



# PARKWAY C-2 SCHOOL DISTRICT ANNUAL BUDGET

2016-2017



**PARKWAY.**  
SCHOOLS

St. Louis County  
Missouri



**PARKWAY SCHOOL DISTRICT**

**St. Louis County, Missouri**

**2016-2017 Budget**

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## BUDGET 2016-2017

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# ***INTRODUCTORY SECTION***



**BUDGET MESSAGE**  
From the Chief Financial Officer

Parkway School District has had an exceptional year. We have completed another year with several accomplishments including the awarding of the Top 10 Workplaces in St. Louis, Blue Ribbon Schools, National Schools of Character, Most Challenging High Schools, and the list goes on. Our Board of Education is outstanding and plays a very vital role in the success of our District and they have been awarded an Outstanding Board of Education Award by Missouri School Board Association. We have high quality leaders in our district with a commitment to our mission and vision of Project Parkway, our district strategic plan. During this year we are preparing for Project Parkway 2.0.

In November of 2014 we passed a vital \$94 Million Bond Issue that included a 15 cent increase to our debt service tax levy and this upcoming summer large improvements are ready to begin. Our community provides support for our schools and it is apparent in their support not only for the Bond Issue, but also for their continued support in Project Parkway, our Parent-Teacher Organizations and our Booster Clubs. We received an AAA rating from Standard and Poors for our bond issuances, the highest rating available.

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

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

For the Operations and Finance departments, we have the commitment to Goal 6 of our Project Parkway Strategic Plan. The focus of Goal 6 is to responsibly and efficiently allocate all district resources. This includes:

- All programs, schools and departments will maintain fiscally responsible practices to effectively accomplish the Mission.
- All personnel, time and facility space will be allocated responsibly and flexibly based on the Mission-related needs of students, and the financial realities of the district.
- All financial practices will be approved by an external auditor, and Parkway will annually receive the Certificate of Excellence from the Association of School Business Administrators.
- All capital improvement projects will be completed successfully, and funding will be secured for future capital improvements.

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

- Energy use reduction of 5% overall
- Unqualified audit for June 2015
- Certificate in excellence in financial reporting from ASBO
- Successful completion of first year of 2014 bond issue projects
- Utilization of alternate fuel tax credit – saving an additional \$0.50 per DGE (diesel gallon equivalent)
- Installation of Versatran routing software map upgrade
- Vent-less ovens installed in some locations to reduce special runs for food production and fresher food served for breakfast and lunch
- Free and Reduced lunch applications online and easily accessible for families
- New food and nutrition services inventory system to enhance supply and pricing efficiency
- Expanded usage of HVAC alarm systems to decrease surprise outages
- Enhancement of preventive maintenance program
- Installation of print management services to increase awareness and reduce costs for repair, purchase and consumption of ink
- Implementation of first phase of personal computer power management. So far saved the district \$38,000
- Installation of outdoor LED lighting with controls to dim the lighting when parking lots are not in use
- Retro-commissioning at Southwest Middle School on HVAC
- Continued development of staffing and enrollment reports
- Coordination of finance and human resources with FTE allocation
- Reduced 1 full-time equivalent (FTE) in finance department with re-organization
- Maximized ECC and transportation reimbursement with Special School District
- Greatly increased outreach and education by the benefits department to employees and retirees
- Redesign of the fund balance policy and implemented growth in fund balance initiative
- Refinement of data points by the operations action team
- Continual improvement in internal controls
- Digital payment process
- Digital purchase card payment process

During this past year we have reviewed our past 5 years of our strategic plan. We have received input through countless focus groups and reviewed the results. We are in the process of making possible adjustments to our mission and goal statements with a focus on the whole student and ensuring each student succeeds. Our work this summer and early fall will be in the continued development and rolling out of our enhancements.

### **Budget Planning:**

The detailed planning process for the 2017 fiscal year (FY17) budget began in the fall of 2015. The budget represents a commitment to our financial responsibility and strong financial management for Parkway School District. An essential component of our budget process is not only to look at the upcoming year, but to also have a long-range focus on our planning. The budget document is an excellent source of information that will provide a better understanding of

the financial plan and results of the district. The document has been presented to the Board of Education and they have provided feedback. Per the Statutes of the State of Missouri, the budget will be presented and approved prior to June 30, 2016. The budget provides a framework by which resources are allocated to accomplish the mission of the Parkway School District and provides the ability to sustain the financial stability in future years.

The development of the detailed budget for the upcoming year is truly team work. It includes input from members of our Board of Education, district administrators, school principals, budget managers, department directors, teachers and support staff. The budget development is an ongoing process. The budget is officially approved by the Board of Education a minimum of two times a year, but in the spring there are normally budget adjustments that still need Board action. It is encouraged that all budget managers monitor their budget on a regular basis. Monthly reporting is presented to the Board of Education and the reports include budget comparisons. Budget program managers play a vital role in the development of the next year budget. All budget program managers are requested to input their budget needs and to provide explanations for variations from the current year budget.

Local, state and national economic conditions have played a major role in the budget development process. Over the past several years, economic conditions have negatively impacted the property values and the settlement of older protested taxes have adversely impacted our local revenue. In fact, over the past few years, over \$8 million has been paid back to St. Louis County for previously paid taxes that were protested and settled for a reduced amount through the state's tax commission. At this time we are seeing a decrease in the volume of protested tax settlement repayments, but we are monitoring the situation. Overall this has decreased our collection rate.

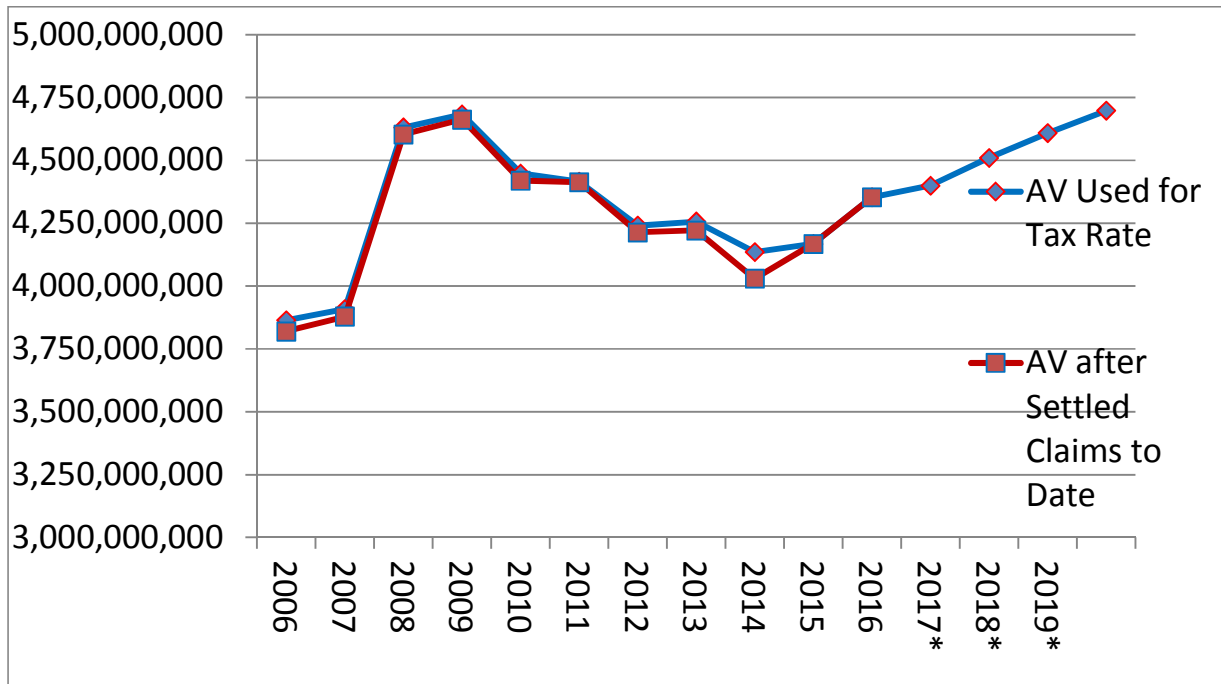
**Revenues:**

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

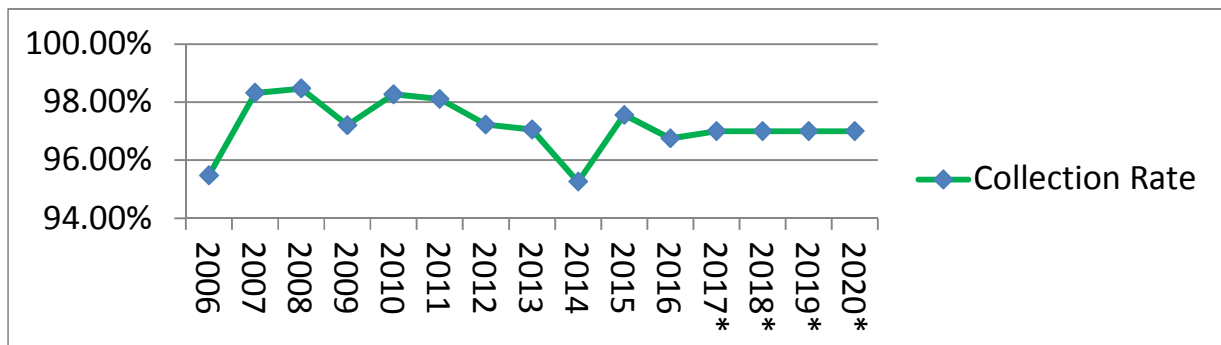
Type of Property:	Value per \$100 of Assessed Valuation
Residential	\$4.4617
Agricultural	\$4.3817
Commercial	\$4.6796
Personal Property	\$4.2279
Blended Rate	\$4.4880

The tax rate above includes a \$.49 debt service levy. Our total assessed valuation that this calculation was based upon was \$4,336,050,920, excluding our TIF properties. The current tax rate includes a recoupment on the residential rate of \$0.2374. The tax rate for the Parkway School District is one of the lowest tax rates for school districts in St. Louis County. In preparation for the FY17 budget we looked not only at our current tax rates, but we reviewed our assessed valuation growth 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

conditions. The impact of the assessed valuation since 2008 has made it challenging to maintain a strong financial foundation. Through our focus on our Mission and Goal 6, we have made budget cuts, experienced slow growth in salaries and benefits and monitored our other expenditures. With successfully doing so, the district has remained financially sound.

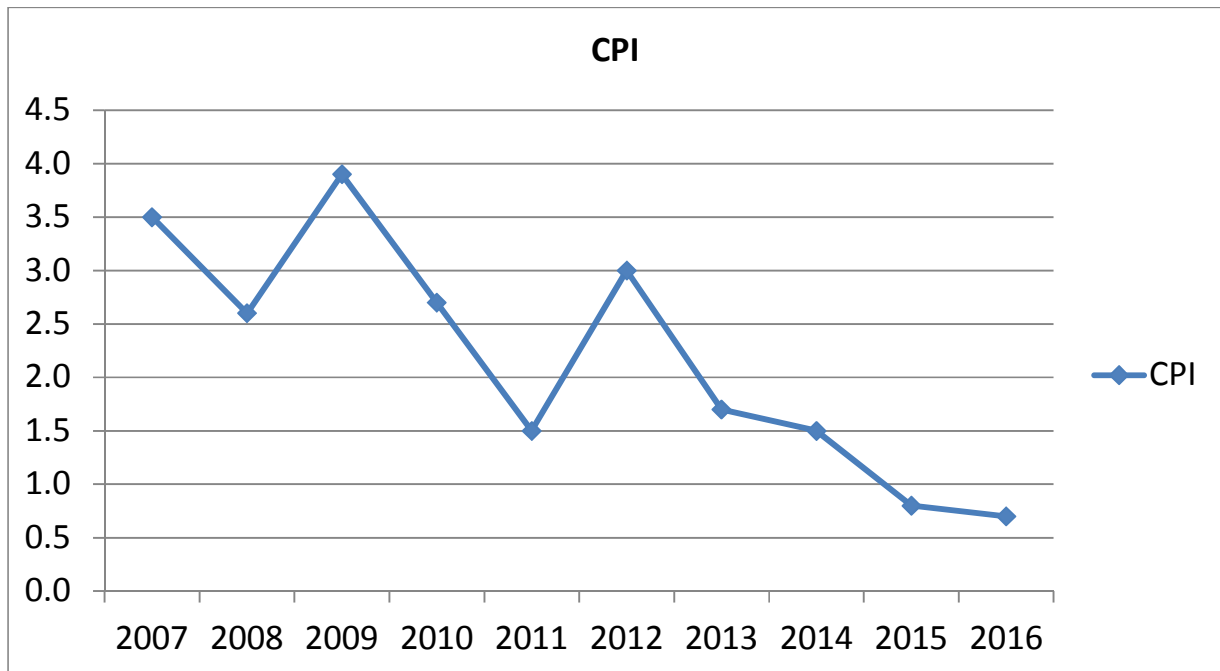


The estimated assessed valuation for 2017 is estimated to be about \$4.4 billion. The area is making strides to reach the prior assessed valuation levels, but we have not fully recovered. Another important factor in the local tax revenue is our collection rate. As mentioned previously, over the last few years we have been hit by a large portion of our taxes that were remitted under protest and the cases have been settled by the state tax commission. As a result, we have paid back to St. Louis County more than \$8 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 FY16 we have budgeted a collection rate of just under 97%. As we are completing the year now, we believe we will complete the year with an improved collection rate. For FY17 budget, we are currently estimating a collection rate of 97%. We hope that this will eventually be back to close to 98%.





The other 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 though local assessments are on the rise due to property value growth, our revenue growth from the existing property is limited to the consumer price index. While historically our growth is capped at no larger than 5%, in the past several years we have had a tremendous decline in our growth due to the very low consumer price index. The chart below shows the recent history of the index used for tax rate purposes:

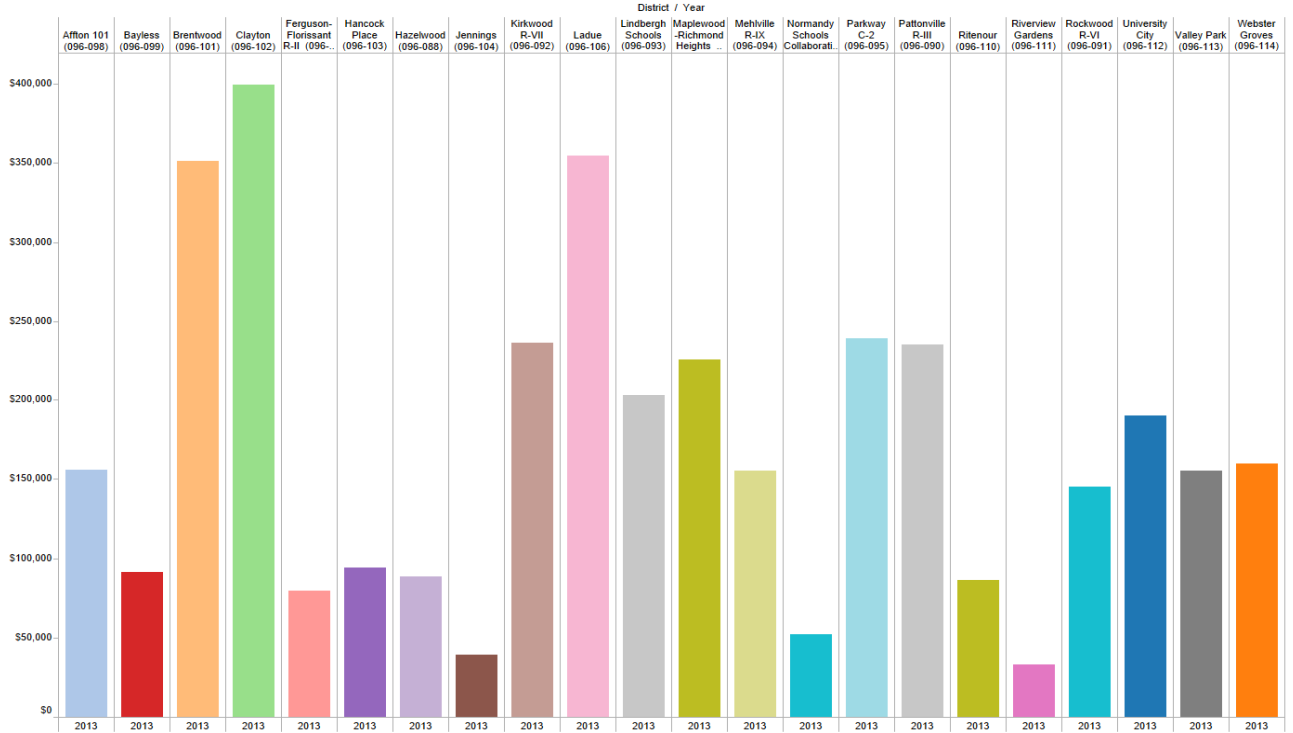


With revenue from local taxes as our largest source of revenue, we need to be very deliberate in our planning. Knowing that our growth in the revenue source is limited to the combination of the assessed valuation growth, collection rate and consumer price index, we need to ensure our expenditure growth 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 2016. The roll back is \$.2383 and is also worth just over \$6.4 million in total revenue. The voluntary roll back along with our operating fund balance are key factors in our strong financial outlook and is confirmed with our recent AAA Rating from Standard and Poor's. The state statute only allows an adjustment from the voluntary roll back in non-reassessment years which are the even years.

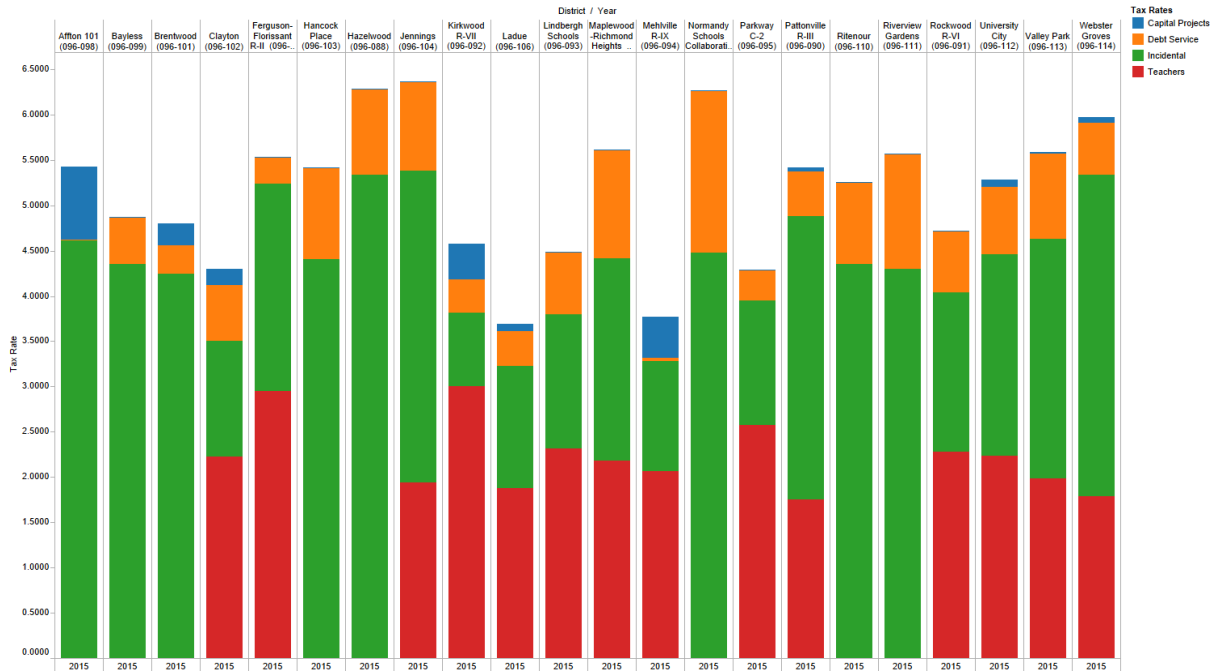
In comparison to our St. Louis County school districts, Parkway ranks as number four in the amount of assessed valuation per student. This is based on the latest information in the data base Forecast 5 – which is from 2013. See the chart below for the complete comparison.

**Assessed Value Per Student**  
Source: Missouri Department of Elementary & Secondary Education (DESE)

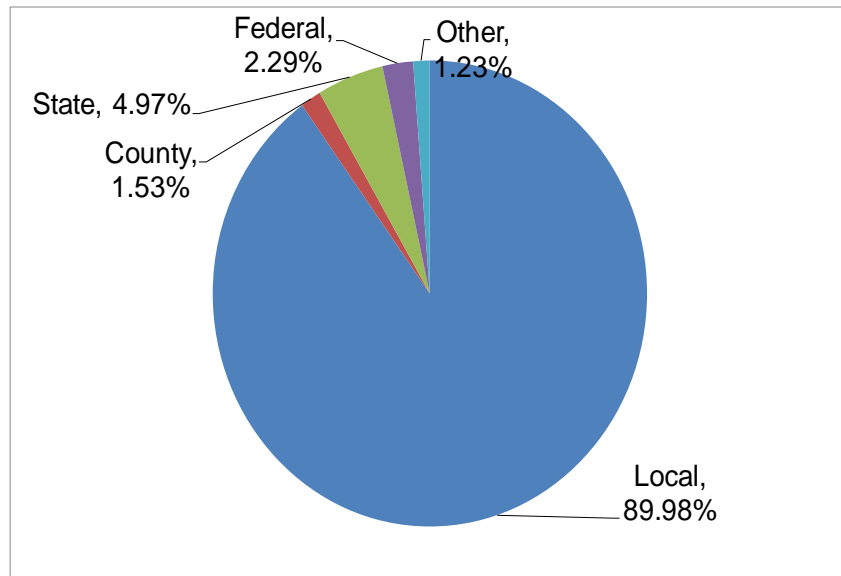


With the fourth highest assessed valuation per student, in 2015 fiscal year we levied the third lowest tax rate among St. Louis County school districts as depicted below.

**Tax Rates By District By Fund**  
Source: Missouri Department of Elementary & Secondary Education (DESE)



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



As you will see in the following chart included on the next page and in the detailed statements contained in our financial statement section, we are estimating a 2.02% decrease in Local Property Tax Revenues, our largest revenue source, and an overall 1.23% decrease in operating revenues. The decrease in the Property Tax Revenue is generated from the estimated growth of the assessed valuation, new construction in the district boundaries and the higher collection rate mentioned above, less approximately \$0.24 residential tax rate from recoupment used in the 2015 tax rate (FY16). The decrease in Earnings on Investments is actually from the budget assumption that we will have less ongoing settlements of prior period property tax protests. The interest rates that we receive on investments are also recorded as part of these revenues. We are not anticipating a remarkable growth in the interest rates or the amounts invested. Also included with Local Taxes is the collection of the one percent sales tax known as Proposition C. For FY17 we are estimating a WADA of 15,533 and an allocation of \$950 per WADA.

You may notice that there is a 7.13% anticipated growth in the county revenue sources. This growth is from an increase in the county stock tax revenue and the state assessed railroad and utility revenue. This growth does not bring us to the same level as the revenues from two years prior.

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 formula calculation and receive less than \$600 per Weighted Average Daily Attendance from the State Formula and the Classroom Trust Fund Revenue. For FY17 we are using a WADA of 15,698 for our formula estimates and \$562.83 as our hold harmless per pupil amount. 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. We receive approximately \$1.3 million annually from the

transportation funding. The state of Missouri had reduced this funding by nearly 50% several years ago and has not allocated additional funds in their budget to restore the funding to school districts.

	FY15 ACTUAL	FY16 PROJECTIONS	FY17 BUDGET	CHANGE FROM FY16 PROJECTIONS	
				\$	%
Operating Revenue					
Local					
Property Tax	161,113,234	167,721,268	164,340,139	(3,381,129)	-2.02%
Proposition C	14,133,967	14,711,112	15,148,743	437,631	2.97%
Student Activities	3,549,655	3,500,000	3,500,000	-	0.00%
Earnings On Investments	(67,635)	519,386	199,000	(320,386)	-61.69%
Vst Revenue	7,694,360	7,650,000	7,749,000	99,000	1.29%
Other Local	15,098,662	15,375,310	16,195,993	820,683	5.34%
Total Local Revenue	201,522,243	209,477,076	207,132,875	(2,344,201)	-1.12%
County	3,607,515	3,388,014	3,536,196	148,182	4.37%
State	10,862,835	11,723,002	11,543,075	(179,927)	-1.53%
Federal	5,282,565	5,894,618	5,381,901	(512,717)	-8.70%
Other					
Transportation Reimbursements	2,391,324	2,477,203	2,572,727	95,524	3.86%
Tuition Non-Accredited Districts	440,742	265,680	200,000	(65,680)	-24.72%
All Other Sources	50,868	50,000	50,000	-	0.00%
Total Other Revenues	2,882,934	2,792,883	2,822,727	29,844	1.07%
Total Operating Revenues	224,158,092	233,275,593	230,416,774	(2,858,819)	-1.23%

You will also notice that we receive funding from Federal sources. With Federal Funding, we have commitments to specific expenditures. We are estimating an 8.7% decrease in Federal Funding, mainly due to a large portion of carry over funds included in the FY16 not duplicated for FY17. Expenditures have also been lowered to reflect the decrease. 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.

Total revenues will include the Debt Service and Capital Projects revenues. We are using the same estimates of a 97% collection rate on property taxes. The voters approved a \$.15 increase in the Debt Service Tax levy became effective in the 2015 tax collections. When looking at the total revenue growth, you will see an increase from FY16 total revenue to the estimated revenue for FY17, even though there is a projected decrease in operating revenues. This is due the anticipated bond issuance of the remaining 2014 voter approved referendum. This first portion was an issuance of \$50 million for new projects and the remaining will be a \$44 million issuance. The construction of these projects are well under way.

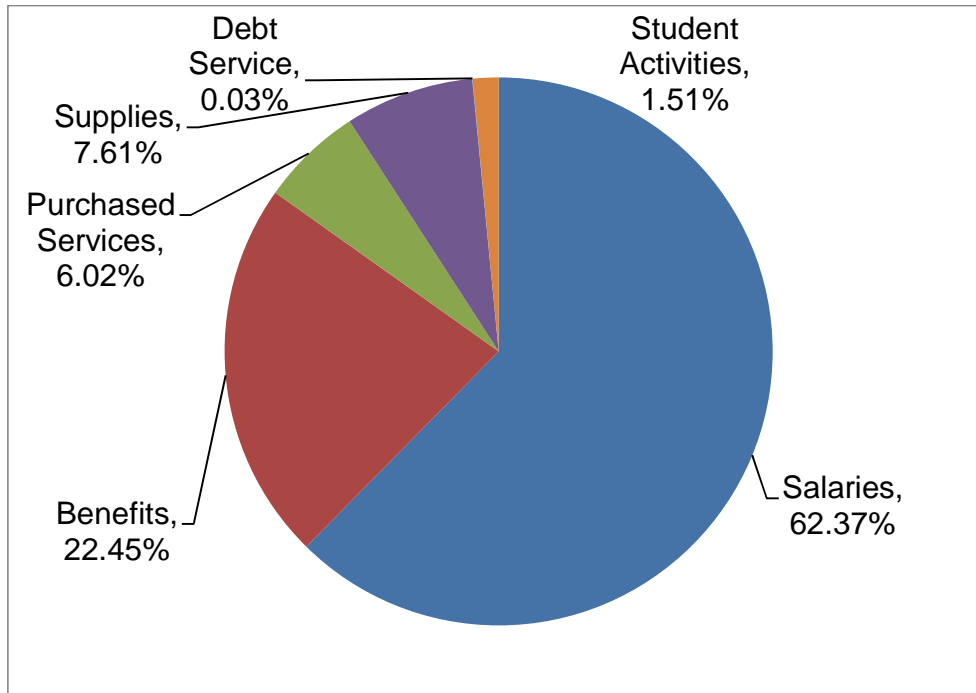
When looking at the detail of the total revenues on the chart on the following page, you will notice the Property Tax Revenue decrease of 1.63%, the Earnings on Investment Revenue decrease of 91.55% and the overall revenue change is an increase of 13.98%. Once again, the main component of the positive growth is the \$44 million included in the FY17 budget for the second portion of the bond issuance.

	FY 15 ACTUAL	FY16 PROJECTIONS	FY17 BUDGET	CHANGE FROM FY16 PROJECTIONS	
				\$	%
Revenue					
Local					
Property Tax	174,962,932	188,277,402	185,253,440	(3,023,962)	-1.63%
Proposition C	14,133,967	14,711,112	15,148,743	437,631	2.89%
Student Activities	3,549,654	3,500,000	3,500,000	-	0.00%
Earnings On Investments	4,887,791	1,398,664	730,192	(668,472)	-91.55%
Vst Revenue	7,694,360	7,650,000	7,749,000	99,000	1.28%
Other Local	15,098,663	15,375,308	16,384,993	1,009,685	6.16%
Total Local Revenue	220,327,367	230,912,486	228,766,368	(2,146,118)	-0.94%
County	4,059,178	3,861,347	4,157,705	296,358	7.13%
State	10,862,835	11,723,002	11,543,075	(179,927)	-1.56%
Federal	5,322,711	5,894,618	5,381,901	(512,717)	-9.53%
Other					
Bond Issuance	77,080,000	-	44,000,000	44,000,000	100.00%
Transportation Reimbursements	2,391,324	2,477,203	2,572,727	95,524	3.71%
Tuition Non-Accredited Districts	440,742	265,680	200,000	(65,680)	-32.84%
All Other Sources	50,868	50,000	50,000	-	0.00%
Total Other Revenues	79,962,934	2,792,883	46,822,727	44,029,844	94.04%
Total Revenues	320,535,025	255,184,336	296,671,776	41,487,440	13.98%

## Expenditures:

As you can see from the chart below, the majority of the operating expenditures for the Parkway School District are from salaries and benefits. Salaries account for 62.37% of our total operating expenditures. We will be going into further detail on the main driver of changes in staffing which is enrollment. Overall we have provided salary increases for staff of approximately 3%. 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 22.45% of our total operating expenditure budget. As a school district in the state of Missouri, we offer a very rich retirement plan for both certified and classified staff. We are members of the PSRS/PEERS retirement system. The district has matching contributions with the employees. Along with the retirement system benefits, we also offer health, dental, vision and life for employees and with 50% contribution for family coverage. We also offer long-term disability coverage to full-time employees not covered by PNEA contract. In addition, payroll taxes such as Medicare and OASDI are paid from these accounts along with contributions for Worker's Compensation Coverage. Together, salaries and benefits encompass 84.82% of our total operating expenditures. The remaining expenditures are for student resources, purchased services, supplies, student activities and debt services.





	FY15 ACTUAL	FY16 PROJECTIONS	FY17 BUDGET	CHANGE FROM FY16 PROJECTIONS	
				\$	%
Operating Expenditures					
Salaries	140,918,441	141,807,739	144,954,325	3,146,586	2.22%
Benefits	48,357,129	50,544,309	52,177,956	1,633,647	3.23%
Purchased Services	9,156,867	13,809,825	13,996,473	186,648	1.35%
Supplies And Materials	17,664,237	20,507,929	17,692,670	(2,815,259)	-13.73%
Debt Service	488,203	87,870	71,000	(16,870)	-19.20%
Student Activities	3,380,727	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	219,965,604	230,257,672	232,392,424	2,134,752	0.93%
Anticipated Unexpended Budget	-	3,300,000	3,000,000	(300,000)	-9.09%
Total Operating Expenditures	219,965,604	226,957,672	229,392,424	2,434,752	1.07%

For FY17 we are estimating an approximate 1.07% increase in our operating expenditures. As mentioned previously, our salary increase will be approximately 3.0%, but it offset by the turnover savings. This year we are experiencing a lower than normal retirement pool so our salary increase is slightly higher than average. This is mainly due to a retirement incentive for certified staff and administrators ended in FY15 so anyone considering retirement and met eligibility, retired last year. Historically substitutes were employees of the Parkway School District. Beginning in FY16, the Parkway School District moved to a contracted service for substitutes. You will notice from the breakdown of operating expenditures provided above, there is an increase in purchased services beginning in FY16. The main component of this increase was the movement of the expenditure for the cost of substitutes from a salary object code to a purchased services object code.

For benefits, we are estimating a 5% increase in the district paid portion of health and dental insurance. The retirement benefit contribution percentage remains the same as prior year, however, there will be a slight increase due to the increase in salary costs. Once again this object is offset by the savings from turnover and from the payroll taxes from our substitutes that will be reported as purchased services. Hopefully with the lower fuel prices, we can begin to build a fund balance to support the purchase of additional buses in the 2017-2018 fiscal year.

While our supply budget appears to have a large decrease from the current year, most of this is due to roll over budgets that are included in the FY16 budget to help support the math textbook adoption. The overall cost of utilities and fuel for the district has remained constant. We have implemented many energy saving initiatives including solar at all of our buildings and these savings have helped to offset the future cost increases of the utilities. For fuel, we have not only experienced the savings of the market price of diesel, we have also experienced the savings from our fleet of 30 CNG buses.

You will notice the savings from the debt service object code for the operating expenses. This represents the cost of leases of some laptops. There are several laptops that the lease will end and we will have a reduction in the expenditure for the FY17 budget.

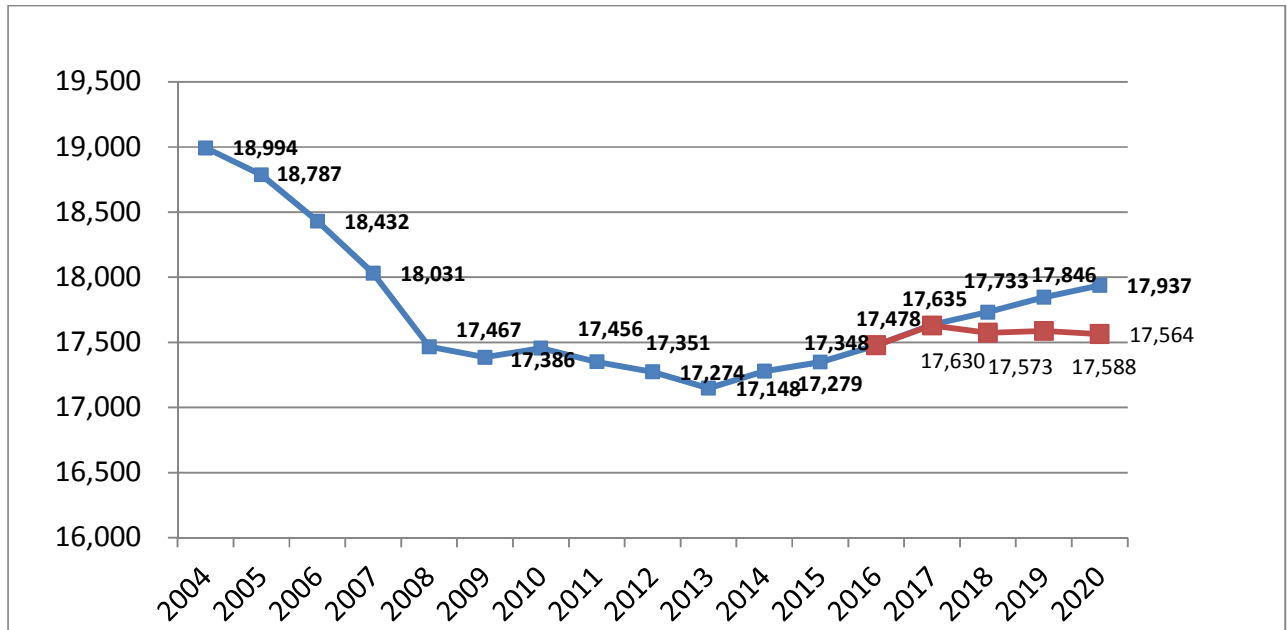
The chart below breaks down the total expenditures for the Parkway School District by object. You will notice, overall there is an increase in expenditures for the FY17 budget. In addition to our operating expenditure increase of 1.07%, we have an anticipated increase in total expenditures of 6.66%. This increase is due in large part to the capital projects spending for the bond issue projects. For FY17, we are anticipating an increase of just over \$14 million. The summer of 2016 will be are largest dollar volume of projects to be completed.

	FY 15 ACTUAL	FY16 PROJECTIONS	FY17 BUDGET	CHANGE FROM FY16 PROJECTIONS	
				\$	%
Expenditures					
Salaries	140,918,441	141,807,739	144,928,025	3,120,286	2.20%
Benefits	48,357,128	50,544,309	52,177,956	1,633,647	3.23%
Purchased Services	9,156,867	13,809,825	14,022,773	212,948	1.54%
Supplies And Materials	17,664,238	20,507,929	17,692,670	(2,815,259)	-13.73%
Capital Outlay	9,123,319	21,154,733	35,383,620	14,228,887	67.26%
Debt Service	47,700,176	18,294,183	20,834,631	2,540,448	13.89%
Student Activities	3,380,727	4,900,000	3,500,000	(1,400,000)	-28.57%
Subtotal Expenditures	276,300,896	271,018,718	288,539,675	17,520,957	6.46%
Anticipated Unexpended Budget	-	3,300,000	3,000,000	(300,000)	-9.09%
Total Expenditures	276,300,896	267,718,718	285,539,675	17,820,957	6.66%

Among the large projects this summer will be the first phase of the North High renovations. This includes new boilers, parking lot upgrades, and building additions. We also are working on numerous other projects at several of our locations.

### 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 FY17 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 FY17 budget, we have included a zero increase in FTE for certified staffing. This includes movement between secondary and elementary, but overall a flat FTE projection.

**Fund Balances:**

Below is the recapitulation of the fund balance for the Parkway School District. You will notice that this utilizes the estimated FY16 ending balances for the beginning balances of the FY17 fund balances. Once the audit is complete, the beginning balances will be updated.

	Operating Funds	Debt Service	Capital Projects	2015 Bond Issue	Total
Beginning Fund Balance	41,215,677	10,144,021	2,872,689	23,894,616	78,127,003
Total Revenue	230,416,774	22,040,002	200,000	44,015,000	296,671,776
Total Expenditures	229,392,424	20,710,104	2,275,000	33,162,147	285,539,675
Transfers	-	-	-	-	-
Net Gain/(Loss)	1,024,350	1,329,898	(2,075,000)	10,852,853	11,132,101
Ending Fund Balance	42,240,027	11,473,919	797,689	34,747,469	89,259,104
Operating Fund Balance	18.41%				

We are estimating that we will complete the FY16 fiscal year with an improved fund balance as compared to the budgeted amounts shown above. So far, we have received a funding in line with the budgeted collection rate of 96.75%. This improved collection rate will assist in the FY17 fund balances and future year fund balance growth.

We have a mission and vision that is focused on our Goal 6 initiatives. We continually look for ways to better utilize our facilities, personnel and resources in order to provide efficiencies for the district. The ultimate goal is to control the growth of expenditures so that we can maintain a strong financial state. With the slower economic growth of the consumer price index, our main source of revenue growth is limited to the growth in the CPI. We need to remain mindful that we do not allocate expenditure increases that are at a higher pace of increase than our largest revenue – local tax revenues.

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

#### **Five Year Forecasts:**

As part of our budgeting process, we utilize a five year plan for revenues, expenditures and fund balances. This assists us during expenditure decisions and employee union negotiations. We have developed the following forecasts and we will go into more detail later in this budget presentation. Below is our five year forecast for operating revenues. We have included an overall growth in local property taxes of 1.5% annually, a 2.8% increase annually in Proposition C, a 2% increase annually in Federal Programs, and a 3% increase annually in other local and Earnings on Investments. This totals to an annual increase of about 1.5% annually. We know currently the growth in our local revenue is limited to the growth in the consumer price index that has been very low and in new construction. We are hopeful that the projects slated to come online in the future years will be able to be added to our new construction amounts. We are also hopeful that the consumer price index and our collection rates will grow to be in line with historical amounts.

