

# Beaufort County School District

Beaufort, South Carolina



**For The Fiscal Year Ending  
June 30, 2020**

Dr. Frank Rodriguez , Superintendent • [beaufortschools.net](http://beaufortschools.net)



Beaufort County School District  
Beaufort, South Carolina  
Approved Budget

For The Fiscal Year Ending  
June 30, 2020

Prepared By:

The Finance Department  
Dr. Frank Rodriguez, Superintendent



## **Beaufort County School District**

### **Mission/Vision Statement**

#### **Mission**

The Beaufort County School District, through a personalized learning approach, will prepare graduates who compete and succeed in an ever-changing global society and career marketplace.

#### **Vision**

We will work with families and our diverse community to ensure that students perform at an internationally competitive level in a learning environment that is safe, nurturing and engaging.



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## Section - I

### Introductory Section



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# ***Beaufort County School District***

## ***2020 Board Members***

### **Cathy Robine**

#### **Vice-Chair**

District 8 (Term 2019-2022)

54 Ribaut Dr.  
Hilton Head Island, SC 29926  
610-888-5296

### **Christina Gwozdz**

#### **Chair**

District 9 (Term 2017-2020)

77 Gascoigne Bluff Rd.  
Bluffton, SC 29910  
843-636-8555

### **William Smith**

#### **Secretary**

District 3 (Term 2019-2022)

164 Ball Park Road  
St. Helena Island, SC 29920  
843-441-4993



### **Rachel Wisnefski**

District 7 (Term 2019-2022)

129 Planter Row Ct.  
Bluffton, SC 29910  
843-941-9535

### **Richard Geier**

District 5 (Term 2019-2022)

32 Petigru Dr.  
Beaufort, SC 29902  
843-411-6683

### **Melvin Campbell**

District 10 (Term 2019-2022)

546 Spanish Wells Rd.  
Hilton Head Island, SC 29926  
843-941-9858

### **Patricia Fidrych**

District 4 (Term 2019-2022)

1014 12<sup>th</sup> Street  
Port Royal, SC 29935  
843-441-0552

### **John Dowling**

District 6 (Term 2017-2020)

27 Cypress Run  
Bluffton, SC 29909  
(H) 843-290-8068

### **David Striebinger**

District 2 (Term 2019-2022)

161 Sea Pines Drive  
St. Helena Island, SC 29920  
843-694-7743

### **JoAnn Orischak**

District 11 (Term 2017-2020)

29 Long Brow Road  
Hilton Head Island, SC 29928  
843-338-1737

### **Earl Campbell**

District 1 (Term 2017-2020)

P.O. Box 768  
Lobeco, SC 29931  
843-476-7512

## **BEAUFORT COUNTY SCHOOL DISTRICT**

### **Administrative Office**

2900 Mink Point Boulevard  
Beaufort, South Carolina 29902

### **Senior Management**

Dr. Frank Rodriguez	Superintendent
Ms. Wendy Cartledge	Chief Legal Services Officer
Dr. Mary Stratos	Chief Instructional Services Officer
Ms. Tonya Crosby, CPA, CGFO	Chief Financial Officer
Mr. Robert Oetting	Chief Operations Officer
Ms. Alice Walton	Chief Administrative and Human Resource Services Officer

### **Officials Issuing Report**

Mr. William Saunders Jr., CPA, Financial Services Officer  
Mr. Louis Ackerman, Budget Analyst



## Executive Summary



The Beaufort County School District (BCSD) is pleased to present the FY 2020 Adopted Budget. This budget has been prepared in accordance with state regulations and local policies covering the twelve-month period from July 1, 2019 through June 30, 2020.

This document is the District's financial plan that will guide the Board staff and stakeholders in working toward the District's commitment to "ensure excellence in education for every learner that prepares each with the knowledge, skills and personal responsibility to succeed in a rapidly changing global society."

### Introduction

The District is proud to publish and disseminate budget information to the Board and our community. This budget permits the District to continue its progress toward its strategic goals for improving student success in Beaufort County and to focus on its priorities of maintaining classroom momentum, maximizing resources, and minimizing tax increases.

The development, review, and consideration of the 2019-2020 Budget (the General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund, and Food Service Fund) was completed with a review of every budget and how it met the objectives of the District's Strategic Plan. Information on each of these funds is included in this document.

This budget document and the year-end Comprehensive Annual Financial Report (CAFR) are the primary sources used to present the financial plan and the results of programs and services of the District. The objective of this document is to provide transparency to the public about the District's financial plans and how they relate to the strategic goals. It represents the balance between the resources provided by the local, state, and federal sources and the educational needs of students.

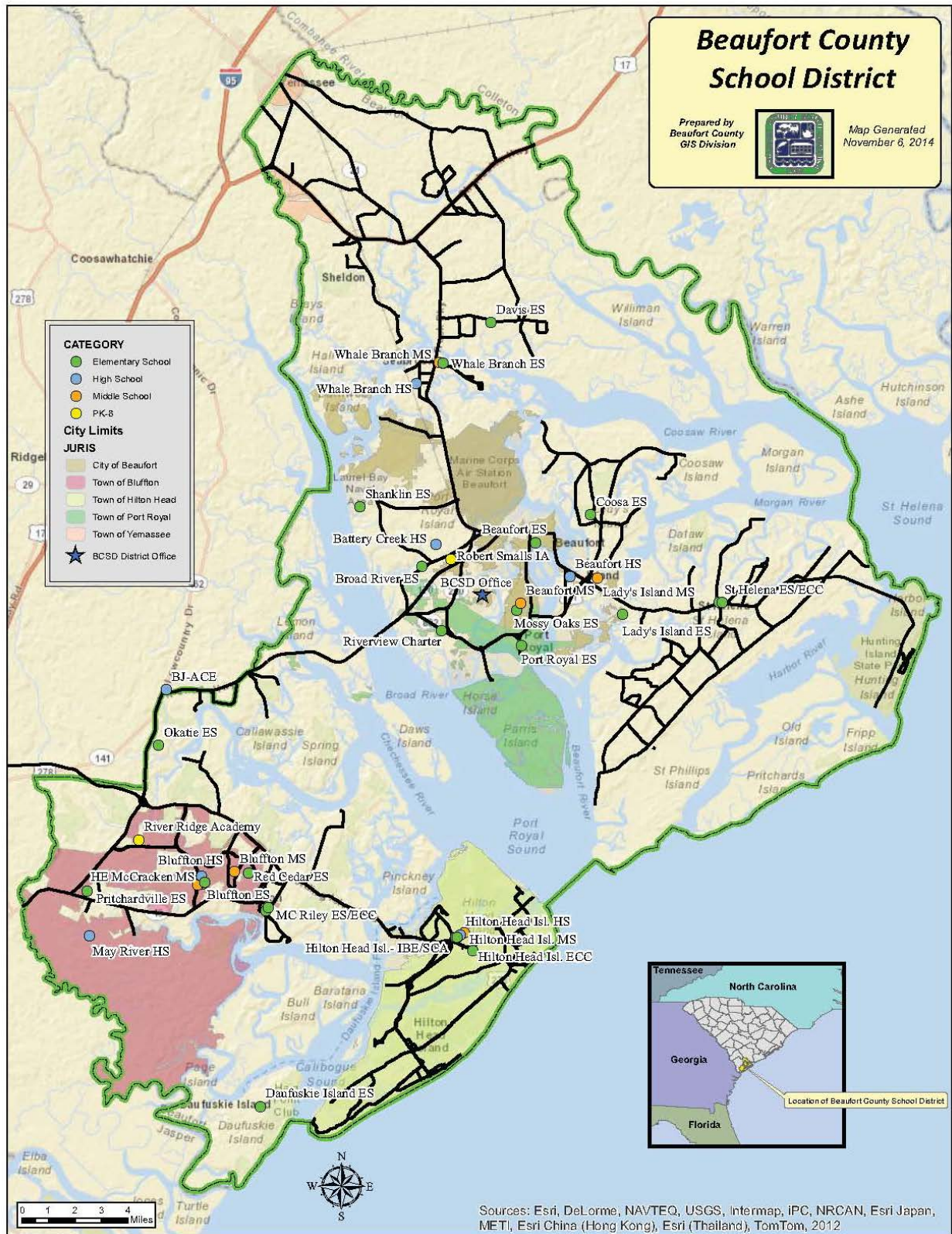
## How this Document is Organized

The organization of this budget document fulfills several needs. First, the budget document provides transparent information on the resources needed to fulfill the organization's goals and beliefs. It is organized in a manner intended to enhance the reader's understanding of the Beaufort County School District's budget development, policies, management and processes and to foster community involvement in the budget process. It functions as a policy document, an operations guide, a financial plan, and as a communications device. The document contains the four major sections listed and defined below.

- The **Introductory Section** contains an overall view of the approved budget along with the *Executive Summary*. It also includes *The Strategic Plan* which explains the priorities set by the Board of Education and strategy to achieve success. A summary of accomplishments highlights the prior year's activity.
- The **Financial Section** includes an organizational chart, fund description and structure along with budget data in both summary and program levels for the General Fund and a *Comprehensive Budget Report* of all District funds. This section provides information on the General Fund, the Special Revenue Funds, Education Improvement Act (EIA) Funds, Debt Service Fund, Capital Projects Fund, Food Service Fund, Internal Service Fund and the Pupil Activity Funds. It includes financial policies and a description of the budget process. Information on fund balance, revenue trends and expenditures are included in this section.

The **Capital Section and Debt Service Section** include information about the District's ongoing capital projects, funded through bond referenda and under the 8% constitutional debt limit.

- The **Organizational Section** includes a description of the organization's departments along with positions summaries and departmental breakdowns.
- The **Informational Section** includes the following information of interest to District stakeholders:
  - Demographic Statistics
  - Principal Property Tax Payers
  - School Building Information
  - Property Assessment Information
  - List of Acronyms
  - Glossary



Beaufort County School District, 2019-2020 Budget

## Facts About Beaufort County School District

The Beaufort County School District is the 10<sup>th</sup> largest school district in South Carolina. It serves 22,503<sup>1</sup> students in Beaufort County, which includes the City of Beaufort, Town of Hilton Head Island, Town of Bluffton, and Town of Port Royal among many others. Nestled between Charleston, South Carolina and Savannah, Georgia, Beaufort County is composed of hundreds of barrier and sea islands and its warm climate, pristine beaches and vibrant culture attract many people to the area.

The School District operates 32 schools, one charter school and a vocational school. It provides a program of public education from pre-kindergarten through grade twelve. In addition to the regular educational programs, the District offers programs in areas such as vocational education, adult education, career and technology education, aeronautics and engineering, STEM, International Baccalaureate program, Advanced Placement, Montessori, Mandarin Chinese, and early college high school.

The Beaufort County School District is governed by an 11-member elected board. Working within state laws and federal guidelines, the school board determines educational policy, employs the superintendent, authorizes the employment of all certified personnel on the recommendation of the superintendent and approves the annual operating, debt and capital budgets.

Board of Education members represent the electoral district in which they live and serve four-year terms on a staggered basis. Following each November election, the board meets in January to elect a chairman, vice chairman and a secretary, who serve in these positions for two years. Board members are paid for their service.

The District does not have fiscal autonomy from Beaufort County Council. The County Council reviews the proposed annual budget for reasonableness, approves the expenditure budget and levies the mills necessary to insure sufficient tax revenue is generated.

As one of the largest employers in Beaufort County, SC, the District employs approximately 2,800 people (including part-time employees). In addition, the District contracts several major services: food service, facilities maintenance, custodial maintenance, grounds maintenance and substitute teachers.

The region's major economic drivers continue to be tourism and the military, which in turn support a range of industries such as hospitality, arts and culture, retail, real estate, construction, healthcare and recreation.

In July of 2019, the Board of Education hired Dr. Frank Rodriguez as superintendent for the Beaufort County School District. Dr. Rodriguez is an experienced administrator who has served the South Florida education community in a variety of capacities: as a secondary Social Studies teacher; as a program coordinator for the Florida Department of Education; and in the Palm Beach County schools as an elementary and secondary principal, Area Director of Transformation Schools, Assistant Superintendent over six district departments, Area Superintendent and as a Regional Superintendent.

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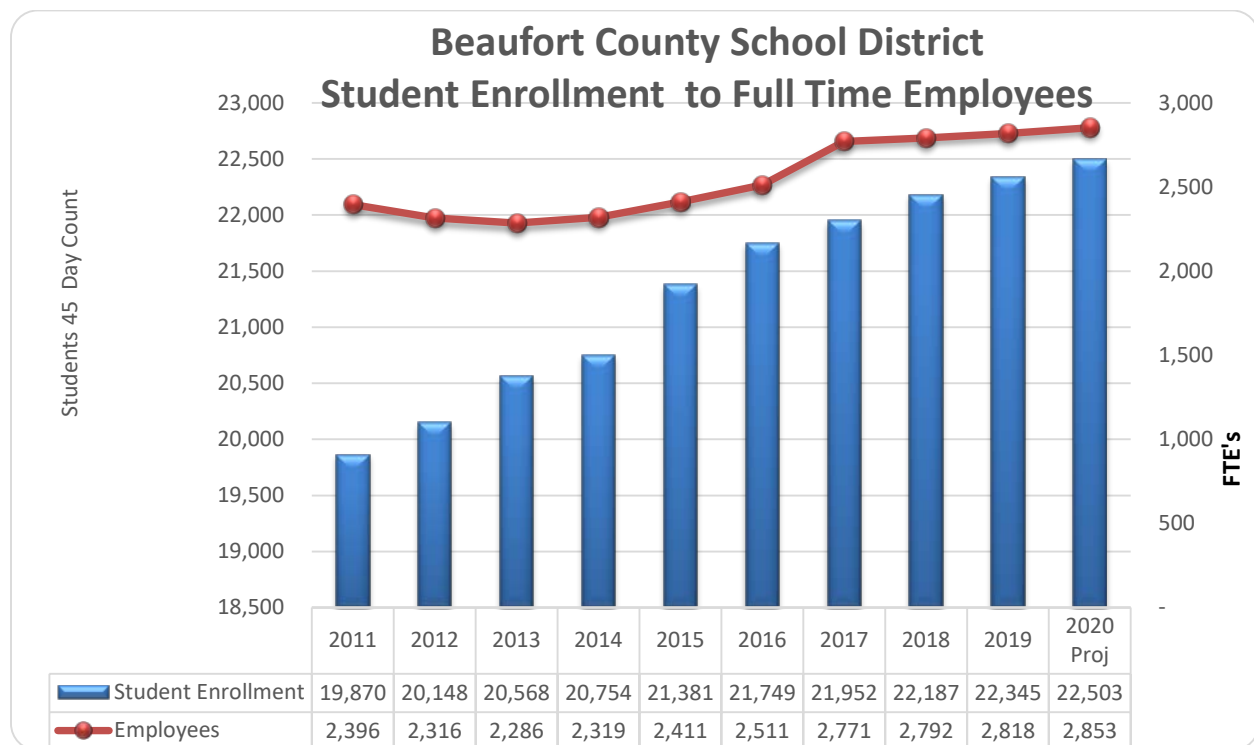
<sup>1</sup> 2019-2020 projected enrollment

## Population

According to the 2018 Census estimates, Beaufort County ranks as the 10<sup>th</sup> most populous county in the state. Greenville County holds the 1<sup>st</sup> place followed by Richland and Charleston County. The Town of Bluffton continues to be the fastest growing area of the County. The population is expected to grow and continue to derive economic benefits from the tourism industry and the presence and expansion of its military facilities.

