5	5
South Middle	10	11	13	15	20	21
<b>Middle Schools</b>	<b>42</b>	<b>45</b>	<b>47</b>	<b>51</b>	<b>60</b>	<b>59</b>
North High	11	14	17	20	20	14
Central High	8	11	12	14	11	10
West High	21	27	44	31	34	47
South High	9	14	17	19	19	19
Fern Ridge	0	0	0	0	0	0
<b>High Schools</b>	<b>49</b>	<b>66</b>	<b>90</b>	<b>84</b>	<b>84</b>	<b>90</b>
<b>District Total</b>	<b>199</b>	<b>219</b>	<b>223</b>	<b>213</b>	<b>211</b>	<b>212</b>

This table provides the current 2018 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>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Resident Students***</b>						
North Area	3,722	3,769	3,821	3,880	3,953	4,012
Central Area	3,557	3,571	3,590	3,588	3,639	3,703
West Area	4,104	4,140	4,168	4,226	4,304	4,358
South Area	4,909	4,835	4,799	4,801	4,752	4,731
<b>District</b>	<b>16,292</b>	<b>16,315</b>	<b>16,378</b>	<b>16,495</b>	<b>16,648</b>	<b>16,804</b>
<b>Voluntary Transfer***</b>						
North Area	163	157	155	140	121	93
Central Area	253	252	246	222	187	157
West Area	322	321	308	287	266	228
South Area	406	387	378	349	301	233
<b>District</b>	<b>1,144</b>	<b>1,117</b>	<b>1,087</b>	<b>998</b>	<b>875</b>	<b>711</b>
<b>Total Students**</b>						
North Area	3,942	3,982	4,032	4,077	4,127	4,148
Central Area	3,846	3,864	3,865	3,837	3,850	3,886
West Area	4,475	4,518	4,548	4,577	4,638	4,666
South Area	5,372	5,287	5,243	5,215	5,119	5,027
<b>District</b>	<b>17,635</b>	<b>17,651</b>	<b>17,688</b>	<b>17,706</b>	<b>17,734</b>	<b>17,727</b>
<b>Special Ed 50% or more</b>						
North Area	57	56	56	57	53	43
Central Area	36	41	29	27	24	26
West Area	49	57	72	64	68	80
South Area	57	65	66	65	66	63
<b>District</b>	<b>199</b>	<b>219</b>	<b>223</b>	<b>213</b>	<b>211</b>	<b>212</b>

\*\* Includes students who spend 50% or more of the school day in a Special Education setting.

\*\*\* Does not include students who spend 50% or more of the school day in a Special Education setting.

Five-Year Enrollment Projections for Parkway School District						
All Students - North Area Elementary Schools						
School	Current	Projected				
	2018	2019	2020	2021	2022	2023
<b>Bellerive</b>						
K	77	64	67	68	69	72
1	62	78	64	68	70	72
2	66	64	81	66	71	73
3	64	65	62	79	64	69
4	58	66	68	65	82	67
5	77	58	67	69	66	83
<b>Total</b>	<b>404</b>	<b>395</b>	<b>409</b>	<b>415</b>	<b>422</b>	<b>436</b>
<b>Craig</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
K	87	83	87	91	90	91
1	94	87	82	86	90	89
2	74	90	83	78	82	86
3	69	80	96	89	84	88
4	83	67	77	93	86	81
5	82	82	66	76	92	85
<b>Total</b>	<b>489</b>	<b>489</b>	<b>491</b>	<b>513</b>	<b>524</b>	<b>520</b>
<b>McKelvey</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
K	119	119	118	121	120	116
1	130	127	126	124	126	124
2	121	129	126	125	123	125
3	93	121	129	126	125	123
4	97	87	113	121	118	117
5	89	93	83	108	116	113
<b>Total</b>	<b>649</b>	<b>676</b>	<b>695</b>	<b>725</b>	<b>728</b>	<b>718</b>
<b>Ross</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
K	73	69	72	73	71	72
1	72	75	70	73	74	72
2	59	68	71	66	69	70
3	60	55	63	66	61	64
4	60	58	54	61	64	59
5	58	64	61	57	65	68
<b>Total</b>	<b>382</b>	<b>389</b>	<b>391</b>	<b>396</b>	<b>404</b>	<b>405</b>

Five-Year Enrollment Projections for Parkway School District						
All Students - Central Area Elementary Schools						
	Current	Projected				
Green Trails	2018	2019	2020	2021	2022	2023
K	65	60	61	63	62	62
1	60	70	64	65	67	66
2	71	64	75	69	70	72
3	83	77	69	81	75	76
4	68	79	73	66	77	71
5	65	71	83	77	69	81
<b>Total</b>	<b>412</b>	<b>421</b>	<b>425</b>	<b>421</b>	<b>420</b>	<b>428</b>
Highcroft Ridge	2018	2019	2020	2021	2022	2023
K	72	64	65	66	67	68
1	59	73	64	66	67	68
2	44	57	70	62	64	65
3	68	45	59	72	64	66
4	64	73	48	64	78	69
5	46	63	72	47	63	77
<b>Total</b>	<b>353</b>	<b>375</b>	<b>378</b>	<b>377</b>	<b>403</b>	<b>413</b>
River Bend	2018	2019	2020	2021	2022	2023
K	68	73	71	71	71	71
1	79	68	72	70	70	70
2	80	80	69	73	71	71
3	71	82	82	71	75	73
4	76	72	84	84	73	77
5	73	76	72	84	84	73
<b>Total</b>	<b>447</b>	<b>451</b>	<b>450</b>	<b>453</b>	<b>444</b>	<b>435</b>
Shenandoah Valley	2018	2019	2020	2021	2022	2023
K	82	80	80	81	82	85
1	84	87	82	84	85	86
2	88	84	85	82	84	85
3	94	88	81	85	82	84
4	71	100	90	87	91	88
5	71	71	100	90	87	91
<b>Total</b>	<b>490</b>	<b>510</b>	<b>518</b>	<b>509</b>	<b>511</b>	<b>519</b>

Five-Year Enrollment Projections for Parkway School District						
All Students - West Area Elementary Schools						
	Current	Projected				
Claymont	2018	2019	2020	2021	2022	2023
K	82	78	79	79	80	81
1	74	80	76	78	78	79
2	77	78	84	80	82	82
3	70	80	81	87	83	85
4	90	71	82	83	89	85
5	111	90	71	82	83	89
<b>Total</b>	<b>504</b>	<b>477</b>	<b>473</b>	<b>489</b>	<b>495</b>	<b>501</b>
Henry	2018	2019	2020	2021	2022	2023
K	100	95	99	101	101	103
1	101	109	102	108	110	110
2	97	104	112	105	111	113
3	97	102	110	118	111	117
4	107	104	109	117	126	119
5	103	111	108	113	121	131
<b>Total</b>	<b>605</b>	<b>625</b>	<b>640</b>	<b>662</b>	<b>680</b>	<b>693</b>
Mason Ridge	2018	2019	2020	2021	2022	2023
K	64	64	65	66	65	67
1	55	65	64	65	66	65
2	98	58	68	67	68	69
3	77	104	62	72	71	72
4	85	77	104	62	72	71
5	89	88	79	108	64	75
<b>Total</b>	<b>468</b>	<b>456</b>	<b>442</b>	<b>440</b>	<b>406</b>	<b>419</b>
Pierremont	2018	2019	2020	2021	2022	2023
K	74	66	68	70	71	71
1	53	77	68	70	72	73
2	81	60	87	77	79	81
3	91	85	63	92	81	83
4	72	93	87	65	94	83
5	79	75	96	90	68	98
<b>Total</b>	<b>450</b>	<b>456</b>	<b>469</b>	<b>464</b>	<b>465</b>	<b>489</b>