	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 PROJECTED	2017-2018 PROJECTED	2018-2019 PROJECTED	2019-2020 PROJECTED
Operating Revenue						
Local						
Property Tax	161,113,234	167,721,268	164,340,139	168,448,632	172,133,205	175,462,201
Proposition C	14,133,967	14,711,112	15,148,743	15,343,062	15,468,034	15,585,494
Student Activities	3,549,655	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	(67,635)	519,386	199,000	208,950	219,398	230,368
Vst Revenue	7,694,360	7,650,000	7,749,000	7,105,000	6,615,000	5,992,000
Other Local	15,098,662	15,375,310	16,195,993	16,633,548	16,738,585	16,839,612
Total Local Revenue	201,522,243	209,477,076	207,132,875	211,239,192	214,674,222	217,609,675
County	3,607,515	3,388,014	3,536,196	3,562,421	3,588,889	3,615,604
State	10,862,835	11,723,002	11,543,075	11,379,808	11,335,819	11,357,241
Federal	5,282,565	5,894,618	5,381,901	5,320,404	5,353,264	5,381,482
Other						
Transportation Reimbursements	2,391,324	2,477,203	2,572,727	2,616,216	2,660,541	2,705,721
Tuition Non-Accredited Districts	440,742	265,680	200,000	200,000	200,000	200,000
All Other Sources	50,868	50,000	50,000	50,000	50,000	50,000
Total Other Revenues	2,882,934	2,792,883	2,822,727	2,866,216	2,910,541	2,955,721
Total Operating Revenues	224,158,092	233,275,593	230,416,774	234,368,041	237,862,735	240,919,723
Annual Increase	2.32%	4.07%	-1.23%	1.71%	1.49%	1.29%

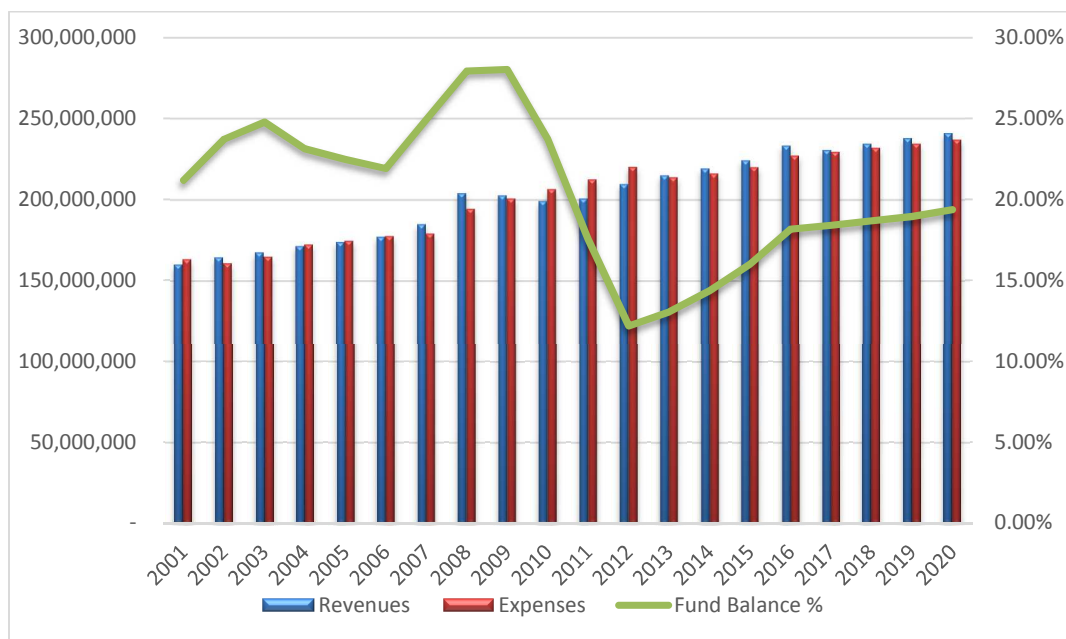
When we consider the five year forecast for the operating expenditures we have included an annual growth of salaries of 0.9% which is based on annual increases of about 2.4% less turnover savings. For benefits we are estimating an annual increase of 2.1%. This is assuming a 4% increase in benefit cost offset by turnover savings. In addition, we are estimating a 0.5% increase annually for purchased services and a 2% annual increase for supplies. The overall increase in operating expenses is about 1.5% to just over 1.6%.

	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 PROJECTED	2017-2018 PROJECTED	2018-2019 PROJECTED	2019-2020 PROJECTED
Operating Expenditures						
Salaries	140,918,441	141,807,739	144,954,325	146,258,914	147,575,244	148,903,421
Benefits	48,357,129	50,544,309	52,177,956	53,273,693	54,392,441	55,534,682
Purchased Services	9,156,867	13,809,825	13,996,473	14,080,452	14,164,933	14,249,921
Supplies And Materials	17,664,237	20,507,929	17,692,670	17,692,670	17,692,670	17,692,670
Debt Service	488,203	87,870	71,000	71,000	71,000	71,000
Student Activities	3,380,727	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Operating Expenditures	219,965,604	230,257,672	232,392,424	234,876,729	237,396,288	239,951,694
Anticipated Unexpended Budget	-	3,300,000	3,000,000	3,000,000	3,000,000	3,000,000
Total Operating Expenditures	219,965,604	226,957,672	229,392,424	231,876,729	234,396,288	236,951,694
Annual Increase	1.85%	3.18%	1.07%	1.08%	1.09%	1.09%

When we combine the five year forecast for revenues and expenditures, we want to then focus on the impact on our fund balances. Below is our five year fund balance forecast. You will notice that there is a forecasted increase in the operating fund balance in future years. We do have a focus on the projected slow revenue growth and we are currently working on more ideas such as the Better Building Challenge which will have a goal of 20% reduction in energy usage over a 10-year period. This will free up operation dollars to go toward other expenditures. In addition, our current Operations Action Team, or an additional team developed will look at bus routing and optimization, facility optimization, employee utilization and enrollment growth and decline in areas. 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.



	2014-2015 ACTUAL	2015-2016 BUDGET	2016-2017 PROJECTED	2017-2018 PROJECTED	2018-2019 PROJECTED	2019-2020 PROJECTED
Beginning Fund Balance	31,005,268	35,197,756	41,215,677	42,240,027	43,306,339	44,422,786
Total Revenues	224,158,092	233,275,593	230,416,774	234,368,041	237,862,735	240,919,723
Total Expenditures	219,965,604	226,957,672	229,392,424	231,876,729	234,396,288	236,951,694
Transfer To Capital Projects	-	300,000	-	1,425,000	2,350,000	2,500,000
Net Gain/(Loss)	4,192,488	6,017,921	1,024,350	1,066,312	1,116,447	1,468,029
Operating Fund Balance	35,197,756	41,215,677	42,240,027	43,306,339	44,422,786	45,890,815
Operating Fund Balance Percentage	16.00%	18.16%	18.41%	18.68%	18.95%	19.37%
Projected Capital Fund Balance		3,447,689	1,372,689	197,689	-	-
Required Operating Balance (13.5%)	29,695,357	30,639,286	30,967,977	31,303,358	31,643,499	31,988,479
Required Contingency Balance (3.8%)	8,358,693	8,624,392	8,716,912	8,811,316	8,907,059	9,004,164
Total Operating Balance Required	38,054,049	39,263,677	39,684,889	40,114,674	40,550,558	40,992,643
Projected Operating Balance Surplus	(2,856,293)	1,952,000	2,555,138	3,191,665	3,872,228	4,898,172



The chart above depicts the history of our operating revenue, expenditures and the repercussions of our fund balance. We know if we have years where the expenditures exceed the revenues, it will cause a drop in the fund balance. We want to be very cautious not to continue on that path. We are targeting a fund balance growth for several reasons. One is simply to avoid our current cash flow problem each fall. In October of the past few 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 few years, interest has been at record low, so it has not been a large financial burden to the district. With interest rates potentially on the rise, we want to build our fund balances so we can eliminate the need to borrow and to begin having investment earnings that can be extended longer than a few

months. We believe that a fund balance of about 22-24% at year-end will be needed to eliminate the need for borrowing.

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



## **PARKWAY'S LIST OF ACCOMPLISHMENTS**

It was another spectacular year in Parkway Schools! We could not be more proud of each and every one of our student and staff accomplishments. These are just a few of the many awards we achieved together in 2015-16.

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

Parkway Central, South and West high schools were named 2016 Best High Schools in America by *U.S. News and World Report*.

A rare accomplishment, all four high schools were also named America's Most Challenging High Schools for 2016 by *The Washington Post*!

Last fall, all four high schools also made *Newsweek* 2015 list of "America's Top High Schools."

### **National Blue Ribbon Schools**

**McKelvey Elementary** and **West Middle** were named 2015 National Blue Ribbon Schools! Parkway now has 17 National Blue Ribbon Schools.

### **National Schools of Character**

**Craig Elementary** and **Barretts Elementary** were named 2016 National Schools of Character.

### **Top Workplace**

Parkway was again named a Top Workplace in the region by the *St. Louis Post-Dispatch*.

### **Top Scores in State**

Parkway earned a 98.6 on the 2015 Annual Performance Report released by the Missouri Department of Elementary and Secondary Education. Parkway ranked among the top 10 districts in the state with over 1,000 students.

### **Financial Rating**

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

# ***FINANCIAL SECTION***



RECAPITULATION OF FUNDS

The following is a summary of revenues and expenditures by fund for 2016-2017:

	<u>Operating Funds</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>Bond Issue</u>	<u>Total</u>
Beginning Fund Balance	41,215,677	10,144,021	2,872,689	23,894,616	78,127,003
Total Revenue	230,416,774	22,040,002	200,000	44,015,000	296,671,776
Total Expenditures	229,392,424	20,710,104	2,275,000	33,162,147	285,539,675
Transfers	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Gain/(Loss)	1,024,350	1,329,898	(2,075,000)	10,852,853	11,132,101
Ending Fund Balance	42,240,027	11,473,919	797,689	34,747,469	89,259,104
Operating Fund Balance	18.41%				

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**

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGET	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
Beginning Fund Balance	62,856,441	51,297,887	46,427,256	90,661,385	78,127,003	89,259,104	66,022,699	58,489,662
Revenue								
Local								
Property Tax	168,958,935	168,557,361	174,962,932	188,277,402	185,253,440	189,884,764	194,038,223	197,790,855
Proposition C	13,273,152	14,003,311	14,133,967	14,711,112	15,148,743	15,343,062	15,468,034	15,585,494
Student Activities	3,332,439	3,246,828	3,549,654	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	1,270,350	1,009,307	4,887,791	1,398,664	730,192	874,142	749,590	745,560
Vst Revenue	6,820,267	7,371,277	7,694,360	7,650,000	7,767,000	7,105,000	6,615,000	5,992,000
Other Local	14,423,209	18,018,918	15,098,663	15,375,308	16,366,993	16,923,548	17,078,585	17,229,612
Total Local Revenue	<u>208,078,352</u>	<u>212,207,002</u>	<u>220,327,367</u>	<u>230,912,486</u>	<u>228,766,368</u>	<u>233,630,516</u>	<u>237,449,432</u>	<u>240,843,521</u>
County	3,596,813	4,050,960	4,059,178	3,861,347	4,157,705	4,189,234	4,221,057	4,253,178
State	10,692,007	12,376,471	10,862,835	11,723,002	11,543,075	11,379,808	11,335,819	11,357,241
Federal	5,169,290	5,063,266	5,322,711	5,894,618	5,381,901	5,320,404	5,353,264	5,381,482
Other								
Bond Issuance	-	-	77,080,000	-	44,000,000	-	-	-
Transportation Reimbursements	2,300,883	2,428,630	2,391,324	2,477,203	2,572,727	2,616,216	2,660,541	2,705,721
Tuition Non-Accredited Districts	-	930,673	440,742	265,680	200,000	200,000	200,000	200,000
All Other Sources	6,300,257	61,673	50,868	50,000	50,000	50,000	50,000	50,000
Total Other Revenues	<u>8,601,140</u>	<u>3,420,976</u>	<u>79,962,934</u>	<u>2,792,883</u>	<u>46,822,727</u>	<u>2,866,216</u>	<u>2,910,541</u>	<u>2,955,721</u>
Total Revenues	236,137,602	237,118,675	320,535,025	255,184,336	296,671,776	257,386,178	261,270,113	264,791,143
Expenditures								
Salaries	138,387,249	138,816,258	140,918,441	141,807,739	144,954,325	146,258,914	147,575,244	148,903,421
Benefits	47,047,324	47,672,106	48,357,128	50,544,309	52,177,956	53,273,693	54,392,440	55,534,681
Purchased Services	9,962,365	9,261,621	9,156,867	13,809,825	13,996,472	14,080,451	14,164,933	14,249,921
Supplies And Materials	15,275,706	17,207,212	17,664,238	20,507,929	17,692,671	17,692,671	17,692,671	17,692,671
Capital Outlay	12,441,775	10,925,960	9,123,319	22,554,733	35,437,147	27,136,000	12,810,158	2,897,689
Debt Service	21,565,797	15,105,825	47,700,176	18,294,183	20,781,104	21,680,854	21,667,704	20,027,290
Student Activities	3,015,940	3,000,324	3,380,727	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	<u>247,696,156</u>	<u>241,989,306</u>	<u>276,300,896</u>	<u>271,018,718</u>	<u>288,539,675</u>	<u>283,622,583</u>	<u>271,803,150</u>	<u>262,805,673</u>
Anticipated Unexpended Budget	-	-	-	3,300,000	3,000,000	3,000,000	3,000,000	3,000,000
Total Expenditures	247,696,156	241,989,306	276,300,896	267,718,718	285,539,675	280,622,583	268,803,150	259,805,673
Net Gain/(Loss)	<u>(11,558,554)</u>	<u>(4,870,631)</u>	<u>44,234,129</u>	<u>(12,534,382)</u>	<u>11,132,101</u>	<u>(23,236,405)</u>	<u>(7,533,037)</u>	<u>4,985,470</u>
Ending Fund Balance	<u>51,297,887</u>	<u>46,427,256</u>	<u>90,661,385</u>	<u>78,127,003</u>	<u>89,259,104</u>	<u>66,022,699</u>	<u>58,489,662</u>	<u>63,475,132</u>

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

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGET	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
Beginning Fund Balance	26,821,469	27,889,171	31,005,268	35,197,756	41,215,677	42,240,027	43,306,339	44,422,786
Revenue								
Local								
Property Tax	154,977,443	155,163,850	161,113,234	167,721,268	164,340,139	168,448,632	172,133,205	175,462,201
Proposition C	13,273,152	14,003,311	14,133,967	14,711,112	15,148,743	15,343,062	15,468,034	15,585,494
Student Activities	3,332,439	3,246,828	3,549,655	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	575,497	473,274	(67,635)	519,386	199,000	208,950	219,398	230,368
VST Revenue	6,820,267	7,371,277	7,694,360	7,650,000	7,767,000	7,105,000	6,615,000	5,992,000
Other Local	14,423,209	15,879,497	15,098,662	15,375,310	16,177,993	16,633,548	16,738,585	16,839,612
Total Local Revenue	193,402,007	196,138,037	201,522,243	209,477,076	207,132,875	211,239,192	214,674,222	217,609,675
County	3,192,650	3,610,550	3,607,515	3,388,014	3,536,196	3,562,421	3,588,889	3,615,604
State	10,692,007	10,844,471	10,862,835	11,723,002	11,543,075	11,379,808	11,335,819	11,357,241
Federal	5,169,290	5,063,265	5,282,565	5,894,618	5,381,901	5,320,404	5,353,264	5,381,482
Other								
Transportation Reimbursements	2,300,883	2,428,630	2,391,324	2,477,203	2,572,727	2,616,216	2,660,541	2,705,721
Tuition Non-Accredited Districts	-	930,673	440,742	265,680	200,000	200,000	200,000	200,000
All Other Sources	50,257	61,676	50,868	50,000	50,000	50,000	50,000	50,000
Total Other Revenues	2,351,140	3,420,979	2,882,934	2,792,883	2,822,727	2,866,216	2,910,541	2,955,721
Total Revenues	214,807,094	219,077,302	224,158,092	233,275,593	230,416,774	234,368,041	237,862,735	240,919,723
Expenditures								
Salaries	138,387,249	138,816,258	140,918,441	141,807,739	144,954,325	146,258,914	147,575,244	148,903,421
Benefits	47,047,324	47,672,106	48,357,129	50,544,309	52,177,956	53,273,693	54,392,440	55,534,681
Purchased Services	9,962,365	9,261,621	9,156,867	13,809,825	13,996,472	14,080,451	14,164,933	14,249,921
Supplies And Materials	15,275,706	17,207,212	17,664,237	20,507,929	17,692,671	17,692,671	17,692,671	17,692,671
Debt Service	50,808	3,684	488,203	87,870	71,000	71,000	71,000	71,000
Student Activities	3,015,940	3,000,324	3,380,727	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	213,739,392	215,961,205	219,965,604	230,257,672	232,392,424	234,876,729	237,396,288	239,951,694
Anticipated Unexpended Budget	-	-	-	3,300,000	3,000,000	3,000,000	3,000,000	3,000,000
Total Expenditures	213,739,392	215,961,205	219,965,604	226,957,672	229,392,424	231,876,729	234,396,288	236,951,694
Transfer To Capital Projects	-	-	-	(300,000)	-	(1,425,000)	(2,350,000)	(2,500,000)
Net Gain/(Loss)	1,067,702	3,116,097	4,192,488	6,017,921	1,024,350	1,066,312	1,116,447	1,468,029
Ending Fund Balance	27,889,171	31,005,268	35,197,756	41,215,677	42,240,027	43,306,339	44,422,786	45,890,815
Operating Fund Balance	13.05%	14.36%	16.00%	18.16%	18.41%	18.68%	18.95%	19.37%

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

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGET	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
Beginning Fund Balance	25,160,811	18,572,953	24,501,074	31,455,404	36,281,025	41,807,158	43,018,836	44,309,400
Revenue								
Local								
Property Tax	52,151,672	54,137,360	56,460,498	58,702,444	57,520,116	58,958,115	60,247,740	61,412,910
Proposition C	4,466,655	4,885,861	4,917,912	5,148,890	5,302,060	5,370,072	5,413,812	5,454,923
Student Activities	3,332,439	3,246,828	3,549,655	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	206,968	167,768	(7,669)	186,789	179,100	188,055	197,458	207,331
VST Revenue	2,046,080	2,211,383	2,308,308	2,295,000	2,342,700	2,131,500	1,984,500	1,797,600
Other Local	9,106,230	9,783,829	9,316,741	9,559,878	9,743,184	9,953,133	10,028,718	10,102,913
Total Local Revenue	<u>71,310,044</u>	<u>74,433,029</u>	<u>76,545,445</u>	<u>79,393,001</u>	<u>78,587,160</u>	<u>80,100,875</u>	<u>81,372,228</u>	<u>82,475,677</u>
County	981,923	1,140,198	1,195,604	1,123,301	1,168,980	1,178,071	1,187,246	1,196,507
State	4,620,708	5,090,325	4,904,355	5,680,944	5,521,613	5,315,033	5,254,199	5,261,760
Federal	3,827,945	3,262,753	3,735,831	3,226,905	3,143,396	3,153,062	3,162,740	3,167,429
Other								
Transportation Reimbursements	2,300,883	2,428,630	2,391,324	2,477,203	2,572,727	2,616,216	2,660,541	2,705,721
Tuition Non-Accredited Districts	-	930,673	440,742	265,680	200,000	200,000	200,000	200,000
All Other Sources	50,257	61,676	50,868	50,000	50,000	50,000	50,000	50,000
Total Other Revenues	<u>2,351,140</u>	<u>3,420,979</u>	<u>2,882,934</u>	<u>2,792,883</u>	<u>2,822,727</u>	<u>2,866,216</u>	<u>2,910,541</u>	<u>2,955,721</u>
Total Revenues	83,091,760	87,347,284	89,264,169	92,217,034	91,243,876	92,613,257	93,886,954	95,057,094
Expenditures								
Salaries	36,092,871	35,429,930	35,641,297	35,804,368	36,554,814	36,883,807	37,215,761	37,550,703
Benefits	16,281,928	16,516,392	15,978,508	16,980,022	17,256,541	17,618,928	17,988,925	18,366,692
Purchased Services	9,962,365	9,261,621	9,156,867	11,011,224	11,242,717	11,310,173	11,378,033	11,446,300
Supplies And Materials	15,275,706	17,207,212	17,664,237	20,507,929	17,692,671	17,692,671	17,692,671	17,692,671
Debt Service	50,808	3,684	488,203	87,870	71,000	71,000	71,000	71,000
Student Activities	3,015,940	3,000,324	3,380,727	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	<u>80,679,618</u>	<u>81,419,163</u>	<u>82,309,839</u>	<u>87,891,413</u>	<u>86,317,743</u>	<u>87,076,579</u>	<u>87,846,390</u>	<u>88,627,366</u>
Anticipated Unexpended Budget	-	-	-	800,000	600,000	600,000	600,000	600,000
Total Expenditures	80,679,618	81,419,163	82,309,839	87,091,413	85,717,743	86,476,579	87,246,390	88,027,366
Transfers To Other Funds	(9,000,000)	-	-	(300,000)	-	(4,925,000)	(5,350,000)	(5,500,000)
Net Gain/(Loss)	<u>(6,587,858)</u>	<u>5,928,121</u>	<u>6,954,330</u>	<u>4,825,621</u>	<u>5,526,133</u>	<u>1,211,678</u>	<u>1,290,564</u>	<u>1,529,728</u>
Ending Fund Balance	<u>18,572,953</u>	<u>24,501,074</u>	<u>31,455,404</u>	<u>36,281,025</u>	<u>41,807,158</u>	<u>43,018,836</u>	<u>44,309,400</u>	<u>45,839,128</u>

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

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGET	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
Beginning Fund Balance	1,660,658	9,316,218	6,504,194	3,742,352	4,934,652	432,869	287,503	113,386
Revenue								
Local								
Property Tax	102,825,771	101,026,490	104,652,736	109,018,824	106,820,023	109,490,517	111,885,465	114,049,291
Proposition C	8,806,497	9,117,450	9,216,055	9,562,223	9,846,683	9,972,990	10,054,222	10,130,571
Earnings On Investments	368,529	305,506	(59,966)	332,597	19,900	20,895	21,940	23,037
VST Revenue	4,774,187	5,159,894	5,386,052	5,355,000	5,424,300	4,973,500	4,630,500	4,194,400
Other Local	5,316,979	6,095,668	5,781,921	5,815,431	6,434,809	6,680,415	6,709,867	6,736,699
Total Local Revenue	<u>122,091,963</u>	<u>121,705,008</u>	<u>124,976,798</u>	<u>130,084,075</u>	<u>128,545,715</u>	<u>131,138,317</u>	<u>133,301,994</u>	<u>135,133,998</u>
County	2,210,727	2,470,352	2,411,911	2,264,713	2,367,216	2,384,350	2,401,643	2,419,097
State	6,071,299	5,754,146	5,958,480	6,042,058	6,021,462	6,064,775	6,081,620	6,095,481
Federal	<u>1,341,345</u>	<u>1,800,512</u>	<u>1,546,734</u>	<u>2,667,713</u>	<u>2,238,505</u>	<u>2,167,342</u>	<u>2,190,524</u>	<u>2,214,053</u>
Total Revenues	131,715,334	131,730,018	134,893,923	141,058,559	139,172,898	141,754,784	143,975,781	145,862,629
Expenditures								
Salaries	102,294,378	103,386,328	105,277,144	106,003,371	108,399,511	109,375,107	110,359,483	111,352,718
Benefits	30,765,396	31,155,714	32,378,621	33,564,287	34,921,415	35,654,765	36,403,515	37,167,989
Purchased Services	-	-	-	2,798,601	2,753,755	2,770,278	2,786,900	2,803,621
Subtotal Expenditures	<u>133,059,774</u>	<u>134,542,042</u>	<u>137,655,765</u>	<u>142,366,259</u>	<u>146,074,681</u>	<u>147,800,150</u>	<u>149,549,898</u>	<u>151,324,328</u>
Anticipated Unexpended Budget	-	-	-	2,500,000	2,400,000	2,400,000	2,400,000	2,400,000
Total Expenditures	133,059,774	134,542,042	137,655,765	139,866,259	143,674,681	145,400,150	147,149,898	148,924,328
Transfer From General Fund	9,000,000	-	-	-	-	3,500,000	3,000,000	3,000,000
Net Gain/(Loss)	<u>7,655,560</u>	<u>(2,812,024)</u>	<u>(2,761,842)</u>	<u>1,192,300</u>	<u>(4,501,783)</u>	<u>(145,366)</u>	<u>(174,117)</u>	<u>(61,699)</u>
Ending Fund Balance	<u><u>9,316,218</u></u>	<u><u>6,504,194</u></u>	<u><u>3,742,352</u></u>	<u><u>4,934,652</u></u>	<u><u>432,869</u></u>	<u><u>287,503</u></u>	<u><u>113,386</u></u>	<u><u>51,687</u></u>

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

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGET	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
Beginning Fund Balance	7,407,099	7,339,380	6,626,452	6,103,666	10,144,021	11,473,919	12,432,202	13,877,876
Revenue								
Local								
Property Tax	13,981,492	13,393,511	13,849,698	20,556,133	20,913,301	21,436,132	21,905,018	22,328,654
Earnings On Investments	657,364	514,920	4,011,997	707,196	505,192	505,192	505,192	505,192
Total Local Revenue	<u>14,638,856</u>	<u>13,908,431</u>	<u>17,861,695</u>	<u>21,263,329</u>	<u>21,418,493</u>	<u>21,941,324</u>	<u>22,410,210</u>	<u>22,833,846</u>
County	404,163	440,409	451,661	473,333	621,509	626,813	632,168	637,574
Other								
Bond Issuance	<u>6,250,000</u>	-	<u>27,080,000</u>	-	-	-	-	-
Total Revenues	21,293,019	14,348,840	45,393,356	21,736,662	22,040,002	22,568,137	23,042,378	23,471,420
Expenditures								
Debt Service	<u>21,360,738</u>	<u>15,061,768</u>	<u>45,916,142</u>	<u>17,696,307</u>	<u>20,710,104</u>	<u>21,609,854</u>	<u>21,596,704</u>	<u>19,956,290</u>
Net Gain/(Loss)	<u>(67,719)</u>	<u>(712,928)</u>	<u>(522,786)</u>	<u>4,040,355</u>	<u>1,329,898</u>	<u>958,283</u>	<u>1,445,674</u>	<u>3,515,130</u>
Ending Fund Balance	<u><u>7,339,380</u></u>	<u><u>6,626,452</u></u>	<u><u>6,103,666</u></u>	<u><u>10,144,021</u></u>	<u><u>11,473,919</u></u>	<u><u>12,432,202</u></u>	<u><u>13,877,876</u></u>	<u><u>17,393,006</u></u>

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

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGET	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
Beginning Fund Balance	28,627,873	16,069,336	8,795,536	6,415,347	2,872,689	797,689	386,689	189,000
Revenue								
Local								
Earnings On Investments	37,489	21,112	-	22,081	11,000	10,000	10,000	10,000
Other Local	-	2,139,421	-	-	189,000	290,000	340,000	390,000
Total Local Revenue	37,489	2,160,533	-	22,081	200,000	300,000	350,000	400,000
State	-	1,532,000	-	-	-	-	-	-
Federal	-	-	40,147	-	-	-	-	-
Total Revenues	37,489	3,692,533	40,147	22,081	200,000	300,000	350,000	400,000
Expenditures								
Capital Outlay	12,441,775	10,925,960	2,025,030	3,354,733	1,813,337	1,674,337	2,436,026	2,436,026
Debt Service	154,251	40,373	395,306	510,006	461,663	461,663	461,663	461,663
Total Expenditures	12,596,026	10,966,333	2,420,336	3,864,739	2,275,000	2,136,000	2,897,689	2,897,689
Transfer From General Fund	-	-	-	300,000	-	1,425,000	2,350,000	2,500,000
Net Gain/(Loss)	(12,558,537)	(7,273,800)	(2,380,189)	(3,542,658)	(2,075,000)	(411,000)	(197,689)	2,311
Ending Fund Balance	16,069,336	8,795,536	6,415,347	2,872,689	797,689	386,689	189,000	191,311

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

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGET	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
Beginning Fund Balance	-	-	-	42,944,616	23,894,616	34,747,469	9,897,469	-
Revenue								
Local								
Earnings On Investments	-	-	943,430	150,000	15,000	150,000	15,000	-
Other								
Bond Issuance	-	-	50,000,000	-	44,000,000	-	-	-
Total Revenues	-	-	50,943,430	150,000	44,015,000	150,000	15,000	-
Expenditures								
2015 Bond Expenditures	-	-	7,098,289	19,200,000	33,162,147	25,000,000	9,912,469	-
Bond Issue Fees	-	-	900,525	-	-	-	-	-
Total Expenditures	-	-	7,998,814	19,200,000	33,162,147	25,000,000	9,912,469	-
Net Gain/(Loss)	-	-	42,944,616	(19,050,000)	10,852,853	(24,850,000)	(9,897,469)	-
Ending Fund Balance	-	-	42,944,616	23,894,616	34,747,469	9,897,469	-	-

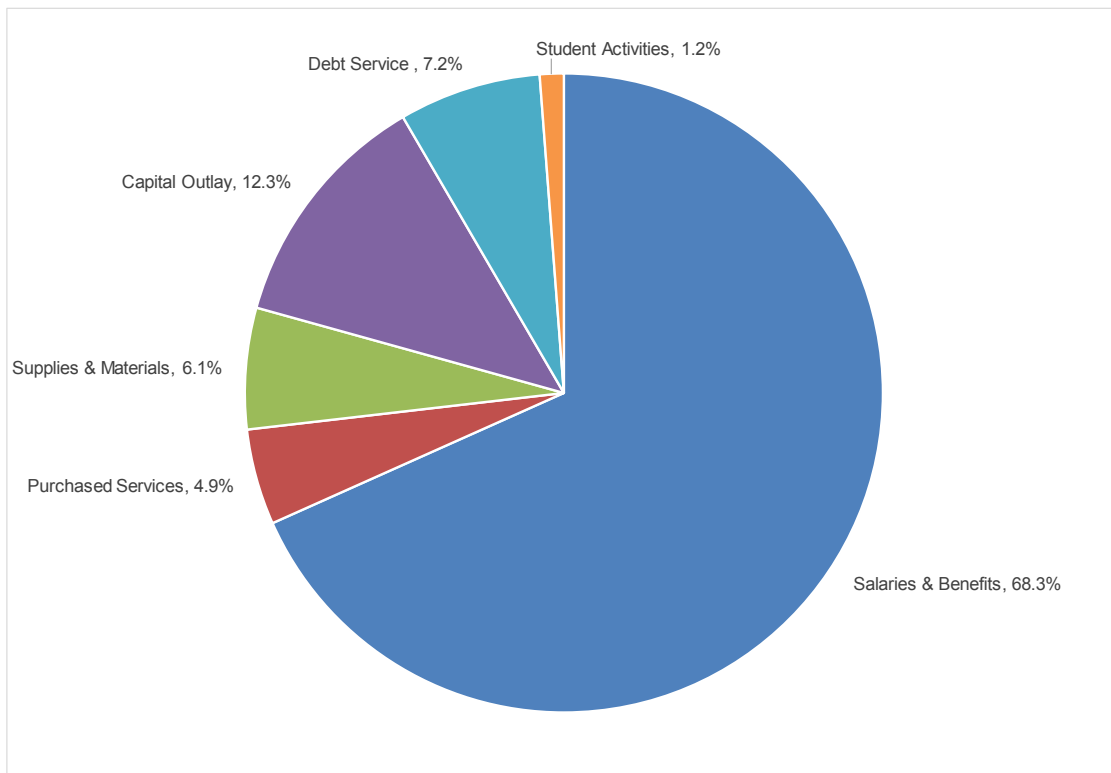
EXPENDITURE BUDGET ANALYSIS

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:

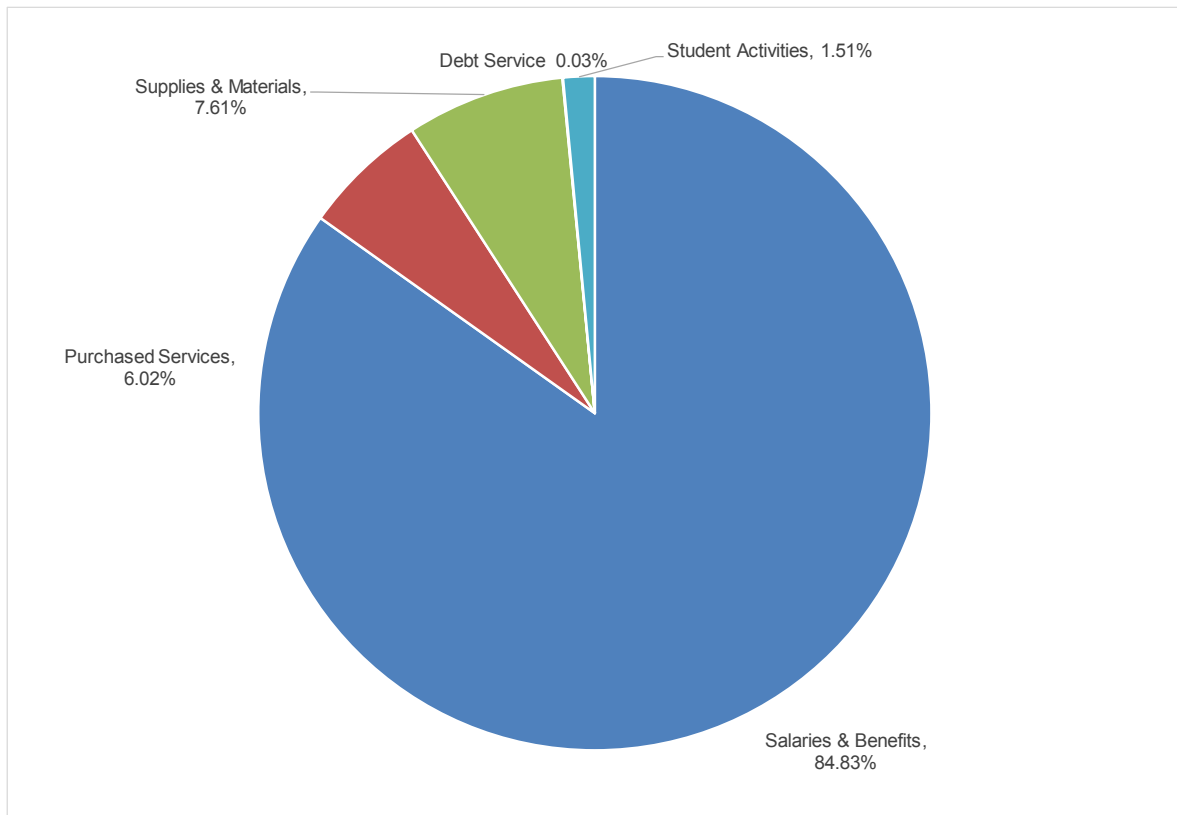
	FY16	FY17	Change	
			\$	%
Salaries & Benefits	192,352,048	197,132,281	4,780,233	2.49%
Purchased Services	13,809,825	13,996,472	186,647	1.35%
Supplies & Materials	20,507,929	17,692,671	(2,815,258)	-13.73%
Capital Outlay	22,554,733	35,437,147	12,882,414	57.12%
Debt Service	18,294,183	20,781,104	2,486,921	13.59%
Student Activities	3,500,000	3,500,000	-	0.00%
Subtotal	271,018,718	288,539,675	17,520,957	6.46%
Anticipated Unexpended Budget	(3,300,000)	(3,000,000)	300,000	-9.09%
Total Expenditures	267,718,718	285,539,675	17,820,957	6.66%





Below is a summary of these categories for operating funds:

	FY16	FY17	Change	
			\$	%
Salaries & Benefits	192,352,048	197,132,281	4,780,233	2.49%
Purchased Services	13,809,825	13,996,472	186,647	1.35%
Supplies & Materials	20,507,929	17,692,671	(2,815,258)	-13.73%
Debt Service	87,870	71,000	(16,870)	-19.20%
Student Activities	3,500,000	3,500,000	-	0.00%
Subtotal	230,257,672	232,392,424	2,134,752	0.93%
Anticipated Unexpended Budget	(3,300,000)	(3,000,000)	300,000	-9.09%
Total Expenditures	226,957,672	229,392,424	2,434,752	1.07%



### Salaries and Benefits

This category is the single largest expense of the District and accounts for 85% of all operating expenses and 68% of all District expenses in the FY17 budget. Salaries and benefits are budgeted solely from operating funds.

Salary levels have been adjusted to reflect standard wage increases of 3.09% for teachers, 4.50% for nurses, 2.8% for CWA members and 3.0% for all other employees. These increases are partially offset with turnover savings.

Salaries and Benefits (Continued)

Benefits account for 22.5% of all operating expenses and are roughly 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 16,371 resident students and 1,107 voluntary student transfers for a total enrollment of 17,478 (up 130 from the prior year original projection). Certified staffing is a function of expected enrollment. The District is projecting a certified staffing level of 1,416 full time equivalents (FTE). This is mostly flat from FY16 but there are a few changes. Most notably, two administrative assistants are being reclassified as assistant principals and 1 preschool teacher and .95 FTE preschool teacher assistants are being added. The increase in staffing is the result of a new preschool classroom that is being funded by a state grant.

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

Position	Actual FY16	Projected FY17	Change
Secondary	525.60	525.10	(0.50)
Elementary	386.00	386.00	-
Admin Intern and Admin Assistants	10.00	8.00	(2.00)
Social Worker	5.50	6.50	1.00
Guidance	67.50	66.50	(1.00)
Librarian	31.00	31.00	-
Art	36.70	36.70	-
Band, Orchestra, and Vocal	63.60	63.60	-
Gifted and exceptionally gifted	24.20	24.20	-
ESOL	24.00	24.00	-
Reading Specialist	47.50	47.50	-
Physical Education	78.40	78.40	-
Preschool Teacher	12.00	13.00	1.00
Instructional Coach	23.00	23.00	-
Math Facilitator	12.00	12.00	-
Choice Programs	4.70	5.20	0.50
Other	27.30	27.30	-
Teacher Assist. and PT TA	36.67	37.62	0.95
	1,415.67	1,415.62	(0.05)

### Purchased Services

Purchased services are amounts paid for services rendered by personnel who are not on the District payroll and for other services necessary to the District. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided in order to obtain the desired result. Purchase services included but are not limited to professional and technical services relating to instructional services (substitutes), program 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 FY17, purchased services will increase \$186,647 (1.35%). Purchased services are budgeted fully within the operating funds.

### 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 FY17, supplies are budgeted to decrease \$2,815,258 (13.7%). The significant decrease can be attributed to budgeted money rolled forward from the FY15 budget into FY16. At the time of budgeted FY17 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 FY17, capital outlays are forecasted to increase \$12,882,414 (57.1%). This increase is a result of the forecasted bond issue for capital improvements. The operating funds have no capital outlay budgeted. There are no capital funds allocated for the purchase of busses include in the FY17 budget. At this time, future forecasts do include an allocation for school bus purchases starting in FY18.

### Debt Service

These are amounts paid for principal, interest, and fees associated with the debt of the District. In FY17, debt service is projected to decrease \$2,486,921 (13.6%). This increase is due to a planned GO bond issuance of \$44 million during the FY17 fiscal year. The actual increase will fluctuate based on a multitude of factors.

The following pages detail the expenditures by object for all funds, operating funds, and all individual funds for the prior two years, projected FY16, budgeted FY17, and future year forecasts.