## Student Enrollment

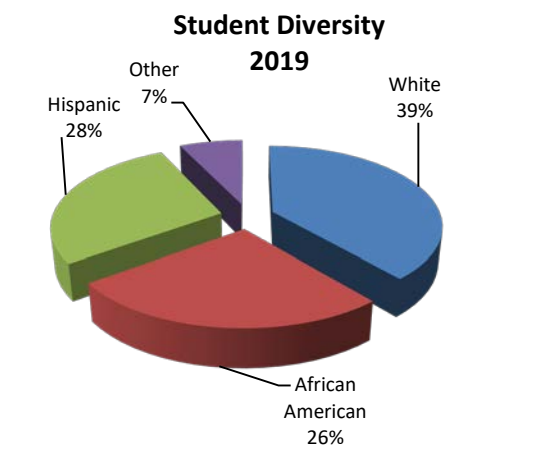
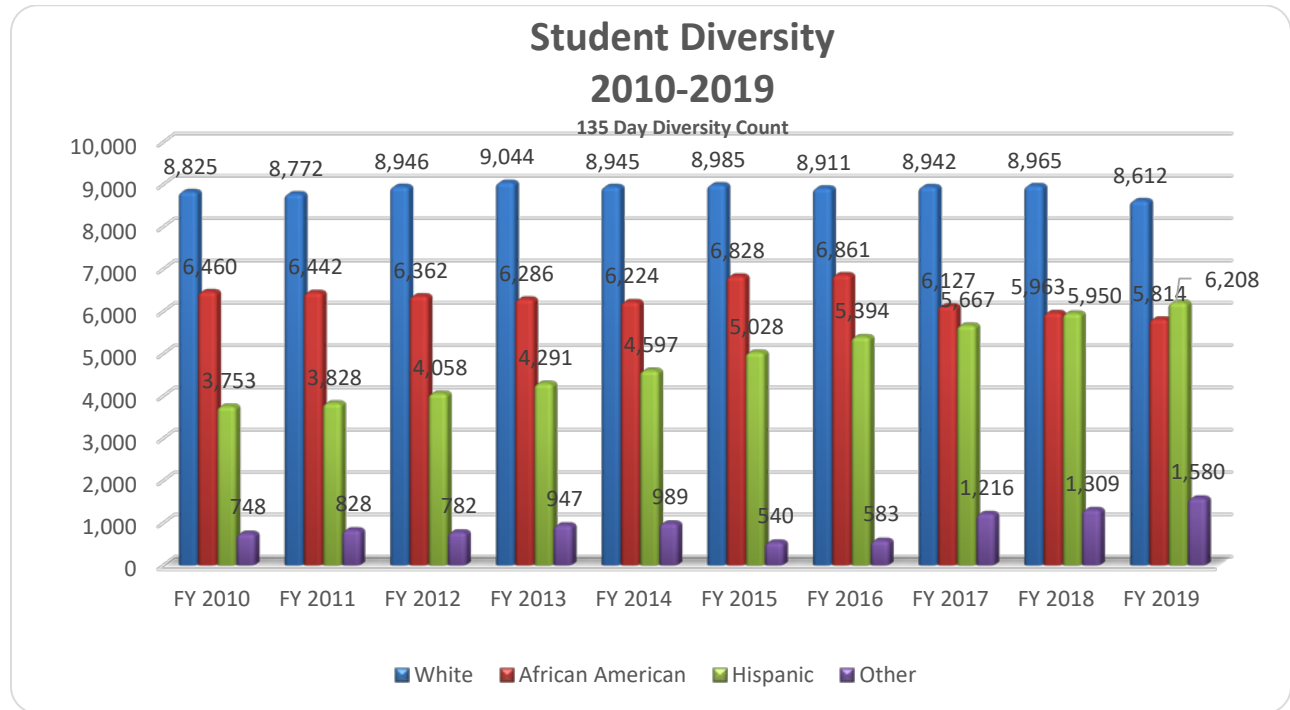
Student enrollment continues to show steady increases over the last several years. BCSD is budgeting conservatively for 22,503 students in FY 2020 and has increased staff for FY 2020 to meet the growing student enrollment. The graph below depicts the trends of student enrollment and full time employees over a 10-year period. Student growth over this period is 13.3%.





## Student Diversity

Beaufort County School District has a diverse population of students. This diversity allows its students to develop an understanding of the perspectives of people from different backgrounds and learn to function in multicultural, multiethnic environments. Yet, as schools become more diverse, demands increase to provide services that help all students succeed academically. The graph below shows the progression of students by ethnicity over the last ten years. Other includes students claiming two or more races.



From 2010 to 2019, the Hispanic population has increased from 19% to 27.9% of the total population. This represents a growth of 65.4% over the past ten years. Many of these students are English Language Learners who require specialized instruction and smaller class sizes. The adjacent graph represents the student diversity of the School District. Based on historical data, the administration anticipates an increase of 5% in the Hispanic population in FY 2020. Most of this growth is seen in the Bluffton and Hilton Head Island communities.



## Budget Development Process

Many rules and laws govern the budget process for the School District. The extensive process begins as soon as the previous year's budget ends. The District expresses its financial plan through three types of budgets: the operating budget, the capital budget and the debt service budget.

Operating budget (or General Fund Budget) - a budget for the provision of annual resources to support the general operations of the District

Capital budget - a budget for the provision of necessary sites, buildings, major improvements and equipment

Debt Service budget - a budget for the provision of principal and interest payments on outstanding debt

The General Fund and the Debt Service Fund are the only funds appropriated by the Beaufort County Council. The budget must be certified by the Board and approved by Beaufort County Council by June 30 of each year. The Board of Education is involved at the very beginning of the process, and community discussions are held each year to encourage community input in the process. Final mill setting occurs in late June at final reading.



## Budget at a Glance

The 2019-2020 Comprehensive Budget includes multiple funds, totaling \$392 million. The following chart provides all expenditure budgets by fund.

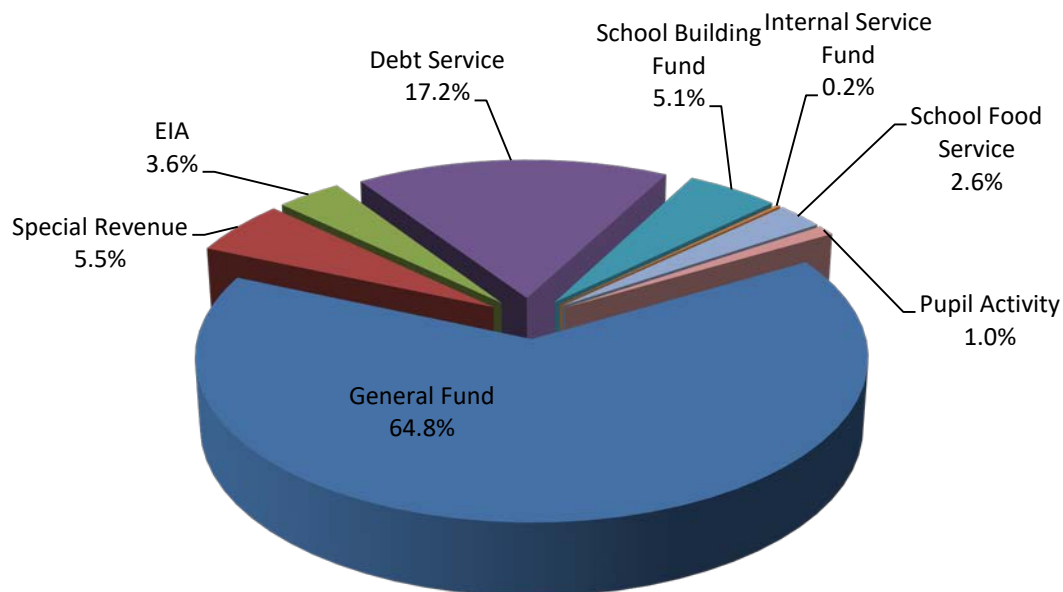
	2018-2019	2019-2020	Change
	Approved Budget	Approved Budget	
<b>Comprehensive Budget (Total)</b>	<b>\$376,144,074</b>	<b>\$392,389,225</b>	<b>\$16,245,151</b>
General Fund	241,317,106	254,297,442	12,980,336
Special Revenue Funds	19,691,260	21,383,932	1,692,672
Education Improvement Act Funds	14,349,263	14,236,531	(112,732)
Debt Service Fund	57,528,426	67,557,710	10,029,284
School Building Fund	29,270,000	20,000,000	(9,270,000)
Internal Service Fund	900,000	900,000	-
School Food Service Fund	10,074,720	10,086,865	12,145
Pupil Activity Fund	3,013,299	3,926,745	913,446
Millage required for General Fund	104.6**	114.0	9.4
Millage required for Debt Service	31.7	31.7	-
Total Millage Required	136.3	145.7	9.4
Projected Student Enrollment	22,345*	22,503	158

\*Actual 2018-2019 45 day count

\*\* Reassessment 2018-2019

### Overview of all Fund Revenue FY 2020

**Total = \$392,389,225**



# Overview of Funds

## Governmental Fund Types

### General Fund - \$254,297,442

The General Fund is the general operating fund of the School District and accounts for all revenues and expenditures except those required to be accounted for in another fund. All general tax revenues and other receipts that are not allocated by law to other funds are accounted for in the General Fund. General operating expenditures and the capital improvement costs that are not paid through other funds are paid from the General Fund. This is a budgeted fund and the unassigned fund balance is considered a resource available for use. The expenditure budget of \$254,297,442 reflects a 5.4% increase over the FY 2019 budget.

### Special Revenue Funds - \$21,383,932

Special Revenue Funds are budgeted funds used to account for financial resources provided by federal, state, and local projects and grants. Revenue from specific sources is legally restricted to expenditures for specified purposes. Each specific fund has defined objectives and responsibilities required by the funding source. These funds include but are not limited to Title I, Special Education, Adult Education, and Medicaid. The special revenue budgets are amended on a frequent basis because of timing of the receipt of funds. An increase of \$1,692,672 is expected in FY 2020, representing minimal increases in state and federal funding for the new year and two additional federal grants. Special Revenues either fully or partially fund programs such as Special Education, Summer Reading Camp, Summer School, Literacy, and many others.

### Education Improvement Act - \$14,236,531

The Education Improvement Act (EIA) provides funding from the state through sales tax revenues. It includes but is not limited to At Risk Funds, Aid to Districts funds, National Board Certified Teacher funding and pre-school programs. Since this source of funding is derived from sales tax, it is particularly volatile and is historically the target of budget reductions. A decrease of \$112,732 is expected in FY 2020 primarily due the loss of Aid to District Technology funding.

### Debt Service Fund - \$67,557,710

The Debt Service Fund, a budgeted fund, is used to account for the accumulation of resources for, and payment of, all long-term debt principal, interest and related costs associated with the issuance of general obligation bonds for capital projects. The primary



financing source for this fund is county property taxes. The \$10 million increase in debt service is primarily due to an increase in principal and interest payments in order to utilize existing fund balance.

#### School Building Fund (or Capital Projects Fund) - \$20,000,000

The School Building Fund is used to account for financial resources to be used for land acquisitions, school construction, equipping, and renovation of all major capital facilities. The funding comes primarily from the sale of general obligation bonds, either through bond referendum or 8% funds. There is currently no state funding for capital projects in South Carolina. Estimates of capital expenditures are based on the board approved 8% project for FY 2020.

### **Proprietary Fund Types**

The District's proprietary funds include School Food Service and the Internal Service Fund.

#### Internal Service Fund - \$900,000

The Internal Service Fund was established in FY 2006 to manage the insurance and risk management needs of the District. Transfers from the General fund are made at fiscal year-end based on savings in General Fund insurance budgets and have accumulated to a level that is sufficient to support the School District's outstanding insurance claims.

#### School Food Service Fund - \$10,086,865

The School Food Service Fund is used to account for the financial resources provided by state and federal agencies in addition to payments from students and adults for breakfast and lunch programs. In this fund, payments for food, the contracted services of the School District's vendor and other costs relating to the provision of meals are included.

### **Fiduciary Fund Types**

#### Pupil Activity Fund - \$3,926,745

In a Fiduciary Fund the School District acts as a trustee, or fiduciary, for assets that belong to others. The School District is responsible for ensuring that the assets reported in these funds are used only for their intended purposes and by those to whom the assets belong. The School District cannot use these assets to finance its operations. The School District's Pupil Activity Fund is the only fiduciary fund. It is an unbudgeted fund, and it accounts for the receipt and disbursements of funds related to student activity organizations.



## Priorities

The FY 2020 budget was built with the following priorities in mind:

- 1. Enhance safety and security procedures at all schools** - The safety of students and staff continues to be the district's No. 1 priority, and a number of additional measures were implemented for the 2018-19 year and will continue into 2019-20. The number of required "active-shooter drills" conducted in cooperation with law enforcement was increased from one per year to three per year. The district added a [School Resource Officer](#) at Beaufort Elementary School for additional school protection.
- 2. Students performing on grade level in all subjects by third grade** – The School District has committed to sustaining the expansion of our Pre-kindergarten program. The ultimate goal was to serve all four-year old children in Beaufort County. Additionally, reading intervention teachers will be used to focus on literacy for grades kindergarten through 2nd grade. [Summer Reading Camp](#) will include all elementary students who are not substantially "on grade level" reading proficiency. [Literacy Coaches](#) or [State Reading Coaches](#) are present in every elementary and middle school to train teachers on effective teaching strategies.
- 3. Recruit and Retain quality teachers and administrators in every classroom and building** - The School District has established a [recruitment model](#) that will be essential to attracting and retaining high quality staff in upcoming years. The School District partners with outside organizations to recruit teachers in high needs areas. The District's "[Leadership Institute](#)" was also designed to provide aspiring school principals with increased school leadership capacity. Retention efforts have been addressed with the provision of a progressively increasing [locality supplement](#) for teachers. The teacher supplement in the FY 2020 budget remains at \$5,000. The administrator and classified supplement remains at \$1,500 for this budget year.
- 4. Support choice opportunities for parents in each attendance area** - School communities began to offer choice options for all schools in 2015-2016. Fifteen approved curriculum options are offered such as [International Baccalaureate](#), [Classical Studies](#), [Language Immersion](#), [Leader in Me](#), and [Montessori](#), among others. Choice options are being offered in several schools for the 2018-2019 school year which largely include [Career and Technology Education \(CATE\) programs](#). The construction of two CATE centers in 2017, one at Battery Creek High School and another at the new May River High School started offering programs such as culinary arts, agriscience, welding, automotive technologies, and public safety/law enforcement. Hilton Head Island High School also offers culinary arts.
- 5. Support Technology Initiatives for student learning** - The Connect2Learn initiative provides an opportunity for mobile devices to be placed in the hands of all students in grades K-12. The District extended learning for all students in grades K through 12 outside of the school building by taking their devices home each day. A commitment to maintain this initiative will give students access to information, allow them to think critically, problem solve, collaborate and create while learning to safely, ethically, and effectively utilize 21<sup>st</sup> century tools.