Five-Year Enrollment Projections for Parkway School District						
All Students - South Area Elementary Schools						
	Current	Projected				
Barretts	2018	2019	2020	2021	2022	2023
K	53	54	55	55	56	59
1	50	52	52	54	54	55
2	65	53	55	55	57	57
3	64	66	54	56	56	58
4	60	63	65	53	55	55
5	85	61	64	66	54	56
<b>Total</b>	<b>377</b>	<b>349</b>	<b>345</b>	<b>339</b>	<b>332</b>	<b>340</b>
Carman Trails	2018	2019	2020	2021	2022	2023
K	79	74	74	77	81	80
1	68	80	71	71	74	77
2	81	66	78	69	69	72
3	71	85	67	79	70	70
4	81	70	84	66	78	69
5	67	74	64	77	60	71
<b>Total</b>	<b>447</b>	<b>449</b>	<b>438</b>	<b>439</b>	<b>432</b>	<b>439</b>
Hanna Woods	2018	2019	2020	2021	2022	2023
K	68	71	71	74	72	72
1	86	66	68	69	71	69
2	85	83	64	66	67	69
3	79	84	82	63	65	66
4	74	81	86	84	64	66
5	67	71	78	83	81	62
<b>Total</b>	<b>459</b>	<b>456</b>	<b>449</b>	<b>439</b>	<b>420</b>	<b>404</b>
Oak Brook	2018	2019	2020	2021	2022	2023
K	65	75	74	75	75	75
1	87	68	79	79	81	80
2	93	91	71	83	83	85
3	77	93	91	71	83	83
4	90	81	97	95	74	87
5	80	89	80	96	94	73
<b>Total</b>	<b>492</b>	<b>497</b>	<b>492</b>	<b>499</b>	<b>490</b>	<b>483</b>
Sorrento Springs	2018	2019	2020	2021	2022	2023
K	41	46	44	45	42	43
1	41	43	47	46	47	44
2	46	39	41	44	44	44
3	51	42	36	38	41	41
4	38	49	40	35	37	39
5	47	37	47	39	34	36
<b>Total</b>	<b>264</b>	<b>256</b>	<b>255</b>	<b>247</b>	<b>245</b>	<b>247</b>
Wren Hollow	2018	2019	2020	2021	2022	2023
K	71	68	69	70	70	70
1	77	74	70	72	73	73
2	68	76	73	69	71	72
3	73	67	75	72	68	70
4	64	74	68	76	73	69
5	59	65	75	69	77	74
<b>Total</b>	<b>412</b>	<b>424</b>	<b>430</b>	<b>428</b>	<b>432</b>	<b>428</b>



Five-Year Enrollment Projections for Parkway School District						
All Students – Middle Schools						
	Current	Projected				
Northeast Middle	2018	2019	2020	2021	2022	2023
6	301	303	292	271	303	330
7	283	305	306	292	271	302
8	288	282	303	301	286	264
<b>Total</b>	<b>872</b>	<b>890</b>	<b>901</b>	<b>864</b>	<b>860</b>	<b>896</b>
Central Middle	2018	2019	2020	2021	2022	2023
6	311	261	287	333	307	309
7	310	316	265	290	335	309
8	278	308	315	263	286	330
<b>Total</b>	<b>899</b>	<b>885</b>	<b>867</b>	<b>886</b>	<b>928</b>	<b>948</b>
West Middle	2018	2019	2020	2021	2022	2023
6	333	389	373	363	399	341
7	366	333	390	372	361	396
8	364	364	332	387	368	356
<b>Total</b>	<b>1,063</b>	<b>1,086</b>	<b>1,095</b>	<b>1,122</b>	<b>1,128</b>	<b>1,093</b>
South Middle	2018	2019	2020	2021	2022	2023
6	188	205	193	191	209	179
7	189	186	204	190	187	202
8	209	189	187	203	189	185
<b>Total</b>	<b>586</b>	<b>580</b>	<b>584</b>	<b>584</b>	<b>585</b>	<b>566</b>
Southwest Middle	2018	2019	2020	2021	2022	2023
6	220	189	195	205	206	206
7	220	217	188	192	200	200
8	234	222	220	189	192	199
<b>Total</b>	<b>674</b>	<b>628</b>	<b>603</b>	<b>586</b>	<b>598</b>	<b>605</b>

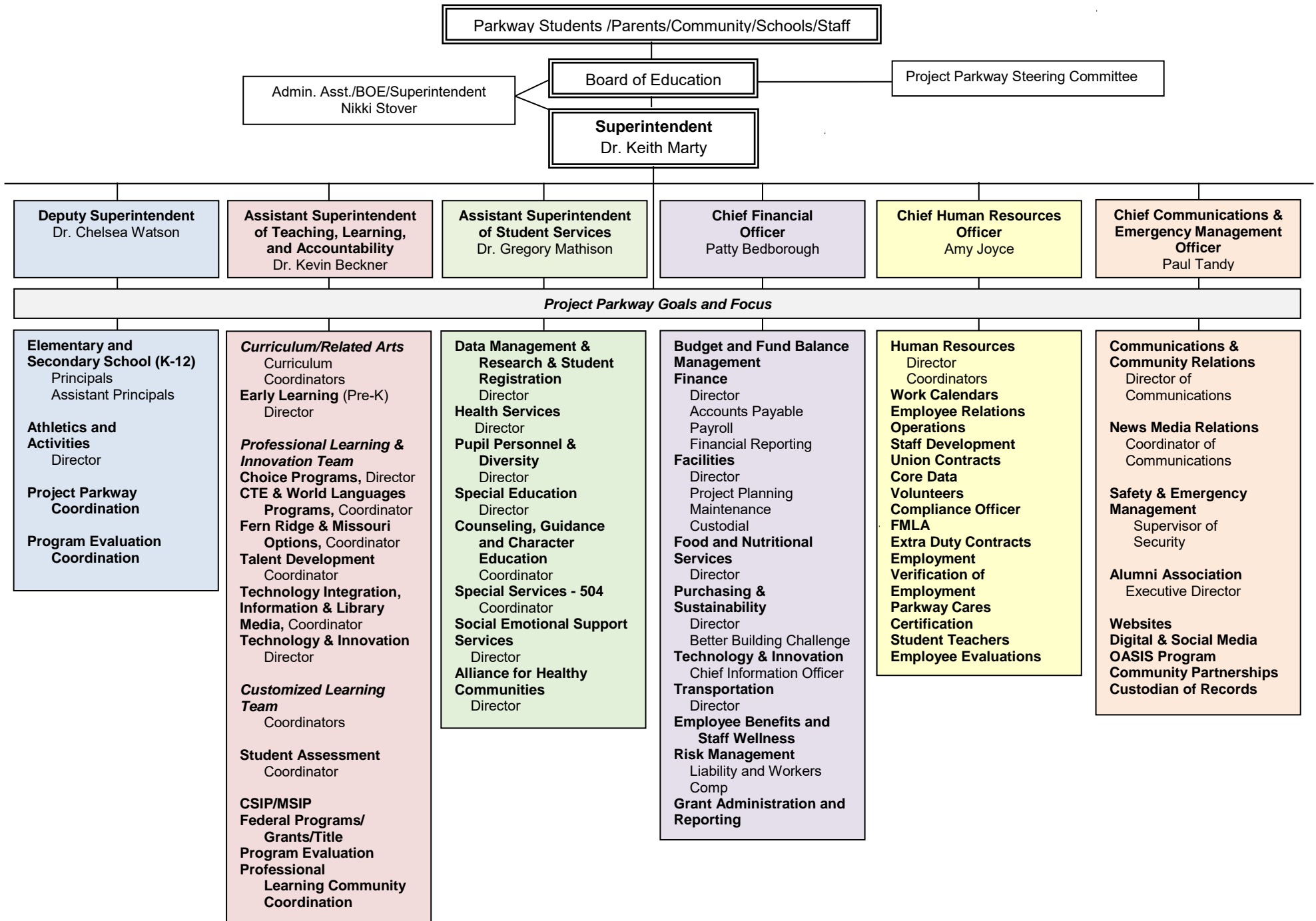
Five-Year Enrollment Projections for Parkway School District						
All Students - High Schools						
	Current	Projected				
North High	2018	2019	2020	2021	2022	2023
9	257	286	278	297	294	279
10	273	259	287	276	294	291
11	269	269	253	280	265	283
12	266	249	247	231	256	240
<b>Total</b>	<b>1,065</b>	<b>1,063</b>	<b>1,065</b>	<b>1,084</b>	<b>1,109</b>	<b>1,093</b>
Central High	2018	2019	2020	2021	2022	2023
9	301	280	310	314	261	284
10	343	303	279	307	312	257
11	300	344	302	277	304	308
12	301	295	336	293	267	294
<b>Total</b>	<b>1,245</b>	<b>1,222</b>	<b>1,227</b>	<b>1,191</b>	<b>1,144</b>	<b>1,143</b>
West High	2018	2019	2020	2021	2022	2023
9	328	377	379	342	399	380
10	353	320	369	370	331	388
11	372	357	323	371	371	331
12	332	364	358	317	363	372
<b>Total</b>	<b>1,385</b>	<b>1,418</b>	<b>1,429</b>	<b>1,400</b>	<b>1,464</b>	<b>1,471</b>
South High	2018	2019	2020	2021	2022	2023
9	447	441	409	403	387	375
10	382	443	437	403	396	380
11	404	381	441	432	396	389
12	428	383	360	416	406	371
<b>Total</b>	<b>1,661</b>	<b>1,648</b>	<b>1,647</b>	<b>1,654</b>	<b>1,585</b>	<b>1,515</b>
Fern Ridge	2018	2019	2020	2021	2022	2023
9	0	0	0	0	0	0
10	9	3	3	3	3	3
11	32	29	29	29	29	29
12	40	48	48	48	48	48
<b>Total</b>	<b>81</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
District	2018	2019	2020	2021	2022	2023
K	1,340	1,303	1,319	1,346	1,345	1,358
1	1,332	1,379	1,321	1,348	1,375	1,372
2	1,394	1,344	1,393	1,336	1,365	1,391
3	1,352	1,421	1,362	1,417	1,359	1,388
4	1,338	1,365	1,429	1,377	1,431	1,372
5	1,348	1,339	1,366	1,431	1,378	1,436
6	1,353	1,347	1,340	1,363	1,424	1,365
7	1,368	1,357	1,353	1,336	1,354	1,409
8	1,373	1,365	1,357	1,343	1,321	1,334
9	1,333	1,384	1,376	1,356	1,341	1,318
10	1,360	1,328	1,375	1,359	1,336	1,319
11	1,377	1,380	1,348	1,389	1,365	1,340
12	1,367	1,339	1,349	1,305	1,340	1,325
<b>Total</b>	<b>17,635</b>	<b>17,651</b>	<b>17,688</b>	<b>17,706</b>	<b>17,734</b>	<b>17,727</b>