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

	2012-2013 <u>ACTUAL</u>	2013-2014 <u>ACTUAL</u>	2014-2015 <u>ACTUAL</u>	2015-2016 <u>PROJECTED</u>	2016-2017 <u>BUDGET</u>	2017-2018 <u>FORECAST</u>	2018-2019 <u>FORECAST</u>	2019-2020 <u>FORECAST</u>
<b>Salaries &amp; Benefits</b>								
Salaries	138,387,249	138,816,258	140,918,441	141,807,739	144,954,325	146,258,914	147,575,244	148,903,421
Benefits	<u>47,047,324</u>	<u>47,672,106</u>	<u>48,357,128</u>	<u>50,544,309</u>	<u>52,177,956</u>	<u>53,273,693</u>	<u>54,392,440</u>	<u>55,534,681</u>
<b>Total Salaries &amp; Benefits</b>	<u>185,434,573</u>	<u>186,488,364</u>	<u>189,275,569</u>	<u>192,352,048</u>	<u>197,132,281</u>	<u>199,532,607</u>	<u>201,967,684</u>	<u>204,438,102</u>
<b>Purchased Services</b>								
Tuition	479,593	117,108	207,281	130,900	306,718	308,558	310,409	312,271
Professional Services	1,866,751	2,069,283	1,778,044	5,428,213	5,063,265	5,093,645	5,124,207	5,154,952
Audit	28,000	28,000	29,000	29,000	29,000	29,174	29,349	29,525
Technical Services	125,475	150,301	246,997	213,602	189,598	190,736	191,880	193,031
Legal Services	73,175	126,188	204,716	120,000	250,000	251,500	253,009	254,527
Property Services	4,057,044	3,579,208	2,978,463	3,680,032	3,715,744	3,738,038	3,760,466	3,783,029
Contracted Transportation	541,806	661,204	854,722	474,686	460,174	462,935	465,713	468,507
Travel	594,962	532,042	625,802	630,321	719,132	723,447	727,788	732,155
Property Insurance	728,181	723,737	715,240	775,800	833,000	837,998	843,026	848,084
Liability Insurance	693,159	734,064	754,950	768,010	809,010	813,864	818,747	823,659
Other Purchased Services	<u>774,219</u>	<u>540,486</u>	<u>761,652</u>	<u>1,559,261</u>	<u>1,620,831</u>	<u>1,630,556</u>	<u>1,640,339</u>	<u>1,650,181</u>
<b>Total Purchased Services</b>	<u>9,962,365</u>	<u>9,261,621</u>	<u>9,156,867</u>	<u>13,809,825</u>	<u>13,996,472</u>	<u>14,080,451</u>	<u>14,164,933</u>	<u>14,249,921</u>
<b>Supplies And Materials</b>								
Instructional Supplies	4,649,380	5,351,469	8,407,330	8,228,183	6,311,558	6,311,558	6,311,558	6,311,558
Admin/General Supplies	3,048,286	4,597,698	1,534,119	3,937,624	3,152,629	3,152,629	3,152,629	3,152,629
Library Books	210,069	200,611	231,947	239,400	222,750	222,750	222,750	222,750
Periodicals	54,270	46,643	39,060	40,131	42,712	42,712	42,712	42,712
Food Service Supplies	2,797,510	2,506,383	2,690,416	3,007,591	3,151,022	3,151,022	3,151,022	3,151,022
Energy Services	<u>4,516,191</u>	<u>4,504,408</u>	<u>4,761,366</u>	<u>5,055,000</u>	<u>4,812,000</u>	<u>4,812,000</u>	<u>4,812,000</u>	<u>4,812,000</u>
<b>Total Supplies And Materials</b>	<u>15,275,706</u>	<u>17,207,212</u>	<u>17,664,238</u>	<u>20,507,929</u>	<u>17,692,671</u>	<u>17,692,671</u>	<u>17,692,671</u>	<u>17,692,671</u>
<b>Capital Outlay</b>								
Land & Land Improvements	447,494	169,708	50,718	174,637	250,000	50,000	50,000	50,000
Building	8,706,142	3,476,197	519,088	464,744	387,900	100,000	350,000	350,000
Improvement To Sites	316,862	1,425,207	-	-	-	-	-	-
General Equipment	1,386,389	1,526,997	883,502	2,442,122	928,334	424,337	736,026	736,026
Instructional Equipment	1,352,057	493,937	265,895	123,230	14,103	-	150,000	150,000
Vehicles	197,133	-	305,827	150,000	233,000	100,000	150,000	150,000
School Buses	35,698	3,833,914	-	-	-	1,000,000	1,000,000	1,000,000
2015 Bond Issue Expenditures	-	-	7,098,289	19,200,000	33,162,147	25,000,000	9,912,469	-
<b>Total Capital Outlay</b>	<u>12,441,775</u>	<u>10,925,960</u>	<u>9,123,319</u>	<u>22,554,733</u>	<u>34,975,484</u>	<u>26,674,337</u>	<u>12,348,495</u>	<u>2,436,026</u>
<b>Debt Service</b>								
Bond Fees	-	-	1,056,503	-	-	-	-	-
Capital Leases	-	40,373	395,306	510,006	461,663	461,663	461,663	461,663
Debt Service	21,565,797	15,065,452	15,539,539	17,784,177	20,781,104	21,680,854	21,667,704	20,027,290
Bond Refunding	-	-	30,708,828	-	-	-	-	-
<b>Total Debt Service</b>	<u>21,565,797</u>	<u>15,105,825</u>	<u>47,700,176</u>	<u>18,294,183</u>	<u>21,242,767</u>	<u>22,142,517</u>	<u>22,129,367</u>	<u>20,488,953</u>
<b>Student Activities</b>	<u>3,015,940</u>	<u>3,000,324</u>	<u>3,380,727</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>
<b>Subtotal Expenditures</b>	<u>247,696,156</u>	<u>241,989,306</u>	<u>276,300,896</u>	<u>271,018,718</u>	<u>288,539,675</u>	<u>283,622,583</u>	<u>271,803,150</u>	<u>262,805,673</u>
<b>Anticipated Unexpended Budget</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(3,300,000)</u>	<u>(3,000,000)</u>	<u>(3,000,000)</u>	<u>(3,000,000)</u>	<u>(3,000,000)</u>
<b>Total All Expenditures</b>	<u>247,696,156</u>	<u>241,989,306</u>	<u>276,300,896</u>	<u>267,718,718</u>	<u>285,539,675</u>	<u>280,622,583</u>	<u>268,803,150</u>	<u>259,805,673</u>

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

	2012-2013 <u>ACTUAL</u>	2013-2014 <u>ACTUAL</u>	2014-2015 <u>ACTUAL</u>	2015-2016 <u>PROJECTED</u>	2016-2017 <u>BUDGET</u>	2017-2018 <u>FORECAST</u>	2018-2019 <u>FORECAST</u>	2019-2020 <u>FORECAST</u>
Salaries & Benefits								
Salaries	138,387,249	138,816,258	140,918,441	141,807,739	144,954,325	146,258,914	147,575,244	148,903,421
Benefits	<u>47,047,324</u>	<u>47,672,106</u>	<u>48,357,129</u>	<u>50,544,309</u>	<u>52,177,956</u>	<u>53,273,693</u>	<u>54,392,440</u>	<u>55,534,681</u>
Total Salaries & Benefits	185,434,573	186,488,364	189,275,570	192,352,048	197,132,281	199,532,607	201,967,684	204,438,102
Purchased Services								
Tuition	479,593	117,108	207,281	130,900	306,718	308,558	310,409	312,271
Professional Services	1,866,751	2,069,283	1,778,044	5,428,213	5,063,265	5,093,645	5,124,207	5,154,952
Audit	28,000	28,000	29,000	29,000	29,000	29,174	29,349	29,525
Technical Services	125,475	150,301	246,997	213,602	189,598	190,736	191,880	193,031
Legal Services	73,175	126,188	204,715	120,000	250,000	251,500	253,009	254,527
Property Services	4,057,044	3,579,208	2,978,463	3,680,032	3,715,744	3,738,038	3,760,466	3,783,029
Contracted Transportation	541,806	661,204	854,722	474,686	460,174	462,935	465,713	468,507
Travel	594,962	532,042	625,802	630,321	719,132	723,447	727,788	732,155
Property Insurance	728,181	723,737	715,241	775,800	833,000	837,998	843,026	848,084
Liability Insurance	693,159	734,064	754,950	768,010	809,010	813,864	818,747	823,659
Other Purchased Services	<u>774,219</u>	<u>540,486</u>	<u>761,652</u>	<u>1,559,261</u>	<u>1,620,831</u>	<u>1,630,556</u>	<u>1,640,339</u>	<u>1,650,181</u>
Total Purchased Services	9,962,365	9,261,621	9,156,867	13,809,825	13,996,472	14,080,451	14,164,933	14,249,921
Supplies And Materials								
Instructional Supplies	4,649,380	5,351,469	5,383,636	8,228,183	6,311,558	6,311,558	6,311,558	6,311,558
Admin/General Supplies	3,048,286	4,597,698	4,557,813	3,937,624	3,152,629	3,152,629	3,152,629	3,152,629
Library Books	210,069	200,611	231,947	239,400	222,750	222,750	222,750	222,750
Periodicals	54,270	46,643	39,059	40,131	42,712	42,712	42,712	42,712
Food Service Supplies	2,797,510	2,506,383	2,690,416	3,007,591	3,151,022	3,151,022	3,151,022	3,151,022
Energy Services	<u>4,516,191</u>	<u>4,504,408</u>	<u>4,761,366</u>	<u>5,055,000</u>	<u>4,812,000</u>	<u>4,812,000</u>	<u>4,812,000</u>	<u>4,812,000</u>
Total Supplies And Materials	15,275,706	17,207,212	17,664,237	20,507,929	17,692,671	17,692,671	17,692,671	17,692,671
Debt Service								
Bond Fees	10,563	3,684	4,250	-	-	-	-	-
Debt Service	<u>40,245</u>	<u>-</u>	<u>483,953</u>	<u>87,870</u>	<u>71,000</u>	<u>71,000</u>	<u>71,000</u>	<u>71,000</u>
Total Debt Service	50,808	3,684	488,203	87,870	71,000	71,000	71,000	71,000
Student Activities	<u>3,015,940</u>	<u>3,000,324</u>	<u>3,380,727</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>
Subtotal Expenditures	213,739,392	215,961,205	219,965,604	230,257,672	232,392,424	234,876,729	237,396,288	239,951,694
Anticipated Unexpended Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>(3,300,000)</u>	<u>(3,000,000)</u>	<u>(3,000,000)</u>	<u>(3,000,000)</u>	<u>(3,000,000)</u>
Total All Expenditures	<u><u>213,739,392</u></u>	<u><u>215,961,205</u></u>	<u><u>219,965,604</u></u>	<u><u>226,957,672</u></u>	<u><u>229,392,424</u></u>	<u><u>231,876,729</u></u>	<u><u>234,396,288</u></u>	<u><u>236,951,694</u></u>

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

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 PROJECTED</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 FORECAST</u>	<u>2018-2019 FORECAST</u>	<u>2019-2020 FORECAST</u>
Salaries & Benefits								
Salaries	36,092,871	35,429,930	35,641,297	35,804,368	36,554,814	36,883,807	37,215,761	37,550,703
Benefits	16,281,928	16,516,392	15,978,508	16,980,022	17,256,541	17,618,928	17,988,925	18,366,692
Total Salaries & Benefits	<u>52,374,799</u>	<u>51,946,322</u>	<u>51,619,805</u>	<u>52,784,390</u>	<u>53,811,355</u>	<u>54,502,735</u>	<u>55,204,686</u>	<u>55,917,395</u>
Purchased Services								
Tuition	479,593	117,108	207,281	130,900	306,718	308,558	310,409	312,271
Professional Services	1,866,751	2,069,283	1,778,044	2,629,612	2,309,510	2,323,367	2,337,307	2,351,331
Audit	28,000	28,000	29,000	29,000	29,000	29,174	29,349	29,525
Technical Services	125,475	150,301	246,997	213,602	189,598	190,736	191,880	193,031
Legal Services	73,175	126,188	204,715	120,000	250,000	251,500	253,009	254,527
Property Services	4,057,044	3,579,208	2,978,463	3,680,032	3,715,744	3,738,038	3,760,466	3,783,029
Contracted Transportation	541,806	661,204	854,722	474,686	460,174	462,935	465,713	468,507
Travel	594,962	532,042	625,802	630,321	719,132	723,447	727,788	732,155
Property Insurance	728,181	723,737	715,241	775,800	833,000	837,998	843,026	848,084
Liability Insurance	693,159	734,064	754,950	768,010	809,010	813,864	818,747	823,659
Other Purchased Services	774,219	540,486	761,652	1,559,261	1,620,831	1,630,556	1,640,339	1,650,181
Total Purchased Services	<u>9,962,365</u>	<u>9,261,621</u>	<u>9,156,867</u>	<u>11,011,224</u>	<u>11,242,717</u>	<u>11,310,173</u>	<u>11,378,033</u>	<u>11,446,300</u>
Supplies And Materials								
Instructional Supplies	4,649,380	5,351,469	5,383,636	8,228,183	6,311,558	6,311,558	6,311,558	6,311,558
Admin/General Supplies	3,048,286	4,597,698	4,557,813	3,937,624	3,152,629	3,152,629	3,152,629	3,152,629
Library Books	210,069	200,611	231,947	239,400	222,750	222,750	222,750	222,750
Periodicals	54,270	46,643	39,059	40,131	42,712	42,712	42,712	42,712
Food Service Supplies	2,797,510	2,506,383	2,690,416	3,007,591	3,151,022	3,151,022	3,151,022	3,151,022
Energy Services	4,516,191	4,504,408	4,761,366	5,055,000	4,812,000	4,812,000	4,812,000	4,812,000
Total Supplies And Materials	<u>15,275,706</u>	<u>17,207,212</u>	<u>17,664,237</u>	<u>20,507,929</u>	<u>17,692,671</u>	<u>17,692,671</u>	<u>17,692,671</u>	<u>17,692,671</u>
Debt Service								
Bond Fees	10,563	3,684	4,250	-	-	-	-	-
Debt Service	40,245	-	483,953	87,870	71,000	71,000	71,000	71,000
Total Debt Service	<u>50,808</u>	<u>3,684</u>	<u>488,203</u>	<u>87,870</u>	<u>71,000</u>	<u>71,000</u>	<u>71,000</u>	<u>71,000</u>
Student Activities	<u>3,015,940</u>	<u>3,000,324</u>	<u>3,380,727</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>	<u>3,500,000</u>
Subtotal Expenditures	80,679,618	81,419,163	82,309,839	87,891,413	86,317,743	87,076,579	87,846,390	88,627,366
Anticipated Unexpended Budget	-	-	-	(800,000)	(600,000)	(600,000)	(600,000)	(600,000)
Total All Expenditures	<u>80,679,618</u>	<u>81,419,163</u>	<u>82,309,839</u>	<u>87,091,413</u>	<u>85,717,743</u>	<u>86,476,579</u>	<u>87,246,390</u>	<u>88,027,366</u>

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

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 PROJECTED</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 FORECAST</u>	<u>2018-2019 FORECAST</u>	<u>2019-2020 FORECAST</u>
Salaries & Benefits								
Salaries	102,294,378	103,386,328	105,277,144	106,003,371	108,399,511	109,375,107	110,359,483	111,352,718
Benefits	<u>30,765,396</u>	<u>31,155,714</u>	<u>32,378,621</u>	<u>33,564,287</u>	<u>34,921,415</u>	<u>35,654,765</u>	<u>36,403,515</u>	<u>37,167,989</u>
Total Salaries & Benefits	133,059,774	134,542,042	137,655,765	139,567,658	143,320,926	145,029,872	146,762,998	148,520,707
Purchased Services								
Professional Services	-	-	-	2,798,601	2,753,755	2,770,278	2,786,900	2,803,621
Subtotal Expenditures	133,059,774	134,542,042	137,655,765	142,366,259	146,074,681	147,800,150	149,549,898	151,324,328
Anticipated Unexpended Budget	-	-	-	(2,500,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)
Total All Expenses	<u>133,059,774</u>	<u>134,542,042</u>	<u>137,655,765</u>	<u>139,866,259</u>	<u>143,674,681</u>	<u>145,400,150</u>	<u>147,149,898</u>	<u>148,924,328</u>

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

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 PROJECTED</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 FORECAST</u>	<u>2018-2019 FORECAST</u>	<u>2019-2020 FORECAST</u>
Debt Service								
L-T Bond Issuing Exp	-	-	151,729	-	-	-	-	-
Debt Service	21,360,738	15,061,768	15,055,585	17,696,307	20,710,104	21,609,854	21,596,704	19,956,290
Bond Refunding	-	-	30,708,828	-	-	-	-	-
Total Debt Service	<u>21,360,738</u>	<u>15,061,768</u>	<u>45,916,142</u>	<u>17,696,307</u>	<u>20,710,104</u>	<u>21,609,854</u>	<u>21,596,704</u>	<u>19,956,290</u>
Total All Expenses	<u>21,360,738</u>	<u>15,061,768</u>	<u>45,916,142</u>	<u>17,696,307</u>	<u>20,710,104</u>	<u>21,609,854</u>	<u>21,596,704</u>	<u>19,956,290</u>

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

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 PROJECTED</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 FORECAST</u>	<u>2018-2019 FORECAST</u>	<u>2019-2020 FORECAST</u>
Capital Outlay								
Land & Land Improvements	447,494	169,708	50,718	174,637	250,000	50,000	50,000	50,000
Building	8,706,142	3,476,197	519,088	464,744	387,900	100,000	350,000	350,000
Improvement To Sites	316,862	1,425,207	-	-	-	-	-	-
General Equipment	1,386,389	1,526,997	883,502	2,442,122	928,334	424,337	736,026	736,026
Instructional Equipment	1,352,057	493,937	265,895	123,230	14,103	-	150,000	150,000
Vehicles	197,133	-	305,827	150,000	233,000	100,000	150,000	150,000
School Buses	35,698	3,833,914	-	-	-	1,000,000	1,000,000	1,000,000
Total Capital Outlay	<u>12,441,775</u>	<u>10,925,960</u>	<u>2,025,030</u>	<u>3,354,733</u>	<u>1,813,337</u>	<u>1,674,337</u>	<u>2,436,026</u>	<u>2,436,026</u>
Debt Service								
Capital Leases	-	40,373	395,306	510,006	461,663	461,663	461,663	461,663
Bond Issue Fees	154,251	-	-	-	-	-	-	-
Total Debt Service	<u>154,251</u>	<u>40,373</u>	<u>395,306</u>	<u>510,006</u>	<u>461,663</u>	<u>461,663</u>	<u>461,663</u>	<u>461,663</u>
Total All Expenses	<u>12,596,026</u>	<u>10,966,333</u>	<u>2,420,336</u>	<u>3,864,739</u>	<u>2,275,000</u>	<u>2,136,000</u>	<u>2,897,689</u>	<u>2,897,689</u>

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

	<u>2012-2013 ACTUAL</u>	<u>2013-2014 ACTUAL</u>	<u>2014-2015 ACTUAL</u>	<u>2015-2016 PROJECTED</u>	<u>2016-2017 BUDGET</u>	<u>2017-2018 FORECAST</u>	<u>2018-2019 FORECAST</u>	<u>2019-2020 FORECAST</u>
Capital Outlay								
2015 Bond Issue Expenditures	-	-	7,098,289	19,200,000	33,162,147	25,000,000	9,912,469	-
Total Capital Outlay	-	-	<u>7,098,289</u>	<u>19,200,000</u>	<u>33,162,147</u>	<u>25,000,000</u>	<u>9,912,469</u>	-
Debt Service								
Bond Issue Fees	-	-	900,525	-	-	-	-	-
Total Debt Service	-	-	<u>900,525</u>	-	-	-	-	-
Total All Expenses	-	-	<u>7,998,814</u>	<u>19,200,000</u>	<u>33,162,147</u>	<u>25,000,000</u>	<u>9,912,469</u>	-



## EXPENDITURES BY FUNCTION

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

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

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

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

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

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

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

**2000 - Support Services.** Support services are those services which provide administrative, technical (such as guidance and health), and logistical support to facilitate and enhance instruction, and to a lesser degree, community services. Support services exist as adjuncts for the fulfillment of the objectives of instruction, rather than as entities within themselves.

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

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

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

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

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

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

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

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

**EXPENDITURE BY FUNCTION**

<b>ALL FUNDS</b>		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGETED</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
1110	Elementary Instruction	42,562,969	43,343,050	44,389,680	48,262,077	48,257,248	48,818,371	49,387,398	49,964,470
1130	Middle School Instruction	24,331,367	25,594,751	25,623,338	26,454,507	26,763,200	27,077,683	27,396,594	27,720,004
1150	High School Instruction	37,803,556	37,912,187	38,035,925	43,907,956	43,600,839	44,109,461	44,627,885	45,153,625
1191	Summer School - Regular	1,145,803	1,082,464	1,248,151	1,489,156	1,489,156	1,505,229	1,521,530	1,538,062
1210	Gifted Education	2,938,408	2,559,801	2,610,121	2,044,829	2,670,332	2,701,746	2,733,602	2,765,908
1220	Special Education	703,111	539,312	629,813	694,568	720,518	728,290	736,172	744,166
1250	Supplemental Instruction	4,020,099	4,160,117	4,180,674	4,099,070	4,847,503	4,903,030	4,959,341	5,016,448
1300	Career Education Services	311,870	477,904	349,424	736,432	305,507	300,831	303,493	306,193
1400	Student Activities	3,620,156	3,853,964	4,253,072	4,457,251	4,329,517	4,367,610	4,406,254	4,445,458
1610	Adult Basic Education	956,063	1,040,255	1,067,682	1,101,737	991,080	999,800	1,008,646	1,017,620
1660	Adult Continuing Education	986,803	991,888	785,905	995,527	955,860	964,270	972,802	981,457
1911	Tuition to Other Districts	-	-	107,981	-	-	-	-	-
2110	Attendance	559,636	513,208	541,869	568,156	460,327	463,881	468,499	473,184
2120	Guidance	6,596,288	6,864,690	7,026,544	5,247,910	5,379,964	5,441,349	5,503,600	5,566,732
2130	Health, Psych, Speech & Audio	2,500,652	2,521,553	2,658,874	2,440,088	2,686,185	2,703,004	2,727,268	2,751,884
2210	Improvement Of Instruction	7,051,033	6,478,745	6,489,540	7,072,051	6,029,217	6,087,254	6,150,752	6,215,155
2214	Professional Development	25,077	20,000	25,000	25,000	-	-	-	-
2220	Media Services	3,632,016	3,762,450	3,708,018	3,143,553	3,001,971	3,029,144	3,063,068	3,097,472
2310	Board Of Education Service	445,058	420,332	556,555	260,450	401,450	404,982	408,565	412,200
2320	Exec Admin (Office Of Supt)	2,173,990	2,142,096	2,220,585	2,915,327	2,474,278	2,496,261	2,520,487	2,545,060
2400	Bldg Level Admin (School)	18,841,684	19,636,905	19,146,016	18,338,142	19,186,365	19,374,022	19,577,674	19,784,229
2510	Business/Central Services	11,556,175	11,564,067	12,587,249	12,649,500	13,111,544	12,886,804	13,001,971	13,118,806
2540	Operation Of Plant	22,510,599	22,545,535	23,747,890	26,062,907	24,772,633	24,711,349	25,685,713	25,901,472
2546	Safety & Security	2,219,769	2,337,788	2,525,429	2,609,215	2,821,265	2,850,980	2,881,116	2,911,682
2550	Pupil Transp, Contracted	-	316,885	430,977	164,250	178,250	179,818	181,409	183,023
2551	Pupil Transp-District Owned	8,641,019	12,128,572	8,225,258	8,340,002	9,084,580	9,674,320	9,751,069	9,828,931
2555	Other District Transportation	372,800	508,311	425,897	380,000	380,000	383,343	386,735	390,176
2561	Food Service	6,318,593	5,867,691	6,072,444	6,897,801	6,915,825	6,976,673	7,038,401	7,101,024
3000	Community Services	2,099,179	2,129,849	2,096,489	2,167,073	2,320,147	2,340,561	2,361,270	2,382,279
4000	Facility Acquisition & Constr	11,206,585	5,569,112	7,103,966	19,200,000	33,162,147	25,000,000	9,912,469	-
5100	Bond Principal	14,855,462	8,492,252	39,873,063	11,424,830	14,354,136	14,879,136	15,314,136	14,154,136
5200	Bond Interest	6,695,005	6,607,080	6,500,963	6,854,713	6,872,943	7,250,193	6,801,693	6,316,681
5300	Other Bond Expenses	15,330	6,492	1,056,504	14,640	15,688	13,188	13,538	18,136
Subtotal Expenditures		247,696,155	241,989,306	276,300,896	271,018,718	288,539,675	283,622,583	271,803,150	262,805,673
Anticipated Unexpended Budget		-	-	-	(3,300,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Total All Funds		<u>247,696,155</u>	<u>241,989,306</u>	<u>276,300,896</u>	<u>267,718,718</u>	<u>285,539,675</u>	<u>280,622,583</u>	<u>268,803,150</u>	<u>259,805,673</u>

**EXPENDITURE BY FUNCTION**

<b>OPERATING FUNDS</b>		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	42,561,853	43,338,360	44,388,630	48,262,077	48,257,248	48,818,371	49,387,398	49,964,470
1130	Middle School Instruction	24,311,939	25,582,588	25,617,539	26,454,507	26,763,200	27,077,683	27,396,594	27,720,004
1150	High School Instruction	37,769,947	37,866,062	37,998,974	43,906,006	43,598,236	44,109,461	44,627,885	45,153,625
1191	Summer School - Regular	1,145,803	1,082,464	1,248,151	1,489,156	1,489,156	1,505,229	1,521,530	1,538,062
1210	Gifted Education	2,938,408	2,559,801	2,607,218	2,043,026	2,670,332	2,701,746	2,733,602	2,765,908
1220	Special Education	703,111	539,312	629,813	694,568	720,518	728,290	736,172	744,166
1250	Supplemental Instruction	4,020,099	4,160,117	4,180,674	4,099,070	4,847,503	4,903,030	4,959,341	5,016,448
1300	Career Education Services	311,870	321,891	299,914	246,393	298,207	300,831	303,493	306,193
1400	Student Activities	3,604,498	3,669,671	4,165,828	4,457,251	4,329,517	4,367,610	4,406,254	4,445,458
1610	Adult Basic Education	956,063	1,040,255	1,067,682	1,101,737	991,080	999,800	1,008,646	1,017,620
1660	Adult Continuing Education	986,803	991,888	785,905	995,527	955,860	964,270	972,802	981,457
1911	Tuition to Other Districts	-	-	107,981	-	-	-	-	-
2110	Attendance	559,636	513,208	541,869	567,156	459,327	463,881	468,499	473,184
2120	Guidance	6,596,288	6,864,690	7,026,544	5,247,910	5,379,964	5,441,349	5,503,600	5,566,732
2130	Health, Psych, Speech & Audio	2,500,652	2,521,553	2,658,874	2,433,288	2,679,085	2,703,004	2,727,268	2,751,884
2210	Improvement Of Instruction	7,050,835	6,476,646	6,452,342	7,063,551	6,024,647	6,087,254	6,150,752	6,215,155
2214	Professional Development	25,077	20,000	25,000	25,000	-	-	-	-
2220	Media Services	3,628,581	3,757,034	3,704,161	3,143,553	2,995,692	3,029,144	3,063,068	3,097,472
2310	Board Of Education Service	445,058	420,332	556,555	260,450	401,450	404,982	408,565	412,200
2320	Exec Admin (Office Of Supt)	2,173,129	2,137,173	2,219,580	2,913,048	2,472,378	2,496,261	2,520,487	2,545,060
2400	Bldg Level Admin (School)	18,833,483	19,554,211	19,087,152	17,882,609	19,173,225	19,374,022	19,577,674	19,784,229
2510	Business/Central Services	11,200,008	11,185,836	11,975,535	12,449,500	12,773,278	12,886,804	13,001,971	13,118,806
2540	Operation Of Plant	21,754,115	21,909,726	22,700,956	24,112,268	23,827,369	24,037,012	24,249,687	24,465,446
2546	Safety & Security	1,018,749	1,098,132	1,144,679	1,170,077	1,198,239	1,208,782	1,219,477	1,230,327
2550	Pupil Transp, Contracted	-	316,885	430,977	164,250	178,250	179,818	181,409	183,023
2551	Pupil Transp-District Owned	8,605,320	8,285,631	7,955,612	8,305,927	8,598,665	8,674,320	8,751,069	8,828,931
2555	Other District Transportation	372,800	508,311	425,897	380,000	380,000	383,343	386,735	390,176
2561	Food Service	6,317,456	5,867,691	6,072,444	6,741,381	6,915,825	6,976,673	7,038,401	7,101,024
3000	Community Services	3,297,003	3,368,053	3,400,915	3,560,516	3,943,173	3,982,759	4,022,909	4,063,634
5100	Bond Principal	-	-	421,333	36,433	71,000	71,000	71,000	71,000
5200	Bond Interest	40,245	-	62,620	47,437	-	-	-	-
5300	Other Bond Expenses	10,563	3,684	4,250	4,000	-	-	-	-
Subtotal Expenditures		213,739,392	215,961,205	219,965,604	230,257,672	232,392,424	234,876,729	237,396,288	239,951,694
Anticipated Unexpended Budget		-	-	-	(3,300,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Total Operating Funds		<u>213,739,392</u>	<u>215,961,205</u>	<u>219,965,604</u>	<u>226,957,672</u>	<u>229,392,424</u>	<u>231,876,729</u>	<u>234,396,288</u>	<u>236,951,694</u>

**EXPENDITURE BY FUNCTION**

<b>GENERAL FUND</b>		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	2,688,541	2,521,497	2,390,340	4,409,075	2,954,887	2,980,886	3,007,261	3,034,024
1130	Middle School Instruction	439,573	863,144	464,663	844,904	547,362	552,178	557,064	562,020
1150	High School Instruction	2,437,473	2,654,973	2,066,711	1,936,753	1,249,679	1,260,674	1,271,828	1,283,144
1191	Summer School - Regular	251,342	241,250	289,715	503,581	503,581	508,012	512,507	517,067
1210	Gifted Education	156,713	128,673	106,116	51,784	42,809	43,186	43,568	43,956
1220	Special Education	386,577	152,930	208,547	240,430	245,351	247,510	249,700	251,922
1250	Supplemental Instruction	503,228	564,986	504,377	754,254	574,814	579,871	585,002	590,207
1300	Career Education Services	311,870	321,509	299,639	246,393	298,207	300,831	303,493	306,193
1400	Student Activities	3,407,656	3,472,233	3,994,713	4,249,459	4,329,517	4,367,610	4,406,254	4,445,458
1610	Adult Basic Education	956,063	1,040,255	1,067,682	1,101,737	991,080	999,800	1,008,646	1,017,620
1660	Adult Continuing Education	986,803	991,888	785,905	995,527	955,860	964,270	972,802	981,457
1911	Tuition to Other Districts	-	-	107,981	-	-	-	-	-
2110	Attendance	403,346	347,285	376,869	397,967	289,327	291,873	294,455	297,075
2120	Guidance	515,712	525,169	620,702	603,224	718,091	724,409	730,818	737,320
2130	Health, Psych, Speech & Audio	2,364,564	2,425,289	2,550,663	2,318,313	2,563,846	2,586,404	2,609,288	2,632,504
2210	Improvement Of Instruction	2,278,538	2,195,323	1,896,187	3,019,575	2,839,419	2,864,401	2,889,745	2,915,456
2214	Professional Development	-	20,000	25,000	25,000	-	-	-	-
2220	Media Services	734,182	679,467	655,262	644,638	641,894	647,542	653,271	659,083
2310	Board Of Education Service	445,058	420,332	556,555	260,450	401,450	404,982	408,565	412,200
2320	Exec Admin (Office Of Supt)	1,481,048	1,445,784	1,513,593	2,233,582	1,765,560	1,781,094	1,796,853	1,812,840
2400	Bldg Level Admin (School)	8,686,010	9,277,366	8,790,138	7,850,661	8,521,170	8,596,143	8,672,200	8,749,360
2510	Business/Central Services	11,030,090	11,011,353	11,790,404	12,120,955	12,394,344	12,503,394	12,614,022	12,726,254
2540	Operation Of Plant	21,754,115	21,909,726	22,700,956	24,112,268	23,827,369	24,037,012	24,249,687	24,465,446
2546	Safety & Security	1,018,749	1,098,132	1,144,679	1,170,077	1,198,239	1,208,782	1,219,477	1,230,327
2550	Pupil Transp, Contracted	-	316,885	430,977	164,250	178,250	179,818	181,409	183,023
2551	Pupil Transp-District Owned	8,605,320	8,285,631	7,955,612	8,305,927	8,598,665	8,674,320	8,751,069	8,828,931
2555	Other District Transportation	372,800	508,311	425,897	380,000	380,000	383,343	386,735	390,176
2561	Food Service	6,317,456	5,867,691	6,072,444	6,741,381	6,915,825	6,976,673	7,038,401	7,101,024
3000	Community Services	2,095,983	2,128,397	2,029,309	2,121,378	2,320,147	2,340,561	2,361,270	2,382,279
5100	Bond Principal	-	-	421,333	36,433	71,000	71,000	71,000	71,000
5200	Bond Interest	40,245	-	62,620	47,437	-	-	-	-
5300	Other Bond Expenses	10,563	3,684	4,250	4,000	-	-	-	-
Subtotal Expenditures		80,679,618	81,419,163	82,309,839	87,891,413	86,317,743	87,076,579	87,846,390	88,627,366
Anticipated Unexpended Budget		-	-	-	(800,000)	(600,000)	(600,000)	(600,000)	(600,000)
Total General Fund		80,679,618	81,419,163	82,309,839	87,091,413	85,717,743	86,476,579	87,246,390	88,027,366

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

FUNCTION	DESCRIPTION	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGETED	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
1110	Elementary Instruction	39,873,312	40,816,863	41,998,290	43,853,002	45,302,361	45,837,485	46,380,137	46,930,446
1130	Middle School Instruction	23,872,366	24,719,444	25,152,876	25,609,603	26,215,838	26,525,505	26,839,530	27,157,984
1150	High School Instruction	35,332,474	35,211,089	35,932,263	41,969,253	42,348,557	42,848,787	43,356,057	43,870,481
1191	Summer School - Regular	894,461	841,214	958,436	985,575	985,575	997,217	1,009,023	1,020,995
1210	Gifted Education	2,781,695	2,431,128	2,501,102	1,991,242	2,627,523	2,658,560	2,690,034	2,721,952
1220	Special Education	316,534	386,382	421,266	454,138	475,167	480,780	486,472	492,244
1250	Supplemental Instruction	3,516,871	3,595,131	3,676,297	3,344,816	4,272,689	4,323,159	4,374,339	4,426,241
1300	Career Education Services	-	382	275	-	-	-	-	-
1400	Student Activities	196,842	197,438	171,115	207,792	-	-	-	-
2110	Attendance	156,290	165,923	165,000	169,189	170,000	172,008	174,044	176,109
2120	Guidance	6,080,576	6,339,521	6,405,842	4,644,686	4,661,873	4,716,940	4,772,782	4,829,412
2130	Health, Psych, Speech & Audio	136,088	96,264	108,211	114,975	115,239	116,600	117,980	119,380
2210	Improvement Of Instruction	4,772,297	4,281,323	4,556,155	4,043,976	3,185,228	3,222,853	3,261,007	3,299,699
2214	Professional Development	25,077	-	-	-	-	-	-	-
2220	Media Services	2,894,399	3,077,567	3,048,899	2,498,915	2,353,798	2,381,602	2,409,797	2,438,389
2320	Exec Admin (Office Of Supt)	692,081	691,389	705,987	679,466	706,818	715,167	723,634	732,220
2400	Bldg Level Admin (School)	10,147,473	10,276,845	10,297,014	10,031,948	10,652,055	10,777,879	10,905,474	11,034,869
2510	Business/Central Servcies	169,918	174,483	185,131	328,545	378,934	383,410	387,949	392,552
3000	Community Services	1,201,020	1,239,656	1,371,606	1,439,138	1,623,026	1,642,198	1,661,639	1,681,355
Subtotal Expenditures		133,059,774	134,542,042	137,655,765	142,366,259	146,074,681	147,800,150	149,549,898	151,324,328
Anticipated Unexpended Budget		-	-	-	(2,500,000)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)
Total Special Revenue Fund		<u>133,059,774</u>	<u>134,542,042</u>	<u>137,655,765</u>	<u>139,866,259</u>	<u>143,674,681</u>	<u>145,400,150</u>	<u>147,149,898</u>	<u>148,924,328</u>

**EXPENDITURE BY FUNCTION****DEBT SERVICE FUND**

FUNCTION	DESCRIPTION	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 PROJECTED	2016-2017 BUDGETED	2017-2018 FORECAST	2018-2019 FORECAST	2019-2020 FORECAST
5100	Bond Principal	14,713,290	8,492,252	39,390,253	10,940,000	13,875,000	14,400,000	14,835,000	13,675,000
5200	Bond Interest	6,642,681	6,566,708	6,374,160	6,745,667	6,819,416	7,196,666	6,748,166	6,263,154
5300	Other Bond Expenses	4,767	2,808	151,729	10,640	15,688	13,188	13,538	18,136
Total Debt Service Fund		<u>21,360,738</u>	<u>15,061,768</u>	<u>45,916,142</u>	<u>17,696,307</u>	<u>20,710,104</u>	<u>21,609,854</u>	<u>21,596,704</u>	<u>19,956,290</u>

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

		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
1110	Elementary Instruction	1,116	4,690	1,049	-	-	-	-	-
1130	Middle School Instruction	19,428	12,163	5,799	-	-	-	-	-
1150	High School Instruction	33,609	46,125	36,951	1,950	2,603	-	-	-
1210	Gifted Education	-	-	2,903	1,803	-	-	-	-
1220	Special Education	-	-	-	-	-	-	-	-
1300	Career Education Services	-	156,013	49,510	490,039	7,300	-	-	-
1400	Student Activities	15,658	184,293	87,244	-	-	-	-	-
2110	Attendance	-	-	-	1,000	1,000	-	-	-
2130	Health, Psych, Speech & Audio	-	-	-	6,800	7,100	-	-	-
2210	Improvement Of Instruction	198	2,099	37,198	8,500	4,570	-	-	-
2220	Media Services	3,435	5,416	3,857	-	6,279	-	-	-
2320	Exec Admin (Office Of Supt)	861	4,923	1,005	2,279	1,900	-	-	-
2400	Bldg Level Admin (School)	8,201	82,694	58,864	455,533	13,140	-	-	-
2510	Business/Central Services	356,167	378,231	611,714	200,000	338,266	-	-	-
2540	Operation Of Plant	756,484	635,809	1,046,934	1,950,639	945,264	674,337	1,436,026	1,436,026
2546	Safety & Security	-	-	9,144	-	-	-	-	-
2551	Pupil Transp-District Owned	35,699	3,842,941	269,646	34,075	485,915	1,000,000	1,000,000	1,000,000
2561	Food Service	1,137	-	-	156,420	-	-	-	-
3000	Community Services	3,196	1,452	67,180	45,695	-	-	-	-
4000	Facility Acquisiton & Constr	11,206,586	5,569,112	5,677	-	-	-	-	-
5100	Bond Principal	142,172	-	61,477	448,397	408,136	408,136	408,136	408,136
5200	Bond Interest	12,079	40,372	64,183	61,609	53,527	53,527	53,527	53,527
5300	Other Bond Expenses	-	-	-	-	-	-	-	-
<b>Total Capital Projects Fund</b>		<b>12,596,026</b>	<b>10,966,333</b>	<b>2,420,335</b>	<b>3,864,739</b>	<b>2,275,000</b>	<b>2,136,000</b>	<b>2,897,689</b>	<b>2,897,689</b>

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

		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
FUNCTION	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGETED	FORECAST	FORECAST	FORECAST
4000	Facility Acquisiton & Constr	-	-	7,098,289	19,200,000	33,162,147	25,000,000	9,912,469	-
5300	Other Bond Expenses	-	-	900,525	-	-	-	-	-
<b>Total Bond Issue Fund</b>		<b>-</b>	<b>-</b>	<b>7,998,814</b>	<b>19,200,000</b>	<b>33,162,147</b>	<b>25,000,000</b>	<b>9,912,469</b>	<b>-</b>

## 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 the FY17 budget, a few minor changes were made in the programs, with one having a noticeable impact:

The substitute program, which was added in FY16, was altered to reflect instructional subs for the most part. Nurse subs, grant subs, gifted subs, and some other categories were moved to their specific program. This allows us to better track expenses in those programs.