6. **Continue current initiatives which have a positive impact on student learning outcomes** – The District focus is on further implementation of the essential curriculum framework, courses and resources. The curriculum includes English Language Arts, Mathematics, Science, Social Studies, World Language, Visual and Performing Arts/Physical Education and Health, Career and Technology Education. The curriculum is structured for early childhood - K, 1<sup>st</sup> – 5<sup>th</sup> grade, 6<sup>th</sup> – 8<sup>th</sup> grade and 9<sup>th</sup> – 12<sup>th</sup> grade with each framework or course having a demonstrated outcome.

Many of these priorities were established in prior budget years and our Board wants to remain consistent and focused on these core goals. Making changes to meet these priorities requires multi-year planning and implementation. As initiatives are implemented that have a direct impact on instruction, the School District continues to find ways to maximize resources to support these efforts.

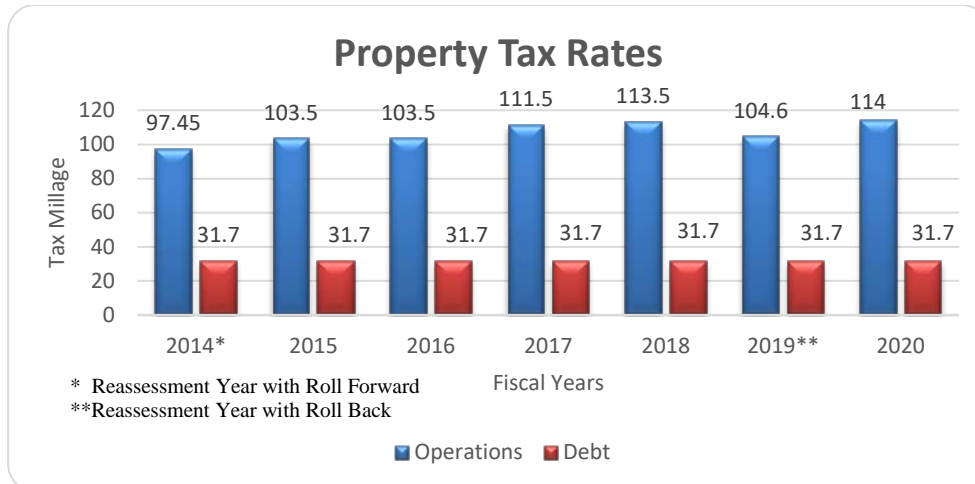
## **Impact on the Taxpayer**

During times of a stabilizing economy, the School District strives to hold tax increases at a minimum. This has been difficult due to state mandated cost increases on an annual basis. The School District is also facing consistent enrollment increases which has created a need for additional schools. With new schools, comes unavoidable operating cost increases. We will continue to work toward balancing the needs of the taxpayers with those of the growing number of students in order to maintain a stable financial position and to accomplish the School District's overall mission.

### **Millage Levy**

State law mandates a property reassessment every 5 years. In tax year 2018, the reassessment resulted in an overall increase in assessed value, presenting a need for a roll back of the operating millage in FY 2019. Operating millage was rolled back 8.5% to 104.6 mills which resulted in an estimated \$9.2 million shortfall in tax collections for FY 2019. County Council has approved a 9.4 mill increase in the millage rate for FY 2020, which is the maximum allowed by state law and utilized all "lookback" millage available to the District. The Board requested an additional 6.6 mills as allowed by state law to address "the deficiency of the preceding year". The request was made in September of 2019, but the motion was not passed by Beaufort County Council. Debt service mills remained constant at 31.7 mills for FY 2020. Following is a graph of property tax millage for Beaufort County School District over a seven-year period:





## Issues Impacting the FY 2020 Budget Year

### Legislative Issues

#### Governor's Education Initiative

##### Act 388

The effects of Act 388, signed into law in June of 2006, continue to impact Beaufort County School District. Non-owner occupied homes have decreased because owners are changing residency status in order to avoid paying for school operations property taxes. The revenue previously generated cannot be regained under the current legislation.

In addition to eliminating property taxes from owner-occupied residences, effective in FY 2007-2008, this same legislation established an annual millage increase limit for all local governments and school districts based on the most recent CPI increase plus the percent growth in county population over the previous year. Permission from the governing authority (County) must be granted to increase millage. Under state statute, Districts who do not utilize the millage cap can bank the increases for three years. Districts may utilize this "lookback provision" and may add to the operating millage an amount not previously imposed for the three property tax years preceding the year to which the limit applies. Beaufort County School District utilized this provision in FY 2015, FY 2017 and FY 2020.

#### Index of Taxpaying Ability

In conjunction with the property tax relief constraints, the current Educational Finance Act (EFA) funding established in 1977 severely limits the funding Beaufort County receives due to a formula base that is based on assessed value. Our County is perceived to be one of the wealthiest in the State based on our assessed value; therefore, Beaufort County continues to receive the lowest percentage of state support for EFA funding in the state. After a period of several years in which the School District received no EFA funds, in FY 2017, the School District began to minimally benefit from this revenue source due to a drop in assessed value during reassessment and an increase in enrollment. FY 2020 EFA funding for the District is projected to increase by about \$.5 million from the FY 2019 amount.

Under these legislative constraints, along with the other state and federal mandates imposed, our District continues to be challenged to maintain our current level of operation. The School District must continue to make decisions that keep costs low to avoid using the fund balance.

## **Economic Conditions**

The School District receives approximately 60% of its operating budget from Beaufort County property taxes. The remaining 37% is received from the State and 3% other sources; 49% of which is funded through sales tax reimbursement as a part of Act 388. Prior to enactment of Act 388 in 2006, our local support was as high as 91%. Any fluctuations in the economy could have a direct impact on educational funding. Because of this it continues to be important to pay close attention to revenue streams in fiscal year 2020 and future years to determine whether cost reductions will be required in the event revenues drop below budget.

Approximately 60% of the District's tax base is composed of Hilton Head Island, a popular destination for repeat annual visitors who either own a second home or consistently vacation on the island over consecutive years. The area is also home of the RBC Heritage Golf Tournament, an official PGA Tour event. Held annually since 1969, the tournament is hosted at Harbour Town Golf Links in April of each year and generates more than \$102 million into the State of South Carolina's economy attracting nearly 135,000 visitors annually.

The District also continues to derive economic benefits from the presence and expansion of military facilities, including the U.S. Marine Corps Recruit Depot, the Marine Corps Air Station and the Beaufort Naval Hospital. Currently, the Marine Corps Air Station-Beaufort employees 7,253 Marines, Sailors, civilian and contract personnel in support of Marine Air Group 31. Its component squadrons and tenant units are readily deployable. At the U.S. Marine Corps Recruit Depot, there are over 6,130 military and non-military personnel in our local areas supporting over 19,000 recruits per year. In 2017, approximately 66,600 people visited Parris Island. According to a 2017 study performed by the University of South Carolina's Moore School of Business entitled "The Economic Impact of South Carolina's Military Community: A Statewide and Regional Analysis," the total economic impact of these three military installations on Beaufort and neighboring Jasper counties was \$2.3 billion and supported 19,060 jobs generating \$1.0 billion in labor income.

In 2009, Beaufort City Council signed a resolution supporting the Department of Defense's proposal to locate up to 11 joint strike fighter jets at the Air Station beginning in 2013. Because the U.S. Marine Corps is concentrating its training for pilots and crews of the F-35B Joint Strike Fighter at Beaufort, additional families with school-age children are moving into the area.

Tourism is a major industry in Beaufort County. According to the Economic and Fiscal Impact Analysis entitled "Estimated Impact of 2018 Tourist Spending on Beaufort County, South Carolina," tourists spent approximately \$1.48 billion in Beaufort County and created over 16,500 jobs, representing approximately 15.1 percent of all jobs in Beaufort County.

The county's unemployment rate at 3.3% was below the State of South Carolina's rate of 3.6% as of June 2019, signaling better unemployment conditions than most counties in the state. The rate has continued

to drop over the past few years. The presence of military bases and the rebound of the tourism industry have contributed to this low rate.

Major taxpayers in the County remain virtually unchanged, with the top ten taxpayers including four local utility companies and major resorts. The County has a HUD median family of four's income of \$60,603 as of 2017. This income level continually ranks the County as one of the highest in the State and is above national levels.

Tourism, military, and supporting industries have contributed to robust job growth in the county – with total employment expanding by over 30% in the 10 years through 2019. Discussions with local governments, developers, real estate professionals, planners, etc. and relevant data indicate that the economy will continue to recover at a steady pace. As the local economy continues to recover, the growth rate of the area will need to be continuously monitored to assess the impact of the growth on the area and how it affects our schools for future need. Per U.S. Census data for the town of Bluffton, estimated population growth from 2010 to 2018 is 76.9% making it one of the fastest growing communities in the nation. These conditions have a financial impact on our community and schools. Economic conditions and outlook of the county and state play a substantial role in the financial condition of the District. Close attention to revenue streams must be paid in FY 2020 and future years.



## FY 2020 General Fund Highlights

This FY 2020 budget represents a balance between keeping momentum in student achievement and minimizing tax payer impact. Local tax revenues for FY 2020 are based upon a millage rate of 114.0. This represents an increase of 9.4 mills from the prior year. The millage increase was required to address an estimated \$8.7 million property tax collections shortfall in FY 2019. The shortfall is primarily due to the value of a mill being overestimated during reassessment which resulted in an excessive rollback in the millage rate. Unexpected levels of shifts of 6% to 4% properties also contributed to the shortfall. The FY 2019 local property tax millage rate was decreased by 8.9 mills due to a county wide reassessment. For FY 2020 County Council has approved a 9.4 mill increase, the maximum increase allowed by State law. This millage increase will utilize and exhaust all “lookback” millage available to the District under state law. This will increase the total operational millage for the District to 114.0 which is projected to yield \$149.7 million in revenue. The District requested an additional 6.6 mills as allowed by state law to address “the deficiency of the preceding year”. The additional 6.6 mills request was not approved by Beaufort County Council in September for 2019.

## Historical Effects on the Budget

Student enrollment has increased by 16.3% since 2009 (from 19,349 to 22,503) and five new schools were built to accommodate the growth. The additional growth has resulted in an increase of almost \$83 million in the General Fund budget over the last ten years even though \$22.9 million were cut between 2010 and 2013 to offset mandated increases by the State and other contractual requirements. During that period almost 200 positions were eliminated to balance the budget, and one elementary school was closed. Since 2013, the School District has been forced to increase staff to meet the needs of growth in student enrollment. Due to the FY2019 shortfall in tax revenue, the Board was faced with some difficult decisions to balance the FY2020 budget. Budget cuts of \$2.7 million of positions, travel, professional development and instructional software were made to offset other necessary increases in the budget. Major increases and decreases in the FY 2020 are summarized as follows:

<b>Budget Increases/(Decreases)</b>	
Increases due to state/federal mandates	10,829,475
Increases due to enrollment growth	2,158,776
Operational Increases	99,420
Other Increases	2,590,406
Major Decreases	<u>(2,697,741)</u>
Change in Budget	\$12,980,336

## Details of Budget Increases/(Decreases) 2019-2020

### Increases due to state/federal mandates

	<u>Amount</u>
Salary step increase for certified staff	\$ 1,951,523
Cost of living increase-all certified staff (4%)	4,804,925
Retirement increase	2,036,717
Health/Dental insurance increase	1,111,180
4 Special Education teachers & 4 assistants	426,000
7 ESOL teachers	499,130
Total Increases due to state/federal mandates	<u>\$ 10,829,475</u>

### Increases due to enrollment growth

16.5 Teachers	\$ 1,171,500
6 Teachers for additional growth	387,780
Charter School Allocations (+19 students)	529,206
1 Guidance Counselor	70,290
Total Increases due to enrollment growth	<u>\$ 2,158,776</u>

### Operational Increases/(Decreases):

Maintenance	\$ 75,333
Custodial	104,338
Grounds	128,774
Transportation (cameras & radios purchased in the prior year)	(89,200)
Telecommunications	(66,428)
Other	(53,397)
	<u>\$ 99,420</u>

### Other Increases:

Step increase for classified and administrators	\$ 907,411
COLA-classified and administrative staff (2%)	1,049,469
Salary increase for bus drivers (10%)	294,783
Athletics (Phase 1 of 3)	311,248
Human resources (background checks, legal, etc.)	27,495
Total Other Increases	<u>\$ 2,590,406</u>

## Decreases:

25 Computer Lab Assistant positions	\$	(745,000)	
2 Assistant Principal positions		(213,000)	
Summer Institute		(500,000)	
BJACE Vocational Allocation Adjustment		(25,807)	
Property Insurance		(30,715)	
Security (handhled detectors purchased in the prior year)		(90,200)	
Montessori training		(20,000)	
Miscellaneous		(37,000)	
Travel (10%)		(380,216)	
Reduce 15 day enrollment differential by 50%		(32,000)	
Drug testing		(18,875)	
School supply allocation		(109,000)	
Athletic supplies		(16,000)	
School Board - miscellaneous		(4,000)	
School Board - out of state travel		(20,957)	
School Board - in state travel		(2,725)	
Copier cost		(256,466)	
Move 1 Ed Tech Coach to Special Revenue		(90,451)	
Freeze non-classroom vacant positions		(339,504)	
Instructional software		(159,000)	
Salary increase - data clerks		290,093	
Miscellaneous		103,082	
Total Decreases			<u>\$ (2,697,741)</u>

## Grand Total

**\$ 12,980,336**





## General Fund Long-Term Budget Projection

Below is a summary of the District's 5-year budget projection. Many assumptions are made as we predict future revenues and expenditures. Additional revenues are needed in FY 2020 and beyond to support the projected expenditures and keep the fund balance inside of the Board's desired target of 15% to 17%.

