



# PARKWAY C-2 SCHOOL DISTRICT ANNUAL BUDGET

2020-2021



**PARKWAY**  
SCHOOLS  
St. Louis County  
Missouri



**PARKWAY SCHOOL DISTRICT**

**St. Louis County, Missouri**

**2020-2021 Budget**

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## BUDGET 2020-2021

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# INTRODUCTORY SECTION



BUDGET MESSAGE  
From the Chief Financial Officer

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

- National District and Schools of Character
- Best High Schools in America
- Six schools with National Green Ribbons
- National Green Ribbon District

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

In November 2018, we passed a ballot measure for a \$110 million bond issue with support of 73.5% of the vote. The planning includes renovation of existing space, additional space in some areas that is needed from the growth in enrollment and for needed upkeep and replacement of aging systems. This bond issue also includes \$4 million dedicated to sustainability projects. Our community provides support for our schools, and their support is apparent not only for the bond issue, but also for their continued support in Project Parkway, our Parent-Teacher Organizations and our Booster Clubs.

We have a Community Education partnership with Rockwood School District. This partnership helps our district with an expansion of our before and after school care program, our summer programming offerings and adult community events. We currently have a fleet of 40 CNG fueled buses that has shown not only our commitment to cleaner air, but also a substantial savings in fuel costs with an additional 12 buses to be purchased in July of 2020. Through several energy saving initiatives and system upgrades, we have been able to control the growth in operational costs while still supporting growth in our salaries and benefits. In just under five years, we have been able to meet the 20% reduction in energy usage from the Better Building Challenge.

***Mission of Parkway School District:***

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

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

<p><i>Responsibly and efficiently allocate</i></p> <p><b>RESOURCES</b></p> <p><i>including finances, facilities, personnel and time.</i></p>
<p>Measurable Objectives: By 2021...</p> <ul style="list-style-type: none"> <li>• Each school, department and program will maintain ethical and fiscally responsible practices to effectively accomplish mission.</li> <li>• All personnel, time and resources will be allocated responsibly and flexibly based on mission related needs of students and the financial reality of the district.</li> <li>• Each school, department and program will successfully integrate environmentally, socially and fiscally sustainable best practices into their area of focus.</li> </ul>

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

- Energy use reduction of 20% overall – many energy star schools
- Unqualified audit for June 2019
- Certificate in excellence in financial reporting from ASBO - 2019
- Successful completion of nearly all of the 2014 bond issue projects
- Continued development of staffing and enrollment reports
- Refinement of data points by the operations action team
- Continual improvement in internal controls
- Zero-based budgeting for departments and student-based budgeting at our school locations utilized for upcoming budget
- Implementation of first year of 2018 bond issue projects
- Awarded the District Level Green Ribbon Schools recognition from the department of education.
- Introduction of the CMAR method for construction delivery
- Improved security infrastructure for our technology
- Enhanced security for visitor management at all buildings
- Comprehensive Staffing Study to identify \$2 million in salary savings to be able to add staff to support Mental Health Task Force suggestions, McKelvey Primary and personalized learning.

**Budget Planning:**

The detailed planning process for the 2021 fiscal year (FY21) budget began in the fall of 2019. The budget represents a commitment to our financial responsibility and strong financial management for Parkway School District. An essential component of our budget process is not only to look at the upcoming year, but to also have a long-range focus on our planning. The budget document is an excellent source of information that will provide a better understanding of the financial plan and results of the district. The budget planning parameters and overall goals have been presented to the Board of Education and they have provided feedback. Per the Statutes of the State of Missouri, the budget will be presented and approved prior to June 30, 2020. The budget provides a framework by which resources will be allocated to accomplish the mission of the Parkway School District and provides the ability to sustain the financial stability in future years.

The development of the detailed budget for the upcoming year is truly teamwork. It includes input from members of our Board of Education, district administrators, school principals, budget managers, department directors, teachers and support staff. The budget development is an ongoing process. The budget is officially approved by the Board of Education a minimum of two times a year, but in the spring there are normally budget adjustments that still need Board action. It is encouraged that all budget managers monitor their budget on a regular basis. Monthly reporting is presented to the Board of Education and the reports include a comparison to the budget. Budget preparation for the upcoming fiscal year begins with a comprehensive review of the future revenue projections and is completed by the Chief Financial Officer and the Director of Finance. Once revenues are projected, the targets for the total expenditures are developed. Salaries and benefits are one of the first expenditures to be projected and then we begin planning operational budgets. Budget program managers play a vital role in the development of the next year budget. All budget program managers are building a budget that will meet their goal targets for the upcoming year utilizing a zero-based budgeting approach or a student-based budgeting approach at the school level.

Local, state and national economic conditions have played a major role in the budget development process. Over the past several years, moderate economic growth and aggressive protested taxes have provided marginal growth in our local assessed valuation of our property. The continued settlement of protested taxes has adversely affected our local revenue. In fact, over the past few years, over \$16 million has been paid back to St. Louis County for previously paid taxes that were protested and settled for a reduced amount through the state’s tax commission. In the current year, we have been impacted by the COVID-19 pandemic and temporary school closure. The budget we developed for this upcoming year includes some expenditure reductions for our loss in Financial Institution Tax Revenues and our expected loss in other revenues impacted from our expected economic condition.

**Revenues:**

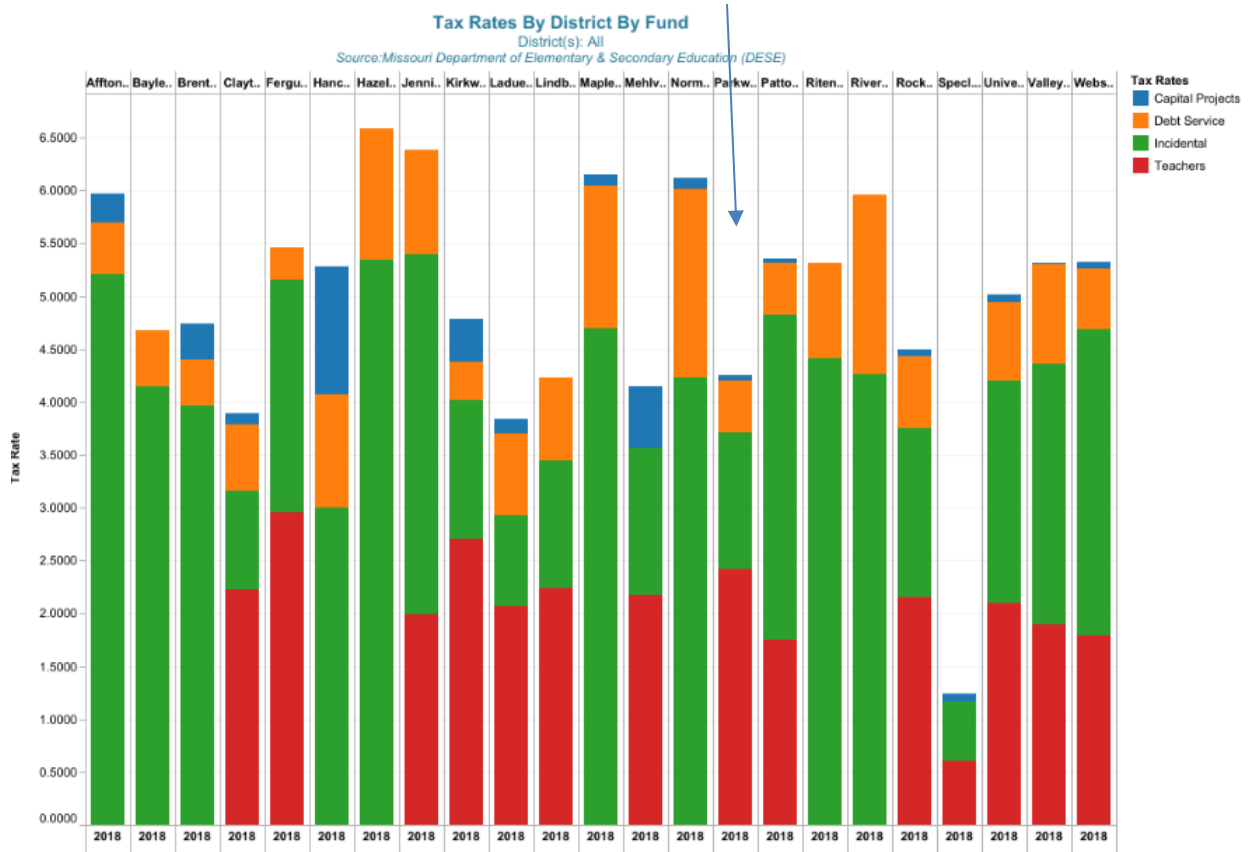
The largest source of revenue for the Parkway School District is the funds received from our local property tax rate collection. The assessed valuation for the district is set by the St. Louis County Assessor and the tax rate is set annually prior to October 1<sup>st</sup> by the Board of Education.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

Type of Property:	Value per \$100 of Assessed Valuation
Residential	\$3.7661
Agricultural	\$2.4353
Commercial	\$5.1407
Personal Property	\$4.2609
Blended Rate	\$4.1524

The tax rate above includes a \$.49 debt service levy. Our total assessed valuation that this calculation was based upon was \$5,168,720,410, excluding our TIF properties. The tax rate for the Parkway School District is one of the lowest tax rates for school districts in St. Louis County.



Parkway – 5<sup>th</sup> Lowest in St. Louis County



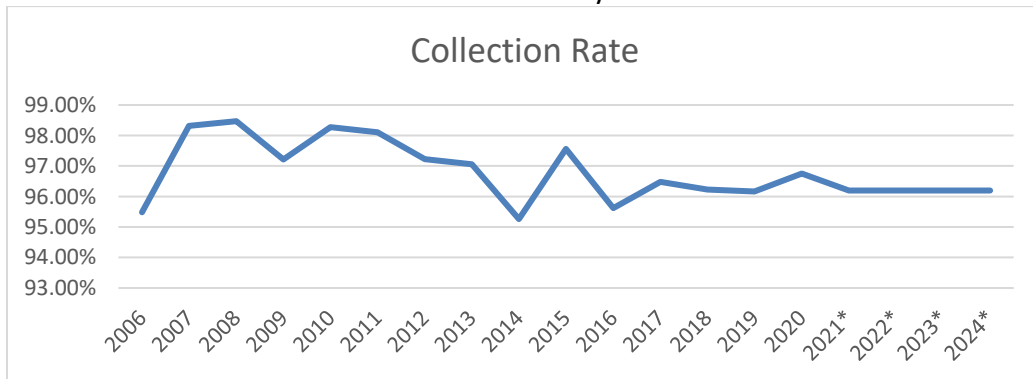
In preparation for the FY21 budget we looked not only at our current tax rates, but we reviewed our assessed valuation growth, our estimated new construction, the consumer price index and our historical collection rate. The following chart shows not only the historic assessed valuation values by year, but also shows the adjusted assessed valuation following the settlement of the taxes previously paid under protest. As you can tell from the chart below, the last several years have been a challenge with our economic condition. The impact of the assessed valuation since 2008 and the continued settlement of protested taxes have made it challenging to maintain a strong financial foundation. Through our focus on our Mission and Goal 3, we have made budget cuts, experienced moderate growth in salaries and benefits, completed many energy-saving capital projects and monitored our other expenditures. With successfully doing so, the district has remained financially sound and our operating fund balances have increased.

Assessed Valuation for Parkway School District



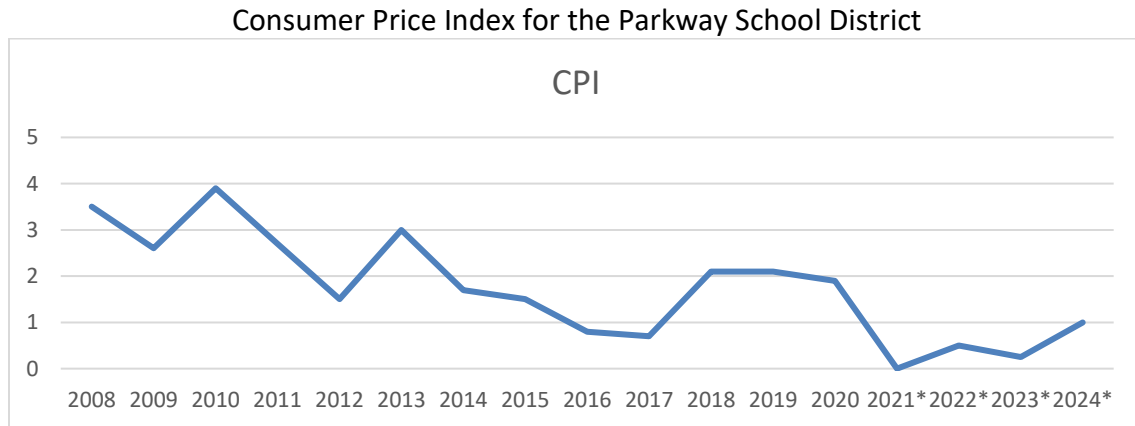
The assessed valuation for fiscal year 2021 is estimated to be about \$5.2 billion. This is a non-reassessment year and we do not anticipate an increase other than new construction. Another important factor in the local tax revenue is our collection rate. As mentioned previously, over the last few years we have been challenged by a large portion of our taxes being remitted under protest and the cases have been settled by the state tax commission. As a result, we have paid back to St. Louis County more than \$16 million dollars. This has negatively impacted our collection rate. The chart below shows the collection rate from the past several years and the anticipated increase in the collection rate for our current year. The amount of settlements has decreased. Unfortunately, with the COVID-19 impact on the economy, we anticipate a lower collection rate for FY21 due to potentially slower payment of taxes and additional protested taxes. We are uncertain how the pandemic will impact the economy in the upcoming years so we have built in a conservative percentage.

Collection Rate for Parkway School District

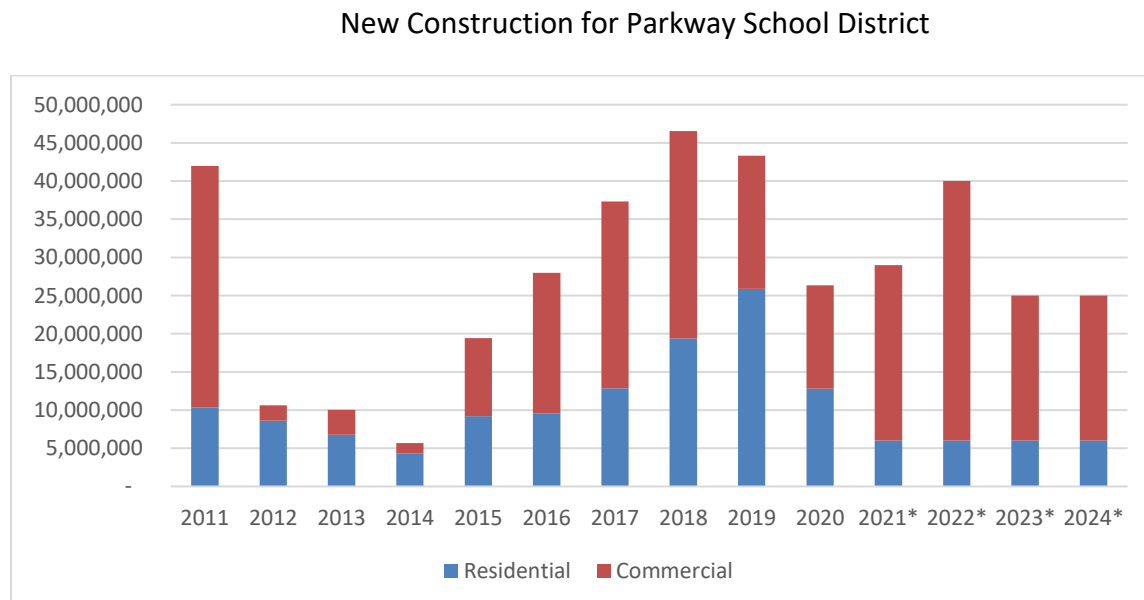


Another driver of our local revenue that has played a very crucial role in the past few years is the consumer price index, or CPI. Our local tax revenue for our existing property can only grow at the rate of the consumer price index. So with local assessments increasing due to property

value growth, our revenue growth from the existing property is limited to the growth of the consumer price index. The growth is capped at no larger than 5%. For FY21, we will have a CPI of 2.3%. It is a non-reassessment year so it will not have an impact on our growth. In future years, with the impact of the COVID-19, we are anticipating only a 0.5% growth in CPI and assessments. The chart below shows the recent history of the index used for tax rate purposes and our estimated future growth:



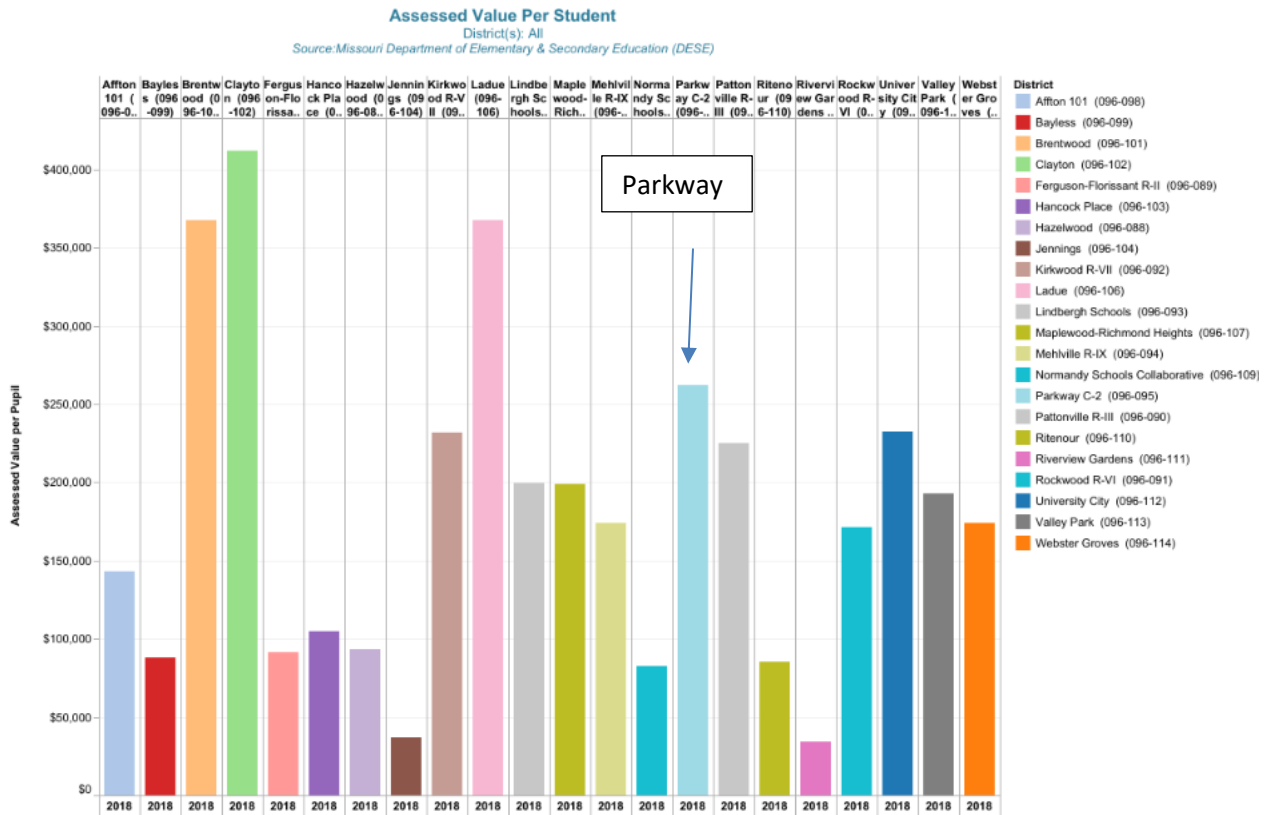
The component that provides an increase to our revenues is the revenue received from the new construction in our district. As you can see from the chart below, during the economic downturn, there was lower new construction in our district. Some of the new construction has been with projects that receive either full or partial tax abatement. We have also forecasted future new construction for our budget projections.



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

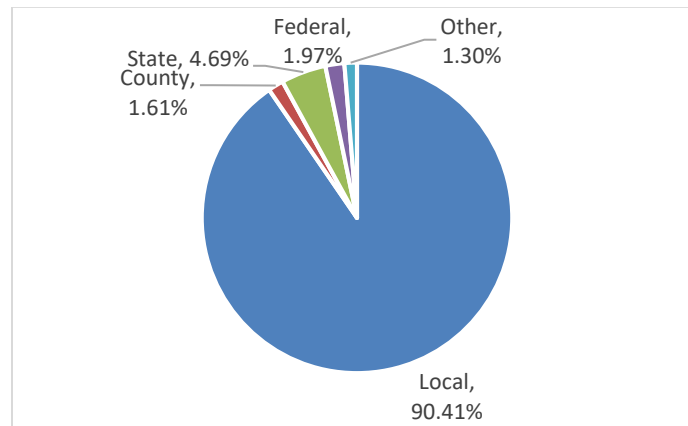
The Parkway School District has a voluntary roll back on our Residential Tax Rate. The current voluntary roll back is in place until at least 2020. The roll back is \$.24 and is also worth approximately \$7 million in total revenue. During the past year, the district lost a substantial amount of revenue from the Financial Institution Tax. In order to recover from this, the district will be using part of the voluntary roll back – 0.09 – or about 40%. In addition, the district has initiated expenditure reductions as well.

In comparison to St. Louis County school districts, Parkway ranks as number four in the amount of assessed valuation per student. This is based on the latest information in the data base Forecast 5 – which is from 2018 (FY19 assessed valuation). See the chart below for the complete comparison.



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

### Operating Revenue by Source



As you will see in the following chart included on the next page and in the detailed statements contained in our financial statement section, we are estimating a 3.27% increase in Local Property Tax Revenues, our largest revenue source, and an overall 1.86% increase in operating revenues. The increase in the Property Tax Revenue is generated from two things. First is the use of approximately 0.09 per hundred of our residential voluntary roll back, which is approximately \$3 million. The second is the planned levying of the remaining one-time recoupment calculation from last year of approximately \$2.8 million. The decrease in Earnings on Investments is from our interest on investments and bank balances triggered by lower interest rates than realized over the past years. Included with Local revenues is the collection of the one percent sales tax known as Proposition C. For FY21 we are estimating a WADA of 15,907 and an allocation of \$950 per WADA. In addition, we receive just over \$7 million annually from the Voluntary Student Transfer Program. We are anticipating a slightly lower enrollment for FY21 and in future years, we are anticipating a gradual drop in enrollment. During FY20 we received a sharp decline in our Financial Institution Tax revenue and in FY21 we are estimating a revenue based on the current year level.

You may notice that there is a 5.79% anticipated decrease in the county revenue sources. This decrease is from a slight decrease in the county stock tax revenue and in the state assessed railroad and utility as compared to the currently budgeted amount.

Most school districts in the state of Missouri receive substantial funding from state sources of revenue. Parkway School District is one of the exceptions to that rule. We are considered hold harmless with our current state funding formula calculation and receive less than \$600 per Weighted Average Daily Attendance from the State Formula and the Classroom Trust Fund Revenue. For FY21 we are using an anticipated WADA of 15,989 for our formula estimates and \$561.29 as our hold harmless amount per WADA 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. This year we are anticipating a reduction from the funding. The state of Missouri had reduced this funding by more than 70% over the past several years and while they occasionally have allocated

additional funds in their budget to restore the funding to school districts. Overall, we are estimating state funding sources to decrease.

You will also notice that we receive funding from Federal sources. With federal funding, we have commitments to specific expenditures. We are estimating an increase in federal funding. This is due to rather flat allocation of Title funds and a slight increase in the Federal free and reduced lunch revenue. We do anticipate the receipt of CARES Act revenue. We have not budgeted for this.

The other sources of revenue include the reimbursement of transportation for our students with disabilities from Special School District. This reimbursement is equal to our anticipated expenditures for the services provided.

	Operating Revenue by Source			Change From FY20 Projections	
	FY19	FY20	FY21	\$	%
	Actual	Projected	Budget		
Revenue					
Local					
Property Tax	169,896,726	176,525,290	182,290,324	5,765,034	3.27%
Proposition C	16,059,748	15,760,010	15,111,826	(648,184)	-4.11%
Student Activities	3,402,659	3,500,000	3,500,000	-	0.00%
Earnings On Investments	1,407,075	650,000	100,000	(550,000)	-84.62%
VST Revenue	7,635,466	7,292,893	7,012,893	(280,000)	-3.84%
Other Local	19,457,266	12,179,218	13,012,820	833,602	6.84%
Total Local Revenue	217,858,940	215,907,411	221,027,863	5,120,452	2.37%
County	3,423,638	4,187,879	3,945,251	(242,628)	-5.79%
State	11,882,867	11,959,537	11,474,567	(484,970)	-4.06%
Federal	4,811,798	4,701,547	4,827,951	126,404	2.69%
Other					
Transportation Reimbursements	2,638,361	3,108,435	3,057,297	(51,138)	-1.65%
Tuition Non-Accredited Districts	118,997	90,000	90,000	-	0.00%
All Other Sources	42,873	42,873	42,873	-	0.00%
Total Other Revenues	2,800,231	3,241,308	3,190,170	(51,138)	-1.58%
Total Revenues	240,777,474	239,997,682	244,465,802	4,468,120	1.86%

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

When looking at the detail of the total revenues on the chart on the following page, note the Property Tax Revenue decrease of 0.43%. This is lower than prior year with the reduction of recoupment being levied to the capital projects fund. In addition, currently we are planning for

a bond sale in FY21. The bond sale impacts the total revenue increase, and as a percentage of prior year, there will be an increase of 18.91%.

	Total Revenue by Source			Change From FY20 Projections	
	FY19	FY20	FY21	\$	%
	Actual	Projected	Budget		
Revenue					
Local					
Property Tax	198,898,177	207,662,136	206,774,250	(887,886)	-0.43%
Proposition C	16,059,748	15,760,010	15,111,826	(648,184)	-4.11%
Student Activities	3,402,659	3,500,000	3,500,000	-	0.00%
Earnings On Investments	2,673,892	1,526,119	300,500	(1,225,619)	-80.31%
VST Revenue	7,635,466	7,292,893	7,012,893	(280,000)	-3.84%
Other Local	20,557,634	13,038,670	13,747,468	708,798	5.44%
Total Local Revenue	249,227,576	248,779,828	246,446,937	(2,332,891)	-0.94%
County	4,065,255	4,877,901	4,631,735	(246,166)	-5.05%
State	12,029,764	12,186,655	11,474,567	(712,088)	-5.84%
Federal	4,811,798	4,701,547	4,827,951	126,404	2.69%
Other					
Bond Issuance	59,876,057	-	55,000,000	55,000,000	100.00%
Transportation Reimbursements	2,638,361	3,108,435	3,057,297	(51,138)	-1.65%
Tuition Non-Accredited Districts	118,997	90,000	90,000	-	0.00%
All Other Sources	42,873	42,873	42,873	-	0.00%
Total Other Revenues	62,676,288	3,241,308	58,190,170	54,948,862	1695.27%
Total Revenues	332,810,681	273,787,239	325,571,360	51,784,121	18.91%

### Expenditures:

As you can see from the chart below, the majority of the operating expenditures for the Parkway School District are from salaries and benefits. Salaries account for 63.58% 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 that range from 2.76% - 3.43%. 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, unfilled positions or resignation. Benefits represent 22.03% 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 as 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 insurance for employees and with 50% contribution for family coverage. We also offer long-term disability coverage to full-time employees not covered by the PNEA and PNA contracts. In addition, payroll taxes such as Medicare and OASDI are paid benefits along with contributions for Worker's Compensation coverage. Together, salaries and

benefits encompass 85.619% of our total operating expenditures. The remaining expenditures are for student resources, purchased services, supplies, student activities and debt services.

### Operating Expenditures by Object



### Operating Expenditures by Object

	FY19 Actual	FY20 Projected	FY21 Budget	Change From FY20 Projections	
				\$	%
<b>Expenditures</b>					
Salaries	150,148,782	154,108,284	156,723,235	2,614,951	1.70%
Benefits	53,411,359	54,143,599	54,306,793	163,194	0.30%
Purchased Services	12,142,133	14,340,802	13,677,823	(662,979)	-4.62%
Supplies And Materials	17,393,209	18,688,672	18,294,875	(393,797)	-2.11%
Debt Service	41,215	294,500	-	(294,500)	-100.00%
Student Activities	3,204,043	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	236,340,741	245,075,857	246,502,726	1,426,869	0.58%
Anticipated Unexpended Budget	-	6,200,000	3,500,000	(2,700,000)	-43.55%
<b>Total Expenditures</b>	236,340,741	238,875,857	243,002,726	4,126,869	1.73%

For FY21 we are estimating an approximate 1.73% increase in our operating expenditures. As mentioned previously, our salary increase will be an average of 3%, but it is offset by the turnover savings to have an impact of a 1.70% growth. This year we are not estimating an increase of staff other than positions identified as a result of the Mental Health Task Force and the opening of McKelvey Primary.

For benefits, we are estimating no increase in the district paid portion of health and dental insurance. The retirement benefit contribution percentage remains the same as prior year;



however, there will be a slight increase due to the increase in salary costs. Once again, this object is partially offset by the savings from turnover.

While our purchased service and supply budgets appear to have a large decrease from the current year, most of this is due to roll over budgets that are included in the FY20 budget to help support building expenditures and expenditure reductions explained below. The overall cost of utilities and fuel for the district has decreased due to energy saving HVAC and lighting that has been installed utilizing bond and operating funds. We have implemented many energy saving initiatives and the savings have helped to offset the future cost increases of the utilities. For fuel, we have a current fleet of 40 CNG fueled buses. We plan to purchase 12 additional CNG fueled buses for this upcoming year. Our budget managers provided a zero-based budget in February. In March we learned of our loss in Financial Institution Tax funding. This, coupled with the reduced local and state funding due to COVID, we have made several expenditure reductions including a ten percent reduction in travel, supplies and purchased services where possible. We have made a budget allocation increase to purchase personal protective equipment for our employees.

Overall we are projecting an increase in total operating expenditures of \$4,126,869 or 1.73%. With the growth in the operating revenue and the conservative growth in the expenditures, we will meet our fund balance growth target of 0.25%.

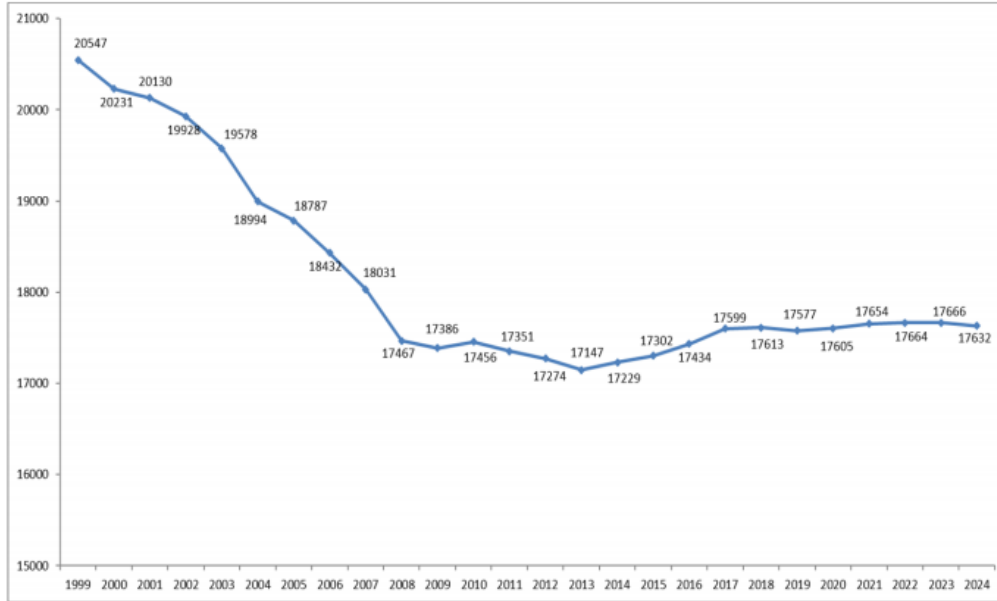
The chart below breaks down the total expenditures for the Parkway School District by object. You will notice, overall there is a decrease in expenditures for the FY21 budget. This is due in large part to an increase in capital spending with the 2014 bond issue projects nearing completion and the continued costs of the 2018 bond issue projects. We also have reduced debt service payments that reflect the payment of our refunded bond debt. We have an anticipated decrease in total expenditures of 9.29%. The detail of the projects to be completed in FY21 and in future years are included in the informational section of this budget report.

	Total Expenditures by Object			Change From FY20 Projections	
	FY19	FY20	FY21	\$	%
	Actual	Projected	Budget		
Expenditures					
Salaries	150,148,782	154,108,284	156,723,235	2,614,951	1.70%
Benefits	53,411,359	54,143,599	54,306,793	163,194	0.30%
Purchased Services	12,142,133	14,340,802	13,677,823	(662,979)	-4.62%
Supplies And Materials	17,393,209	18,688,672	18,294,875	(393,797)	-2.11%
Capital Outlay	24,917,150	42,480,405	38,271,953	(4,208,452)	-9.91%
Debt Service	24,240,438	53,412,283	22,137,000	(31,275,283)	-58.55%
Student Activities	3,204,043	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	285,457,114	340,674,045	306,911,679	(33,762,366)	-9.91%
Anticipated Unexpended Budget	-	6,200,000	3,500,000	(2,700,000)	-43.55%
Total Expenditures	285,457,114	334,474,045	303,411,679	(31,062,366)	-9.29%

## Enrollment and Staffing:

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

Enrollment Projections

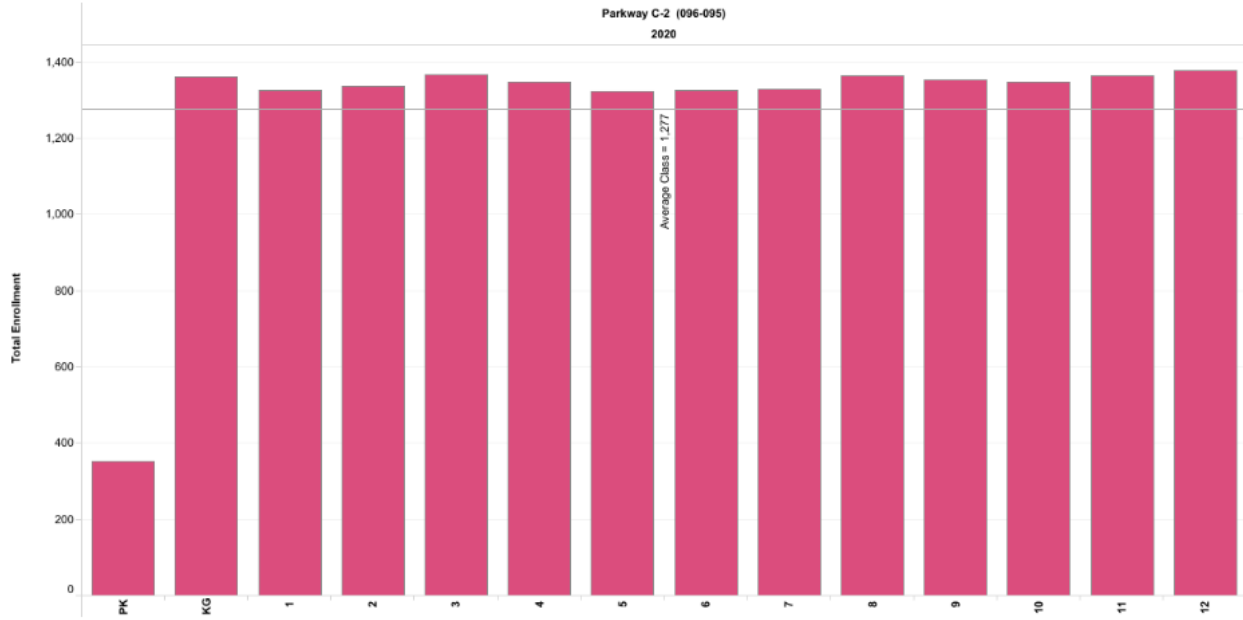


Our enrollment includes not only the students that live within the boundaries of the Parkway School District, but also students that are part of the Voluntary Student Transfer Program through the City of St. Louis Public Schools. A breakdown of enrollment by school is included in the Informational Section.

When we are working on our projections for the FY21 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 FY21 budget, we have no change in FTE based on enrollment. We have nearly completed our goal from the Comprehensive Staffing Committee to identify \$2 million in savings over two years in order to add positions for personalized learning, McKelvey Primary and staff suggestions from the Mental Health Task Force.

The chart below depicts our enrollment by year. This is very important in future planning. Ensuring that we will have space for larger classes as they move each year. It is also a key component in our staffing considerations.