In the FY16 budget, there were a few significant changes in the programs that are noticeable when looking at the historical trends:

A program for substitutes was added in FY16. This program is a reflection of the District moving to an outside vendor for substitute services starting in FY16.

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 in FY16. This is a result of a computer lease ending in FY16 that was previously expensed to the internal financing program.

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	2012-2013 OPERATING	2013-2014 OPERATING	2014-2015 OPERATING	2015-2016 PROJECTED	2016-2017 BUDGET	FY16 VS FY17	% CHG
101 SPECIAL READING	19,012	17,917	22,697	26,201	18,609	(7,592)	-28.98%
102 COMM ARTS	193,012	170,430	172,276	205,763	185,904	(19,859)	-9.65%
103 MATHEMATICS	98,083	91,750	101,909	100,287	89,490	(10,797)	-10.77%
104 FINE ARTS	350,150	304,403	335,495	351,654	354,002	2,348	0.67%
105 PHYSICAL EDUCATION	76,081	74,818	65,567	68,595	61,894	(6,701)	-9.77%
106 SCIENCE	129,669	127,064	141,162	154,930	159,724	4,794	3.09%
107 SOCIAL STUDIES	114,706	105,961	103,655	155,969	116,790	(39,179)	-25.12%
108 INSTRUCTIONAL TECHNOLOGY	138,027	134,080	146,489	189,178	110,282	(78,896)	-41.70%
109 GUIDANCE	31,172	25,492	31,397	37,177	27,676	(9,501)	-25.56%
110 ART	143,678	131,942	122,885	140,648	138,086	(2,562)	-1.82%
111 BLDG ADMIN SERVICES	1,522,525	1,613,336	1,671,385	2,170,613	1,534,008	(636,605)	-29.33%
112 AUDIO VISUAL SERVICES	27,476	29,080	24,736	25,387	19,742	(5,645)	-22.24%
113 BUSINESS EDUCATION	51,591	43,226	35,914	52,086	37,184	(14,902)	-28.61%
114 MODERN CLASSICAL LANG	43,758	65,583	42,619	48,270	41,761	(6,509)	-13.48%
115 FAMILY AND CONSUMER SC	59,079	56,624	64,356	71,211	62,347	(8,864)	-12.45%
116 INDUSTRIAL ARTS	40,289	45,013	38,363	43,951	40,184	(3,767)	-8.57%
117 STUDENT BODY ACT	107,625	110,084	96,172	99,686	98,869	(817)	-0.82%
118 DRIVERS EDUCATION	1,375	1,280	1,305	1,200	1,000	(200)	-16.67%
119 COOP VOC ED	12,404	20,788	46,513	44,381	46,752	2,371	5.34%
121 SPEECH	18,706	23,837	23,730	22,708	22,051	(657)	-2.89%
122 LIBRARY SVCS	80,225	59,177	70,037	69,953	71,872	1,919	2.74%
123 HEALTH ED	8,039	11,779	6,853	8,644	7,144	(1,500)	-17.35%
124 EEE CAMP	200,920	135,950	139,012	114,487	114,137	(350)	-0.31%
127 GIFTED EDUCATION	246,787	230,365	221,304	215,092	209,731	(5,361)	-2.49%
128 COMM ARTS SECDY	24,064	23,695	(566)	-	-	-	0.00%
129 DRUG FREE SCHOOL	-	76	114,405	118,928	122,140	3,212	2.70%
150 PATHWAYS	618,908	461,787	485,262	493,781	484,322	(9,459)	-1.92%
151 SUMMER SCHOOL	1,216,952	1,174,282	1,300,666	1,525,707	1,525,707	-	0.00%
175 INSTRUCTIONAL STAFFING	119,999,850	121,300,380	123,179,475	123,305,346	126,564,888	3,259,542	2.64%
177 BLDG LEVEL STAFFING	14,705,033	14,873,196	14,906,939	15,179,110	15,636,683	457,573	3.01%
178 SUBSTITUTES	-	-	-	2,935,272	2,682,680	(252,592)	-8.61%
202 SPECIAL SERVICES	702,623	155,400	208,547	240,766	245,351	4,585	1.90%
203 ESOL	5,775	6,594	9,341	9,500	9,900	400	4.21%
204 ATHLETICS	966,606	1,002,826	977,523	977,140	955,798	(21,342)	-2.18%
205 ADULT BASIC EDUCATION	956,063	1,040,385	1,067,682	1,155,597	1,058,802	(96,795)	-8.38%
206 COMMUNITY EDUCATION	929,251	937,300	560,463	689,443	763,638	74,195	10.76%
207 EARLY CHILDHOOD	1,851,122	1,868,729	1,817,014	1,946,737	1,990,213	43,476	2.23%
208 PRESCHOOLS	1,289,759	1,394,102	1,360,895	1,444,798	1,708,446	263,648	18.25%
210 PARKWAY ROCKWOOD COMED	-	-	171,244	220,000	124,500	(95,500)	-43.41%
301 STUDENT SERVICES	149,703	151,643	228,712	137,950	139,942	1,992	1.44%
302 PUPIL PERSONNEL	1,559,971	1,696,356	1,780,558	1,730,337	1,762,795	32,458	1.88%
303 HEALTH SERVICES	2,332,229	2,386,591	2,512,772	2,272,597	2,529,532	256,935	11.31%
304 GUIDANCE AND COUNSELING	4,946	99,212	170,047	172,244	178,528	6,284	3.65%
351 CURRICULUM AND INSTRUCTION	3,046,634	4,431,759	3,393,884	5,435,718	4,497,548	(938,170)	-17.26%
352 PROFESSIONAL LEARNING	1,392,837	764,914	806,157	903,429	967,218	63,789	7.06%
353 READING DIAGNOSTICS	128,705	126,575	130,729	129,991	249,642	119,651	92.05%
354 EVALUATION	211,996	218,962	224,645	231,076	293,937	62,861	27.20%
355 MEDIA SERVICES	672,913	716,355	695,498	883,442	902,803	19,361	2.19%
356 WEBMASTER	91,604	91,608	94,264	-	-	-	0.00%
357 STUDENT ASSESSMENT	326,259	381,183	296,150	295,303	240,258	(55,045)	-18.64%
358 PROGRESS MONITORING	4,917	393,726	427,831	470,576	482,567	11,991	2.55%
400 BOARD OF EDUCATION	182,496	113,042	174,646	129,400	122,450	(6,950)	-5.37%
401 SUPERINTENDENT	378,546	400,352	410,993	475,913	441,356	(34,557)	-7.26%
402 DISTRICT DUES	189,413	181,295	148,193	128,000	136,350	8,350	6.52%
403 LEGAL SERVICES	73,175	126,188	233,716	149,000	279,000	130,000	87.25%
404 DEPUTY SUPERINTENDENT	331,793	299,881	307,184	304,426	316,901	12,475	4.10%
405 ASST SUPER OF STUDENT SERV	387,140	327,627	326,498	414,767	333,335	(81,432)	-19.63%
408 CHIEF FINANCIAL OFFICER	284,823	291,602	265,688	279,348	288,763	9,415	3.37%
409 COMMUNICATIONS	793,303	817,909	909,715	930,787	956,948	26,161	2.81%
410 SAFETY SECURITY	989,904	1,069,137	1,115,001	1,174,519	1,198,239	23,720	2.02%

OPERATING EXPENSES BY PROGRAM  
 ALL OPERATING EXPENSES  
 (CONTINUED)

	2012-2013 OPERATING	2013-2014 OPERATING	2014-2015 OPERATING	2015-2016 PROJECTED	2016-2017 BUDGET	FY16 VS FY17	% CHG
411 SPECIAL PROJECTS	68,958	71,500	75,989	82,723	85,095	2,372	2.87%
501 FINANCE	1,012,362	1,058,550	961,865	1,090,225	1,028,106	(62,119)	-5.70%
502 INTERNAL EQUIP FIN	948,916	519,900	340,184	(41,130)	11,922	53,052	-128.99%
503 RISK MGMT	1,929,853	1,964,005	2,010,010	2,204,310	2,305,510	101,200	4.59%
504 FOOD SERVICES	6,320,659	5,867,691	6,072,444	6,877,208	6,915,825	38,617	0.56%
505 PURCHASING	289,645	304,340	312,328	343,818	344,929	1,111	0.32%
506 PRINT SHOP	2,976	13,492	(314)	(7,897)	12,424	20,321	-257.33%
507 SCHOOL STORES	328,781	304,722	317,152	357,501	354,227	(3,274)	-0.92%
508 WAREHOUSE	923,906	860,367	917,743	685,040	943,418	258,378	37.72%
509 MAILROOM	78,056	86,903	85,728	113,112	239,349	126,237	111.60%
510 TECHNOLOGY	4,925,873	5,112,644	6,633,273	7,093,560	6,747,878	(345,682)	-4.87%
511 HUMAN RESOURCES	940,212	1,067,514	988,094	966,057	973,620	7,563	0.78%
512 TRANSPORTATION	5,518,895	5,536,327	5,383,501	5,700,805	5,847,535	146,730	2.57%
513 SSD TRANSPORTATION	2,416,805	2,383,516	2,286,093	2,432,548	2,565,205	132,657	5.45%
551 FACILITY OPERATIONS	7,676,181	7,661,939	7,956,093	8,278,170	8,315,398	37,228	0.45%
552 FACILITY MAINTENANCE	5,193,670	5,171,199	5,115,134	5,286,658	5,372,131	85,473	1.62%
553 GROUNDS MAINTENANCE	1,798,928	1,790,780	1,740,498	2,184,719	2,160,633	(24,086)	-1.10%
554 PLANNING	575,819	777,380	646,177	772,548	654,460	(118,088)	-15.29%
555 ENVIRONMENTAL SVCS	446,162	596,785	751,828	854,688	669,352	(185,336)	-21.68%
556 FACILITY MANAGEMENT	623,525	613,520	609,307	670,341	655,812	(14,529)	-2.17%
557 SUSTAINABILITY	5,108,403	5,027,354	5,581,102	5,831,383	5,721,383	(110,000)	-1.89%
702 DEBT SERVICE	-	3,684	4,250	4,000	-	(4,000)	-100.00%
804 STATE GRANTS	123,268	76,945	207,401	242,445	244,514	2,069	0.85%
805 FEDERAL GRANTS	2,920,636	3,015,276	2,773,741	3,275,958	2,765,436	(510,522)	-15.58%
806 LOCAL GRANTS	37,261	119,900	97,592	73,563	77,843	4,280	5.82%
900 STUDENT ACTIVITIES	3,015,940	3,000,324	3,560,789	3,576,300	3,500,000	(76,300)	-2.13%
<b>SUBTOTAL EXPENDITURES</b>	<b>213,739,392</b>	<b>215,961,205</b>	<b>219,965,604</b>	<b>230,257,672</b>	<b>232,272,424</b>	<b>2,014,752</b>	<b>0.87%</b>
<b>ANTICIPATED UNEXPENDED BUDGET</b>		<b>-</b>	<b>-</b>	<b>(3,300,000)</b>	<b>(3,000,000)</b>	<b>300,000</b>	<b>-9.09%</b>
<b>TOTAL EXPENDITURES</b>	<b>213,739,392</b>	<b>215,961,205</b>	<b>219,965,604</b>	<b>226,957,672</b>	<b>229,272,424</b>	<b>2,314,752</b>	<b>1.02%</b>

OPERATING EXPENSES BY PROGRAM SALARY & BENEFITS ONLY	2012-2013 OPERATING	2013-2014 OPERATING	2014-2015 OPERATING	2015-2016 PROJECTED	2016-2017 BUDGET	FY16 VS FY17	% CHG
102 COMM ARTS	1,638	-	8,253	-	-	-	0.00%
103 MATHEMATICS	4,560	-	-	-	-	-	0.00%
104 FINE ARTS	9,896	10,876	21,783	-	-	-	0.00%
105 PHYSICAL EDUCATION	501	-	215	-	-	-	0.00%
106 SCIENCE	-	5,850	-	-	-	-	0.00%
107 SOCIAL STUDIES	-	-	686	-	-	-	0.00%
111 BLDG ADMIN SERVICES	87,872	80,471	136,189	-	-	-	0.00%
114 MODERN CLASSICAL LANG	2,455	1,733	-	-	-	-	0.00%
121 SPEECH	143	215	86	-	-	-	0.00%
124 EEE CAMP	148,064	98,509	100,597	86,963	86,963	-	0.00%
127 GIFTED EDUCATION	140,289	147,264	151,703	153,408	156,922	3,514	2.29%
128 COMM ARTS SECDDY	-	4,638	-	-	-	-	0.00%
129 DRUG FREE SCHOOL	-	-	97,801	107,478	110,690	3,212	2.99%
150 PATHWAYS	601,568	448,064	460,389	467,081	458,194	(8,887)	-1.90%
151 SUMMER SCHOOL	1,066,778	1,007,231	1,155,172	1,443,615	1,443,615	-	0.00%
175 INSTRUCTIONAL STAFFING	119,669,843	121,201,075	123,060,264	123,305,346	126,564,888	3,259,542	2.64%
177 BLDG LEVEL STAFFING	14,705,033	14,873,196	14,906,939	15,179,110	15,636,683	457,573	3.01%
202 SPECIAL SERVICES	625,604	83,674	148,096	143,496	148,081	4,585	3.20%
204 ATHLETICS	289,913	297,909	274,794	265,390	244,048	(21,342)	-8.04%
205 ADULT BASIC EDUCATION	882,851	937,680	953,230	1,068,875	972,080	(96,795)	-9.06%
206 COMMUNITY EDUCATION	638,601	592,958	488,226	643,694	660,189	16,495	2.56%
207 EARLY CHILDHOOD	1,760,680	1,777,660	1,711,041	1,769,182	1,885,388	116,206	6.57%
208 PRESCHOOLS	1,152,205	1,251,325	1,206,411	1,330,610	1,490,639	160,029	12.03%
210 PARKWAY ROCKWOOD COM ED	-	-	35,438	-	-	-	0.00%
301 STUDENT SERVICES	67,033	72,316	89,201	78,171	80,163	1,992	2.55%
302 PUPIL PERSONNEL	1,009,936	1,011,578	1,053,041	1,141,452	1,173,910	32,458	2.84%
303 HEALTH SERVICES	2,261,025	2,283,494	2,361,380	2,198,388	2,271,111	72,723	3.31%
304 GUIDANCE AND COUNSELING	4,106	99,212	108,492	115,669	121,953	6,284	5.43%
351 CURRICULUM AND INSTRUCTION	1,849,932	2,119,206	2,158,349	2,552,682	2,438,839	(113,843)	-4.46%
352 PROFESSIONAL LEARNING	1,169,010	678,197	696,692	658,609	652,133	(6,476)	-0.98%
353 READING DIAGNOSTICS	104,485	110,277	116,615	114,971	238,942	123,971	107.83%
354 EVALUATION	203,522	209,004	215,096	221,826	284,687	62,861	28.34%
355 MEDIA SERVICES	346,523	403,583	407,493	527,183	543,003	15,820	3.00%
356 WEBMASTER	87,334	89,936	92,670	-	-	-	0.00%
357 STUDENT ASSESSMENT	184,975	159,196	164,818	140,580	145,408	4,828	3.43%
358 PROGRESS MONITORING	-	383,913	421,266	457,776	475,167	17,391	3.80%
400 BOARD OF EDUCATION	113,403	38,348	-	-	-	-	0.00%
401 SUPERINTENDENT	338,168	357,653	373,536	378,884	390,636	11,752	3.10%
404 DEPUTY SUPERINTENDENT	255,537	254,308	264,793	261,426	273,901	12,475	4.77%
405 ASST SUPER OF STUDENT SERV	278,363	265,853	267,496	258,258	254,792	(3,466)	-1.34%
408 CHIEF FINANCIAL OFFICER	282,443	288,884	260,479	272,651	282,066	9,415	3.45%
409 COMMUNICATIONS	606,884	625,409	649,935	756,516	808,907	52,391	6.93%
410 SAFETY SECURITY	414,363	433,667	467,869	510,519	534,239	23,720	4.65%
411 SPECIAL PROJECTS	68,476	70,720	73,064	74,786	77,195	2,409	3.22%
501 FINANCE	923,918	978,964	931,292	1,008,415	968,106	(40,309)	-4.00%
503 RISK MGMT	804,442	591,373	543,991	750,000	750,000	-	0.00%
504 FOOD SERVICES	3,187,268	2,987,002	2,967,179	3,336,417	3,478,578	142,161	4.26%
505 PURCHASING	283,004	297,743	306,695	336,983	338,094	1,111	0.33%
506 PRINT SHOP	40,709	42,866	42,845	53,253	39,574	(13,679)	-25.69%
507 SCHOOL STORES	302,322	284,198	295,458	328,151	325,302	(2,849)	-0.87%
508 WAREHOUSE	1,092,188	1,037,214	1,088,645	850,390	888,768	38,378	4.51%
509 MAILROOM	45,348	46,925	48,809	50,087	196,324	146,237	291.97%
510 TECHNOLOGY	3,292,754	3,264,291	3,353,018	3,492,880	3,483,564	(9,316)	-0.27%
511 HUMAN RESOURCES	879,320	981,476	891,945	870,262	902,575	32,313	3.71%
512 TRANSPORTATION	4,892,045	4,942,003	4,942,898	5,072,852	5,219,582	146,730	2.89%
513 SSD TRANSPORTATION	2,097,098	2,077,031	2,042,289	2,108,123	2,240,780	132,657	6.29%
551 FACILITY OPERATIONS	7,267,191	7,277,463	7,520,614	7,854,670	7,891,898	37,228	0.47%
552 FACILITY MAINTENANCE	4,063,435	3,958,861	4,067,477	4,174,658	4,300,131	125,473	3.01%
553 GROUNDS MAINTENANCE	1,403,819	1,449,292	1,375,146	1,613,719	1,619,633	5,914	0.37%
554 PLANNING	490,102	536,040	553,747	615,698	554,460	(61,238)	-9.95%
555 ENVIRONMENTAL SVCS	412,560	426,073	425,114	438,204	386,402	(51,802)	-11.82%
556 FACILITY MANAGEMENT	272,141	278,057	293,701	266,041	281,512	15,471	5.82%
804 STATE GRANTS	116,127	69,250	206,904	237,020	243,107	6,087	2.57%
805 FEDERAL GRANTS	2,107,446	2,117,529	2,144,294	2,136,067	2,040,616	(95,451)	-4.47%
806 LOCAL GRANTS	27,325	69,631	73,911	73,563	77,843	4,280	5.82%
900 STUDENT ACTIVITIES	171,557	186,984	157,276	-	-	-	0.00%
<b>TOTAL</b>	<b>185,606,131</b>	<b>186,675,348</b>	<b>189,432,846</b>	<b>192,352,048</b>	<b>197,132,281</b>	<b>4,780,233</b>	<b>2.49%</b>

OPERATING EXPENSES BY PROGRAM EXCLUDING SALARY & BENEFITS	2012-2013 OPERATING	2013-2014 OPERATING	2014-2015 OPERATING	2015-2016 PROJECTED	2016-2017 BUDGET	FY16 VS FY17	% CHG
101 SPECIAL READING	19,012	17,917	22,697	26,201	18,609	(7,592)	-28.98%
102 COMMARTS	191,374	170,430	164,023	205,763	185,904	(19,859)	-9.65%
103 MATHEMATICS	93,523	91,750	101,909	100,287	89,490	(10,797)	-10.77%
104 FINE ARTS	340,254	293,527	313,712	351,654	354,002	2,348	0.67%
105 PHYSICAL EDUCATION	75,580	74,818	65,352	68,595	61,894	(6,701)	-9.77%
106 SCIENCE	129,669	121,214	141,162	154,930	159,724	4,794	3.09%
107 SOCIAL STUDIES	114,706	105,961	102,969	155,969	116,790	(39,179)	-25.12%
108 INSTRUCTIONAL TECHNOLOGY	138,027	134,080	146,489	189,178	110,282	(78,896)	-41.70%
109 GUIDANCE	31,172	25,492	31,397	37,177	27,676	(9,501)	-25.56%
110 ART	143,678	131,942	122,885	140,648	138,086	(2,562)	-1.82%
111 BLDG ADMIN SERVICES	1,434,653	1,532,865	1,535,196	2,170,613	1,534,008	(636,605)	-29.33%
112 AUDIO VISUAL SERVICES	27,476	29,080	24,736	25,387	19,742	(5,645)	-22.24%
113 BUSINESS EDUCATION	51,591	43,226	35,914	52,086	37,184	(14,902)	-28.61%
114 MODERN CLASSICAL LANG	41,303	63,850	42,619	48,270	41,761	(6,509)	-13.48%
115 FAMILY AND CONSUMER SC	59,079	56,624	64,356	71,211	62,347	(8,864)	-12.45%
116 INDUSTRIAL ARTS	40,289	45,013	38,363	43,951	40,184	(3,767)	-8.57%
117 STUDENT BODY ACT	107,625	110,084	96,172	99,686	98,869	(817)	-0.82%
118 DRIVERS EDUCATION	1,375	1,280	1,305	1,200	1,000	(200)	-16.67%
119 COOP VOC ED	12,404	20,788	46,513	44,381	46,752	2,371	5.34%
121 SPEECH	18,563	23,622	23,644	22,708	22,051	(657)	-2.89%
122 LIBRARY SVCS	80,225	59,177	70,037	69,953	71,872	1,919	2.74%
123 HEALTH ED	8,039	11,779	6,853	8,644	7,144	(1,500)	-17.35%
124 EEE CAMP	52,856	37,441	38,415	27,524	27,174	(350)	-1.27%
127 GIFTED EDUCATION	106,498	83,101	69,601	61,684	52,809	(8,875)	-14.39%
128 COMMARTS SECYD	24,064	19,057	(566)	-	-	-	0.00%
129 DRUG FREE SCHOOL	-	76	16,604	11,450	11,450	-	0.00%
150 PATHWAYS	17,340	13,723	24,873	26,700	26,128	(572)	-2.14%
151 SUMMER SCHOOL	150,174	167,051	145,494	82,092	82,092	-	0.00%
175 INSTRUCTIONAL STAFFING	330,007	99,305	119,211	-	-	-	0.00%
177 BLDG LEVEL STAFFING	-	-	-	-	-	-	0.00%
178 SUBSTITUTES	-	-	-	2,935,272	2,682,680	(252,592)	-8.61%
202 SPECIAL SERVICES	77,019	71,726	60,451	97,270	97,270	-	0.00%
203 ESOL	5,775	6,594	9,341	9,500	9,900	400	4.21%
204 ATHLETICS	676,693	704,917	702,729	711,750	711,750	-	0.00%
205 ADULT BASIC EDUCATION	73,212	102,705	114,452	86,722	86,722	-	0.00%
206 COMMUNITY EDUCATION	290,650	344,342	72,237	45,749	103,449	57,700	126.12%
207 EARLY CHILDHOOD	90,442	91,069	105,973	177,555	104,825	(72,730)	-40.96%
208 PRESCHOOLS	137,554	142,777	154,484	114,188	217,807	103,619	90.74%
210 PARKWAY ROCKWOOD COMED	-	-	135,806	220,000	124,500	(95,500)	-43.41%
301 STUDENT SERVICES	82,670	79,327	139,511	59,779	59,779	-	0.00%
302 PUPIL PERSONNEL	550,035	684,778	727,517	588,885	588,885	-	0.00%
303 HEALTH SERVICES	71,204	103,097	151,392	74,209	258,421	184,212	248.23%
304 GUIDANCE AND COUNSELING	840	-	61,555	56,575	56,575	-	0.00%
351 CURRICULUM AND INSTRUCTION	1,196,702	2,312,553	1,235,535	2,883,036	2,058,709	(824,327)	-28.59%
352 PROFESSIONAL LEARNING	223,827	86,717	109,465	244,820	315,085	70,265	28.70%
353 READING DIAGNOSTICS	24,220	16,298	14,114	15,020	10,700	(4,320)	-28.76%
354 EVALUATION	8,474	9,958	9,549	9,250	9,250	-	0.00%
355 MEDIA SERVICES	326,390	312,772	288,005	356,259	359,800	3,541	0.99%
356 WEBMASTER	4,270	1,672	1,594	-	-	-	0.00%
357 STUDENT ASSESSMENT	141,284	221,987	131,332	154,723	94,850	(59,873)	-38.70%
358 PROGRESS MONITORING	4,917	9,813	6,565	12,800	7,400	(5,400)	-42.19%
400 BOARD OF EDUCATION	69,093	74,694	174,646	129,400	122,450	(6,950)	-5.37%
401 SUPERINTENDENT	40,378	42,699	37,457	97,029	50,720	(46,309)	-47.73%
402 DISTRICT DUES	189,413	181,295	148,193	128,000	136,350	8,350	6.52%
403 LEGAL SERVICES	73,175	126,188	233,716	149,000	279,000	130,000	87.25%
404 DEPUTY SUPERINTENDENT	76,256	45,573	42,391	43,000	43,000	-	0.00%
405 ASST SUPER OF STUDENT SERV	108,777	61,774	59,002	156,509	78,543	(77,966)	-49.82%
408 CHIEF FINANCIAL OFFICER	2,380	2,718	5,209	6,697	6,697	-	0.00%
409 COMMUNICATIONS	186,419	192,500	259,780	174,271	148,041	(26,230)	-15.05%

OPERATING EXPENSES BY PROGRAM  
EXCLUDING SALARY & BENEFITS  
(CONTINUED)

	2012-2013 OPERATING	2013-2014 OPERATING	2014-2015 OPERATING	2015-2016 PROJECTED	2016-2017 BUDGET	FY16 VS FY17	% CHG
410 SAFETY SECURITY	575,541	635,470	647,132	664,000	664,000	-	0.00%
411 SPECIAL PROJECTS	482	780	2,925	7,937	7,900	(37)	-0.47%
501 FINANCE	88,444	79,586	30,573	81,810	60,000	(21,810)	-26.66%
502 INTERNAL EQUIP FIN	948,916	519,900	340,184	(41,130)	11,922	53,052	-128.99%
503 RISK MGMT	1,125,411	1,372,632	1,466,019	1,454,310	1,555,510	101,200	6.96%
504 FOOD SERVICES	3,133,391	2,880,689	3,105,265	3,540,791	3,437,247	(103,544)	-2.92%
505 PURCHASING	6,641	6,597	5,633	6,835	6,835	-	0.00%
506 PRINT SHOP	(37,733)	(29,374)	(43,159)	(61,150)	(27,150)	34,000	-55.60%
507 SCHOOL STORES	26,459	20,524	21,694	29,350	28,925	(425)	-1.45%
508 WAREHOUSE	(168,282)	(176,847)	(170,902)	(165,350)	54,650	220,000	-133.05%
509 MAILROOM	32,708	39,978	36,919	63,025	43,025	(20,000)	-31.73%
510 TECHNOLOGY	1,633,119	1,848,353	3,280,255	3,600,680	3,264,314	(336,366)	-9.34%
511 HUMAN RESOURCES	60,892	86,038	96,149	95,795	71,045	(24,750)	-25.84%
512 TRANSPORTATION	626,850	594,324	440,603	627,953	627,953	-	0.00%
513 SSD TRANSPORTATION	319,707	306,485	243,804	324,425	324,425	-	0.00%
551 FACILITY OPERATIONS	408,990	384,476	435,479	423,500	423,500	-	0.00%
552 FACILITY MAINTENANCE	1,130,235	1,212,338	1,047,657	1,112,000	1,072,000	(40,000)	-3.60%
553 GROUNDS MAINTENANCE	395,109	341,488	365,352	571,000	541,000	(30,000)	-5.25%
554 PLANNING	85,717	241,340	92,430	156,850	100,000	(56,850)	-36.24%
555 ENVIRONMENTAL SVCS	33,602	170,712	326,714	416,484	282,950	(133,534)	-32.06%
556 FACILITY MANAGEMENT	351,384	335,463	315,606	404,300	374,300	(30,000)	-7.42%
557 SUSTAINABILITY	5,108,403	5,027,354	5,581,102	5,831,383	5,721,383	(110,000)	-1.89%
702 DEBT SERVICE	-	3,684	4,250	4,000	-	(4,000)	-100.00%
804 STATE GRANTS	7,141	7,695	497	5,425	1,407	(4,018)	-74.06%
805 FEDERAL GRANTS	813,190	897,747	629,447	1,139,891	724,820	(415,071)	-36.41%
806 LOCAL GRANTS	9,936	50,269	23,681	-	-	-	0.00%
900 STUDENT ACTIVITIES	2,844,383	2,813,340	3,403,513	3,576,300	3,500,000	(76,300)	-2.13%
	28,133,261	29,285,857	30,532,758	37,905,624	35,140,143	(2,765,481)	-7.30%

## REVENUE BUDGET ANALYSIS

Parkway School District reports revenue by fund and source. Three prior years of actual data are presented, FY15 projection, the budget for FY16, and the forecasts for the next three years.

The chart below shows total revenue by fund:

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budgeted	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
General	83,091,760	87,347,284	89,264,169	92,217,034	91,243,876	92,613,257	93,886,954	95,057,094
Special Revenue	131,715,334	131,730,017	134,893,923	141,058,559	139,172,898	141,754,784	143,975,781	145,862,629
Debt Service	21,293,019	14,348,841	45,393,356	21,736,662	22,040,002	22,568,137	23,042,378	23,471,420
Capital Projects	37,489	3,692,533	40,147	22,081	200,000	300,000	350,000	400,000
2015 Bond Issue	-	-	50,943,430	150,000	44,015,000	150,000	15,000	-
Grand Total	236,137,602	237,118,675	320,535,025	255,184,336	296,671,776	257,386,178	261,270,113	264,791,143

Revenues are expected to grow \$41,487,440 (16.3%), in fiscal year 2017. This increase is solely the result of an anticipated \$44,000,000 general obligation bond issue. When discounting the bond issue, revenues are budgeted to decline 1.0% or \$2,512,560. This decline is related to an estimated reduction in residential property tax rates. The property tax rate is declining due to a recoupment taken in fiscal year 2016.

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

**Local** - This source accounts for 90.5% of all District revenues when discounting the projected \$44,000,000 million bond issue in 2017. The District forecasted an overall decline of 1.0% in local revenue. As noted, the revenue is decreasing as a result of a property tax recoupment in FY16. Local revenues are primarily comprised of property taxes, the District's share of a one cent sales tax/Proposition C, taxes on intangible property, interest earnings, tuition, food service, and student activities.

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

- 1) Assessed valuation – Every odd year is a reassessment year. Based on the preliminary information from the County Assessor, we are forecasting a 1.5% increase in assessed valuation to \$4,400,021,387.
- 2) Levy per \$100 – Based on the decrease in recoupment, we are forecasting a 3.7% drop in the operating levy to \$3.8505/\$100 for FY17. That levy decrease is the driver in local revenue decline for all funds.
- 3) Collection rates – The District is forecasting a collection rate of 97.00% for FY17. That rate is based on an analysis of our current and prior collection rates.

The assessed valuation growth and collection rate improvement combined to a decrease in budgeted property tax collection by 2.0% to \$164,340,139 in operating funds.

## Revenue by Source (continued)

Most other local revenues are budgeted to remain flat with payments in lieu of taxes increasing by \$292,223 based on agreements made during new developments. Interest earnings are expected to decrease \$320,086 primarily due to a reduction in interest being paid back from late payment of property taxes. Late taxes used to provide a large portion of interest revenues but that source has declined in recent years and the District is no longer forecasting growth from that source.

**County** – The source accounts for 1.7% of all non-bond issue District revenues. The District forecasted a 7.7% growth in this category based on an increase in state assessed utility taxes. County revenues are primarily comprised of fines and fees from the County School Fund, state assessed railroad and utility taxes, and proceeds of taxes paid by domestic insurance companies.

**State** - This source accounts for 4.6% of all non-bond issue District revenues. The District budgeted a 1.5% decline in this category. That decline is due to the receipt of a vocational technical education grant that was available in FY16 and not in FY17. State revenues are primarily comprised of amounts received from the State Foundation Formula, transportation, and other state grants.

**Federal** – This source accounts for 2.1% of all non-bond issue District revenues. The District budgeted a 8.7% decline in this category, primarily as a result of a one-time Title I grant carryover in FY16 that is not available in FY17. Federal revenues are primarily comprised of amounts received through the State for improving academic achievement of disadvantaged students through Title I programs, revenues received for programs for children who are at risk, teacher and principal training in mathematics and science through Title II and III program, lunch and breakfast programs and other grants.

**Other** – This source accounts for 1.1% of all non-bond issue District revenues. Other revenues are primarily comprised of sales of assets, tuition from other Districts, transportation reimbursements from other Districts, and bond issuances/refunding. There is a large increase in this category due to the forecasted \$44,000,000 general obligation bond issue for capital projects.

This chart is total revenue by source for all funds:

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Budgeted</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Local	208,078,352	212,207,002	220,327,367	230,912,486	228,766,368	233,630,516	237,449,432	240,843,521
County	3,596,813	4,050,960	4,059,178	3,861,347	4,157,705	4,189,234	4,221,057	4,253,178
State	10,692,007	12,376,471	10,862,835	11,723,002	11,543,075	11,379,808	11,335,819	11,357,241
Federal	5,169,290	5,063,266	5,322,712	5,894,618	5,381,901	5,320,404	5,353,264	5,381,482
Other Sources	<u>8,601,140</u>	<u>3,420,976</u>	<u>79,962,933</u>	<u>2,792,883</u>	<u>46,822,727</u>	<u>2,866,216</u>	<u>2,910,541</u>	<u>2,955,721</u>
Grand Total	236,137,602	237,118,675	320,535,025	255,184,336	296,671,776	257,386,178	261,270,113	264,791,143

This chart is total revenue by source for Operating Funds:

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Budgeted</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Local	193,402,007	196,138,037	201,522,243	209,477,076	207,132,875	211,239,192	214,674,222	217,609,675
County	3,192,650	3,610,551	3,607,515	3,388,014	3,536,196	3,562,421	3,588,889	3,615,604
State	10,692,007	10,844,472	10,862,835	11,723,002	11,543,075	11,379,808	11,335,819	11,357,241
Federal	5,169,290	5,063,266	5,282,565	5,894,618	5,381,901	5,320,404	5,353,264	5,381,482
Other Sources	<u>2,351,140</u>	<u>3,420,976</u>	<u>2,882,934</u>	<u>2,792,883</u>	<u>2,822,727</u>	<u>2,866,216</u>	<u>2,910,541</u>	<u>2,955,721</u>
Grand Total	214,807,094	219,077,302	224,158,092	233,275,593	230,416,774	234,368,041	237,862,735	240,919,723

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**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
Assessed Valuation	4,257,023,720	4,145,592,280	4,172,544,350	4,336,050,920	4,400,021,387	4,510,021,601	4,608,671,925	4,697,802,004
Levy Per \$100	4.1080	4.2788	4.2981	4.4880	4.3405	4.3405	4.3405	4.3405
Collection Rate of Current Taxes	96.61%	95.03%	97.56%	96.75%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	174,878,535	177,381,602	179,340,129	194,601,966	190,982,928	195,757,488	200,039,405	203,908,097
Less: County Collection Fees	2,623,178	2,660,724	2,690,102	2,919,029	2,864,744	2,936,362	3,000,591	3,058,621
Uncoll. Taxes & Cnty. Settlement	3,296,422	6,163,517	2,387,310	3,905,535	2,864,744	2,936,362	3,000,591	3,058,621
Net Amount	168,958,935	168,557,361	174,262,717	187,777,402	185,253,440	189,884,764	194,038,223	197,790,855
Delinquent Taxes	-	-	700,215	500,000	-	-	-	-
Current & Delinquent Taxes	168,958,935	168,557,361	174,962,932	188,277,402	185,253,440	189,884,764	194,038,223	197,790,855
School District Trust Fund (Prop C)	13,273,152	14,003,311	14,133,967	14,711,112	15,148,743	15,343,062	15,468,034	15,585,494
In Lieu of Taxes	167,105	187,161	3,485	3,268	296,223	627,429	625,625	619,317
Financial Institution Tax	3,212,073	4,594,901	4,108,062	4,140,850	4,800,000	4,800,000	4,800,000	4,800,000
M & M Surtax	4,545,869	4,483,008	4,609,614	4,664,122	4,665,000	4,711,650	4,758,767	4,806,354
Tuition, Early Childhood & Preschool	893,448	910,853	1,044,312	1,110,000	1,160,000	1,210,000	1,260,000	1,310,000
Tuition, EEE 6th Grade Camp	181,046	167,546	288,529	290,000	290,000	290,000	290,000	290,000
Tuition, Comm Ed & Swim Club	901,980	1,052,776	642,001	694,023	511,723	511,723	511,723	511,723
Earnings on Investments	1,257,328	1,009,307	875,795	1,248,663	715,192	724,142	734,590	745,560
Earnings on Bond Funds	13,022	-	4,011,996	150,000	15,000	150,000	15,000	-
Food Service	4,102,670	3,916,787	3,841,316	3,879,729	3,879,729	3,889,428	3,899,152	3,908,900
School Stores	23,364	21,050	20,614	21,050	21,050	21,050	21,050	21,050
Use of Premises	91,698	130,122	106,358	130,122	130,122	130,122	130,122	130,122
Tuition Reimbursement - VST	6,820,267	7,371,277	7,694,360	7,650,000	7,749,000	7,105,000	6,615,000	5,992,000
Student Activities	3,332,439	3,246,828	3,549,654	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	303,956	2,554,714	434,372	442,145	631,146	732,146	782,146	832,146
Total Local Revenue	208,078,352	212,207,002	220,327,367	230,912,486	228,766,368	233,630,516	237,449,432	240,843,521
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	220,650	342,532	187,986	171,523	171,253	171,253	171,253	171,253
State Assessed Utility Tax	2,435,065	2,555,766	2,649,930	2,581,324	2,875,000	2,903,750	2,932,787	2,962,115
County Stock Insurance	941,098	1,152,662	1,221,262	1,108,500	1,111,452	1,114,231	1,117,017	1,119,810
Total County Revenue	3,596,813	4,050,960	4,059,178	3,861,347	4,157,705	4,189,234	4,221,057	4,253,178