### Budget Projection-General Fund FY 2020- FY 2024 (\$ in millions)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>Expenditures:</b>					
Salaries	143.2	150.1	156.7	163.4	170.6
Benefits	58.2	60.1	63.2	67.0	71.6
New Students	1	1.1	1.1	1.1	1.1
Supplies	12.6	12.7	13.0	13.1	13.2
Repairs and Renewals	32.8	33.0	34.0	34.3	34.6
Charter School Allocation	6.4	6.6	6.7	6.9	7.1
Total Expenditures	254.2	263.6	274.7	285.9	298.3
Increase/(Decrease)	5.3%	3.7%	4.2%	4.1%	4.3%
<b>Revenues:</b>					
Taxes	150.5	153.5	156.6	159.7	162.9
Additional Revenue Needed*	1.1	7.5	12.8	19.0	26.0
Other Local Revenue	1.1	1.5	1.5	1.5	1.5
State	93.3	95.2	97.1	99.0	101.0
Federal	0.7	0.7	0.7	0.7	0.7
Total Revenues	246.7	258.4	268.6	279.9	292.1
<b>Other Financing Sources</b>					
Transfers from Special Revenue	7	7.1	7.3	7.4	7.6
Transfers from Other Funds	0.5	0.5	0.5	0.5	0.5
Total Other Financing Sources (Uses)	7.5	7.6	7.8	7.9	8.1
<b>Total Revenue and Other Financing Sources</b>	254.2	266.0	276.4	287.9	300.2
Surplus/Deficit	0.0	2.4	1.8	2.0	1.9
Projected Fund Balance	38.7	41.1	42.9	44.9	46.8
Projected Fund Balance as % of Next Year Expenditures	14.7%	15.0%	15.0%	15.0%	15.0%

\* revenue needed to maintain fund balance to comply with Board policy

## The Challenges Ahead

- **Continuing Instructional Momentum** - Sustaining the progress made in the last few years with existing resources.
- **Student Growth and Diversity** - Enrollment continues to climb, as does the number of students in poverty and students with limited English proficiency.
- **Unfunded Mandates** – There are many unfunded mandates that school districts are required by law to implement, each requiring a variety of additional resources. The School District will continue to comply with mandates, while seeking additional funding to support them.
- **Teacher Recruitment and Retention** – Strong focus will be placed on recruiting and retaining highly qualified teachers. Approximately 200 teachers (13%) are currently eligible for retirement. Raising teacher salaries, along with locality supplements, will be increasingly important over the coming years and continues to be a priority during budget preparation.
- **Fund Balance Reserves** - The Board recognizes the importance of maintaining the fund balance at a level that provides financial stability for the District in the event of a catastrophic occurrence. A healthy fund balance also helps to keep interest costs low when borrowing for capital renewal and improvement needs.
- **Facilities Maintenance** - Appropriately funding ongoing facility capital projects to prevent the accumulation of deferred maintenance costs.

## Board Policies

The Board fund balance policy requirements are the guide for long-term financing planning. During FY 2019, the Board modified its unassigned fund balance policy for the General Fund to no less than 15% of the next year's expenditures with a desired target between 15% and 17% of annual operating expenditures for the next fiscal year. Prior to FY 2019 the fund balance policy for the General Fund was to maintain a fund balance of no less than 10% of the next year's expenditures with a desired target between 13% and 15% of the next year's expenditures. It is crucial to regularly update the District's long-range financial plans to meet this directive.

Board policy requires that budget projections are updated each year, used as a starting point for discussion and planning, and revised each year to reflect trends and factors affecting enrollment numbers. The policy requires three to five years of historical information, as well as three to five years of projections. In addition, Board policy requires an annual updated five-year capital and debt plan. Typically, these projections are revised more frequently than on an annual basis to monitor the District's borrowing capacity and financial stability.

## Budget Contacts

Individuals who have questions regarding this budget document may contact:

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## Conclusion

We appreciate the support provided by the Board, community, and staff needed to develop the FY 2020 budget. Despite the many challenges facing the School District, this budget utilizes the resources we are allocated in a manner that produces the biggest gains in achievement for the students of Beaufort County. Our District has seen significant gains in student achievement in the past few years, and we intend to maintain that momentum.

This budget allows our School District to maintain our reserves at an acceptable level, one which is essential to our bond rating and ultimately saves money for taxpayers. More importantly, it is prepared with a focus on putting children at the center of all decision making.

Respectfully,



Tonya V. Crosby, CPA  
Chief Financial Officer



William H. Saunders, Jr., CPA  
Financial Services Officer

## ORDINANCE NO. 2019 / 33

### FY 2019-2020 BEAUFORT COUNTY SCHOOL DISTRICT BUDGET

**AN ORDINANCE TO PROVIDE FOR THE LEVY OF TAX FOR SCHOOL PURPOSES FOR BEAUFORT COUNTY FOR THE FISCAL YEAR BEGINNING JULY 1, 2019 AND ENDING JUNE 30, 2020, AND TO MAKE APPROPRIATIONS FOR SAID PURPOSES.**

BE IT ORDAINED BY COUNTY COUNCIL OF BEAUFORT COUNTY:

#### SECTION 1. TAX LEVY

The County Council of Beaufort County hereby appropriates the funds as detailed in Sections 3 and 4 of this Ordinance and establishes the millage rates as detailed in Section 2 of this Ordinance.

#### SECTION 2. MILLAGE

In Fiscal Year 2019-2020 and in accordance with the laws of South Carolina, the County Auditor is hereby authorized and directed to levy a tax on the following mills on the dollar of assessed value of property within the County.

School Operations	114.00
School Bond Debt Service (Principal and Interest)	31.71

The values listed above, in accordance with Section 6-1-320(A)(2) of the *Code of Laws of South Carolina*, 1976, as amended.

	Base Millage	% Average CPI	% Population Growth	Allowable Annual % Increase of Millage Rate	Allowable Increase of Millage Rate	Millage Rate Used	Millage Bank Balance
2017	103.5	0.12%	2.55%	2.67%	2.8	2.8	0.0
2018	111.5	1.26%	1.87%	3.13%	3.5	2.0	1.5
2019	104.6	2.13%	1.82%	3.95%	4.1	0.0	5.6

These taxes shall be collected by the County Treasurer, as provided by law, and distributed in accordance with the provisions of this Ordinance and subsequent appropriations as may be hereafter passed by the County Council of Beaufort County.

#### SECTION 3. SCHOOL OPERATIONS APPROPRIATION

An amount of \$254,297,442 is hereby appropriated to the Beaufort County Board of Education to fund school operations. This appropriation is to be spent in accordance with the school budget approved by the County Council of Beaufort County, and will be funded from the following revenue sources:

- A. \$149,733,105 to be derived from tax collections;
- B. \$ 93,347,306 to be derived from State revenues;
- C. \$ 690,000 to be derived from Federal revenues;
- D. \$ 1,918,500 to be derived from other local sources;
- E. \$ 7,535,948 to be derived from inter-fund transfers; and
- F. \$ 1,072,583 to be derived from fund balance.

The Beaufort County Board of Education is responsible for ensuring that the school expenditures do not exceed those amounts herein appropriated without first receiving the approval of a supplemental appropriation from County Council.

#### SECTION 4. BUDGETARY ACCOUNT BREAKOUT

The line-item budgets submitted by the Beaufort County Board of Education under separate cover for FY 2019-2020 are incorporated herein by reference and shall be part and parcel of this Ordinance.

#### SECTION 5. OUTSTANDING BALANCE APPROPRIATION

The balance remaining in each fund at the close of the prior fiscal year, where a reserve is not required by State or Federal law, is hereby transferred to the appropriate category of Fund Balance of that fund.

#### SECTION 6. TRANSFERS VALIDATED

All duly authorized transfers of funds heretofore made from one account to another, or from one fund to another during Fiscal Year 2020 are hereby approved.

#### SECTION 7. EFFECTIVE DATE

This Ordinance shall be effective July 1, 2019. Approved and adopted on third and final reading this 24th day of June, 2019.

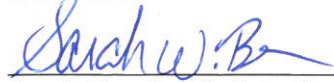
COUNTY COUNCIL OF BEAUFORT COUNTY

BY: \_\_\_\_\_



Stewart H. Rodman, Chairman

ATTEST:



Sarah Brock, Clerk to Council

First Reading, By Title Only: June 10, 2019 / Vote 8:2

Second Reading: June 17, 2019 / Vote 5:3

Public Hearings: June 17, 2019

Third and Final Reading: June 24, 2019 / Vote 6:4

Chronology

- Third and final reading approved on June 24, 2019 / Vote 6:4
- Public hearing two of two occurred June 24, 2019
- Second reading approved on June 17, 2019 / Vote 5:3
- Public hearing one of two occurred on June 17, 2019
- First reading, by title only, occurred June 10, 2019 / Vote 8:2
- Finance Committee discussion occurred on June 3, 2019
- Finance Committee discussion occurred on May 28, 2019
- Finance Committee discussion occurred on May 6, 2019
- Finance Committee discussion occurred on April 29, 2019



## Beaufort County School District Strategic Plan

In the spring of 2014, the Board of Education approved a new strategic plan for the next five years. The first stage of the process featured two days of discussions among a steering committee of 67 members representing a cross-section of our schools and community. This group agreed on the school district's mission, vision and core beliefs, and also agreed to align the new strategic plan's goals and objectives with five quality standards:

- Purpose and Direction
- Teaching and Assessing for Learning
- Using Results for Continuous Improvement
- Governance and Leadership
- Resources and Support Systems

The next step was the work of five Action Teams, with each team assigned to develop specific goals and strategies for one of the five quality standards listed above. Action Teams included educators, parents, students, business leaders and community members. When these five teams completed their work, the community at large was able to review their reports and send comments to the Strategic Plan Steering Committee. Then, with the public's feedback in hand, the Steering Committee reconvened to review the five Action Teams' recommendations and request revisions. Those revised Action Team reports went to the Board of Education and were approved on January 7, 2014. The final plan was sent to the South Carolina Department of Education in April 2014. The plan is updated annually by the Action Teams.



**Goal**

The goal is to become the best school district in South Carolina and the nation – one that produces capable, skilled and creative graduates who can become productive citizens who succeed and thrive in the global marketplace.

**Mission**

The Beaufort County School District, through a personalized learning approach, will prepare graduates who compete and succeed in an ever-changing global society and career marketplace.

**Vision**

The district will work with families and our diverse community to ensure that students perform at an internationally competitive level in a learning environment that is safe, nurturing and engaging.

**Core beliefs**

- Every student can learn using his or her valuable and unique talents and skills.
- Learning takes place when the physical, emotional, social and intellectual well-being of all students is assured at every level and during every transition.
- High expectations of the school community positively impact student success.
- Early childhood learning experiences form the foundation of future school success.
- Students learn best when they are engaged and provided with opportunities for problem solving and active participation.
- All students are entitled to learning experiences so that they can develop the competent and confident skills and knowledge needed to become successful and productive citizens.
- Investment, involvement and connection of all members of the school community are essential to a student's success.
- Frequent informal and formal assessment aligned to clearly defined learning objectives will provide improved student achievement.
- The collection, analysis and use of data from a variety of sources are critical to making decisions.
- Students should be prepared to compete and contribute in a changing global and multilingual society.

**2014-2020 Strategic Plan  
Beaufort County School District  
Last Updated 2017**



## PURPOSE AND DIRECTION

### ACTION TEAM WORK PROCESSES

COMMUNITY	<b>Indicator 1: Engage in a comprehensive process to review, revise and communicate that our purpose is to create student success.</b>	
	1.1.1	Host cluster School Improvement Council meetings.
	1.1.2	Host an annual district-wide School Improvement Council meeting.
	1.1.3	Host Board of Education community meetings.
	<b>Indicator 2: Foster collaboration with community stakeholders and use their knowledge, skills and resources to support student learning.</b>	
	1.2.1	Actively recruit volunteers within the community.
	1.2.2	Advertise volunteer opportunities and resources.
	1.2.3	Identify a person within each school to serve as volunteer coordinator.
	1.2.4	Develop relationships with business partners.
	1.2.5	Streamline the approval process for volunteers and reduce waiting periods.
	<b>Indicator 3: Use system-wide strategies to listen to and communicate with stakeholders.</b>	
	1.3.1	Develop forthright, genuine relationships with public opinion influencers.
	1.3.2	Hold Board of Education meetings in clusters through a rotating schedule.
	1.3.3	Host twice-yearly "Superintendent town hall meetings" in each high school attendance area.
	1.3.4	Establish and publicize a speakers bureau available to service organizations.
	1.3.5	Build confidence among stakeholders that a capable leadership team is in place.
STUDENTS & STAFF	<b>Indicator 4: Communicate expectations and results for student learning and goals for improvement to all stakeholders.</b>	
	1.4.1	Use a variety of methods to disseminate information to parents and stakeholders.
	1.4.2	Share best-practice strategies among schools for using newsletters.
	1.4.3	Establish top five objectives for the district and set measurable for evaluating success or failure.
	<b>Indicator 5: Commit to a student- centered culture based on shared values and beliefs regarding teaching and learning; support challenging, equitable educational programs and learning experiences for all students. Each school will develop a shared set of values and beliefs and build a climate and culture that supports the district's mission and vision.</b>	
	1.5.1	Student leaders share information, expectations, values and beliefs regarding teaching and learning with their peers.
	1.5.2	Student leaders meet with administrative teams (district-level administrative staff) to share values and receive district-wide information to share with their peers.
	1.5.3	Include classified and certified staff in the sharing process.
	1.5.4	Address students' overall sense of well-being – physical, social and emotional.

## RESOURCES AND SUPPORT SYSTEMS

### ACTION TEAM WORK PROCESSES

#### HUMAN RESOURCES

**Indicator 1: Recruit, employ and mentor qualified professional staff capable of fulfilling assigned roles and responsibilities.**

- |       |   |
|-------|---|
| 2.1.1 | Investigate and balance staff benefit packages by comparing to local, regional and national packages.             |
| 2.1.2 | Develop or adopt programs and practices to improve the performance and retention rates of highly qualified staff. |
| 2.1.3 | Improve five-year staff retention rates.  |

#### HUMAN RESOURCES

**Indicator 2: Assign professional staff responsibilities based on their qualifications (i.e., professional preparation, ability, knowledge and experience).**

- |       |  |
|-------|--|
| 2.2.1 | Maintain equitable staff experience levels at the individual school level throughout the district. |
|-------|--|

**Indicator 3: Ensure that all staff participate in a continuous program of professional development.**

- |       |   |
|-------|---|
| 2.3.1 | Align professional development with goals for student achievement, individual staff needs and published teacher evaluation standards. |
| 2.3.2 | Establish an ongoing system of tracking, monitoring, assessing and analyzing the effectiveness of professional development programs.  |
| 2.3.3 | Create a supportive and fulfilling work environment with conditions that support professional development time.                       |

**Indicator 4: Provide and assign sufficient staff to meet the vision and purpose of each school.**

- |       |   |
|-------|---|
| 2.4.1 | Monitor staff-student ratios at individual schools and compare to changes in student achievement. Adjust ratios as needed to improve student achievement. |
|-------|---|



## RESOURCES

<b>Indicator 5: Budget sufficient resources to support educational programs and to implement plans for improvement.</b>	
2.5.1	Ensure that funds/resources support programs that are state and federally mandated as well as programs that current research have demonstrated to be effective in fostering student achievement and engagement.
2.5.2	Develop a long-range programming plan, including funding sources, to use in developing all new programming.
<b>Indicator 6: Monitor all financial transactions through a recognized, regularly audited accounting system.</b>	
2.6.1	Maintain qualified employees on staff with professional certifications.
2.6.2	Utilize in-house and independent accounting professionals to develop regular reports with a focus on transparency.
<b>Indicator 7: Equitably maintain the district's sites, facilities, services and equipment to provide an environment that is safe and orderly for all occupants.</b>	
2.7.1	Develop, establish and maintain short- and long-term planning processes for facilities construction, energy use, and technology systems and their maintenance.
2.7.2	Balance decisions based on facilities, capital resources and instructional programming needs.