**District Grade Level**  
 District(s): Parkway C-2 (096-095)  
 Note: Enrollment Data from 2019 is preliminary.  
 Source: Missouri Department of Elementary & Secondary Education (DESE)



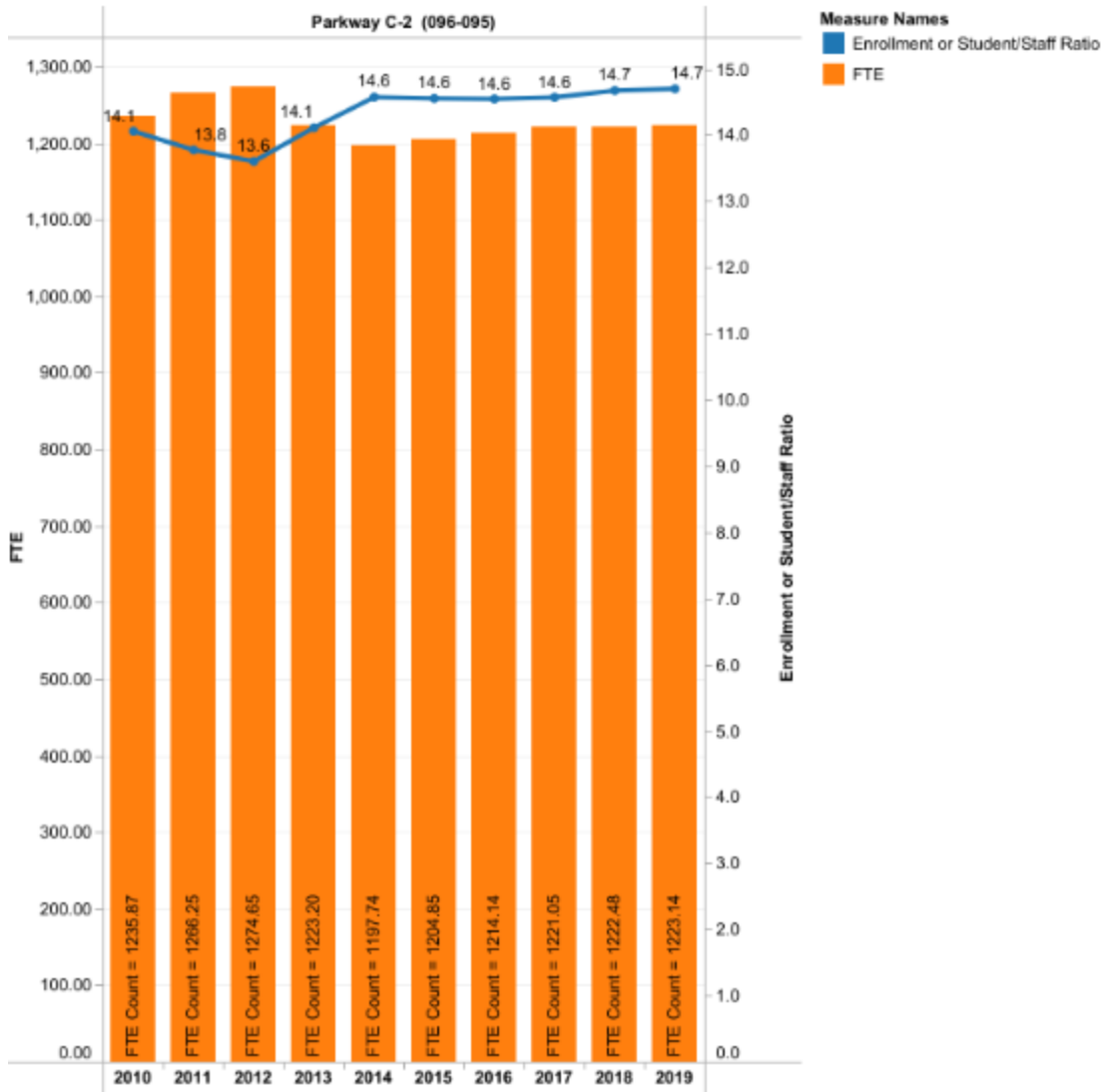
Our staffing ratios are depicted below. This is based on our enrollment divided by our staff on the certified staffing scale for each year. This data is based on the core data reports submitted to DESE and reported through Forecast 5. This is based on 2018-2019 enrollment and FTE counts. As you can see, we have tried to keep the ratio of teachers to students about the same.

### Staffing Ratios

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

Position(s): Teacher

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



### Fund Balances:

Below is the recapitulation of the fund balance for the Parkway School District. You will notice that this utilizes the estimated FY20 ending balances for the beginning balances of the FY21 fund balances. Once the audit is complete, the beginning balances will be updated.

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

year round and eliminate the need to borrow Tax Anticipation Notes or TANS annually. This will not only lower our expenditures for interest and legal fees but also provide an opportunity to increase our interest revenue for the district.

**Budgeted Recapitulation of Funds for FY21**

	Operating Funds	Debt Service	Capital Projects	2018 Bond Issue	Total
Beginning Fund Balance	49,551,044	8,602,731	11,515,893	19,957,598	89,627,266
Total Revenue	244,465,802	25,270,410	735,148	55,100,000	325,571,360
Total Expenditures	<u>243,002,726</u>	<u>22,137,000</u>	<u>3,271,953</u>	<u>35,000,000</u>	<u>303,411,679</u>
Net Gain/(Loss)	1,463,076	3,133,410	(2,536,805)	20,100,000	22,159,681
Ending Fund Balance	51,014,120	11,736,141	8,979,088	40,057,598	111,786,947
Operating Fund Balance	20.99%				

We are focused on our mission and vision. Our Goal 3 initiatives – responsibly and efficiently allocating resources for finances, personnel and facilities – are our guide as we prepare the budget. We continually look for ways to better utilize our facilities, personnel and resources in order to provide efficiencies for the district. The ultimate goal is to control the growth of expenditures so that the growth is less than the growth of our revenues in order to maintain a strong financial state.

This past year we adjusted some of our boundary lines for our elementary schools. This was based on enrollment capacity concerns at the current schools. The boundary line adjustments will take effect in August of 2020. Our next focus will be on enrollment of our middle schools. We are working with the group to provide solutions whether this will be boundary line adjustments, facility adjustments or staffing changes.

**Five Year Forecasts:**

As part of our budgeting process, we utilize a five-year plan for revenues, expenditures and fund balances. This assists us during expenditure decisions and employee negotiations. We developed the following forecasts and we will go into more detail later in this budget presentation. Below is our five-year forecast for operating revenues. We have included an overall growth in local property taxes that is rather flat based on the unknown impact of the economy, a relatively flat increase annually in Proposition C, a decrease in Federal Programs, and gradual decrease in tuition from the Voluntary Student Transfer program in future years. We know that currently the growth in our local revenue is limited based on the number of protested tax settlements. We recognize that real growth comes from new construction values. We are hopeful that the projects slated to come online in future years will be able to be added to our new construction amounts. We are also hopeful that the consumer price index and our collection rates will grow to be in line with historical amounts.

### Total Operating Revenues

	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Revenue						
Local						
Property Tax	169,896,726	176,525,290	182,290,324	181,152,631	182,468,955	184,984,400
Proposition C	16,059,748	15,760,010	15,111,826	15,215,561	15,337,795	15,426,413
Student Activities	3,402,659	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	1,407,075	650,000	100,000	100,000	100,000	100,000
Vst Revenue	7,635,466	7,292,893	7,012,893	6,739,893	6,025,893	4,926,893
Other Local	19,457,266	12,179,218	13,012,820	13,436,302	13,660,420	13,885,180
Total Local Revenue	217,858,940	215,907,411	221,027,863	220,144,387	221,093,063	222,822,886
County	3,423,638	4,187,879	3,945,251	3,906,187	3,870,525	3,838,108
State	11,882,867	11,959,537	11,474,567	11,430,518	11,455,640	11,460,954
Federal	4,811,798	4,701,547	4,827,951	4,840,779	4,853,684	4,866,667
Other						
Transportation Reimbursements	2,638,361	3,108,435	3,057,297	3,098,578	3,140,652	3,183,536
Tuition - Other Districts	118,997	90,000	90,000	90,000	90,000	90,000
All Other Sources	42,873	42,873	42,873	42,873	42,873	42,873
Total Other Revenues	2,800,231	3,241,308	3,190,170	3,231,451	3,273,525	3,316,409
Total Revenues	240,777,474	239,997,682	244,465,802	243,553,322	244,546,437	246,305,024
		-0.32%	1.83%	-0.37%	0.41%	0.71%

When we consider the five-year forecast for the operating expenditures we have included an annual growth of salaries of about 2%, which is based on annual increases of about 3%, less turnover savings. For benefits, we are estimating an annual increase of 2%. This is assuming a 4-5% increase in benefit cost offset by turnover savings. In addition, we are estimating a flat increase annually for purchased services and supplies. The overall increase in operating expenses is about 1% to 1.5%. We have estimated amounts that will need to be reduced from our expenditures in future years in order to obtain our fund balance growth. This will be carefully monitored along with our revenue projections. This is based on our forecast of revenue shortfalls caused by the COVID economic shutdowns.

### Total Operating Expenditures

	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Expenditures						
Salaries	150,148,782	154,108,284	156,723,235	160,333,146	164,022,475	167,792,970
Benefits	53,411,359	54,143,599	54,306,793	55,392,929	56,500,788	57,630,804
Purchased Services	12,142,133	14,340,802	13,677,823	13,976,741	13,976,741	13,976,741
Supplies And Materials	17,393,209	18,688,672	18,294,875	18,294,875	18,294,875	18,294,875
Debt Service	41,215	294,500	-	-	-	-
Student Activities	3,204,043	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	236,340,741	245,075,857	246,502,726	251,497,691	256,294,879	261,195,390
Unidentified Reductions	-	-	-	5,034,654	8,495,076	11,830,178
Anticipated Unexpended Budget	-	6,200,000	3,500,000	3,500,000	4,000,000	4,000,000
Total Expenditures	236,340,741	238,875,857	243,002,726	242,963,037	243,799,803	245,365,212
		1.06%	1.70%	-0.02%	0.34%	0.64%

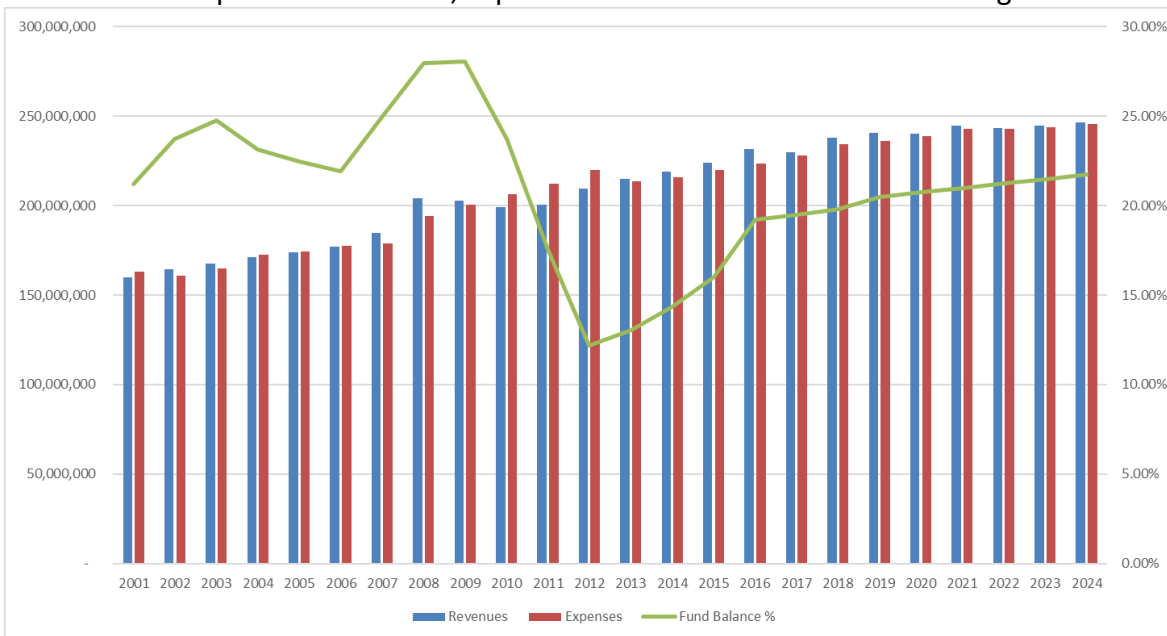
When we combine the five-year forecast for revenues and expenditures, we want to focus on the impact on our fund balances. Below is our five-year fund balance forecast. You will notice that there is a forecasted increase in the operating fund balance in future years. We do have a

focus on the projected slow revenue growth. Also, we do have a voluntary roll back on our residential tax rate; however, there is a strong commitment to keep it as a reserve for later use.

### Operating Fund Balance and Fund Balance Percentage

	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	46,492,486	48,429,219	49,551,044	51,014,120	51,604,405	52,351,039
Total Revenue	240,777,474	239,997,682	244,465,802	243,553,322	244,546,437	246,305,024
Total Expenditures	236,340,741	238,875,857	243,002,726	242,963,037	243,799,803	245,365,212
Transfer to Capital Projects	(2,500,000)	-	-	-	-	-
Net Gain/(Loss)	1,936,733	1,121,825	1,463,076	590,285	746,634	939,812
Ending Fund Balance	48,429,219	49,551,044	51,014,120	51,604,405	52,351,039	53,290,851
Operating Fund Balance	20.49%	20.74%	20.99%	21.24%	21.47%	21.72%

### Recap of the Revenues, Expenditures and Fund Balance Percentage



The chart above depicts the history of our operating revenue, expenditures and our fund balance percentage. We know if we have years where the expenditures exceed the revenues; it will cause a drop in the fund balance and the fund balance percentage. We want to be very cautious and deliberate to increase our fund balances. We are targeting a fund balance growth for several reasons. One is simply to avoid our current cash flow problem each fall. In October/November of the past several years, we have had to borrow using Tax Anticipation Notes (TANS). We pay these off with the first payment from St. Louis County in December. Over the past several years, interest has been at a record low, so it has not been a large financial burden to the district. With interest rates on the rise, we want to build our fund

balances so we can eliminate the need to borrow and to begin having investment earnings that can be extended longer than a few months. In addition, now that interest rates are on the rise, we would like to be able to invest our funds over longer periods of time in order to increase our revenues from interest. We believe that a fund balance of about 22-24% at year-end will be needed to eliminate the need for borrowing.

As we end the FY20 and enter into the FY21, we want to be cautious and proactive in our financial planning. We know we will have some federal stimulus funding that will be provided. We want to target that to assist our students. We are uncertain how long the economy will take to recover from the COVID shutdowns. We will continue to be cautious and make adjustments as needed to our budget.

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





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

It was a great year in Parkway Schools! We are very proud of our students and staff and their accomplishments. Below are some of the many awards and recognitions we achieved during the 2019-2020 school year.

### **Project Lead The Way Distinguished Schools**

All 18 Parkway elementary schools have been recognized as 2020 Project Lead The Way (PLTW) Distinguished Schools for providing broad access to transformative Science, Technology, Mathematics and Engineering (STEM) learning opportunities for students. Only 404 elementary schools across the U.S. received this honor. The PLTW Distinguished School recognition honors schools committed to increasing student access, engagement and achievement in their programs.

### **National Schools of Character**

Highcroft Ridge Elementary, Wren Hollow Elementary, Parkway Central High and Parkway West Middle have all been selected as 2020 National Schools of Character. In addition, Oak Brook Elementary was renewed as a National School of Character. Oak Brook was first named a National School of Character in 2015.

Parkway has 16 National Schools of Character – Barretts Elementary, Carman Trails Elementary, Craig Elementary, Green Trails Elementary, Hanna Woods Elementary, McKelvey Elementary, Oak Brook Elementary, Ross Elementary, Central Middle, Northeast Middle, Southwest Middle and the Early Childhood Center. Parkway School District was named a School District of Character in 2017.

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

All four of Parkway's high schools - Central, North, South and West - were named among the country's "2020 Best High Schools" in America by *U.S. News and World Report*. Also, all four schools were ranked among the top high schools in Missouri.

### **2020 Best Public High Schools in Missouri**

According to Niche.com all four Parkway high schools are among the best public schools in Missouri. All four high schools – Central, North South and West – rank in the top 15 high schools in the state. The 2020 Best Public High Schools ranking is based on rigorous analysis of key statistics and millions of reviews from students and parents using data from the U.S. Department of Education. Ranking factors include state test scores, college readiness, graduation scores, SAT/ACT scores, teacher quality, and high school ratings.

### **U.S. Department of Education Green Ribbon School District**

Parkway School District has been named a 2020 U.S. Department of Education Green Ribbon School District. Parkway is one of only 11 districts in the nation with this honor. The distinction recognizes Parkway's innovative efforts to reduce environmental impact and utility costs, improve health and wellness, and ensure effective sustainability education. Claymont Elementary, Highcroft Elementary, Parkway North High, McKelvey Elementary, Bellerive Elementary and Green Trails Elementary were named as National Green Ribbon schools over the last several years.

### **Best School Districts in Missouri**

Parkway School District has been ranked as the fifth best school district in Missouri according to Niche.com. All 28 Parkway elementary, middle and high schools received A+ or A in the rankings. Niche grades and rankings are calculated using dozens of public data sets and millions of reviews.

### **Computer Science Female Diversity Award**

Parkway Central High has earned the College Board AP Computer Science Female Diversity Award for achieving high female representation in AP Computer Science. Schools honored with the AP Computer Science Female Diversity Award have expanded young women's access to AP computer science courses. Parkway Central High was the only Missouri high school recognized in the category of AP Computer Science.

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

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

### **Top MAP Scores**

Parkway's Mason Ridge and McKelvey elementary schools performed in the top 10 in the region in English and math test scores. Shenandoah Valley Elementary also placed in the top 10 in math.

### **Missouri Scholars 100**

Six Parkway high school students were selected for the 2020 Missouri Scholars 100 list, a statewide program that honors 100 of Missouri's top academic students in the graduating class of 2020.

### **National Board Certification**

Parkway had six teachers who became National Board Certified Teachers during the 2019-2020 school year. National Board Certified Teachers are highly accomplished educators who meet high and rigorous standards. Like board-certified doctors and accountants, teachers who achieve National Board Certification have done so through intensive study, expert evaluation, self-assessment and peer review. Parkway now has 64 National Board Certified teachers.

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

Parkway has been named to the College Board's 10<sup>th</sup> Annual AP District Honor Roll. The honor roll recognizes school districts in the U.S. and Canada that have increased access to AP coursework while maintaining or increasing the percentage of students earning scores of three or higher on AP exams. Parkway is one of only seven districts in Missouri to receive this honor. This is Parkway's fourth consecutive year on the list.

### **2020 Best Communities for Music Education**

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

### **National Recognition for Music Education Advocacy**

Parkway South Middle's band program has been honored with the Advocacy in Action Silver Award for Outstanding Community Education from Music for All, Inc., a national organization that promotes the importance of music in schools. The Advocacy in Action Award designation is presented to music programs, schools and communities across the United States that demonstrate outstanding achievement in local efforts to provide access to music education for all students.

### **National Merit Scholarship**

Three Parkway students were awarded a National Merit Scholarship. The scholar designees were chosen from a talent pool of more than 15,000 outstanding finalists in the National Merit Scholarship program. National Merit scholarship winners are the finalists in each state judged to have the strongest combination of accomplishments, skills and potential for success in rigorous college studies.

### **National Merit Semifinalists**

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

### **National Merit Commended Scholars**

Twenty-four Parkway seniors were named Commended in the National Merit Scholarship Program. Commended students are recognized for their exceptional academic promise. Commended students placed among the top 50,000 scores of more than 1.5 million students who entered the 2020 competition by taking the 2018 Preliminary SAT/National Merit Scholarship Qualifying Test.

### **Lighthouse School Certification**

River Bend Elementary has been named a national Leader In Me Lighthouse School. The Lighthouse recognition is awarded to schools that create a culture of student empowerment, based on the idea that every child can be a leader. River Bend has achieved outstanding results in school and student outcomes, by implementing the Leader in Me process. The recognition honors the extraordinary impact the school is having on staff, students, parents, and the greater community.

Parkway now has four national Leader in Me Lighthouse Schools – Barretts, Bellerive and Henry elementary schools were previously named Lighthouse Schools.

### **ACT Perfect Scores**

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

### **National High School Press Association Pacemaker Award**

Parkway West High School's 2019 Yearbook staff was named one of 20 schools in the country to earn a national high school Press Association Pacemaker award. The newspaper staff was a Pacemaker finalist and both the school's yearbook and the school's online site earned 8<sup>th</sup> place in Best of Show.

### **Excellence in Research Award**

Four Parkway high school students who attended the University of Missouri-St. Louis STARS Program received the Partnership of Research Institution Award for Excellence in Research after presenting their research papers to their peers, parts and project mentors. STARS pairs high school students with prominent area scientists to conduct undergraduate-level research in the fields of biology, chemistry, computer science, earth science, engineering, environmental science, medicine and psychology.

### **Business Health Culture Award**

Parkway School District received the Business Health Culture Award from the St. Louis Area Business Health Coalition. The Business Health Culture Award recognizes organizations for their innovative and comprehensive approaches to improving the well-being of employees and their family members. Parkway is one of only six employers to be recognized with the annual distinction.

### **Lexus Eco Challenge**

The Parkway North High team, “The Bee Boys,” won \$7,000 in the Lexus Eco Challenge. The team’s project was to design and build a backyard beehive, sharing the plans with interested parties. In the challenge, student teams tackle environmental issues related to land, water, air and climate, and create action plans with practical solutions and quantifiable results. North High is one of only eight teams across the country to win.

### **STEM Best High School**

All four of Parkway’s high schools – Central, North, South and West - were named in *Newsweek’s* ‘STEM Best High School’ survey. *Newsweek* ranked the top 5,000 STEM high schools, honoring excellence in science, technology, engineering and mathematics. The list includes schools that offer skilled teachers who keep up with developments in these fields and who create dynamic learning environments to engage their students.

### **Missouri School Nurses’ Association School Nurse of the Year**

Pierremont Elementary’s Katherine Park was selected as the Missouri School Nurses’ Association School Nurse of the Year.

### **Missouri School Nurses’ Association Rising Star Award**

School nurse Carolyn Kluttz, Parkway Northeast Middle School, has been selected as the Missouri School Nurses’ Association Rising Star Award recipient.

### **National Certified School Nurse**

Parkway had three nurses who earned the Nationally Certified School Nurse credential. The NCSN credential is granted to registered nurses who meet educational, employment, and other criteria, and who have successfully passed the national examination managed by the National Board for Certification of School Nurses. Parkway has 20 nationally certified school nurses, the most in Missouri.

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

Parkway was awarded a Certificate of Excellence in Financial Reporting from the Association of School Business Officials International (ASBO) for having met or exceeded the program’s high standards for financial reporting and accountability. This was the 17<sup>th</sup> year Parkway has received this distinction.

### **Parkway Food Pantry**

Parkway Schools opened a food pantry in October 2017 to serve the Parkway community. The Parkway Food Pantry provides weekly food bags to over 240 Parkway students. Most of the donations are generated by Parkway schools holding food drives for staff, students and parents to contribute. During the COVID-19 school closure over \$121,000 has been donated to the Food Pantry to help Parkway families. During this crisis, the Panty is distributing large food boxes to families in need so the entire family is supported during these difficult times.

### **Parkway Nutritional Services**

The Parkway Nutritional Services department has distributed over 31,500 meals to students during the pandemic crisis to date. These meals include breakfast and lunch for each child in the family to help make sure they have adequate nutrition during the week. The district plans to continue to distribute meals through the end of June.

### **DESE Exemplary Fleet Award/Missouri Highway Patrol Fleet Excellence Award**

The Parkway bus fleet passed its annual inspection, conducted by the Missouri State Highway Patrol, with an outstanding score of 95.1% percent. In addition, the fleet had zero “*out of service*” buses during the inspection, which earned the fleet DESE’s Exemplary Fleet Award and Missouri Highway Patrol’s Fleet Excellence Award. The Parkway bus fleet has scored above 90 percent for 30 of the last 31 years.

### **Noteworthy Previous Achievements**

#### **National Blue Ribbon Schools**

Parkway’s 28 schools and 2 preschools are renowned for their achievements with 17 Blue Ribbon Awards from the U.S. Department of Education and 19 Gold Star Awards from the state of Missouri.

# FINANCIAL SECTION



## RECAPITULATION OF FUNDS

The following is a summary of revenues and expenditures by fund for 2020-2021:

	<u>Operating Funds</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>2018 Bond Issue</u>	<u>Total</u>
Beginning Fund Balance	49,551,044	8,602,731	11,515,893	19,957,598	89,627,266
Total Revenue	244,465,802	25,270,410	735,148	55,100,000	325,571,360
Total Expenditures	<u>243,002,726</u>	<u>22,137,000</u>	<u>3,271,953</u>	<u>35,000,000</u>	<u>303,411,679</u>
Net Gain/(Loss)	1,463,076	3,133,410	(2,536,805)	20,100,000	22,159,681
Ending Fund Balance	51,014,120	11,736,141	8,979,088	40,057,598	111,786,947
Operating Fund Balance	20.99%				

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**

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	80,590,389	96,914,976	102,960,505	150,314,072	89,627,266	111,786,947	79,782,837	80,558,959
Revenue								
Local								
Property Tax	183,452,797	192,649,490	198,898,177	207,662,136	206,774,250	205,876,822	207,372,801	210,231,561
Proposition C	15,339,451	15,440,981	16,059,748	15,760,010	15,111,826	15,215,561	15,337,795	15,426,413
Student Activities	3,562,474	3,623,837	3,402,659	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	1,367,526	4,106,543	2,673,892	1,526,119	300,500	200,500	200,500	200,500
Vst Revenue	7,824,349	7,890,932	7,635,466	7,292,893	7,012,893	6,739,893	6,025,893	4,926,893
Other Local	16,919,023	19,049,128	20,557,634	13,038,670	13,747,468	14,220,950	14,495,068	14,769,828
Total Local Revenue	228,465,620	242,760,911	249,227,576	248,779,828	246,446,937	245,753,726	246,932,057	249,055,195
County	4,098,397	3,995,861	4,212,152	5,105,019	4,631,735	4,589,620	4,551,372	4,516,814
State	11,194,625	12,275,714	11,882,867	11,959,537	11,474,567	11,430,518	11,455,640	11,460,954
Federal	5,846,937	5,427,409	4,811,798	4,701,547	4,827,951	4,840,779	4,853,684	4,866,667
Other								
Bond Issuance	44,673,580	27,405,000	59,876,057	-	55,000,000	-	-	-
Transportation Reimbursements	2,466,493	2,884,503	2,638,361	3,108,435	3,057,297	3,098,578	3,140,652	3,183,536
Tuition - Other Districts	247,653	206,142	118,997	90,000	90,000	90,000	90,000	90,000
All Other Sources	33,521	35,219	42,873	42,873	42,873	42,873	42,873	42,873
Total Other Revenues	47,421,247	30,530,864	62,676,288	3,241,308	58,190,170	3,231,451	3,273,525	3,316,409
Total Revenues	297,026,826	294,990,759	332,810,681	273,787,239	325,571,360	269,846,094	271,066,278	273,216,039
Expenditures								
Salaries	145,304,413	147,877,902	150,148,782	154,108,284	156,723,235	160,333,146	164,022,475	167,792,970
Benefits	51,280,756	52,802,788	53,411,359	54,143,599	54,306,793	55,392,929	56,500,788	57,630,804
Purchased Services	12,366,581	13,236,711	12,142,133	14,340,802	13,677,823	13,976,741	13,976,741	13,976,741
Supplies And Materials	15,492,216	17,139,594	17,393,209	18,688,672	18,294,875	18,294,875	18,294,875	18,294,875
Capital Outlay	33,965,616	24,085,142	24,917,150	42,480,405	38,271,953	38,337,392	8,461,738	3,472,223
Debt Service	18,690,971	30,371,189	24,240,438	53,412,283	22,137,000	20,549,775	18,028,615	15,244,775
Student Activities	3,601,686	3,431,904	3,204,043	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	280,702,239	288,945,230	285,457,114	340,674,045	306,911,679	310,384,858	282,785,232	279,912,388
Identified Reductions	-	-	-	-	-	5,034,654	8,495,076	11,830,178
Anticipated Unexpended Budget	-	-	-	6,200,000	3,500,000	3,500,000	4,000,000	4,000,000
Total Expenditures	280,702,239	288,945,230	285,457,114	334,474,045	303,411,679	301,850,204	270,290,156	264,082,210
Net Gain/(Loss)	16,324,587	6,045,529	47,353,567	(60,686,806)	22,159,681	(32,004,110)	776,122	9,133,829
Ending Fund Balance	96,914,976	102,960,505	150,314,072	89,627,266	111,786,947	79,782,837	80,558,959	89,692,788



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

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	42,939,452	44,415,182	46,492,486	48,429,219	49,551,044	51,014,120	51,604,405	52,351,039
Revenue								
Local								
Property Tax	162,789,899	168,199,861	169,896,726	176,525,290	182,290,324	181,152,631	182,468,955	184,984,400
Proposition C	15,339,451	15,440,981	16,059,748	15,760,010	15,111,826	15,215,561	15,337,795	15,426,413
Student Activities	3,562,474	3,623,837	3,402,659	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	325,481	798,120	1,407,075	650,000	100,000	100,000	100,000	100,000
VST Revenue	7,824,349	7,890,932	7,635,466	7,292,893	7,012,893	6,739,893	6,025,893	4,926,893
Other Local	16,612,523	18,311,669	19,457,266	12,179,218	13,012,820	13,436,302	13,660,420	13,885,180
Total Local Revenue	206,454,177	214,265,400	217,858,940	215,907,411	221,027,863	220,144,387	221,093,063	222,822,886
County	3,475,314	3,299,694	3,423,638	4,187,879	3,945,251	3,906,187	3,870,525	3,838,108
State	11,194,625	12,275,714	11,882,867	11,959,537	11,474,567	11,430,518	11,455,640	11,460,954
Federal	5,813,131	5,137,354	4,811,798	4,701,547	4,827,951	4,840,779	4,853,684	4,866,667
Other								
Transportation Reimbursements	2,466,493	2,884,503	2,638,361	3,108,435	3,057,297	3,098,578	3,140,652	3,183,536
Tuition - Other Districts	247,653	206,142	118,997	90,000	90,000	90,000	90,000	90,000
All Other Sources	33,521	35,219	42,873	42,873	42,873	42,873	42,873	42,873
Total Other Revenues	2,747,667	3,125,864	2,800,231	3,241,308	3,190,170	3,231,451	3,273,525	3,316,409
Total Revenues	229,684,914	238,104,026	240,777,474	239,997,682	244,465,802	243,553,322	244,546,437	246,305,024
Expenditures								
Salaries	145,304,413	147,877,902	150,148,782	154,108,284	156,723,235	160,333,146	164,022,475	167,792,970
Benefits	51,280,756	52,802,788	53,411,359	54,143,599	54,306,793	55,392,929	56,500,788	57,630,804
Purchased Services	12,366,581	13,236,711	12,142,133	14,340,802	13,677,823	13,976,741	13,976,741	13,976,741
Supplies And Materials	15,492,216	17,139,594	17,393,209	18,688,672	18,294,875	18,294,875	18,294,875	18,294,875
Debt Service	53,532	37,823	41,215	294,500	-	-	-	-
Student Activities	3,601,686	3,431,904	3,204,043	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	228,099,184	234,526,722	236,340,741	245,075,857	246,502,726	251,497,691	256,294,879	261,195,390
Identified Reductions	-	-	-	-	-	5,034,654	8,495,076	11,830,178
Anticipated Unexpended Budget	-	-	-	6,200,000	3,500,000	3,500,000	4,000,000	4,000,000
Total Expenditures	228,099,184	234,526,722	236,340,741	238,875,857	243,002,726	242,963,037	243,799,803	245,365,212
Transfer To Capital Projects	(110,000)	(1,500,000)	(2,500,000)	-	-	-	-	-
Net Gain/(Loss)	1,475,730	2,077,304	1,936,733	1,121,825	1,463,076	590,285	746,634	939,812
Ending Fund Balance	44,415,182	46,492,486	48,429,219	49,551,044	51,014,120	51,604,405	52,351,039	53,290,851
Operating Fund Balance	19.47%	19.82%	20.49%	20.74%	20.99%	21.24%	21.47%	21.72%

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

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	40,720,434	43,490,036	43,019,139	44,296,815	46,813,091	49,781,535	49,956,517	51,862,593
Revenue								
Local								
Property Tax	56,974,778	58,873,800	59,462,721	61,782,360	63,800,114	63,401,907	63,862,609	64,742,995
Proposition C	3,168,808	-	-	-	-	-	-	-
Student Activities	3,562,474	3,623,837	3,402,659	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Earnings On Investments	309,567	766,159	1,315,430	605,000	95,000	95,000	95,000	95,000
VST Revenue	2,347,305	2,367,280	2,290,640	2,187,868	2,103,868	2,021,968	1,807,768	1,478,068
Other Local	10,592,833	11,407,722	11,727,883	8,371,858	9,436,099	9,827,884	10,019,989	10,212,415
Total Local Revenue	76,955,765	77,038,798	78,199,333	76,447,086	78,935,081	78,846,759	79,285,366	80,028,478
County	1,156,682	1,099,067	1,149,342	1,372,023	1,287,104	1,273,432	1,260,951	1,249,605
State	4,740,777	3,311,460	2,743,802	2,704,302	2,254,027	2,195,758	2,195,990	2,196,224
Federal	3,783,204	3,316,778	3,761,100	3,473,197	3,699,601	3,712,429	3,725,334	3,738,317
Other								
Transportation Reimbursements	2,466,493	2,884,503	2,638,361	3,108,435	3,057,297	3,098,578	3,140,652	3,183,536
Tuition - Other Districts	247,653	206,142	118,997	90,000	90,000	90,000	90,000	90,000
All Other Sources	33,521	35,219	42,873	42,873	42,873	42,873	42,873	42,873
Total Other Revenues	2,747,667	3,125,864	2,800,231	3,241,308	3,190,170	3,231,451	3,273,525	3,316,409
Total Revenues	89,384,095	87,891,967	88,653,808	87,237,916	89,365,983	89,259,829	89,741,166	90,529,033
Expenditures								
Salaries	36,702,963	37,775,786	37,969,281	39,006,775	39,242,583	40,105,920	40,988,250	41,889,992
Benefits	16,270,434	16,773,305	16,715,663	16,892,432	17,064,881	17,406,179	17,754,303	18,109,389
Purchased Services	9,383,662	10,204,452	9,552,721	11,839,261	10,995,200	10,995,200	10,995,200	10,995,200
Supplies And Materials	15,492,216	17,139,594	17,393,209	18,688,672	18,294,875	18,294,875	18,294,875	18,294,875
Debt Service	53,532	37,823	41,215	294,500	-	-	-	-
Student Activities	3,601,686	3,431,904	3,204,043	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Subtotal Expenditures	81,504,493	85,362,864	84,876,132	90,221,640	89,097,539	90,302,174	91,532,628	92,789,456
Identified Reductions	-	-	-	-	-	2,517,327	4,497,538	6,165,089
Anticipated Unexpended Budget	-	-	-	5,500,000	2,700,000	2,700,000	3,200,000	3,200,000
Total Expenditures	81,504,493	85,362,864	84,876,132	84,721,640	86,397,539	85,084,847	83,835,090	83,424,367
Transfers To Other Funds	(5,110,000)	(3,000,000)	(2,500,000)	-	-	(4,000,000)	(4,000,000)	(6,000,000)
Net Gain/(Loss)	2,769,602	(470,897)	1,277,676	2,516,276	2,968,444	174,982	1,906,076	1,104,666
Ending Fund Balance	43,490,036	43,019,139	44,296,815	46,813,091	49,781,535	49,956,517	51,862,593	52,967,259

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

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	2,219,018	925,146	3,473,347	4,132,404	2,737,953	1,232,585	1,647,888	488,446
Revenue								
Local								
Property Tax	105,815,121	109,326,061	110,434,005	114,742,930	118,490,210	117,750,724	118,606,346	120,241,405
Proposition C	12,170,643	15,440,981	16,059,748	15,760,010	15,111,826	15,215,561	15,337,795	15,426,413
Earnings On Investments	15,914	31,961	91,645	45,000	5,000	5,000	5,000	5,000
VST Revenue	5,477,044	5,523,652	5,344,826	5,105,025	4,909,025	4,717,925	4,218,125	3,448,825
Other Local	6,019,690	6,903,947	7,729,383	3,807,360	3,576,721	3,608,418	3,640,431	3,672,765
Total Local Revenue	129,498,412	137,226,602	139,659,607	139,460,325	142,092,782	141,297,628	141,807,697	142,794,408
County	2,318,632	2,200,627	2,274,296	2,815,856	2,658,147	2,632,755	2,609,574	2,588,503
State	6,453,848	8,964,254	9,139,065	9,255,235	9,220,540	9,234,760	9,259,650	9,264,730
Federal	2,029,927	1,820,576	1,050,698	1,228,350	1,128,350	1,128,350	1,128,350	1,128,350
Total Revenues	140,300,819	150,212,059	152,123,666	152,759,766	155,099,819	154,293,493	154,805,271	155,775,991
Expenditures								
Salaries	108,601,450	110,102,116	112,179,501	115,101,509	117,480,652	120,227,226	123,034,225	125,902,978
Benefits	35,010,322	36,029,483	36,695,696	37,251,167	37,241,912	37,986,750	38,746,485	39,521,415
Purchased Services	2,982,919	3,032,259	2,589,412	2,501,541	2,682,623	2,981,541	2,981,541	2,981,541
Subtotal Expenditures	146,594,691	149,163,858	151,464,609	154,854,217	157,405,187	161,195,517	164,762,251	168,405,934
Identified Reductions	-	-	-	-	-	2,517,327	3,997,538	5,665,089
Anticipated Unexpended Budget	-	-	-	700,000	800,000	800,000	800,000	800,000
Total Expenditures	146,594,691	149,163,858	151,464,609	154,154,217	156,605,187	157,878,190	159,964,713	161,940,845
Transfer From General Fund	5,000,000	1,500,000	-	-	-	4,000,000	4,000,000	6,000,000
Net Gain/(Loss)	(1,293,872)	2,548,201	659,057	(1,394,451)	(1,505,368)	415,303	(1,159,442)	(164,854)
Ending Fund Balance	925,146	3,473,347	4,132,404	2,737,953	1,232,585	1,647,888	488,446	323,592

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

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	10,106,755	13,767,360	36,717,985	36,159,219	8,602,731	11,736,141	16,693,990	24,350,068
Revenue								
Local								
Property Tax	20,662,898	22,185,774	22,214,649	24,505,388	24,483,926	24,724,191	24,903,846	25,247,161
Earnings On Investments	549,951	3,005,532	747,335	365,885	100,000	100,000	100,000	100,000
Total Local Revenue	<u>21,212,849</u>	<u>25,191,306</u>	<u>22,961,984</u>	<u>24,871,273</u>	<u>24,583,926</u>	<u>24,824,191</u>	<u>25,003,846</u>	<u>25,347,161</u>
County	623,083	642,408	641,617	690,022	686,484	683,433	680,847	678,706
Other								
Bond Issuance	<u>-</u>	<u>27,405,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	21,835,932	53,238,714	23,603,601	25,561,295	25,270,410	25,507,624	25,684,693	26,025,867
Expenditures								
Debt Service	<u>18,175,327</u>	<u>30,288,089</u>	<u>24,162,367</u>	<u>53,117,783</u>	<u>22,137,000</u>	<u>20,549,775</u>	<u>18,028,615</u>	<u>15,244,775</u>
Net Gain/(Loss)	<u>3,660,605</u>	<u>22,950,625</u>	<u>(558,766)</u>	<u>(27,556,488)</u>	<u>3,133,410</u>	<u>4,957,849</u>	<u>7,656,078</u>	<u>10,781,092</u>
Ending Fund Balance	<u><u>13,767,360</u></u>	<u><u>36,717,985</u></u>	<u><u>36,159,219</u></u>	<u><u>8,602,731</u></u>	<u><u>11,736,141</u></u>	<u><u>16,693,990</u></u>	<u><u>24,350,068</u></u>	<u><u>35,131,160</u></u>

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

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	3,656,703	718,716	2,253,613	9,572,874	11,515,893	8,979,088	6,426,844	3,857,852
Revenue								
Local								
Property Taxes	-	2,263,855	6,786,802	6,631,458	-	-	-	-
M&M tax	-	65,379	183,621	174,804	-	-	-	-
Earnings On Investments	-	234	222	234	500	500	500	500
Other Local	306,500	672,080	916,747	684,648	734,648	784,648	834,648	884,648
Total Local Revenue	306,500	3,001,548	7,887,392	7,491,144	735,148	785,148	835,148	885,148
County	-	53,759	146,897	227,118	-	-	-	-
Federal	33,806	290,055	-	-	-	-	-	-
Total Revenues	340,306	3,345,362	8,034,289	7,718,262	735,148	785,148	835,148	885,148
Expenditures								
Capital Outlay	2,926,181	3,265,188	3,178,172	5,775,243	3,271,953	3,337,392	3,404,140	3,472,223
Debt Service	462,112	45,277	36,856	-	-	-	-	-
Total Expenditures	3,388,293	3,310,465	3,215,028	5,775,243	3,271,953	3,337,392	3,404,140	3,472,223
Transfer From General Fund	110,000	1,500,000	2,500,000	-	-	-	-	-
Net Gain/(Loss)	(2,937,987)	1,534,897	7,319,261	1,943,019	(2,536,805)	(2,552,244)	(2,568,992)	(2,587,075)
Ending Fund Balance	718,716	2,253,613	9,572,874	11,515,893	8,979,088	6,426,844	3,857,852	1,270,777

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

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	23,887,479	38,013,718	17,496,421	1,695,162	-	-	-	-
Revenue								
Local								
Earnings On Investments	492,094	302,657	199,786	10,000	-	-	-	-
Other								
Bond Issuance	44,673,580	-	-	-	-	-	-	-
Total Revenues	45,165,674	302,657	199,786	10,000	-	-	-	-
Expenditures								
2014 Bond Expenditures	30,897,369	20,819,954	16,001,045	1,705,162	-	-	-	-
Bond Issue Fees	142,066	-	-	-	-	-	-	-
Total Expenditures	31,039,435	20,819,954	16,001,045	1,705,162	-	-	-	-
Net Gain/(Loss)	14,126,239	(20,517,297)	(15,801,259)	(1,695,162)	-	-	-	-
Ending Fund Balance	38,013,718	17,496,421	1,695,162	-	-	-	-	-

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

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
Beginning Fund Balance	-	-	-	54,457,598	19,957,598	40,057,598	5,057,598	-
Revenue								
Earnings On Investments	-	-	319,474	500,000	100,000	-	-	-
Bond Issuance	-	-	59,876,057	-	55,000,000	-	-	-
Total Revenues	-	-	60,195,531	500,000	55,100,000	-	-	-
Expenditures								
2018 Bond Expenditures	-	-	5,133,730	35,000,000	35,000,000	35,000,000	5,057,598	-
Bond Issue Fees	-	-	604,203	-	-	-	-	-
Total Expenditures	-	-	5,737,933	35,000,000	35,000,000	35,000,000	5,057,598	-
Net Gain/(Loss)	-	-	54,457,598	(34,500,000)	20,100,000	(35,000,000)	(5,057,598)	-
Ending Fund Balance	-	-	54,457,598	19,957,598	40,057,598	5,057,598	-	-

## REVENUE BUDGET ANALYSIS

Parkway School District reports revenue by fund and source. Three prior years of actual data are presented along with the FY20 projection, the budget for FY21, and the forecasts for the next three years.