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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
<b>STATE REVENUE</b>								
Basic Formula	8,429,377	1,832,826	2,436,533	2,551,441	2,605,793	2,614,416	2,604,491	2,589,879
Transportation	1,240,037	1,318,563	1,435,292	1,220,856	1,320,856	1,320,856	1,320,856	1,320,856
Classroom Trust	-	6,349,142	5,928,349	6,277,936	6,229,661	6,287,673	6,323,511	6,359,447
Educational Screening/PAT	394,280	374,236	409,176	358,202	358,202	358,203	358,204	358,205
Career Education	85,489	70,132	59,886	70,132	70,132	70,132	70,132	70,132
Food Service	42,798	38,618	36,828	38,618	38,618	38,715	38,812	38,909
AEL	-	579,024	464,072	615,455	619,813	619,813	619,813	619,813
Vocational Tech Education	-	134,787	-	374,362	-	-	-	-
Mo Preschool Project	121,126	72,250	70,892	206,000	300,000	70,000	-	-
Other State	378,900	1,606,893	21,807	10,000	-	-	-	-
Total State Revenue	10,692,007	12,376,471	10,862,835	11,723,002	11,543,075	11,379,808	11,335,819	11,357,241
<b>FEDERAL REVENUE</b>								
Medicare	97,946	73,969	74,781	73,969	74,000	74,000	74,000	74,000
Perkins Basic Grant	157,854	153,607	159,380	162,411	157,400	157,400	157,400	157,400
Adult Basic Education	659,120	464,762	717,529	554,004	549,646	549,646	549,646	549,646
IDEA Grants	5,731	21,780	63,791	21,780	30,000	35,000	40,000	40,000
School Lunch/Breakfast Program	1,793,619	1,852,614	1,947,411	1,866,447	1,866,447	1,871,113	1,875,791	1,880,480
Title I	1,292,407	1,438,074	1,341,178	1,962,071	1,522,602	1,545,441	1,568,623	1,592,152
Title III LEP and Immigrant	154,138	182,039	286,962	344,376	300,000	205,998	205,998	205,998
Title II	822,271	834,763	731,406	859,560	831,806	831,806	831,806	831,806
Other Federal	186,204	41,658	274	50,000	50,000	50,000	50,000	50,000
Total Federal Revenue	5,169,290	5,063,266	5,322,712	5,894,618	5,381,901	5,320,404	5,353,264	5,381,482
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	50,257	58,856	50,868	50,000	50,000	50,000	50,000	50,000
Tuition - Other Districts	-	930,673	440,741	265,680	200,000	200,000	200,000	200,000
Transportation Other Districts SSD	2,300,883	2,428,630	2,391,324	2,477,203	2,572,727	2,616,216	2,660,541	2,705,721
Other	-	2,817	-	-	-	-	-	-
Bond Issue/Refunding Proceeds	6,250,000	-	77,080,000	-	44,000,000	-	-	-
Total Other Funding Sources	8,601,140	3,420,976	79,962,933	2,792,883	46,822,727	2,866,216	2,910,541	2,955,721
<b>TOTAL ALL REVENUE</b>	<b>236,137,602</b>	<b>237,118,675</b>	<b>320,535,025</b>	<b>255,184,336</b>	<b>296,671,776</b>	<b>257,386,178</b>	<b>261,270,113</b>	<b>264,791,143</b>

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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
Assessed Valuation	4,257,023,720	4,145,592,280	4,172,544,350	4,336,050,920	4,400,021,387	4,510,021,601	4,608,671,925	4,697,802,004
Levy Per \$100	3.7680	3.9388	3.9581	3.9980	3.8505	3.8505	3.8505	3.8505
Collection Rate of Current Taxes	96.61%	95.03%	97.62%	96.75%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	160,404,654	163,286,589	165,153,478	173,355,316	169,422,823	173,658,382	177,456,913	180,888,867
Less: County Collection Fees	2,406,070	2,449,299	2,477,302	2,600,329	2,541,342	2,604,875	2,661,854	2,713,333
Uncoll. Taxes & Cnty. Settlement	3,021,141	5,673,440	2,207,767	3,479,128	2,541,342	2,604,875	2,661,854	2,713,333
Net Amount	154,977,443	155,163,850	160,468,409	167,275,859	164,340,139	168,448,632	172,133,205	175,462,201
Delinquent Taxes	-	-	644,825	445,409	-	-	-	-
Current & Delinquent Taxes	154,977,443	155,163,850	161,113,234	167,721,268	164,340,139	168,448,632	172,133,205	175,462,201
School District Trust Fund (Prop C)	13,273,152	14,003,311	14,133,967	14,711,112	15,148,743	15,343,062	15,468,034	15,585,494
In Lieu of Taxes	167,105	187,161	3,485	3,268	296,223	627,429	625,625	619,317
Financial Institution Tax	3,212,073	4,594,901	4,108,063	4,140,850	4,800,000	4,800,000	4,800,000	4,800,000
M & M Surtax	4,545,869	4,483,008	4,609,615	4,664,122	4,665,000	4,711,650	4,758,767	4,806,354
Tuition, Early Childhood & Preschool	893,448	910,853	1,044,312	1,110,000	1,160,000	1,210,000	1,260,000	1,310,000
Tuition, EEE 6th Grade Camp	181,046	167,546	288,529	290,000	290,000	290,000	290,000	290,000
Tuition, Comm Ed & Swim Club	901,980	1,052,776	642,001	694,023	511,723	511,723	511,723	511,723
Earnings on Investments	575,497	473,274	(67,635)	519,386	199,000	208,950	219,398	230,368
Food Service	4,102,670	3,916,787	3,841,316	3,879,729	3,879,729	3,889,428	3,899,152	3,908,900
School Stores	23,364	21,050	20,614	21,050	21,050	21,050	21,050	21,050
Parking Revenue	-	-	-	-	-	-	-	-
Lease of Buildings	-	-	-	-	-	-	-	-
Use of Premises	91,698	130,122	106,358	130,122	130,122	130,122	130,122	130,122
Tuition Reimbursement - VST	6,820,267	7,371,277	7,694,360	7,650,000	7,749,000	7,105,000	6,615,000	5,992,000
Student Activities	3,332,439	3,246,828	3,549,655	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	303,956	415,293	434,369	442,146	442,146	442,146	442,146	442,146
Total Local Revenue	193,402,007	196,138,037	201,522,243	209,477,076	207,132,875	211,239,192	214,674,222	217,609,675
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	220,650	342,532	187,986	171,523	171,253	171,253	171,253	171,253
State Assessed Utility Tax	2,108,792	2,206,947	2,295,309	2,229,017	2,375,000	2,398,750	2,422,737	2,446,964
County Stock Insurance	863,208	1,061,072	1,124,220	987,474	989,943	992,418	994,899	997,387
Total County Revenue	3,192,650	3,610,551	3,607,515	3,388,014	3,536,196	3,562,421	3,588,889	3,615,604

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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
<b>STATE REVENUE</b>								
Basic Formula	8,429,377	1,832,826	2,436,533	2,551,441	2,605,793	2,614,416	2,604,491	2,589,879
Transportation	1,240,037	1,318,563	1,435,292	1,220,856	1,320,856	1,320,856	1,320,856	1,320,856
Classroom Trust	-	6,349,142	5,928,349	6,277,936	6,229,661	6,287,673	6,323,511	6,359,447
Educational Screening/PAT	394,280	374,236	409,176	358,202	358,202	358,203	358,204	358,205
Career Education	85,489	70,132	59,886	70,132	70,132	70,132	70,132	70,132
Food Service	42,798	38,618	36,829	38,618	38,618	38,715	38,812	38,909
AEL	-	579,024	464,072	615,455	619,813	619,813	619,813	619,813
Vocational Tech Education	-	134,787	-	374,362	-	-	-	-
Mo Preschool Project	121,126	72,250	70,892	206,000	300,000	70,000	-	-
Other State	378,900	74,894	21,806	10,000	-	-	-	-
Total State Revenue	10,692,007	10,844,472	10,862,835	11,723,002	11,543,075	11,379,808	11,335,819	11,357,241
<b>FEDERAL REVENUE</b>								
Medicare	97,946	73,969	74,781	73,969	74,000	74,000	74,000	74,000
Perkins Basic Grant	157,854	153,607	122,257	162,411	157,400	157,400	157,400	157,400
Adult Basic Education	659,120	464,762	717,529	554,004	549,646	549,646	549,646	549,646
IDEA Grants	5,731	21,780	63,791	21,780	30,000	35,000	40,000	40,000
School Lunch/Breakfast Program	1,793,619	1,852,614	1,947,411	1,866,447	1,866,447	1,871,113	1,875,791	1,880,480
Title I	1,292,407	1,438,074	1,341,178	1,962,071	1,522,602	1,545,441	1,568,623	1,592,152
Title III LEP and Immigrant	154,138	182,039	286,962	344,376	300,000	205,998	205,998	205,998
Title II & Math and Science	822,271	834,763	728,382	859,560	831,806	831,806	831,806	831,806
Other Federal	186,204	41,658	274	50,000	50,000	50,000	50,000	50,000
Total Federal Revenue	5,169,290	5,063,266	5,282,565	5,894,618	5,381,901	5,320,404	5,353,264	5,381,482
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	50,257	58,856	50,868	50,000	50,000	50,000	50,000	50,000
Tuition - Other Districts	-	930,673	440,742	265,680	200,000	200,000	200,000	200,000
Transportation Other Districts SSD	2,300,883	2,428,630	2,391,324	2,477,203	2,572,727	2,616,216	2,660,541	2,705,721
Other	-	2,817	-	-	-	-	-	-
Total Other Funding Sources	2,351,140	3,420,976	2,882,934	2,792,883	2,822,727	2,866,216	2,910,541	2,955,721
<b>TOTAL ALL REVENUE</b>	<b>214,807,094</b>	<b>219,077,302</b>	<b>224,158,092</b>	<b>233,275,593</b>	<b>230,416,774</b>	<b>234,368,041</b>	<b>237,862,735</b>	<b>240,919,723</b>

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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
Assessed Valuation	4,257,023,720	4,145,592,280	4,172,544,350	4,336,050,920	4,400,021,387	4,510,021,601	4,608,671,925	4,697,802,004
Levy Per \$100	1.2680	1.3743	1.3853	1.3993	1.3477	1.3477	1.3477	1.3477
Collection Rate of Current Taxes	96.61%	95.03%	97.68%	96.75%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	53,979,061	56,972,875	57,802,257	60,674,361	59,299,088	60,781,561	62,111,072	63,312,278
Less: County Collection Fees	809,686	854,593	867,034	910,115	889,486	911,723	931,666	949,684
Uncoll. Taxes & Cnty. Settlement	1,017,703	1,980,922	700,408	1,217,695	889,486	911,723	931,666	949,684
Net Amount	52,151,672	54,137,360	56,234,815	58,546,551	57,520,116	58,958,115	60,247,740	61,412,910
Delinquent Taxes	-	-	225,683	155,893	-	-	-	-
Current & Delinquent Taxes	52,151,672	54,137,360	56,460,498	58,702,444	57,520,116	58,958,115	60,247,740	61,412,910
School District Trust Fund (Prop C)	4,466,655	4,885,861	4,917,912	5,148,889	5,302,060	5,370,072	5,413,812	5,454,923
In Lieu of Taxes	56,234	65,301	1,216	1,144	103,678	219,600	218,969	216,761
Financial Institution Tax	1,080,921	1,603,182	1,437,822	1,449,297	1,680,031	1,680,031	1,680,031	1,680,031
M & M Surtax	1,529,767	1,564,142	1,613,406	1,632,443	1,632,780	1,649,108	1,665,600	1,682,255
Tuition, Early Childhood & Preschool	893,448	910,853	1,044,312	1,110,000	1,160,000	1,210,000	1,260,000	1,310,000
Tuition, EEE 6th Grade Camp	181,046	167,546	288,529	290,000	290,000	290,000	290,000	290,000
Tuition, Comm Ed & Swim Club	901,980	1,052,776	642,001	694,023	511,723	511,723	511,723	511,723
Earnings on Investments	206,968	167,768	(7,669)	186,789	179,100	188,055	197,458	207,331
Food Service	4,102,670	3,916,787	3,841,316	3,879,729	3,879,729	3,889,428	3,899,152	3,908,900
School Stores	23,364	21,050	20,614	21,050	21,050	21,050	21,050	21,050
Use of Premises	91,698	130,122	106,358	130,122	130,122	130,122	130,122	130,122
Tuition Reimbursement - VST	2,046,080	2,211,383	2,308,308	2,295,000	2,324,700	2,131,500	1,984,500	1,797,600
Student Activities	3,332,439	3,246,828	3,549,655	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	245,102	352,072	321,167	352,071	352,071	352,071	352,071	352,071
Total Local Revenue	71,310,044	74,433,031	76,545,445	79,393,001	78,587,160	80,100,875	81,372,228	82,475,677
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	691,438	769,985	803,358	777,685	822,500	830,725	839,032	847,422
County Stock Insurance	290,485	370,213	392,246	345,616	346,480	347,346	348,214	349,085
Total County Revenue	981,923	1,140,198	1,195,604	1,123,301	1,168,980	1,178,071	1,187,246	1,196,507

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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
<b>STATE REVENUE</b>								
Basic Formula	2,619,676	456,228	609,133	893,004	912,028	915,046	911,572	906,458
Transportation	1,240,037	1,318,563	1,435,292	1,220,856	1,320,856	1,320,856	1,320,856	1,320,856
Classroom Trust	-	2,215,256	2,073,374	2,197,278	2,180,381	2,200,686	2,213,229	2,225,806
Educational Screening/PAT	132,682	130,573	157,177	125,371	125,371	125,371	125,371	125,372
Career Education	85,489	70,132	35,780	-	24,546	24,546	24,546	24,546
Food Service	42,798	38,618	36,829	38,618	38,618	38,715	38,812	38,909
AEL	-	579,024	464,072	615,455	619,813	619,813	619,813	619,813
Vocational Tech Education	-	134,787	-	374,362	-	-	-	-
Mo Preschool Project	121,126	72,250	70,892	206,000	300,000	70,000	-	-
Other State	378,900	74,894	21,806	10,000	-	-	-	-
Total State Revenue	4,620,708	5,090,325	4,904,355	5,680,944	5,521,613	5,315,033	5,254,199	5,261,760
<b>FEDERAL REVENUE</b>								
Medicade	97,946	73,969	74,781	73,969	74,000	74,000	74,000	74,000
Perkins Basic Grant	157,854	153,607	122,257	162,411	157,400	157,400	157,400	157,400
Adult Basic Education	659,120	464,762	717,529	554,004	549,646	549,646	549,646	549,646
IDEA Grants	5,731	21,780	63,791	21,780	30,000	35,000	40,000	40,000
School Lunch/Breakfast Program	1,793,619	1,852,614	1,947,411	1,866,447	1,866,447	1,871,113	1,875,791	1,880,480
Title I	44,917	-	13,733	-	-	-	-	-
Title III LEP and Immigrant	128,858	176,489	265,654	-	-	-	-	-
Title II	791,083	477,875	530,675	498,294	415,903	415,903	415,903	415,903
Other Federal	148,817	41,658	-	50,000	50,000	50,000	50,000	50,000
Total Federal Revenue	3,827,945	3,262,754	3,735,831	3,226,905	3,143,396	3,153,062	3,162,740	3,167,429
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	50,257	58,856	50,868	50,000	50,000	50,000	50,000	50,000
Tuition - Other Districts	-	930,673	440,742	265,680	200,000	200,000	200,000	200,000
Transportation Other Districts SSD	2,300,883	2,428,630	2,391,324	2,477,203	2,572,727	2,616,216	2,660,541	2,705,721
Other	-	2,817	-	-	-	-	-	-
Total Other Funding Sources	2,351,140	3,420,976	2,882,934	2,792,883	2,822,727	2,866,216	2,910,541	2,955,721
<b>TOTAL ALL REVENUE</b>	<b>83,091,760</b>	<b>87,347,284</b>	<b>89,264,169</b>	<b>92,217,034</b>	<b>91,243,876</b>	<b>92,613,257</b>	<b>93,886,954</b>	<b>95,057,094</b>

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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
Assessed Valuation	4,257,023,720	4,145,592,280	4,172,544,350	4,336,050,920	4,400,021,387	4,510,021,601	4,608,671,925	4,697,802,004
Levy Per \$100	2.5000	2.5645	2.5728	2.5987	2.5028	2.5028	2.5028	2.5028
Collection Rate of Current Taxes	96.61%	95.03%	97.49%	96.75%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	106,425,593	106,313,714	107,351,221	112,680,955	110,123,735	112,876,821	115,345,841	117,576,589
Less: County Collection Fees	1,596,384	1,594,706	1,610,268	1,690,214	1,651,856	1,693,152	1,730,188	1,763,649
Uncoll. Taxes & Cnty. Settlement	2,003,438	3,692,518	1,507,359	2,261,433	1,651,856	1,693,152	1,730,188	1,763,649
Net Amount	102,825,771	101,026,490	104,233,594	108,729,308	106,820,023	109,490,517	111,885,465	114,049,291
Delinquent Taxes	-	-	419,142	289,516	-	-	-	-
Current & Delinquent Taxes	102,825,771	101,026,490	104,652,736	109,018,824	106,820,023	109,490,517	111,885,465	114,049,291
School District trust Fund (Prop C)	8,806,497	9,117,450	9,216,055	9,562,223	9,846,683	9,972,990	10,054,222	10,130,571
In Lieu of Taxes	110,871	121,860	2,269	2,124	192,545	407,829	406,656	402,556
Financial Institution Tax	2,131,152	2,991,719	2,670,241	2,691,553	3,119,969	3,119,969	3,119,969	3,119,969
M & M Surtax	3,016,102	2,918,866	2,996,209	3,031,679	3,032,220	3,062,542	3,093,167	3,124,099
Earnings on Investments	368,529	305,506	(59,966)	332,597	19,900	20,895	21,940	23,037
Tuition Reimbursement - VST	4,774,187	5,159,894	5,386,052	5,355,000	5,424,300	4,973,500	4,630,500	4,194,400
Other Local	58,854	63,221	113,202	90,075	90,075	90,075	90,075	90,075
Total Local Revenue	122,091,963	121,705,006	124,976,798	130,084,075	128,545,715	131,138,317	133,301,994	135,133,998
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	220,650	342,532	187,986	171,523	171,253	171,253	171,253	171,253
State Assessed Utility Tax	1,417,354	1,436,962	1,491,951	1,451,332	1,552,500	1,568,025	1,583,705	1,599,542
County Stock Insurance	572,723	690,859	731,974	641,858	643,463	645,072	646,685	648,302
Total County Revenue	2,210,727	2,470,353	2,411,911	2,264,713	2,367,216	2,384,350	2,401,643	2,419,097
<b>STATE REVENUE</b>								
Basic Formula	5,809,701	1,376,598	1,827,400	1,658,437	1,693,765	1,699,370	1,692,919	1,683,421
Transportation	-	-	-	-	-	-	-	-
Classroom Trust	-	4,133,886	3,854,975	4,080,658	4,049,280	4,086,987	4,110,282	4,133,641
Educational Screening/PAT	261,598	243,663	251,999	232,831	232,831	232,832	232,833	232,833
Career Education	-	-	24,106	70,132	45,586	45,586	45,586	45,586
Total State Revenue	6,071,299	5,754,146	5,958,480	6,042,058	6,021,462	6,064,775	6,081,620	6,095,481
<b>FEDERAL REVENUE</b>								
Title I	1,247,490	1,438,074	1,327,445	1,962,071	1,522,602	1,545,441	1,568,623	1,592,152
Title III LEP and Immigrant	25,280	5,550	21,308	344,376	300,000	205,998	205,998	205,998
Title II	31,188	356,888	197,707	361,266	415,903	415,903	415,903	415,903
Other Federal	37,387	-	274	-	-	-	-	-
Total Federal Revenue	1,341,345	1,800,512	1,546,734	2,667,713	2,238,505	2,167,342	2,190,524	2,214,053
<b>TOTAL ALL REVENUE</b>	<b>131,715,334</b>	<b>131,730,017</b>	<b>134,893,923</b>	<b>141,058,559</b>	<b>139,172,898</b>	<b>141,754,784</b>	<b>143,975,781</b>	<b>145,862,629</b>

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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
Assessed Valuation	4,257,023,720	4,145,592,280	4,172,544,350	4,336,050,920	4,400,021,387	4,510,021,601	4,608,671,925	4,697,802,004
Levy Per \$100	0.3400	0.3400	0.3400	0.4900	0.4900	0.4900	0.4900	0.4900
Collection Rate of Current Taxes	96.61%	95.03%	97.62%	96.75%	97.00%	97.00%	97.00%	97.00%
<b>LOCAL REVENUE</b>								
Current Tax	14,473,881	14,095,014	14,186,651	21,246,650	21,560,105	22,099,106	22,582,492	23,019,230
Less: County Collection Fees	217,108	211,425	212,800	318,700	323,402	331,487	338,737	345,288
Uncoll. Taxes & Cnty. Settlement	275,281	490,078	179,543	426,407	323,402	331,487	338,737	345,288
Net Amount	13,981,492	13,393,511	13,794,308	20,501,543	20,913,301	21,436,132	21,905,018	22,328,654
Delinquent Taxes	-	-	55,390	54,590	-	-	-	-
Current & Delinquent Taxes	13,981,492	13,393,511	13,849,698	20,556,133	20,913,301	21,436,132	21,905,018	22,328,654
Earnings on Investments	657,364	514,921	4,011,997	707,196	505,192	505,192	505,192	505,192
Total Local Revenue	14,638,856	13,908,432	17,861,695	21,263,329	21,418,493	21,941,324	22,410,210	22,833,846
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	326,273	348,819	354,620	352,307	500,000	505,000	510,050	515,151
County Stock Insurance	77,890	91,590	97,041	121,026	121,509	121,813	122,118	122,423
Total County Revenue	404,163	440,409	451,661	473,333	621,509	626,813	632,168	637,574
<b>OTHER FUNDING SOURCES</b>								
Bond Issue/Refunding Proceeds	6,250,000	-	27,080,000	-	-	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>21,293,019</b>	<b>14,348,841</b>	<b>45,393,356</b>	<b>21,736,662</b>	<b>22,040,002</b>	<b>22,568,137</b>	<b>23,042,378</b>	<b>23,471,420</b>



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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
<b>LOCAL REVENUE</b>								
Earnings on Investments	24,467	21,113	-	22,081	11,000	10,000	10,000	10,000
Other Local	-	2,139,420	-	-	189,000	290,000	340,000	390,000
Total Local Revenue	24,467	2,160,533	-	22,081	200,000	300,000	350,000	400,000
<b>STATE REVENUE</b>								
Other State	-	1,532,000	-	-	-	-	-	-
Total State Revenue	-	1,532,000	-	-	-	-	-	-
<b>FEDERAL REVENUE</b>								
Perkins Basic Grant	-	-	40,147	-	-	-	-	-
Total Federal Revenue	-	-	40,147	-	-	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>24,467</b>	<b>3,692,533</b>	<b>40,147</b>	<b>22,081</b>	<b>200,000</b>	<b>300,000</b>	<b>350,000</b>	<b>400,000</b>

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

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Projected	2016-2017 Budget	2017-2018 Forecast	2018-2019 Forecast	2019-2020 Forecast
<b>LOCAL REVENUE</b>								
Earnings on Bond Funds	13,022	-	943,430	150,000	15,000	150,000	15,000	-
<b>OTHER FUNDING SOURCES</b>								
Bond Issue/Refunding Proceeds	-	-	50,000,000	-	44,000,000	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>13,022</b>	<b>-</b>	<b>50,943,430</b>	<b>150,000</b>	<b>44,015,000</b>	<b>150,000</b>	<b>15,000</b>	<b>-</b>

# ***ORGANIZATIONAL SECTION***





# PARKWAY

## SCHOOLS

HIGHER EXPECTATIONS.  
BRIGHTER FUTURES.

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

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

### CENTRAL AREA

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

### NORTH AREA

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

### SOUTH AREA

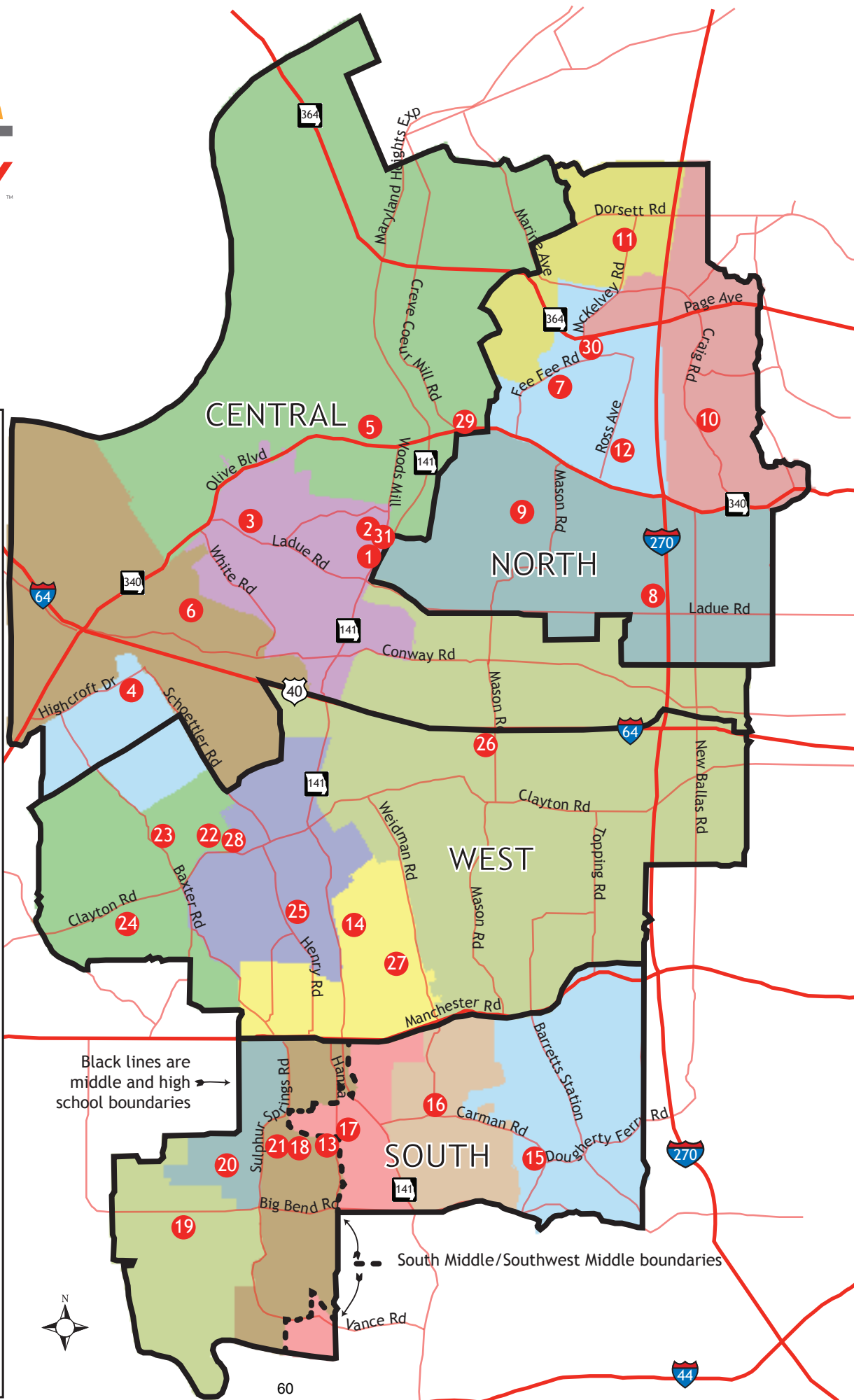
13. South High
14. South Middle
15. Barretts Elementary
16. Carman Trails Elementary
17. Hanna Woods Elementary
18. Southwest Middle
19. Oak Brook Elementary
20. Sorrento Springs Elementary
21. Wren Hollow Elementary

### WEST AREA

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

### DISTRICTWIDE

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



# DIRECTORY OF PARKWAY SCHOOLS

Revised February, 2016

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

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

1780 Carman Rd., Manchester, 63021  
314-415-6000 Fax 314-415-6012  
Dr. Kelli Moreton/Cert. Admin. Asst. Jennifer Dieken-Buchek  
9:05 a.m. - 4 p.m.

**Bellerive Elementary A N (15)**

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

**Carman Trails Elementary A P (1/2) (21)**

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

**Claymont Elementary (02)**

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

**Craig Elementary (09)**

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

**Green Trails Elementary N (08)**

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

**Parkway Central Middle N (40)**

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

**Parkway Northeast Middle N (45)**

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

**Parkway South Middle (41)**

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

**Parkway Southwest Middle (46)**

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

**Hanna Woods Elementary N (17)**

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

**Henry Elementary A (12)**

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

**Highcroft Ridge Elementary A N (22)**

15380 Highcroft Dr., Chesterfield, 63017  
314-415-6400 Fax 314-415-6419  
Aaron McPherson/Admin Intern Cartelia Lucas  
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  
Mike Schmerold/Admin Intern Patrick Wallace  
9:05 a.m. - 4 p.m.

**McKelvey Elementary (11)**

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

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

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

**Parkway West Middle (43)**

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

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

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

**Parkway North High N P (56)**

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

**Parkway South High N (58)**

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

**Pierremont Elementary A (10)**

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

**River Bend Elementary A N (14)**

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

**Ross Elementary A N (06)**

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

**Shenandoah Valley Elementary A (20)**

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

**Sorrento Springs Elementary A (18)**

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

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

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

**Parkway West High N (54)**

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

**Fern Ridge & MO Options Program (59)**

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

**Alternative Discipline Center**

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

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

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

**Parkway-Rockwood Community Education**

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

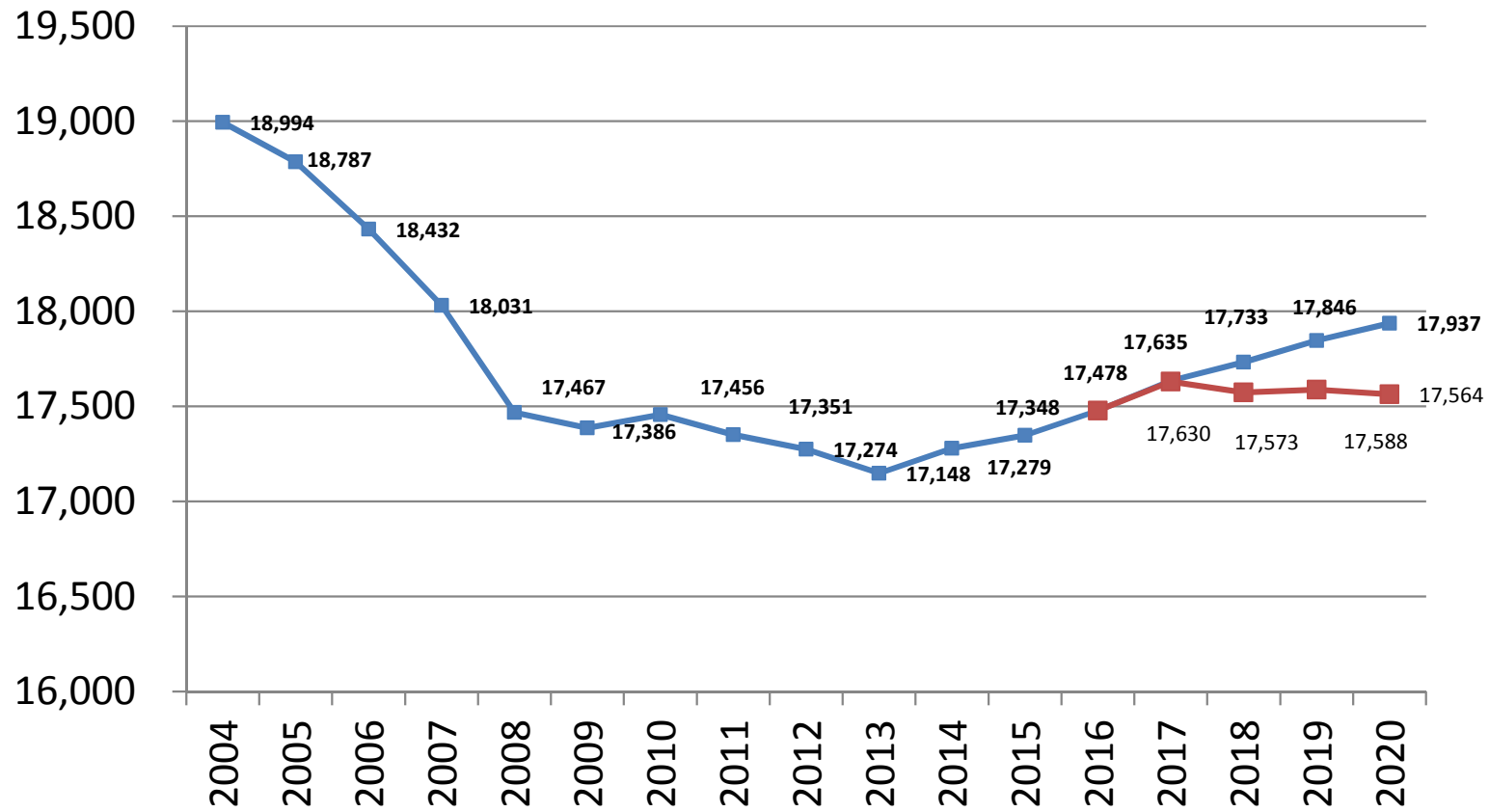
**Instructional Services Center P (1/2 & full)**

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

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



# Enrollment Projections



The next table provides more detail on the five-year projections, showing the total October 2015 enrollment at each building and the total expected enrollment at each school through the 2020-21 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>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Bellerive	368	375	359	366	357	350
Craig	454	458	467	448	450	447
McKelvey	546	566	576	589	591	586
Ross	409	410	396	389	390	394
Green Trails	415	422	437	424	432	430
Highcroft Ridge	322	340	343	345	365	360
River Bend	410	418	403	420	416	412
Shenandoah Valley	465	466	454	458	471	489
Claymont	512	501	495	511	471	469
Henry	519	526	539	565	578	583
Mason Ridge	428	440	444	448	450	448
Pierremont	435	452	454	450	449	469
Barretts	364	358	345	335	312	309
Carman Trails	458	455	444	453	441	437
Hanna Woods	448	450	474	483	482	474
Oak Brook	499	489	481	476	476	477
Sorrento Springs	329	322	318	314	321	328
Wren Hollow	407	406	393	398	405	407
<b>Elementary Schools</b>	<b>7,788</b>	<b>7,854</b>	<b>7,822</b>	<b>7,872</b>	<b>7,857</b>	<b>7,869</b>
Northeast Middle	815	793	805	834	856	853
Central Middle	947	944	923	921	916	905
West Middle	1,020	1,064	1,126	1,149	1,190	1,174
Southwest Middle	691	703	732	687	659	627
South Middle	570	583	620	601	617	630
<b>Middle Schools</b>	<b>4,043</b>	<b>4,087</b>	<b>4,206</b>	<b>4,192</b>	<b>4,238</b>	<b>4,189</b>
North High	1,210	1,138	1,095	1,047	1,003	1,012
Central High	1,251	1,258	1,324	1,346	1,367	1,395
West High	1,257	1,322	1,401	1,462	1,554	1,624
South High	1,716	1,739	1,707	1,734	1,747	1,768
Fern Ridge	83	80	80	80	80	80
<b>High Schools</b>	<b>5,517</b>	<b>5,537</b>	<b>5,607</b>	<b>5,669</b>	<b>5,751</b>	<b>5,879</b>
<b>District Total</b>	<b>17,348</b>	<b>17,478</b>	<b>17,635</b>	<b>17,733</b>	<b>17,846</b>	<b>17,937</b>

The table below provides the October 2015 enrollment and projections by building for resident students only. As the totals at the bottom of the table show, we expect overall student resident enrollment to increase over the next several years.

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Resident Students</b>						
<b>Does Not Include Phase II Students</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Bellerive	315	325	318	327	318	312
Craig	447	451	459	441	445	444
McKelvey	541	564	573	586	589	585
Ross	393	393	386	379	378	381
Green Trails	384	395	411	396	404	400
Highcroft Ridge	272	291	300	310	326	322
River Bend	384	390	375	389	389	385
Shenandoah Valley	421	429	426	431	443	459
Claymont	470	458	457	472	435	433
Henry	490	500	512	535	549	551
Mason Ridge	395	409	413	419	422	424
Pierremont	391	415	415	409	411	433
Barretts	307	309	296	289	271	267
Carman Trails	419	420	409	420	413	408
Hanna Woods	405	410	435	444	447	439
Oak Brook	467	458	453	447	444	442
Sorrento Springs	294	291	287	286	295	305
Wren Hollow	370	367	357	362	366	371
<b>Elementary Schools</b>	<b>7,165</b>	<b>7,275</b>	<b>7,282</b>	<b>7,342</b>	<b>7,345</b>	<b>7,361</b>
Northeast Middle	784	753	755	787	821	826
Central Middle	872	861	835	836	839	838
West Middle	939	982	1,041	1,073	1,120	1,110
Southwest Middle	645	652	673	629	604	576
South Middle	514	500	536	519	543	563
<b>Middle Schools</b>	<b>3,754</b>	<b>3,748</b>	<b>3,840</b>	<b>3,844</b>	<b>3,927</b>	<b>3,913</b>
North High	1,150	1,093	1,052	1,010	962	963
Central High	1,156	1,170	1,237	1,261	1,266	1,286
West High	1,174	1,225	1,305	1,369	1,451	1,520
South High	1,612	1,640	1,597	1,610	1,602	1,600
Fern Ridge	69	70	70	70	70	70
<b>High Schools</b>	<b>5,161</b>	<b>5,198</b>	<b>5,261</b>	<b>5,320</b>	<b>5,351</b>	<b>5,439</b>
<b>District Total</b>	<b>16,080</b>	<b>16,221</b>	<b>16,383</b>	<b>16,506</b>	<b>16,623</b>	<b>16,713</b>

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

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Nonresident Students</b>						
<b>Does Not Include Phase II Students</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Bellerive	34	29	28	28	28	30
Craig	4	4	5	5	3	2
McKelvey	2	0	0	0	0	0
Ross	13	11	7	5	6	7
Green Trails	31	26	24	25	24	25
Highcroft Ridge	38	41	38	33	37	35
River Bend	26	28	28	31	27	27
Shenandoah Valley	34	27	27	27	28	29
Claymont	39	40	36	37	35	36
Henry	25	22	21	24	26	29
Mason Ridge	28	28	29	28	28	24
Pierremont	41	34	37	40	37	35
Barretts	55	47	48	46	41	42
Carman Trails	33	26	28	27	24	26
Hanna Woods	38	33	30	31	30	30
Oak Brook	32	31	28	29	31	34
Sorrento Springs	32	28	30	26	24	23
Wren Hollow	34	38	36	36	39	36
<b>Elementary Schools</b>	<b>539</b>	<b>493</b>	<b>480</b>	<b>478</b>	<b>468</b>	<b>470</b>
Northeast Middle	24	33	35	36	28	19
Central Middle	69	74	79	74	69	61
West Middle	66	73	76	70	63	59
Southwest Middle	42	47	54	55	53	49
South Middle	49	75	79	73	62	56
<b>Middle Schools</b>	<b>250</b>	<b>302</b>	<b>323</b>	<b>308</b>	<b>275</b>	<b>244</b>
North High	50	42	40	33	37	44
Central High	88	82	80	79	92	100
West High	72	84	85	81	93	96
South High	95	94	102	116	139	159
Fern Ridge	14	10	10	10	10	10
<b>High Schools</b>	<b>319</b>	<b>312</b>	<b>317</b>	<b>319</b>	<b>371</b>	<b>409</b>
<b>District Total</b>	<b>1,108</b>	<b>1,107</b>	<b>1,120</b>	<b>1,105</b>	<b>1,114</b>	<b>1,123</b>



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

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Phase II Students</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Bellerive	19	21	13	11	11	8
Craig	3	3	3	2	2	1
McKelvey	3	2	3	3	2	1
Ross	3	6	3	5	6	6
Green Trails	0	1	2	3	4	5
Highcroft Ridge	12	8	5	2	2	3
River Bend	0	0	0	0	0	0
Shenandoah Valley	10	10	1	0	0	1
Claymont	3	3	2	2	1	0
Henry	4	4	6	6	3	3
Mason Ridge	5	3	2	1	0	0
Pierremont	3	3	2	1	1	1
Barretts	2	2	1	0	0	0
Carman Trails	6	9	7	6	4	3
Hanna Woods	5	7	9	8	5	5
Oak Brook	0	0	0	0	1	1
Sorrento Springs	3	3	1	2	2	0
Wren Hollow	3	1	0	0	0	0
<b>Elementary Schools</b>	<b>84</b>	<b>86</b>	<b>60</b>	<b>52</b>	<b>44</b>	<b>38</b>
Northeast Middle	7	7	15	11	7	8
Central Middle	6	9	9	11	8	6
West Middle	15	9	9	6	7	5
Southwest Middle	4	4	5	3	2	2
South Middle	7	8	5	9	12	11
<b>Middle Schools</b>	<b>39</b>	<b>37</b>	<b>43</b>	<b>40</b>	<b>36</b>	<b>32</b>
North High	10	3	3	4	4	5
Central High	7	6	7	6	9	9
West High	11	13	11	12	10	8
South High	9	5	8	8	6	9
Fern Ridge	0	0	0	0	0	0
<b>High Schools</b>	<b>37</b>	<b>27</b>	<b>29</b>	<b>30</b>	<b>29</b>	<b>31</b>
<b>District Total</b>	<b>160</b>	<b>150</b>	<b>132</b>	<b>122</b>	<b>109</b>	<b>101</b>

This table provides the October 2015 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>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Resident Students***</b>						
North Area	3,699	3,649	3,613	3,600	3,583	3,581
Central Area	3,489	3,536	3,584	3,623	3,667	3,690
West Area	3,859	3,989	4,143	4,277	4,388	4,471
South Area	5,033	5,047	5,043	5,006	4,985	4,971
<b>District</b>	<b>16,080</b>	<b>16,221</b>	<b>16,383</b>	<b>16,506</b>	<b>16,623</b>	<b>16,713</b>
<b>Nonresident Students***</b>						
North Area	141	129	125	117	112	112
Central Area	286	278	276	269	277	277
West Area	271	281	284	280	282	279
South Area	410	419	435	439	443	455
<b>District</b>	<b>1,108</b>	<b>1,107</b>	<b>1,120</b>	<b>1,105</b>	<b>1,114</b>	<b>1,123</b>
<b>Total Students**</b>						
North Area	3,885	3,820	3,778	3,753	3,727	3,722
Central Area	3,810	3,848	3,884	3,914	3,967	3,991
West Area	4,171	4,305	4,459	4,585	4,692	4,767
South Area	5,482	5,505	5,514	5,481	5,460	5,457
<b>District</b>	<b>17,348</b>	<b>17,478</b>	<b>17,635</b>	<b>17,733</b>	<b>17,846</b>	<b>17,937</b>
<b>Phase II Students</b>						
North Area	45	42	40	36	32	29
Central Area	35	34	24	22	23	24
West Area	41	35	32	28	22	17
South Area	39	39	36	36	32	31
<b>District</b>	<b>160</b>	<b>150</b>	<b>132</b>	<b>122</b>	<b>109</b>	<b>101</b>

\*\* Includes Phase II students.