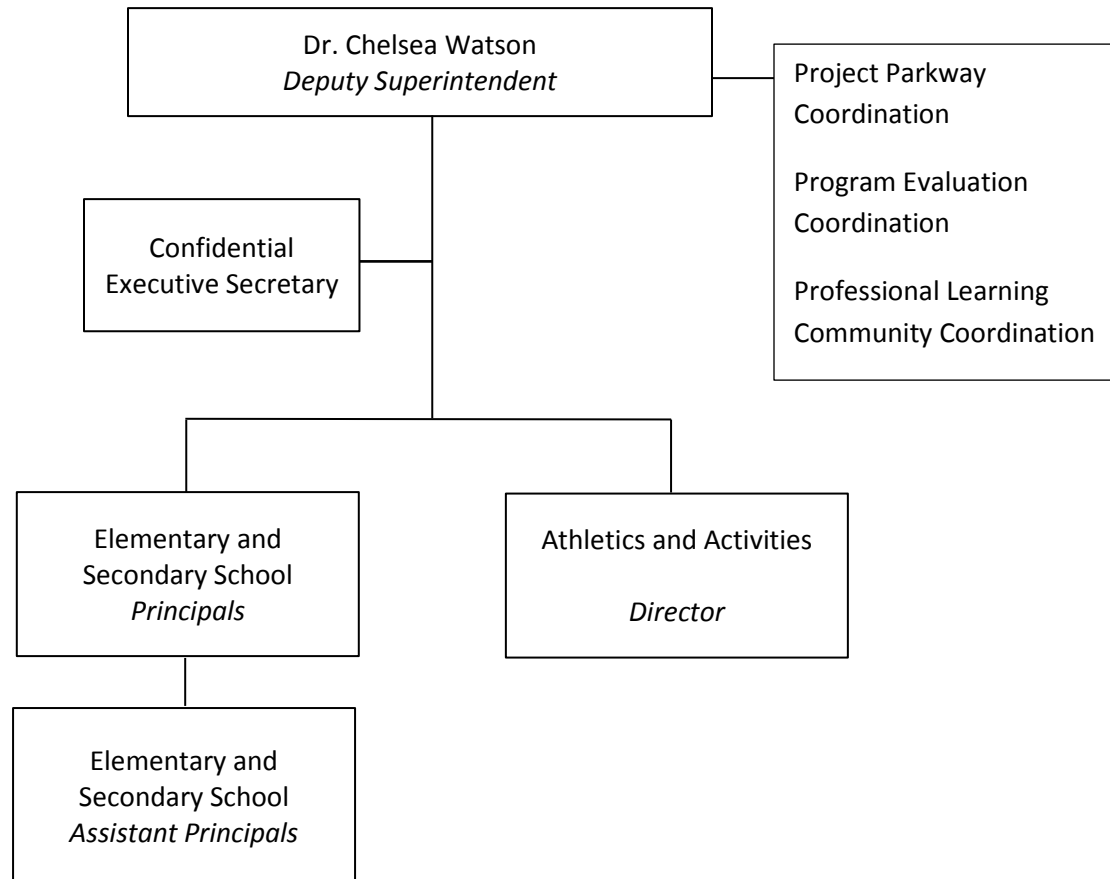
# PARKWAY SCHOOL DISTRICT

## FREE AND REDUCED COUNTS 2016-2017 THROUGH 2018-2019

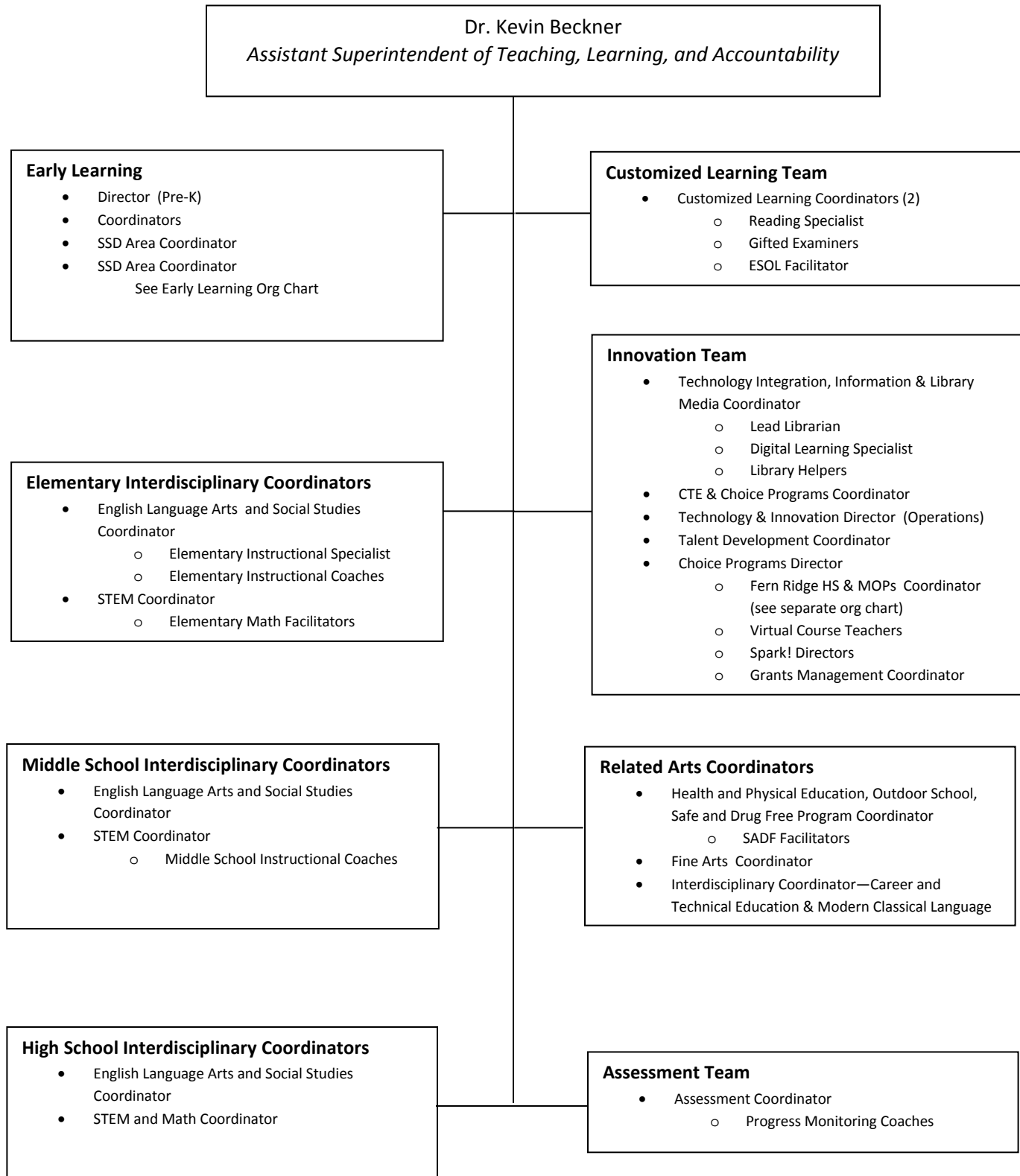
	FY17			FY18			FY19		
	FRL	Enrollment	%	FRL	Enrollment	%	FRL	Enrollment	%
<b>Elementary Schools</b>									
Barrets Elem.	81	403	20.10%	55	409	13.45%	50	376	13.30%
Bellerive Elem.	101	388	26.03%	76	376	20.21%	98	392	25.00%
Carman Trails Elem.	207	457	45.30%	161	467	34.48%	174	438	39.73%
Claymont Elem.	64	494	12.96%	47	518	9.07%	70	508	13.78%
Craig Elem.	183	440	41.59%	155	528	29.36%	172	484	35.54%
Green Trails Elem.	72	433	16.63%	52	434	11.98%	50	406	12.32%
Hanna Woods Elem.	173	447	38.70%	124	477	26.00%	123	458	26.86%
Henry Elem.	57	532	10.71%	38	593	6.41%	49	610	8.03%
Highcroft Elem.	52	328	15.85%	40	364	10.99%	43	351	12.25%
Mason Ridge Elem.	58	488	11.89%	52	484	10.74%	64	469	13.65%
McKelvey Elem.	112	600	18.67%	94	674	13.95%	101	648	15.59%
Oak Brook Elem.	62	501	12.38%	62	550	11.27%	62	488	12.70%
Pierremont Elem.	86	451	19.07%	73	446	16.37%	79	445	17.75%
River Bend Elem.	127	419	30.31%	105	443	23.70%	135	458	29.48%
Ross Elem.	134	381	35.17%	108	398	27.14%	128	376	34.04%
Shenandoah Valley Elem.	71	460	15.43%	57	489	11.66%	68	490	13.88%
Sorrento Springs Elem.	94	313	30.03%	76	284	26.76%	70	259	27.03%
Wren Hollow Elem.	102	418	24.40%	73	430	16.98%	72	411	17.52%
Total Elementary	1,836	7,953	23.09%	1,448	8,364	17.31%	1,608	8,067	19.93%
<b>Middle Schools</b>									
Central Middle	185	908	20.37%	190	889	21.37%	199	895	22.23%
Northeast Middle	257	815	31.53%	297	811	36.62%	275	866	31.76%
South Middle	184	579	31.78%	183	605	30.25%	183	592	30.91%
Southwest Middle	123	694	17.72%	162	699	23.18%	130	671	19.37%
West Middle	159	1,033	15.39%	157	1,078	14.56%	149	1,059	14.07%
Total Middle	908	4,029	22.54%	989	4,082	24.23%	936	4,083	22.92%
<b>High Schools</b>									
Central High	245	1,216	20.15%	230	1,282	17.94%	224	1,251	17.91%
North High	338	1,137	29.73%	337	1,119	30.12%	311	1,089	28.56%
South High	308	1,747	17.63%	294	1,691	17.39%	311	1,663	18.70%
West High	202	1,332	15.17%	240	1,390	17.27%	179	1,389	12.89%
Total High	1,093	5,432	20.12%	1,101	5,482	20.08%	1,025	5,392	19.01%
Total	3,837	17,414	22.03%	3,538	17,928	19.73%	3,569	17,542	20.35%