The chart below shows total revenue by fund:

	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
General	89,384,095	87,891,967	88,653,808	87,237,916	89,365,983	89,259,829	89,741,166	90,529,033
Special Revenue	140,300,819	150,212,059	152,123,666	152,759,766	155,099,819	154,293,493	154,805,271	155,775,991
Debt Service	21,835,932	53,238,714	23,603,601	25,561,295	25,270,410	25,507,624	25,684,693	26,025,867
Capital Projects	340,306	3,345,362	8,033,289	7,718,262	735,148	785,148	835,148	885,148
2014 Bond Issue	45,165,674	302,657	199,786	10,000	-	-	-	-
2018 Bond Issue	-	-	60,196,531	500,000	55,100,000	-	-	-
	<u>297,026,826</u>	<u>294,990,759</u>	<u>332,810,681</u>	<u>273,787,239</u>	<u>325,571,360</u>	<u>269,846,094</u>	<u>271,066,278</u>	<u>273,216,039</u>

Revenues across all funds are expected to increase \$51,784,121 (18.9%), in fiscal year 2021. This increase is primarily as a result of a projected bond issuance of \$55,000,000 in FY21. Increased property tax collections are budgeted in the operating funds due to an anticipated voluntary rollback and recoupment. However, those increases are offset by forecasted revenue decreases in other areas including prop c and state aid. Additionally the capital projects fund will not have any property tax recoupment assessed to the fund leasing to a significant drop in revenues in that fund.

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 75.7% of all District revenues. Without the budgeted bond issue, local revenues account for 91.1% of all revenues. Local revenues are projected to decrease .9%. The decrease is primarily from three sources: Property taxes are forecasted to decrease \$.89 million due to a lower collection rate and lower CPI. Interest revenues are forecasted to decrease \$1.22 million due to a reduction in the federal funds rate to nearly zero. Prop C is projected to decrease by \$.65 million as a result of lower sales tax collections. Some revenues like food service and early childhood tuition are projected to increase over FY20 under the assumption that school will be open for a full year.

## Revenue by Source (continued)

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

- 1) Assessed valuation – Every odd year is a reassessment year and the 2021 fiscal year is not a reassessment year. Any growth in property taxes from assessments is limited to CPI based on Missouri statute. The District is forecasting no CPI growth and as result no assessment growth in FY21. New construction can also increase the allowable tax collections even with no CPI growth. The District is forecasting \$25,000,000 in new construction for FY21 billing. As a result, of these factors the District used \$5,194,095,210 as assessed valuation when budgeting property tax collections. That number is calculated by increasing the prior year valuation by \$25 million in new construction.
- 2) Levy per \$100 – We are forecasting that the operating levy will remain the same at \$4.1382/\$100 for FY21. The operating fund rate will increase by \$.1184/\$100 while the capital projects fund rate will decrease by \$.1326/\$100 for FY21. The debt service rate will remain unchanged at \$.49
- 3) Collection rates – The District is forecasting a collection rate of 96.2% for FY21. That rate is based on an analysis of our current and prior collection rates. This is a decrease of .55% from the forecasted FY20 collection rate.

These three factors combined, result in an increase in operating fund property tax collections of \$5,765,034(3.3%).

**County** – The source accounts for 1.7% of all non-bond issue District revenues. The District forecasted a 9.3% decline in this category based on an anticipated decrease in County Stock Insurance Tax of 8.2% and a decrease in state assessed utility taxes of 10.5%. 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 4.2% of all non-bond issue District revenues. The District budgeted a 4.1% decrease in this category. State revenues are primarily comprised of amounts received from the State Foundation Formula, transportation, and other state grants. The forecasted decrease is mainly due to uncertainty regarding state funding and some announced state cuts to school funding for items like transportation.

**Federal** – This source accounts for 1.8% of all non-bond issue District revenues. The District budgeted a 2.7% increase in this category. Most federal revenues are projected to remain the same. The largest change is a budgeted increase in federal school lunch/breakfast program revenues. That is projected to increase based on a full school year in 2021 compared to 2020. 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 1.2% 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 budgeted general obligation bond in FY21

This chart is total revenue by source for all funds:

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGET	FORECAST	FORECAST	FORECAST
Local	228,465,620	242,760,911	249,227,576	248,779,828	246,446,937	245,753,726	246,932,057	249,055,195
County	4,098,397	3,995,861	4,212,152	5,105,019	4,631,735	4,589,620	4,551,372	4,516,814
State	11,194,625	12,275,714	11,882,867	11,959,537	11,474,567	11,430,518	11,455,640	11,460,954
Federal	5,846,937	5,427,409	4,811,798	4,701,547	4,827,951	4,840,779	4,853,684	4,866,667
Other Sources	47,421,247	30,530,864	62,676,288	3,241,308	58,190,170	3,231,451	3,273,525	3,316,409
	<u>297,026,826</u>	<u>294,990,759</u>	<u>332,810,681</u>	<u>273,787,239</u>	<u>325,571,360</u>	<u>269,846,094</u>	<u>271,066,278</u>	<u>273,216,039</u>

This chart is total revenue by source for Operating Funds:

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGET	FORECAST	FORECAST	FORECAST
Local	206,454,177	214,265,400	217,858,940	215,907,411	221,027,863	220,144,387	221,093,063	222,822,886
County	3,475,314	3,299,694	3,423,638	4,187,879	3,945,251	3,906,187	3,870,525	3,838,108
State	11,194,625	12,275,714	11,882,867	11,959,537	11,474,567	11,430,518	11,455,640	11,460,954
Federal	5,813,131	5,137,354	4,811,798	4,701,547	4,827,951	4,840,779	4,853,684	4,866,667
Other Sources	2,747,667	3,125,864	2,800,231	3,241,308	3,190,170	3,231,451	3,273,525	3,316,409
	<u>229,684,914</u>	<u>238,104,026</u>	<u>240,777,474</u>	<u>239,997,682</u>	<u>244,465,802</u>	<u>243,553,322</u>	<u>244,546,437</u>	<u>246,305,024</u>

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**

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,370,660,330	4,701,761,530	4,714,010,870	5,169,095,210	5,194,095,210	5,245,065,686	5,283,178,350	5,356,010,134
Levy Per \$100	4.3504	4.2549	4.3872	4.1524	4.1382	4.0802	4.0802	4.0802
Collection Rate of Current Taxes	96.48%	96.23%	96.17%	96.75%	96.20%	96.20%	96.20%	96.20%
<b>LOCAL REVENUE</b>								
Current Tax	190,141,208	200,205,047	206,813,081	214,637,867	214,942,048	214,009,170	215,564,243	218,535,926
Less: County Collection Fees	2,852,119	3,003,076	3,102,198	3,219,568	3,224,130	3,210,137	3,233,464	3,278,039
Uncoll. Taxes & Cnty. Settlement	3,836,292	4,552,481	4,812,706	3,756,163	4,943,668	4,922,211	4,957,978	5,026,326
Net Amount	183,452,797	192,649,490	198,898,177	207,662,136	206,774,250	205,876,822	207,372,801	210,231,561
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	183,452,797	192,649,490	198,898,177	207,662,136	206,774,250	205,876,822	207,372,801	210,231,561
School District Trust Fund (Prop C)	15,339,451	15,440,981	16,059,748	15,760,010	15,111,826	15,215,561	15,337,795	15,426,413
In Lieu of Taxes	230,263	126,237	177,306	126,237	126,237	126,237	126,237	126,237
Financial Institution Tax	4,189,163	5,637,897	7,117,352	577,918	500,000	500,000	500,000	500,000
M & M Surtax	4,841,560	4,922,889	4,780,274	5,153,078	4,876,358	4,925,121	4,974,372	5,024,116
Tuition, Early Childhood & Preschool	1,320,088	1,579,612	1,688,320	1,498,824	1,790,824	1,840,824	1,890,824	1,940,824
Tuition, Summer Camps	216,557	299,890	361,270	-	361,270	361,270	361,270	361,270
Tuition, Comm Ed & Swim Club	1,189,175	1,141,236	982,178	985,466	721,061	1,021,061	1,121,061	1,221,061
Earnings on Investments	875,432	3,803,886	2,154,632	1,016,119	200,500	200,500	200,500	200,500
Earnings on Bond Funds	492,094	302,657	519,260	510,000	100,000	-	-	-
Food Service	4,066,763	4,209,014	4,016,924	3,395,236	4,119,807	4,144,526	4,169,393	4,194,409
School Stores	19,218	32,476	50,014	50,014	50,014	50,014	50,014	50,014
Use of Premises	83,367	106,462	142,424	92,424	142,424	142,424	142,424	142,424
Tuition Reimbursement - VST	7,824,349	7,890,932	7,635,466	7,292,893	7,012,893	6,739,893	6,025,893	4,926,893
Student Activities	3,562,474	3,623,837	3,402,659	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	762,869	993,415	1,241,572	1,159,473	1,059,473	1,109,473	1,159,473	1,209,473
Total Local Revenue	228,465,620	242,760,911	249,227,576	248,779,828	246,446,937	245,753,726	246,932,057	249,055,195
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	176,380	159,482	139,790	267,788	267,788	267,788	267,788	267,788
State Assessed Utility Tax	2,839,137	3,023,453	3,117,174	3,279,608	2,934,696	2,964,043	2,993,684	3,023,621
County Stock Insurance	1,082,880	812,926	955,188	1,557,623	1,429,251	1,357,789	1,289,900	1,225,405
Total County Revenue	4,098,397	3,995,861	4,212,152	5,105,019	4,631,735	4,589,620	4,551,372	4,516,814

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
<b>STATE REVENUE</b>								
Basic Formula	2,743,704	2,702,394	2,411,230	2,365,185	2,322,225	2,321,987	2,344,811	2,347,825
Transportation	1,019,923	1,168,043	1,230,080	1,416,013	1,175,291	1,175,288	1,175,288	1,175,288
Classroom Trust	6,275,795	6,406,422	6,436,221	6,598,071	6,606,335	6,620,796	6,622,862	6,624,928
Educational Screening/PAT	442,409	432,655	449,195	449,195	449,196	449,196	449,196	449,196
Career Education	44,911	43,963	84,152	-	-	-	-	-
Food Service	38,640	39,607	37,871	38,267	38,497	38,728	38,960	39,194
AEL	292,124	1,231,067	1,030,974	885,356	824,523	824,523	824,523	824,523
Vocational Tech Education	-	-	-	-	-	-	-	-
Mo Preschool Project	250,000	230,000	184,888	207,450	58,500	-	-	-
Other State	87,119	21,563	18,256	-	-	-	-	-
Total State Revenue	11,194,625	12,275,714	11,882,867	11,959,537	11,474,567	11,430,518	11,455,640	11,460,954
<b>FEDERAL REVENUE</b>								
Medicaid	71,252	105,360	71,597	74,000	74,000	74,000	74,000	74,000
Perkins Basic Grant	81,537	134,879	66,462	154,521	154,521	154,521	154,521	154,521
Adult Basic Education	759,212	271,184	581,500	879,582	893,234	893,234	893,234	893,234
IDEA Grants	17,048	36,433	-	17,047	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	2,146,136	2,145,448	2,108,374	1,825,276	2,138,028	2,150,856	2,163,761	2,176,744
Title I	1,767,061	1,480,159	928,229	998,350	998,350	998,350	998,350	998,350
Title III LEP and Immigrant	139,589	154,529	128,737	135,000	135,000	135,000	135,000	135,000
Title II	803,053	802,036	690,761	460,000	260,000	260,000	260,000	260,000
Other Federal	62,049	297,381	236,138	157,771	157,771	157,771	157,771	157,771
Total Federal Revenue	5,846,937	5,427,409	4,811,798	4,701,547	4,827,951	4,840,779	4,853,684	4,866,667
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	33,521	35,219	42,873	42,873	42,873	42,873	42,873	42,873
Tuition - Other Districts	247,653	206,142	118,997	90,000	90,000	90,000	90,000	90,000
Transportation Other Districts SSD	2,466,493	2,884,503	2,638,361	3,108,435	3,057,297	3,098,578	3,140,652	3,183,536
Other	-	-	-	-	-	-	-	-
Bond Issue/Refunding Proceeds	44,673,580	27,405,000	59,876,057	-	55,000,000	-	-	-
Total Other Funding Sources	47,421,247	30,530,864	62,676,288	3,241,308	58,190,170	3,231,451	3,273,525	3,316,409
<b>TOTAL ALL REVENUE</b>	<b>297,026,826</b>	<b>294,990,759</b>	<b>332,810,681</b>	<b>273,787,239</b>	<b>325,571,360</b>	<b>269,846,094</b>	<b>271,066,278</b>	<b>273,216,039</b>

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
Assessed Valuation	4,370,660,330	4,701,761,530	4,714,010,870	5,169,095,210	5,194,095,210	5,245,065,686	5,283,178,350	5,356,010,134
Levy Per \$100	3.8604	3.7149	3.7475	3.5298	3.6482	3.5902	3.5902	3.5902
Collection Rate of Current Taxes	96.48%	96.23%	96.17%	96.75%	96.20%	96.20%	96.20%	96.20%
<b>LOCAL REVENUE</b>								
Current Tax	168,724,972	174,796,524	176,657,554	182,455,080	189,490,981	188,308,348	189,676,669	192,291,476
Less: County Collection Fees	2,530,875	2,621,948	2,649,865	2,736,826	2,842,364	2,824,625	2,845,150	2,884,372
Uncoll. Taxes & Cnty. Settlement	3,404,198	3,974,715	4,110,963	3,192,964	4,358,293	4,331,092	4,362,564	4,422,704
Net Amount	162,789,899	168,199,861	169,896,726	176,525,290	182,290,324	181,152,631	182,468,955	184,984,400
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	162,789,899	168,199,861	169,896,726	176,525,290	182,290,324	181,152,631	182,468,955	184,984,400
School District Trust Fund (Prop C)	15,339,451	15,440,981	16,059,748	15,760,010	15,111,826	15,215,561	15,337,795	15,426,413
In Lieu of Taxes	230,263	126,237	177,306	126,237	126,237	126,237	126,237	126,237
Financial Institution Tax	4,189,163	5,637,897	7,117,352	577,918	500,000	500,000	500,000	500,000
M & M Surtax	4,841,560	4,857,510	4,596,653	4,978,274	4,876,358	4,925,121	4,974,372	5,024,116
Tuition, Early Childhood & Preschool	1,320,088	1,579,612	1,688,320	1,498,824	1,790,824	1,840,824	1,890,824	1,940,824
Tuition, Summer Camps	216,557	299,890	361,270	-	361,270	361,270	361,270	361,270
Tuition, Comm Ed & Swim Club	1,189,175	1,141,236	982,178	985,466	721,061	1,021,061	1,121,061	1,221,061
Earnings on Investments	325,481	798,120	1,407,075	650,000	100,000	100,000	100,000	100,000
Food Service	4,066,763	4,209,014	4,016,924	3,395,236	4,119,807	4,144,526	4,169,393	4,194,409
School Stores	19,218	32,476	50,014	50,014	50,014	50,014	50,014	50,014
Use of Premises	83,367	106,462	142,424	92,424	142,424	142,424	142,424	142,424
Tuition Reimbursement - VST	7,824,349	7,890,932	7,635,466	7,292,893	7,012,893	6,739,893	6,025,893	4,926,893
Student Activities	3,562,474	3,623,837	3,402,659	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	456,369	321,335	324,825	474,825	324,825	324,825	324,825	324,825
Total Local Revenue	206,454,177	214,265,400	217,858,940	215,907,411	221,027,863	220,144,387	221,093,063	222,822,886
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	176,380	159,482	139,790	267,788	267,788	267,788	267,788	267,788
State Assessed Utility Tax	2,338,022	2,420,903	2,467,936	2,589,586	2,413,482	2,437,617	2,461,994	2,486,614
County Stock Insurance	960,912	719,309	815,912	1,330,505	1,263,981	1,200,782	1,140,743	1,083,706
Total County Revenue	3,475,314	3,299,694	3,423,638	4,187,879	3,945,251	3,906,187	3,870,525	3,838,108

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
<b>STATE REVENUE</b>								
Basic Formula	2,743,704	2,702,394	2,411,230	2,365,185	2,322,225	2,321,987	2,344,811	2,347,825
Transportation	1,019,923	1,168,043	1,230,080	1,416,013	1,175,291	1,175,288	1,175,288	1,175,288
Classroom Trust	6,275,795	6,406,422	6,436,221	6,598,071	6,606,335	6,620,796	6,622,862	6,624,928
Educational Screening/PAT	442,409	432,655	449,195	449,195	449,196	449,196	449,196	449,196
Career Education	44,911	43,963	84,152	-	-	-	-	-
Food Service	38,640	39,607	37,871	38,267	38,497	38,728	38,960	39,194
AEL	292,124	1,231,067	1,030,974	885,356	824,523	824,523	824,523	824,523
Vocational Tech Education	-	-	-	-	-	-	-	-
Mo Preschool Project	250,000	230,000	184,888	207,450	58,500	-	-	-
Other State	87,119	21,563	18,256	-	-	-	-	-
Total State Revenue	11,194,625	12,275,714	11,882,867	11,959,537	11,474,567	11,430,518	11,455,640	11,460,954
<b>FEDERAL REVENUE</b>								
Medicaid	71,252	105,360	71,597	74,000	74,000	74,000	74,000	74,000
Perkins	81,537	134,879	66,462	154,521	154,521	154,521	154,521	154,521
Adult Basic Education	759,212	271,184	581,500	879,582	893,234	893,234	893,234	893,234
IDEA Grants	17,048	36,433	-	17,047	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	2,146,136	2,145,448	2,108,374	1,825,276	2,138,028	2,150,856	2,163,761	2,176,744
Title I	1,767,061	1,480,159	928,229	998,350	998,350	998,350	998,350	998,350
Title III LEP and Immigrant	139,589	154,529	128,737	135,000	135,000	135,000	135,000	135,000
Title II & Math and Science	803,053	802,036	690,761	460,000	260,000	260,000	260,000	260,000
Other Federal	28,243	7,326	236,138	157,771	157,771	157,771	157,771	157,771
Total Federal Revenue	5,813,131	5,137,354	4,811,798	4,701,547	4,827,951	4,840,779	4,853,684	4,866,667
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	33,521	35,219	42,873	42,873	42,873	42,873	42,873	42,873
Tuition - Other Districts	247,653	206,142	118,997	90,000	90,000	90,000	90,000	90,000
Transportation Other Districts SSD	2,466,493	2,884,503	2,638,361	3,108,435	3,057,297	3,098,578	3,140,652	3,183,536
Other	-	-	-	-	-	-	-	-
Total Other Funding Sources	2,747,667	3,125,864	2,800,231	3,241,308	3,190,170	3,231,451	3,273,525	3,316,409
<b>TOTAL ALL REVENUE</b>	<b>229,684,914</b>	<b>238,104,026</b>	<b>240,777,474</b>	<b>239,997,682</b>	<b>244,465,802</b>	<b>243,553,322</b>	<b>244,546,437</b>	<b>246,305,024</b>
Percent Change	-0.88%	3.67%	1.12%	-0.32%	1.86%	-0.37%	0.41%	0.72%

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

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,370,660,330	4,705,282,070	4,714,010,870	5,169,095,210	5,194,095,210	5,245,065,686	5,283,178,350	5,356,010,134
Levy Per \$100	1.3511	1.3003	1.3116	1.2354	1.2768	1.2565	1.2565	1.2565
Collection Rate of Current Taxes	96.48%	96.23%	96.17%	96.75%	96.20%	96.20%	96.20%	96.20%
<b>LOCAL REVENUE</b>								
Current Tax	59,051,992	61,182,783	61,828,967	63,857,736	66,320,285	65,906,348	66,385,249	67,300,410
Less: County Collection Fees	885,780	917,742	927,436	957,866	994,804	988,595	995,779	1,009,506
Uncoll. Taxes & Cnty. Settlement	1,191,434	1,391,241	1,438,810	1,117,510	1,525,367	1,515,846	1,526,861	1,547,909
Net Amount	56,974,778	58,873,800	59,462,721	61,782,360	63,800,114	63,401,907	63,862,609	64,742,995
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	56,974,778	58,873,800	59,462,721	61,782,360	63,800,114	63,401,907	63,862,609	64,742,995
School District Trust Fund (Prop C)	3,168,808	-	-	-	-	-	-	-
In Lieu of Taxes	80,592	44,193	62,057	44,193	44,193	44,193	44,193	44,193
Financial Institution Tax	1,466,207	1,973,264	2,491,073	202,270	174,997	174,997	174,997	174,997
M & M Surtax	1,694,497	1,700,240	1,608,798	1,628,606	1,706,684	1,723,750	1,740,988	1,758,398
Tuition, Early Childhood & Preschool	1,320,088	1,579,612	1,688,320	1,498,824	1,790,824	1,840,824	1,890,824	1,940,824
Tuition, Summer & 6th Grade Camps	216,557	299,890	361,270	-	361,270	361,270	361,270	361,270
Tuition, Comm Ed & Swim Club	1,189,175	1,141,236	982,178	985,466	721,061	1,021,061	1,121,061	1,221,061
Earnings on Investments	309,567	766,159	1,315,430	605,000	95,000	95,000	95,000	95,000
Food Service	4,066,763	4,209,014	4,016,924	3,395,236	4,119,807	4,144,526	4,169,393	4,194,409
School Stores	19,218	32,476	50,014	50,014	50,014	50,014	50,014	50,014
Use of Premises	83,367	106,462	142,424	92,424	142,424	142,424	142,424	142,424
Tuition Reimbursement - VST	2,347,305	2,367,280	2,290,640	2,187,868	2,103,868	2,021,968	1,807,768	1,478,068
Student Activities	3,562,474	3,623,837	3,402,659	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Local	456,369	321,335	324,825	474,825	324,825	324,825	324,825	324,825
Total Local Revenue	76,955,765	77,038,798	78,199,333	76,447,086	78,935,081	78,846,759	79,285,366	80,028,478
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	820,373	847,316	863,778	906,355	844,719	853,166	861,698	870,315
County Stock Insurance	336,309	251,751	285,564	465,668	442,385	420,266	399,253	379,290
Total County Revenue	1,156,682	1,099,067	1,149,342	1,372,023	1,287,104	1,273,432	1,260,951	1,249,605

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
<b>STATE REVENUE</b>								
Basic Formula	685,926	96,493	-	-	-	-	-	-
Transportation	1,019,923	1,168,043	1,230,079	1,416,010	1,175,288	1,175,288	1,175,288	1,175,288
Classroom Trust	2,196,528	343,387	-	-	-	-	-	-
Educational Screening/PAT	154,843	152,157	157,582	157,219	157,219	157,219	157,219	157,219
Career Education	15,674	29,143	84,152	-	-	-	-	-
Food Service	38,640	39,607	37,871	38,267	38,497	38,728	38,960	39,194
AEL	292,124	1,231,067	1,030,974	885,356	824,523	824,523	824,523	824,523
Vocational Tech Education	-	-	-	-	-	-	-	-
Mo Preschool Project	250,000	230,000	184,888	207,450	58,500	-	-	-
Other State	87,119	21,563	18,256	-	-	-	-	-
Total State Revenue	<u>4,740,777</u>	<u>3,311,460</u>	<u>2,743,802</u>	<u>2,704,302</u>	<u>2,254,027</u>	<u>2,195,758</u>	<u>2,195,990</u>	<u>2,196,224</u>
<b>FEDERAL REVENUE</b>								
Medicaid	71,252	105,360	71,597	74,000	74,000	74,000	74,000	74,000
Perkins	81,537	134,879	66,462	154,521	154,521	154,521	154,521	154,521
Adult Basic Education	759,212	271,184	581,500	879,582	893,234	893,234	893,234	893,234
IDEA Grants	17,048	36,433	-	17,047	17,047	17,047	17,047	17,047
School Lunch/Breakfast Program	2,146,136	2,145,448	2,108,374	1,825,276	2,138,028	2,150,856	2,163,761	2,176,744
Title I	29,763	-	-	-	-	-	-	-
Title III LEP and Immigrant	135,743	154,529	128,737	135,000	135,000	135,000	135,000	135,000
Title II	514,270	461,619	568,292	230,000	130,000	130,000	130,000	130,000
Other Federal	28,243	7,326	236,138	157,771	157,771	157,771	157,771	157,771
Total Federal Revenue	<u>3,783,204</u>	<u>3,316,778</u>	<u>3,761,100</u>	<u>3,473,197</u>	<u>3,699,601</u>	<u>3,712,429</u>	<u>3,725,334</u>	<u>3,738,317</u>
<b>OTHER FUNDING SOURCES</b>								
Sale of Property	33,521	35,219	42,873	42,873	42,873	42,873	42,873	42,873
Tuition - Other Districts	247,653	206,142	118,997	90,000	90,000	90,000	90,000	90,000
Transportation Other Districts SSD	2,466,493	2,884,503	2,638,361	3,108,435	3,057,297	3,098,578	3,140,652	3,183,536
Total Other Funding Sources	<u>2,747,667</u>	<u>3,125,864</u>	<u>2,800,231</u>	<u>3,241,308</u>	<u>3,190,170</u>	<u>3,231,451</u>	<u>3,273,525</u>	<u>3,316,409</u>
<b>TOTAL ALL REVENUE</b>	<b>89,384,095</b>	<b>87,891,967</b>	<b>88,653,808</b>	<b>87,237,916</b>	<b>89,365,983</b>	<b>89,259,829</b>	<b>89,741,166</b>	<b>90,529,033</b>

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

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
Assessed Valuation	4,370,660,330	4,705,282,070	4,714,010,870	5,169,095,210	5,194,095,210	5,245,065,686	5,283,178,350	5,356,010,134
Levy Per \$100	2.5093	2.4146	2.4359	2.2944	2.3714	2.3337	2.3337	2.3337
Collection Rate of Current Taxes	96.48%	96.23%	96.17%	96.75%	96.20%	96.20%	96.20%	96.20%
<b>LOCAL REVENUE</b>								
Current Tax	109,672,980	113,613,741	114,828,587	118,597,344	123,170,696	122,402,000	123,291,420	124,991,066
Less: County Collection Fees	1,645,095	1,704,206	1,722,429	1,778,960	1,847,560	1,836,030	1,849,371	1,874,866
Uncoll. Taxes & Cnty. Settlement	2,212,764	2,583,474	2,672,153	2,075,454	2,832,926	2,815,246	2,835,703	2,874,795
Net Amount	105,815,121	109,326,061	110,434,005	114,742,930	118,490,210	117,750,724	118,606,346	120,241,405
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	105,815,121	109,326,061	110,434,005	114,742,930	118,490,210	117,750,724	118,606,346	120,241,405
School District trust Fund (Prop C)	12,170,643	15,440,981	16,059,748	15,760,010	15,111,826	15,215,561	15,337,795	15,426,413
In Lieu of Taxes	149,671	82,044	115,249	82,044	82,044	82,044	82,044	82,044
Financial Institution Tax	2,722,956	3,664,633	4,626,279	375,648	325,003	325,003	325,003	325,003
M & M Surtax	3,147,063	3,157,270	2,987,855	3,349,668	3,169,674	3,201,371	3,233,384	3,265,718
Earnings on Investments	15,914	31,961	91,645	45,000	5,000	5,000	5,000	5,000
Tuition Reimbursement - VST	5,477,044	5,523,652	5,344,826	5,105,025	4,909,025	4,717,925	4,218,125	3,448,825
Total Local Revenue	129,498,412	137,226,602	139,659,607	139,460,325	142,092,782	141,297,628	141,807,697	142,794,408
<b>COUNTY REVENUE</b>								
Fines, Forfeitures, Escheats	176,380	159,482	139,790	267,788	267,788	267,788	267,788	267,788
State Assessed Utility Tax	1,517,649	1,573,587	1,604,158	1,683,231	1,568,763	1,584,451	1,600,296	1,616,299
County Stock Insurance	624,603	467,558	530,348	864,837	821,596	780,516	741,490	704,416
Total County Revenue	2,318,632	2,200,627	2,274,296	2,815,856	2,658,147	2,632,755	2,609,574	2,588,503
<b>STATE REVENUE</b>								
Basic Formula	2,057,778	2,605,901	2,411,230	2,365,185	2,322,225	2,321,987	2,344,811	2,347,825
Classroom Trust	4,079,267	6,063,035	6,436,221	6,598,071	6,606,335	6,620,796	6,622,862	6,624,928
Educational Screening/PAT	287,566	280,498	291,613	291,976	291,977	291,977	291,977	291,977
Career Education	29,237	14,820	-	-	-	-	-	-
Total State Revenue	6,453,848	8,964,254	9,139,065	9,255,235	9,220,540	9,234,760	9,259,650	9,264,730
<b>FEDERAL REVENUE</b>								
Title I	1,737,298	1,480,159	928,229	998,350	998,350	998,350	998,350	998,350
Title III LEP and Immigrant	3,846	-	-	-	-	-	-	-
Title II	288,783	340,417	122,469	230,000	130,000	130,000	130,000	130,000
Other Federal	-	-	-	-	-	-	-	-
Total Federal Revenue	2,029,927	1,820,576	1,050,698	1,228,350	1,128,350	1,128,350	1,128,350	1,128,350
<b>TOTAL ALL REVENUE</b>	<b>140,300,819</b>	<b>150,212,059</b>	<b>152,123,666</b>	<b>152,759,766</b>	<b>155,099,819</b>	<b>154,293,493</b>	<b>154,805,271</b>	<b>155,775,991</b>



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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
Assessed Valuation	4,370,660,330	4,705,282,070	4,714,010,870	5,169,095,210	5,194,095,210	5,245,065,686	5,283,178,350	5,356,010,134
Levy Per \$100	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900	0.4900
Collection Rate of Current Taxes	97.00%	96.23%	96.17%	96.75%	96.20%	96.20%	96.20%	96.20%
<b>LOCAL REVENUE</b>								
Current Tax	21,416,236	23,055,882	23,098,653	25,328,567	25,451,067	25,700,822	25,887,574	26,244,450
Less: County Collection Fees	321,244	345,838	346,480	379,929	381,766	385,512	388,314	393,667
Uncoll. Taxes & Cnty. Settlement	432,094	524,270	537,524	443,250	585,375	591,119	595,414	603,622
Net Amount	20,662,898	22,185,774	22,214,649	24,505,388	24,483,926	24,724,191	24,903,846	25,247,161
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	20,662,898	22,185,774	22,214,649	24,505,388	24,483,926	24,724,191	24,903,846	25,247,161
Earnings on Investments	549,951	3,005,532	747,335	365,885	100,000	100,000	100,000	100,000
Total Local Revenue	21,212,849	25,191,306	22,961,984	24,871,273	24,583,926	24,824,191	25,003,846	25,347,161
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	501,115	548,791	534,933	516,053	521,214	526,426	531,690	537,007
County Stock Insurance	121,968	93,617	106,684	173,969	165,270	157,007	149,157	141,699
Total County Revenue	623,083	642,408	641,617	690,022	686,484	683,433	680,847	678,706
<b>OTHER FUNDING SOURCES</b>								
Bond Issue/Refunding Proceeds	-	27,405,000	-	-	-	-	-	-
<b>TOTAL ALL REVENUE</b>	<b>21,835,932</b>	<b>53,238,714</b>	<b>23,603,601</b>	<b>25,561,295</b>	<b>25,270,410</b>	<b>25,507,624</b>	<b>25,684,693</b>	<b>26,025,867</b>

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
Assessed Valuation	NA	4,705,282,070	4,714,010,870	5,169,095,210	NA	NA	NA	NA
Levy Per \$100	-	0.0500	0.1497	0.1326	-	-	-	-
Collection Rate of Current Taxes	0.00%	96.23%	96.17%	96.75%	0.00%	0.00%	0.00%	0.00%
<b>LOCAL REVENUE</b>								
Current Tax	-	2,352,641	7,056,874	6,854,220	-	-	-	-
Less: County Collection Fees	-	35,290	105,853	102,813	-	-	-	-
Uncoll. Taxes & Cnty. Settlement	-	53,496	164,219	119,949	-	-	-	-
Net Amount	-	2,263,855	6,786,802	6,631,458	-	-	-	-
Delinquent Taxes	-	-	-	-	-	-	-	-
Current & Delinquent Taxes	-	2,263,855	6,786,802	6,631,458	-	-	-	-
M&M Tax	-	65,379	183,621	174,804	-	-	-	-
Earnings on Investments	-	234	222	234	500	500	500	500
Other Local	306,500	672,080	916,747	684,648	734,648	784,648	834,648	884,648
Total Local Revenue	306,500	3,001,548	7,887,392	7,491,144	735,148	785,148	835,148	885,148
<b>COUNTY REVENUE</b>								
State Assessed Utility Tax	-	53,759	114,305	173,969	-	-	-	-
County Stock Insurance	-	-	32,592	53,149	-	-	-	-
Total County Revenue	-	53,759	146,897	227,118	-	-	-	-
<b>FEDERAL REVENUE</b>								
Perkins Basic Grant	33,806	-	-	-	-	-	-	-
CNG Grant	-	290,055	-	-	-	-	-	-
Total Federal Revenue	33,806	290,055	-	-	-	-	-	-
TOTAL ALL REVENUE	340,306	3,345,362	8,034,289	7,718,262	735,148	785,148	835,148	885,148

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
LOCAL REVENUE								
Earnings on Bond Funds	492,094	302,657	199,786	10,000	-	-	-	-
OTHER FUNDING SOURCES								
Bond Issue/Refunding Proceeds	44,673,580	-	-	-	-	-	-	-
TOTAL ALL REVENUE	45,165,674	302,657	199,786	10,000	-	-	-	-

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
LOCAL REVENUE								
Earnings on Bond Funds	-	-	319,474	500,000	100,000	-	-	-
OTHER FUNDING SOURCES								
Bond Issue/Refunding Proceeds	-	-	59,876,057	-	55,000,000	-	-	-
TOTAL ALL REVENUE	-	-	60,195,531	500,000	55,100,000	-	-	-