\*\*\* Does not include Phase II students

I am closing with a long table that shows the grade-by-grade numbers for all students at each building. It includes the enrollment in October 2015 and the predicted enrollment for the next five years.

Obviously, there is plenty of room for error in five-year projections. So, please review the numbers for your school and let us know if you have any questions or concerns. As always, I very much appreciate your suggestions and recommendations for making the projections as accurate as possible.

Five-Year Enrollment Projections for Parkway School District						
All Students - North Area Elementary Schools						
School	Current	Projected				
	2015	2016	2017	2018	2019	2020
<b>Bellerive</b>						
K	54	55	56	55	54	53
1	60	57	58	58	57	56
2	65	61	56	58	58	57
3	54	70	66	60	63	63
4	77	53	69	65	59	62
5	58	79	54	70	66	59
<b>Total</b>	<b>368</b>	<b>375</b>	<b>359</b>	<b>366</b>	<b>357</b>	<b>350</b>
<b>Craig</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	74	75	75	75	75	75
1	78	75	76	75	76	75
2	75	81	78	79	78	79
3	93	70	77	73	74	73
4	65	93	70	77	73	74
5	69	64	91	69	74	71
<b>Total</b>	<b>454</b>	<b>458</b>	<b>467</b>	<b>448</b>	<b>450</b>	<b>447</b>
<b>McKelvey</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	89	90	91	91	91	89
1	99	94	95	96	96	96
2	95	101	96	97	98	98
3	87	99	107	100	101	102
4	96	88	100	107	101	102
5	80	94	87	98	104	99
<b>Total</b>	<b>546</b>	<b>566</b>	<b>576</b>	<b>589</b>	<b>591</b>	<b>586</b>
<b>Ross</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	69	68	65	65	66	66
1	61	70	69	65	65	66
2	70	67	75	75	71	71
3	75	66	63	71	70	66
4	72	66	58	55	63	62
5	62	73	66	58	55	63
<b>Total</b>	<b>409</b>	<b>410</b>	<b>396</b>	<b>389</b>	<b>390</b>	<b>394</b>

Five-Year Enrollment Projections for Parkway School District						
All Students - Central Area Elementary Schools						
	Current	Projected				
<b>Green Trails</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	60	60	60	62	62	61
1	65	64	66	63	65	65
2	66	72	71	73	70	72
3	88	69	76	75	77	73
4	65	91	71	79	78	80
5	71	66	93	72	80	79
<b>Total</b>	<b>415</b>	<b>422</b>	<b>437</b>	<b>424</b>	<b>432</b>	<b>430</b>
<b>Highcroft Ridge</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	60	56	55	53	52	52
1	61	65	60	59	57	56
2	39	62	66	61	60	58
3	57	39	62	66	61	60
4	59	58	41	64	69	63
5	46	60	59	42	66	71
<b>Total</b>	<b>322</b>	<b>340</b>	<b>343</b>	<b>345</b>	<b>365</b>	<b>360</b>
<b>River Bend</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	69	66	68	69	66	68
1	74	72	70	70	71	68
2	69	70	68	66	66	67
3	51	70	71	69	67	67
4	84	52	71	72	70	68
5	63	88	55	74	76	74
<b>Total</b>	<b>410</b>	<b>418</b>	<b>403</b>	<b>420</b>	<b>416</b>	<b>412</b>
<b>Shenandoah Valley</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	90	79	74	75	75	75
1	64	95	83	78	79	79
2	66	62	91	80	75	76
3	76	68	61	94	83	78
4	83	80	69	63	97	85
5	86	82	76	68	62	96
<b>Total</b>	<b>465</b>	<b>466</b>	<b>454</b>	<b>458</b>	<b>471</b>	<b>489</b>

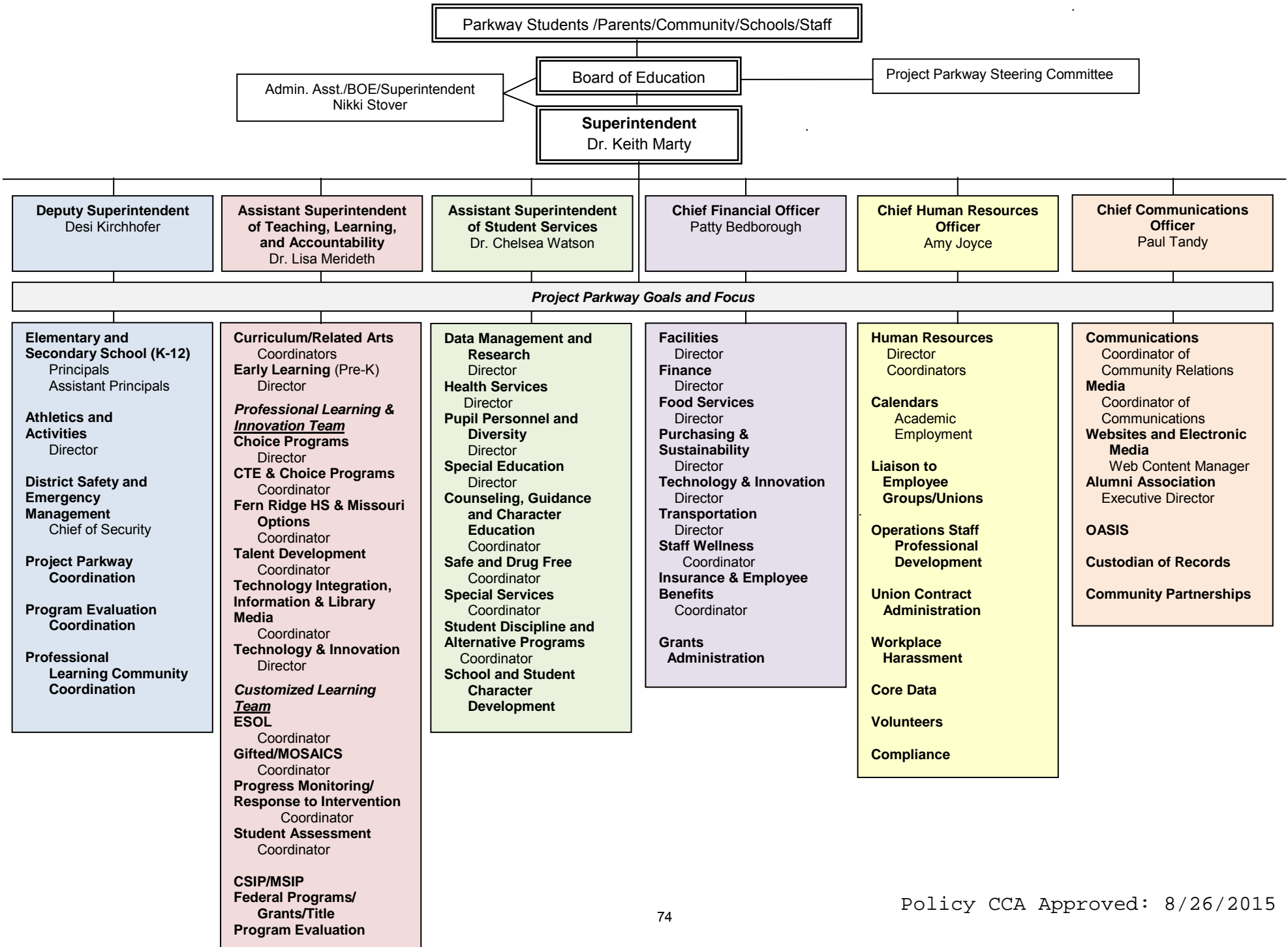
Five-Year Enrollment Projections for Parkway School District						
All Students - West Area Elementary Schools						
	Current	Projected				
	2015	2016	2017	2018	2019	2020
<b>Claymont</b>						
K	73	72	68	68	65	62
1	70	79	78	74	74	71
2	108	72	82	81	76	76
3	67	113	75	85	84	79
4	91	70	119	79	89	88
5	103	95	73	124	83	93
<b>Total</b>	<b>512</b>	<b>501</b>	<b>495</b>	<b>511</b>	<b>471</b>	<b>469</b>
<b>Henry</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	84	82	83	81	82	84
1	86	90	89	90	87	88
2	80	88	93	91	92	90
3	74	86	94	100	97	98
4	93	81	94	103	110	106
5	102	99	86	100	110	117
<b>Total</b>	<b>519</b>	<b>526</b>	<b>539</b>	<b>565</b>	<b>578</b>	<b>583</b>
<b>Mason Ridge</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	64	63	61	61	61	62
1	70	72	71	66	66	66
2	70	75	78	76	71	71
3	71	73	78	82	79	74
4	80	77	79	84	89	86
5	73	80	77	79	84	89
<b>Total</b>	<b>428</b>	<b>440</b>	<b>444</b>	<b>448</b>	<b>450</b>	<b>448</b>
<b>Pierremont</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	70	65	62	61	61	64
1	55	79	74	69	68	68
2	77	60	87	81	76	75
3	78	78	61	88	82	77
4	84	85	84	66	95	89
5	71	85	86	85	67	96
<b>Total</b>	<b>435</b>	<b>452</b>	<b>454</b>	<b>450</b>	<b>449</b>	<b>469</b>

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students - South Area Elementary Schools</b>						
	<b>Current</b>	<b>Projected</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Barretts</b>						
K	47	55	53	51	52	53
1	57	48	56	54	52	53
2	75	56	47	55	53	51
3	61	75	56	47	55	53
4	65	60	74	55	46	54
5	59	64	59	73	54	45
<b>Total</b>	<b>364</b>	<b>358</b>	<b>345</b>	<b>335</b>	<b>312</b>	<b>309</b>
<b>Carman Trails</b>						
K	70	70	71	71	71	72
1	74	73	71	69	69	69
2	82	78	76	74	72	72
3	64	85	79	77	75	73
4	89	65	86	81	78	77
5	79	84	61	81	76	74
<b>Total</b>	<b>458</b>	<b>455</b>	<b>444</b>	<b>453</b>	<b>441</b>	<b>437</b>
<b>Hanna Woods</b>						
K	83	79	79	78	78	80
1	84	79	75	75	74	74
2	74	84	80	76	76	75
3	68	75	85	81	77	77
4	59	74	81	92	85	83
5	80	59	74	81	92	85
<b>Total</b>	<b>448</b>	<b>450</b>	<b>474</b>	<b>483</b>	<b>482</b>	<b>474</b>
<b>Oak Brook</b>						
K	77	78	75	75	77	79
1	77	75	77	75	76	76
2	79	78	76	78	76	77
3	85	83	82	80	82	80
4	88	86	84	83	81	83
5	93	89	87	85	84	82
<b>Total</b>	<b>499</b>	<b>489</b>	<b>481</b>	<b>476</b>	<b>476</b>	<b>477</b>
<b>Sorrento Springs</b>						
K	55	51	54	55	57	56
1	46	54	52	53	54	55
2	52	49	57	55	56	57
3	60	50	47	55	53	54
4	60	60	50	48	55	53
5	56	58	58	48	46	53
<b>Total</b>	<b>329</b>	<b>322</b>	<b>318</b>	<b>314</b>	<b>321</b>	<b>328</b>
<b>Wren Hollow</b>						
K	72	70	68	67	67	67
1	65	71	69	67	66	66
2	60	66	72	70	68	67
3	59	57	63	69	67	65
4	80	61	59	65	71	69
5	71	81	62	60	66	73
<b>Total</b>	<b>407</b>	<b>405</b>	<b>393</b>	<b>398</b>	<b>405</b>	<b>407</b>

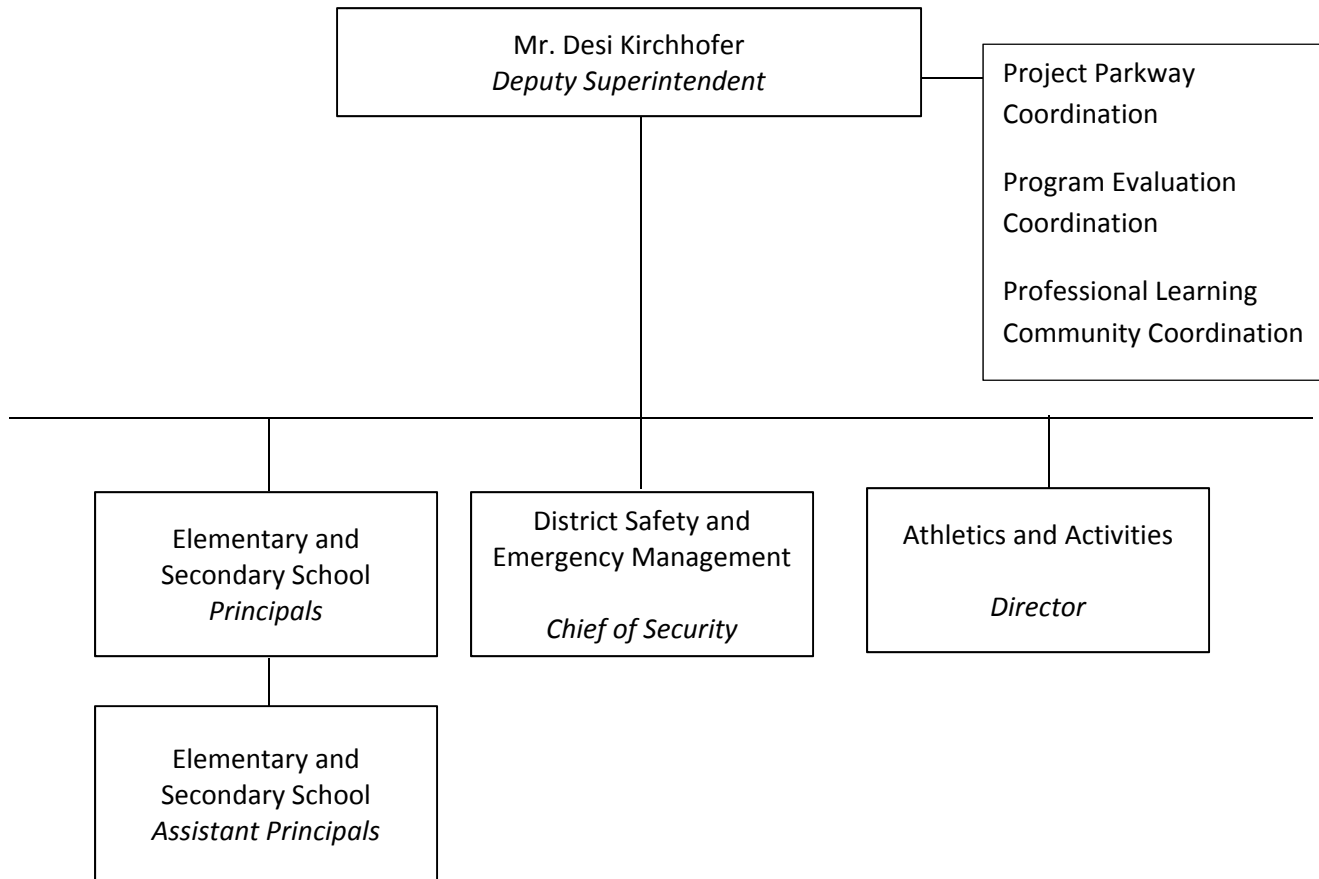
<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students – Middle Schools</b>						
	<b>Current</b>	<b>Projected</b>				
<b>Northeast Middle</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
6	253	258	294	284	282	285
7	281	252	258	291	284	283
8	281	283	253	259	290	285
<b>Total</b>	<b>815</b>	<b>793</b>	<b>805</b>	<b>834</b>	<b>856</b>	<b>853</b>
<b>Central Middle</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
6	305	284	315	305	276	306
7	338	311	288	321	310	281
8	304	349	320	295	330	318
<b>Total</b>	<b>947</b>	<b>944</b>	<b>923</b>	<b>921</b>	<b>916</b>	<b>905</b>
<b>West Middle</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
6	327	369	381	342	411	365
7	337	341	387	400	359	431
8	356	354	358	407	420	378
<b>Total</b>	<b>1,020</b>	<b>1,064</b>	<b>1,126</b>	<b>1,149</b>	<b>1,190</b>	<b>1,174</b>
<b>South Middle</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
6	207	211	199	188	228	214
7	163	209	213	201	188	228
8	200	163	208	212	201	188
<b>Total</b>	<b>570</b>	<b>583</b>	<b>620</b>	<b>601</b>	<b>617</b>	<b>630</b>
<b>Southwest Middle</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
6	257	227	235	214	199	202
7	213	265	234	241	221	206
8	221	211	263	232	239	219
<b>Total</b>	<b>691</b>	<b>703</b>	<b>732</b>	<b>687</b>	<b>659</b>	<b>627</b>

Five-Year Enrollment Projections for Parkway School District						
All Students - High Schools						
	Current	Projected				
	2015	2016	2017	2018	2019	2020
<b>North High</b>						
9	297	274	276	245	252	282
10	291	294	272	274	243	250
11	301	274	277	255	257	227
12	321	296	270	273	251	253
<b>Total</b>	<b>1,210</b>	<b>1,138</b>	<b>1,095</b>	<b>1,047</b>	<b>1,003</b>	<b>1,012</b>
<b>Central High</b>						
9	298	327	375	344	317	354
10	325	300	329	378	347	318
11	308	323	298	327	377	346
12	320	308	322	297	326	377
<b>Total</b>	<b>1,251</b>	<b>1,258</b>	<b>1,324</b>	<b>1,346</b>	<b>1,367</b>	<b>1,395</b>
<b>West High</b>						
9	340	384	380	385	436	450
10	320	339	379	378	381	434
11	291	314	334	372	372	375
12	306	285	308	327	365	365
<b>Total</b>	<b>1,257</b>	<b>1,322</b>	<b>1,401</b>	<b>1,462</b>	<b>1,554</b>	<b>1,624</b>
<b>South High</b>						
9	445	438	387	489	461	456
10	459	443	436	384	487	459
11	414	458	441	434	380	485
12	398	400	443	427	419	368
<b>Total</b>	<b>1,716</b>	<b>1,739</b>	<b>1,707</b>	<b>1,734</b>	<b>1,747</b>	<b>1,768</b>
<b>Fern Ridge</b>						
9	0	0	0	0	0	0
10	4	3	3	3	3	3
11	29	29	29	29	29	29
12	50	48	48	48	48	48
<b>Total</b>	<b>83</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>District</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
K	1,260	1,234	1,218	1,213	1,212	1,218
1	1,246	1,312	1,289	1,256	1,252	1,247
2	1,302	1,282	1,349	1,326	1,292	1,289
3	1,268	1,326	1,303	1,372	1,347	1,312
4	1,390	1,300	1,359	1,338	1,409	1,384
5	1,322	1,400	1,304	1,367	1,345	1,419
6	1,349	1,349	1,424	1,333	1,396	1,372
7	1,332	1,378	1,380	1,454	1,362	1,429
8	1,362	1,360	1,402	1,405	1,480	1,388
9	1,380	1,423	1,418	1,463	1,466	1,542
10	1,399	1,379	1,419	1,417	1,461	1,464
11	1,343	1,398	1,379	1,417	1,415	1,462
12	1,395	1,337	1,391	1,372	1,409	1,411
<b>Total</b>	<b>17,348</b>	<b>17,478</b>	<b>17,635</b>	<b>17,733</b>	<b>17,846</b>	<b>17,937</b>

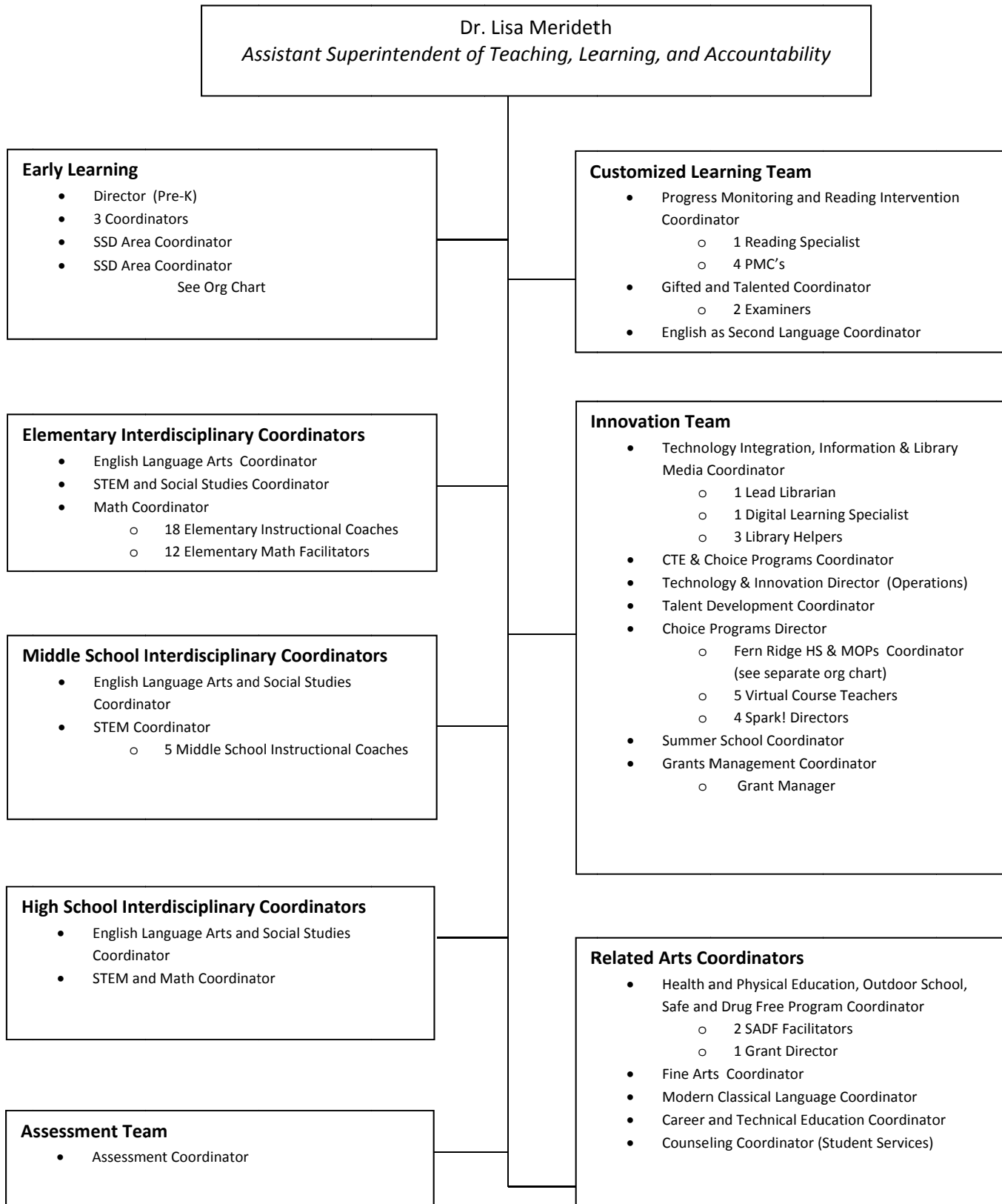




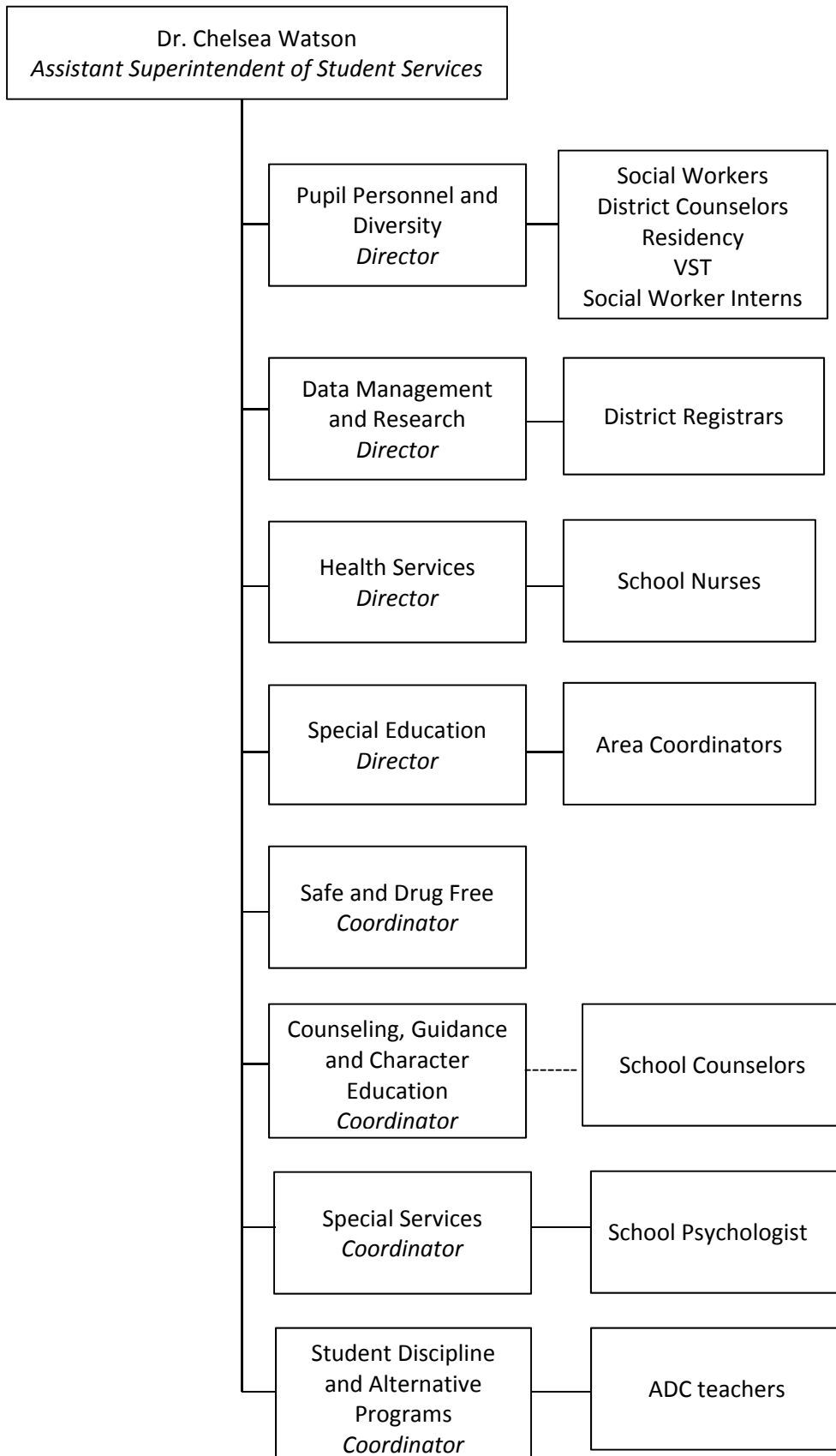
## DEPUTY SUPERINTENDENT 2015-16



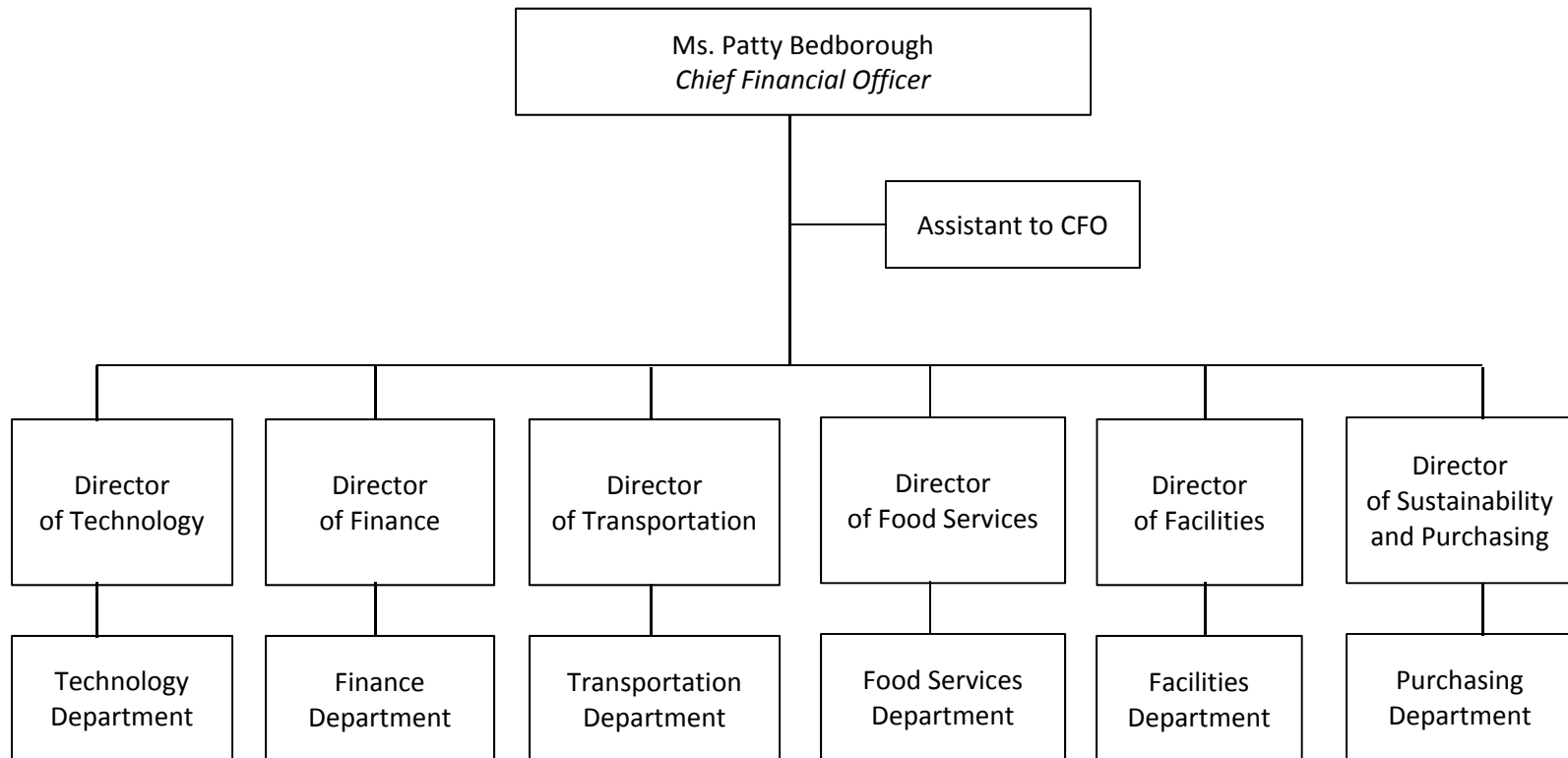
## TEACHING, LEARNING and ACCOUNTABILITY 2015-16



## STUDENT SERVICES DEPARTMENT 2015-16

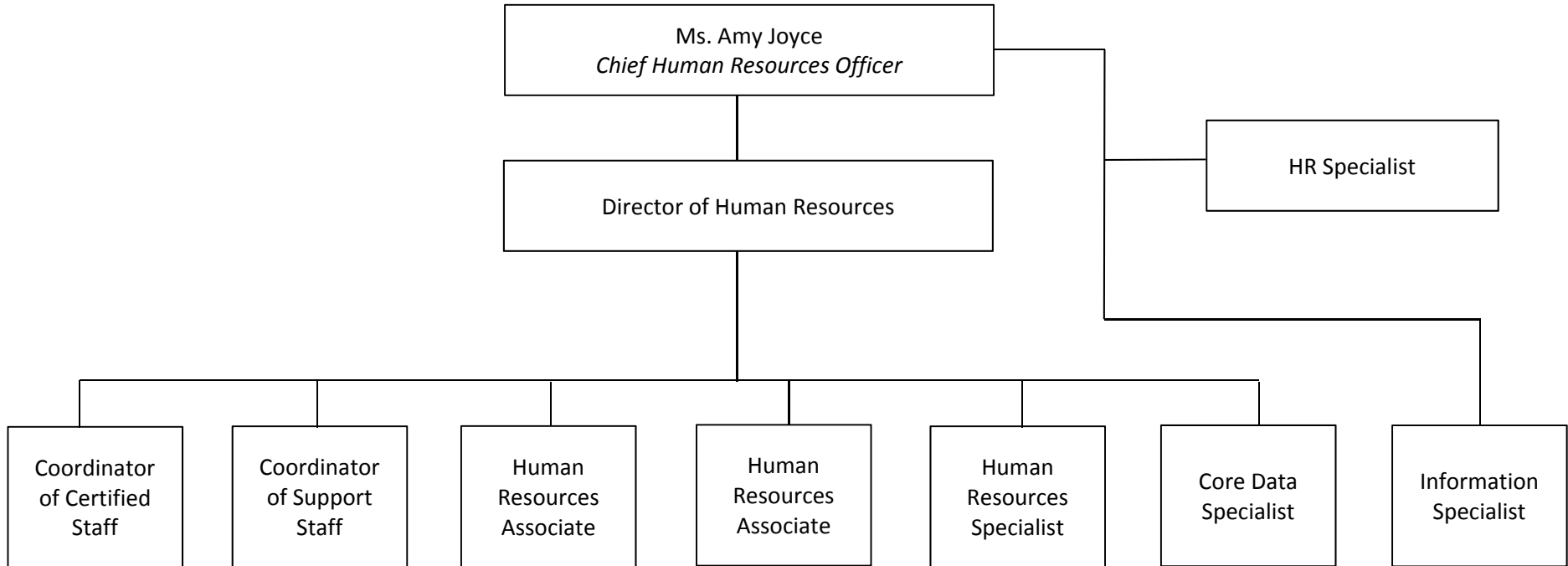


## FINANCE and OPERATIONS 2015-16



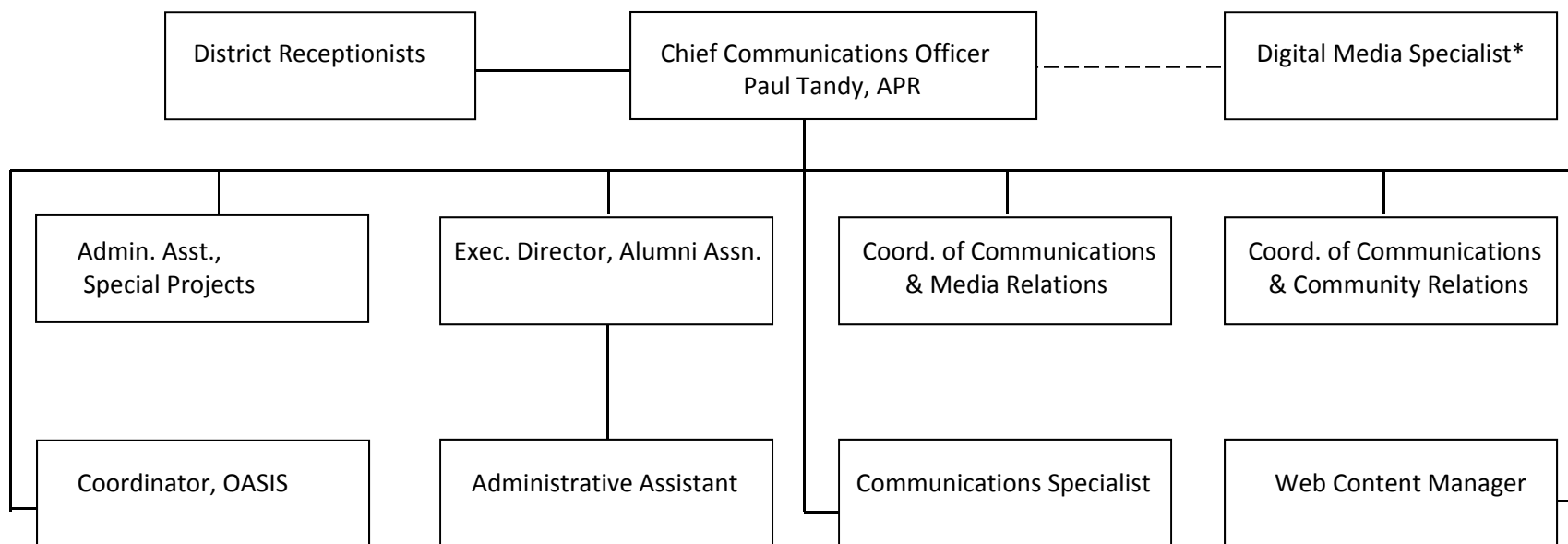
*\*Individual finance and operations department organizational charts are available from the CFO upon request*

## HUMAN RESOURCES DEPARTMENT 2015-16





## DEPARTMENT OF COMMUNICATIONS 2015-16



\* Position split with IT Department. Direct report is IT Manager.