## I.T. & SECURITY

<b>Indicator 8: Provide a technology infrastructure that supports schools' teaching, learning and operational needs.</b>	
2.8.1	Provide technology equipment to students on an equitable basis.
2.8.2	Train teachers on technology equipment, software and applications available in the classroom.
2.8.3	Provide resources needed to maintain existing technology equipment.
<b>Indicator 9: Develop and keep current a written security and crisis management plan with appropriate training for stakeholders.</b>	
2.9.1	Regularly review existing plans, equipment and security measures with in-house staff and independent personnel trained in law enforcement.
2.9.2	Update and maintain relationships with local emergency management services.
2.9.3	Conduct ongoing training and monitoring of staff in emergency management procedures.



**NEEDS & GUIDANCE**

**Indicator 10: Ensure that each student has access to guidance services that include, but are not limited to, counseling, appraisal, mentoring, staff consulting, referral and educational and career planning.**

2.10.1	Base guidance services' procedures and staff-student ratios on state and nationally recognized standards.
2.10.2	Involve guidance services in classroom instruction to address differences in culture, values and lifestyles.
2.10.3	Educate parents, school staff and students about guidance services and outside resources.
2.10.4	Monitor parent, school staff, student and guidance counselor satisfaction with guidance services and administration.
2.10.5	Establish meeting student needs for guidance services as the primary mission. Other functions, such as administration and testing services, shall be addressed only after students' guidance services needs have been met.

**Indicator 11: Provide appropriate support for students with special needs.**

2.11.1	Improve special needs graduation rates with a focus on job readiness and other post-secondary opportunities.
2.11.2	Support programs to identify students with special needs, and expand opportunities for special education students
2.11.3	Educate parents, school staff and students about services available for special needs students, including gifted and talented, and the criteria to access those services.
2.11.4	Monitor parent, school staff and student satisfaction levels with services for students with special needs.
2.11.5	Ensure appropriate training for staff who work with special needs students, including gifted and talented.

**NEEDS & GUIDANCE**

**Indicator 12: Provide services that support the counseling, assessment, referral, educational and career planning needs of all students.**

2.12.1	Annually update individual graduation plans for all students in grades 8-12.
2.12.2	Increase the percentage of students graduating from high school "on time" in four years.
2.12.3	Begin career planning in middle school.
2.12.4	Develop programs that allow teachers to merge student career plans into instruction.
2.12.5	Annually decrease the percentage of students receiving in-school suspension, out-of-school suspension and expulsion.

## TEACHING AND ASSESSING FOR STUDENT LEARNING

### TEACHING

**Indicator 1: Provide equitable and challenging learning experiences that ensure all students have sufficient opportunities to develop learning, thinking and life skills that lead to success at the next level.**

3.1.1 Ensure that the curriculum in each grade level or course provides students with the opportunity to develop knowledge, thinking and life skills so that they may be successful at the next level.

**Indicator 2: Promote active engagement of students in the learning process, including opportunities for them to apply higher-order thinking skills.**

3.2.1 Ensure the implementation and application of instructional practices that require active student engagement and higher-order thinking.

**Indicator 3: Allocate and protect instructional time to support student learning.**

3.3.1 Ensure that district-wide procedures are in place to maximize instructional time.

**Indicator 4: Provide for articulation and alignment among all levels of schools.**

3.4.1 Implement rigorous, organized PK-12 curricula consistently across all grade levels and courses to meet the needs of all learners. Curricula will appropriately support personalized student transitions across grade levels and school sites.

**Indicator 5: Implement interventions to help students meet expectations for student learning.**

3.5.1 Anticipate, design and employ interventions that support student academic growth and development and that address the needs of learners at all ability levels.

**Indicator 6: Provide comprehensive information and media services that support the curricular and instructional programs.**

3.6.1 Integrate, align and support information and media services across all grade levels, and which support courses that prepare 21st Century learners for a global society and career marketplace.

**Indicator 7: Ensure that all students and staff members have regular and ready access to instructional technology and a comprehensive collection of materials that supports the curricular and instructional program.**

3.7.1 Ensure instructional and technological resources are current, accessible and replenished in alignment with required curricular and instructional programs.

**Indicator 8: Teachers will participate in collaborative learning communities and other professional learning to improve instruction and student learning.**

TEACHING

3.8.1	Establish professional learning communities within schools and across grade levels and courses to ensure teacher collaboration to increase student achievement.
<b>Indicator 9: Teachers will implement schools' Instructional processes in support of student learning.</b>	
3.9.1	Ensure the use of research-based teaching and learning strategies to engage PK-12 students in rigorous and relevant learning.
<b>Indicator 10: Ensure that mentoring, coaching and induction programs support instructional improvement consistent with schools' values and beliefs about teaching and learning.</b>	
3.10.1	Implement coaching, mentoring and induction programs that consistently support quality instruction that is aligned with schools' values and beliefs about teaching and learning.
<b>Indicator 11: Engage families in meaningful ways in their children's educations and keep them informed of their children's learning progress.</b>	
3.11.1	Regularly communicate with families regarding their children's learning. Provide meaningful opportunities for families to participate actively in their children's educations.

ASSESSING

<b>Indicator 12: Gather, analyze and use data and research in making curricular and instructional choices.</b>	
3.12.1	Establish a systematic, collaborative process to ensure that teachers have opportunities to analyze and use student assessment data to inform instructional and curricular decisions.
<b>Indicator 13: Monitor school climate and take appropriate steps to ensure that it is conducive to student learning.</b>	
3.13.1	Ensure an environment that supports the academic, physical, social, emotional and cultural safety of all students that allows learners to maximize their potential.
<b>Indicator 14: Monitor and adjust curriculum, instruction and assessment systematically in response to data from multiple assessments of student learning and examinations of professional practice.</b>	
3.14.1	Regularly review curriculum, instruction and assessment with the expectation that modifications will be based on best practices and multiple sources of data.
<b>Indicator 15: School leaders will monitor and support the improvement of instructional practices to ensure student success.</b>	
3.15.1	Ensure best practices in instruction to positively impact student achievement.
<b>Indicator 16: Ensure grading and reporting practices on clearly defined criteria that represent the attainment of content knowledge and skills and that are consistent across grade levels and courses.</b>	
3.16.1	Establish and maintain consistent grading and reporting practices across grade levels and courses that reflect clearly defined criteria and the attainment of content knowledge and skills.

## DOCUMENTING & USING RESULTS FOR CONTINUOUS IMPROVEMENT

### ACTION TEAM WORK PROCESSES

#### ASSESSMENTS & MEASUREMENTS

**Indicator 1: Establish performance measures for student learning that yield information that is reliable, valid and free of bias.**

4.1.1	Use SC READY, MAP, EOC, on-time high school graduation rate, Lexile Levels, and ACT/SAT scores – all of which are reliable, valid and free of bias – to monitor student achievement.
4.1.2	Develop data teams to analyze data at district, cluster and school levels to identify strengths, weaknesses and action plans.
4.1.3	Analyze performance measures and growth measures together, with consideration given to the performance of student demographic categories within schools.

**Indicator 2: Develop and implement a comprehensive assessment system for assessing progress toward meeting expectations for student learning.**

4.2.1	Continue to administer MAP testing.
4.2.2	Administer South Carolina's state standards assessments.
4.2.3	Continue to administer a district-wide technology proficiency assessment.
4.2.4	Develop and Implement school-wide common assessments (benchmarks) in science, social studies and writing.

**Indicator 3: Use student assessment data to improve teaching and learning processes. Survey teachers to determine needs to assessments and academic audits.**

4.3.1	Survey teachers to determine their needs for professional development related to understanding and using data and academic audits.
4.3.2	Use survey results to provide professional development that helps classroom teachers understand and use assessment data.
4.3.3	Ensure that instructional coaches or other designees (i.e., district subject coordinators) meet with teachers on a regular basis to discuss assessment data and its use for driving instruction.
4.3.4	Use multiple sources of data to make accurate and effective decisions on instruction.

**Indicator 4: Conduct a systematic analysis of instructional and organizational effectiveness and use the results to improve student performance.**

4.4.1	Use student assessment data to evaluate instructional and organizational effectiveness.
4.4.2	Document community involvement, including parents, businesses, and faith-based, charitable and civic organizations.
4.4.3	Evaluate the effectiveness of community involvement quantitatively and qualitatively.

## ANALYSIS & DISSEMINATION

**Indicator 5: Communicate and explain the results of student performance and school effectiveness to all stakeholders in a timely manner.**

4.5.1	Continue to produce an annual "Community Report" that details academic performance, financial efficiencies, budgetary challenges and student demographics. Make reports available in multiple languages.
4.5.2	Continue to develop annual informational brochures for each school in the district containing pertinent information, including student testing performance, to be available in multiple languages.
4.5.3	Hold informational meetings for parents and other stakeholders to discuss the results and meaning of student performance on standardized tests.

**Indicator 6: Use expanded comparison and trend data of student performance from comparable schools in evaluating effectiveness.**

4.6.1	Use SC READY, MAP, EOC, on-time high school graduation rate, Lexile Levels, and ACT/SAT scores to compare changes in school performance locally, statewide and nationally.
4.6.2	Compare South Carolina schools and districts using performance and growth measures, together with comparison of student demographic categories within schools.
4.6.3	Upon implementation of South Carolina's state standards assessments, compare local data with schools and districts similar to ours.

**Indicator 7: Demonstrate verifiable growth in student performance using formal and informal assessments.**

4.7.1	Maintain current formal assessments through the use of MAP, SC READY and writing benchmarks.
4.7.2	Develop a district-wide database of common formative assessments by grade level and subject area.

**Indicator 8: Maintain a secure, accurate and complete student records system in accordance with state and federal regulations.**

4.8.1	Continue to use the current records management systems of PowerSchool and Enrich.
4.8.2	Establish a process of accountability for student data management.
4.8.3	Ensure that data is entered correctly and in a timely manner.

# GOVERNANCE AND LEADERSHIP

## ACTION TEAM WORK PROCESSES

BOARD OF EDUCATION	<b>Indicator 1: The Board of Education will establish policies and support practices that ensure effective administration of the district.</b>	
	5.1.1	Develop written policies that ensure a balance between proper controls and effective support of staff to ensure accountability for student and staff performance.
	<b>Indicator 2: The Board of Education will operate responsibly and function effectively.</b>	
	5.2.1	Maintain internal oversight, authorization and ethical leadership controls to ensure that services are provided effectively and assets safeguarded.
	5.2.2	Structure policy approval process so that each board member must carefully review and understand the controls, policies and procedures presented for ratification to ensure accountability for student and staff performance.
	5.2.3	Establish at least one annual professional development for Board members to enhance their abilities to advocate for students.
	<b>Indicator 3: The Board of Education will ensure that district and school leaders have the autonomy to meet goals for achievement and instruction and to manage day-to-day operations effectively.</b>	
	5.3.1	Establish clear policies that define “autonomy” for school leaders, making it clear what each level of staff is responsible for doing to improve student achievement and classroom instruction.
	5.3.2	Monitor and measure the achievement of established goals and provide the resources and support for staff to effectively manage day-to-day operations of the district and its schools to ensure accountability for district resources.
	5.3.3	Observe school environments through annual visits to all schools by all Board members so that they can make informed, student-centered decisions.
	<b>Indicator 4: The Board of Education will conduct itself in a manner consistent with the district’s beliefs, purpose and direction.</b>	
	5.4.1	Use professional ethics standards to guide Board members’ conduct to achieve a unity of purpose and ensure a quality education to each student.
	5.4.2	Create a positive organizational culture by working with the Superintendent and working together to adhere to the district’s mission, vision and core beliefs to enhance student learning.
	<b>Indicator 5: Board of Education will advocate for the development and support of adequate financial resources.</b>	
	5.5.1	Align instructional initiatives, budgets and other district and school plans with one another and support the Strategic Plan and Board policies to improve student achievement.
	5.5.2	Establish policies that drive efficiency and effectiveness to improve district office functions to better support schools.
	5.5.3	Seek alternative sources of funding and grants to supplement classroom needs.
	5.5.4	Advocate with legislators to develop sound education policies that benefit student learning.



LEADERSHIP & STAFF

**Indicator 6: Leadership and staff will foster a culture consistent with the district's beliefs, mission and vision.**

5.6.1 Use communication links to parents and stakeholders to support individual academic growth of students.

5.6.2 Promote involvement by the community to create a culture of support for schools.

**Indicator 7: Leadership and staff will engage stakeholders effectively in support of the district's mission and vision.**

5.7.1 Provide opportunities for stakeholders to volunteer, give feedback and contribute to schools to provide a sense of investment in the schools and community.

5.7.2 Foster and increase business partnerships, advisory councils and forums to assist with practical student learning inside and outside the classroom.

**Indicator 8: Leadership and staff will establish supervision and evaluation processes that result in improved professional practice and student success.**

5.8.1 Research and provide professional development to improve professional practice and student success.

5.8.2 Use ongoing teacher evaluation processes to measure classroom effectiveness.

**Indicator 9: Leadership and staff will ensure compliance with applicable local, state and federal laws, policies and regulations.**

5.9.1 Designate specific offices responsible for informing the Board and staff of changes in statutes and regulations, and for assisting with appropriate inspections to ensure compliance.

5.9.2 Maintain a dedicated phone line and/or email address to ensure that non-compliance will be investigated.

**Indicator 10: Leadership and staff will employ a system provides accurate analysis and thorough review of student performance and school effectiveness.**

5.10.1 Provide a system for accurate analysis and review of student performance and school effectiveness that is guided by sound policies and practices.

5.10.2 Use uniform guidelines and standards that support student achievement goals and ensure consistent measurement.

5.10.3 Provide a balance between structure and flexibility that acknowledges and addresses the variety of ways in which students learn.

5.10.4 Improve student academic performance and educator effectiveness.

5.10.5 Use technology to help students reach their academic goals and prepare them for a technology-rich future.

**Indicator 11: Leadership and staff will provide teachers and students with opportunities to lead.**

5.11.1 Develop opportunities for teachers to assume shared and distributed leadership roles to provide personal development and assist with student development.

5.11.2 Encourage and foster professional growth to prepare staff and students for future roles beyond the school district.

5.11.3 Encourage students to develop authentic and meaningful leadership roles in order to prepare them for college and/or careers after graduation.