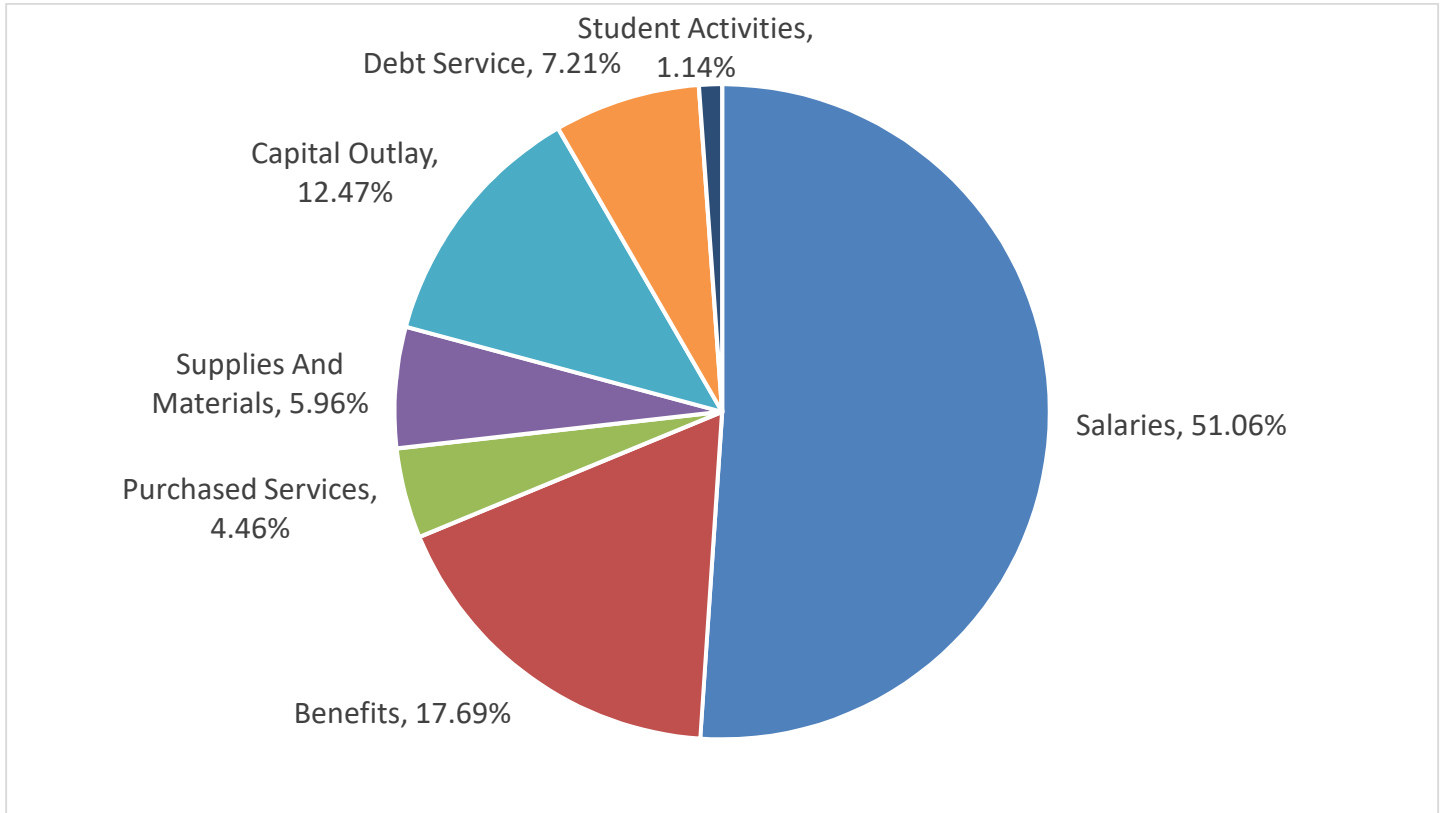
EXPENDITURE BUDGET ANALYSIS

EXPENDITURE BY OBJECT

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

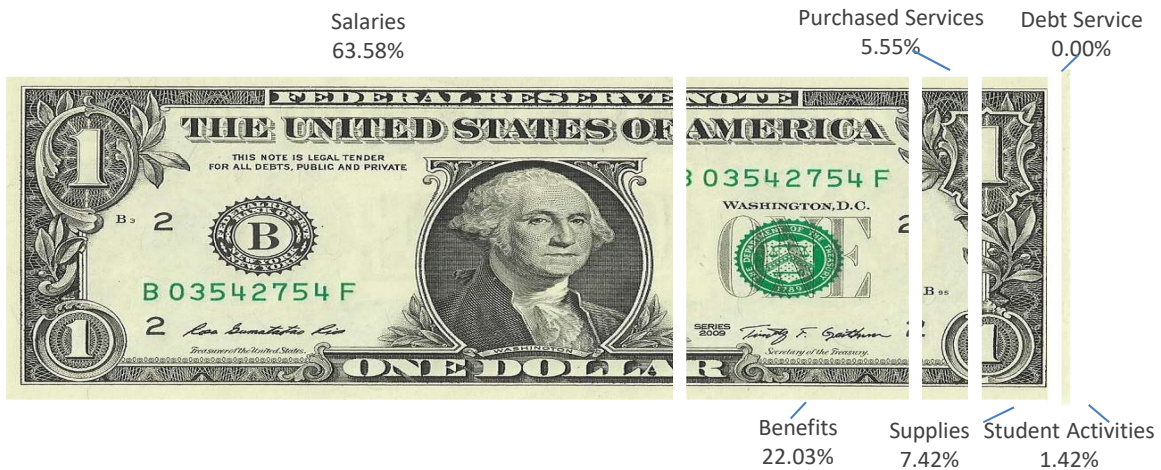
Below is a summary of these categories for all funds:

	FY19 Actual	FY20 Projected	FY21 Budget	Change From FY20 Projections	
				\$	%
Expenditures					
Salaries	150,148,782	154,108,284	156,723,235	2,614,951	1.70%
Benefits	53,411,359	54,143,599	54,306,793	163,194	0.30%
Purchased Services	12,142,133	14,340,802	13,677,823	(662,979)	-4.62%
Supplies And Materials	17,393,209	18,688,672	18,294,875	(393,797)	-2.11%
Capital Outlay	24,917,150	42,480,405	38,271,953	(4,208,452)	-9.91%
Debt Service	24,240,438	53,412,283	22,137,000	(31,275,283)	-58.55%
Student Activities	3,204,043	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	285,457,114	340,674,045	306,911,679	(33,762,366)	-9.91%
Anticipated Unexpended Budget	-	6,200,000	3,500,000	(2,700,000)	-43.55%
Total Expenditures	285,457,114	334,474,045	303,411,679	(31,062,366)	-9.29%



Below is a summary of these categories for operating funds:

	FY19 Actual	FY20 Projected	FY21 Budget	Change From FY20 Projections	
				\$	%
Expenditures					
Salaries	150,148,782	154,108,284	156,723,235	2,614,951	1.70%
Benefits	53,411,359	54,143,599	54,306,793	163,194	0.30%
Purchased Services	12,142,133	14,340,802	13,677,823	(662,979)	-4.62%
Supplies And Materials	17,393,209	18,688,672	18,294,875	(393,797)	-2.11%
Debt Service	41,215	294,500	-	(294,500)	-100.00%
Student Activities	3,204,043	3,500,000	3,500,000	-	0.00%
Subtotal Expenditures	236,340,741	245,075,857	246,502,726	1,426,869	0.58%
Anticipated Unexpended Budget	-	6,200,000	3,500,000	(2,700,000)	-43.55%
Total Expenditures	236,340,741	238,875,857	243,002,726	4,126,869	1.73%



### Salaries and Benefits

This category is the single largest expense of the District and accounts for 85.6% of all operating expenses and 68.8% of all District expenses in the FY21 budget. Salaries and benefits are budgeted solely from operating funds.

Salary levels have been adjusted to reflect standard wage increases of 3.43% for teachers, 3.26% for nurses, 2.76% for CWA members and 2.8-3.2% for all other employees. These increases are partially offset with turnover savings.

Benefits account for 22 % of all operating expenses and are slightly over 1/3<sup>rd</sup> of total salary expenses. Health and dental benefits are budgeted for a 0% increase based on low claims increases and a growing medical fund balance. 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 17,654. A breakdown of the enrollment can be found in the Informational Section. Certified staffing is a function of expected enrollment. The District is projecting a certified staffing level of 1,421.5 full time equivalents (FTE). This is virtually flat from FY20 but there are a few changes as shown in the table below. Any additions were made by transfers and adjustments in other areas.

## Salaries and Benefits (Continued)

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

	ACTUAL	BUDGETED	
	FY20	FY21	CHANGE
Art	38.0	38.5	0.5
Band, Orchestra, and Vocal	74.6	73.6	(1.0)
Behavioral Support Specialists	4.0	4.0	-
Care Coordinators	4.0	9.0	5.0
Elementary	392.0	398.0	6.0
ESOL	31.0	31.0	-
Gifted and Exceptionally Gifted	25.6	25.6	-
Guidance	70.5	70.5	-
Instructional Coach	23.0	23.0	-
Librarian	32.0	32.0	-
Math Support Specialists	11.0	11.0	-
Other	15.5	15.0	(0.5)
Physical Education	81.4	80.9	(0.5)
Preschool Teacher	14.0	14.0	-
Reading Specialists	38.5	38.5	-
Secondary	520.6	512.5	(8.1)
Social Worker	8.5	8.5	-
Teacher Assistant and PT TA	35.9	35.9	-
	<u>1,420.1</u>	<u>1,421.5</u>	<u>1.4</u>

## Purchased Services

Purchased services are amounts paid for services rendered by personnel who are not on the District payroll and for other services necessary to the District. 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 FY21, purchased services will decrease \$662,979 (-4.6%). Purchased services are budgeted fully within the operating funds. The decrease in the FY21 purchase service budget is primarily attributed to zero-based budgeting.

## 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 FY21, supplies are budgeted to decrease \$393,797 (-2.1%). The significant decrease can be attributed to budgeted money rolled forward from the FY19 budget into FY20. At the time of preparing the FY21 budget, budgeted FY21 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 FY21, capital outlays are forecasted to decrease \$4,208,452 (-9.9%). This decrease is a result of the spend down of 2014 bond funds in FY20 leaving only FY18 bond funds to be spent. The operating funds have no capital outlay budgeted. Non-bond capital outlays include the purchase of buses and payment of bus leases in the amount of \$1,736,282.

### Debt Service

These are amounts paid for principal, interest, and fees associated with the debt of the District. In FY21, debt service is projected to decrease \$31,275,283 (-58.6%) The decrease is due to a crossover refunding bond payoff made in FY20.

The following pages detail the expenditures by object for all funds, operating funds, and all individual funds for the prior two years, projected FY20, budgeted FY21, and future year forecasts.

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

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	Actual	Actual	Actual	Projected	Budget	Forecast	Forecast	Forecast
<b>Salaries &amp; Benefits</b>								
Salaries	145,304,413	147,877,902	150,148,782	154,108,284	156,723,235	160,333,146	164,022,475	167,792,970
Benefits	51,280,756	52,802,788	53,411,359	54,143,599	54,306,793	55,392,929	56,500,788	57,630,804
<b>Total Salaries &amp; Benefits</b>	<b>196,585,169</b>	<b>200,680,690</b>	<b>203,560,141</b>	<b>208,251,883</b>	<b>211,030,028</b>	<b>215,726,075</b>	<b>220,523,263</b>	<b>225,423,774</b>
<b>Purchased Services</b>								
Tuition	213,590	137,925	173,834	166,695	170,000	170,000	170,000	170,000
Professional Services	5,090,431	4,908,294	4,623,233	5,662,872	5,299,036	5,597,954	5,597,954	5,597,954
Audit	39,710	29,000	33,800	41,000	36,200	36,200	36,200	36,200
Technical Services	153,192	156,988	113,782	92,400	90,400	90,400	90,400	90,400
Legal Services	155,232	171,663	179,905	215,000	200,000	200,000	200,000	200,000
Property Services	2,369,378	2,181,468	2,198,123	3,114,849	2,581,347	2,581,347	2,581,347	2,581,347
Contracted Transportation	820,811	1,257,196	1,194,792	1,098,467	1,519,050	1,519,050	1,519,050	1,519,050
Travel	696,608	1,097,042	436,583	502,720	291,545	291,545	291,545	291,545
Property Insurance	822,061	830,850	864,490	879,000	875,336	875,336	875,336	875,336
Liability Insurance	804,170	801,690	845,825	874,095	905,380	905,380	905,380	905,380
Other Purchased Services	1,201,398	1,664,595	1,477,766	1,693,704	1,709,529	1,709,529	1,709,529	1,709,529
<b>Total Purchased Services</b>	<b>12,366,581</b>	<b>13,236,711</b>	<b>12,142,133</b>	<b>14,340,802</b>	<b>13,677,823</b>	<b>13,976,741</b>	<b>13,976,741</b>	<b>13,976,741</b>
<b>Supplies And Materials</b>								
Instructional Supplies	4,967,093	6,437,240	6,634,988	7,409,142	7,121,559	7,121,559	7,121,559	7,121,559
Admin/General Supplies	4,026,819	3,977,905	3,837,117	3,700,000	3,841,352	3,841,352	3,841,352	3,841,352
Library Books	278,962	272,414	298,061	363,330	371,732	371,732	371,732	371,732
Food Service Supplies	2,449,452	2,462,106	2,393,954	2,643,000	2,738,711	2,738,711	2,738,711	2,738,711
Energy Services	3,769,890	3,989,929	4,229,089	4,573,200	4,221,521	4,221,521	4,221,521	4,221,521
<b>Total Supplies And Materials</b>	<b>15,492,216</b>	<b>17,139,594</b>	<b>17,393,209</b>	<b>18,688,672</b>	<b>18,294,875</b>	<b>18,294,875</b>	<b>18,294,875</b>	<b>18,294,875</b>
<b>Capital Outlay</b>								
Land & Land Improvements	250,000	439,403	34,576	50,000	62,000	63,240	64,505	65,796
Building	476,200	109,544	641,821	800,000	800,000	816,000	832,320	848,966
Improvement To Sites	-	-	-	-	-	-	-	-
General Equipment	1,952,878	755,169	434,346	1,166,262	408,655	416,828	425,165	433,668
Instructional Equipment	14,103	512,614	612,762	2,000,000	90,016	91,816	93,652	95,525
Vehicles	233,000	5,080	149,853	230,000	175,000	178,500	182,070	185,711
School Buses	-	1,443,378	1,304,814	1,528,981	1,736,282	1,771,008	1,806,428	1,842,557
2014 Bond Issue Expenditures	31,039,435	20,819,954	16,001,045	1,705,162	-	-	-	-
2018 Bond Issue Expenditures	-	-	5,737,933	35,000,000	35,000,000	35,000,000	5,057,598	-
<b>Total Capital Outlay</b>	<b>33,965,616</b>	<b>24,085,142</b>	<b>24,917,150</b>	<b>42,480,405</b>	<b>38,271,953</b>	<b>38,337,392</b>	<b>8,461,738</b>	<b>3,472,223</b>
<b>Debt Service</b>								
Capital Leases	462,112	45,277	36,856	-	-	-	-	-
Debt Service	18,228,859	23,719,394	24,203,582	53,412,283	22,137,000	20,549,775	18,028,615	15,244,775
Bond Refunding	-	6,606,518	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>18,690,971</b>	<b>30,371,189</b>	<b>24,240,438</b>	<b>53,412,283</b>	<b>22,137,000</b>	<b>20,549,775</b>	<b>18,028,615</b>	<b>15,244,775</b>
<b>Student Activities</b>	<b>3,601,686</b>	<b>3,431,904</b>	<b>3,204,043</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>
<b>Subtotal Expenditures</b>	<b>280,702,239</b>	<b>288,945,230</b>	<b>285,457,114</b>	<b>340,674,045</b>	<b>306,911,679</b>	<b>310,384,858</b>	<b>282,785,232</b>	<b>279,912,388</b>
Identified Reductions	-	-	-	-	-	(5,034,654)	(8,495,076)	(11,830,178)
Anticipated Unexpended Budget	-	-	-	(6,200,000)	(3,500,000)	(3,500,000)	(4,000,000)	(4,000,000)
<b>Total All Expenditures</b>	<b>280,702,239</b>	<b>288,945,230</b>	<b>285,457,114</b>	<b>334,474,045</b>	<b>303,411,679</b>	<b>301,850,204</b>	<b>270,290,156</b>	<b>264,082,210</b>



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

	2016-2017 <u>Actual</u>	2017-2018 <u>Actual</u>	2018-2019 <u>Actual</u>	2019-2020 <u>Projected</u>	2020-2021 <u>Budget</u>	2021-2022 <u>Forecast</u>	2022-2023 <u>Forecast</u>	2023-2024 <u>Forecast</u>
<b>Salaries &amp; Benefits</b>								
Salaries	145,304,413	147,877,902	150,148,782	154,108,284	156,723,235	160,333,146	164,022,475	167,792,970
Benefits	<u>51,280,756</u>	<u>52,802,788</u>	<u>53,411,359</u>	<u>54,143,599</u>	<u>54,306,793</u>	<u>55,392,929</u>	<u>56,500,788</u>	<u>57,630,804</u>
<b>Total Salaries &amp; Benefits</b>	<u>196,585,169</u>	<u>200,680,690</u>	<u>203,560,141</u>	<u>208,251,883</u>	<u>211,030,028</u>	<u>215,726,075</u>	<u>220,523,263</u>	<u>225,423,774</u>
<b>Purchased Services</b>								
Tuition	213,590	137,925	173,834	166,695	170,000	170,000	170,000	170,000
Professional Services	5,090,431	4,908,294	4,623,233	5,662,872	5,299,036	5,597,954	5,597,954	5,597,954
Audit	39,710	29,000	33,800	41,000	36,200	36,200	36,200	36,200
Technical Services	153,192	156,988	113,782	92,400	90,400	90,400	90,400	90,400
Legal Services	155,232	171,663	179,905	215,000	200,000	200,000	200,000	200,000
Property Services	2,369,378	2,181,468	2,198,123	3,114,849	2,581,347	2,581,347	2,581,347	2,581,347
Contracted Transportation	820,811	1,257,196	1,194,792	1,098,467	1,519,050	1,519,050	1,519,050	1,519,050
Travel	696,608	1,097,042	436,583	502,720	291,545	291,545	291,545	291,545
Property Insurance	822,061	830,850	864,490	879,000	875,336	875,336	875,336	875,336
Liability Insurance	804,170	801,690	845,825	874,095	905,380	905,380	905,380	905,380
Other Purchased Services	<u>1,201,398</u>	<u>1,664,595</u>	<u>1,477,766</u>	<u>1,693,704</u>	<u>1,709,529</u>	<u>1,709,529</u>	<u>1,709,529</u>	<u>1,709,529</u>
<b>Total Purchased Services</b>	<u>12,366,581</u>	<u>13,236,711</u>	<u>12,142,133</u>	<u>14,340,802</u>	<u>13,677,823</u>	<u>13,976,741</u>	<u>13,976,741</u>	<u>13,976,741</u>
<b>Supplies And Materials</b>								
Instructional Supplies	4,967,093	6,437,240	6,634,988	7,409,142	7,121,559	7,121,559	7,121,559	7,121,559
Admin/General Supplies	4,026,819	3,977,905	3,837,117	3,700,000	3,841,352	3,841,352	3,841,352	3,841,352
Library Books	278,962	272,414	298,061	363,330	371,732	371,732	371,732	371,732
Food Service Supplies	2,449,452	2,462,106	2,393,954	2,643,000	2,738,711	2,738,711	2,738,711	2,738,711
Energy Services	<u>3,769,890</u>	<u>3,989,929</u>	<u>4,229,089</u>	<u>4,573,200</u>	<u>4,221,521</u>	<u>4,221,521</u>	<u>4,221,521</u>	<u>4,221,521</u>
<b>Total Supplies And Materials</b>	<u>15,492,216</u>	<u>17,139,594</u>	<u>17,393,209</u>	<u>18,688,672</u>	<u>18,294,875</u>	<u>18,294,875</u>	<u>18,294,875</u>	<u>18,294,875</u>
<b>Debt Service</b>								
Bond Fees	-	-	-	-	-	-	-	-
Debt Service	<u>53,532</u>	<u>37,823</u>	<u>41,215</u>	<u>294,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Debt Service</b>	<u>53,532</u>	<u>37,823</u>	<u>41,215</u>	<u>294,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Student Activities</b>	<u>3,601,686</u>	<u>3,431,904</u>	<u>3,204,043</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>228,099,184</u>	<u>234,526,722</u>	<u>236,340,741</u>	<u>245,075,857</u>	<u>246,502,726</u>	<u>251,497,691</u>	<u>256,294,879</u>	<u>261,195,390</u>
Identified Reductions	-	-	-	-	-	(5,034,654)	(8,495,076)	(11,830,178)
Anticipated Unexpended Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>(6,200,000)</u>	<u>(3,500,000)</u>	<u>(3,500,000)</u>	<u>(4,000,000)</u>	<u>(4,000,000)</u>
<b>Total All Expenditures</b>	<u><u>228,099,184</u></u>	<u><u>234,526,722</u></u>	<u><u>236,340,741</u></u>	<u><u>238,875,857</u></u>	<u><u>243,002,726</u></u>	<u><u>242,963,037</u></u>	<u><u>243,799,803</u></u>	<u><u>245,365,212</u></u>

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
<b>Salaries &amp; Benefits</b>								
Salaries	36,702,963	37,775,786	37,969,281	39,006,775	39,242,583	40,105,920	40,988,250	41,889,992
Benefits	16,270,434	16,773,305	16,715,663	16,892,432	17,064,881	17,406,179	17,754,303	18,109,389
<b>Total Salaries &amp; Benefits</b>	<b>52,973,397</b>	<b>54,549,091</b>	<b>54,684,944</b>	<b>55,899,207</b>	<b>56,307,464</b>	<b>57,512,099</b>	<b>58,742,553</b>	<b>59,999,381</b>
<b>Purchased Services</b>								
Tuition	213,590	137,925	173,834	166,695	170,000	170,000	170,000	170,000
Professional Services	2,107,512	1,876,035	2,033,821	3,161,331	2,616,413	2,616,413	2,616,413	2,616,413
Audit	39,710	29,000	33,800	41,000	36,200	36,200	36,200	36,200
Technical Services	153,192	156,988	113,782	92,400	90,400	90,400	90,400	90,400
Legal Services	155,232	171,663	179,905	215,000	200,000	200,000	200,000	200,000
Property Services	2,369,378	2,181,468	2,198,123	3,114,849	2,581,347	2,581,347	2,581,347	2,581,347
Contracted Transportation	820,811	1,257,196	1,194,792	1,098,467	1,519,050	1,519,050	1,519,050	1,519,050
Travel	696,608	1,097,042	436,583	502,720	291,545	291,545	291,545	291,545
Property Insurance	822,061	830,850	864,490	879,000	875,336	875,336	875,336	875,336
Liability Insurance	804,170	801,690	845,825	874,095	905,380	905,380	905,380	905,380
Other Purchased Services	1,201,398	1,664,595	1,477,766	1,693,704	1,709,529	1,709,529	1,709,529	1,709,529
<b>Total Purchased Services</b>	<b>9,383,662</b>	<b>10,204,452</b>	<b>9,552,721</b>	<b>11,839,261</b>	<b>10,995,200</b>	<b>10,995,200</b>	<b>10,995,200</b>	<b>10,995,200</b>
<b>Supplies And Materials</b>								
Instructional Supplies	4,967,093	6,437,240	6,634,988	7,409,142	7,121,559	7,121,559	7,121,559	7,121,559
Admin/General Supplies	4,026,819	3,977,905	3,837,117	3,700,000	3,841,352	3,841,352	3,841,352	3,841,352
Library Books	278,962	272,414	298,061	363,330	371,732	371,732	371,732	371,732
Food Service Supplies	2,449,452	2,462,106	2,393,954	2,643,000	2,738,711	2,738,711	2,738,711	2,738,711
Energy Services	3,769,890	3,989,929	4,229,089	4,573,200	4,221,521	4,221,521	4,221,521	4,221,521
<b>Total Supplies And Materials</b>	<b>15,492,216</b>	<b>17,139,594</b>	<b>17,393,209</b>	<b>18,688,672</b>	<b>18,294,875</b>	<b>18,294,875</b>	<b>18,294,875</b>	<b>18,294,875</b>
<b>Debt Service</b>								
Debt Service	53,532	37,823	41,215	294,500	-	-	-	-
<b>Total Debt Service</b>	<b>53,532</b>	<b>37,823</b>	<b>41,215</b>	<b>294,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Student Activities</b>	<b>3,601,686</b>	<b>3,431,904</b>	<b>3,204,043</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>
<b>Subtotal Expenditures</b>	<b>81,504,493</b>	<b>85,362,864</b>	<b>84,876,132</b>	<b>90,221,640</b>	<b>89,097,539</b>	<b>90,302,174</b>	<b>91,532,628</b>	<b>92,789,456</b>
Identified Reductions	-	-	-	-	-	(2,517,327)	(4,497,538)	(6,165,089)
Anticipated Unexpended Budget	-	-	-	(5,500,000)	(2,700,000)	(2,700,000)	(3,200,000)	(3,200,000)
<b>Total All Expenditures</b>	<b>81,504,493</b>	<b>85,362,864</b>	<b>84,876,132</b>	<b>84,721,640</b>	<b>86,397,539</b>	<b>85,084,847</b>	<b>83,835,090</b>	<b>83,424,367</b>

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
<b>Salaries &amp; Benefits</b>								
Salaries	108,601,450	110,102,116	112,179,501	115,101,509	117,480,652	120,227,226	123,034,225	125,902,978
Benefits	35,010,322	36,029,483	36,695,696	37,251,167	37,241,912	37,986,750	38,746,485	39,521,415
<b>Total Salaries &amp; Benefits</b>	<b>143,611,772</b>	<b>146,131,599</b>	<b>148,875,197</b>	<b>152,352,676</b>	<b>154,722,564</b>	<b>158,213,976</b>	<b>161,780,710</b>	<b>165,424,393</b>
<b>Purchased Services</b>								
Professional Services	2,982,919	3,032,259	2,589,412	2,501,541	2,682,623	2,981,541	2,981,541	2,981,541
<b>Subtotal Expenditures</b>	<b>146,594,691</b>	<b>149,163,858</b>	<b>151,464,609</b>	<b>154,854,217</b>	<b>157,405,187</b>	<b>161,195,517</b>	<b>164,762,251</b>	<b>168,405,934</b>
Identified Reductions	-	-	-	-	-	(2,517,327)	(3,997,538)	(5,665,089)
Anticipated Unexpended Budget	-	-	-	(700,000)	(800,000)	(800,000)	(800,000)	(800,000)
<b>Total All Expenses</b>	<b>146,594,691</b>	<b>149,163,858</b>	<b>151,464,609</b>	<b>154,154,217</b>	<b>156,605,187</b>	<b>157,878,190</b>	<b>159,964,713</b>	<b>161,940,845</b>

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
Debt Service								
L-T Bond Issuing Exp	-	136,695	-	-	-	-	-	-
Debt Service	18,175,327	23,544,876	24,162,367	53,117,783	22,137,000	20,549,775	18,028,615	15,244,775
Bond Refunding	-	6,606,518	-	-	-	-	-	-
Total Debt Service	18,175,327	30,288,089	24,162,367	53,117,783	22,137,000	20,549,775	18,028,615	15,244,775
Total All Expenses	18,175,327	30,288,089	24,162,367	53,117,783	22,137,000	20,549,775	18,028,615	15,244,775

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
Capital Outlay								
Land & Land Improvements	250,000	439,403	34,576	50,000	62,000	63,240	64,505	65,796
Building	476,200	109,544	641,821	800,000	800,000	816,000	832,320	848,966
General Equipment	1,952,878	755,169	434,346	1,166,262	408,655	416,828	425,165	433,668
Instructional Equipment	14,103	512,614	612,762	2,000,000	90,016	91,816	93,652	95,525
Vehicles	233,000	5,080	149,853	230,000	175,000	178,500	182,070	185,711
School Buses	-	1,443,378	1,304,814	1,528,981	1,736,282	1,771,008	1,806,428	1,842,557
Total Capital Outlay	2,926,181	3,265,188	3,178,172	5,775,243	3,271,953	3,337,392	3,404,140	3,472,223
Debt Service								
Capital Leases	462,112	45,277	36,856	-	-	-	-	-
Total Debt Service	462,112	45,277	36,856	-	-	-	-	-
Total All Expenses	3,388,293	3,310,465	3,215,028	5,775,243	3,271,953	3,337,392	3,404,140	3,472,223

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
Capital Outlay								
2014 Bond Issue Expenditures	30,897,369	20,819,954	16,001,045	1,705,162	-	-	-	-
Total Capital Outlay	30,897,369	20,819,954	16,001,045	1,705,162	-	-	-	-
Debt Service								
Bond Issue Fees	142,066	-	-	-	-	-	-	-
Total Debt Service	142,066	-	-	-	-	-	-	-
Total All Expenses	31,039,435	20,819,954	16,001,045	1,705,162	-	-	-	-

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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Projected	2020-2021 Budget	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast
Capital Outlay								
2018 Bond Issue Expenditures	-	-	5,133,730	35,000,000	35,000,000	35,000,000	5,057,598	-
Total Capital Outlay	-	-	5,133,730	35,000,000	35,000,000	35,000,000	5,057,598	-
Debt Service								
Bond Issue Fees	-	-	604,203	-	-	-	-	-
Total Debt Service	-	-	604,203	-	-	-	-	-
Total All Expenses	-	-	5,737,933	35,000,000	35,000,000	35,000,000	5,057,598	-

## EXPENDITURES BY FUNCTION

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

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

The activities of the District are classified into five broad areas or functions:

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

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

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

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

1400-Student Activities. Direct and personnel services for public school pupils, such as entertainment, publications, clubs, band and orchestra, that are managed or operated by the student body under the guidance and direction of an adult, and are not a part of the regular instructional program. These activities are characterized by being not-for-credit, other than school hours, interests of students and partially or wholly self-sustaining via dues and admissions. 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.

2110-Attendance and Social Work Services. Activities that have as their purpose the improvement of the attendance of pupils at school and which attempt to prevent or solve pupil problems involving the home, school and community.

2220-Guidance Services. Activities that include counseling with pupils and parents, providing consultation with other staff members on problems, evaluating the abilities of pupils, assisting pupils to make their own educational and career plans and choices, assisting pupils in personal and social development, providing referral assistance and working with other staff members in planning and conducting guidance programs for pupils.

2130-Health Services. Physical and mental health services that are not direct instruction. Included are activities that provide pupils with appropriate medical, dental and nursing services.

2140-Physchological Services. Activities concerned with administering psychological tests and interpreting the results; gathering and interpreting information about pupil behavior; working with other staff members in planning school programs to meet the special needs of pupils as indicated by psychological tests; behavioral evaluation; and planning and managing a program of psychological services, including psychological counseling for pupils, staff and parents.

2210-Improvement of Instructions. Activities that are designed primarily for assisting instructional staff in planning, developing and evaluating the process of providing learning experiences for pupils. These activities include curriculum development, techniques of instruction, child development and understanding, staff training, teacher mentor/professional development, etc.

2220-Educational Media Services. Activities concerned with the use of all teaching and learning resources, including hardware and content materials. Educational media are defined as any devices, content materials, methods or experiences used for teaching and learning purposes. These include school library services, printed and non-printed sensory materials.

2300-General Administration. Activities concerned with establishing and administering policy for operating the local education agency. They include, board of education services, executive administration and technology services.

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

2520-Fiscal Services. Activities concerned with the fiscal operations of the LEA. This function includes budgeting, receiving and disbursing, financial and property accounting, payroll, inventory control, internal auditing and managing funds.

2540-Operation of Plant. Activities concerned with keeping the physical plant open, comfortable and safe for use. Also includes activities concerned with keeping the grounds, buildings and equipment in an effective working condition and state of repair. This includes activities of maintaining safety in buildings, on the grounds and in the vicinity of schools.

2550-Transportation. Activities concerned with providing transportation for students.

2560-Food Service. - Activities concerned with providing food to pupils and staff.

2572- Purchasing Services. Activities concerned with purchasing supplies, furniture, equipment and materials used in schools or school system operations.

2573-Warehousing. Operation of the system-wide activities of receiving, storing and distributing supplies, furniture, equipment, materials and mail.

2640-Staff Services. Activities concerned with maintaining an efficient staff for the school system. It includes such activities as recruiting and placement, staff transfers, in-service training, health services and staff accounting.