# Parkway School District



**Together We Can!**

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

## **VISION**

We succeed when all our students and graduates are:

- able to transfer their prior learning to new demands, in and out of school
- fully prepared for their next educational challenges
- creative, thoughtful and effective problem solvers
- increasingly self-directed, skilled and persistent as learners
- literate and critical consumers of information and ideas
- articulate speakers and effective listeners
- acting out of a strong sense of personal, social and civic responsibility
- always seeking to understand the views, values and cultures of others
- working skillfully with others to achieve common goals
- pursuing a personal direction based on an understanding of their talents and interests

## **LEARNING PRINCIPLES**

The conditions under which optimal learning takes place are observable in our classrooms and confirmed by educational research.

Therefore, as a learning institution, we commit to ensuring learners:

- understand the purpose and outcomes of their learning as well as the standards required for success
- transfer their learning to new situations beyond the classroom and school
- make meaning of content within helpful conceptual frameworks and multiple contexts
- use feedback to improve products, performances, key skills and transfer of learning
- self-assess and self-adjust their learning through reflection against rigorous goals
- construct new knowledge by building on prior knowledge and activating earlier ideas
- test ideas, take intellectual risks and learn from mistakes in pursuit of understanding
- experience learning challenges that match their abilities, needs and interests
- realize that the capacity to learn is not fixed; ability and understanding can always improve

- 
- 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 each student
  - recruit, employ, develop and retain an exceptional staff dedicated to and representative of Parkway's diverse community





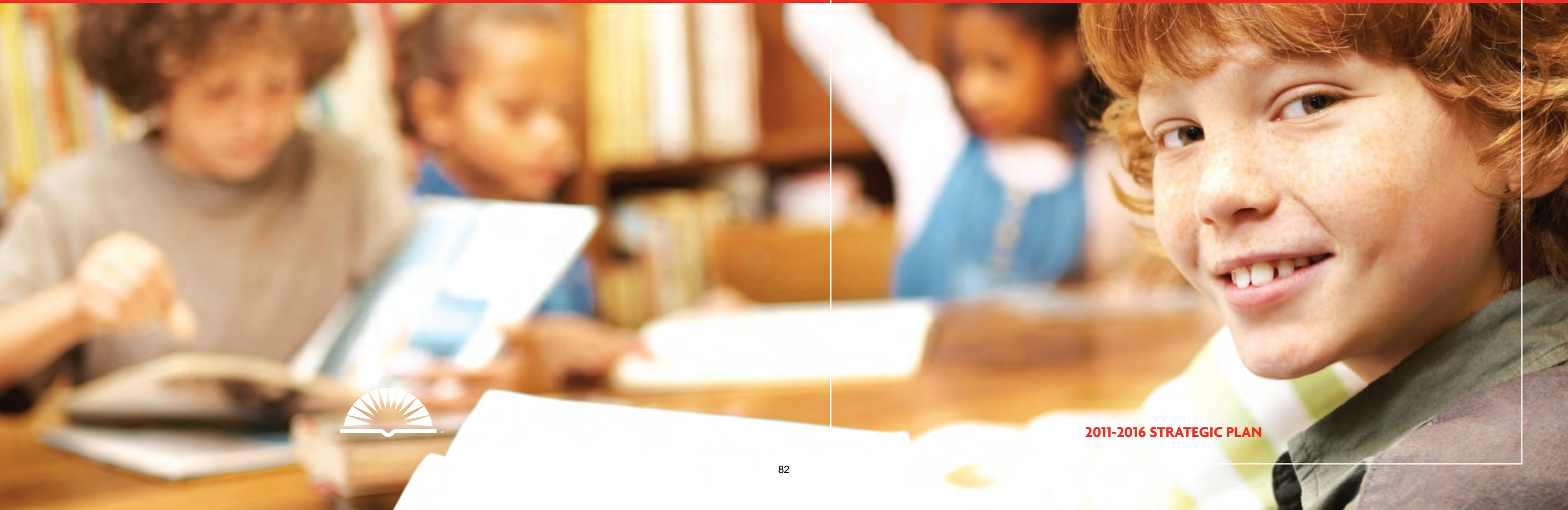
455 N. WOODS MILL ROAD  
CHESTERFIELD, MO 63017  
(314) 415-8100



**PARKWAY**<sup>TM</sup>

SCHOOLS

HIGHER EXPECTATIONS.  
BRIGHTER FUTURES.



2011-2016 STRATEGIC PLAN



# A BRIGHT FUTURE: ROOTED IN A POWERFUL LEGACY

---

## EXCELLENCE.

IT'S A PARKWAY TRADITION—AND WE CONTINUE TO RAISE THE BAR FOR OUR STUDENTS, TEACHERS AND STAFF. WE BELIEVE THAT SETTING HIGHER EXPECTATIONS CREATES BRIGHTER FUTURES.

IT IS THIS BELIEF AND OUR HISTORY OF CONTINUOUS IMPROVEMENT THAT LAID THE FOUNDATION FOR OUR FIVE-YEAR COMPREHENSIVE SCHOOL IMPROVEMENT PLAN (CSIP). IT CAPTURES OUR ASPIRATION TO DEVELOP HIGHLY CAPABLE STUDENTS, WHO ARE CURIOUS ABOUT THE EVER-CHANGING WORLD AROUND THEM AND CONFIDENT IN THEIR ABILITY TO CONTRIBUTE.

THE PLAN IS AMBITIOUS. BUT, WE ARE COMMITTED TO GROWING PARKWAY STUDENTS INTO PERSISTENT, INCREASINGLY SELF-DIRECTED LEARNERS WHO HAVE A STRONG SENSE OF PERSONAL, SOCIAL AND CIVIC RESPONSIBILITY — AND WHO ARE EFFECTIVELY PREPARED FOR THE FUTURE.



**PARKWAY**<sup>TM</sup>

S C H O O L S

HIGHER EXPECTATIONS.  
BRIGHTER FUTURES.





## 2007 - 2008

---

In 2007, we began developing Parkway's 2011-2016 strategic plan. Throughout 2007 and 2008, the school board and administrative team took an extensive look at Parkway's existing strategic plan and benchmarked it against the state's CSIP requirements. From this review, three key findings emerged.

First, our CSIP needed to identify goals and objectives for five years with an ongoing process for review and evaluation. Second, our goals and objectives needed to be clearly aligned with the district's overall mission and vision, which should ultimately drive instructional practices in the classrooms and schools. Finally, we needed a systematic process for involving the entire Parkway community in our work on behalf of students.

Based on this feedback, the school board adopted a bold, new governance process called Project Parkway and invited the entire community to participate. The volunteers of Project Parkway were responsible for setting the course for our students in the years to come.

## 2009

---

In the spring of 2009, we launched Project Parkway to evaluate the district's direction and address how to meet educational needs of students in an ever-changing world. The two-year strategic planning process involved tireless efforts of more than 400 community members, including volunteers, parents, teachers and administrators, and culminated in a new mission, vision and commitment to the Parkway community.

Project Parkway is not just another strategic plan – it is a vision for continuous improvement. While the CSIP outlines the goals, objectives and strategies necessary to ensure successful implementation of the mission, vision and commitments, the Project Parkway volunteers will continue to actively guide, refine and evaluate the district's progress.

WHERE IT ALL BEGAN:  
PROJECT PARKWAY

PROJECT  
PARKWAY  
IS NOT JUST  
ANOTHER  
STRATEGIC  
PLAN.

---



PARKWAY'S MISSION:  
TO ENSURE ALL  
STUDENTS ARE  
CAPABLE, CURIOUS  
AND CONFIDENT  
LEARNERS WHO  
UNDERSTAND AND  
RESPOND TO THE  
CHALLENGES OF  
AN EVER-CHANGING  
WORLD. >>>





“WHAT AN OPPORTUNITY TO TAKE ON A CHALLENGE AND BE A POTENTIALLY SHINING LIGHT FOR OTHER SCHOOL DISTRICTS AND OTHERS AROUND THE NATION ON HOW TO DO THIS, HOW TO EDUCATE ALL STUDENTS AT HIGH LEVELS.”

---

DR. KEITH MARTY, SUPERINTENDENT

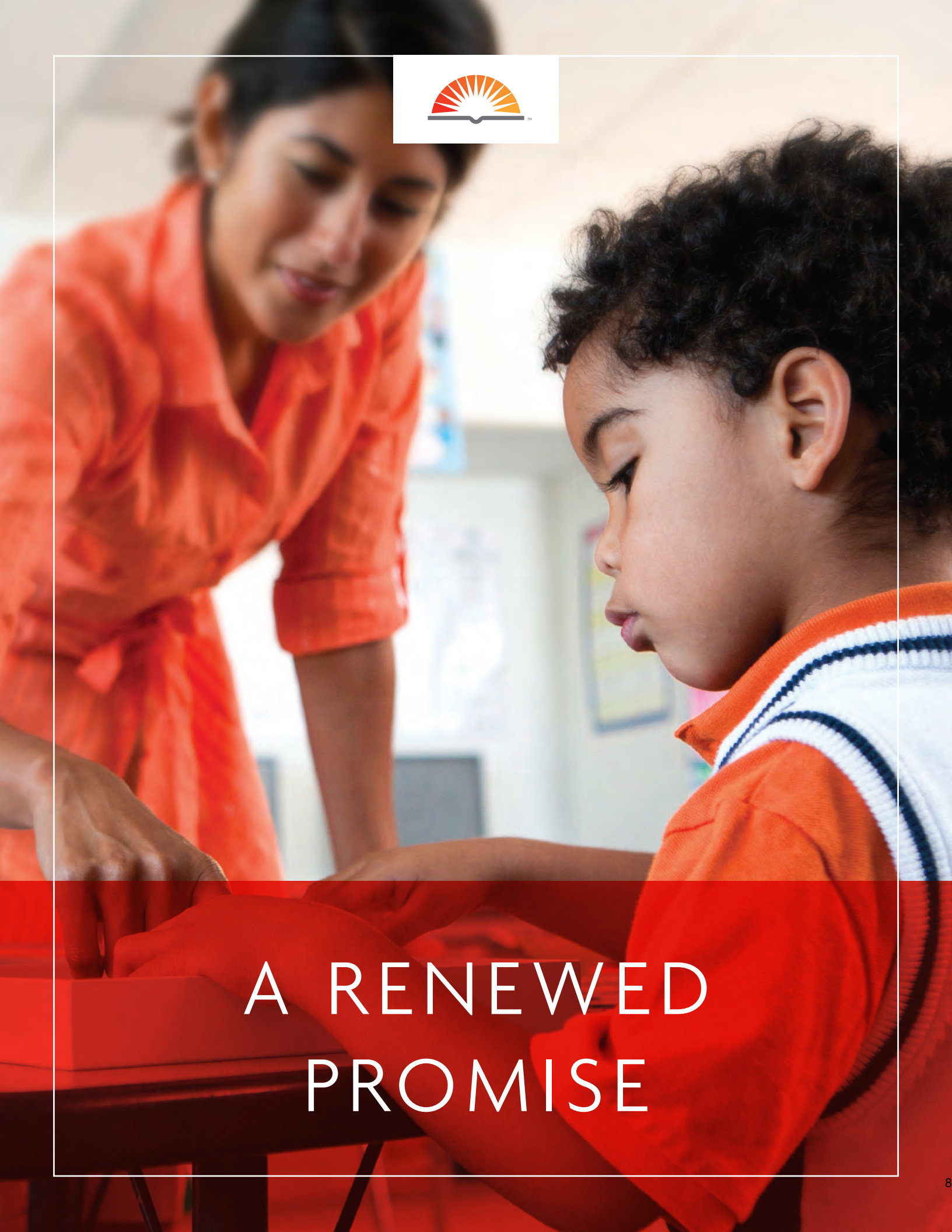


“YOU CAN LOOK AT OUR MISSION, YOU CAN LOOK AT OUR VISION, AND AS A PARENT, YOU CAN SAY, ‘I KNOW WHERE THEY’RE GOING, I KNOW HOW THEY’RE GOING TO GET THERE.’”

---

QUINN CURRAN, TEACHER





# A RENEWED PROMISE

## DESIGNED FOR TRUE UNDERSTANDING

Parkway’s overarching goal is to develop capable students who have a true understanding of core concepts. Our curriculum is created by teachers beginning with that final outcome in mind, rather than employing the more traditional approach of balancing textbook coverage with activity-oriented teaching.

## STUDENT-INSPIRED, TEACHER-LED

By working backwards from the goal of developing true understanding and by involving continuous feedback among students and their peers, our teachers become truly inventive, expert guides. They are empowered to adjust their instructional strategies so students are able to experience more authentic opportunities to gain deeper meaning of core concepts.

## SHARED RESPONSIBILITY

Throughout Parkway, effective learning requires a strong sense of shared responsibility among students, teachers, administrators and parents. Parkway’s approach to achieving true understanding by all of our students requires a highly collaborative approach by everyone involved. Once specific learning objectives are clarified, teaching and learning become fluid processes dependent upon everyone’s diligent efforts and a focus on generating, accepting and reacting to feedback.

## MEETING THE CHALLENGES OF A GLOBAL COMMUNITY

We live in a world in which change is constant, the rate of change is increasing, and where physical and cultural borders are blending and disappearing. With that comes greater complexity and a need to reach deeper levels of understanding of a broader range of concepts. Parkway’s reputation over time has been as a premier public school district — one that is committed to academic excellence and continuous improvement for the benefit of our students. This legacy serves as a foundation from which to build and redefine the Parkway experience. Our evolved educational approach ensures students can feel confident in their ability to understand and respond to the challenges of an ever-changing world, regardless of the life paths they choose.

## DISTRICT-WIDE CONSISTENT APPROACH

There is no one-size-fits-all approach to achieving true understanding. Every student is different. Every classroom is different. Every school is different in terms of the needs of its students and teachers. Further, our unique student-inspired, teacher-led approach means it is unlikely that any two classrooms or campuses will be the same in form or function. However, our promise of the 3C’s, (Capable, Curious and Confident) supporting objectives and our approach to achieving them will remain consistent throughout the entire district.

“I FEEL PRIVILEGED TO BE PART OF THIS EXCITING TRANSFORMATION OF THE WAY PARKWAY EDUCATES. TWENTY YEARS FROM NOW WE’LL LOOK BACK AT THIS TIME AND REALIZE WE WERE AT A CRUCIAL TURNING POINT, AND WE TURNED IN THE RIGHT DIRECTION.”

NAN JOHNSON, PARKWAY PARENT



# OUR VISION FOR STUDENTS

---

We succeed when all of our students and graduates are:

- >>> Able to transfer their prior learning to new demands, in and out of school;
- >>> Fully prepared for their next educational challenges;
- >>> Creative, thoughtful and effective problem solvers;
- >>> Increasingly self-directed, skilled and persistent as learners;
- >>> Literate and critical consumers of information and ideas;
- >>> Articulate speakers and effective listeners;
- >>> Acting out of a strong sense of personal, social and civic responsibility;
- >>> Always seeking to understand the views, values and cultures of others;
- >>> Working skillfully with others to achieve common goals; and
- >>> Pursuing a personal direction based on an understanding of their talents and interests.



# OUR COMMITMENTS TO THE COMMUNITY

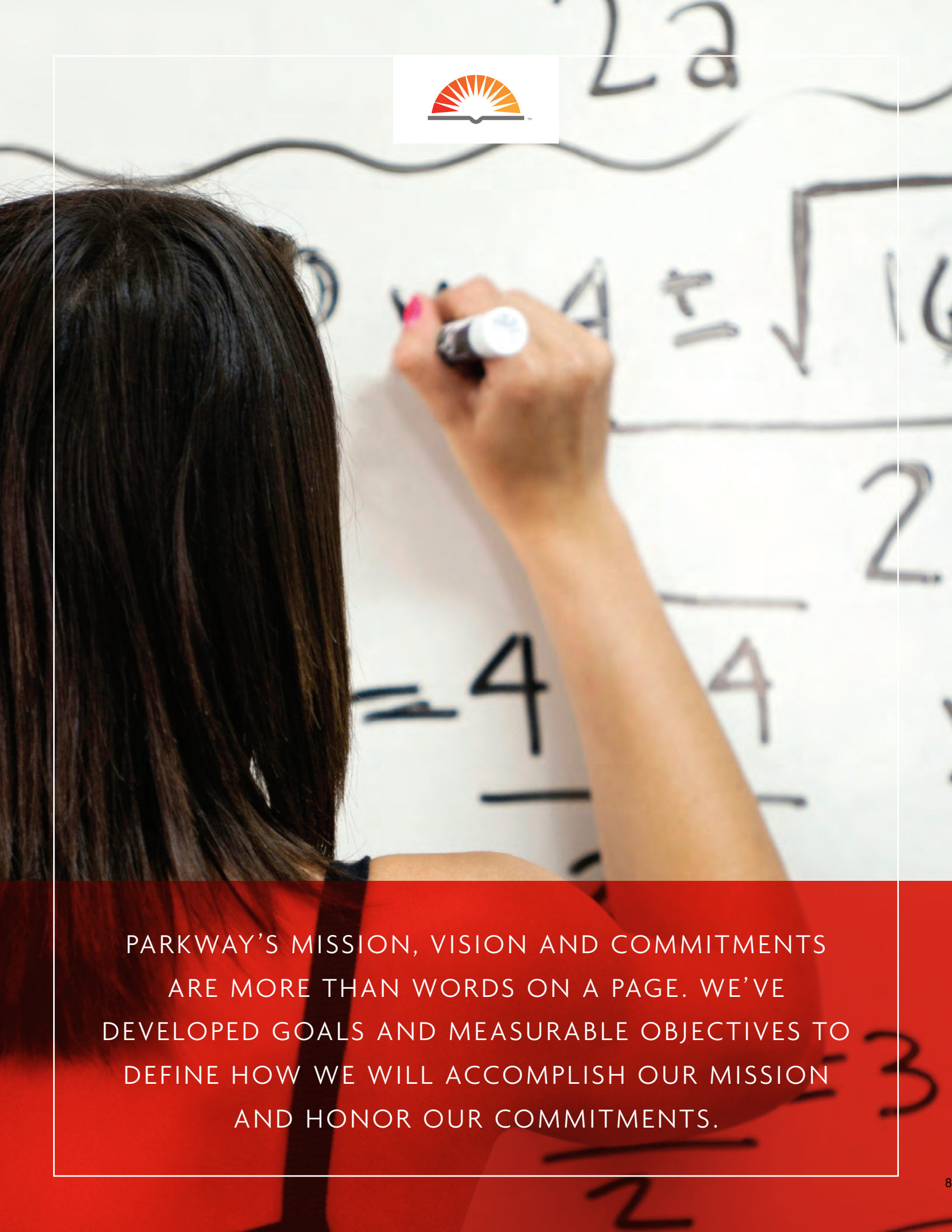
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To accomplish our mission, the Parkway School District will:

- >>> 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 each student; and
- >>> Recruit, employ, develop and retain an exceptional staff dedicated to and representative of Parkway's diverse community.







# GOALS AND OBJECTIVES

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## GOAL #1

---

ALL STUDENTS ARE CAPABLE LEARNERS WHO TRANSFER THEIR PRIOR LEARNING TO NEW DEMANDS, IN AND OUT OF SCHOOL.

---

- >>> All students will meet or demonstrate growth toward ongoing rigorous transfer goals, as measured by assessments within and across all Parkway curricular areas.
- >>> All students will meet Missouri's required proficiency or growth targets on state exams.
- >>> All students will take the ACT and achieve a composite score above the national average, with the district average ACT composite score rising to at least 25.
- >>> All students who take an Advanced Placement exam will score qualified to extremely well-qualified.
- >>> All students will graduate and be well-prepared for their future as measured by the district graduate survey as well as career and college readiness data.

## GOAL #2

---

ALL STUDENTS ARE CURIOUS LEARNERS WHO UNDERSTAND AND RESPOND TO THE CHALLENGES OF AN EVER-CHANGING WORLD.

---

- >>> All students will improve their ability to develop potential solutions for relevant problems in their community and the world.
- >>> All students will sustain high levels of creativity and expand the capacity for divergent thinking they exhibited in their early childhood years.

PARKWAY'S MISSION, VISION AND COMMITMENTS ARE MORE THAN WORDS ON A PAGE. WE'VE DEVELOPED GOALS AND MEASURABLE OBJECTIVES TO DEFINE HOW WE WILL ACCOMPLISH OUR MISSION AND HONOR OUR COMMITMENTS.



# GOALS AND OBJECTIVES (CONTINUED)

## GOAL #3

ALL STUDENTS ARE CONFIDENT LEARNERS WHO ARE INCREASINGLY SELF-DIRECTED, SKILLED AND PERSISTENT AS LEARNERS.

- >>> All students will improve in their confidence, self-direction and persistence as learners.
- >>> All students will report that they are physically and emotionally safe in Parkway.
- >>> All students will monitor and make adjustments to achieve their personal goals, including academic, health, social and civic goals.

## GOAL #4

ENSURE PROFESSIONAL LEARNING OPPORTUNITIES ARE AVAILABLE TO ALL STAFF MEMBERS PAVING THE WAY FOR MORE EFFECTIVE CLASSROOM INSTRUCTION.

- >>> All staff members will provide evidence that their professional learning and collaboration has had a positive impact on their effectiveness in their role.
- >>> All staff members will engage in professional learning and collaboration that positively impacts Parkway's diverse student population.

## GOAL #5

HIRE, RETAIN AND INVEST IN AN EXCEPTIONAL STAFF THAT REPRESENTS THE UNIQUE DIVERSITY WITHIN THE DISTRICT.

- >>> Every classroom will be staffed with an effective teacher as measured by Parkway's teacher evaluation model.
- >>> All employees will be effective in their roles as measured by Parkway's evaluation models.
- >>> The diversity of our teachers, administrators and supervisors will mirror that of our students.

## GOAL #6

WE WILL BE ACCOUNTABLE FOR RESPONSIBLY AND EFFICIENTLY USING ALL DISTRICT RESOURCES.

- >>> All programs, schools and departments will maintain fiscally responsible practices to effectively accomplish the Mission.
- >>> All personnel, time and facility space will be allocated responsibly and flexibly based on the Mission-related needs of students and the financial realities of the district.
- >>> All financial practices will be approved by an external auditor, and Parkway will annually receive the Certificate of Excellence from the Association of School Business Administrators.
- >>> All capital improvement projects will be completed successfully, and funding will be secured for future capital improvements.

## REACHING OUR GOALS:

### STRATEGIES FOR GOALS 1-3

- >>> Guarantee a curriculum that is relevant and challenging.
- >>> Use student assessments that are meaningful and valid.
- >>> Implement effective instructional practices.
- >>> Establish systemic process to monitor each student's progress.
- >>> Enhance student input toward the educational experience.

### STRATEGIES FOR GOALS 4-6

- >>> Ensure ongoing, high quality professional development.
- >>> Provide effective feedback and evaluation of all employees.
- >>> Successfully recruit high quality teachers and staff.
- >>> Implement evidence-based prioritization to allocate resources efficiently.
- >>> Ensure ongoing program to conserve energy and other resources.
- >>> Demonstrate transparency and accountability to the community.





“I THINK YOU CAN ONLY RIDE ON YOUR REPUTATION JUST OH SO LONG, AND PARKWAY DOES HAVE A VERY GOOD REPUTATION. IT’S A GREAT SCHOOL DISTRICT. WE CAN BE GREATER.”

---

CHARLOTTE IJEI, DIRECTOR, PUPIL PERSONNEL



“THE STUDENTS ARE GOING TO BE CAPABLE, THEY’RE GOING TO BE CURIOUS, AND THEY’RE GOING TO BE CONFIDENT. THAT WILL TAKE PLACE FROM PRESCHOOL ALL THE WAY THROUGH 12TH GRADE.”

---

DR. SAM SCIORTINO, SCHOOL BOARD





CONTINUING TO  
RAISE THE BAR

## WE'RE IN THIS TOGETHER

---

With this approach, Parkway hopes to continue a shared sense of responsibility among students, teachers, administrators, staff and parents for successful outcomes within our school community. Student data and activity-based exercises will take learning beyond books and classrooms to inspire and nurture curiosity.

Parkway will continue to foster an environment where each student can realize his or her full potential and is equipped to explore, challenge and problem solve to achieve deeper understanding.

## SHARING OUR PROGRESS

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Progress will not come quick or easy. However, over the next five years, we'll work hard to meet the goals that support our mission and vision for students, and our commitments to the Parkway community. We will make it a priority to keep parents and the community informed of our progress. We'll do this through a variety of ways, including Parkway's annual report, "This is Parkway," and our ongoing community meetings with the school board and superintendent. In the meantime, we encourage an open dialogue between parents and teachers about the progress we're making for all students.

PLEASE  
CONTACT  
YOUR SCHOOL  
PRINCIPAL FOR  
UPDATES AT  
ANY TIME.

---



THE 400 VOLUNTEERS  
 OF PROJECT PARKWAY  
 WERE LED BY AN  
 EXTRAORDINARY GROUP  
 OF PEOPLE WHO ARE  
 HELPING TO PAVE THE  
 WAY FOR THE FUTURE  
 OF THE DISTRICT.  
 WE ARE EXTREMELY  
 GRATEFUL TO THE  
 INDIVIDUALS THAT LED  
 THE CHARGE FOR THIS  
 PROJECT. >>>

# THANK YOU!

## Project Parkway Steering Committee

Eric Anthony	Teacher
Mike Baugus	Principal
Kathy Blackmore	Assistant Superintendent
Julie Bomanz	Early Childhood Parent/Child Coordinator
Jo Wanda Bozeman	PNEA President
Kim Brandon	Principal
Bridget Brown	Teacher
Julie Collins	Assessment Coordinator
Steve Colombo	Director - Special Services
Quinn Curran	Teacher
Jodi Flanagan	Administrative Intern
Ronald Gladney	Parent
Lisa Greenstein	Principal
Tim Hudson	Curriculum Coordinator
Charlotte Ijei	Director - Pupil Personnel
Nan Johnson	Parent
Desi Kirchhofer	Assistant Superintendent
Kevin Mabie	Teacher
Jenny Marquart	Principal
Keith Marty	Superintendent
Bonnie Maxey	Assistant Superintendent
Elizabeth Mayes	Manager - Support Staff Professional Development
Gary Mazzola	Principal
Lynne Midyette	Special School District
Jeremy Mitchell	Principal
Dee Mogerman	Board of Education
Liz Morrison	Coordinator - Staff Development
Larry Opinsky	Parent
Julie Pepper	Teacher
Beth Plunkett	Principal
Lynn Pott	Principal
Jason Rooks	Senior Programmer Analyst
Kathy Saitz	Parent
Diana Schumacher	Teacher
Sam Sciortino	Board of Education
Jennifer Sisul	Coordinator - Staff Development
Mark Stockwell	Chief Financial Officer
Tom Swoboda	Coordinator - Instructional Technology
Paul Tandy	Director - Communications
Pat Teich	Director - Early Childhood
Joy Torgerson	Director - Human Resources
Aaron Wills	Principal



## Parkway Board of Education

Front row from left:

Chris Jacob, President  
 Dr. Sam Sciortino  
 Bruce W. Major  
 Tom Appelbaum

Back row from left:

Beth Feldman, Vice President  
 Helen Casteel  
 Dee Mogerman

# 2011-16 CSIP Goals & Measurable Objectives

Approved by the Board of Education on June 13, 2012

## **Goal 1: All students are Capable Learners who transfer their prior learning to new demands, in and out of school.**

**Vision:** *All students and graduates will be fully prepared for their next educational challenges.* **Lisa Merideth**

- All students will meet or demonstrate growth toward ongoing rigorous transfer goals, as measured by assessments within and across all Parkway curricular areas. **Kevin Beckner**
- All students will meet Missouri's required proficiency or growth targets on state exams. **Kevin Beckner**
- All students will take the ACT and achieve a composite score above the national average, with the district average ACT composite score rising to at least 25. **Kevin Beckner**
- All students who take an Advanced Placement exam will score qualified to extremely well-qualified. **Kevin Beckner**
- All students will graduate and be well-prepared for their future as measured by the district graduate survey as well as career and college readiness data. **Chelsea Watson/Charlette Ijei**

## **Goal 2: All students are Curious Learners who understand and respond to the challenges of an ever-changing world.**

**Vision:** *All students will offer creative, thoughtful, and effective solutions when faced with challenging problems.*

**Lisa Merideth**

- All students will improve their ability to develop potential solutions for relevant problems in their community and the world. **Lisa Merideth**
- All students will sustain high levels of creativity and expand the capacity for divergent thinking they exhibited in their early childhood years. **Lisa Merideth**

## **Goal 3: All students are Confident Learners who are increasingly self-directed, skilled, and persistent as learners.**

**Vision:** *All students will act out of a strong sense of personal, social, and civic responsibility.* **Chelsea Watson**

- All students will improve in their confidence, self-direction, and persistence as learners. **John Barrow**
- All students will report that they are physically and emotionally safe in Parkway. **Charlotte Ijei**
- All students will monitor and make adjustments to achieve their personal goals, including academic, career, health, social, and civic goals. **Jennifer Stanfill**

## **Goal 4: Develop and support strong professional communities that utilize data, knowledge, experience and research to improve practice and accomplish goals.** **Desi Kirchhofer**

- All staff members will have a positive impact on student achievement as a result of their involvement in professional learning communities and collaboration. **Amy Geurkink-Coates**

## **Goal 5: Recruit, employ, develop and retain an exceptional staff dedicated to and representative of Parkway's diverse community.** **Amy Joyce**

- Every classroom will be staffed with an effective teacher as measured by Parkway's teacher evaluation model. **Amy Joyce**
- All employees will be effective in their roles as measured by Parkway's evaluation models. **Amy Joyce**
- The diversity of our teachers, administrators, and supervisors will mirror that of our students. **Amy Joyce**
- All staff members will engage in professional learning and collaboration that positively impacts Parkway's diverse student population. **Amy Geurkink-Coates**

## **Goal 6: Responsibly and efficiently allocate resources including finances, facilities, personnel and time.** **Patty Bedborough**

- All programs, schools, and departments will maintain fiscally responsible practices to effectively accomplish the Mission. **Patty Bedborough**
- All personnel, time, and facility space will be allocated responsibly and flexibly based on the Mission-related needs of students and the financial realities of the district. **Patty Bedborough**
- All financial practices will be approved by an external auditor, and Parkway will annually receive the Certificate of Excellence from the Association of School Business Administrators. **Patty Bedborough**
- All capital improvement projects will be completed successfully, and funding will be secured for future capital improvements. **Patty Bedborough**

# ***INFORMATIONAL SECTION***





## Parkway School District

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

	Assessed Valuation	Total Property Tax Rate	Average Collection Rate	Cost to Average Home Owner
2012-2013	4,257,023,720	4.1080	96.61%	\$ 2,146.00
2013-2014	4,145,592,280	4.2788	95.02%	\$ 2,236.00
2014-2015	4,172,544,350	4.2981	96.00%	\$ 2,246.00
2015-2016	4,336,050,920	4.4880	96.75%	\$ 2,345.00
2016-2017	4,400,021,387	4.3405	97.00%	\$ 2,268.00
2017-2018	4,510,021,601	4.3405	97.00%	\$ 2,268.00
2018-2019	4,608,671,925	4.3405	97.00%	\$ 2,268.00
2019-2020	4,697,802,004	4.3405	97.00%	\$ 2,268.00

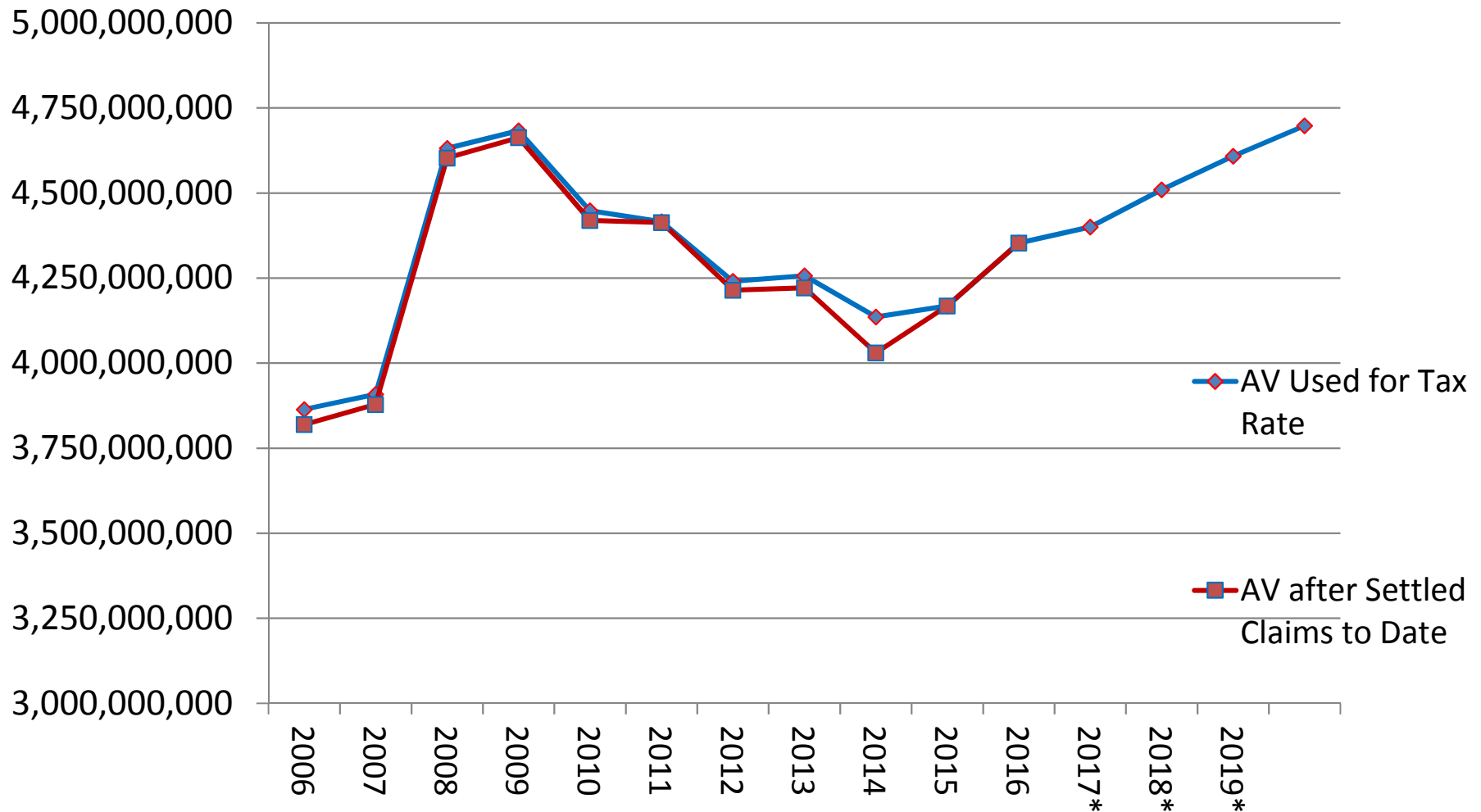
Average homeowner cost is based on \$275,000 residence

### Property Tax Rate by Year and Fund

	Assessed Valuation	Total Property Tax Rate	Operating Fund Tax Rate	Debt Service Fund Tax Rate
2012-2013	4,257,023,720	4.1080	3.7680	0.3400
2013-2014	4,145,592,280	4.2788	3.9388	0.3400
2014-2015	4,172,544,350	4.2981	3.9581	0.3400
2015-2016	4,336,050,920	4.4880	3.9980	0.4900
2016-2017	4,400,021,387	4.3405	3.8505	0.4900
2017-2018	4,510,021,601	4.3405	3.8505	0.4900
2018-2019	4,608,671,925	4.3405	3.8505	0.4900
2019-2020	4,697,802,004	4.3405	3.8505	0.4900



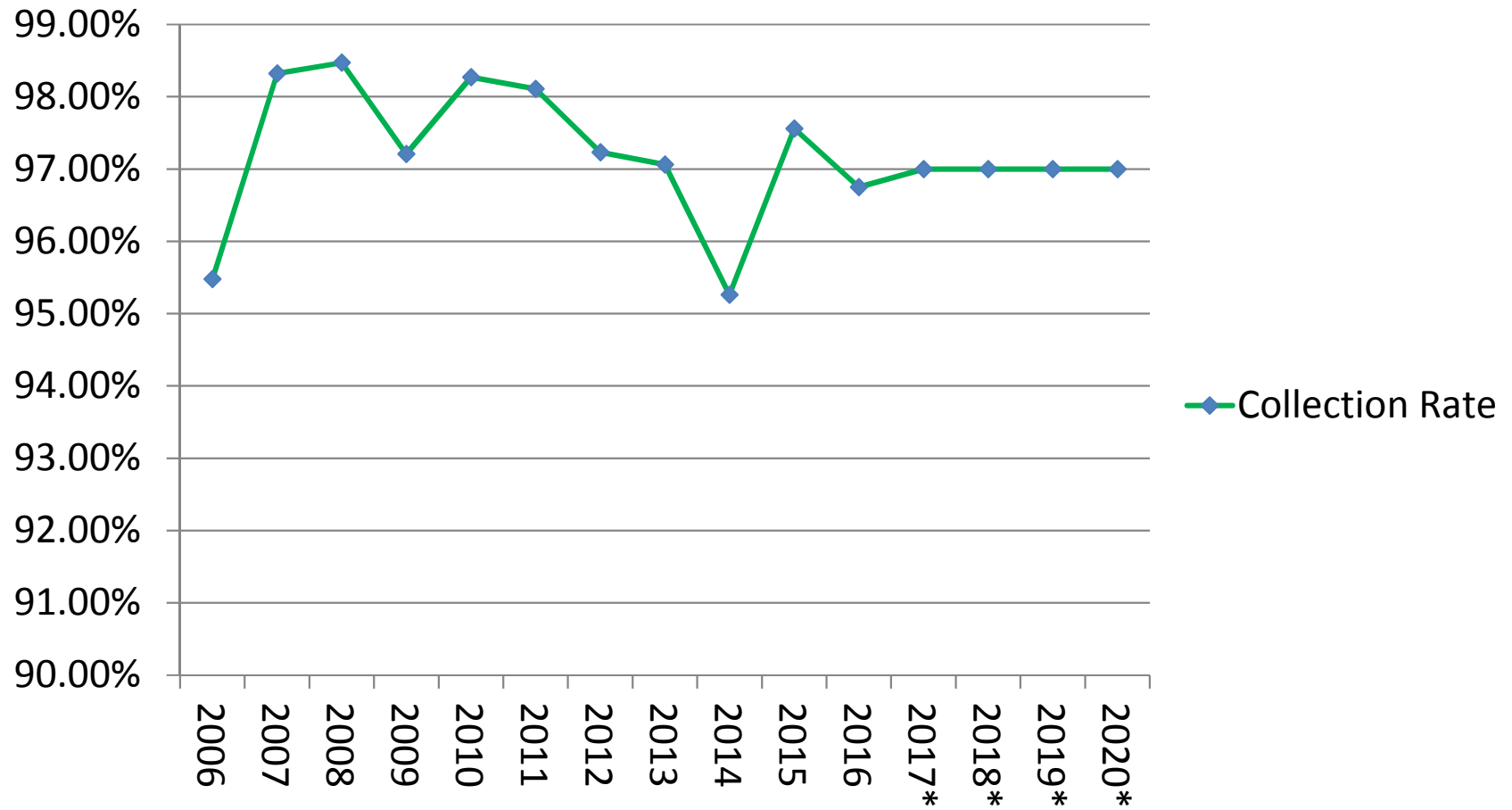
# Assessed Valuation







# Collection Rate





## Parkway School District

### Bond Amortization Schedule

The District has \$168,795,000 in outstanding general obligation bonds as of June 30, 2016. The District is planning on issuing \$44,000,000 in additional general obligation bonds. The current payment schedule projects payments through 2035. 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, 2016 is:

Assessed Valuation	\$4,400,021,387
15% limit	<u>15%</u>
Constitutional Debt Limit	660,003,208
GO Bonds Payable	(168,795,000)
Amount Available in Debt Service Fund	<u>11,473,919</u>
Legal Debt Margin as of 6/30/16	\$502,682,127
Estimated FY17 Bond Issue	<u>44,000,000</u>
Estimating Remaining Margin after Issue	\$458,682,127

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. Additionally, an estimated payment schedule for the 2017 bond issue is included using a 3.5% interest rate. The actual amortization for the issue will vary based on interest rate and maturity dates.