## Accomplishments

Beaufort County School District – Student achievement in Beaufort County continues to improve by nearly every indicator.

### Academic Highlights for 2019

- The Class of 2019's high school graduation rate was 86 percent, an all-time high and the eighth consecutive increase.
- Eight schools – more than any other South Carolina district – have earned prestigious STEM (Science, Technology, Engineering and Math) certification from AdvancED. All eight were approved after their initial applications, giving district schools a “perfect” record in seeking and achieving STEM certification.
- Three Beaufort County elementary schools – Coosa, Joseph S. Shanklin and M.C. Riley – have earned international recognition for the quality of their student leadership programs.
- District School Improvement Councils have won the Dick and Tunky Riley Award, which recognizes SC's best SICs, in two of the last five years: Hilton Head Island Middle's SIC in 2019 and Okatie Elementary's SIC in 2014. Numerous district SICs have been named as finalists: Hilton Head Island High in 2018 and 2019, Hilton Head Island Middle in 2019, Bluffton Middle in 2017, H.E. McCracken Middle in 2016 and Okatie and Port Royal elementary schools in 2014.

### Operational Highlights for 2019

- Over the period of the last 10 years the District as added an additional one million square feet of building space. Cost-saving measures by the district to reduce energy consumption have resulted in a continual yearly reduction of cost. In 2018, the District used 38 million KBTU's which is equal to the amount used 10 year ago.
- The school district's new “solar farm” - a networked system of solar panels generates enough power to supply the needs of the district's main office. Excess power generated from the solar farm created over \$150,000 in credits to be applied to other energy bills in the district.
- Over the past 19 years, the district has never had a negative finding in any of its annual independent audits. In addition, the district's finance staff has earned a national award for excellence from the Government Finance Officers Association for 29 consecutive years.
- Moody's Investor's Service has assigned the district an Aa1 credit rating, tied with Greenville County for the highest among South Carolina's 82 school districts. The district's high rating means that taxpayers pay low interest rates on school bonds.
- The district has dramatically improved the district's security screening process for school volunteers and, at the same time, increased the number of volunteers from 1,300 to more than 7,800 in the last five years.

## For the Future

- Virtual and blended learning courses provide a way for motivated students to meet graduation requirements, resolve scheduling conflicts and participate in courses that are not available at their home schools. BCSD Virtual School is a virtual environment that offers students in grades 9-12 a variety of rigorous elective and Advanced Placement courses for high school and college credit. All virtual school courses are taught by highly qualified and certified Beaufort County School District teachers using an approved South Carolina curriculum. These courses are available for students to take in addition to their regularly scheduled courses



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## Section - II

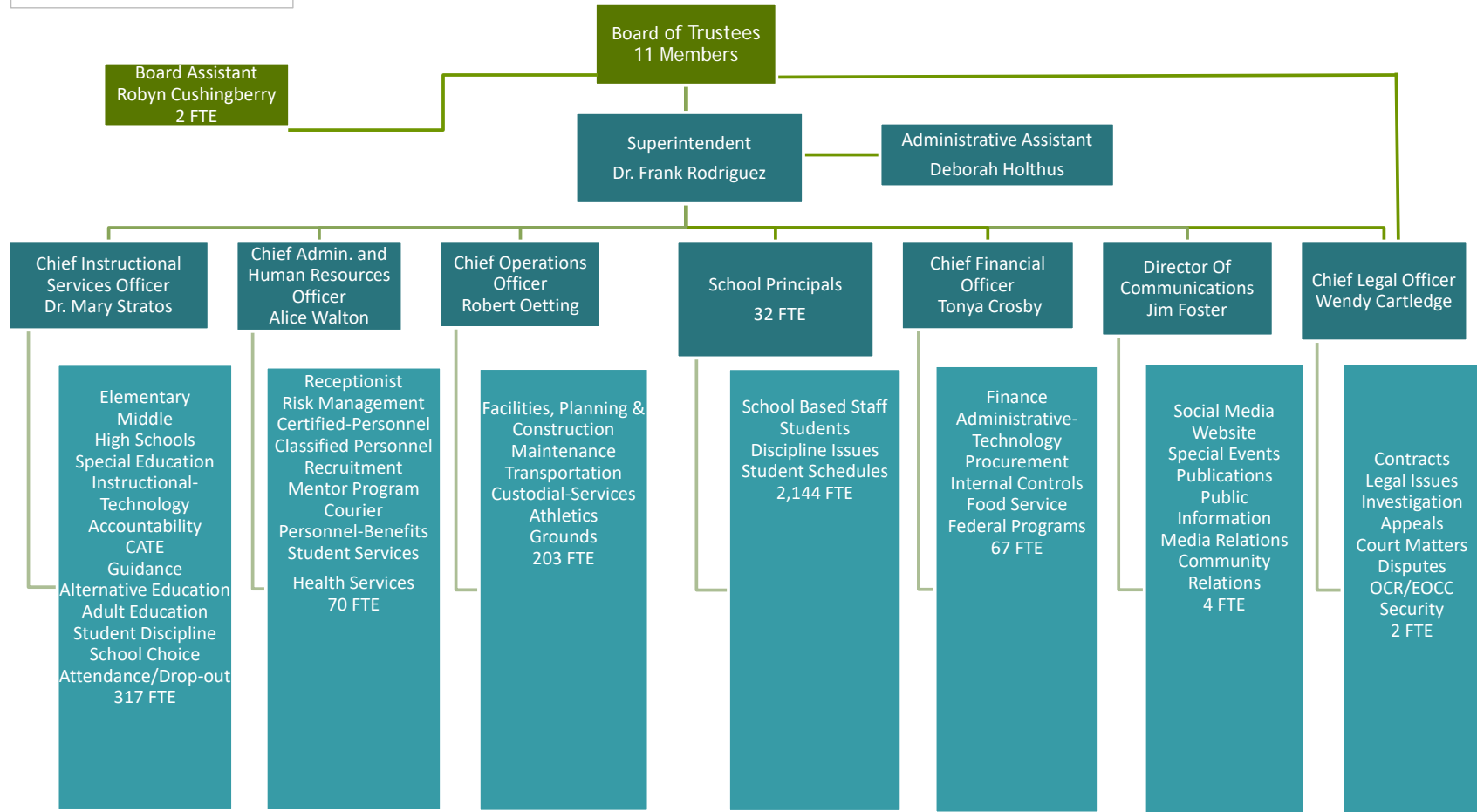
### Financial Section



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Organizational Structure Effective  
August 2019



Beaufort County School District, 2019-2020 Budget

FUNDING BY PROGRAM	General Fund	Special Revenue Fund	Education Improvement Act	Debt Service Fund	School Building Fund	Internal Service Fund	School Food Service	Pupil Activity Fund
<b>INSTRUCTIONAL PROGRAMS</b>								
Kindergarten Programs	X	X	X					
Primary Programs	X	X	X			X		
Elementary Programs	X	X	X			X		
High School Programs	X	X	X			X		
Vocational Programs	X	X	X					
Drivers Education Programs	X		X					
Montessori Programs	X		X					
Special Education Prog.	X	X	X			X		
Preschool Special Ed. Prog.	X	X	X					
Early Childhood Programs	X	X	X					
Gifted & Talented-Academic	X		X					
International Baccalaureate	X							
Homebound	X							
Gifted & Talented-Artistic	X							
Other Special Programs		X	X					
Limited English Proficiency	X		X					
Primary Summer School		X	X					
High Summer School			X					
Instr Prog Beyond Reg School Day	X	X	X					
Adult Education Programs		X	X					
Parenting Instruction	X	X	X					
Instructional Pupil Activity	X							X
<b>SUPPORT SERVICES</b>								
Attendance & Social Work	X	X						
Guidance	X	X	X					
Health Services	X	X	X					
Psychological	X							
Improvement of Instruction	X	X	X					
Media Services	X		X					
Superv. Special Projs.	X	X	X					
Staff Development	X	X	X					
Board of Education	X							
Office of Superint.	X							
School Administration	X							
Fiscal Services	X							
Facilities and Construction	X				X			
Maintenance & Oper.	X	X				X		
Transportation	X	X	X			X		
Food Service		X	X				X	
School Safety	X	X						
Data Services	X							
Information Services	X	X						
Staff Services	X	X	X					
Technology	X							
Supporting Pupil Activ.	X	X	X					X
<b>TOTAL COMMUNITY SERVICES</b>		X						
<b>TOTAL DEBT SERVICES</b>	X			X				
<b>TOTAL INTERGOVERNMENTAL</b>	X	X	X				X	

Of the major funding sources for the FY 2019 budget, the General Funds makes up 64.2% of the budget. Instructional programs are also largely supported by Special Revenue Funds and Funding from the Education Improvement Act.

# Summary of Accounting Policies

## Board Policies and Monitoring

The Beaufort County School District Board of Education (the “Board”) adopted a strategic governance process in May, 2008, components of which have been periodically amended and updated. The Board established an updated strategic plan in Spring, 2014, to establish goals for the District over the next five years. As currently written, the Board’s strategic governance process allows the Board to:

- Manage the District’s affairs on a cost-effective basis;
- Authorize the Superintendent to serve as the educational and administrative leader of the District;
- Empower District employees to perform their jobs effectively and grow their personal competence; and
- Support each learner in developing his/her potential by providing an excellent education in a safe and nurturing learning environment.

With implementation of the strategic governance process, the Board established its commitments and responsibilities and adopted performance expectations (“PE”s) for the District and District staff. The original Board commitments and responsibilities are not part of the Board Policies, revised and implemented in 2016. The PEs are aligned to the District’s strategic plan and the Board policies. The PEs are reviewed annually by the Board and Senior Management to directly correlate with the District’s vision, mission, and the District’s five quality standards:

- Purpose and Direction;
- Governance and Leadership;
- Teaching and Assessing for Learning;
- Resources and Support Systems; and
- Documenting and Using Results for Continuous Improvement.

## Reporting Entity

Board members are elected by the public, possess decision making authority in accordance with South Carolina law, and have the ability to significantly influence District operations. The Board is responsible for approving the annual operating budget, debt, and capital budget.

The District is not fiscally independent; therefore, the Beaufort County Government acts in a fiduciary capacity by levying and collecting school taxes. Therefore, the annual operating budget must be approved by two governing bodies - the Board and the Beaufort County Council.

Two of the District’s funds are appropriated, the General Fund and the Debt Service Fund. The Beaufort County Council has the authority to create the budget ordinance. The ordinance, as presented in the Introductory Section of this document, specifies revenue sources that will generate the funds needed to support the appropriation amount. Millage levies for both funds are stated in this document.

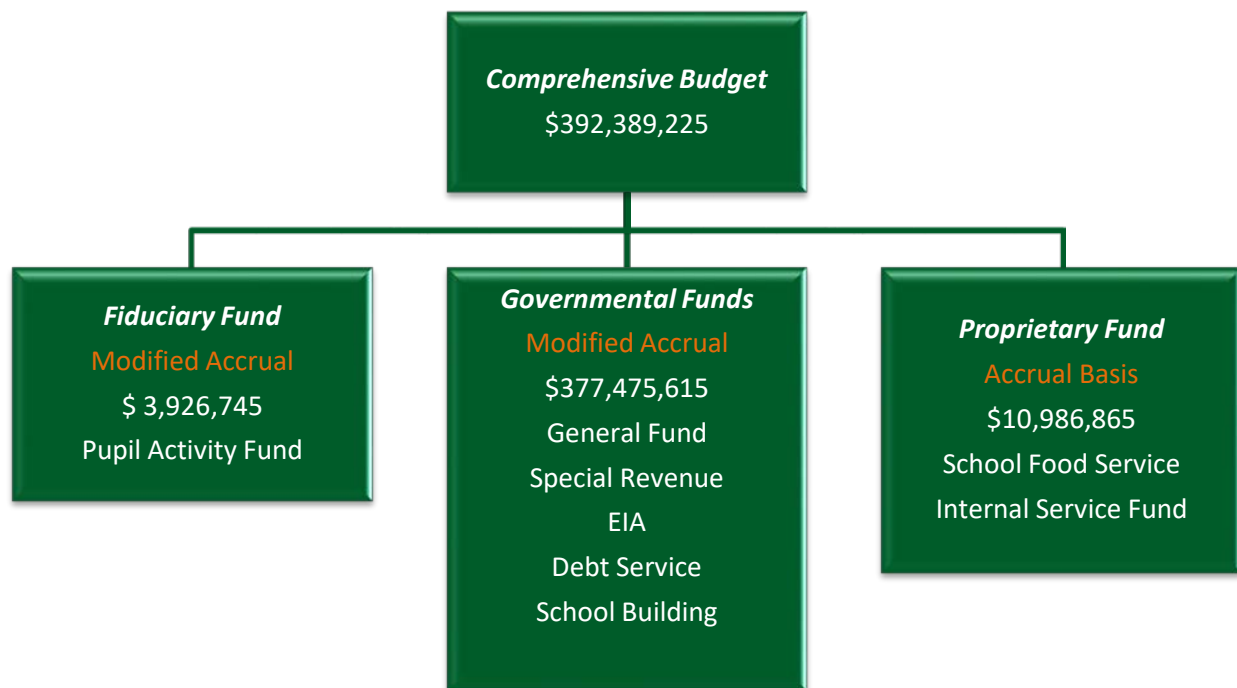
## Basis of Accounting

Basis of accounting refers to the timing of recognition of revenues and expenditures or expenses in the accounts and in the financial statements when transactions are recorded in the financial statements. The basis of accounting used depends on the type of financial statements being prepared.

Beaufort County School District uses the budgetary basis of accounting in the preparation of its budget. It is important to readers of both the budget document and the School District's Comprehensive Annual Financial Report (CAFR) to understand the differences between the two documents in order for them to make more informed decisions for the benefit of the students. Budgetary basis refers to the basis of accounting used to estimate financial sources and uses in the budget.

For purposes of financial reporting, the District follows generally accepted accounting principles (GAAP). Governmental agencies are required to use modified accrual accounting for governmental funds in the District's financial statements. The accrual basis of accounting is used for proprietary funds. **For purposes of this budget document, the budgetary basis of accounting and the GAAP basis of accounting are the same.**

Below is a depiction of the fund structure by basis of accounting:



The Governmental Accounting Standards Board (GASB) requires that Comprehensive Annual Financial Reports (CAFR) contain fund financial statements as well as government-wide financial statements, each requiring a different basis of accounting.

The accounting and reporting treatment applied to a fund is determined by its measurement focus. All governmental funds and expendable fiduciary funds are accounted for using a current financial resources measurement focus; that is, only current assets and current liabilities generally are included on the balance sheets. Operating statements of these funds present increases (revenues and other financial sources) and decreases (expenditures and other financing uses) in net current position.

Proprietary funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operations of these funds are included on the balance sheet. Proprietary type fund operating statements present increases (revenues) and decreases (expenses) in fund equity (net position).