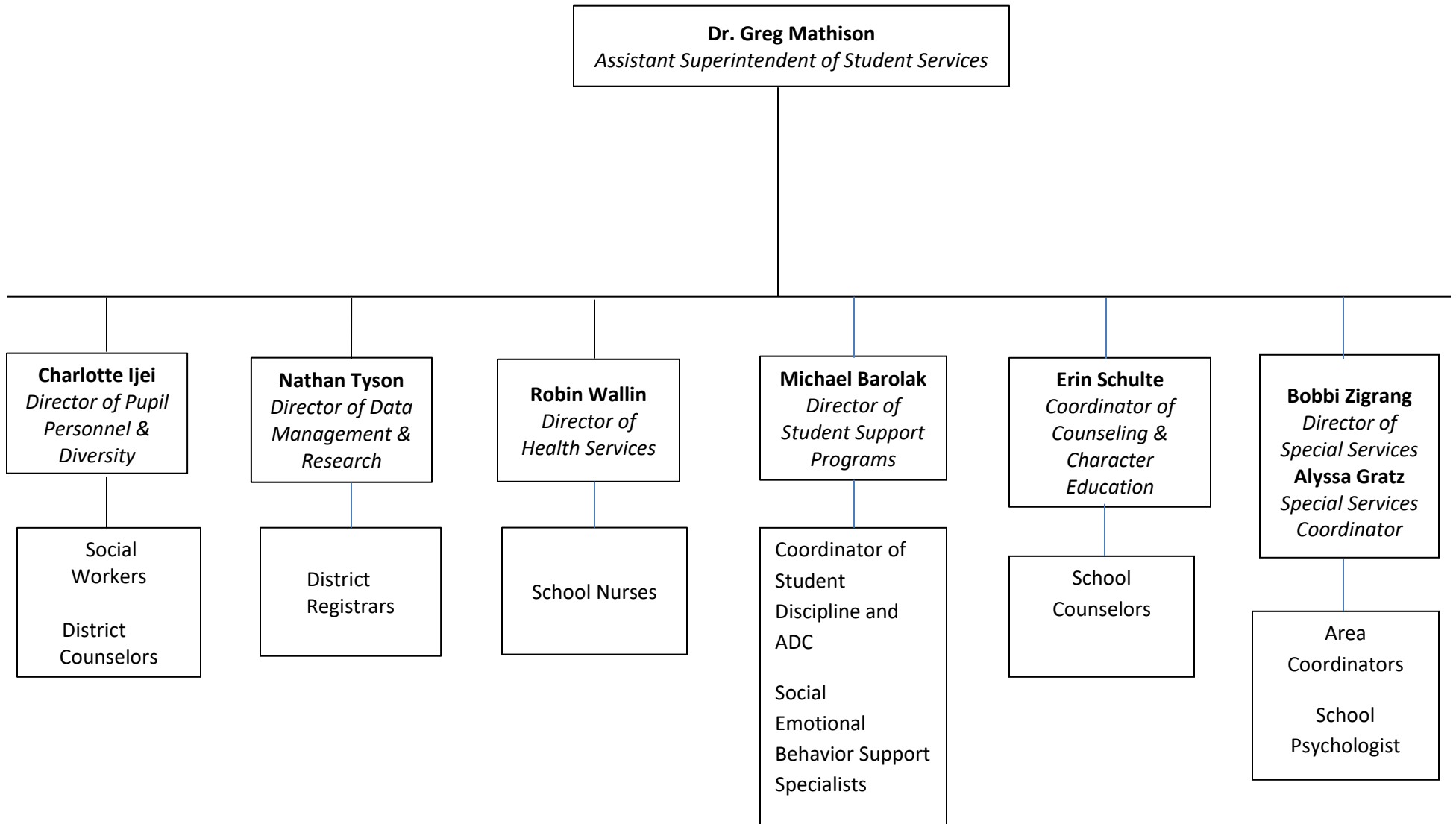


## DEPUTY SUPERINTENDENT

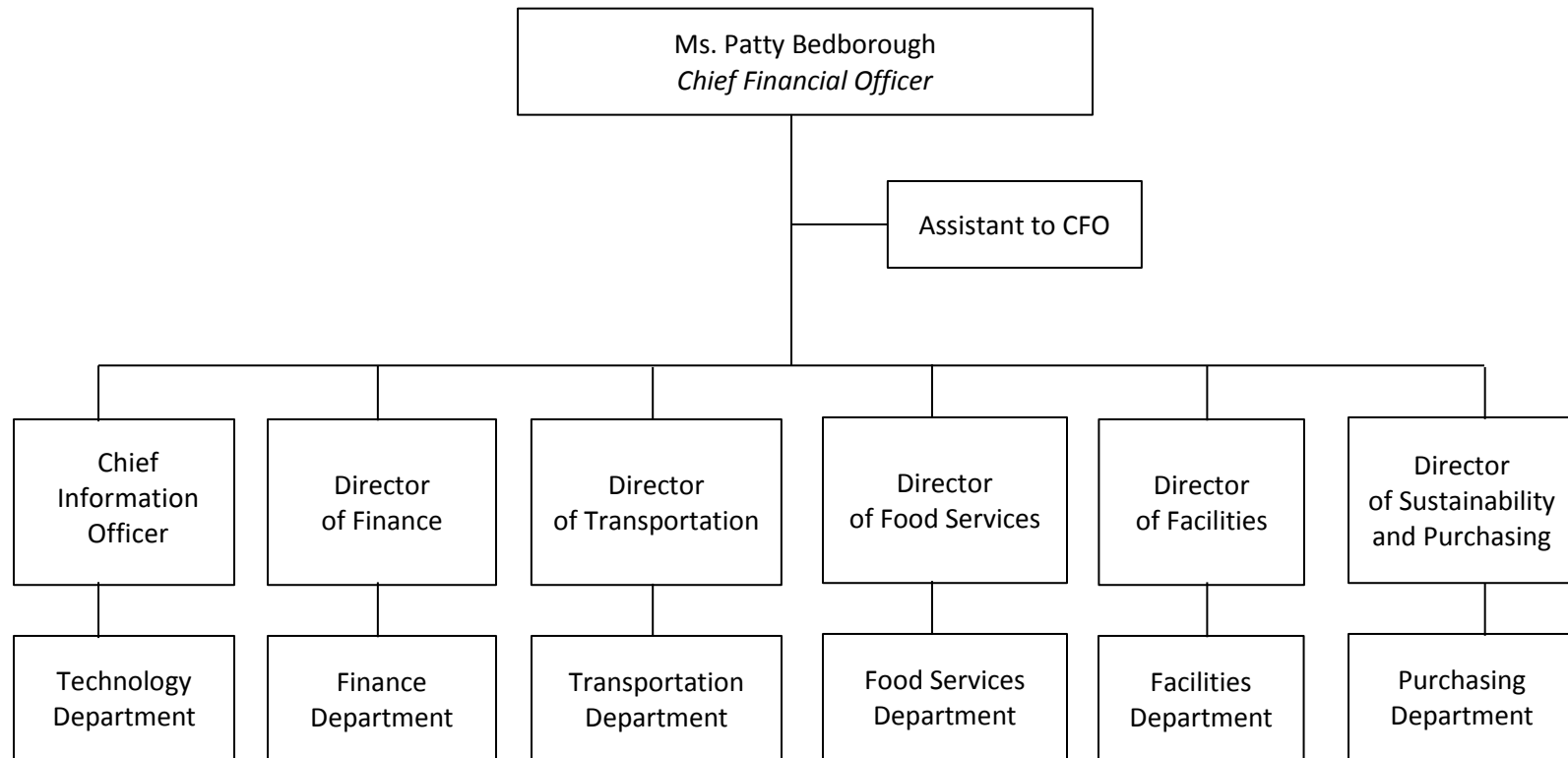


## TEACHING, LEARNING and ACCOUNTABILITY



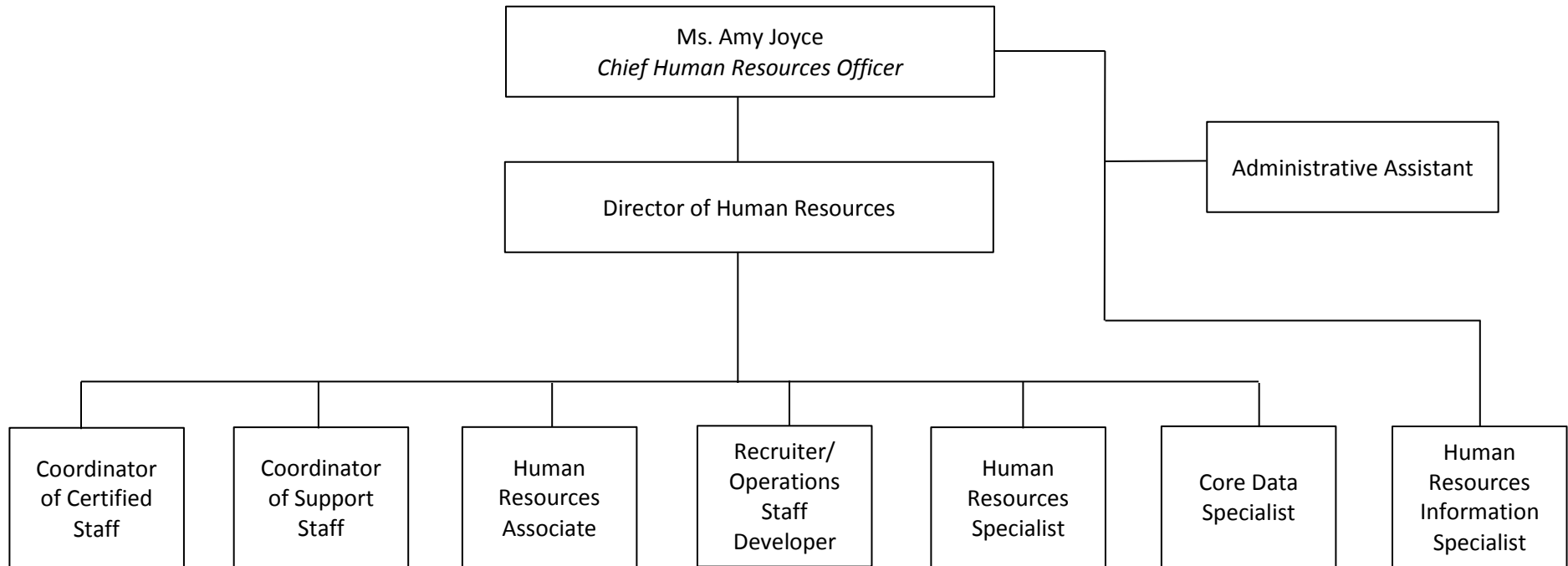


## FINANCE and OPERATIONS



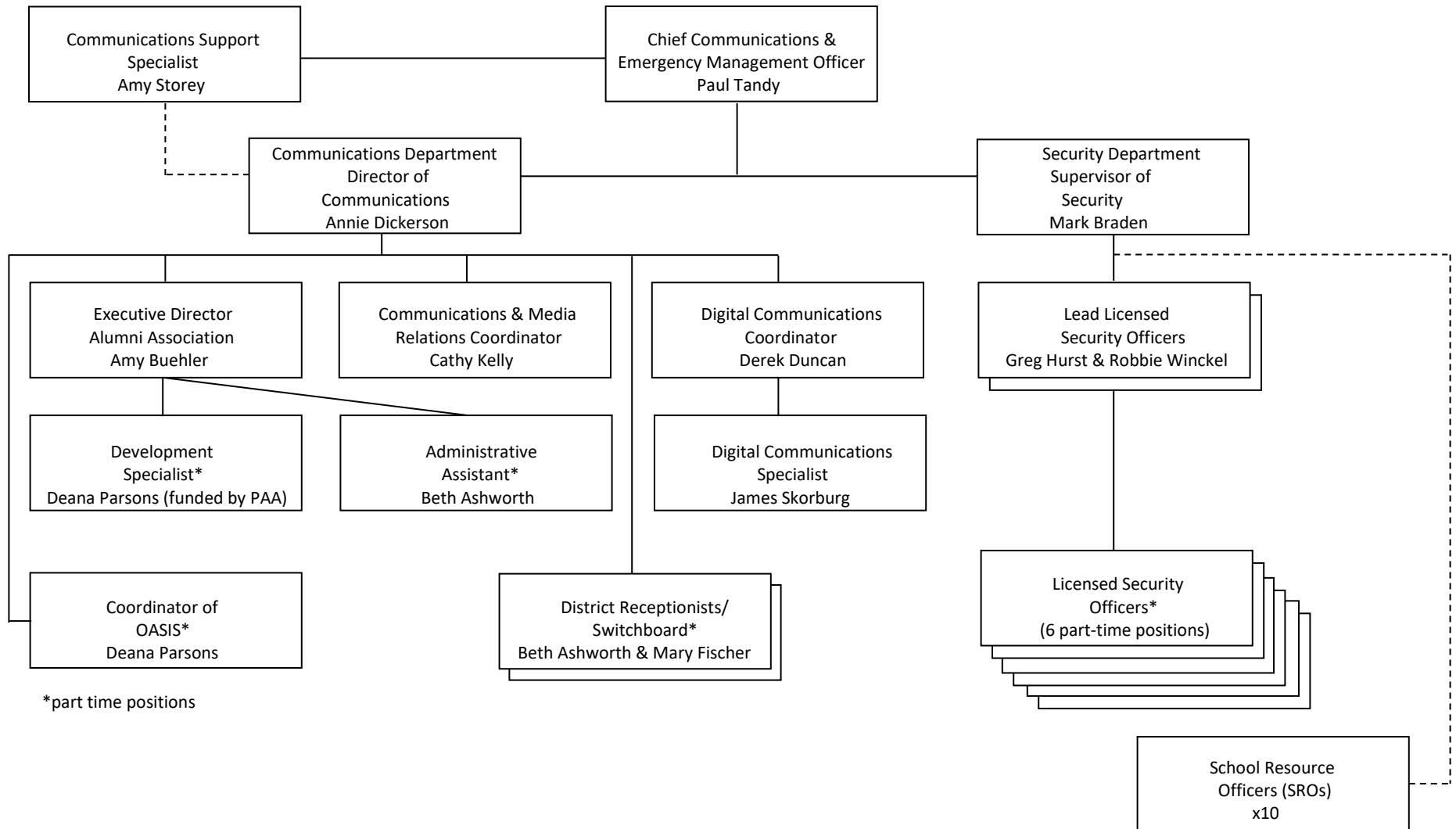


## HUMAN RESOURCES DEPARTMENT





## DEPARTMENT OF COMMUNICATIONS & EMERGENCY MANAGEMENT 2019-2020





### **Mission**

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

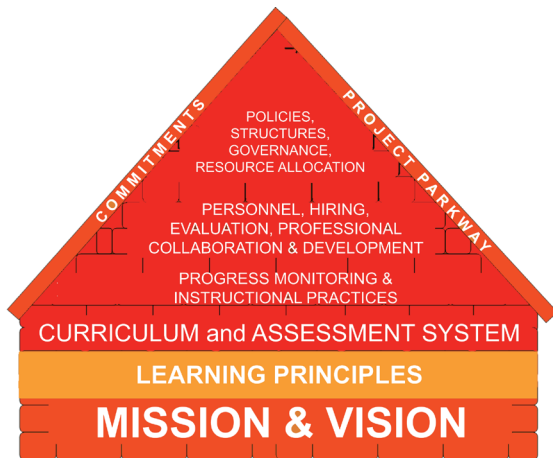
### **Vision**

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></p> <p>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></p> <p>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></p> <p>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></p> <p>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> <li>• Develop