Principal and Interest Amortization Schedule

Year	Series 2009							Estimated* Series 2017	Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B				
2017	2,356,425	2,594,560	3,249,688	3,318,900	1,496,100	2,992,900	1,684,531	3,470,000	21,163,104	(468,687)	20,694,416
2018	2,358,075	2,569,560	3,250,288	3,333,900	1,500,600	1,912,900	1,684,531	5,455,500	22,065,354	(468,687)	21,596,666
2019	2,337,925	2,544,560	3,226,938	3,406,100	1,498,750	1,897,900	1,684,531	5,455,150	22,051,854	(468,687)	21,583,166
2020	2,316,463	2,494,560	3,227,638	4,272,650	710,700	880,400	1,684,531	4,819,900	20,406,841	(468,687)	19,938,154
2021	2,285,925	1,444,560	3,226,475	6,115,250	-	880,400	1,684,531	4,031,800	19,668,941	(468,687)	19,200,254
2022	2,251,375	1,444,560	3,226,500	6,153,000	-	880,400	1,684,531	3,926,800	19,567,166	(468,687)	19,098,479
2023	-	1,444,560	3,231,300	-	-	7,280,440	1,684,531	3,821,800	17,462,631	(468,687)	16,993,944
2024	-	1,444,560	3,216,300	-	-	6,560,400	1,684,531	3,716,800	16,622,591	(468,687)	16,153,904
2025	-	1,444,560	-	-	-	8,940,400	1,684,531	3,611,800	15,681,291	(468,687)	15,212,604
2026	-	6,544,560	-	-	-	-	1,684,531	3,506,800	11,735,891	(468,687)	11,267,204
2027	-	6,537,110	-	-	-	-	1,684,531	3,401,800	11,623,441	(386,780)	11,236,661
2028	-	6,507,188	-	-	-	-	1,684,531	3,296,800	11,488,519	(299,204)	11,189,315
2029	-	6,469,560	-	-	-	-	1,684,531	3,191,800	11,345,891	(205,883)	11,140,008
2030	-	6,463,223	-	-	-	-	1,684,531	2,566,800	10,714,554	(106,492)	10,608,062
2031	-	-	-	-	-	-	8,549,531	-	8,549,531	-	8,549,531
2032	-	-	-	-	-	-	11,569,931	-	11,569,931	-	11,569,931
2033	-	-	-	-	-	-	11,568,531	-	11,568,531	-	11,568,531
2034	-	-	-	-	-	-	11,671,581	-	11,671,581	-	11,671,581
2035	-	-	-	-	-	-	11,782,031	-	11,782,031	-	11,782,031
	13,906,188	49,947,680	25,855,125	26,599,800	5,206,150	32,226,140	78,725,044	54,273,550	286,739,676	(5,685,234)	281,054,443

\* The District is projecting to issue \$44 million in GO bonds in FY17. Actual amortization schedule will differ from projections based on a variety of factors that cannot be forecasted at this point.

Principal Amortization Schedule

Year	Series 2009							Estimated* Series 2017	Total before Subsidy
	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B		
3/1/2017	1,945,000	1,000,000	2,480,000	2,400,000	1,350,000	2,000,000	-	2,700,000	13,875,000
3/1/2018	2,005,000	1,000,000	2,545,000	2,445,000	1,395,000	1,000,000	-	4,010,000	14,400,000
3/1/2019	2,045,000	1,000,000	2,590,000	2,615,000	1,435,000	1,000,000	-	4,150,000	14,835,000
3/1/2020	2,090,000	1,000,000	2,675,000	3,560,000	690,000	-	-	3,660,000	13,675,000
3/1/2021	2,130,000	-	2,770,000	5,545,000	-	-	-	3,000,000	13,445,000
3/1/2022	2,170,000	-	2,880,000	5,860,000	-	-	-	3,000,000	13,910,000
3/1/2023	-	-	3,000,000	-	-	6,400,000	-	3,000,000	12,400,000
3/1/2024	-	-	3,095,000	-	-	6,000,000	-	3,000,000	12,095,000
3/1/2025	-	-	-	-	-	8,680,000	-	3,000,000	11,680,000
3/1/2026	-	5,100,000	-	-	-	-	-	3,000,000	8,100,000
3/1/2027	-	5,345,000	-	-	-	-	-	3,000,000	8,345,000
3/1/2028	-	5,585,000	-	-	-	-	-	3,000,000	8,585,000
3/1/2029	-	5,835,000	-	-	-	-	-	3,000,000	8,835,000
3/1/2030	-	6,135,000	-	-	-	-	-	2,480,000	8,615,000
3/1/2031	-	-	-	-	-	-	6,865,000	-	6,865,000
3/1/2032	-	-	-	-	-	-	10,160,000	-	10,160,000
3/1/2033	-	-	-	-	-	-	10,565,000	-	10,565,000
3/1/2034	-	-	-	-	-	-	10,985,000	-	10,985,000
3/1/2035	-	-	-	-	-	-	11,425,000	-	11,425,000
	12,385,000	32,000,000	22,035,000	22,425,000	4,870,000	25,080,000	50,000,000	44,000,000	212,795,000

\* The District is projecting to issue \$44 million in GO bonds in FY17. Actual amortization schedule will differ from projections based on a variety of factors that cannot be forecasted at this point.

Interest Amortization Schedule  
Series 2009

Year	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Estimated* Series 2017	Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
9/1/2016	205,713	797,280	384,844	459,450	73,050	496,450	842,266	-	3,259,052	(234,344)	3,024,708
3/1/2017	205,713	797,280	384,844	459,450	73,050	496,450	842,266	770,000	4,029,052	(234,344)	3,794,708
9/1/2017	176,538	784,780	352,644	444,450	52,800	456,450	842,266	722,750	3,832,677	(234,344)	3,598,333
3/1/2018	176,538	784,780	352,644	444,450	52,800	456,450	842,266	722,750	3,832,677	(234,344)	3,598,333
9/1/2018	146,463	772,280	318,469	395,550	31,875	448,950	842,266	652,575	3,608,427	(234,344)	3,374,083
3/1/2019	146,463	772,280	318,469	395,550	31,875	448,950	842,266	652,575	3,608,427	(234,344)	3,374,083
9/1/2019	113,231	747,280	276,319	356,325	10,350	440,200	842,266	579,950	3,365,921	(234,344)	3,131,577
3/1/2020	113,231	747,280	276,319	356,325	10,350	440,200	842,266	579,950	3,365,921	(234,344)	3,131,577
9/1/2020	77,963	722,280	228,238	285,125	-	440,200	842,266	515,900	3,111,971	(234,344)	2,877,627
3/1/2021	77,963	722,280	228,238	285,125	-	440,200	842,266	515,900	3,111,971	(234,344)	2,877,627
9/1/2021	40,688	722,280	173,250	146,500	-	440,200	842,266	463,400	2,828,583	(234,344)	2,594,239
3/1/2022	40,688	722,280	173,250	146,500	-	440,200	842,266	463,400	2,828,583	(234,344)	2,594,239
9/1/2022	-	722,280	115,650	-	-	440,220	842,266	410,900	2,531,316	(234,344)	2,296,972
3/1/2023	-	722,280	115,650	-	-	440,220	842,266	410,900	2,531,316	(234,344)	2,296,972
9/1/2023	-	722,280	60,650	-	-	280,200	842,266	358,400	2,263,796	(234,344)	2,029,452
3/1/2024	-	722,280	60,650	-	-	280,200	842,266	358,400	2,263,796	(234,344)	2,029,452
9/1/2024	-	722,280	-	-	-	260,400	842,266	305,900	2,130,846	(234,344)	1,896,502
3/1/2025	-	722,280	-	-	-	-	842,266	305,900	1,870,446	(234,344)	1,636,102
9/1/2025	-	722,280	-	-	-	-	842,266	253,400	1,817,946	(234,344)	1,583,602
3/1/2026	-	722,280	-	-	-	-	842,266	253,400	1,817,946	(234,344)	1,583,602
9/1/2026	-	596,055	-	-	-	-	842,266	200,900	1,639,221	(193,390)	1,445,831
3/1/2027	-	596,055	-	-	-	-	842,266	200,900	1,639,221	(193,390)	1,445,831
9/1/2027	-	461,094	-	-	-	-	842,266	148,400	1,451,759	(149,602)	1,302,158
3/1/2028	-	461,094	-	-	-	-	842,266	148,400	1,451,759	(149,602)	1,302,158
9/1/2028	-	317,280	-	-	-	-	842,266	95,900	1,255,446	(102,941)	1,152,504
3/1/2029	-	317,280	-	-	-	-	842,266	95,900	1,255,446	(102,941)	1,152,504
9/1/2029	-	164,111	-	-	-	-	842,266	43,400	1,049,777	(53,246)	996,531
3/1/2030	-	164,111	-	-	-	-	842,266	43,400	1,049,777	(53,246)	996,531
9/1/2030	-	-	-	-	-	-	842,266	-	842,266	-	842,266
3/1/2031	-	-	-	-	-	-	842,266	-	842,266	-	842,266
9/1/2031	-	-	-	-	-	-	704,966	-	704,966	-	704,966
3/1/2032	-	-	-	-	-	-	704,966	-	704,966	-	704,966
9/1/2032	-	-	-	-	-	-	501,766	-	501,766	-	501,766
3/1/2033	-	-	-	-	-	-	501,766	-	501,766	-	501,766
9/1/2033	-	-	-	-	-	-	343,291	-	343,291	-	343,291
3/1/2034	-	-	-	-	-	-	343,291	-	343,291	-	343,291
9/1/2034	-	-	-	-	-	-	178,516	-	178,516	-	178,516
3/1/2035	-	-	-	-	-	-	178,516	-	178,516	-	178,516

1,521,188      17,947,680      3,820,125      4,174,800      336,150      7,146,140      28,725,044      10,273,550      73,944,676      (5,685,234)      68,259,443

\* The District is projecting to issue \$44 million in GO bonds in FY17. Actual amortization schedule will differ from projections based on a variety of factors that cannot be forecasted at this point.

Principal and Interest Amortization Schedule

Year	Series 2009							Estimated* Series 2017	Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B				
2017	2,356,425	2,594,560	3,249,688	3,318,900	1,496,100	2,992,900	1,684,531	3,470,000	21,163,104	(468,687)	20,694,416
2018	2,358,075	2,569,560	3,250,288	3,333,900	1,500,600	1,912,900	1,684,531	5,455,500	22,065,354	(468,687)	21,596,666
2019	2,337,925	2,544,560	3,226,938	3,406,100	1,498,750	1,897,900	1,684,531	5,455,150	22,051,854	(468,687)	21,583,166
2020	2,316,463	2,494,560	3,227,638	4,272,650	710,700	880,400	1,684,531	4,819,900	20,406,841	(468,687)	19,938,154
2021	2,285,925	1,444,560	3,226,475	6,115,250	-	880,400	1,684,531	4,031,800	19,668,941	(468,687)	19,200,254
2022	2,251,375	1,444,560	3,226,500	6,153,000	-	880,400	1,684,531	3,926,800	19,567,166	(468,687)	19,098,479
2023	-	1,444,560	3,231,300	-	-	7,280,440	1,684,531	3,821,800	17,462,631	(468,687)	16,993,944
2024	-	1,444,560	3,216,300	-	-	6,560,400	1,684,531	3,716,800	16,622,591	(468,687)	16,153,904
2025	-	1,444,560	-	-	-	8,940,400	1,684,531	3,611,800	15,681,291	(468,687)	15,212,604
2026	-	6,544,560	-	-	-	-	1,684,531	3,506,800	11,735,891	(468,687)	11,267,204
2027	-	6,537,110	-	-	-	-	1,684,531	3,401,800	11,623,441	(386,780)	11,236,661
2028	-	6,507,188	-	-	-	-	1,684,531	3,296,800	11,488,519	(299,204)	11,189,315
2029	-	6,469,560	-	-	-	-	1,684,531	3,191,800	11,345,891	(205,883)	11,140,008
2030	-	6,463,223	-	-	-	-	1,684,531	2,566,800	10,714,554	(106,492)	10,608,062
2031	-	-	-	-	-	-	8,549,531	-	8,549,531	-	8,549,531
2032	-	-	-	-	-	-	11,569,931	-	11,569,931	-	11,569,931
2033	-	-	-	-	-	-	11,568,531	-	11,568,531	-	11,568,531
2034	-	-	-	-	-	-	11,671,581	-	11,671,581	-	11,671,581
2035	-	-	-	-	-	-	11,782,031	-	11,782,031	-	11,782,031
	13,906,188	49,947,680	25,855,125	26,599,800	5,206,150	32,226,140	78,725,044	54,273,550	286,739,676	(5,685,234)	281,054,443

\* The District is projecting to issue \$44 million in GO bonds in FY17. Actual amortization schedule will differ from projections based on a variety of factors that cannot be forecasted at this point.

Principal Amortization Schedule

Year	Series 2009							Estimated* Series 2017	Total before Subsidy
	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B		
3/1/2017	1,945,000	1,000,000	2,480,000	2,400,000	1,350,000	2,000,000	-	2,700,000	13,875,000
3/1/2018	2,005,000	1,000,000	2,545,000	2,445,000	1,395,000	1,000,000	-	4,010,000	14,400,000
3/1/2019	2,045,000	1,000,000	2,590,000	2,615,000	1,435,000	1,000,000	-	4,150,000	14,835,000
3/1/2020	2,090,000	1,000,000	2,675,000	3,560,000	690,000	-	-	3,660,000	13,675,000
3/1/2021	2,130,000	-	2,770,000	5,545,000	-	-	-	3,000,000	13,445,000
3/1/2022	2,170,000	-	2,880,000	5,860,000	-	-	-	3,000,000	13,910,000
3/1/2023	-	-	3,000,000	-	-	6,400,000	-	3,000,000	12,400,000
3/1/2024	-	-	3,095,000	-	-	6,000,000	-	3,000,000	12,095,000
3/1/2025	-	-	-	-	-	8,680,000	-	3,000,000	11,680,000
3/1/2026	-	5,100,000	-	-	-	-	-	3,000,000	8,100,000
3/1/2027	-	5,345,000	-	-	-	-	-	3,000,000	8,345,000
3/1/2028	-	5,585,000	-	-	-	-	-	3,000,000	8,585,000
3/1/2029	-	5,835,000	-	-	-	-	-	3,000,000	8,835,000
3/1/2030	-	6,135,000	-	-	-	-	-	2,480,000	8,615,000
3/1/2031	-	-	-	-	-	-	6,865,000	-	6,865,000
3/1/2032	-	-	-	-	-	-	10,160,000	-	10,160,000
3/1/2033	-	-	-	-	-	-	10,565,000	-	10,565,000
3/1/2034	-	-	-	-	-	-	10,985,000	-	10,985,000
3/1/2035	-	-	-	-	-	-	11,425,000	-	11,425,000
	12,385,000	32,000,000	22,035,000	22,425,000	4,870,000	25,080,000	50,000,000	44,000,000	212,795,000

\* The District is projecting to issue \$44 million in GO bonds in FY17. Actual amortization schedule will differ from projections based on a variety of factors that cannot be forecasted at this point.

Interest Amortization Schedule  
Series 2009

Year	Refunding	Series 2010	Series 2011	Series 2012	Series 2012C	Series 2015A	Series 2015B	Estimated* Series 2017	Total before Subsidy	Series 2010 Subsidy	Total after Subsidy
9/1/2016	205,713	797,280	384,844	459,450	73,050	496,450	842,266	-	3,259,052	(234,344)	3,024,708
3/1/2017	205,713	797,280	384,844	459,450	73,050	496,450	842,266	770,000	4,029,052	(234,344)	3,794,708
9/1/2017	176,538	784,780	352,644	444,450	52,800	456,450	842,266	722,750	3,832,677	(234,344)	3,598,333
3/1/2018	176,538	784,780	352,644	444,450	52,800	456,450	842,266	722,750	3,832,677	(234,344)	3,598,333
9/1/2018	146,463	772,280	318,469	395,550	31,875	448,950	842,266	652,575	3,608,427	(234,344)	3,374,083
3/1/2019	146,463	772,280	318,469	395,550	31,875	448,950	842,266	652,575	3,608,427	(234,344)	3,374,083
9/1/2019	113,231	747,280	276,319	356,325	10,350	440,200	842,266	579,950	3,365,921	(234,344)	3,131,577
3/1/2020	113,231	747,280	276,319	356,325	10,350	440,200	842,266	579,950	3,365,921	(234,344)	3,131,577
9/1/2020	77,963	722,280	228,238	285,125	-	440,200	842,266	515,900	3,111,971	(234,344)	2,877,627
3/1/2021	77,963	722,280	228,238	285,125	-	440,200	842,266	515,900	3,111,971	(234,344)	2,877,627
9/1/2021	40,688	722,280	173,250	146,500	-	440,200	842,266	463,400	2,828,583	(234,344)	2,594,239
3/1/2022	40,688	722,280	173,250	146,500	-	440,200	842,266	463,400	2,828,583	(234,344)	2,594,239
9/1/2022	-	722,280	115,650	-	-	440,220	842,266	410,900	2,531,316	(234,344)	2,296,972
3/1/2023	-	722,280	115,650	-	-	440,220	842,266	410,900	2,531,316	(234,344)	2,296,972
9/1/2023	-	722,280	60,650	-	-	280,200	842,266	358,400	2,263,796	(234,344)	2,029,452
3/1/2024	-	722,280	60,650	-	-	280,200	842,266	358,400	2,263,796	(234,344)	2,029,452
9/1/2024	-	722,280	-	-	-	260,400	842,266	305,900	2,130,846	(234,344)	1,896,502
3/1/2025	-	722,280	-	-	-	-	842,266	305,900	1,870,446	(234,344)	1,636,102
9/1/2025	-	722,280	-	-	-	-	842,266	253,400	1,817,946	(234,344)	1,583,602
3/1/2026	-	722,280	-	-	-	-	842,266	253,400	1,817,946	(234,344)	1,583,602
9/1/2026	-	596,055	-	-	-	-	842,266	200,900	1,639,221	(193,390)	1,445,831
3/1/2027	-	596,055	-	-	-	-	842,266	200,900	1,639,221	(193,390)	1,445,831
9/1/2027	-	461,094	-	-	-	-	842,266	148,400	1,451,759	(149,602)	1,302,158
3/1/2028	-	461,094	-	-	-	-	842,266	148,400	1,451,759	(149,602)	1,302,158
9/1/2028	-	317,280	-	-	-	-	842,266	95,900	1,255,446	(102,941)	1,152,504
3/1/2029	-	317,280	-	-	-	-	842,266	95,900	1,255,446	(102,941)	1,152,504
9/1/2029	-	164,111	-	-	-	-	842,266	43,400	1,049,777	(53,246)	996,531
3/1/2030	-	164,111	-	-	-	-	842,266	43,400	1,049,777	(53,246)	996,531
9/1/2030	-	-	-	-	-	-	842,266	-	842,266	-	842,266
3/1/2031	-	-	-	-	-	-	842,266	-	842,266	-	842,266
9/1/2031	-	-	-	-	-	-	704,966	-	704,966	-	704,966
3/1/2032	-	-	-	-	-	-	704,966	-	704,966	-	704,966
9/1/2032	-	-	-	-	-	-	501,766	-	501,766	-	501,766
3/1/2033	-	-	-	-	-	-	501,766	-	501,766	-	501,766
9/1/2033	-	-	-	-	-	-	343,291	-	343,291	-	343,291
3/1/2034	-	-	-	-	-	-	343,291	-	343,291	-	343,291
9/1/2034	-	-	-	-	-	-	178,516	-	178,516	-	178,516
3/1/2035	-	-	-	-	-	-	178,516	-	178,516	-	178,516

1,521,188      17,947,680      3,820,125      4,174,800      336,150      7,146,140      28,725,044      10,273,550      73,944,676      (5,685,234)      68,259,443

\* The District is projecting to issue \$44 million in GO bonds in FY17. Actual amortization schedule will differ from projections based on a variety of factors that cannot be forecasted at this point.

BUILDING - PROJECT NUMBER - PROJECT DESCRIPTION	SUBSTANTIAL COMPLETION DATE	LONG RANGE PLAN TOTAL PROJECTED COST ESTIMATE AT TIME OF BID	CONSULTANT FEES ESTIMATE	CONTRACTOR CONTRACT ESTIMATE	PROJECT CONSTRUCTION CONTINGENCY	ASBESTOS ABATEMENT ESTIMATE	ADVERTISING, COPIES, PERMITS, & OTHER COSTS	CURRENT TOTAL PROJECT COST ESTIMATE (sum of columns B through F)	DIFFERENCE BETWEEN PROJECTED AND CURRENT PROJECT COST ESTIMATE (column A - column G)
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
<b>ELEMENTARY SCHOOLS</b>									
HANNA WOODS - 171401B - Building Renovations	Completed							\$0	\$0
HIGHCROFT RIDGE - 221401B - Building Renovations And Site Improvements	Completed							\$0	\$0
MCKELVEY - 111401B - Building Renovations (Multi-Year Project)	Phase 1 - Completed Phase 2 - 7/29/16	\$4,133,176	\$198,131	\$2,410,849	\$120,542	\$481,712	\$203,485	\$3,414,719	\$718,457
<b>MIDDLE SCHOOLS</b>									
CENTRAL MIDDLE - 401401B - Building Addition And Renovations	Completed							\$0	\$0
NORTHEAST MIDDLE - 451401B - Building Renovations	Completed							\$0	\$0
<b>HIGH SCHOOLS</b>									
NORTH HIGH - 561401B - Replace Chiller CHR-001 & Switchboard ESB-003	Completed							\$0	\$0
SOUTH HIGH - 581401B - Stadium Renovations	Completed							\$0	\$0
WEST HIGH - 541401B - Site Improvements	Completed							\$0	\$0
<b>OTHER FACILITIES</b>									
<b>DISTRICT WIDE</b>									
DISTRICT WIDE - 001404B - Replace Flooring FY14-15	Completed							\$0	\$0
DISTRICT WIDE - 001405B - Replace Doors FY14-15	Completed							\$0	\$0
DISTRICT WIDE - 001406B - ADA Renovations FY14-15	Completed							\$0	\$0
DISTRICT WIDE - 001407B - Replace Stair Guards & Hand Rails To Meet Code (Multi-Year Project)	2018							\$0	\$0
DISTRICT WIDE - 001408B - Add Safety Film To Door Glazing	Completed							\$0	\$0
DISTRICT WIDE - 001409B - Replace Door Hardware (Multi-Year Project)	2017							\$0	\$0
DISTRICT WIDE - 001410B - Replace CCTV Security Cameras (Multi-Year Project)	2017							\$0	\$0
DISTRICT WIDE - 001411B - Replace Door Access Systems (Multi-Year Project)	2017							\$0	\$0
TECHNOLOGY - Data Storage Expansion								\$0	\$0

BUILDING - PROJECT NUMBER - PROJECT DESCRIPTION	SUBSTANTIAL COMPLETION DATE	LONG RANGE PLAN TOTAL PROJECTED COST ESTIMATE AT TIME OF BID	CONSULTANT FEES ESTIMATE	CONTRACTOR CONTRACT ESTIMATE	PROJECT CONSTRUCTIO N CONTINGENCY	ASBESTOS ABATEMENT ESTIMATE	ADVERTISING, COPIES, PERMITS, & OTHER COSTS	CURRENT TOTAL PROJECT COST ESTIMATE (sum of columns B through F)	DIFFERENCE BETWEEN PROJECTED AND CURRENT PROJECT COST ESTIMATE (column A - column G)
		( A )	( B )	( C )	( D )	( E )	( F )	( G )	( H )
TECHNOLOGY - Wireless Infrastructure								\$0	\$0
TECHNOLOGY - Microsoft Operating System								\$0	\$0
TECHNOLOGY - Server Additions								\$0	\$0
TECHNOLOGY - Network Additions								\$0	\$0
<b>TOTALS</b>		<b>\$4,133,176</b>	<b>\$198,131</b>	<b>\$2,410,849</b>	<b>\$120,542</b>	<b>\$481,712</b>	<b>\$203,485</b>	<b>\$3,414,719</b>	<b>\$718,457</b>



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<b>ELEMENTARY SCHOOLS</b>									
<b>BELLERIVE - 151501B - Building Renovations And Site Improvements</b>	7/28/2016	\$618,200	\$89,349	\$424,890	\$25,000	\$350	\$5,000	\$544,589	\$73,611
BUILDING RENOVATIONS: Install doors from the corridor to classroom pods in the 1500, 1600, and 1700 wings at north end of building that can be locked for security during lockdown events and install ADA ramps to make the 1600 and 1700 wings accessible.									
ELECTRICAL: Replace 1 electrical panelboard.									
SITE IMPROVEMENTS: Add 90 degree parking stalls to replace parallel parking stalls along south side of main entry driveway and replace parking lot area located in northwest corner of property which includes underground storm water detention.									
<b>CLAYMONT - 021501B - Building Renovations And Site Improvements</b>	7/15/2016	\$544,700	\$80,326	\$474,500	\$25,000	\$16,500	\$10,000	\$606,326	(\$61,626)
BUILDING RENOVATIONS: Replace roofing over the gym wing at southwest corner of building and replace two wooden ADA ramps with permanent ramps.									
ELECTRICAL SYSTEMS: Replace several electrical panelboards.									
MECHANICAL SYSTEMS: Replace condensing unit on roof.									
SITE IMPROVEMENTS: Replace asphalt paved play area located behind the building.									
<b>HENRY - 121501B - Building Additions, Renovations, and Site Improvements</b>	11/25/2016	\$3,396,000	\$240,724	\$3,284,000	\$164,200	\$53,900	\$166,000	\$3,908,824	(\$512,824)
BUILDING ADDITIONS: New 4 classroom addition on north side of building; new 2 classroom addition at southwest corner of building for kindergarten; and new 1 classroom addition on south side of building for strings, new ADA ramped to new 4 classroom addition and to cafeteria, new wheel chair lift connecting main corridor to kindergarten.									
SITE IMPROVEMENTS: Relocate kindergarten playground to the west of existing location, replace and modify layout of front parking lot and drive to gain more parking spots and separate bus and car traffic including permeable paving system in parking lot, demolish existing temporary modular classrooms located northeast of building, and correct storm water runoff channel on south property line to eliminate flooding of neighbors'									
<b>OAK BROOK - 231501B - Building Renovations And Site Improvements</b>	7/22/2016	\$782,200	\$90,000	\$506,000	\$25,300	\$0	\$5,000	\$626,300	\$155,900
MECHANICAL SYSTEMS: Replace 3 main roof top mounted condensing units.									
SITE IMPROVEMENTS: Replace driveway which connects the main drive to the paved play area behind the building, paved play area located behind the building, and replace exterior ADA ramp pleading from the building to the playground.									
<b>RIVER BEND - 141501B - Building Renovations</b>	7/29/2016	\$3,373,000	\$224,994	\$2,657,285	\$132,864	\$121,000	\$70,000	\$3,206,143	\$166,857

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BUILDING RENOVATION: Renovate nurse's health area to meet district prototype, create new specialized instructional classrooms and offices in library, and replace most of the exterior storefront window/door units and windows in entire building.									
MECHANICAL SYSTEMS: Replace HVAC systems throughout the building.									
ELECTRICAL SYSTEMS: Replace electrical switchboard located inside building.									
<b>SHENANDOAH VALLEY - 201501B - Building Renovations And Site Improvements</b>	<b>8/1/2016</b>	<b>\$327,600</b>	<b>\$53,553</b>	<b>\$200,708</b>	<b>\$20,071</b>	<b>\$10,450</b>	<b>\$5,000</b>	<b>\$289,782</b>	<b>\$37,818</b>
BUILDING RENOVATION: Renovate Special Education Life Skills Lab to provide a small instructional space for 1 teacher and 4 students.									
MECHANICAL SYSTEMS: Replace terminal duct heater serving mechanical/electrical penthouse and replace variable air volume boxes serving the 500 wing.									
ELECTRICAL SYSTEMS: Additional exterior lighting for security around building perimeter.									
SITE IMPROVEMENTS: Replace service drive connecting street to pave play area located north of building and replace paved play area located on east side of building north of parking lot.									
<b>WREN HOLLOW - 191501B - Building Renovations And Site Improvements</b>	<b>7/27/2016</b>	<b>\$1,137,500</b>	<b>\$152,126</b>	<b>\$935,532</b>	<b>\$46,777</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$1,159,435</b>	<b>(\$21,935)</b>
BUILDING RENOVATION: Replace several roof areas over the main building, replace all the storefront window/door units located in the 100 through 600 wings of the building, and replace windows in the 700 wing.									
MECHANICAL SYSTEMS: Replace air handler serving the administrative office area.									
SITE IMPROVEMENTS: Replace paved circle drive and parking lot and replace adjacent sidewalks located east of building.									
<b>MIDDLE SCHOOLS</b>									
<b>WEST MIDDLE - 431501B - Building Renovations And Site Improvements</b>	<b>7/29/2016</b>	<b>\$1,676,200</b>	<b>\$256,992</b>	<b>\$1,595,000</b>	<b>\$79,750</b>	<b>\$19,800</b>	<b>\$15,500</b>	<b>\$1,967,042</b>	<b>(\$290,842)</b>
MECHANICAL SYSTEMS: Replace 4 main air handling units, air condition main gym and locker rooms.									
SITE IMPROVEMENTS: Replace driveway connecting parking lots to Straub Road east of building.									
<b>HIGH SCHOOLS</b>									
<b>CENTRAL HIGH - 501504B - Replace HVAC Units Gym A</b>	<b>Completed</b>	<b>\$25,635,034</b>	<b>\$2,420,040</b>	<b>\$20,574,000</b>	<b>\$1,028,700</b>	<b>\$450,000</b>	<b>\$1,063,000</b>	<b>\$25,535,740</b>	<b>\$99,294</b>
MECHANICAL SYSTEMS: Replace rooftop HVAC units RTG-016 and RTG-018 serving gym A									

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<b>NORTH HIGH - 561501B - Building Additions, Renovations, And Site Improvements (Multi-Year Project)</b>	<b>Package A - 1/4/17 Package B - TBD</b>	<b>\$25,635,034</b>	<b>\$2,420,040</b>	<b>\$20,574,000</b>	<b>\$1,028,700</b>	<b>\$450,000</b>	<b>\$1,063,000</b>	<b>\$25,535,740</b>	<b>\$99,294</b>
BUILDING RENOVATIONS: New band/orchestra/choir classroom addition on south side of building, replace roofs on entire building, and replace aggregate coated panel wall system on east side of stadium.									
MECHANICAL SYSTEMS: Replace 2 chillers.									
ELECTRICAL SYSTEMS: Install new service entrance to south mechanical/electrical room.									
SITE IMPROVEMENTS: Replace and modify layout of north parking lot and drives including permeable paving system in parking lot.									
PACKAGE B: Existing fine arts renovations, food court renovations, relocated administrative office area, relocated nurse's health area, air condition swimming pool and secondary gym, fix light switching so each room has control over their room only, replace several VAV box piping connections, replace 3 main air handling units, replace heating boilers.									
<b>WEST HIGH - 541501B - Building Renovations</b>	<b>7/29/2016</b>	<b>\$1,407,400</b>	<b>\$203,585</b>	<b>\$1,263,800</b>	<b>\$63,190</b>	<b>\$11,000</b>	<b>\$14,500</b>	<b>\$1,556,075</b>	<b>(\$148,675)</b>
BUILDING RENOVATIONS: Replace roofs located over the secondary gym addition, located over the main gym, located over west HVAC equipment penthouse, located over several stair towers, located over the 4 story wing and theater on the south side of the building, replace the chair lift with an ADA ramp leading to the cafeteria, replace the stairs with and ADA ramp leading to the swimming pool, and replace double doors by loading dock.									
MECHANICAL SYSTEMS: Replace one cooling unit ventilator serving room 1632.									
ELECTRICAL SYSTEMS: Refurbish 2 main electrical switchboards located exterior and south of theater.									
<b>OTHER FACILITIES</b>									
<b>ADMINISTRATION - 701701B - Replace Emergency Generator</b>	<b>8/1/2016</b>	<b>\$290,000</b>	<b>\$37,857</b>	<b>\$200,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$3,500</b>	<b>\$261,357</b>	<b>\$28,643</b>
Replace emergency generator with generator sized to power the entire building.									
<b>GROUNDS/STORAGE - 811501B - Building Renovations And New Equipment Storage Shed</b>	<b>8/1/2016</b>	<b>\$1,095,800</b>	<b>\$123,000</b>	<b>\$802,931</b>	<b>\$40,147</b>	<b>\$86,900</b>	<b>\$35,000</b>	<b>\$1,087,978</b>	<b>\$7,822</b>
BUILDING RENOVATIONS: New shed for storing grounds equipment out of the weather and replace all the windows and doors located in the south wing of the building and the connecting corridor between the north and south wings of the building.									
MECHANICAL SYSTEMS: Replace HVAC system in south wing of building.									

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ELECTRICAL SYSTEMS: New electrical service entrance to separate building electric from the Fern Ridge building service.									
<b>TRANSPORTATION - 801501B - Building Renovations And Site Improvements</b>	7/22/2016	\$1,513,900	\$159,870	\$937,800	\$46,890	\$7,700	\$10,000	\$1,162,260	\$351,640
BUILDING RENOVATION: Renovate maintenance bays for code compliance which includes modifications to the electrical and mechanical systems									
SITE IMPROVEMENTS: Replace upper bus parking lots and re-feed water line to wash bay from campus water main.									
<b>DISTRICT WIDE</b>									
DISTRICT WIDE - 001501B - Replace Flooring FY15-16								\$0	\$0
DISTRICT WIDE - 001502B - Replace Doors FY15-16								\$0	\$0
DISTRICT WIDE - 001503B - ADA Renovations FY15-16								\$0	\$0
DISTRICT WIDE - 001504B - New Integrated Display and Scoreboard Installation								\$0	\$0
<b>TOTALS</b>		\$67,432,568	\$6,552,456	\$54,430,446	\$2,746,589	\$1,227,600	\$2,490,500	\$67,447,591	(\$15,023)
<b>OTHER SIGNIFICANT PROJECTS NOT FUNDED BY BOND ISSUE</b>									
<b>SOUTH HIGH - Freezer/Cooler Renovations (NOT A BOND ISSUE PROJECT)</b>	7/18/2016	\$250,000	\$34,455	\$174,999	\$17,500	\$0	\$6,000	\$232,954	\$17,046
BUILDING RENOVATIONS: Replace existing kitchen freezer/cooler with new freezer/cooler.									
<b>EARLY CHILDHOOD CENTER - New Playground (NOT A BOND ISSUE PROJECT)</b>	8/1/2016	\$120,000	\$10,000	\$60,000	\$6,000	\$0	\$44,000	\$120,000	\$0
Install new playground northeast and adjacent to existing playground.									

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<b>ELEMENTARY SCHOOLS</b>									
BARRETTS - 011601B - Building Renovations And Site Improvements	TBD 2018	\$1,808,997						\$1,808,997	\$0
CRAIG - 091601B - Building Renovations	TBD 2018	\$233,136						\$233,136	\$0
GREEN TRAILS - 081601B - Building Renovations	TBD 2018	\$1,003,956						\$1,003,956	\$0
HENRY - 121601B - Building Renovations And Site Improvements	TBD 2018	\$694,423						\$694,423	\$0
PIERREMONT - 101601B - Building Renovations And Site Improvements	TBD 2018	\$758,290						\$758,290	\$0
ROSS - 061601B - Building Renovations And Site Improvements	TBD 2018	\$1,100,553						\$1,100,553	\$0
SORRENTO SPRINGS - 181601B - Building Renovations	TBD 2018	\$310,022						\$310,022	\$0
<b>MIDDLE SCHOOLS</b>									
CENTRAL MIDDLE - 401601B - Science Renovations	TBD 2018	\$1,817,000						\$1,817,000	\$0
CENTRAL MIDDLE - 401602B - Remove Underground Fuel Storage Tanks	TBD 2018	\$101,250						\$101,250	\$0
<b>HIGH SCHOOLS</b>									
CENTRAL HIGH - 501601B - Building Renovations (Performance Contract )	TBD 2018	\$2,769,154						\$2,769,154	\$0
SOUTH HIGH - 581601B - Building Renovations (Performance Contract )	TBD 2018	\$1,786,206						\$1,786,206	\$0
<b>OTHER FACILITIES</b>									
INSTRUCTIONAL SERVICES CENTER - 751601B - Building Renovations And Site Improvements	TBD 2018	\$448,737						\$448,737	\$0
<b>DISTRICT WIDE</b>									
DISTRICT WIDE - 001601B - Replace Flooring FY16-17	TBD 2018	\$425,000						\$425,000	\$0
DISTRICT WIDE - 001602B - Replace Doors FY16-17	TBD 2018	\$70,000						\$70,000	\$0
DISTRICT WIDE - 001603B - ADA Renovations FY16-17	TBD 2018	\$150,000						\$150,000	\$0
DISTRICT WIDE - 001604B - Replace Fire Alarm Systems (Multi-Year Project)	TBD 2018	\$5,644,678						\$5,644,678	\$0
DISTRICT WIDE - 001605B - Replace Public Address/Intercom Systems (Multi-Year Project)	TBD 2018	\$2,398,022						\$2,398,022	\$0
<b>TOTALS</b>		<b>\$21,519,424</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,519,424</b>	<b>\$0</b>

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<b>ELEMENTARY SCHOOLS</b>									
CARMAN TRAILS - 211701B - Building Renovations	TBD 2018	\$337,448						\$337,448	\$0
MASON RIDGE - 051701B - Building Renovations	TBD 2018	\$521,412						\$521,412	\$0
<b>MIDDLE SCHOOLS</b>									
NORTHEAST MIDDLE - 451701B - Science Renovations	TBD 2018	\$1,817,000						\$1,817,000	\$0
SOUTH MIDDLE - 411701B - Building And Science Renovations	TBD 2018	\$2,508,845						\$2,508,845	\$0
SOUTHWEST MIDDLE - 461701B - Science Renovations	TBD 2018	\$1,817,000						\$1,817,000	\$0
WEST MIDDLE - 431701B - Science Renovations	TBD 2018	\$1,817,000						\$1,817,000	\$0
<b>HIGH SCHOOLS</b>									
<b>OTHER FACILITIES</b>									
ADMINISTRATION - 701701B - Building Renovations	TBD 2018	\$52,684						\$52,684	\$0
DISTRICT OPERATIONS - 851701B - Replace Underground Fuel Storage Tank	TBD 2018	\$365,000						\$365,000	\$0
EARLY CHILDHOOD CENTER - 651701B - Building Renovations	TBD 2018	\$276,762						\$276,762	\$0
FERN RIDGE - 591701B - Building Renovations	TBD 2018	\$1,293,168						\$1,293,168	\$0
<b>DISTRICT WIDE</b>									
DISTRICT WIDE -001701B - Replace Flooring FY17-18	TBD 2018	\$420,000						\$420,000	\$0
DISTRICT WIDE - 001702B - Replace Doors FY17-18	TBD 2018	\$70,000						\$70,000	\$0
DISTRICT WIDE - 001703B - ADA Renovations FY17-18	TBD 2018	\$150,000						\$150,000	\$0
<b>TOTALS</b>		<b>\$11,446,319</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,446,319</b>	<b>\$0</b>
<b>TOTALS FOR ALL YEARS</b>		<b>\$104,531,487</b>						<b>\$103,828,053</b>	<b>\$703,434</b>

## **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.