### Modified Accrual Basis of Accounting

The modified accrual basis of accounting is followed for all governmental type funds and fiduciary funds of the school district. Revenues are recognized in the accounting period in which they become susceptible to accrual that is both measurable (the amount of the transaction can be determined) and available (the amount is collectible within the current period or soon thereafter). Expenditures, other than long-term debt and the long term portion of accumulated vacation pay, are recorded when the fund liability is incurred. For the School District, available means they are expected to be received within sixty days of fiscal year end.



### Accrual Basis of Accounting

The accrual basis of accounting is utilized by proprietary type funds, such as school food service, and government-wide financial statements. On the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when goods and services are received (whether cash disbursements are made at that time or not).

### **Other Financial Policies**

Financial policies provide the Board of Education with a foundation for decision-making. These policies act as the guidelines and parameters by which the Board of Education must conform, and the goals toward which they must strive. Following is a discussion of various financial policies established by the Beaufort County School District.

### Investments

The Board recommends the utilization of financial advisors when practicable to assist in managing the Board's debt portfolio, evaluating and executing transactions, monitoring and verifying fair pricing, making investment decisions and generally representing and acting in the Board's best interests.

The Board has an ongoing fiduciary responsibility to actively manage the proceeds of debt issued for public purposes in a manner that is consistent with state statutes governing the investment of public funds. Section 6.5.10 of the S.C. Code of Laws requires the School District's investments to be fully guaranteed by United States securities. Beaufort County School District's investments are fully collateralized.

#### Debt Policy

The School District, in conjunction with its Financial Advisor, manages its debt in accordance with the requirements of the SC Code of Laws and Article X, Section 15(7)(a) of the South Carolina Constitution. The objectives of the District's debt management policy include:

- Maintaining cost-effective access to the capital markets through prudent policies
- Maintaining moderate debt and debt service payments with effective planning and coordination
- Meeting significant capital demands through debt financing and alternate financing mechanisms
- Achieving the highest credit ratings
- Preventing large fluctuations in millage rates throughout the life span of the debt

#### Capital Expenditures

Board Policy requires the Superintendent to establish a cycle of renovation and new construction that provides classroom capacity consistent with instructional programs, as well as community and neighborhood needs. The District must develop and provide annual updates of a plan that establishes priorities for construction, renovation, and maintenance projects.

Capital expenditures for referendum projects are kept within the specific projects approved in the referendum. Funds may not be transferred among the projects within a referendum and additional projects may not be added using these funds.

Capital expenditures for capital renewal projects are approved each year by the Board of Education and funded through the borrowing means commonly known as 8% funds. Issuance of these types of funds are allowable under state constitution. Groups of projects are managed as a whole, and projects cannot be added or changed. Budgets of individual projects within the year may be increased or decreased depending on availability of funds. Any funds remaining in an 8% project may be consolidated and transferred to the next year's project or to the debt service fund for reduction of principal amounts outstanding.

#### Procurement

The Beaufort County School District abides by the Board-adopted Procurement Code for decisions relating to the purchasing of goods and services. As a division of the South Carolina Department of Education, the School District's code must be "substantially similar" to the SC Procurement Code.

The Procurement Department, a department of the Financial Services Office, administers all solicitations for bid on District contracts, processes purchase orders and administers the Purchasing Card Program while adhering to the requirements of the Procurement Code.

Based on the Procurement policy, the Procurement Department also provides semi-annual reports to the Board regarding School District contracts with Minority and Women-Owned Business Enterprises.

## **Budgeting Controls**

The Beaufort County School District maintains budgetary controls. The objective of budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the County Council of Beaufort County. Activities of the general fund and debt service fund are included in the annual appropriated budget. The legal level of control is at the fund level. To ensure compliance, budgetary controls are established by function and activity within each individual fund. The budgets of the District may be amended during the year with the appropriate approval levels.

## **Balanced Budget**

A **balanced budget** is a budget for which expenditures are equal to revenues. It occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods and services. The 2019-2020 approved budget of the Beaufort County School District is not a balanced budget due to a projected shortage of revenue which will require a use of fund balance for 2019-2020.

## **Budget Transfers**

The Superintendent grants principals/department heads the discretion to make non-salary budget transfers at the individual school level. Requests for changes to a school/departmental budget may be made by an electronic budget transfer. Budget transfers may only occur within a fund. For example, budget transfers reducing supplies in the general fund and increasing supplies in a special revenue fund are not allowed. Budget transfers with line items exceeding \$5,000 must be approved by the Chief Financial Officer (CFO). Only the Superintendent or the CFO is authorized to approve transfers of salary line items in the general fund.

Periodically, the CFO will examine budget categories and estimate the year-end status of each. Based on these estimates, the Superintendent authorizes his/her designee to make budget transfers within the major categories. Transfers outside of program functions (e.g. instructional, support, etc.) exceeding \$50,000 must be approved by the Board of Education.

Each school/department is given a copy of approved budget transfers and a copy is maintained in the Finance Office. The distribution of the school/department copy serves as notification that the transfer was posted to the general ledger.





Budget transfer requests within the capital project funds are requested in writing by the project managers. Transfers to/from the District's construction contingency accounts must be authorized by the Chief Operations Officer.

### **Carryover Funds**

The administrative staff must operate the school system within the budget established for the particular department or school. Carryover funds in General Fund accounts are not permitted.

### **Fund Balance**

The fund balance of governmental funds is the difference between its assets and liabilities, which represents available, expendable resources. This method of accounting focuses on working capital. The Board of Education is committed to providing sound, fiscal management for the District. In 2018, the Board modified its fund balance policy to maintain an unassigned fund balance no less than 15% of the next year's budgeted expenditures with a desired target between 15-17% of annual operating expenditures for the next fiscal year.

**Summary of Policies** Each of the policies indicated above serves as a basis of decision-making for the administrators and the Board of Education of the Beaufort County School District.



## The Budget Process

The annual budget is the financial plan for the operation of the school system. All financial processes begin with the adoption of the fiscal year budget. The budget provides the framework for both expenditures and revenues for the year. It translates educational programs and priorities for the district into financial terms.

The District will express its financial plan through three types of budgets: the operating budget, the capital budget and the debt service budget.

Operating budget - a budget for the provision of annual resources to support general operations of the District.

Capital budget - a budget for the provision of necessary sites, buildings, major improvements and equipment.

Debt Service budget - a budget for the provision of principal and interest payments on outstanding debt.

The General Fund is the only fund appropriated by the Beaufort County Council. The millage rate for the Debt Service Fund is set based on the total revenue needed for principal and interest payments as established by the School District.

### The Operating Budget

The development of the **operating budget** begins late in the calendar year with the establishment of the budget calendar and ends with the adoption of the fiscal year budget by County Council near June 30<sup>th</sup> of each year. Below is a summary of the stages of the operating budget process for Beaufort County School District:

- Establish the Budget Calendar
- Determination of Budget Priorities
- Enrollment Projection
- Non-salaried School Budgets
- Salaried Budgets and Staffing Allocations
- Department budgets - Modified Zero Base
- Presentations to the Board
- Presentations to County Council
- Public Hearings
- Adoption of the Operating Budget



### Establishing the Budget Calendar

The budget process begins with the development of the **budget calendar**. The calendar establishes the time frames necessary to develop the budget and seek approval from the Board of Education and the Beaufort County Council by June 30<sup>th</sup> of each year.

**Budget Calendar****Fiscal Year 2019-2020**

Budget Office	February 4	Budget Resources Packages distributed to Department Heads & Schools
BOE	February 16	Board work session –overview and projections
Budget Office	February	Budget Office projects salaries & benefits
Department Heads	March 4	Budget Requests due to Budget Office
Budget Office	March	Budget Office reviews and summarizes the Budget Requests
Leadership Team/Principals	March	Leadership Team/Principals
BOE	March 19	Update of state increases (teacher step, COLA, benefits), tax collections, state revenue update
BOE	April 16	Local and state revenue projections, millage increase limitations, impact on fund balance, summary of proposed expenditures
BOE	April 27-28	Board work session
County Council Finance Committee	May 6	Board budget discussion Presentation of School District Budget to County Council Finance Committee
BOE Meeting	May 7	All funds budgets, questions and responses, update from County Council Finance Committee
Public Forum	May 9	Budget Presentations to Public – Battery Creek High School
Public Forum	May 14	Budget Presentations to Public – Bluffton High School
BOE	May 16	Board called Special meeting about budget
County Council	May	Presentations to County Council Finance Committee
BOE	May 21	Board budget discussion
BOE	May 28	Board called Special meeting about budget
County Council	June 10	First Reading of the FY20 Budget with County Council

BOE	June 11	Board budget discussion
County Council	June 17	Second Reading of the FY20 Budget with County Council
BOE	June 18	Board called Special meeting about budget
BOE	June 21	Board called Special meeting about budget
County Council	June 24	Third Reading and Adoption of the FY20 Budget with County Council
BOE	June 25	Board called Special meeting to certify budget
Budget Office	July 1	Execution of FY20 Budget

### Determination of Budget Priorities

The budget process continues with the Leadership Team setting **budget priorities** for the new fiscal year. The staff then translates the priorities into monetary terms and begins the process of developing the budget.

Priorities will be based upon the needs identified during the budget planning process as determined by the following:

- Academic achievement goals as specified by the Board
- The needs of the District so that all segments of District programs are treated equitably within the available resources
- State and/or federal legal requirements for funding of programs
- Requirements and regulations of the regional accrediting agencies
- Availability of fiscal and other non-economic resources
- Need of the District to meet fund balance requirements

### Per Pupil Supply Allocation

The non-salaried budget is derived using an average per pupil cost for elementary, middle and high schools. The average per pupil allocation is multiplied by the number of students from the enrollment projection to generate

a school's budget. A lump sum figure along with historical data is distributed to the principals to help them formulate their budget for the upcoming year. The FY 2020 budget was cut by \$5.00 per pupil.

	Original	Budget Cut amt.
High School PPA	\$170	\$165
Middle School PPA	\$146	\$141
Elementary School PPA	\$136	\$131

The 15-day membership report is used to determine any differential in the projected to actual enrollment. Schools exceeding the enrollment projection are given an additional allocation based on PPA multiplied by the number of students above the projected amount.

### Academic Stipend Allocations

Level Allocations (60% of the allocation)

Elementary - \$2,122

Middle - \$15,591

High - \$29,933

Plus

Student Allocations (40% of the allocation)

\$8.11 per student Elementary and Middle

\$10.00 per student High

### Athletic Stipend Allocations

#### Middle Schools

Stipends	\$54,478
Supplies	15,408
Transportation	<u>12,500</u>
Total	\$82,386

#### High Schools

High School athletic stipend, supply and transportation allocations are based on enrollment and location. The average allocation is \$391 per student, ranging from \$298,761 to \$325,068. Distance to region competitions are factored into the allocation.

### Salaried Budgets & Staffing Formula

The enrollment projection is used, in conjunction with the **staffing formula**, for allocating funds for staff positions for the following school year. The teacher/student ratio is also taken into consideration. The staffing formula is used to define the staff resources that are believed to be necessary to achieve the Board's goals. The staffing model represents what a typical elementary, middle, and high school should have for staffing based on the state's

defined minimum program and accreditation standards. This model is designed to provide equity among the schools based on population and individual school needs and is reviewed each year for potential changes.

### **See Tables on pages 68 through 71 for the Staffing Formula**

District administrators meet with each principal annually to discuss the staffing needs of the school. These meetings provide the principal an opportunity to express staffing needs in the supplemental and intervention programs based on data analyses. These needs are reviewed by district administrators for equity, appropriateness and availability of funds.

Certified staff are assigned based on different formulas for elementary, middle and high school (see staffing formula). For budget purposes, the Finance Office assigns a unit value for staff positions. A unit of certified staff is valued at the average teacher's salary plus benefits. Units are valued annually during budget development. The 10th day membership report will be used to determine the differential between the projected and actual enrollment. Staffing and supply allocations may be adjusted by the administration based on this information.

Projections of pay increases for certified staff are determined by the mandatory salary schedule established by the South Carolina Department of Education. The mandatory increase is placed into a formula, and a local supplement is added to the state's base. Any pay increases for certified staff in addition to those mandated by the South Carolina Department of Education must be approved by the Board. The state sets the tone of pay increases by mandating cost of living adjustments (COLA) for teachers. The administration proposes increases for other staff based on industry data, the consumer price index (CPI) and historical data.

### **Department budgets - Modified Zero Base (MZB)**

The MZB format is used to determine the non-salaried budget for all programs that are not student driven. Each division administrator is responsible for the budget preparation of his or her division using the MZB format. Among others, the programs which use this format include:

- Early Childhood/Parenting
- Homebound
- Attendance and social work
- Health/Nursing
- Instructional Services
- Board of Education
- Office of Superintendent
- Facilities Planning and Construction
- Financial Services

- Operations and Maintenance
- Pupil Transportation
- Administrative and Human Resource Services
- Student Services
- Data Services
- Technology Services
- Public/Community Relations

Department heads are provided annually with a budget package which includes a copy of the department's most recent budget, including the amounts spent to date, a mission and objective form, and a budget request form. Each are asked to prepare a budget for their department based on current and projected needs, enter the information (in detail) into the budget module of the district's accounting software and return a signed copy of the forms to the budget office.

### **Presentations to the Board and Public**

The Superintendent has the overall responsibility for budget planning. Principals must develop and submit budgets for their schools after seeking input from the school staff, the School Improvement Council, and a representative from the parent-teacher organization. The budgets submitted by the principals should reflect the principal's judgment as to the most effective way to use resources to achieve the educational objectives of the school.

The Superintendent recommends an annual operating budget to the Board through a series of budget presentations. The Board will give careful consideration to the budget request as presented by the Superintendent and will review the allocations for fairness and consistency with the educational priorities of the school system. After approval by the Board, several presentations are made throughout the county to seek public opinion. The Board must approve the budget by majority vote and must certify it before the second reading with County Council.

### **Adoption of the Operating Budget**

On the date specified by the Beaufort County Council, the Superintendent and the Board of Education will present, in a manner mutually agreed upon by the County Council and the Board of Education, the general operating budget for the operation of schools in the county for the ensuing fiscal year. Three readings of the budget occur before the operating budget is passed.

The final millage rates are set in June as a result of the joint efforts of School District and County staff. Any changes to the millage rate after the approval require an amended ordinance.



If the budget does not receive approval by June 30, the Superintendent will recommend that the Board adopt a continuing resolution based on last year's operating budget until the budget can be approved.

### **The Capital Budget**

Each year a facilities assessment is completed to determine the capital renewal and improvement needs of the District. From this assessment, the Facilities, Planning and Construction office prepares a project listing for consideration by the Superintendent. The list is then presented to the Board of Education for approval. Funding is provided through the sale of general obligation bonds.

### **The Debt Service Budget**

The budget for the debt service fund is determined by the financial needs to meet the principal and interest requirements on the outstanding debt. The amounts needed are then equated to a tax levy value, approved by the Board of Education and the appropriate levy is established by the Beaufort County Auditor.