list of Bond Projects</li> <li>• Presentation of proposed bond projects at a Project Parkway meeting in Spring 2017</li> <li>• Conceptual map of matrix</li> </ul> <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
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	96.23%	\$ 2,223.00
2018-2019	4,744,534,870	4.3872	95.40%	\$ 2,292.00
2019-2020	4,859,681,033 *	4.2875	97.00%	\$ 2,240.00
2020-2021	4,912,979,438	4.2375	97.00%	\$ 2,214.00
2021-2022	5,051,239,026	4.2375	97.00%	\$ 2,214.00
2022-2023	5,101,495,222	4.2375	97.00%	\$ 2,214.00

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

\*AV used during budgeting was based on estimates and limited by CPI growth of 1.9%.  
Actual AV will be higher at time of billing and as a result the property tax rate will be lower.

### 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
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	4,744,534,870	4.3872	3.7475	0.4900	0.1497
2019-2020	4,859,681,033	4.2875	3.7475	0.4900	0.0500
2020-2021	4,912,979,438	4.2375	3.7475	0.4900	0.0000
2021-2022	5,051,239,026	4.2375	3.7475	0.4900	0.0000
2022-2023	5,101,495,222	4.2375	3.7475	0.4900	0.0000



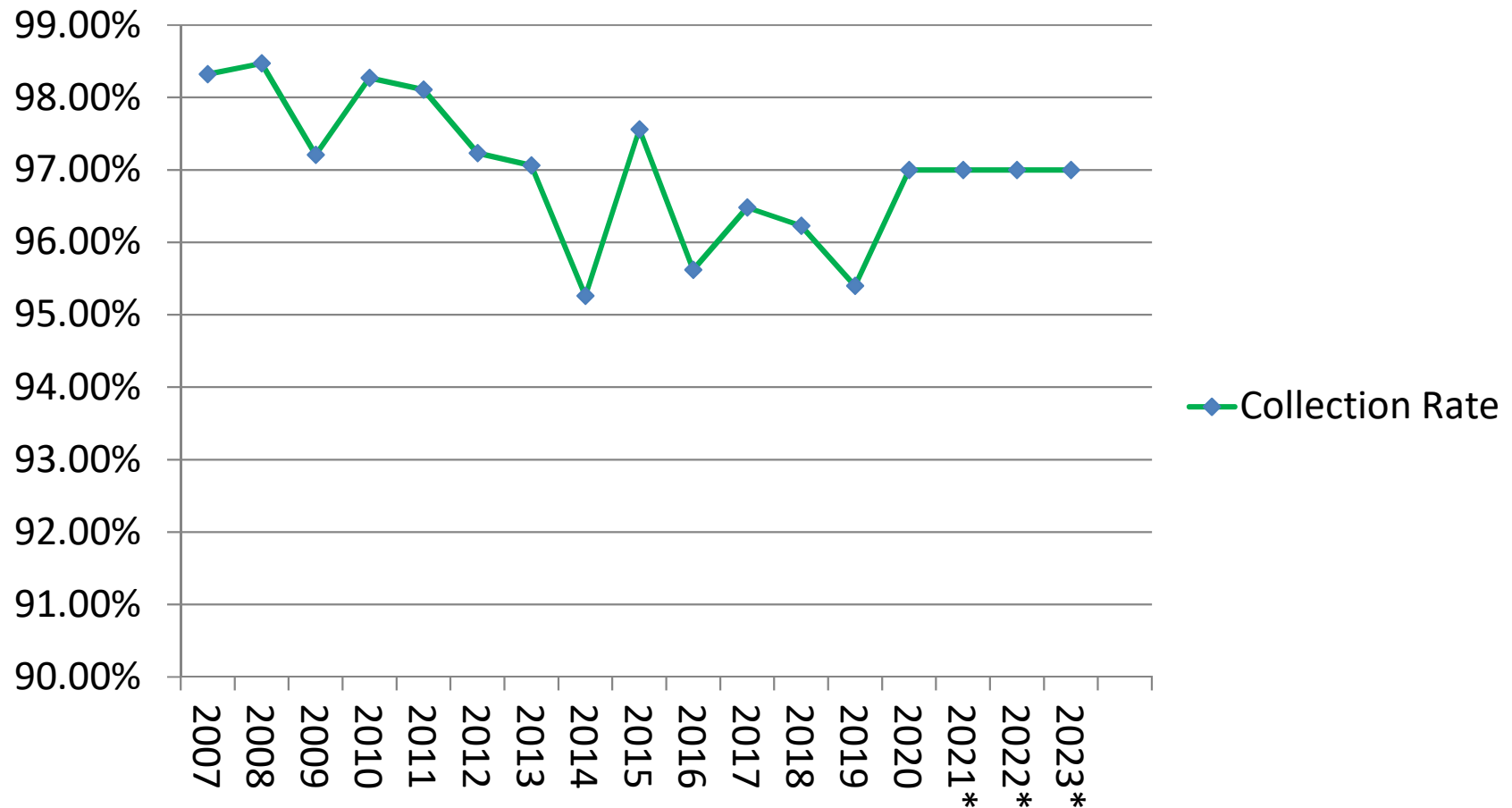
# Assessed Valuation







# Collection Rate





## Parkway School District

### Bond Amortization Schedule

The District has \$245,760,000 in outstanding general obligation bonds as of June 30, 2019. The current payment schedule projects payments through 2039. 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, 2019 is:

Assessed valuation	4,859,681,033
15% Limit	15%
Constitutional Debt Limit	728,952,155
GO Bonds Payable	(245,760,000)
Amount Available in Debt Service Fund	33,529,218
Legal Debt Margin as of 6/30/19	516,721,373

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 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016	Series 2017	Series 2017 Refunding	Series 2019	Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
2020	2,494,560	3,227,638	4,272,650	710,700	880,400	1,684,531	1,236,844	7,175,050	28,000,000	1,983,850	51,666,223	(468,687)	51,197,535
2021	-	3,226,475	6,115,250	-	880,400	1,684,531	1,236,844	4,455,050	-	4,519,200	22,117,750	-	22,117,750
2022	-	3,226,500	6,153,000	-	880,400	1,684,531	1,236,844	4,620,050	-	2,741,450	20,542,775	-	20,542,775
2023	-	3,231,300	-	-	7,280,440	1,684,531	1,236,844	1,876,800	-	2,711,700	18,021,615	-	18,021,615
2024	-	3,216,300	-	-	6,560,400	1,684,531	1,236,844	-	-	2,536,700	15,234,775	-	15,234,775
2025	-	-	-	-	8,940,400	1,684,531	1,236,844	-	-	2,383,700	14,245,475	-	14,245,475
2026	-	-	-	-	-	1,684,531	1,236,844	-	-	11,836,950	14,758,325	-	14,758,325
2027	-	-	-	-	-	1,684,531	1,236,844	-	-	12,486,450	15,407,825	-	15,407,825
2028	-	-	-	-	-	1,684,531	1,236,844	-	-	878,700	3,800,075	-	3,800,075
2029	-	-	-	-	-	1,684,531	1,236,844	-	-	878,700	3,800,075	-	3,800,075
2030	-	-	-	-	-	1,684,531	6,836,844	-	-	878,700	9,400,075	-	9,400,075
2031	-	-	-	-	-	8,549,531	6,742,844	-	-	878,700	16,171,075	-	16,171,075
2032	-	-	-	-	-	11,569,931	4,345,188	-	-	878,700	16,793,819	-	16,793,819
2033	-	-	-	-	-	11,568,531	4,577,376	-	-	878,700	17,024,607	-	17,024,607
2034	-	-	-	-	-	11,671,581	5,046,000	-	-	878,700	17,596,281	-	17,596,281
2035	-	-	-	-	-	11,782,031	5,117,750	-	-	878,700	17,778,481	-	17,778,481
2036	-	-	-	-	-	-	17,458,500	-	-	878,700	18,337,200	-	18,337,200
2037	-	-	-	-	-	-	-	-	-	878,700	878,700	-	878,700
2038	-	-	-	-	-	-	-	-	-	12,318,700	12,318,700	-	12,318,700
2039	-	-	-	-	-	-	-	-	-	18,385,500	18,385,500	-	18,385,500
	2,494,560	16,128,213	16,540,900	710,700	25,422,440	73,671,450	62,492,942	18,126,950	28,000,000	80,691,200	324,279,355	(468,687)	323,810,667

## Principal Amortization Schedule

Year	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016	Series 2017	Series 2017 Refunding	Series 2019	Total before Subsidy
3/1/2020	1,000,000	2,675,000	3,560,000	690,000	-	-	-	6,400,000	28,000,000	-	42,325,000
3/1/2021	-	2,770,000	5,545,000	-	-	-	-	4,000,000	-	2,355,000	14,670,000
3/1/2022	-	2,880,000	5,860,000	-	-	-	-	4,365,000	-	695,000	13,800,000
3/1/2023	-	3,000,000	-	-	6,400,000	-	-	1,840,000	-	700,000	11,940,000
3/1/2024	-	3,095,000	-	-	6,000,000	-	-	-	-	560,000	9,655,000
3/1/2025	-	-	-	-	8,680,000	-	-	-	-	435,000	9,115,000
3/1/2026	-	-	-	-	-	-	-	-	-	9,910,000	9,910,000
3/1/2027	-	-	-	-	-	-	-	-	-	11,055,000	11,055,000
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
3/1/2037	-	-	-	-	-	-	-	-	-	-	-
3/1/2038	-	-	-	-	-	-	-	-	-	11,440,000	11,440,000
3/1/2039	-	-	-	-	-	-	-	-	-	17,850,000	17,850,000
	1,000,000	14,420,000	14,965,000	690,000	21,080,000	50,000,000	44,000,000	16,605,000		55,000,000	245,760,000

## Interest Amortization Schedule

Year	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Series 2016	Series 2017	Series 2017 Refunding	Series 2019	Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
9/1/2019	747,280	276,319	356,325	10,350	440,200	842,266	618,422	387,525	-	901,750	4,580,436	(234,344)	4,346,093
3/1/2020	747,280	276,319	356,325	10,350	440,200	842,266	618,422	387,525	-	1,082,100	4,760,786	(234,344)	4,526,443
9/1/2020	-	228,238	285,125	-	440,200	842,266	618,422	227,525	-	1,082,100	3,723,875	-	3,723,875
3/1/2021	-	228,238	285,125	-	440,200	842,266	618,422	227,525	-	1,082,100	3,723,875	-	3,723,875
9/1/2021	-	173,250	146,500	-	440,200	842,266	618,422	127,525	-	1,023,225	3,371,388	-	3,371,388
3/1/2022	-	173,250	146,500	-	440,200	842,266	618,422	127,525	-	1,023,225	3,371,388	-	3,371,388
9/1/2022	-	115,650	-	-	440,220	842,266	618,422	36,800	-	1,005,850	3,059,208	-	3,059,208
3/1/2023	-	115,650	-	-	440,220	842,266	618,422	-	-	1,005,850	3,022,408	-	3,022,408
9/1/2023	-	60,650	-	-	280,200	842,266	618,422	-	-	988,350	2,789,888	-	2,789,888
3/1/2024	-	60,650	-	-	280,200	842,266	618,422	-	-	988,350	2,789,888	-	2,789,888
9/1/2024	-	-	-	-	260,400	842,266	618,422	-	-	974,350	2,695,438	-	2,695,438
3/1/2025	-	-	-	-	-	842,266	618,422	-	-	974,350	2,435,038	-	2,435,038
9/1/2025	-	-	-	-	-	842,266	618,422	-	-	963,475	2,424,163	-	2,424,163
3/1/2026	-	-	-	-	-	842,266	618,422	-	-	963,475	2,424,163	-	2,424,163
9/1/2026	-	-	-	-	-	842,266	618,422	-	-	715,725	2,176,413	-	2,176,413
3/1/2027	-	-	-	-	-	842,266	618,422	-	-	715,725	2,176,413	-	2,176,413
9/1/2027	-	-	-	-	-	842,266	618,422	-	-	439,350	1,900,038	-	1,900,038
3/1/2028	-	-	-	-	-	842,266	618,422	-	-	439,350	1,900,038	-	1,900,038
9/1/2028	-	-	-	-	-	842,266	618,422	-	-	439,350	1,900,038	-	1,900,038
3/1/2029	-	-	-	-	-	842,266	618,422	-	-	439,350	1,900,038	-	1,900,038
9/1/2029	-	-	-	-	-	842,266	618,422	-	-	439,350	1,900,038	-	1,900,038
3/1/2030	-	-	-	-	-	842,266	618,422	-	-	439,350	1,900,038	-	1,900,038
9/1/2030	-	-	-	-	-	842,266	558,922	-	-	439,350	1,840,538	-	1,840,538
3/1/2031	-	-	-	-	-	842,266	558,922	-	-	439,350	1,840,538	-	1,840,538
9/1/2031	-	-	-	-	-	704,966	485,094	-	-	439,350	1,629,410	-	1,629,410
3/1/2032	-	-	-	-	-	704,966	485,094	-	-	439,350	1,629,410	-	1,629,410
9/1/2032	-	-	-	-	-	501,766	438,688	-	-	439,350	1,379,804	-	1,379,804
3/1/2033	-	-	-	-	-	501,766	438,688	-	-	439,350	1,379,804	-	1,379,804
9/1/2033	-	-	-	-	-	343,291	385,500	-	-	439,350	1,168,141	-	1,168,141
3/1/2034	-	-	-	-	-	343,291	385,500	-	-	439,350	1,168,141	-	1,168,141
9/1/2034	-	-	-	-	-	178,516	321,375	-	-	439,350	939,241	-	939,241
3/1/2035	-	-	-	-	-	178,516	321,375	-	-	439,350	939,241	-	939,241
9/1/2035	-	-	-	-	-	-	254,250	-	-	439,350	693,600	-	693,600
3/1/2036	-	-	-	-	-	-	254,250	-	-	439,350	693,600	-	693,600
9/1/2036	-	-	-	-	-	-	-	-	-	439,350	439,350	-	439,350
3/1/2037	-	-	-	-	-	-	-	-	-	439,350	439,350	-	439,350
9/1/2037	-	-	-	-	-	-	-	-	-	439,350	439,350	-	439,350
3/1/2038	-	-	-	-	-	-	-	-	-	439,350	439,350	-	439,350
9/1/2038	-	-	-	-	-	-	-	-	-	267,750	267,750	-	267,750
3/1/2039	-	-	-	-	-	-	-	-	-	267,750	267,750	-	267,750
	1,494,560	1,708,213	1,575,900	20,700	4,342,440	23,671,450	18,492,942	1,521,950		25,691,200	78,519,355	(468,687)	78,050,667