**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>		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
1111	Elementary Instruction	48,158,848	49,117,101	49,750,631	49,794,922	50,561,628	51,753,142	52,876,976	54,025,055
1131	Middle School Instruction	27,066,307	28,524,903	28,812,162	28,980,405	29,283,723	29,982,529	30,640,783	31,313,235
1151	High School Instruction	40,293,907	40,203,856	41,038,717	42,495,366	43,181,382	44,190,277	45,142,853	46,115,974
1191	Summer School	1,239,395	1,342,896	1,357,994	1,016,936	1,436,274	1,466,023	1,494,516	1,523,622
1210	Gifted and Talented	2,695,257	2,927,857	3,069,106	3,113,978	3,192,610	3,268,784	3,340,539	3,413,841
1220	Special Education and Related Services	706,557	740,206	780,990	815,203	817,675	833,477	848,748	864,347
1250	Supplemental Instruction	5,213,975	5,074,553	4,961,343	5,085,443	5,494,152	5,616,031	5,731,795	5,850,055
1300	Career Education Services	344,121	317,867	442,437	515,540	548,561	556,635	564,880	573,298
1410	Student Activities	3,143,706	2,737,775	2,326,730	3,234,355	3,106,090	3,148,084	3,190,980	3,234,795
1420	School-Sponsored Athletics	1,506,722	1,542,378	1,486,724	2,087,409	1,813,445	1,846,284	1,878,302	1,911,008
1600	Adult Education Programs	1,013,669	1,539,578	1,534,898	1,698,775	1,627,318	1,649,319	1,671,793	1,694,748
2110	Attendance and Social Work Services	606,935	641,082	601,126	660,787	648,029	658,902	669,621	680,571
2120	Guidance Services	7,357,116	7,697,653	8,255,788	8,475,312	8,570,146	8,764,080	8,947,857	9,135,597
2130	Health Services	2,725,209	2,850,442	2,894,344	2,929,905	3,083,530	3,125,243	3,167,852	3,211,374
2140	Psychological Services	122,036	126,280	130,169	133,229	136,483	139,770	142,863	146,022
2210	Improvement of Instruction	7,230,321	7,281,747	6,279,851	6,976,752	6,410,994	6,542,877	6,669,299	6,798,444
2220	Educational Media Services	4,989,500	4,376,276	4,705,624	6,058,288	5,700,748	5,819,726	5,933,571	6,049,869
2310	Board of Education Services	283,120	307,945	402,685	423,894	423,374	429,098	434,945	440,917
2320	Executive Administration Services	2,487,104	2,515,068	2,589,111	2,791,981	2,897,031	2,944,567	2,991,640	3,039,723
2330	Technology Services	6,383,198	6,041,369	6,140,115	6,646,039	6,102,199	6,184,960	6,269,496	6,355,843
2410	Office of the Principal Services	17,337,389	18,448,638	18,597,255	19,027,538	17,369,817	17,725,596	18,066,833	18,415,421
2520	Fiscal Services	1,335,287	1,398,749	1,553,468	1,785,510	1,630,674	1,652,721	1,675,241	1,698,244
2541	Operation and Maintenance of Plant	761,350	715,464	735,870	932,334	816,188	828,396	840,860	853,586
2542	Care and Upkeep of Buildings	21,705,431	22,073,264	21,712,710	23,739,185	23,589,106	23,912,470	24,242,756	24,580,101
2543	Care and Upkeep of Grounds	1,946,556	1,938,172	1,996,202	2,134,061	2,122,218	2,151,768	2,181,948	2,212,771
2546	Safety & Security	1,277,244	1,248,049	1,411,574	1,463,857	1,438,206	1,457,651	1,477,513	1,497,801
2550	Pupil Transportation	9,446,324	11,665,579	11,592,834	12,505,425	12,462,220	12,642,042	12,825,671	13,013,187
2561	Food Service	6,275,002	6,435,234	6,235,024	7,061,943	7,108,084	7,205,481	7,304,963	7,406,572
2572	Purchasing Services	376,528	381,836	390,366	427,860	512,370	519,297	526,373	533,601
2573	Warehousing and Distributing Services	1,008,723	1,036,642	1,057,180	1,105,920	1,022,221	1,036,041	1,050,158	1,064,578
2640	Staff Services	1,026,757	1,056,890	1,113,153	1,165,151	1,197,028	1,217,970	1,238,488	1,259,447
3210	Community Recreation Services	795,484	947,115	935,215	912,504	936,033	949,336	962,922	976,796
3510	Early Childhood Program	4,016,689	4,100,311	4,144,299	4,263,378	4,218,991	4,295,130	4,369,401	4,445,269
3600	Community Services	275,695	401,312	442,003	308,155	288,458	293,193	297,879	302,666
4000	Facility Acquisition & Constr	30,897,369	20,819,954	21,134,775	36,705,162	35,000,000	35,000,000	5,057,598	-
5100	Bond Principal	11,403,477	22,080,000	16,185,000	44,325,000	14,670,000	13,800,000	11,940,000	9,655,000
5200	Interest	7,103,201	8,154,494	8,050,206	8,859,543	7,477,673	6,760,958	6,100,319	5,609,010
5300	Other Bond Expenses	146,730	136,695	609,435	17,000	17,000	17,000	17,000	10,000
Subtotal Expenditures		280,702,239	288,945,230	285,457,114	340,674,045	306,911,679	310,384,858	282,785,232	279,912,388
Anticipated Unexpended Budget		-	-	-	(6,200,000)	(3,500,000)	(8,534,654)	(12,495,076)	(15,830,178)
Total All Funds		<u>280,702,239</u>	<u>288,945,230</u>	<u>285,457,114</u>	<u>334,474,045</u>	<u>303,411,679</u>	<u>301,850,204</u>	<u>270,290,156</u>	<u>264,082,210</u>

**EXPENDITURE BY FUNCTION**

<b>OPERATING FUNDS</b>		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
1111	Elementary Instruction	48,145,021	49,076,482	49,703,803	49,744,922	50,561,628	51,753,142	52,876,976	54,025,055
1131	Middle School Instruction	27,056,259	28,455,501	28,639,191	28,780,405	29,277,223	29,975,899	30,634,020	31,306,337
1151	High School Instruction	40,248,469	40,012,480	40,987,191	42,445,366	43,181,382	44,190,277	45,142,853	46,115,974
1191	Summer School	1,239,395	1,342,896	1,357,994	1,016,936	1,436,274	1,466,023	1,494,516	1,523,622
1210	Gifted and Talented	2,695,257	2,927,857	3,069,106	3,113,978	3,192,610	3,268,784	3,340,539	3,413,841
1220	Special Education and Related Services	706,557	740,206	780,990	815,203	817,675	833,477	848,748	864,347
1250	Supplemental Instruction	5,213,975	5,074,553	4,961,343	5,085,443	5,494,152	5,616,031	5,731,795	5,850,055
1300	Career Education Services	307,316	309,079	397,904	477,669	447,045	453,089	459,263	465,569
1410	Student Activities	2,707,973	2,640,976	2,222,228	3,129,355	3,106,090	3,148,084	3,190,980	3,234,795
1420	School-Sponsored Athletics	1,506,722	1,542,378	1,457,516	2,057,409	1,813,445	1,846,284	1,878,302	1,911,008
1600	Adult Education Programs	1,013,669	1,539,578	1,534,898	1,698,775	1,627,318	1,649,319	1,671,793	1,694,748
2110	Attendance and Social Work Services	606,935	641,082	601,126	660,787	648,029	658,902	669,621	680,571
2120	Guidance Services	7,357,116	7,697,653	8,255,788	8,475,312	8,570,146	8,764,080	8,947,857	9,135,597
2130	Health Services	2,725,209	2,850,442	2,889,738	2,928,205	3,079,765	3,121,403	3,163,935	3,207,379
2140	Psychological Services	122,036	126,280	130,169	133,229	136,483	139,770	142,863	146,022
2210	Improvement of Instruction	7,230,321	7,281,747	6,279,851	6,976,752	6,410,994	6,542,877	6,669,299	6,798,444
2220	Educational Media Services	4,494,884	4,342,802	4,643,608	5,988,288	5,700,748	5,819,726	5,933,571	6,049,869
2310	Board of Education Services	283,120	307,945	402,685	423,894	423,374	429,098	434,945	440,917
2320	Executive Administration Services	2,487,104	2,515,068	2,589,111	2,791,981	2,853,031	2,899,687	2,945,862	2,993,029
2330	Technology Services	5,631,700	5,661,977	5,831,796	5,901,639	6,062,199	6,144,160	6,227,880	6,313,395
2410	Office of the Principal Services	17,293,568	18,395,794	18,560,614	18,954,346	17,363,817	17,719,476	18,060,591	18,409,054
2520	Fiscal Services	1,335,287	1,398,749	1,553,468	1,785,510	1,630,674	1,652,721	1,675,241	1,698,244
2541	Operation and Maintenance of Plant	622,362	598,866	586,017	594,065	635,188	643,776	652,548	661,508
2542	Care and Upkeep of Buildings	21,063,832	21,535,022	21,020,955	22,047,998	22,904,016	23,213,678	23,529,988	23,853,078
2543	Care and Upkeep of Grounds	1,892,173	1,892,550	1,937,568	2,001,704	1,989,918	2,016,822	2,044,303	2,072,373
2546	Safety & Security	1,256,709	1,248,049	1,411,574	1,463,857	1,438,206	1,457,651	1,477,513	1,497,801
2550	Pupil Transportation	9,267,175	10,208,126	10,270,675	10,633,683	10,713,444	10,858,290	11,006,245	11,157,372
2561	Food Service	6,164,224	6,298,476	6,235,024	6,710,678	6,908,084	7,001,481	7,096,883	7,194,330
2572	Purchasing Services	376,528	381,836	390,366	427,860	512,370	519,297	526,373	533,601
2573	Warehousing and Distributing Services	1,008,723	1,036,642	1,057,180	1,105,920	1,022,221	1,036,041	1,050,158	1,064,578
2640	Staff Services	1,026,757	1,056,890	1,113,153	1,165,151	1,197,028	1,217,970	1,238,488	1,259,447
3210	Community Recreation Services	666,892	849,294	864,914	912,504	836,033	847,336	858,882	870,675
3510	Early Childhood Program	4,016,689	4,100,311	4,144,299	4,263,378	4,218,991	4,295,130	4,369,401	4,445,269
3600	Community Services	275,695	401,312	417,683	308,155	286,458	291,153	295,798	300,543
5200	Interest	53,532	37,823	41,215	55,500	6,667	6,757	6,849	6,943
Subtotal Expenditures		228,099,184	234,526,722	236,340,741	245,075,857	246,502,726	251,497,691	256,294,879	261,195,390
Anticipated Unexpended Budget		-	-	-	(6,200,000)	(3,500,000)	(8,534,654)	(12,495,076)	(15,830,178)
Total Operating Funds		228,099,184	234,526,722	236,340,741	238,875,857	243,002,726	242,963,037	243,799,803	245,365,212



**EXPENDITURE BY FUNCTION**

<b>GENERAL FUND</b>		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
1111	Elementary Instruction	2,821,023	3,010,422	3,075,673	2,838,311	2,467,774	2,501,176	2,535,252	2,570,058
1131	Middle School Instruction	840,923	1,452,083	712,042	748,019	598,390	606,480	614,744	623,185
1151	High School Instruction	3,027,947	2,559,126	3,253,895	3,108,197	2,927,336	2,966,914	3,007,341	3,048,635
1191	Summer School	257,337	320,470	291,410	19,832	458,040	464,233	470,559	477,020
1210	Gifted and Talented	42,883	25,304	31,910	51,863	66,601	67,501	68,421	69,360
1220	Special Education and Related Services	224,567	236,943	330,494	354,482	368,169	373,147	378,232	383,426
1250	Supplemental Instruction	646,998	715,205	599,146	708,257	986,763	1,000,104	1,013,731	1,027,651
1300	Career Education Services	307,316	309,079	397,904	477,669	447,045	453,089	459,263	465,569
1410	Student Activities	2,667,709	2,602,782	2,219,238	3,126,292	3,106,090	3,148,084	3,190,980	3,234,795
1420	School-Sponsored Athletics	1,364,990	1,396,190	1,278,270	1,284,690	1,025,438	1,039,302	1,053,464	1,067,929
1600	Adult Education Programs	1,013,669	1,539,578	1,534,898	1,698,775	1,627,318	1,649,319	1,671,793	1,694,748
2110	Attendance and Social Work Services	432,536	462,960	420,556	475,979	448,020	454,077	460,264	466,584
2120	Guidance Services	775,455	996,144	1,091,921	1,203,119	1,177,598	1,193,519	1,209,782	1,226,394
2130	Health Services	2,725,209	2,850,442	2,889,738	2,928,205	3,079,765	3,121,403	3,163,935	3,207,379
2210	Improvement of Instruction	2,124,792	2,069,727	1,649,632	2,020,339	2,130,063	2,158,861	2,188,278	2,218,325
2220	Educational Media Services	1,080,436	619,486	769,331	2,055,246	1,732,619	1,756,044	1,779,972	1,804,413
2310	Board of Education Services	283,120	307,945	402,685	423,894	423,374	429,098	434,945	440,917
2320	Executive Administration Services	1,763,794	1,807,425	1,856,255	2,041,637	2,087,591	2,115,815	2,144,645	2,174,093
2330	Technology Services	5,631,700	5,661,977	5,831,796	5,901,639	6,062,199	6,144,160	6,227,880	6,313,395
2410	Office of the Principal Services	6,604,862	7,611,514	7,419,360	7,555,512	5,914,990	5,994,961	6,076,648	6,160,086
2520	Fiscal Services	1,335,287	1,398,749	1,553,468	1,785,510	1,630,674	1,652,721	1,675,241	1,698,244
2541	Operation and Maintenance of Plant	622,362	598,866	586,017	594,065	635,188	643,776	652,548	661,508
2542	Care and Upkeep of Buildings	21,063,832	21,535,022	21,020,955	22,047,998	22,904,016	23,213,678	23,529,988	23,853,078
2543	Care and Upkeep of Grounds	1,892,173	1,892,550	1,937,568	2,001,704	1,989,918	2,016,822	2,044,303	2,072,373
2546	Safety & Security	1,256,709	1,248,049	1,411,574	1,463,857	1,438,206	1,457,651	1,477,513	1,497,801
2550	Pupil Transportation	9,267,175	10,208,126	10,270,675	10,633,683	10,713,444	10,858,290	11,006,245	11,157,372
2561	Food Service	6,164,224	6,298,476	6,235,024	6,710,678	6,908,084	7,001,481	7,096,883	7,194,330
2572	Purchasing Services	376,528	381,836	390,366	427,860	512,370	519,297	526,373	533,601
2573	Warehousing and Distributing Services	1,008,723	1,036,642	1,057,180	1,105,920	1,022,221	1,036,041	1,050,158	1,064,578
2640	Staff Services	647,239	658,197	697,468	739,703	746,498	756,591	766,900	777,430
3210	Community Recreation Services	666,892	849,294	864,914	912,504	836,033	847,336	858,882	870,675
3510	Early Childhood Program	2,312,481	2,353,292	2,422,078	2,500,755	2,410,425	2,443,014	2,476,303	2,510,305
3600	Community Services	200,070	311,140	331,476	219,946	208,612	211,432	214,313	217,256
5200	Interest	53,532	37,823	41,215	55,500	6,667	6,757	6,849	6,943
Subtotal Expenditures		81,504,493	85,362,864	84,876,132	90,221,640	89,097,539	90,302,174	91,532,628	92,789,456
Anticipated Unexpended Budget		-	-	-	(5,500,000)	(2,700,000)	(5,217,327)	(7,697,538)	(9,365,089)
Total General Fund		<u>81,504,493</u>	<u>85,362,864</u>	<u>84,876,132</u>	<u>84,721,640</u>	<u>86,397,539</u>	<u>85,084,847</u>	<u>83,835,090</u>	<u>83,424,367</u>

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

FUNCTION	DESCRIPTION	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
1111	Elementary Instruction	45,323,998	46,066,060	46,628,130	46,906,611	48,093,854	49,251,966	50,341,724	51,454,997
1131	Middle School Instruction	26,215,336	27,003,418	27,927,149	28,032,386	28,678,833	29,369,419	30,019,276	30,683,152
1151	High School Instruction	37,220,522	37,453,354	37,733,296	39,337,169	40,254,046	41,223,363	42,135,512	43,067,339
1191	Summer School	982,058	1,022,426	1,066,584	997,104	978,234	1,001,790	1,023,957	1,046,602
1210	Gifted and Talented	2,652,374	2,902,553	3,037,196	3,062,115	3,126,009	3,201,283	3,272,118	3,344,481
1220	Special Education and Related Services	481,990	503,263	450,496	460,721	449,506	460,330	470,516	480,921
1250	Supplemental Instruction	4,566,977	4,359,348	4,362,197	4,377,186	4,507,389	4,615,927	4,718,064	4,822,404
1410	Student Activities	40,264	38,194	2,990	3,063	-	-	-	-
1420	School-Sponsored Athletics	141,732	146,188	179,246	772,719	788,007	806,982	824,838	843,079
2110	Attendance and Social Work Services	174,399	178,122	180,570	184,808	200,009	204,825	209,357	213,987
2120	Guidance Services	6,581,661	6,701,509	7,163,867	7,272,193	7,392,548	7,570,561	7,738,075	7,909,203
2140	Psychological Services	122,036	126,280	130,169	133,229	136,483	139,770	142,863	146,022
2210	Improvement of Instruction	5,105,529	5,212,020	4,630,219	4,956,413	4,280,931	4,384,016	4,481,021	4,580,119
2220	Educational Media Services	3,414,448	3,723,316	3,874,277	3,933,042	3,968,129	4,063,682	4,153,599	4,245,456
2320	Executive Administration Services	723,310	707,643	732,856	750,344	765,440	783,872	801,217	818,936
2410	Office of the Principal Services	10,688,706	10,784,280	11,141,254	11,398,834	11,448,827	11,724,515	11,983,943	12,248,968
2640	Staff Services	379,518	398,693	415,685	425,448	450,530	461,379	471,588	482,017
3510	Early Childhood Program	1,704,208	1,747,019	1,722,221	1,762,623	1,808,566	1,852,116	1,893,098	1,934,964
3600	Community Services	75,625	90,172	86,207	88,209	77,846	79,721	81,485	83,287
Subtotal Expenditures		146,594,691	149,163,858	151,464,609	154,854,217	157,405,187	161,195,517	164,762,251	168,405,934
Anticipated Unexpended Budget		-	-	-	(700,000)	(800,000)	(3,317,327)	(4,797,538)	(6,465,089)
Total Special Revenue Fund		<u>146,594,691</u>	<u>149,163,858</u>	<u>151,464,609</u>	<u>154,154,217</u>	<u>156,605,187</u>	<u>157,878,190</u>	<u>159,964,713</u>	<u>161,940,845</u>

**DEBT SERVICE FUND**

FUNCTION	DESCRIPTION	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 PROJECTED	2020-2021 BUDGET	2021-2022 FORECAST	2022-2023 FORECAST	2023-2024 FORECAST
5100	Bond Principal	11,175,000	22,080,000	16,185,000	44,325,000	14,670,000	13,800,000	11,940,000	9,655,000
5200	Bond Interest	6,995,663	8,071,394	7,972,135	8,775,783	7,450,000	6,732,775	6,071,615	5,579,775
5300	Other Bond Expenses	4,664	136,695	5,232	17,000	17,000	17,000	17,000	10,000
Total Debt Service Fund		<u>18,175,327</u>	<u>30,288,089</u>	<u>24,162,367</u>	<u>53,117,783</u>	<u>22,137,000</u>	<u>20,549,775</u>	<u>18,028,615</u>	<u>15,244,775</u>

**EXPENDITURE BY FUNCTION**

<b>CAPITAL PROJECTS FUND</b>		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
1111	Elementary Instruction	13,827	40,619	46,828	50,000	-	-	-	-
1131	Middle School Instruction	10,048	69,402	172,971	200,000	6,500	6,630	6,763	6,898
1151	High School Instruction	45,438	191,376	51,526	50,000	-	-	-	-
1300	Career Education Services	36,805	8,788	44,533	37,871	101,516	103,546	105,617	107,729
1410	Student Activities	435,733	96,799	104,502	105,000	-	-	-	-
1420	School-Sponsored Athletics	-	-	29,208	30,000	-	-	-	-
2130	Health Services	-	-	4,606	1,700	3,765	3,840	3,917	3,995
2220	Educational Media Services	494,616	33,474	62,016	70,000	-	-	-	-
2320	Executive Administration Services	-	-	-	-	44,000	44,880	45,778	46,694
2330	Technology Services	751,498	379,392	308,319	744,400	40,000	40,800	41,616	42,448
2410	Office of the Principal Services	43,821	52,844	36,641	73,192	6,000	6,120	6,242	6,367
2541	Operation and Maintenance of Plant	138,988	116,598	149,853	338,269	181,000	184,620	188,312	192,078
2542	Care and Upkeep of Buildings	641,599	538,242	691,755	1,691,187	685,090	698,792	712,768	727,023
2543	Care and Upkeep of Grounds	54,383	45,622	58,634	132,357	132,300	134,946	137,645	140,398
2546	Safety & Security	20,535	-	-	-	-	-	-	-
2550	Pupil Transportation	179,149	1,457,453	1,322,159	1,871,742	1,748,776	1,783,752	1,819,426	1,855,815
2561	Food Service	110,778	136,758	-	351,265	200,000	204,000	208,080	212,242
3210	Community Recreation Services	128,592	97,821	70,301	-	100,000	102,000	104,040	106,121
3600	Community Services	-	-	24,320	-	2,000	2,040	2,081	2,123
5100	Principal	228,477	-	-	-	-	-	-	-
5200	Interest	54,006	45,277	36,856	28,260	21,006	21,426	21,855	22,292
<b>Total Capital Projects Fund</b>		<b>3,388,293</b>	<b>3,310,465</b>	<b>3,215,028</b>	<b>5,775,243</b>	<b>3,271,953</b>	<b>3,337,392</b>	<b>3,404,140</b>	<b>3,472,223</b>

**EXPENDITURE BY FUNCTION**

<b>2014 BOND ISSUE FUND</b>		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
4000	Facility Acquisition & Constr	30,897,369	20,819,954	16,001,045	1,705,162	-	-	-	-
5300	Other Bond Expenses	142,066	-	-	-	-	-	-	-
<b>Total Bond Issue Fund</b>		<b>31,039,435</b>	<b>20,819,954</b>	<b>16,001,045</b>	<b>1,705,162</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**EXPENDITURE BY FUNCTION**

<b>2018 BOND ISSUE FUND</b>		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>FUNCTION</b>	<b>DESCRIPTION</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<b>FORECAST</b>	<b>FORECAST</b>	<b>FORECAST</b>
4000	Facility Acquisition & Constr	-	-	5,133,730	35,000,000	35,000,000	35,000,000	5,057,598	-
5300	Other Bond Expenses	-	-	604,203	-	-	-	-	-
<b>Total Bond Issue Fund</b>		<b>-</b>	<b>-</b>	<b>5,737,933</b>	<b>35,000,000</b>	<b>35,000,000</b>	<b>35,000,000</b>	<b>5,057,598</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.

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	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	FY20	%
ALL OPERATING EXPENSES	OPERATING	OPERATING	OPERATING	PROJECTIONS	BUDGET	VS FY21	CHG
101 Special Reading	12,869	12,124	14,569	16,064	18,997	2,933	18.3%
102 Comm Arts	162,020	145,586	162,483	227,532	184,288	(43,244)	-19.0%
103 Mathematics	78,729	69,478	66,716	88,228	80,791	(7,437)	-8.4%
104 Fine Arts	326,596	328,885	375,173	366,465	329,051	(37,414)	-10.2%
105 Physical Education	56,041	58,219	66,973	62,812	56,687	(6,125)	-9.8%
106 Science	147,605	138,700	104,420	119,631	109,333	(10,298)	-8.6%
107 Social Studies	215,546	212,219	93,575	120,154	95,666	(24,488)	-20.4%
108 Instructional Technology	87,278	73,679	104,875	105,887	91,475	(14,412)	-13.6%
109 Guidance	23,791	25,081	20,218	30,128	21,670	(8,458)	-28.1%
110 Art	126,692	131,571	138,313	141,339	119,210	(22,129)	-15.7%
111 Bldg Admin Services	1,677,764	1,651,836	1,671,896	2,244,870	1,456,952	(787,918)	-35.1%
112 Audio Visual Services	10,145	10,923	(604)	8,890	5,100	(3,790)	-42.6%
113 Business Education	34,044	42,083	40,654	48,322	32,110	(16,212)	-33.5%
114 Modern Classical Lang	39,721	42,925	29,495	49,254	40,320	(8,934)	-18.1%
115 Family And Consumer Sc	66,175	61,944	64,659	73,412	62,835	(10,577)	-14.4%
116 Industrial Arts	36,495	43,177	40,257	55,023	36,058	(18,965)	-34.5%
117 Student Body Act	200,135	173,935	180,962	247,949	87,090	(160,859)	-64.9%
118 Drivers Education	732	648	289	-	-	-	0.0%
119 Coop Voc Ed	29,414	28,456	53,626	287,699	307,890	20,191	7.0%
121 Speech	23,225	2,667	16,458	24,613	21,914	(2,699)	-11.0%
122 Library Svcs	55,941	23,064	78,052	84,634	67,741	(16,893)	-20.0%
123 Health Ed	7,209	68,118	4,230	8,368	6,267	(2,101)	-25.1%
124 6th Grade Camp	116,598	108,128	145,615	142,613	130,538	(12,075)	-8.5%
127 Gifted Education	196,851	194,399	208,424	219,315	219,760	445	0.2%
128 Comm Arts Secdy	14,373	28,777	-	-	-	-	0.0%
129 Drug Free School	108,874	150,474	123,533	141,734	130,592	(11,142)	-7.9%
150 Pathways	528,731	615,884	737,084	766,154	823,364	57,210	7.5%
151 Summer School	1,351,156	1,210,715	1,498,440	1,525,707	1,603,615	77,908	5.1%
175 Instructional Staffing	129,521,323	131,640,573	133,358,482	135,536,905	138,851,472	3,314,567	2.4%
177 Bldg Level Staffing	15,838,240	16,577,851	16,664,296	17,385,401	17,002,889	(382,512)	-2.2%
202 Special Services	346,964	357,209	387,281	386,590	380,553	(6,037)	-1.6%
203 Esol	8,842	23,929	15,931	23,651	28,312	4,661	19.7%
204 Athletics	1,022,413	1,102,003	1,048,415	1,759,846	1,741,077	(18,769)	-1.1%
205 Adult Basic Education	978,677	1,554,583	1,534,899	1,732,871	1,627,318	(105,553)	-6.1%
206 Community Education	637,751	771,925	764,899	834,488	777,015	(57,473)	-6.9%
207 Early Childhood	1,684,328	1,723,663	1,715,385	1,738,047	1,752,814	14,767	0.8%

OPERATING EXPENSES BY PROGRAM

ALL OPERATING EXPENSES (CONTINUED)	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 OPERATING	2019-2020 PROJECTIONS	2020-2021 BUDGET	FY20 VS FY21	% CHG
208 Preschools	2,061,930	2,186,983	2,292,756	2,331,500	2,412,403	80,903	3.5%
210 Parkway Rockwood Com Ed	33,283	26,771	46,551	5,000	2,500	(2,500)	100.0%
301 Student Services	241,505	362,843	205,621	137,407	214,048	76,641	55.8%
302 Pupil Personnel	1,992,520	2,477,657	2,663,971	2,037,734	2,027,353	(10,381)	-0.5%
303 Health Services	2,695,128	2,806,331	2,850,541	2,764,273	3,031,229	266,956	9.7%
304 Guidance And Counseling	172,897	181,006	191,886	211,497	197,207	(14,290)	-6.8%
305 SEB Support	-	-	14,617	74,640	70,650	(3,990)	-5.3%
351 Teach Learn Accountability	3,786,963	3,863,928	3,566,933	4,851,575	4,395,793	(455,782)	-9.4%
352 Professional Learning	1,005,171	1,195,041	996,888	770,241	1,204,970	434,729	56.4%
353 Reading Diagnostics	173,416	310,097	207,359	117,430	128,960	11,530	9.8%
354 Evaluation	249,463	251,740	258,426	272,835	279,452	6,617	2.4%
355 Media Services	907,629	1,021,487	1,099,974	1,032,603	1,177,326	144,723	14.0%
357 Student Assessment	280,702	316,641	289,402	334,493	341,004	6,511	1.9%
358 Progress Monitoring	487,272	499,780	524,551	290,925	287,656	(3,269)	-1.1%
400 Board Of Education	88,178	107,282	188,980	167,894	137,274	(30,620)	-18.2%
401 Superintendent	460,320	452,222	448,453	495,674	486,999	(8,675)	-1.8%
402 District Dues	137,908	153,500	155,309	164,700	159,040	(5,660)	-3.4%
403 Legal Services	194,942	171,663	179,905	215,000	200,000	(15,000)	-7.0%
404 Deputy Superintendent	301,081	336,988	338,021	407,208	395,296	(11,912)	-2.9%
405 Asst Super Of Student Serv	354,094	315,115	301,098	317,052	314,878	(2,174)	-0.7%
408 Chief Financial Officer	288,863	306,257	315,737	327,921	352,188	24,267	7.4%
409 Communications	936,784	967,111	1,031,551	1,006,209	1,076,790	70,581	7.0%
410 Safety Security	1,184,192	1,178,506	1,347,841	1,198,615	1,221,775	23,160	1.9%
411 Special Projects	86,784	143,676	97,791	174,261	115,029	(59,232)	-34.0%
501 Finance	885,834	993,330	1,132,315	1,046,330	1,078,127	31,797	3.0%
502 Internal Equip Fin	(143,757)	(40,975)	(31,883)	211,500	149,176	(62,324)	-29.5%
503 Risk Mgmt	2,054,734	1,879,085	2,098,762	2,340,074	2,380,216	40,142	1.7%
504 Food Services	6,163,317	6,298,476	6,235,024	6,280,668	6,908,084	627,416	10.0%
505 Purchasing	375,676	379,665	391,584	402,821	560,963	158,142	39.3%
506 Print Shop	852	3,096	3,559	28,469	22,170	(6,299)	-22.1%
507 School Stores	356,784	386,911	377,899	390,979	335,268	(55,711)	-14.2%
508 Warehouse	926,906	952,481	977,616	855,663	839,401	(16,262)	-1.9%
509 Mailroom	81,817	84,162	79,565	92,733	82,820	(9,913)	-10.7%
510 Technology	5,936,445	6,765,188	7,072,215	7,817,860	7,065,199	(752,661)	-9.6%
511 Human Resources	1,004,577	1,037,501	1,108,002	1,186,885	1,198,734	11,849	1.0%

OPERATING EXPENSES BY PROGRAM

ALL OPERATING EXPENSES  
(CONTINUED)

	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 OPERATING	2019-2020 PROJECTIONS	2020-2021 BUDGET	FY20 VS FY21	% CHG
512 Transportation	5,532,838	5,680,673	5,981,309	6,064,938	6,091,572	26,634	0.4%
513 SSD Transportation	2,299,655	2,451,203	2,358,229	2,585,472	2,502,373	(83,099)	-3.2%
514 Students in Transition	-	-	314,466	1,150,000	1,050,000		
551 Facility Operations	7,909,655	8,046,755	8,194,039	8,538,047	8,557,997	19,950	0.2%
552 Facility Maintenance	5,309,587	5,452,149	5,066,076	5,234,423	4,858,072	(376,351)	-7.2%
553 Grounds Maintenance	1,892,748	1,892,549	1,891,159	1,931,884	1,863,864	(68,020)	-3.5%
554 Planning	640,246	730,730	787,772	724,517	825,157	100,640	13.9%
555 Environmental Svcs	928,346	862,529	746,359	735,418	536,730	(198,688)	-27.0%
556 Facility Management	548,413	539,483	569,678	569,011	635,188	66,177	11.6%
557 Sustainability	4,601,886	4,720,906	4,439,240	5,107,910	4,753,524	(354,386)	-6.9%
805 Grants	3,296,626	3,083,859	2,329,162	1,968,972	2,177,507	208,535	10.6%
900 Student Activities	3,601,686	3,288,910	3,074,459	3,500,000	3,500,000	-	0.0%
<b>SUBTOTAL EXPENDITURES</b>	<b>228,099,184</b>	<b>234,526,722</b>	<b>236,340,741</b>	<b>245,075,857</b>	<b>246,502,726</b>	<b>1,426,869</b>	<b>0.6%</b>
<b>ANTICIPATED UNEXPENDED BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,200,000)</b>	<b>(3,500,000)</b>	<b>2,700,000</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>228,099,184</b>	<b>234,526,722</b>	<b>236,340,741</b>	<b>238,875,857</b>	<b>243,002,726</b>	<b>4,126,869</b>	<b>1.7%</b>

OPERATING EXPENSES BY PROGRAM SALARY & BENEFITS ONLY	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 OPERATING	2019-2020 PROJECTIONS	2020-2021 BUDGET	FY20 VS FY21	% CHG
102 Comm Arts	-	-	-	-	-	-	0.0%
104 Fine Arts	9,719	21,401	35,951	-	-	-	0.0%
105 Physical Education	355	-	-	-	-	-	0.0%
107 Social Studies	-	107,091	-	-	-	-	0.0%
111 Bldg Admin Services	103,938	-	90,792	-	-	-	0.0%
124 6th Grade Camp	98,482	101,231	108,038	86,963	86,963	-	0.0%
127 Gifted Education	156,985	175,419	177,862	182,652	184,059	1,407	0.8%
129 Drug Free School	108,874	140,099	114,947	123,684	116,327	(7,357)	-5.9%
150 Pathways	501,317	615,884	724,232	744,153	813,914	69,761	9.4%
151 Summer School	1,231,669	1,193,787	1,335,177	1,443,615	1,443,615	-	0.0%
175 Instructional Staffing	127,029,032	128,829,071	131,033,200	133,460,432	136,451,472	2,991,040	2.2%
177 Bldg Level Staffing	15,838,240	16,577,851	16,664,296	17,385,401	17,002,889	(382,512)	-2.2%
202 Special Services	270,422	274,497	298,632	281,221	288,165	6,944	2.5%
204 Athletics	300,866	341,294	349,335	858,391	891,291	32,900	3.8%
205 Adult Basic Education	878,804	1,384,731	1,371,085	1,466,095	1,379,464	(86,631)	-5.9%
206 Community Education	533,480	648,411	637,306	693,938	637,415	(56,523)	-8.1%
207 Early Childhood	1,588,326	1,636,374	1,635,275	1,648,847	1,661,814	12,967	0.8%
208 Preschools	1,789,386	1,934,667	2,015,429	2,136,600	2,145,003	8,403	0.4%
210 Parkway Rockwood Com Ed	22,336	26,421	31,934	-	-	-	0.0%
301 Student Services	99,844	107,034	91,123	93,537	87,068	(6,469)	-6.9%
302 Pupil Personnel	1,223,599	1,263,204	1,785,541	1,765,202	1,821,518	56,316	3.2%
303 Health Services	2,484,643	2,598,510	2,635,737	2,554,442	2,542,429	(12,013)	-0.5%
304 Guidance And Counseling	124,090	128,753	136,889	133,475	137,507	4,032	3.0%
351 Teach Learn Accountability	2,353,788	2,132,657	2,116,948	2,835,637	2,226,874	(608,763)	-21.5%
352 Professional Learning	656,177	751,566	663,126	533,766	831,687	297,921	55.8%
353 Reading Diagnostics	163,668	299,249	130,285	95,780	88,956	(6,824)	-7.1%
354 Evaluation	242,298	237,918	244,197	251,185	242,295	(8,890)	-3.5%
355 Media Services	549,022	692,123	732,354	615,103	765,411	150,308	24.4%
357 Student Assessment	202,154	136,609	152,124	147,113	174,524	27,411	18.6%
358 Progress Monitoring	481,628	499,780	524,551	290,925	287,656	(3,269)	-1.1%
401 Superintendent	400,861	414,742	426,267	430,674	441,999	11,325	2.6%
404 Deputy Superintendent	266,731	266,380	284,498	288,210	306,812	18,602	6.5%
405 Asst Super Of Student Serv	262,834	248,901	242,176	248,513	258,238	9,725	3.9%
408 Chief Financial Officer	282,205	293,873	307,403	319,024	342,491	23,467	7.4%
409 Communications	793,147	809,027	858,069	819,548	913,614	94,066	11.5%
410 Safety Security	552,496	571,367	559,819	436,652	438,142	1,490	0.3%



OPERATING EXPENSES BY PROGRAM

SALARY & BENEFITS ONLY

(CONTINUED)

	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 OPERATING	2019-2020 PROJECTIONS	2020-2021 BUDGET	FY20 VS FY21	% CHG
411 Special Projects	77,484	79,460	82,253	84,336	86,188	1,852	2.2%
501 Finance	844,970	870,626	1,030,933	919,235	960,409	41,174	4.5%
503 Risk Mgmt	535,038	325,542	474,681	622,979	630,000	7,021	1.1%
504 Food Services	3,466,283	3,536,075	3,572,209	3,563,428	3,656,008	92,580	2.6%
505 Purchasing	372,238	375,042	381,513	392,366	530,703	138,337	35.3%
506 Print Shop	45,557	46,434	51,675	53,119	56,445	3,326	6.3%
507 School Stores	332,684	367,601	351,765	360,799	312,318	(48,481)	-13.4%
508 Warehouse	887,003	912,209	937,039	808,523	796,098	(12,425)	-1.5%
509 Mailroom	54,252	56,387	58,608	60,233	61,220	987	1.6%
510 Technology	3,407,566	3,472,248	3,479,051	3,594,916	3,427,864	(167,052)	-4.6%
511 Human Resources	927,233	958,967	996,534	1,045,919	1,036,582	(9,337)	-0.9%
512 Transportation	5,036,569	5,157,267	5,374,338	5,451,013	5,512,335	61,322	1.1%
513 SSD Transportation	2,077,297	2,197,248	2,125,743	2,332,522	2,256,403	(76,119)	-3.3%
551 Facility Operations	7,502,461	7,682,113	7,835,634	8,113,597	8,202,997	89,400	1.1%
552 Facility Maintenance	4,135,390	4,146,802	3,887,896	4,154,173	3,855,277	(298,896)	-7.2%
553 Grounds Maintenance	1,535,044	1,548,157	1,483,226	1,457,364	1,312,264	(145,100)	-10.0%
554 Planning	458,594	475,263	504,815	552,755	752,237	199,482	36.1%
555 Environmental Svcs	446,854	458,140	449,739	459,668	288,030	(171,638)	-37.3%
556 Facility Management	277,874	248,177	266,861	253,311	347,138	93,827	37.0%
805 Grants	2,563,362	2,307,010	1,701,030	1,600,849	1,939,900	339,051	21.2%
<b>SUBTOTAL EXPENDITURES</b>	<b>196,585,169</b>	<b>200,680,690</b>	<b>203,560,141</b>	<b>208,251,883</b>	<b>211,030,028</b>	<b>2,778,145</b>	<b>1.3%</b>
<b>ANTICIPATED UNEXPENDED BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(5,270,000)</b>	<b>(2,975,000)</b>	<b>2,295,000</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>196,585,169</b>	<b>200,680,690</b>	<b>203,560,141</b>	<b>202,981,883</b>	<b>208,055,028</b>	<b>5,073,145</b>	<b>2.5%</b>

OPERATING EXPENSES BY PROGRAM EXCLUDING SALARY & BENEFITS	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 OPERATING	2019-2020 PROJECTIONS	2020-2021 BUDGET	FY20 VS FY21	% CHG
101 Special Reading	12,869	12,124	14,569	16,064	18,997	2,933	18.3%
102 Comm Arts	162,020	145,586	162,483	227,532	184,288	(43,244)	-19.0%
103 Mathematics	78,729	69,478	66,716	88,228	80,791	(7,437)	-8.4%
104 Fine Arts	316,877	307,484	339,222	366,465	329,051	(37,414)	-10.2%
105 Physical Education	55,686	58,219	66,973	62,812	56,687	(6,125)	-9.8%
106 Science	147,605	138,700	104,420	119,631	109,333	(10,298)	-8.6%
107 Social Studies	111,608	105,128	93,575	120,154	95,666	(24,488)	-20.4%
108 Instructional Technology	87,278	73,679	104,875	105,887	91,475	(14,412)	-13.6%
109 Guidance	23,791	25,081	20,218	30,128	21,670	(8,458)	-28.1%
110 Art	126,692	131,571	138,313	141,339	119,210	(22,129)	-15.7%
111 Bldg Admin Services	1,677,761	1,651,836	1,581,104	2,244,870	1,456,952	(787,918)	-35.1%
112 Audio Visual Services	10,145	10,923	(604)	8,890	5,100	(3,790)	-42.6%
113 Business Education	34,044	42,083	40,654	48,322	32,110	(16,212)	-33.5%
114 Modern Classical Lang	39,721	42,925	29,495	49,254	40,320	(8,934)	-18.1%
115 Family And Consumer Sc	66,175	61,944	64,659	73,412	62,835	(10,577)	-14.4%
116 Industrial Arts	36,495	43,177	40,257	55,023	36,058	(18,965)	-34.5%
117 Student Body Act	200,135	173,935	180,962	247,949	87,090	(160,859)	-64.9%
118 Drivers Education	732	648	289	-	-	-	0.0%
119 Coop Voc Ed	29,414	28,456	53,626	287,699	307,890	20,191	7.0%
121 Speech	23,225	2,667	16,458	24,613	21,914	(2,699)	-11.0%
122 Library Svcs	55,941	23,064	78,052	84,634	67,741	(16,893)	-20.0%
123 Health Ed	7,209	68,118	4,230	8,368	6,267	(2,101)	-25.1%
124 6th Grade Camp	18,116	6,897	37,577	55,650	43,575	(12,075)	-21.7%
127 Gifted Education	39,866	18,980	30,562	36,663	35,701	(962)	-2.6%
128 Comm Arts Secdy	14,373	28,777	-	-	-	-	0.0%
129 Drug Free School	-	10,375	8,586	18,050	14,265	(3,785)	-21.0%
150 ADC	27,414	-	12,852	22,001	9,450	(12,551)	-57.0%
151 Summer School	119,487	16,928	163,263	82,092	160,000	77,908	94.9%
175 Instructional Staffing	2,492,291	2,811,502	2,325,282	2,076,473	2,400,000	323,527	15.6%
202 Special Services	76,542	82,712	88,649	105,369	92,388	(12,981)	-12.3%
203 ESOL	8,842	23,929	15,931	23,651	28,312	4,661	19.7%
204 Athletics	721,547	760,709	699,080	901,455	849,786	(51,669)	-5.7%
205 Adult Basic Education	99,873	169,852	163,814	266,776	247,854	(18,922)	-7.1%
206 Community Education	104,271	123,514	127,593	140,550	139,600	(950)	-0.7%
207 Early Childhood	96,002	87,289	80,110	89,200	91,000	1,800	2.0%
208 Preschools	272,544	252,316	277,327	194,900	267,400	72,500	37.2%

OPERATING EXPENSES BY PROGRAM  
EXCLUDING SALARY & BENEFITS  
(CONTINUED)

	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 OPERATING	2019-2020 PROJECTIONS	2020-2021 BUDGET	FY20 VS FY21	% CHG
210 Parkway Rockwood Com Ed	10,947	350	14,617	5,000	2,500	(2,500)	100.0%
301 Student Services	141,661	255,809	114,498	43,870	126,980	83,110	189.4%
302 Pupil Personnel	768,921	1,214,453	878,430	272,532	205,835	(66,697)	-24.5%
303 Health Services	210,485	207,821	214,804	209,831	488,800	278,969	132.9%
304 Guidance And Counseling	48,807	52,253	54,997	78,022	59,700	(18,322)	-23.5%
305 SEB Support	-	-	14,617	74,640	70,650	(3,990)	100.0%
351 Teach Learn Accountability	1,433,175	1,731,271	1,449,985	2,015,938	2,168,919	152,981	7.6%
352 Professional Learning	348,994	443,475	333,762	236,475	373,283	136,808	57.9%
353 Reading Diagnostics	9,748	10,848	77,074	21,650	40,004	18,354	84.8%
354 Evaluation	7,165	13,822	14,229	21,650	37,157	15,507	71.6%
355 Media Services	358,607	329,364	367,620	417,500	411,915	(5,585)	-1.3%
357 Student Assessment	84,192	180,032	137,278	187,380	166,480	(20,900)	-11.2%
400 Board Of Education	88,178	107,282	188,980	167,894	137,274	(30,620)	-18.2%
401 Superintendent	59,459	37,480	22,186	65,000	45,000	(20,000)	-30.8%
402 District Dues	137,908	153,500	155,309	164,700	159,040	(5,660)	-3.4%
403 Legal Services	194,942	171,663	179,905	215,000	200,000	(15,000)	-7.0%
404 Deputy Superintendent	34,350	70,608	53,523	118,998	88,484	(30,514)	-25.6%
405 Asst Super Of Student Serv	91,260	66,214	58,922	68,539	56,640	(11,899)	-17.4%
408 Chief Financial Officer	6,658	12,384	8,334	8,897	9,697	800	9.0%
409 Communications	143,637	158,084	173,482	186,661	163,176	(23,485)	-12.6%
410 Safety Security	631,696	607,139	788,022	761,963	783,633	21,670	2.8%
411 Special Projects	9,300	64,216	15,538	89,925	28,841	(61,084)	-67.9%
501 Finance	40,864	122,704	101,382	127,095	117,718	(9,377)	-7.4%
502 Internal Equip Fin	(143,757)	(40,975)	(31,883)	211,500	149,176	(62,324)	-29.5%
503 Risk Mgmt	1,519,696	1,553,543	1,624,081	1,717,095	1,750,216	33,121	1.9%
504 Food Services	2,697,034	2,762,401	2,662,815	2,717,240	3,252,076	534,836	19.7%
505 Purchasing	3,438	4,623	10,071	10,455	30,260	19,805	189.4%
506 Print Shop	(44,705)	(43,338)	(48,116)	(24,650)	(34,275)	(9,625)	39.0%
507 School Stores	24,100	19,310	26,134	30,180	22,950	(7,230)	-24.0%
508 Warehouse	39,903	40,272	40,577	47,140	43,303	(3,837)	-8.1%
509 Mailroom	27,565	27,775	20,957	32,500	21,600	(10,900)	-33.5%
510 Technology	2,528,879	3,292,940	3,593,164	4,222,944	3,637,335	(585,609)	-13.9%
511 Human Resources	77,344	78,534	111,468	140,966	162,152	21,186	15.0%
512 Transportation	496,269	523,406	606,971	613,925	579,237	(34,688)	-5.7%
513 SSD Transportation	222,358	253,955	232,486	252,950	245,970	(6,980)	-2.8%

OPERATING EXPENSES BY PROGRAM  
EXCLUDING SALARY & BENEFITS  
(CONTINUED)

	2016-2017 OPERATING	2017-2018 OPERATING	2018-2019 OPERATING	2019-2020 PROJECTIONS	2020-2021 BUDGET	FY20 VS FY21	% CHG
514 Students in Transition	-	-	314,466	1,150,000	1,050,000	(100,000)	-8.7%
551 Facility Operations	407,194	364,642	358,405	424,450	355,000	(69,450)	-16.4%
552 Facility Maintenance	1,174,197	1,305,347	1,178,180	1,080,250	1,002,795	(77,455)	-7.2%
553 Grounds Maintenance	357,704	344,392	407,933	474,520	551,600	77,080	16.2%
554 Planning	181,652	255,467	282,957	171,762	72,920	(98,842)	-57.5%
555 Environmental Svcs	481,492	404,389	296,620	275,750	248,700	(27,050)	-9.8%
556 Facility Management	270,539	291,306	302,817	315,700	288,050	(27,650)	-8.8%
557 Sustainability	4,601,886	4,720,906	4,439,240	5,107,910	4,753,524	(354,386)	-6.9%
805 Grants	733,267	776,849	628,132	368,123	237,607	(130,516)	-35.5%
900 Student Activities	3,601,686	3,288,910	3,074,459	3,500,000	3,500,000	-	0.0%
<b>SUBTOTAL EXPENDITURES</b>	<b>31,514,015</b>	<b>33,846,032</b>	<b>32,780,600</b>	<b>36,823,974</b>	<b>35,472,698</b>	<b>(1,351,276)</b>	<b>-3.7%</b>
<b>ANTICIPATED UNEXPENDED BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(930,000)</b>	<b>(525,000)</b>	<b>405,000</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>31,514,015</b>	<b>33,846,032</b>	<b>32,780,600</b>	<b>35,893,974</b>	<b>34,947,698</b>	<b>(946,276)</b>	<b>-2.6%</b>



# ORGANIZATIONAL SECTION





# PARKWAY

## SCHOOLS

HIGHER EXPECTATIONS.  
BRIGHTER FUTURES.

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

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

### CENTRAL AREA

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

### NORTH AREA

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

### SOUTH AREA

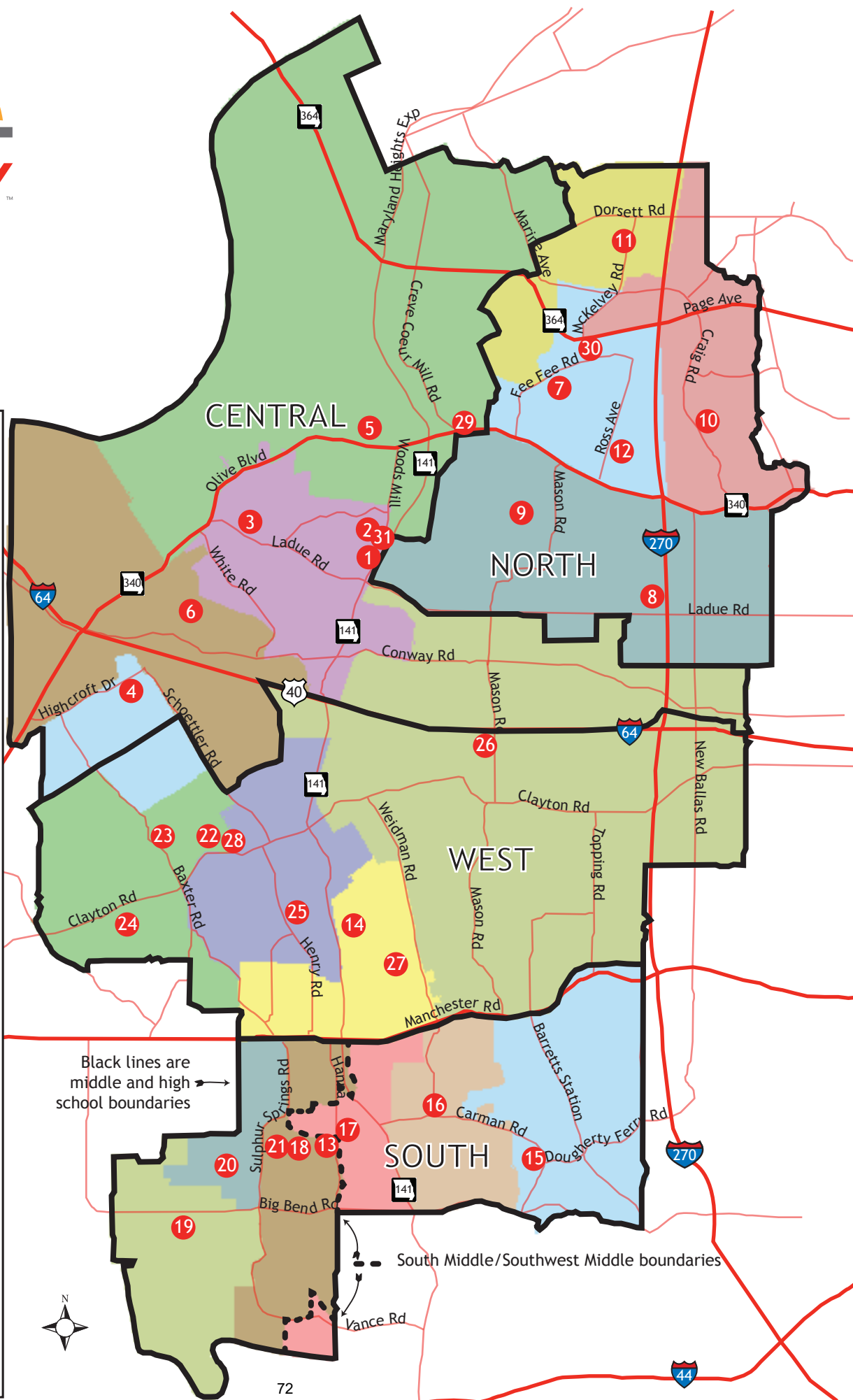
13. South High
14. South Middle
15. Barretts Elementary
16. Carman Trails Elementary
17. Hanna Woods Elementary
18. Southwest Middle
19. Oak Brook Elementary
20. Sorrento Springs Elementary
21. Wren Hollow Elementary

### WEST AREA

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

### DISTRICTWIDE

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



# DIRECTORY OF PARKWAY SCHOOLS

Revised May, 2020

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) (4020)**

1780 Carman Rd., Manchester, 63021  
314-415-6000 Fax 314-415-6012  
Dr. Melissa Hellwig/Asst. Kristie Lehde  
9:05 a.m. - 4:00 p.m.

## **Bellerive Elementary N (4030)**

620 Rue de Fleur Dr., Creve Coeur, 63141  
314-415-6050 Fax 314-415-6062  
Dr. Jami DeBosch/Asst. Margaret "Meaghan"  
Holliday  
9:05 a.m. - 4:00 p.m.

## **Carman Trails Elementary N P (1/2) (4035)**

555 Weidman Rd. S., Manchester, 63021  
314-415-6100 Fax 314-415-6119  
Dr. Allison Love/Asst. Dr. Robert Villigam  
9:05 a.m. - 4:00 p.m.

## **Claymont Elementary (4040)**

405 Country Club Dr., Ballwin, 63011  
314-415-6150 Fax 314-415-6162  
Dr. Nathan Burch/Asst. Brian Moeckel  
9:05 a.m. - 4:00 p.m.

## **Craig Elementary N (4060)**

1492 Craig Rd., St. Louis, 63146  
314-415-6200 Fax 314-415-6212  
Dr. David Duckworth/Asst. William Nunn  
9:05 a.m. - 4:00 p.m.

## **Green Trails Elementary N (4100)**

170 Portico Dr., Chesterfield, 63017  
314-415-6250 Fax 314-415-6262  
Dr. Rene Sommers/Asst. Andrew Ging  
8:20 a.m. - 3:15 p.m.

## **Hanna Woods Elementary N (4110)**

720 Hanna Rd., Manchester, 63021  
314-415-6300 Fax 314-415-6318  
Dr. Cartelia Lucas/Asst. Melissa Schewe  
8:20 a.m. - 3:15 p.m.

## **Parkway Central Middle N (3020)**

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

## **Parkway Northeast Middle N (3040)**

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

## **Parkway South Middle N (3060)**

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

## **Parkway Southwest Middle N (3000)**

701 Wren Ave., Manchester, 63021  
314-415-7300 Fax 314-415-7334  
Aaron McPherson/Assts. Jessica Cavazos-  
Rochat, Susan Doering  
8:20 a.m. - 3:15 p.m.

## **Henry Elementary N (4120)**

700 Henry Avenue, Ballwin, 63011  
314-415-6350 Fax 314-415-6362  
Dr. Lynn Pott/Asst. Dr. Joey Kneer  
9:05 a.m. - 4:00 p.m.

## **Highcroft Ridge Elementary N (4130)**

15380 Highcroft Dr., Chesterfield, 63017  
314-415-6400 Fax 314-415-6419  
Dr. Tracy Nomenson/Asst. Dr. Debbie Reid  
9:05 a.m. - 4:00 p.m.

## **Mason Ridge Elementary N (4160)**

715 S. Mason Rd., Town & Country, 63141  
314-415-6450 Fax 314-415-6462  
Dr. Jenn Dieken-Buchek/Asst. Megan Gerberding  
9:05 a.m. - 4:00 p.m.

## **McKelvey Elementary N (4180)**

1751 McKelvey Rd., Maryland Heights, 63043  
314-415-6500 Fax 314-415-6512  
Kiara Lackey/Asst. Rosalyn Goodwin  
8:55 a.m. - 3:50 p.m.

## **McKelvey Primary (4180)**

12657 Fee Fee Rd., St. Louis, 63146  
314-415-5000 Fax 314-415-5012  
Kiara Lackey/Asst. Rosalyn Goodwin, Dan Moore  
9:05 a.m. - 4:00 p.m.

## **Oak Brook Elementary N P (1/2) (4190)**

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

## **Pierremont Elementary (4200)**

1215 Dauphine Lane, Manchester, 63011  
314-415-6600 Fax 314-415-6612  
Dr. Gina Piccinni/Asst. Megan Clemenson  
7:35 a.m. - 2:30 p.m.

## **Parkway West Middle N (3080)**

2312 Baxter Rd., Chesterfield, 63017  
314-415-7400 Fax 314-415-7461  
Dr. Anne Miller/Assts. Tamika Dukes, Steve  
Gerace, Jason Kozdron, Deionza Shelton  
8:20 a.m. - 3:15 p.m.

## **Parkway Central High N P (1050)**

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

## **Parkway North High N (1075)**

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

## **Parkway South High N (1090)**

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

## **River Bend Elementary N (4210)**

224 River Valley Dr., Chesterfield, 63017  
314-415-6650 Fax 314-415-6669  
Dr. Jaime Otto/Asst. Brandon Schulte  
9:05 a.m. - 4:00 p.m.

## **Ross Elementary N (4220)**

1150 Ross Road, St. Louis, 63146  
314-415-6700 Fax 314-415-6712  
Dr. Lisa Luna/Asst. Malissa Beecham-Judge  
9:05 a.m. - 4:00 p.m.

## **Shenandoah Valley Elementary (4245)**

15399 Appalachian Trail, Chesterfield, 63017  
314-415-6750 Fax 314-415-6762  
Dr. Greg Cicotte/Asst. Dr. Felicia Boyd  
9:05 a.m. - 4:00 p.m.

## **Sorrento Springs Elementary (4235)**

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

## **Wren Hollow Elementary P (1/2 & full) (4260)**

655 Wren Ave., Manchester, 63021  
314-415-6850 Fax 314-415-6862  
Dr. Christa Warner/Asst. Dan Bredenkoetter  
9:05 a.m. - 4:00 p.m.

## **Early Childhood Center P (1/2) (0065)**

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

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

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

## **Parkway West High N (1080)**

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

## **Fern Ridge (0059)**

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

## **Alternative Discipline Center**

13157 N. Olive Spur Rd, St. Louis, 63146  
314-415-5002 Fax: 314-415-5004  
Coordinator Greg Wagener, 314-415-4933

## **Parkway-Rockwood Community Education**

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

## **MO Options Program**

13157 N. Olive Spur Road St. Louis 63146  
314 415-5008 Fax: 314-415-5004  
James DeLuca

## **Welcome Center**

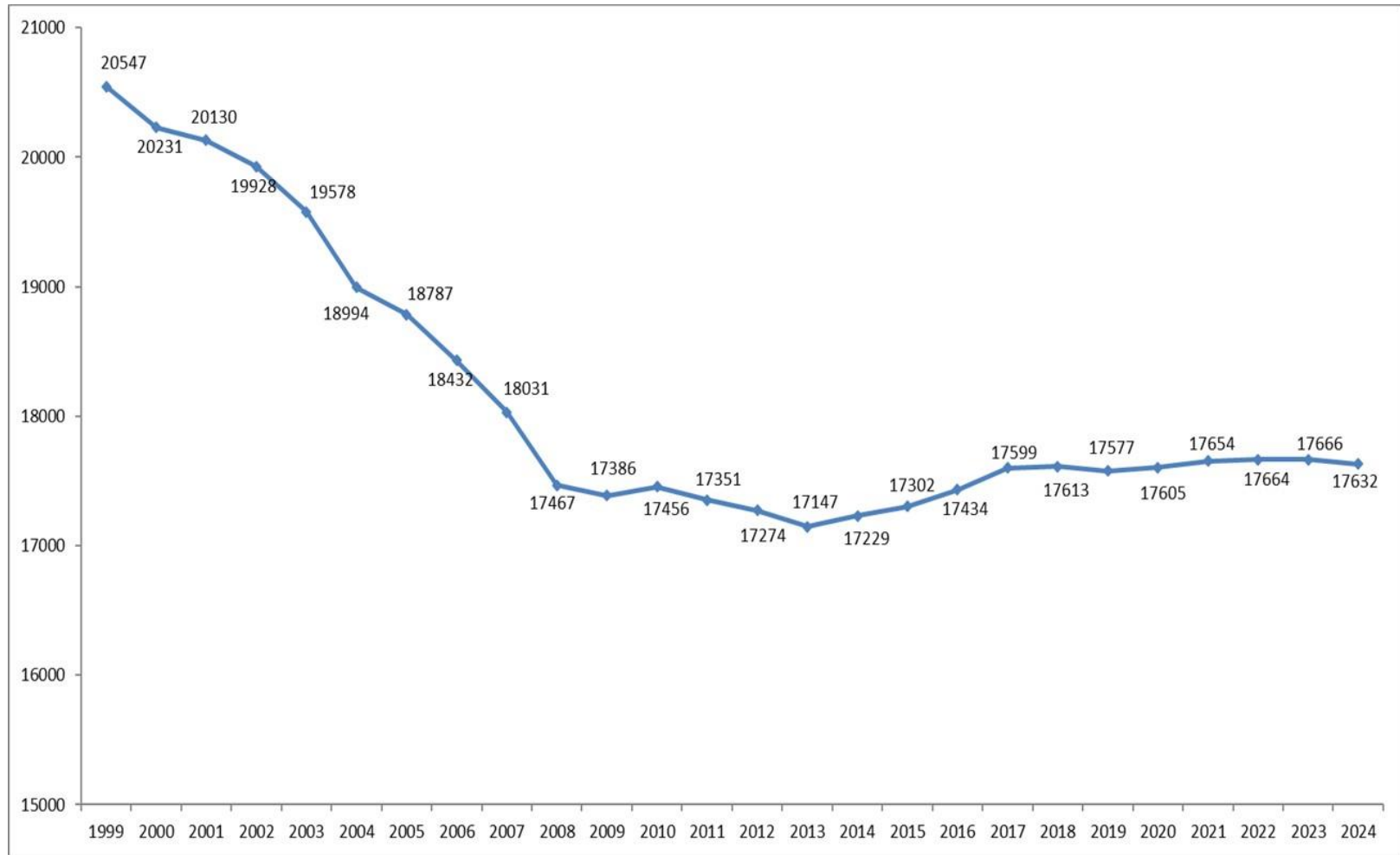
760 Woods Mill Rd., Manchester, MO 63011  
314-415-5900 Fax:314-415-9050

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





# ENROLLMENT PROJECTIONS



The next table provides more detail on the five-year projections, showing the total current 2019 enrollment at each building and the total expected enrollment at each school through the 2023-24 school year.

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Bellerive	375	383	389	399	409	401
Craig	481	416	435	464	472	482
McKelvey Primary	--	129	267	268	269	268
McKelvey	676	590	480	492	492	516
Ross	374	452	471	481	486	482
Green Trails	413	417	403	410	418	425
Highcroft Ridge	357	420	425	441	441	438
River Bend	471	478	482	473	463	476
Shenandoah Valley	511	472	446	453	456	457
Claymont	511	524	563	589	608	621
Henry	606	609	621	629	642	649
Mason Ridge	464	460	441	422	435	436
Pierremont	458	474	466	469	503	499
Barretts	368	363	360	361	373	379
Carman Trails	415	402	400	385	379	368
Hanna Woods	460	457	455	448	443	460
Oak Brook	484	470	459	434	418	420
Sorrento Springs	248	245	237	232	234	236
Wren Hollow	429	443	454	461	456	455
<b>Elementary Schools</b>	<b>8,101</b>	<b>8,204</b>	<b>8,254</b>	<b>8,311</b>	<b>8,397</b>	<b>8,468</b>
Northeast Middle	863	849	819	797	833	872
Central Middle	892	870	900	919	955	923
West Middle	1,067	1,070	1,112	1,121	1,074	1,081
Southwest Middle	630	600	578	586	587	562
South Middle	587	591	589	585	561	546
<b>Middle Schools</b>	<b>4,039</b>	<b>3,980</b>	<b>3,998</b>	<b>4,008</b>	<b>4,010</b>	<b>3,984</b>
North High	1,082	1,087	1,100	1,111	1,082	1,043
Central High	1,218	1,216	1,186	1,153	1,151	1,169
West High	1,406	1,401	1,383	1,409	1,408	1,405
South High	1,645	1,637	1,653	1,592	1,538	1,483
Fern Ridge	86	80	80	80	80	80
<b>High Schools</b>	<b>5,437</b>	<b>5,421</b>	<b>5,402</b>	<b>5,345</b>	<b>5,259</b>	<b>5,180</b>
<b>District Total</b>	<b>17,577</b>	<b>17,605</b>	<b>17,654</b>	<b>17,664</b>	<b>17,666</b>	<b>17,632</b>

The table below provides the current 2019 enrollment and projections by building for resident students only. As the totals at the bottom of the table show, we expect resident student enrollment to increase over the next several years.

<b>Five-Year Enrollment Projections for Parkway School District Resident Students</b>						
<i>Does not include students who spend 50% or more of the school day in a Special Education setting.</i>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Bellerive	324	341	358	369	380	376
Craig	460	397	417	447	461	474
McKelvey Primary	--	129	267	268	269	268
McKelvey	672	586	478	490	491	515
Ross	351	425	443	452	456	449
Green Trails	392	395	385	392	403	408
Highcroft Ridge	316	386	396	414	413	409
River Bend	428	440	454	452	446	463
Shenandoah Valley	482	446	437	446	449	449
Claymont	467	489	529	557	580	597
Henry	585	589	600	611	625	630
Mason Ridge	410	410	400	381	392	387
Pierremont	433	453	450	457	493	489
Barretts	327	329	342	350	365	374
Carman Trails	380	363	360	347	341	328
Hanna Woods	438	437	436	430	429	446
Oak Brook	462	448	438	415	400	403
Sorrento Springs	231	228	217	213	212	212
Wren Hollow	392	413	425	432	430	430
<b>Elementary Schools</b>	<b>7,550</b>	<b>7,704</b>	<b>7,832</b>	<b>7,923</b>	<b>8,035</b>	<b>8,107</b>
Northeast Middle	817	802	769	762	804	857
Central Middle	809	790	816	848	898	892
West Middle	974	972	1,007	1,030	1,008	1,039
Southwest Middle	578	550	541	555	564	540
South Middle	503	514	513	528	512	519
<b>Middle Schools</b>	<b>3,681</b>	<b>3,628</b>	<b>3,646</b>	<b>3,723</b>	<b>3,786</b>	<b>3,847</b>
North High	1,023	1,031	1,044	1,056	1,049	1,017
Central High	1,138	1,127	1,091	1,063	1,067	1,094
West High	1,283	1,263	1,256	1,285	1,287	1,303
South High	1,502	1,474	1,477	1,421	1,402	1,374
Fern Ridge	75	70	70	70	70	70
<b>High Schools</b>	<b>5,021</b>	<b>4,965</b>	<b>4,938</b>	<b>4,895</b>	<b>4,875</b>	<b>4,858</b>
<b>District Total</b>	<b>16,252</b>	<b>16,297</b>	<b>16,416</b>	<b>16,541</b>	<b>16,696</b>	<b>16,812</b>

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

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Students who participate in the Voluntary Transfer Program</b>						
<i>Does not include students who spend 50% or more of the school day in a Special Education setting.</i>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Bellerive	24	20	14	13	12	13
Craig	17	16	15	14	10	7
McKelvey Primary	--	0	0	0	0	0
McKelvey	0	0	0	0	0	0
Ross	23	27	28	28	29	32
Green Trails	15	15	12	13	10	12
Highcroft Ridge	33	25	19	17	16	16
River Bend	39	34	26	20	17	13
Shenandoah Valley	14	12	8	7	7	7
Claymont	36	29	28	25	22	17
Henry	21	19	19	16	15	16
Mason Ridge	49	44	36	37	38	43
Pierremont	20	16	12	10	8	7
Barretts	36	29	15	11	8	5
Carman Trails	29	31	33	32	34	36
Hanna Woods	11	9	7	5	4	5
Oak Brook	18	18	18	17	16	15
Sorrento Springs	11	10	12	13	15	16
Wren Hollow	32	24	23	22	19	17
<b>Elementary Schools</b>	<b>428</b>	<b>378</b>	<b>325</b>	<b>300</b>	<b>280</b>	<b>277</b>
Northeast Middle	39	40	42	29	23	9
Central Middle	77	73	76	62	46	21
West Middle	85	88	90	73	52	34
Southwest Middle	42	42	32	25	13	12
South Middle	76	67	66	44	32	12
<b>Middle Schools</b>	<b>319</b>	<b>310</b>	<b>306</b>	<b>233</b>	<b>166</b>	<b>88</b>
North High	52	48	47	47	26	20
Central High	71	82	89	83	77	67
West High	95	98	100	105	93	78
South High	125	144	154	151	120	92
Fern Ridge	11	10	10	10	10	10
<b>High Schools</b>	<b>354</b>	<b>382</b>	<b>400</b>	<b>396</b>	<b>326</b>	<b>267</b>
<b>District Total</b>	<b>1,101</b>	<b>1,070</b>	<b>1,031</b>	<b>929</b>	<b>772</b>	<b>632</b>

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

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>Students who spend 50% or more of the school day in a Special Education setting.</b>						
<b>School</b>	<b>Current</b>	<b>Projected</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Bellerive	27	22	17	17	17	12
Craig	4	3	3	3	1	1
McKelvey Primary	--	0	0	0	0	0
McKelvey	4	4	2	2	1	1
Ross	0	0	0	1	1	1
Green Trails	6	7	6	5	5	5
Highcroft Ridge	8	9	10	10	12	13
River Bend	4	4	2	1	0	0
Shenandoah Valley	15	14	1	0	0	1
Claymont	8	6	6	7	6	7
Henry	0	1	2	2	2	3
Mason Ridge	5	6	5	4	5	6
Pierremont	5	5	4	2	2	3
Barretts	5	5	3	0	0	0
Carman Trails	6	8	7	6	4	4
Hanna Woods	11	11	12	13	10	9
Oak Brook	4	4	3	2	2	2
Sorrento Springs	6	7	8	6	7	8
Wren Hollow	5	6	6	7	7	8
<b>Elementary Schools</b>	<b>123</b>	<b>122</b>	<b>97</b>	<b>88</b>	<b>82</b>	<b>84</b>
Northeast Middle	7	7	8	6	6	6
Central Middle	6	7	8	9	11	10
West Middle	8	10	15	18	14	8
Southwest Middle	10	8	5	6	10	10
South Middle	8	10	10	13	17	15
<b>Middle Schools</b>	<b>39</b>	<b>42</b>	<b>46</b>	<b>52</b>	<b>58</b>	<b>49</b>
North High	7	8	9	8	7	6
Central High	9	7	6	7	7	8
West High	28	40	27	19	28	24
South High	18	19	22	20	16	17
Fern Ridge	0	0	0	0	0	0
<b>High Schools</b>	<b>62</b>	<b>74</b>	<b>64</b>	<b>54</b>	<b>58</b>	<b>55</b>
<b>District Total</b>	<b>224</b>	<b>238</b>	<b>207</b>	<b>194</b>	<b>198</b>	<b>188</b>

This table provides the current 2019 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>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Resident Students***</b>						
North Area	3,722	3,781	3,846	3,914	3,980	4,026
Central Area	3,565	3,584	3,579	3,615	3,676	3,715
West Area	4,152	4,176	4,242	4,321	4,385	4,445
South Area	4,813	4,756	4,749	4,691	4,655	4,626
<b>District</b>	<b>16,252</b>	<b>16,297</b>	<b>16,416</b>	<b>16,541</b>	<b>16,696</b>	<b>16,812</b>
<b>Voluntary Transfer***</b>						
North Area	166	161	156	141	110	91
Central Area	249	241	230	202	173	136
West Area	306	294	285	266	228	195
South Area	380	374	360	320	261	210
<b>District</b>	<b>1,101</b>	<b>1,070</b>	<b>1,031</b>	<b>929</b>	<b>772</b>	<b>632</b>
<b>Total Students**</b>						
North Area	3,937	3,986	4,041	4,092	4,123	4,144
Central Area	3,862	3,873	3,842	3,849	3,884	3,888
West Area	4,512	4,538	4,586	4,639	4,670	4,691
South Area	5,266	5,208	5,185	5,084	4,989	4,909
<b>District</b>	<b>17,577</b>	<b>17,605</b>	<b>17,654</b>	<b>17,664</b>	<b>17,666</b>	<b>17,632</b>
<b>Special Ed 50% or more</b>						
North Area	49	44	39	37	33	27
Central Area	48	48	33	32	35	37
West Area	54	68	59	52	57	51
South Area	73	78	76	73	73	73
<b>District</b>	<b>224</b>	<b>238</b>	<b>207</b>	<b>194</b>	<b>198</b>	<b>188</b>

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

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

I am closing with a long table that shows the grade-by-grade numbers for all students at each building. It includes current enrollment for 2019 and 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				
	2019	2020	2021	2022	2023	2024
<b>Bellerive</b>						
K	66	68	70	69	69	68
1	78	68	69	71	70	70
2	60	78	68	69	71	70
3	57	58	75	66	67	69
4	58	54	55	71	63	63
5	56	57	52	53	69	61
<b>Total</b>	<b>375</b>	<b>383</b>	<b>389</b>	<b>399</b>	<b>409</b>	<b>401</b>
<b>Craig</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	106	81	84	82	83	81
1	81	83	78	81	80	80
2	85	66	81	76	79	78
3	75	75	71	88	82	85
4	61	51	71	67	82	77
5	73	60	50	70	66	81
<b>Total</b>	<b>481</b>	<b>416</b>	<b>435</b>	<b>464</b>	<b>472</b>	<b>482</b>
<b>McKelvey Primary</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	--	129	131	132	132	131
1	--	--	134	136	137	137
<b>Total</b>	<b>--</b>	<b>129</b>	<b>265</b>	<b>268</b>	<b>269</b>	<b>268</b>
<b>McKelvey</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	127	--	--	--	--	--
1	110	136	--	--	--	--
2	129	107	132	131	132	133
3	120	135	110	135	134	135
4	98	117	127	103	126	126
5	92	95	113	123	100	122
<b>Total</b>	<b>676</b>	<b>590</b>	<b>482</b>	<b>492</b>	<b>492</b>	<b>516</b>
<b>Ross</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	52	82	84	84	85	85
1	78	70	83	85	85	86
2	67	89	69	81	83	83
3	56	80	88	69	81	83
4	60	68	76	83	65	77
5	61	63	71	79	87	68
<b>Total</b>	<b>374</b>	<b>452</b>	<b>471</b>	<b>481</b>	<b>486</b>	<b>482</b>

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students - Central Area Elementary Schools</b>						
	<b>Current</b>	<b>Projected</b>				
<b>Green Trails</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>	<b>2020</b>
K	63	61	64	66	68	67
1	65	68	65	68	70	72
2	67	68	71	68	71	74
3	69	70	71	74	71	74
4	82	64	65	66	69	66
5	67	86	67	68	69	72
<b>Total</b>	<b>413</b>	<b>417</b>	<b>403</b>	<b>410</b>	<b>418</b>	<b>425</b>
<b>Highcroft Ridge</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	53	79	77	75	76	74
1	64	67	75	75	73	74
2	60	73	65	72	72	70
3	45	72	75	67	74	74
4	71	59	75	78	70	77
5	64	70	58	74	76	69
<b>Total</b>	<b>357</b>	<b>420</b>	<b>425</b>	<b>441</b>	<b>441</b>	<b>438</b>
<b>River Bend</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	75	73	76	76	79	80
1	66	75	72	75	75	78
2	87	67	76	73	76	76
3	88	91	70	79	76	79
4	79	91	95	73	82	79
5	76	81	93	97	75	84
<b>Total</b>	<b>471</b>	<b>478</b>	<b>482</b>	<b>473</b>	<b>463</b>	<b>476</b>
<b>Shenandoah Valley</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	87	67	67	69	70	72
1	93	82	73	74	76	77
2	87	82	82	73	74	76
3	83	76	77	81	72	73
4	90	73	75	79	83	74
5	71	92	72	77	81	85
<b>Total</b>	<b>511</b>	<b>472</b>	<b>446</b>	<b>453</b>	<b>456</b>	<b>457</b>



Five-Year Enrollment Projections for Parkway School District						
All Students - West Area Elementary Schools						
	Current	Projected				
<b>Claymont</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	105	93	96	94	92	93
1	82	105	92	96	94	92
2	83	88	113	99	104	101
3	81	87	93	119	105	110
4	70	82	88	94	120	106
5	90	69	81	87	93	119
<b>Total</b>	<b>511</b>	<b>524</b>	<b>563</b>	<b>589</b>	<b>608</b>	<b>621</b>
<b>Henry</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	96	96	96	98	98	100
1	102	104	103	104	107	107
2	94	101	103	102	103	106
3	99	96	103	105	104	105
4	99	106	103	110	112	111
5	116	106	113	110	118	120
<b>Total</b>	<b>606</b>	<b>609</b>	<b>621</b>	<b>629</b>	<b>642</b>	<b>649</b>
<b>Mason Ridge</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	70	69	69	69	69	69
1	70	73	71	71	71	71
2	62	72	75	73	73	73
3	90	61	71	74	72	72
4	91	91	61	72	75	73
5	81	94	94	63	75	78
<b>Total</b>	<b>464</b>	<b>460</b>	<b>441</b>	<b>422</b>	<b>435</b>	<b>436</b>
<b>Pierremont</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
K	67	68	71	71	71	71
1	78	72	72	75	75	75
2	54	86	79	79	83	83
3	84	58	93	85	85	90
4	99	87	60	97	88	88
5	76	103	91	62	101	92
<b>Total</b>	<b>458</b>	<b>474</b>	<b>466</b>	<b>469</b>	<b>503</b>	<b>499</b>

Five-Year Enrollment Projections for Parkway School District						
All Students - South Area Elementary Schools						
	Current	Projected				
	2019	2020	2021	2022	2023	2024
<b>Barretts</b>						
K	62	57	61	65	65	66
1	59	61	55	60	64	64
2	55	62	64	58	63	67
3	66	55	62	64	58	63
4	63	64	53	60	62	56
5	63	64	65	54	61	63
<b>Total</b>	<b>368</b>	<b>363</b>	<b>360</b>	<b>361</b>	<b>373</b>	<b>379</b>
<b>Carman Trails</b>						
K	54	72	66	66	67	66
1	77	56	69	64	64	64
2	66	73	54	66	61	61
3	76	69	74	54	67	62
4	62	74	67	72	53	65
5	80	58	70	63	67	50
<b>Total</b>	<b>415</b>	<b>402</b>	<b>400</b>	<b>385</b>	<b>379</b>	<b>368</b>
<b>Hanna Woods</b>						
K	80	76	77	78	79	82
1	61	76	72	74	75	75
2	83	63	78	74	76	77
3	87	85	64	80	76	78
4	75	84	82	62	77	73
5	74	73	82	80	60	75
<b>Total</b>	<b>460</b>	<b>457</b>	<b>455</b>	<b>448</b>	<b>443</b>	<b>460</b>
<b>Oak Brook</b>						
K	65	68	63	63	65	67
1	70	69	73	68	69	70
2	86	70	69	73	68	69
3	91	85	69	68	72	67
4	83	96	90	73	72	76
5	89	82	95	89	72	71
<b>Total</b>	<b>484</b>	<b>470</b>	<b>459</b>	<b>434</b>	<b>418</b>	<b>420</b>
<b>Sorrento Springs</b>						
K	48	45	44	43	42	41
1	38	48	44	44	43	42
2	37	36	46	42	42	41
3	42	33	32	41	37	37
4	45	40	32	31	40	36
5	38	43	39	31	30	39
<b>Total</b>	<b>248</b>	<b>245</b>	<b>237</b>	<b>232</b>	<b>234</b>	<b>236</b>
<b>Wren Hollow</b>						
K	88	75	77	74	71	70
1	72	91	77	80	76	73
2	76	72	91	77	80	76
3	68	75	71	89	75	78
4	64	65	72	68	85	72
5	61	65	66	73	69	86
<b>Total</b>	<b>429</b>	<b>443</b>	<b>454</b>	<b>461</b>	<b>456</b>	<b>455</b>