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCT ION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
<b>ELEMENTARY SCHOOLS</b>					
Hanna Woods	PN171801B -Replace Roof Area ROF-005	ROOFING - Replace roofing on ROF-005 and associated skylights.	2019	\$551,603	\$37,762
McKelvey	PN111801B - Replace Guardrails	BUILDING - Replace guardrails that do not conform with current building codes as identified in the 2018 Guardrail Study	2019	\$98,823	\$7,764
ISC/McKelvey Primary Center	PN751801B -Building Additions, Renovations, and Site Improvements	1) McKelvey Primary Center Addition And Renovations - Addition to expand cafeteria size and renovations to provide additional classrooms plus special instruction, music, and art classrooms 2) Replace HVAC Equipment - Replace gas fired rooftop HVAC units RTG-001 thru -004, VCU-001, VHU-001, VHU-002, VHU-020, VHU-021, VHU-022, VHU-023, VHU-024, VHU-025 3) Replace Electrical Equipment - Replace main electrical switchboard ESB-001; Replace electrical panelboard PPL-001; Replace electrical transformer TRX-001 4) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-001 & -003; Replace exterior ramp ERP-001; Replace exterior stair EST-001; Replace concrete sidewalks SID-001, -004, -005, -012, & -013 5) Renovations - Renovation of 1100/2100 wing including asbestos abatement and new HVAC system with VAV boxes	2019	\$12,493,429	\$497,432
<b>MIDDLE SCHOOLS</b>					
South Middle	411801B - Building Addition, Renovation, and Site Improvements	1) Replace HVAC Equipment - Replace chiller CHR-001; Replace chilled water pumps CHP-001 & -002; Replace exhaust fans EXF-010, -011, & -014; Replace gas fired rooftop HVAC units RTG-003, -005, & -007; Remove remote condensing units RCU-001 thru -003; Remove radiant unit heaters RUH-005 thru -008; Replace natural gas service ENG-001 2) Replace Plumbing Equipment - Replace domestic hot water boiler DWB-002 3) Replace Roofs - Replace roof areas ROF-001 thru -003, -005, & -010 4) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-001 and -003; Replace exterior stairs EST-003 through EST-006; Replace asphalt sidewalks SID-008 and -010 & -015 thru -023; Remove asphalt sidewalk SID-011 & -024; Replace concrete sidewalks SID-014 5) Addition and renovations for classrooms and Student Services with necessary modifications to parking lots and drives 6) Security Entry Vestibule - Renovations for secure reception area Addition, Renovations, and Site Improvements	2019	\$7,610,763	\$563,589
South Middle	PN411802B - Replace RTC-003	MECHANICAL - Replace aging RTC-003 serving the admin area	2019	\$10,000	\$0
<b>HIGH SCHOOLS</b>					
South High	581903B - Geothermal Well Field	SITE IMPROVEMENTS - Install geothermal well fields for new chillers.	2019	\$2,443,524	\$610,881
<b>OTHER FACILITIES</b>					
District Operations	PN851701B - Replace Underground Fuel Storage Tank	MECHANICAL: Replace Operations fuel facility.	2019	\$365,000	\$81,843
Transportation	PN801702B -Expand CNG Fueling System	MECHANICAL:Install 2nd compressor for CNG bus fueling station	2019	\$686,675	\$457,303
Administration	PN701801B -Expand Network Storage For CCTV Security System	ELECTRICAL - Expand CCTV security camera system network storage to provide retention of video for 30 day duration.	2019	\$265,000	\$253,123

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCT ION YEAR	CURRENT PLANNED BUDGET	ACTUAL COSTS TO DATE
<b>DISTRICT WIDE</b>					
District Wide	PN001805B - Replace Flooring FY18-19	Replace flooring based upon age and condition at various buildings through summer 2019	2019	\$750,000	\$24,822.00
District Wide	PN001802 - Elementary School Vestibules	Install new security vestibules at Bellerive, Craig, and Pierremont	2019	\$195,588	\$184,515.00
District Wide	PN001801B - 75KW Solar Panel Expansion	ELECTRICAL - Install 75kW solar panel arrays for electrical power generation at Green Trails, Wren Hollow, South High, and West High.	2019	\$618,421	\$305,834.00
District Wide	PN001604B - Replace Fire Alarm Systems	Replace fire alarm control panels and devices and extend system as necessary to meet current codes.	2018	\$3,000,000	\$2,619,159
District Wide	PN001605B - Replace Public Address/Intercom Systems	Replace public address/intercom system and extend system as necessary.	2018	\$1,800,000	\$1,432,619
District Wide	PN001409B - 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.	2018	\$683,333	\$673,333
District Wide	PN001803B - CCTV Improvements	1) Add 12 CCTV to Elementary schools	2019	\$216,000	\$4,820
District Wide	PN001807B - IT Classroom Improvements	1) IT funding to address future classroom needs	2019	\$4,000,000	\$1,448,429
District Wide	PN001808B - Phone System Upgrade	1) Convert District telephone network to VoIP	2019	\$4,000,000	\$121,480
District Wide	PN001809B - Restroom Improvements	1) Allowance for Restroom Renovations	2019	\$550,000	\$0
District Wide	PN001806B - Security Improvements	1) Allowance to cover material only for added security film to District glazing (FY18-19)	2019	\$487,130	\$0
District Wide	PN001810B - Door hardware improvements	1) Allowance for interior non-classroom doors and hardware (upgrades, code compliance, broken or damaged)	2019	\$280,000	\$11,308
District Wide	PN001902B - Exterior door improvements	1) Allowance for exterior doors, storefronts, and hardware (upgrades, code compliance, broken or damaged)	2019	\$200,000	\$0
<b>TOTALS</b>				<b>\$41,305,289</b>	<b>\$9,336,016</b>

Funds for the projects will come from 2014 bond funds, 2018 bond funds and capital projects budget.

## **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.