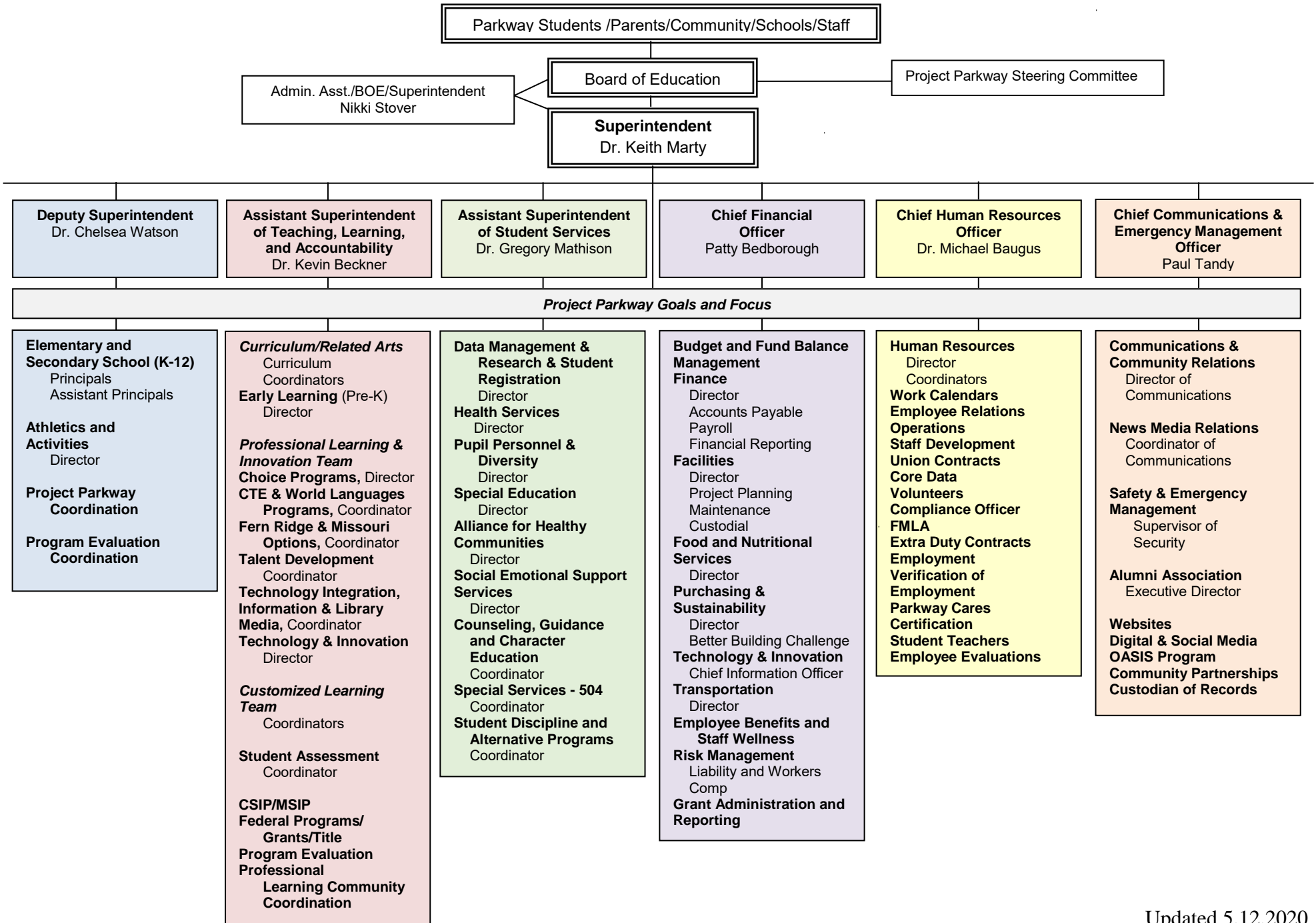
<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students – Middle Schools</b>						
	<b>Current</b>	<b>Projected</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Northeast Middle</b>						
6	293	272	264	275	311	306
7	289	289	268	258	269	302
8	281	288	287	264	253	264
<b>Total</b>	<b>863</b>	<b>849</b>	<b>819</b>	<b>797</b>	<b>833</b>	<b>872</b>
<b>Central Middle</b>						
6	277	287	339	299	326	311
7	309	276	286	337	296	322
8	306	307	275	283	333	290
<b>Total</b>	<b>892</b>	<b>870</b>	<b>900</b>	<b>919</b>	<b>955</b>	<b>923</b>
<b>West Middle</b>						
6	369	366	377	381	324	386
7	336	369	367	376	379	321
8	362	335	368	364	371	374
<b>Total</b>	<b>1,067</b>	<b>1,070</b>	<b>1,112</b>	<b>1,121</b>	<b>1,074</b>	<b>1,081</b>
<b>South Middle</b>						
6	201	201	182	201	181	170
7	186	202	202	181	199	177
8	200	188	205	203	181	199
<b>Total</b>	<b>587</b>	<b>591</b>	<b>589</b>	<b>585</b>	<b>561</b>	<b>546</b>
<b>Southwest Middle</b>						
6	191	192	195	203	195	171
7	216	189	191	192	200	190
8	223	219	192	191	192	201
<b>Total</b>	<b>630</b>	<b>600</b>	<b>578</b>	<b>586</b>	<b>587</b>	<b>562</b>

<b>Five-Year Enrollment Projections for Parkway School District</b>						
<b>All Students - High Schools</b>						
	<b>Current</b>	<b>Projected</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>North High</b>						
9	282	286	291	288	264	252
10	268	286	288	291	287	263
11	271	264	277	277	278	274
12	261	251	244	255	253	254
<b>Total</b>	<b>1,082</b>	<b>1,087</b>	<b>1,100</b>	<b>1,111</b>	<b>1,082</b>	<b>1,043</b>
<b>Central High</b>						
9	272	304	305	270	278	327
10	302	278	310	309	272	281
11	338	301	276	306	304	266
12	306	333	295	268	297	295
<b>Total</b>	<b>1,218</b>	<b>1,216</b>	<b>1,186</b>	<b>1,153</b>	<b>1,151</b>	<b>1,169</b>
<b>West High</b>						
9	365	367	339	370	367	374
10	328	361	364	333	363	361
11	346	326	356	358	325	355
12	367	347	324	348	353	315
<b>Total</b>	<b>1,406</b>	<b>1,401</b>	<b>1,383</b>	<b>1,409</b>	<b>1,408</b>	<b>1,405</b>
<b>South High</b>						
9	437	422	406	394	391	369
10	440	430	415	397	384	381
11	372	434	421	404	384	373
12	396	351	411	397	379	360
<b>Total</b>	<b>1,645</b>	<b>1,637</b>	<b>1,653</b>	<b>1,592</b>	<b>1,538</b>	<b>1,483</b>
<b>Fern Ridge</b>						
9	0	0	0	0	0	0
10	13	3	3	3	3	3
11	27	29	29	29	29	29
12	46	48	48	48	48	48
<b>Total</b>	<b>86</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>District</b>						
K	1,364	1,359	1,373	1,374	1,381	1,383
1	1,344	1,404	1,377	1,401	1,404	1,407
2	1,338	1,353	1,416	1,386	1,411	1,414
3	1,377	1,361	1,369	1,438	1,408	1,434
4	1,350	1,366	1,347	1,359	1,424	1,395
5	1,328	1,361	1,372	1,353	1,369	1,435
6	1,331	1,318	1,357	1,359	1,337	1,344
7	1,336	1,325	1,314	1,344	1,343	1,312
8	1,372	1,337	1,327	1,305	1,330	1,328
9	1,356	1,379	1,341	1,322	1,300	1,322
10	1,351	1,358	1,380	1,333	1,309	1,289
11	1,354	1,354	1,359	1,374	1,320	1,297
12	1,376	1,330	1,322	1,316	1,330	1,272
<b>Total</b>	<b>17,577</b>	<b>17,605</b>	<b>17,654</b>	<b>17,664</b>	<b>17,666</b>	<b>17,632</b>

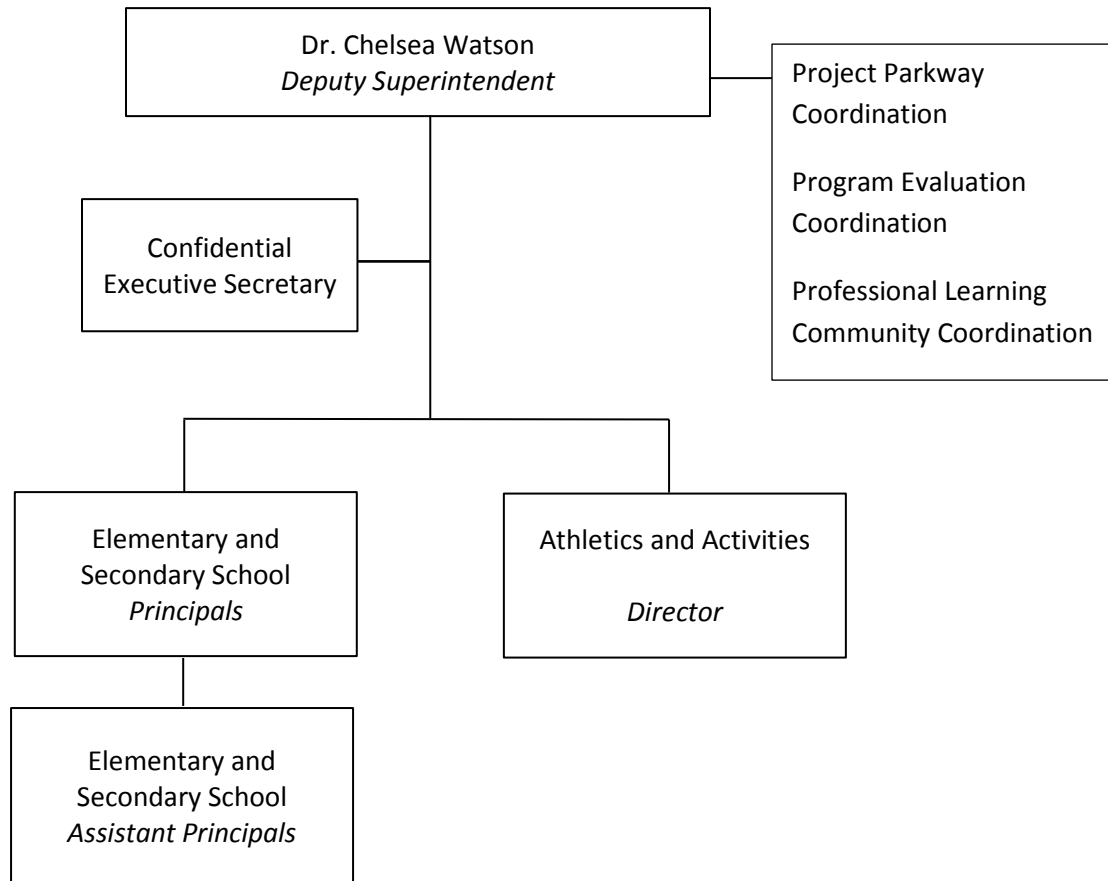


**FREE AND REDUCED COUNTS  
2017-2018 THROUGH 2019-2020**

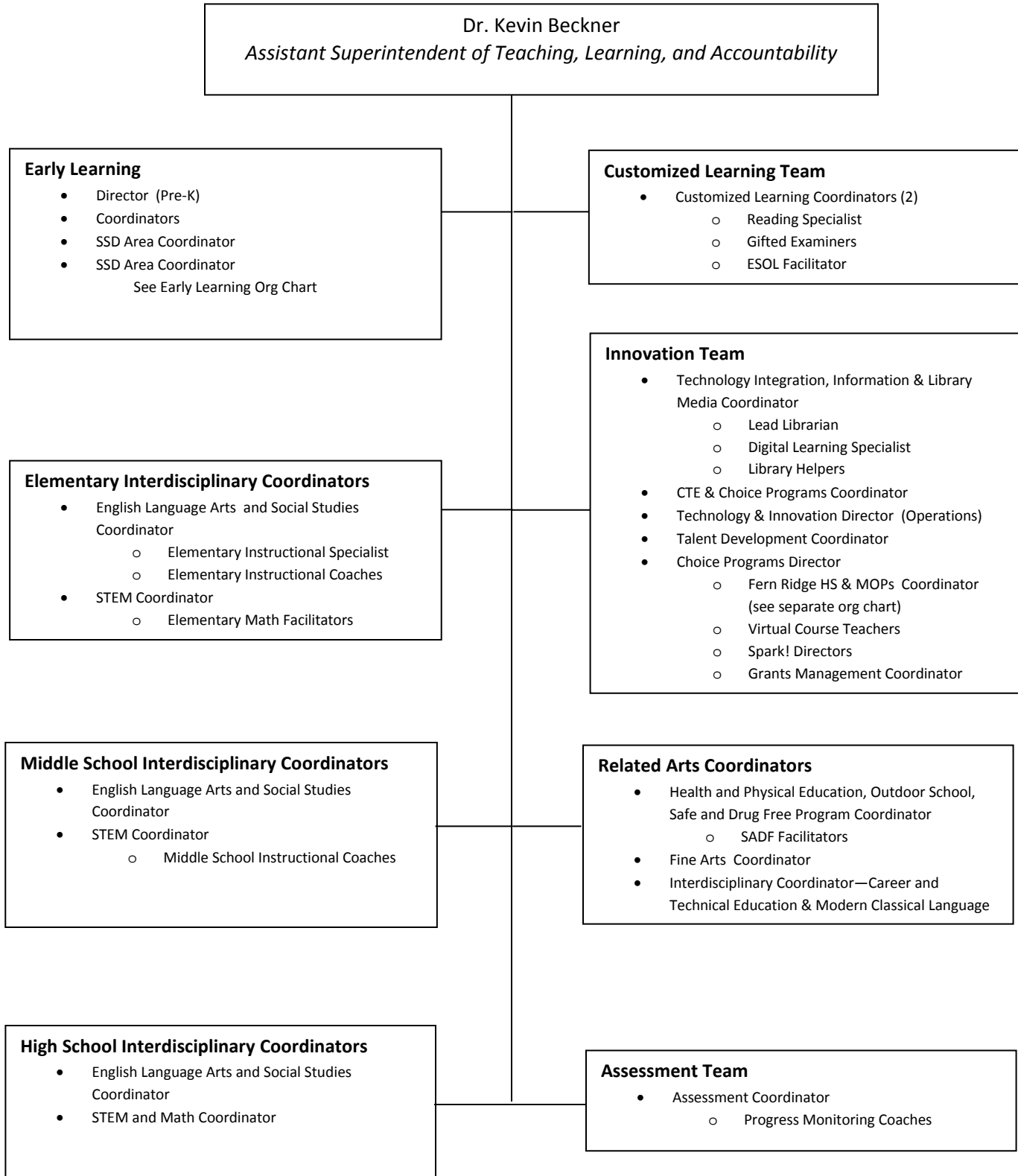
	FY17			FY18			FY19			FY20		
	FRL	Enrollment	%	FRL	Enrollment	%	FRL	Enrollment	%	FRL	Enrollment	%
<b>Elementary Schools</b>												
Barrets Elem.	81	403	20.10%	55	409	13.45%	50	376	13.30%	45	368	12.23%
Bellerive Elem.	101	388	26.03%	76	376	20.21%	98	392	25.00%	85	381	22.31%
Carman Trails Elem.	207	457	45.30%	161	467	34.48%	174	438	39.73%	154	415	37.11%
Claymont Elem.	64	494	12.96%	47	518	9.07%	70	508	13.78%	46	510	9.02%
Craig Elem.	183	440	41.59%	155	528	29.36%	172	484	35.54%	155	478	32.43%
Green Trails Elem.	72	433	16.63%	52	434	11.98%	50	406	12.32%	43	412	10.44%
Hanna Woods Elem.	173	447	38.70%	124	477	26.00%	123	458	26.86%	115	460	25.00%
Henry Elem.	57	532	10.71%	38	593	6.41%	49	610	8.03%	46	606	7.59%
Highcroft Elem.	52	328	15.85%	40	364	10.99%	43	351	12.25%	44	360	12.22%
Mason Ridge Elem.	58	488	11.89%	52	484	10.74%	64	469	13.65%	59	466	12.66%
McKelvey Elem.	112	600	18.67%	94	674	13.95%	101	648	15.59%	85	676	12.57%
Oak Brook Elem.	62	501	12.38%	62	550	11.27%	62	488	12.70%	55	482	11.41%
Pierremont Elem.	86	451	19.07%	73	446	16.37%	79	445	17.75%	69	457	15.10%
River Bend Elem.	127	419	30.31%	105	443	23.70%	135	458	29.48%	102	466	21.89%
Ross Elem.	134	381	35.17%	108	398	27.14%	128	376	34.04%	137	372	36.83%
Shenandoah Valley Elem.	71	460	15.43%	57	489	11.66%	68	490	13.88%	43	512	8.40%
Sorrento Springs Elem.	94	313	30.03%	76	284	26.76%	70	259	27.03%	71	248	28.63%
Wren Hollow Elem.	102	418	24.40%	73	430	16.98%	72	411	17.52%	73	432	16.90%
<b>Total Elementary</b>	<b>1,836</b>	<b>7,953</b>	<b>23.09%</b>	<b>1,448</b>	<b>8,364</b>	<b>17.31%</b>	<b>1,608</b>	<b>8,067</b>	<b>19.93%</b>	<b>1427</b>	<b>8101</b>	<b>17.62%</b>
<b>Middle Schools</b>												
Central Middle	185	908	20.37%	190	889	21.37%	199	895	22.23%	180	891	20.20%
Northeast Middle	257	815	31.53%	297	811	36.62%	275	866	31.76%	248	854	29.04%
South Middle	184	579	31.78%	183	605	30.25%	183	592	30.91%	178	581	30.64%
Southwest Middle	123	694	17.72%	162	699	23.18%	130	671	19.37%	111	632	17.56%
West Middle	159	1,033	15.39%	157	1,078	14.56%	149	1,058	14.08%	142	1074	13.22%
<b>Total Middle</b>	<b>908</b>	<b>4,029</b>	<b>22.54%</b>	<b>989</b>	<b>4,082</b>	<b>24.23%</b>	<b>936</b>	<b>4,082</b>	<b>22.93%</b>	<b>859</b>	<b>4032</b>	<b>21.30%</b>
<b>High Schools</b>												
Central High	245	1,216	20.15%	230	1,282	17.94%	224	1,251	17.91%	192	1,229	15.62%
North High	338	1,137	29.73%	337	1,119	30.12%	311	1,088	28.58%	275	1,101	24.98%
South High	308	1,747	17.63%	294	1,691	17.39%	311	1,663	18.70%	303	1,656	18.30%
West High	202	1,332	15.17%	240	1,390	17.27%	179	1,389	12.89%	174	1,418	12.27%
<b>Total High</b>	<b>1,093</b>	<b>5,432</b>	<b>20.12%</b>	<b>1,101</b>	<b>5,482</b>	<b>20.08%</b>	<b>1,025</b>	<b>5,391</b>	<b>19.01%</b>	<b>944</b>	<b>5404</b>	<b>17.47%</b>
<b>Total</b>	<b>3,837</b>	<b>17,414</b>	<b>22.03%</b>	<b>3,538</b>	<b>17,928</b>	<b>19.73%</b>	<b>3,569</b>	<b>17,540</b>	<b>20.35%</b>	<b>3,230</b>	<b>17537</b>	<b>18.42%</b>



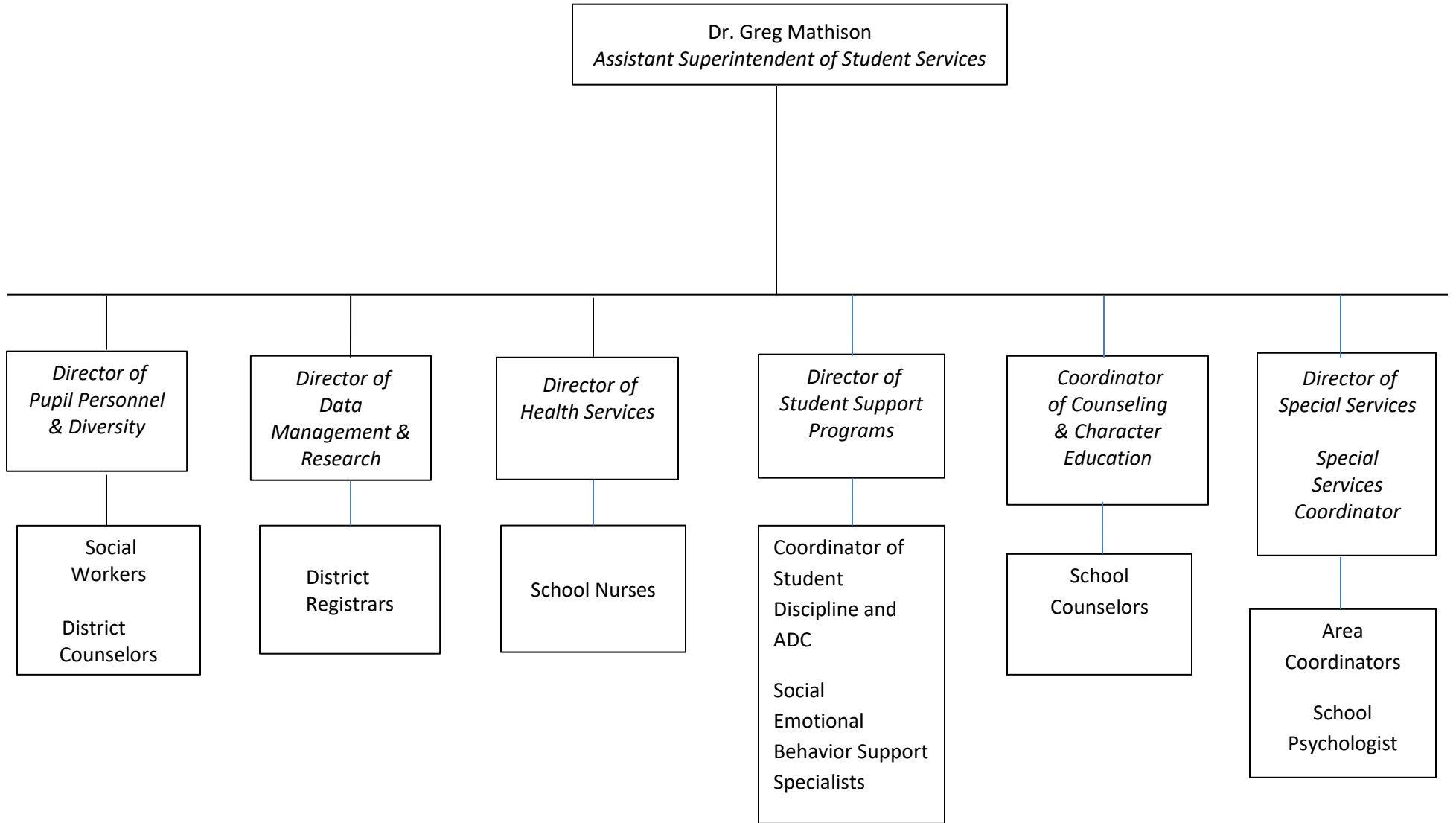
## DEPUTY SUPERINTENDENT



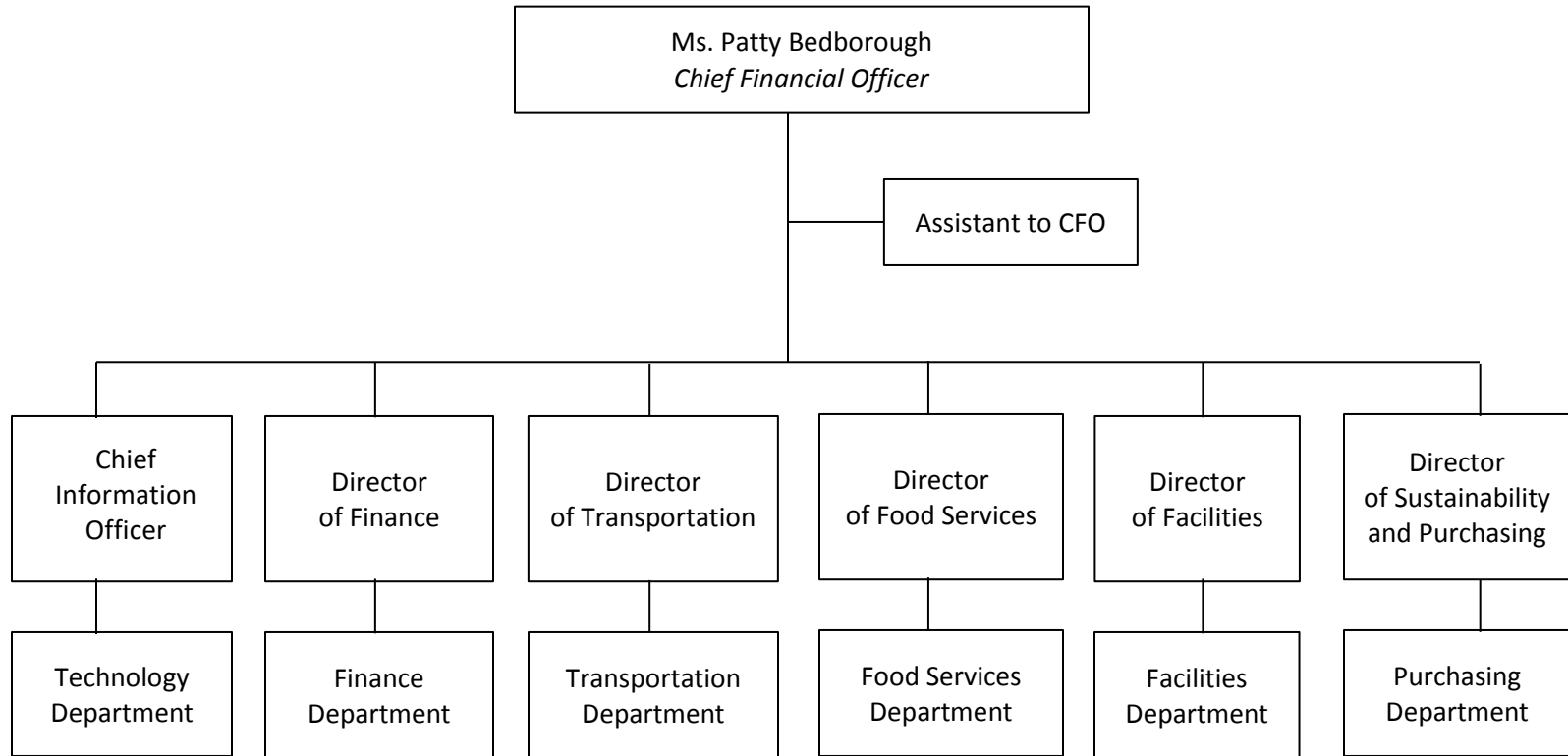
## TEACHING, LEARNING and ACCOUNTABILITY



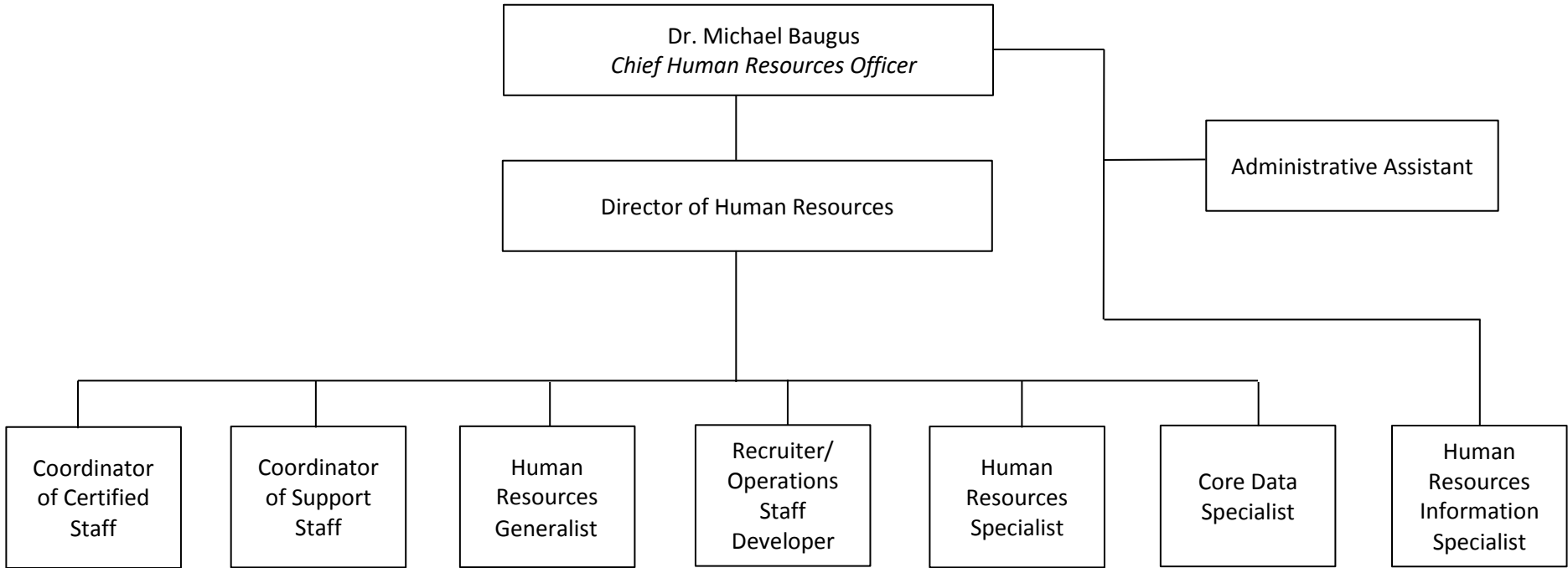




## FINANCE and OPERATIONS

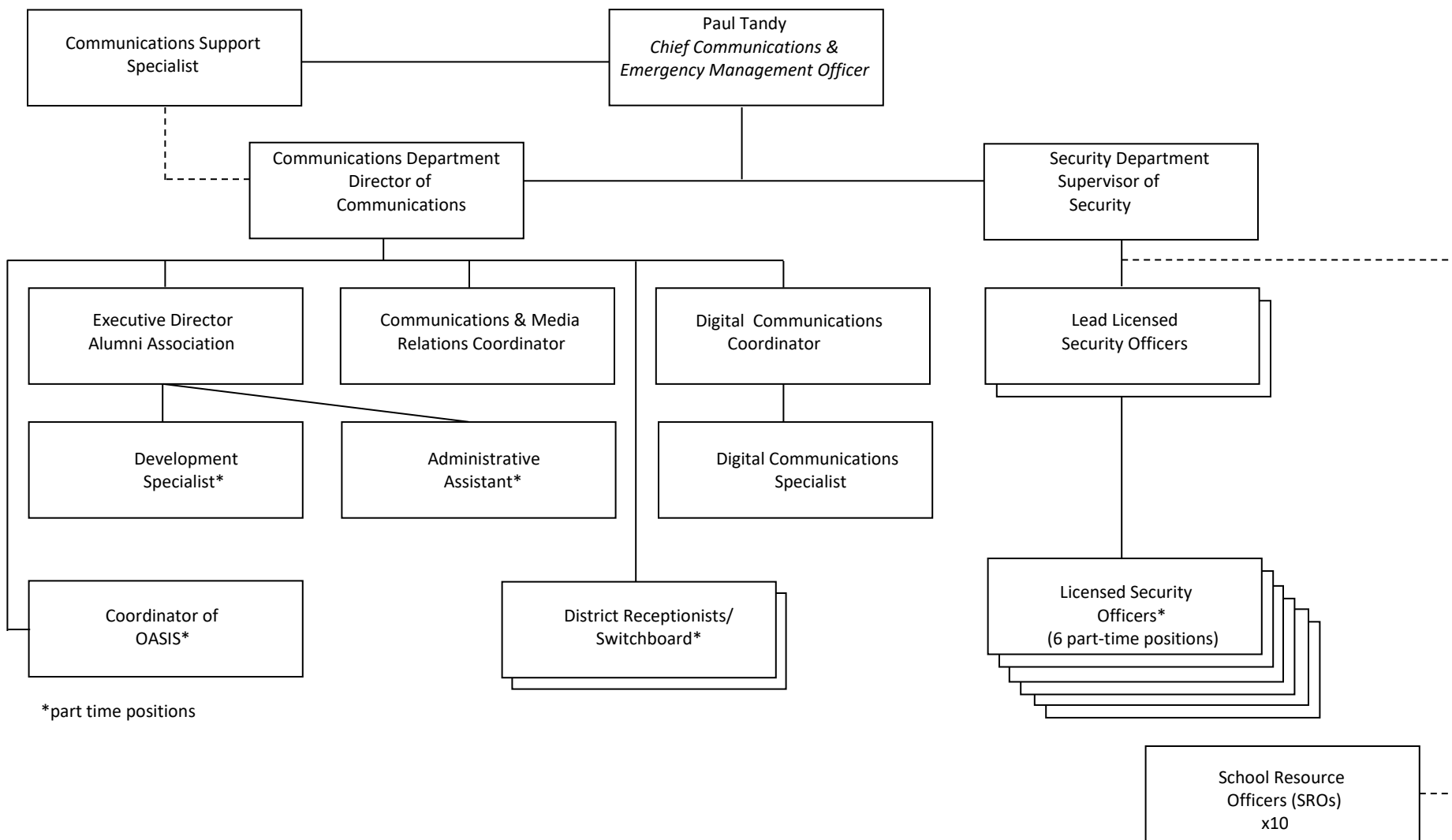


## HUMAN RESOURCES DEPARTMENT





## DEPARTMENT OF COMMUNICATIONS & EMERGENCY MANAGEMENT 2019-2020





### **Mission**

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

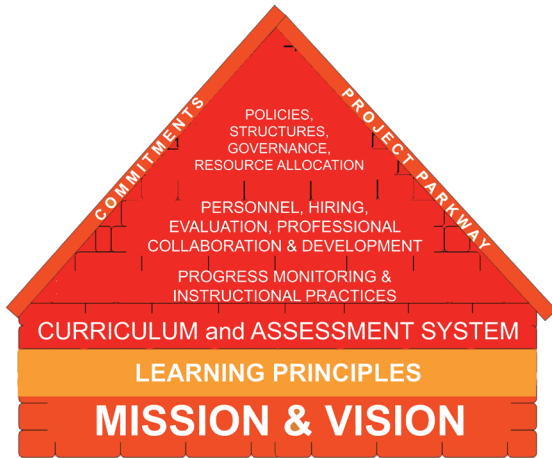
### **Vision**

We succeed when each student and each graduate:

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

**HIGHER EXPECTATIONS. BRIGHTER FUTURES.**

# Parkway School District



## Project Parkway 2.0

### MISSION

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

### VISION

We succeed when each student and each graduate:

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

### LEARNING PRINCIPLES

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

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

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

### COMMITMENTS

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

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



# District Goals



1

## Parkway Goal 1

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

2

## Parkway Goal 2

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

3

## Parkway Goal 3

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



# GOAL 1

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



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



## MEASURABLE OBJECTIVES

Each student will...

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



# GOAL 2

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



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



## MEASURABLE OBJECTIVES

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

# GOAL 3

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



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



## MEASURABLE OBJECTIVES

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

## Project Parkway 2.0: GOAL 1

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

### Measurable Objectives

Each student will...

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

#### System Wide Indicators

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

#### Indicators

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

#### Mission Indicators

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

#### As measured by...

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

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

## Project Parkway 2.0: GOAL 2

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

### Measurable Objectives

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

### Indicators

#### **MO 1:**

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

#### **MO 2:**

- District student demographic data compared to:
- Staff demographic data for departments
  - Staff demographic data for programs
  - Staff demographic data for schools
  - Percentage of diverse teacher retention

#### **MO 3:**

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

#### **MO 4:**

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

#### **MO 5:**

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

## Project Parkway 2.0: GOAL 3

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

### Measurable Objectives

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

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

# INFORMATIONAL SECTION





## Parkway School District

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

	Assessed Valuation	Total Property Tax Rate	Average Collection Rate	Cost to Average Home Owner
2016-2017	4,370,660,330	4.3504	96.48%	\$ 2,273.00
2017-2018	4,701,761,530	4.2549	96.23%	\$ 2,223.00
2018-2019	4,714,010,870	4.3872	96.17%	\$ 2,292.00
2019-2020	5,169,095,210	4.1524	96.75%	\$ 2,170.00
2020-2021	5,194,095,210 *	4.1382	96.20%	\$ 2,162.00
2021-2022	5,245,065,686	4.0802	96.20%	\$ 2,132.00
2022-2023	5,283,178,350	4.0802	96.20%	\$ 2,132.00
2023-2024	5,356,010,134	4.0802	96.20%	\$ 2,132.00

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

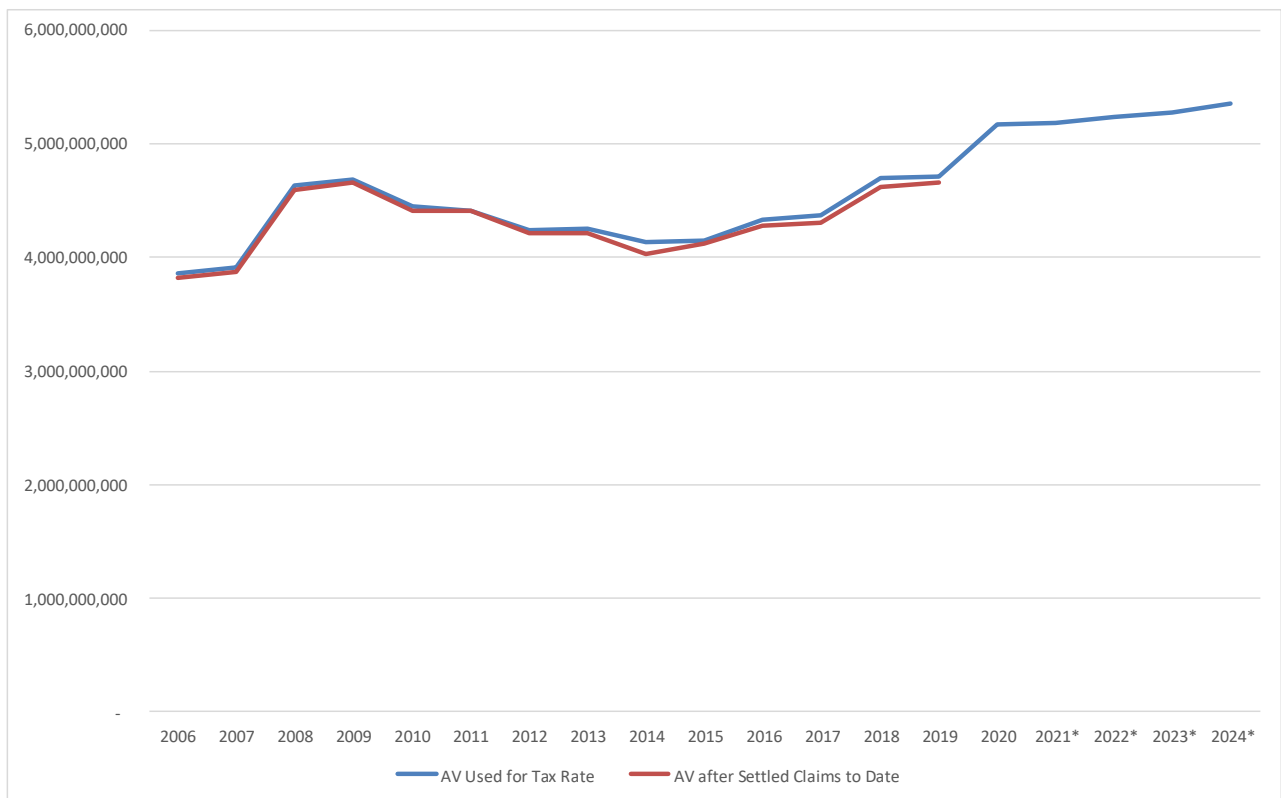
\*AV used during budgeting was based on estimates and limited by CPI growth of .5%.

### Property Tax Rate by Year and Fund

	Assessed Valuation	Total Property Tax Rate	Operating Fund Tax Rate	Debt Service Fund Tax Rate	Capital Projects Fund Tax Rate
2016-2017	4,370,660,330	4.3504	3.8604	0.4900	0.0000
2017-2018	4,701,761,530	4.2549	3.7149	0.4900	0.0500
2018-2019	4,714,010,870	4.3872	3.7475	0.4900	0.1497
2019-2020	5,169,095,210	4.1524	3.5298	0.4900	0.1326
2020-2021	5,194,095,210	4.1382	3.6482	0.4900	0.0000
2021-2022	5,245,065,686	4.0802	3.5902	0.4900	0.0000
2022-2023	5,283,178,350	4.0802	3.5902	0.4900	0.0000
2023-2024	5,356,010,134	4.0802	3.5902	0.4900	0.0000



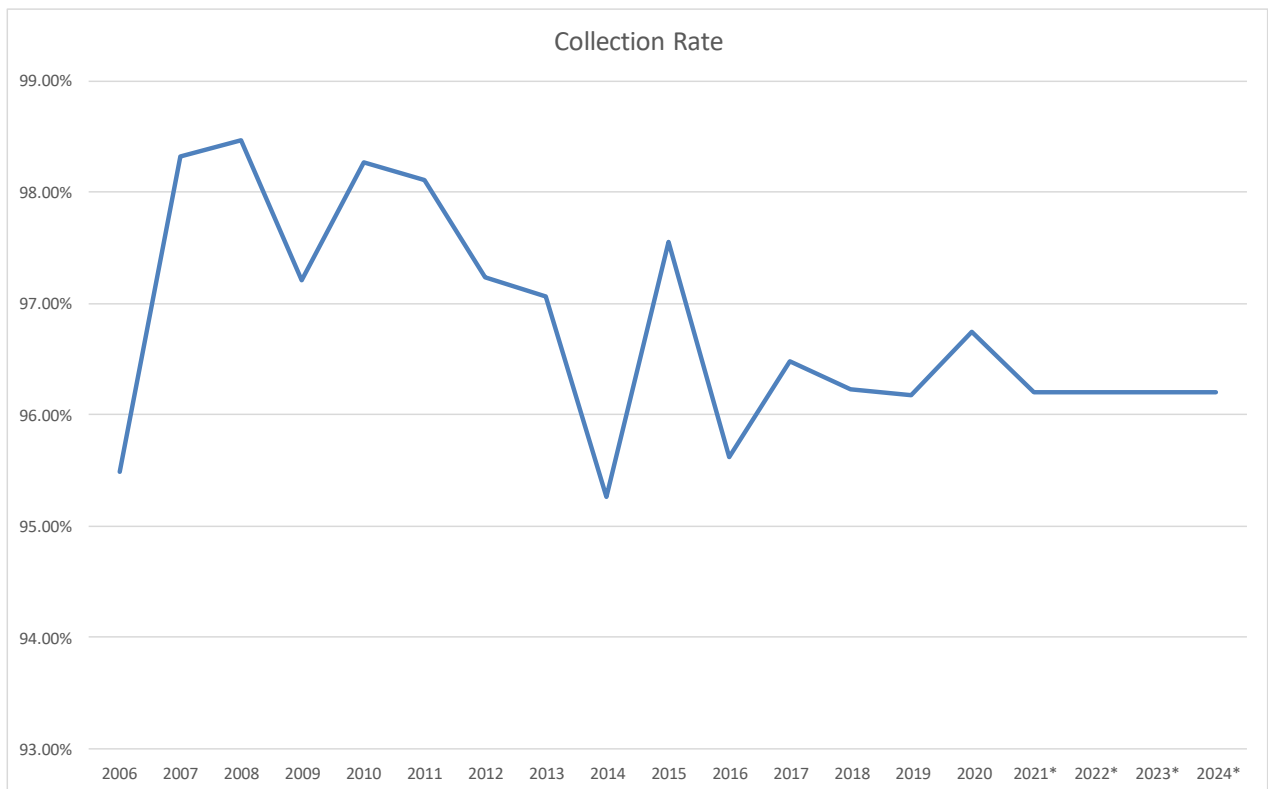
# Assessed Valuation







# Collection Rate





# Parkway School District

## Bond Amortization Schedule

The District has \$203,435,000 in outstanding general obligation bonds as of June 30, 2020. The current payment schedule projects payments through 2039. Article VI, Section 26(b), Constitution of Missouri, limits the outstanding amount of authorized general obligation bonds of a District to fifteen(15%) percent of the assessed valuation of the District less amounts available in the Debt Service Fund. The projected legal debt margin as of June 30, 2020 is:

Assessed valuation	5,169,095,210
15% Limit	15%
Constitutional Debt Limit	<u>775,364,282</u>
GO Bonds Payable	(203,435,000)
Amount Available in Debt Service Fund	<u>8,602,731</u>
Legal Debt Margin as of 6/30/20	580,532,013

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.

Principal and Interest Amortization Schedule

Year	Series 2011	Series 2012	Series 2015A	Series 2015B	Series 2016	Series 2017	Series 2019	Total
2021	3,226,475	6,115,250	880,400	1,684,531	1,236,844	4,455,050	4,519,200	22,117,750
2022	3,226,500	6,153,000	880,400	1,684,531	1,236,844	4,620,050	2,741,450	20,542,775
2023	3,231,300	-	7,280,440	1,684,531	1,236,844	1,876,800	2,711,700	18,021,615
2024	3,216,300	-	6,560,400	1,684,531	1,236,844	-	2,536,700	15,234,775
2025	-	-	8,940,400	1,684,531	1,236,844	-	2,383,700	14,245,475
2026	-	-	-	1,684,531	1,236,844	-	11,836,950	14,758,325
2027	-	-	-	1,684,531	1,236,844	-	12,486,450	15,407,825
2028	-	-	-	1,684,531	1,236,844	-	878,700	3,800,075
2029	-	-	-	1,684,531	1,236,844	-	878,700	3,800,075
2030	-	-	-	1,684,531	6,836,844	-	878,700	9,400,075
2031	-	-	-	8,549,531	6,742,844	-	878,700	16,171,075
2032	-	-	-	11,569,931	4,345,188	-	878,700	16,793,819
2033	-	-	-	11,568,531	4,577,376	-	878,700	17,024,607
2034	-	-	-	11,671,581	5,046,000	-	878,700	17,596,281
2035	-	-	-	11,782,031	5,117,750	-	878,700	17,778,481
2036	-	-	-	-	17,458,500	-	878,700	18,337,200
2037	-	-	-	-	-	-	878,700	878,700
2038	-	-	-	-	-	-	12,318,700	12,318,700
2039	-	-	-	-	-	-	18,385,500	18,385,500
	-	-	-	-	-	-	-	-
	12,900,575	12,268,250	24,542,040	71,986,919	61,256,098	10,951,900	78,707,350	272,613,132

Principal Amortization Schedule

Year	Series 2011	Series 2012	Series 2015A	Series 2015B	Series 2016	series 2017	Series 2019	Total
3/1/2021	2,770,000	5,545,000	-	-	-	4,000,000	2,355,000	14,670,000
3/1/2022	2,880,000	5,860,000	-	-	-	4,365,000	695,000	13,800,000
3/1/2023	3,000,000	-	6,400,000	-	-	1,840,000	700,000	11,940,000
3/1/2024	3,095,000	-	6,000,000	-	-	-	560,000	9,655,000
3/1/2025	-	-	8,680,000	-	-	-	435,000	9,115,000
3/1/2026	-	-	-	-	-	-	9,910,000	9,910,000
3/1/2027	-	-	-	-	-	-	11,055,000	11,055,000
3/1/2028	-	-	-	-	-	-	-	-
3/1/2029	-	-	-	-	-	-	-	-
3/1/2030	-	-	-	-	5,600,000	-	-	5,600,000
3/1/2031	-	-	-	6,865,000	5,625,000	-	-	12,490,000
3/1/2032	-	-	-	10,160,000	3,375,000	-	-	13,535,000
3/1/2033	-	-	-	10,565,000	3,700,000	-	-	14,265,000
3/1/2034	-	-	-	10,985,000	4,275,000	-	-	15,260,000
3/1/2035	-	-	-	11,425,000	4,475,000	-	-	15,900,000
3/1/2036	-	-	-	-	16,950,000	-	-	16,950,000
3/1/2037	-	-	-	-	-	-	-	-
3/1/2038	-	-	-	-	-	-	11,440,000	11,440,000
3/1/2039	-	-	-	-	-	-	17,850,000	17,850,000
								-
	11,745,000	11,405,000	21,080,000	50,000,000	44,000,000	10,205,000	55,000,000	203,435,000

Interest Amortization Schedule

Year	Series 2011	Series 2012	Series 2015A	Series 2015B	Series 2016	Series 2017	Series 2019	Total
9/1/2020	228,238	285,125	440,200	842,266	618,422	227,525	1,082,100	3,723,875
3/1/2021	228,238	285,125	440,200	842,266	618,422	227,525	1,082,100	3,723,875
9/1/2021	173,250	146,500	440,200	842,266	618,422	127,525	1,023,225	3,371,388
3/1/2022	173,250	146,500	440,200	842,266	618,422	127,525	1,023,225	3,371,388
9/1/2022	115,650	-	440,220	842,266	618,422	36,800	1,005,850	3,059,208
3/1/2023	115,650	-	440,220	842,266	618,422	-	1,005,850	3,022,408
9/1/2023	60,650	-	280,200	842,266	618,422	-	988,350	2,789,888
3/1/2024	60,650	-	280,200	842,266	618,422	-	988,350	2,789,888
9/1/2024	-	-	260,400	842,266	618,422	-	974,350	2,695,438
3/1/2025	-	-	-	842,266	618,422	-	974,350	2,435,038
9/1/2025	-	-	-	842,266	618,422	-	963,475	2,424,163
3/1/2026	-	-	-	842,266	618,422	-	963,475	2,424,163
9/1/2026	-	-	-	842,266	618,422	-	715,725	2,176,413
3/1/2027	-	-	-	842,266	618,422	-	715,725	2,176,413
9/1/2027	-	-	-	842,266	618,422	-	439,350	1,900,038
3/1/2028	-	-	-	842,266	618,422	-	439,350	1,900,038
9/1/2028	-	-	-	842,266	618,422	-	439,350	1,900,038
3/1/2029	-	-	-	842,266	618,422	-	439,350	1,900,038
9/1/2029	-	-	-	842,266	618,422	-	439,350	1,900,038
3/1/2030	-	-	-	842,266	618,422	-	439,350	1,900,038
9/1/2030	-	-	-	842,266	558,922	-	439,350	1,840,538
3/1/2031	-	-	-	842,266	558,922	-	439,350	1,840,538
9/1/2031	-	-	-	704,966	485,094	-	439,350	1,629,410
3/1/2032	-	-	-	704,966	485,094	-	439,350	1,629,410
9/1/2032	-	-	-	501,766	438,688	-	439,350	1,379,804
3/1/2033	-	-	-	501,766	438,688	-	439,350	1,379,804
9/1/2033	-	-	-	343,291	385,500	-	439,350	1,168,141
3/1/2034	-	-	-	343,291	385,500	-	439,350	1,168,141
9/1/2034	-	-	-	178,516	321,375	-	439,350	939,241
3/1/2035	-	-	-	178,516	321,375	-	439,350	939,241
9/1/2035	-	-	-	-	254,250	-	439,350	693,600
3/1/2036	-	-	-	-	254,250	-	439,350	693,600
9/1/2036	-	-	-	-	-	-	439,350	439,350
3/1/2037	-	-	-	-	-	-	439,350	439,350
9/1/2037	-	-	-	-	-	-	439,350	439,350
3/1/2038	-	-	-	-	-	-	439,350	439,350
9/1/2038	-	-	-	-	-	-	267,750	267,750
3/1/2039	-	-	-	-	-	-	267,750	267,750
	1,155,575	863,250	3,462,040	21,986,919	17,256,098	746,900	23,707,350	69,178,132

NOTE: Projects listed in this report are for long range planning purposes only. The list is subject to additions, subtractions, and priority changes as the needs and priorities of the district change.

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	COST PROJECTION	ACTUAL COSTS TO DATE
<b>SUMMER 2019 CONSTRUCTION PROJECTS</b>					
South Middle	411801B	1) Replace HVAC Equipment - Replace chiller CHR-001; Replace chilled water pumps CHP-001 & -002; Replace exhaust fans EXF-010, -011, & -014; Replace gas fired rooftop HVAC units RTG-003, -005, & -007; Remove remote condensing units RCU-001 thru -003; Remove radiant unit heaters RUH-005 thru -008; Replace natural gas service ENG-001 2) Replace Plumbing Equipment - Replace domestic hot water boiler DWB-002 3) Replace Roofs - Replace roof areas ROF-001 thru -003, -005, & -010 4) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-001 and -003; Replace exterior stairs EST-003 through EST-006; Replace asphalt sidewalks SID-008 and -010 & -015 thru -023; Remove asphalt sidewalk SID-011 & -024; Replace concrete sidewalks SID-014 5) Addition and renovations for classrooms and Student Services with necessary modifications to parking lots and drives 6) Security Entry Vestibule - Renovations for secure reception area Addition, Renovations, and Site Improvements	2019	\$8,404,134	\$6,749,773.85
McKelvey Primary	751801B	1) McKelvey Primary Center Addition And Renovations - Addition to expand cafeteria size and renovations to provide additional classrooms plus special instruction, music, and art classrooms 2) Replace HVAC Equipment - Replace gas fired rooftop HVAC units RTG-001 thru -004, VCU-001, VHU-001, VHU-002, VHU-020, VHU-021, VHU-022, VHU-023, VHU-024, VHU-025 3) Replace Electrical Equipment - Replace main electrical switchboard ESB-001; Replace electrical panelboard PPL-001; Replace electrical transformer TRX-001 4) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-001 & -003; Replace exterior ramp ERP-001; Replace exterior stair EST-001; Replace concrete sidewalks SID-001, -004, -005, -012, & -013 5) Renovations - Renovation of 1100/2100 wing including asbestos abatement and new HVAC system with VAV boxes	2019	\$11,519,503	\$6,950,150.51
South High	581903B	1) Allowance for Sustainability Initiatives - Install geothermal well fields	2019	\$2,452,600	\$2,330,423.20
District Wide	001803B	1) Add 12 CCTV to Elementary schools	2019	\$216,000	\$201,369.04
District Wide	001805B	1) Replace flooring based upon age and condition at various buildings through summer 2019 & 2020	2019	\$1,174,857	\$515,104.57
District Wide - Allowance	001807B	1) IT allowance to address future classroom needs	2019	\$4,000,000	\$1,798,240.22
	001903B	1) Replace Synthetic Turf Field - Central, North, South, West	2019	\$ 2,251,000.00	\$ 2,144,174.64
District Wide - Allowance	001810B	1) Allowance for interior non-classroom doors and hardware (upgrades, code compliance, broken or damaged)	2019	\$280,000	\$70,030.00
District Wide	001808B	1) Convert District telephone network to VoIP	2019	\$4,000,000	\$2,277,987.16
District Wide - Allowance	001806B	1) Allowance to cover material only for added security film to District glazing (FY18-19)	2019	\$487,130	\$16,990.00
District Wide - Allowance	001809B	1) Allowance for Restroom Renovations	2019	\$2,200,000	\$5,761.08
District Wide - Allowance	001902B	1) Allowance for exterior doors, storefronts, and hardware (upgrades, code compliance, broken or damaged)	2019	\$200,000	\$14,802.00
	171801B	Replace Roofs - Replace roof area ROF-005 - <b>CLOSED OUT</b>	Completed	\$671,326	\$671,325.66
	811901B	1) Replace Electrical Equipment - Replace electrical panelboard PLP-004. Moved to 552- <b>CLOSED OUT</b>	Completed	\$279	\$279.16
	001801B	ELECTRICAL - Install 75kW solar panel arrays for electrical power generation at Green Trails, Wren Hollow, South High, and West High. All the Budget to come from 2014 bond issue. - <b>CLOSED OUT</b>	Completed	\$0	\$0.00

NOTE: Projects listed in this report are for long range planning purposes only. The list is subject to additions, subtractions, and priority changes as the needs and priorities of the district change.

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	COST PROJECTION	ACTUAL COSTS TO DATE
<b>SUMMER 2020 CONSTRUCTION PROJECTS</b>					
Bellerive	151901B	1) Replace Electrical Equipment - Replace main electrical switchboard ESB-001 2) Renovations - Create individually securable classrooms in the 1500, 1600, and 1700 wings (pods) including necessary modifications to HVAC system	2020	\$1,500,513	\$116,013.50
Central Middle	401901B	1) Replace HVAC Equipment - Replace rooftop cooling only HVAC unit RTC-001; Replace gas fired rooftop HVAC units RTG-004 thru -006, -018, & -019; Replace gas fired rooftop multi-zone HVAC units with hot water HVAC units RTW-001 thru RTW-003 with hot water reheat VAV boxes; Add new hot water boilers HWB-002 thru HWB-004; Add new hot water pumps HWP-004 thru HWP-006; Replace electric unit heater RUH-001; Replace exhaust fans EXF-001 thru -003, -005, -017, -021, -025, -028, & -030 2) Replace Electrical Equipment - Replace main electrical switchboard ESB-001; Replace electrical transformers TRX-001 thru TRX-003 3) Replace Roofs - Replace roof areas ROF-009 thru -012, -021, thru -023, & -028 thru -031 4) Replace Pavement and Sitework Improvements - Replace asphalt parking lots & drives PAV-001 (first 200FT only from North Woods Mill for widening entrance to provide for left turn exit lane), -002, & -010; Replace wood retaining wall RET-009; Replace concrete sidewalks SID-006 5) Security Entry Vestibule - Renovations for secure reception area	2020	\$5,721,438	\$389,497.62
Hanna Woods	171901B	1) Replace Electrical Equipment - Replace main electrical switchboard ESB-002 2) Renovations - Create individually securable classrooms by extending wall to roof deck	2020	\$600,529	\$62,608.16
Southwest Middle	461901B	1) Replace HVAC Equipment - Replace exhaust fans EXF-001 thru -019; Replace rooftop units RTC-001, RTC-002, RTC-003, RTC-004, RTC-005, RTC-006, RTC-007, RTC-008, RTC-009, RTC-010, RTC-011, RTG-001, RTG-002, RTG-003, RTG-004, RTG-005, RTG-006, RTG-007, RTG-008, RTG-009 2) Replace Roofs - Replace roof areas ROF-001 thru -007 & -011; Replace skylights RSH-005 thru -012, -019, -020, -023, -025, -027, -028, -030, -032, -034, -035, & -037 with 4 Solatubes each; Replace skylights RSH-013 thru -017 with 2 Solatubes each; Replace skylights RSH-018, -021, -022, -024, -026, -029, -031, -033, & -036 3) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-004 thru -006; Replace asphalt paved play area PAV-002 4) Security Entry Vestibule - Renovations for secure reception area	2020	\$8,257,332	\$578,306.54
Wren Hollow	191901B	1) Replace Electrical Equipment - Replace Transformer 019-TRX-002 2) Replace Pavement and Sitework Improvements - Replace main water service EWS-001; Replace parking lots & drives PAV-004; Replace Exterior Stairs EST-004 & -005; Replace wood retaining wall RET-005 3) Renovations - Create individually securable classrooms by extending walls to roof deck and installing doors on classrooms including necessary modifications to HVAC and lighting systems	2020	\$2,904,853	\$210,296.85
Claymont	021901B	1) Replace HVAC Equipment - Replace exhaust fan EXF-004 2) Replace Site Plumbing - Replace main water service line EWS-001 3) Replace Pavement and Sitework Improvements - Replace parking lot and drive PAV-001; Replace exterior stairs EST-002 & -003; Replace asphalt sidewalks SID-016 & -018; Replace concrete sidewalk SID-018	2020	\$395,034	\$34,538.91
Mason Ridge	051901B	1) Replace HVAC Equipment - Replace electric hot water boiler HWB-001 with gas fired unit heater; Replace exhaust fans EXF-001, -007, -008, & 010; Remove remote condensing units RCU-001 thru -028 and heating/cooling unit ventilators VHC-001 thru -028 and replace with individual new gas fired rooftop HVAC units for each classroom. Add cooling/heating to hallways to temper conditioned space. 2) Replace Roofs - Replace roof areas ROF-005 & -014; Add screen wall on roof to hide new rooftop HVAC units on east side of building facing Mason Road 3) Replace Pavement and Sitework Improvements - Replace exterior stair EST-006; install a natural gas service to the building	2020	\$2,320,899	\$125,465.87
River Bend	142001B	1) Replace Electrical Equipment - Replace main electrical switchboard ESB-001; replace electrical panelboard PTL-010 2) Replace Pavement and Sitework Improvements - Replace, reconfigure, and expand parking lots & drives PAV-002; Replace asphalt pad PAV-004; Replace wood retaining walls RET-004, -006, & -007; Replace concrete sidewalks SID-002, -011, -013	2020	\$950,083	\$69,445.59

NOTE: Projects listed in this report are for long range planning purposes only. The list is subject to additions, subtractions, and priority changes as the needs and priorities of the district change.

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	COST PROJECTION	ACTUAL COSTS TO DATE
Sorrento Springs	181901B	1) Replace Pavement and Sitework Improvements -Replace parking lots and drives PAV-001 & -003 2) Replace Roofs - Replace roof areas ROF-001 & -003 thru -013	2020	\$1,734,866	\$132,091.26
West High	5419001B	1) Replace heating only air handler HVAC units AHH-002 thru -004 with heating/cooling units for secondary gym 2) Security Entry Vestibule - Addition & renovations for secure reception area	2020	\$721,802	\$71,799.35
District Wide - Allowance		1) Replace Door Hardware on non-classroom rooms that can be locked form the inside and complete district keying system upgrade for security		\$513,930	\$0.00
<b>SUMMER 2021 CONSTRUCTION PROJECTS</b>					
Barretts	012001B	1) Replace HVAC Equipment - Replace gas fired rooftop HVAC units RTG-002 thru -004: Replace unit ventilators VHC-004 2) Replace Roofs - Replace roof areas ROF-002 thru -005, -008, -012, ROF-014, -021: Replace cabin roof ROF-001 3) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-006; Replace asphalt sidewalk SID-006; Replace concrete sidewalk SID-005		\$1,266,718	\$0.00
Carman Trails	212001B	1) Replace HVAC Equipment - Replace electric rooftop HVAC unit RTE-005 2) Replace Electrical Equipment - Replace electrical transformer TRX-002 3) Replace Pavement and Sitework Improvements - Replace parking lot and drives PAV-003 thru -004		\$672,665	\$0.00
Central High	502001B	1) Replace HVAC Equipment - Replace air handler heating only HVAC unit AHH-007 with heating/cooling HVAC unit; Replace gas fired multi-zone rooftop HVAC units RTG-001 thru RTG-007 with hot water heating rooftop HVAC RTW units and VAV system; Replace gas fired rooftop HVAC units RTG-019 thru RTG-025 2) Replace Plumbing Equipment - Replace pool filtration system PFE-001 3) Replace Roofs - Replace roof areas ROF-001, -015, -029 thru -031, -033, & -034 4) Replace Pavement and Sitework Improvements - Replace parking lot & drive PAV-013; Replace concrete sidewalks SID-023 5) Security Entry Vestibule - Addition & renovations for secure reception area 6) Bury Owner Overhead Power Lines: EEP-001 7) Replace Approximately 600LF of Exterior 4in Water Main		\$5,192,759	\$0.00
Fern Ridge	592001B	1) Replace HVAC Equipment - Replace cooling only rooftop HVAC unit RTC-001 2) Replace Roofs - Replace roof areas -002, -003, -008, & -009 3) Replace Electrical Equipment - Replace main electrical switchboard ESB-001 and electrical distribution board PPH-003 and combine current dual electrical service entrances into one service entrance; add electrical circuits to increase access to power in classrooms; replace ceilings and lighting in selected rooms 4) Addition - Construct addition at entrance to building for Administrative area and secure entry vestibule 5) Renovations - Renovate science classroom; renovate existing administration area into two counselor offices; renovate nurse's area to district prototype		\$2,242,548	\$0.00
McKelvey	112001B	1) Replace HVAC Equipment - Replace gas fired rooftop HVAC unit RTG-013 2) Replace Pavement and Sitework Improvements - Replace asphalt play area PAV-005; Replace wood retaining walls RET-001,-009, -013, & -022		\$219,712	\$0.00
North High	562001B	1) Replace HVAC Equipment - Replace pool filter tank PFE-001 2) Replace Electrical Equipment - Replace electrical panelboards PLL-001, -012, & -013; Replace electrical transformers TRX-003 through TRX-007; Replace stadium field lighting XSL-001 3) Replace Pavement and Sitework Improvements - Replace exterior stairs EST-003, -011, & -014 4) Addition & Renovations - Continue master plan renovations for the building including an addition containing FACS and part of SSD; renovations of the existing FACS into main administrative and reception area; addition at the west courtyard for a new main entry to the building with secure entry vestibule and an elevator connecting the lower level drama area, the main floor, and the second floor; connect north and west parking lots		\$8,665,693	\$0.00



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BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	COST PROJECTION	ACTUAL COSTS TO DATE
Northeast Middle	452001B	1) Replace HVAC Equipment - Replace hot water boilers HWB-001 thru -004; Replace hot water pumps HWP-001 & HWP-002; Replace cooling only rooftop HVAC units RTC-002 through RTC-004; Replace gas fired rooftop HVAC units RTG-001 & -002 2) Replace Pavement and Sitework Improvements -Replace asphalt parking lots & drives PAV-015; Replace exterior stair EST-001; Replace concrete sidewalks SID-004, -009, -015, & -019; 3) Fire Sprinklers - Install fire sprinklers FSS-001 in the 1994 addition which will make the building fully sprinklered 4) Renovations - Renovate nurse's area 5) Security Entry Vestibule - Addition & renovations for secure reception area 6) Northeast Middle - RM559 Flooring & Bleachers		\$2,824,392	\$0.00
Ross	062001B	1) Replace HVAC Equipment - Replace cooling only rooftop HVAC unit RTC-002; Replace gas fired rooftop HVAC units RTG-002, -005, & -009; Replace exhaust fans EXF-002 thru -008, -010, & -011 2) Replace Roofs - Replace skylights RSH-001, -002, -005 thru -017 3) Replace Pavement and Sitework Improvements - Replace parking lots and drives PAV-003 thru -004; Replace exterior ramps ERP-001, -004, & -005; Replace exterior stairs EST-001 & -002; Replace concrete sidewalks SID-002 thru -005, -007, -015, -016		\$582,912	\$0.00
Shenandoah Valley	202001B	1) Replace Electrical Equipment - Replace electrical transformer TRX-001 2) Replace Pavement and Sitework Improvements - Replace asphalt parking lots & drives PAV-007; Replace asphalt sidewalks SID-001, -002, -009, -011; Replace concrete sidewalks SID-004 thru -007, -012, & -013 3) Replace Roofs - Replace roof areas ROF-001 thru -004, -006 thru -015, & -017; Paint metal roof ROF-005		\$2,294,605	\$0.00
South High	582001B	1) Replace HVAC Equipment - Replace heating only air handler HVAC units AHH-005 & -006 with heating/cooling units in gym C 2) Replace Plumbing Equipment - Replace pool filtration system PFE-001 3) Replace Electrical Equipment - Replace emergency electrical generator EPG-001; Replace main electrical switchboards ESB-001 thru -005; Replace electrical panelboards PLL-006, -011, -017, -019, & -024; Replace electrical panelboards PPH-003, -005, -006, & -008; Replace electrical transformers TRX-001, -004, & -010 4) Replace Roofs - Replace roof areas ROF-001 & -004 5) Replace Pavement and Sitework Improvements - Replace parking lot & drives PAV-002, -003, & -008; Replace exterior stairs EST-005 thru -008; Replace concrete sidewalks SID-010 & -012 6) Replace Bleachers - Replace bleachers in main gym 7) Security Entry Vestibule - Addition & renovations for secure reception area		\$3,801,340	\$0.00
West Middle	432001B	1) Replace HVAC Equipment - Replace exhaust fans EXF-010, -011, & 013; Replace gas fired rooftop HVAC unit RTG-003 2) Replace Roofs - Replace roof areas ROF-001, -002, -005, -009 thru -014, & -017 thru -022 3) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-004 & -008; Replace paved play area PAV-005 and modify size to allow for bus turnaround maneuver; Replace concrete retaining wall RET-001; Replace wood retaining walls RET-002 & -011, Replace exterior ramps ERP-002, -005, -007, & -008; Replace asphalt sidewalks SID-016; Replace concrete sidewalks SID-015 4) Renovations - Add walls to enclose library including necessary HVAC modifications 5) Roofing - Add canopy to cover sidewalk leading from door 5 to cafeteria 6) Security Entry Vestibule - Renovations for secure reception area		\$3,117,696	\$0.00
River Bend	142001B	1) 4-classroom 2-Story addition 2) Elevator in new addition 3) ADA Upgrades school wide		\$1,500,000	\$0.00
Central High	502002B	1) New Concession Stand		\$600,000	\$0.00
Central High	002001B	1) Resurface Running Track		\$102,500	\$0.00
North High		1) Resurface Running Track		\$102,500	\$0.00
South High		1) Resurface Running Track		\$102,500	\$0.00
West High		1) Resurface Running Track		\$102,500	\$0.00
District Wide		1) Replace flooring based upon age and condition at various buildings through summer 2021		\$600,000	\$0.00

NOTE: Projects listed in this report are for long range planning purposes only. The list is subject to additions, subtractions, and priority changes as the needs and priorities of the district change.

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	COST PROJECTION	ACTUAL COSTS TO DATE
District Wide		1) Allowance for various projects to improve ADA accessibility		\$450,000	\$0.00
District Wide - Allowance		1) Allowance for Sustainability Initiatives		\$1,051,756	\$0.00
Northeast Middle		1) Library Modernization Allocation		\$72,310	\$0.00
South Middle		1) Library Modernization Allocation		\$72,310	\$0.00
Southwest Middle		1) Library Modernization Allocation		\$72,310	\$0.00
West Middle		1) Library Modernization Allocation		\$72,310	\$0.00
Central Middle		1) Library Modernization Allocation		\$72,310	\$0.00
<b>SUMMER 2022 CONSTRUCTION PROJECTS</b>					
Administration		1) Replace HVAC Equipment - Replace remote condensing HVAC unit RCU-006 2) Replace Pavement and Sitework Improvements - Replace wood retaining wall RET-004; Replace exterior stairs EST-001 & EST-002; Replace concrete sidewalks SID-001 & -003		\$20,662	\$0.00
Craig		1) Replace HVAC Equipment - Replace exhaust fans EXF-002 thru -005 & -007; Replace gas fired rooftop HVAC unit RTG-011 2) Replace Roofs - Replace roof areas ROF-010; Replace skylights RSH-001 & -002 with 2 Solatubes each 3) Replace Pavement and Sitework Improvements - Replace parking lots and drives PAV-002 & -006		\$375,930	\$0.00
District Operations		1) Replace HVAC Equipment - Replace rooftop refrigeration compressors RRC-003 & -004; Replace gas fired rooftop HVAC unit RTG-003		\$137,185	\$0.00
Early Childhood		1) Replace HVAC Equipment - Replace exhaust fans EXF-007 & EXF-008; Replace hot water boilers HWB-001 & -002; Replace hot water pumps HWP-001 thru -004 2) Replace Electrical Equipment - Replace electrical panelboard PPH-001; Replace electrical transformer TRX-001 & -002 3) Replace Roofs - Replace roof mounted exhaust EXF-007, EXF-008 4) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-002; Replace wood retaining wall RET-003; 5) Renovations - Renovate nurse's area to meet district prototype 6) Sprinkler Building to meet AHJ code requirements		\$2,096,872	\$0.00
Green Trails		1) Replace HVAC Equipment - Replace exhaust fans EXF-001, -002, -004, -007 thru -010, -012; Replace outside air intake damper and louver HCS-001; Replace hot water boilers HWB-001 & -002; Replace hot water pumps HWP-001 thru -004; Replace gas fired rooftop HVAC units RTG-001 & -003 thru -005 2) Replace Electrical Equipment - Replace main electrical switchboard ESB-001 3) Replace Roofs - Replace roof area ROF-003 & -009; Replace skylights RSH-001 & -002 with Solatubes		\$1,255,593	\$0.00
Henry		1) Replace HVAC Equipment - Replace gas fired rooftop HVAC units RTG-003, RTG-006 thru -009; Replace electric rooftop HVAC single zone units RTE-003 thru -006 to electric rooftop HVAC unit and VAV system 2) Fire Sprinklers - Install fire sprinklers FSS-001 in the 1300 and 2300 wings		\$1,346,258	\$0.00
Highcroft Ridge		1) Replace HVAC Equipment - Replace electric rooftop HVAC units RTE-004 & -005 2) Replace Electrical Equipment - Replace main electrical switchboards ESB-001 & -002 3) Replace Pavement and Sitework Improvements - Replace sidewalks SID-002, -003, & -008		\$322,432	\$0.00
Oak Brook		1) Replace HVAC Equipment - Replace gas fired rooftop HVAC unit RTG-001 2) Replace Electrical Equipment - Replace electrical transformers TRX-001 thru -004 3) Replace Pavement and Sitework Improvements - Replace asphalt play area PAV-009; Replace wood retaining walls RET-004, & -006 thru -008; Replace concrete sidewalks SID-005, -006, -014, -015, -021, SID-022, -023, -024, -026, & -027 4) Renovations - Renovate nurse's area to meet district prototype		\$363,603	\$0.00

NOTE: Projects listed in this report are for long range planning purposes only. The list is subject to additions, subtractions, and priority changes as the needs and priorities of the district change.

BUILDING	PROJECT NUMBER AND NAME	PROJECT DESCRIPTION	CURRENT PLANNED CONSTRUCTION YEAR	COST PROJECTION	ACTUAL COSTS TO DATE
Pierremont		1) Replace HVAC Equipment - Replace gas fired rooftop HVAC units RTG-001 thru RTG-009 & -011 2) Replace Roofs - Replace roof areas ROF-003, -008, & -012		\$646,200	\$0.00
Transportation		1) Replace HVAC Equipment - Condensing Unit RCU-006, Gas Unit RTG-001 2) Replace Electrical Equipment - Lighting panelboard PLL-001 3) Replace Roofs - ROF-001 4) Replace Pavement and Sitework Improvements - Stairs EST-001		\$191,273	\$0.00
West High		1) Replace HVAC Equipment - Replace cooling only air handler HVAC unit AHC-001; Replace heating/cooling air handler HVAC units AHU-009, -011, & -012; Replace chillers CHR-001 & -002; Replace pool dehumidification unit PPU-001; Replace remote condensing unit RCU-001; Replace gas fired rooftop HVAC units RTG-001 thru -003 2) Replace cooling tower CTW-001; Replace chilled water pumps CWP-001 & -002 3) Replace Electrical Equipment - Replace main electrical switchboard ESB-001 thru ESB-004; Replace electrical panelboards PPL-005 & -006; Replace electrical transformers TRX-001, -002, -005 through -007, -010, -012, 013, -016, -017, -019, -020, & -022 thru -025 4) Replace Roofs - ROF-028 5) Replace Pavement and Sitework Improvements - Replace parking lots & drives PAV-018; Replace exterior stairs EST-005, -008, -010, & -013 6) Renovations - Renovate fine arts area and renovate locker bay area on 3rd floor to make additional classrooms		\$5,013,557	\$0.00
District Wide		1) Replace flooring based upon age and condition at various buildings through summer 2022		\$450,000	\$0.00
District Wide		1) Replace wood gym floors and replace bleachers (South Middle - RM1600 Bleachers, NHS - RM1400 (Gym A) Bleachers, SHS - RM1901 (Gym A) Bleachers)		\$1,152,662	\$0.00
<b>PROJECT TOTALS</b>				<b>\$112,704,682</b>	<b>\$25,536,474.74</b>

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

## **GLOSSARY**

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

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

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

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

**ADA** – See Average Daily Attendance.

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

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

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

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

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

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

**ASBO** – See Association of School Business Officials International.

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

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

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

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

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

**BASIC FORMULA** - Amounts received from the State Foundation Formula.

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

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

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

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

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

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

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

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

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

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

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

**COBRA** – see Consolidated Omnibus Budget Reconciliation Act.

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

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

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

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

**CSIP** – see Comprehensive School Improvement Plan.

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

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

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

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

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

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

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

**DESE** – See Department of Elementary and Secondary Education.

**DISBURSEMENTS** – Payments in cash. See also Cash.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

**GASB** – See Governmental Accounting Standards Board.

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

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

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

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

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

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

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

**LEA** – see Local Education Agency.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**PUBLIC SCHOOL AND EDUCATION EMPLOYEE'S RETIREMENT SYSTEM**

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

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

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

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

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

**RECEIPTS** – This term means cash received. See Revenues.

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

**REFUNDING BONDS** – Bonds issued to pay off outstanding bonds.

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

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

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

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

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

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

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

**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.