**Beaufort County School District  
Basic Staffing Allocation Formula  
Elementary Schools**

**2019-2020**

Position	Enrollment	FTE	Number of Work Days
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**Administrative Staff**

Principal	0+	1.0	@	260
Assistant Principal	0-750	1.0	@	210
	751+	2.0	@	210

**Certified Staff**

Teachers	Pre-K	20 to 1	@	190
	Kindergarten	24 to 1	@	190
	Grades 1-3	22 to 1	@	190
	Grade 4	24 to 1	@	190
	Grade 5	24 to 1	@	190
Related Arts Teachers	Based on formula			
Guidance Counselor	0-750	1.0	@	190
	751+	2.0	@	190
Literacy Coach	0+	1.0	@	195
Media Specialist	0+	1.0	@	200
Math or Science Coach	0+	0.5	@	195
ESOL Teachers	Based on formula			
Literacy Teachers	Based on formula			
Gifted and Talented Teachers	Case driven			

**Classified Staff**

Classroom Staff					
Pre-K Assistant	1.0 per Pre-K classroom		@		190
Kindergarten Assistant	1.0 per Kindergarten classroom		@		190
Social Worker	Case Driven				
Media Assistant	0+	1.0	@		190
Nurse	0+	1.0	@		190
Nurse Assistant	1000+	1.0	@		190
Data Clerk	0+	1.0	@		260
Bookkeeper	0+	1.0	@		260
Support Staff	0-750	1.0	@		260
	or 751+	1.0	@		260
	and	1.0	@		190
Bilingual Liaison	Case driven				
Behavior Management Specialist	Case driven				

**Beaufort County School District  
Basic Staffing Allocation Formula  
PreK-8 Schools**

**2019-2020**

Position	Enrollment	FTE		Number of Work Days
<b>Administrative Staff</b>				
Principal	0+	1.0	@	260
Assistant Principal	0-500	1.0	@	210
	501-850	2.0	@	210
	851+	3.0	@	210

**Certified Staff**

Teachers	Pre-K	20 to 1	@	190
	Kindergarten	24 to 1	@	190
	Grades 1-3	22 to 1	@	190
	Grade 4	24 to 1	@	190
	Grade 5	24 to 1	@	190
Elementary Related Arts Teachers	Based on formula			
Middle School Teachers		21 to 1	@	190
Guidance Counselor	0-750	1.0	@	190
	751+	2.0	@	190
Literacy Coach	0+	1.0	@	195
Media Specialist	0+	1.0	@	200
Math or Science Coach	Based on formula		@	195
ESOL Teachers	Based on formula		@	190
Literacy Teachers	Based on formula		@	190
Gifted and Talented Teachers	Case driven		@	190

**Classified Staff**

Pre-K Assistant	1.0 per Pre-K classroom		@	190
Kindergarten Assistant	1.0 per Kindergarten classroom		@	190
Social Worker	Case Driven			
Media Assistant	0+	1.0	@	190
Nurse	0+	1.0	@	190
Nurse Assistant	1000+	1.0	@	190
Data Clerk	0+	1.0	@	260
Bookkeeper	0+	1.0	@	260
Support Staff	0-750	1.0	@	260
	or 751+	1.0	@	260
	and	1.0	@	190
Bilingual Liaison	Case Driven			
Behavior Management Specialist	Case Driven			

**Beaufort County School District**  
**Basic Staffing Allocation Formula**  
**Middle Schools**

**2019-2020**

Position	Enrollment	FTE		Number of Work Days
<b>Administrative Staff</b>				
Principal	0+	1.0	@	260
Assistant Principal	0-500	1.0	@	210
	501-850	2	@	210
	851+	3	@	210

**Certified Staff**

Teachers (low enrollment in related arts areas may result in itinerant staff)		21 to 1	@	190
Guidance Counselor	0-500	1	@	205
	501-850	2.0	@	205
	851+	3.0	@	205
Media Specialist	0+	1	@	200
Literacy Coach	0+	1	@	195
Math or Science Coach	0+	0.5	@	190
ESOL Teacher	Based on formula		@	190

**Classified Staff**

Social Worker	Case Driven			
Media Assistant	0+	1.0	@	190
Nurse	0+	1.0	@	190
Nurse Assistant	1000+	1.0	@	190
Data Clerk	0+	1.0	@	260
Bookkeeper	0+	1.0	@	260
Support Staff  or  (one is 260 days, all others are 190 days)	0-500	1.0	@	260
	and	1.0	@	190
	501+	1.0	@	260
	and	2.0	@	190
	750-1000	4.0	@	190
Behavior Interventionist	0+	1.0	@	180
Bilingual Liaison	Case Driven			
Behavior Management Specialist	Case Driven			

**Beaufort County School District  
Basic Staffing Allocation Formula  
High Schools**

**2019-2020**

Position	Enrollment	FTE		Number of Work Days
<b>Administrative Staff</b>				
Principal	0+	1.0	@	260
Assistant Principal	0-750	1.0	@	220
	751-1000	2.0	@	220
	1001-1500	3.0	@	220
	1501+	4.0	@	220
Athletic Director	0+	1.0	@	220

**Certified Staff**

Teachers (low enrollment in related arts areas may result in itinerant staff)	20.5 to 1	@	190
Guidance Counselor	300 to 1	@	205
Media Specialist	0+	1.0	@ 200
Testing Lead Teacher	0+	0.5	@ 190
ESOL Teacher	Based on formula	@	190

**Classified Staff**

Social Worker	Case Driven		
Media Assistant	751+	1.0	@ 190
Nurse	0+	1.0	@ 190
Data Clerk	0+	1.0	@ 260
Bookkeeper	0+	1.0	@ 260
Support Staff  (one is 260 days, all others are 190 days)	0-750	3.0	@ 190
	751-1000	4.0	@ 190
	1001-1250	5.0	@ 190
	1251+	6.0	@ 190
Behavior Interventionist	0+	1.0	@ 180
Behavior Management Specialist	Case Driven		@ 190

# Beaufort County School District 2019-2020 Proposed General Fund Budget

The FY2020 Proposed General Fund Budget is proposed at \$254.3 million. The chart below is an overview of funding sources and expenditure uses.

## GENERAL FUND

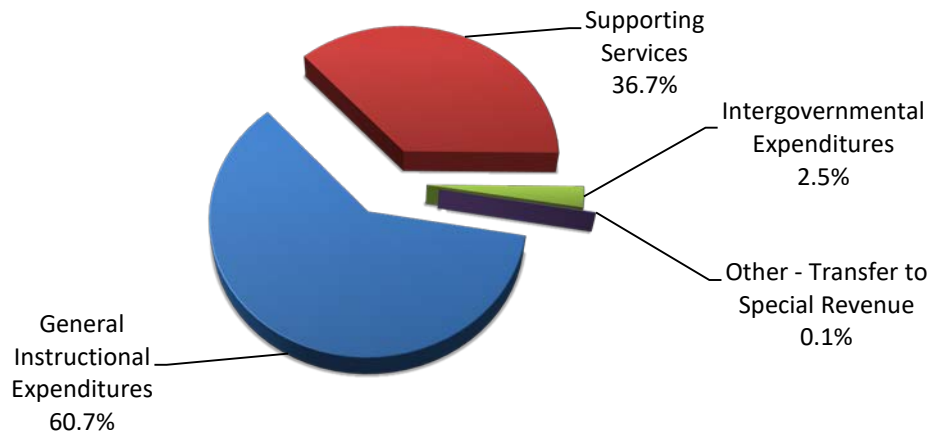
REVENUE	
Local Revenue	\$151,651,605
State Revenue	93,347,306
Federal Revenue	690,000
Other-Transfers from Special Revenue	7,535,948
<b>Total Revenues</b>	<b>\$253,224,859</b>

EXPENDITURES	
Instructional Expenditures	\$154,323,779
Supporting Services	93,392,462
Intergovernmental Expenditures	6,471,201
Other - Transfer to Food Service Fund	110,000
<b>Total Expenditures</b>	<b>\$254,297,442</b>

Use of Fund Balance	(1,072,583)
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<b>Grand Total</b>	<b>\$ 253,224,859</b>
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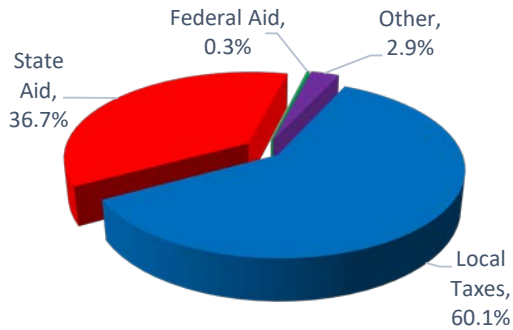
## Proposed General Fund Expenditures FY 2020



# Beaufort County School District 2019-2020 General Fund Revenue and Expenditures Highlights

*Where it comes from...*

## FY 2020 Revenue Sources



**Instructional and Instructional Support:** Includes costs associated with providing instructional programs and the costs of supporting those programs (such as attendance, guidance, and literacy support).

**District Support:** Includes costs associated with support services for personnel, purchasing, and central administration.

**Transportation:** Includes bus driver salaries and operational expenditures.

**Academy for Career Excellence:** Operations of vocational school.

**Charter School:** Payments to Riverview Charter School.

**Utilities:** Includes electric, natural gas, water & sewer, garbage disposal and telecommunications.

**Facilities Maintenance:** Building maintenance, custodial services, grounds maintenance, solid waste and recycling.

**Technology:** Includes costs associated with providing technology services.

**Intergovernmental:** Payments for County and Municipal storm water utility fees, School Resource Officers, fuel charges for fleet vehicles.

**TAN Interest:** Includes interest expense on Tax Anticipation Note

**Local Taxes:** Includes ad valorem tax and interest income

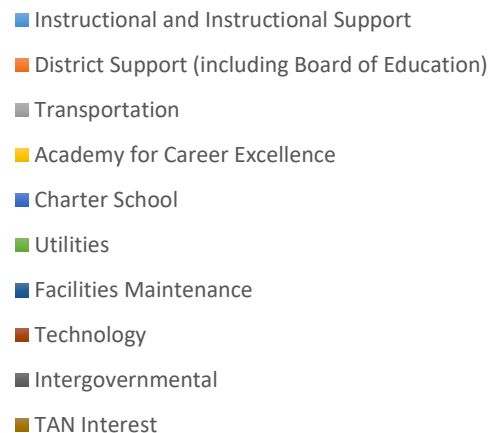
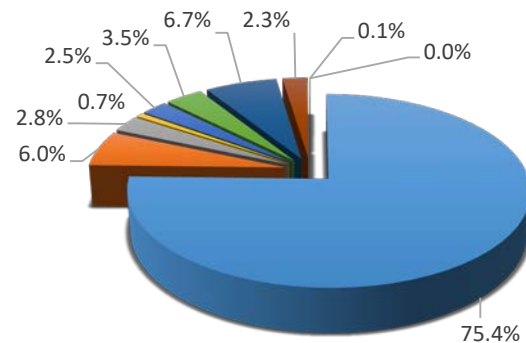
**State Aid:** Primarily includes sales tax revenue, Education Finance Act and other state revenue

**Federal Aid:** Includes Impact Aid and E-Rate

**Other:** Includes transfers from Special Revenue

*Where is goes to ...*

## FY 2020 Expenditures





**Beaufort County School District  
Multi-Year Comparison 2018, 2019 and 2020**

**Comparative Budgeted  
Revenues and Expenditures  
General Fund**

	FY 18 Original Budget	FY 18 Audited	FY19 Original Budget	FY 19 Projected Actual	FY 20 Proposed Budget	Variance	% Change
<b>Revenue:</b>							
<b>Local Revenue:</b>							
Property Taxes	\$ 137,964,216	\$ 141,037,937	\$ 144,507,242	\$ 135,192,380	\$ 150,533,105	\$ 6,025,863	4%
Other Local	663,500	1,865,217	633,500	504,932	1,118,500	485,000	77%
<b>Total Local Revenue</b>	<b>138,627,716</b>	<b>142,903,154</b>	<b>145,140,742</b>	<b>135,697,312</b>	<b>151,651,605</b>	<b>6,510,863</b>	<b>4%</b>
<b>State Revenue:</b>							
Education Finance Act	11,795,797	11,679,053	16,574,183	15,766,963	17,062,545	\$ 488,362	0%
Fringe Benefits / Retiree Insurance	9,666,234	12,346,087	12,045,509	12,662,256	13,166,789	1,121,280	9%
Reimbursement for Local Property Tax Relief	7,036,261	7,036,261	7,036,261	7,036,261	7,036,261	0	0%
Sales Tax - Owner Occupied	44,711,079	44,741,076	45,550,014	45,441,618	46,327,162	777,148	2%
Other State Revenue	3,642,258	2,696,302	5,029,343	5,105,673	9,754,549	4,725,206	94%
Transfer from Special Revenue Fund EIA	4,975,804	5,512,881	6,653,327	6,950,170	7,035,948	382,621	6%
Transfer from Other Funds	450,000	496,218	500,000	568,021	500,000	0	0%
<b>Total State Revenue</b>	<b>82,277,433</b>	<b>84,507,878</b>	<b>93,388,637</b>	<b>93,530,962</b>	<b>100,883,254</b>	<b>7,494,617</b>	<b>8%</b>
<b>Federal Revenue:</b>							
PL 874 (Impact Aid)		29,205		74,350	-	\$ -	0%
Other Federal Revenue	700,000	1,093,691	680,000	\$ 734,721	\$ 690,000	10,000	1%
<b>Total Federal Revenue</b>	<b>700,000</b>	<b>1,122,896</b>	<b>680,000</b>	<b>809,071</b>	<b>690,000</b>	<b>10,000</b>	<b>1%</b>
<b>Total General Fund Budgeted Revenues</b>	<b>\$ 221,605,149</b>	<b>\$ 228,533,928</b>	<b>\$ 239,209,379</b>	<b>\$ 230,037,345</b>	<b>\$ 253,224,859</b>	<b>\$ 14,015,480</b>	<b>6%</b>
<b>Expenditures:</b>							
<b>Salary and Benefits</b>	\$ 174,493,913	\$ 172,468,669	\$ 188,432,437	\$ 185,078,526	\$ 201,353,525	12,921,088	7%
<b>Non-salary</b>	\$ 51,270,642	\$ 52,721,489	\$ 52,884,669	\$ 51,159,020	\$ 52,943,917	59,248	0%
<b>Total expenditures</b>	<b>\$ 225,764,555</b>	<b>\$ 225,190,158</b>	<b>\$ 241,317,106</b>	<b>\$ 236,237,546</b>	<b>\$ 254,297,442</b>	<b>\$ 12,980,336</b>	<b>5%</b>
<b>Add to/(Use of) Fund Balance</b>	<b>(4,159,406)</b>	<b>3,343,770</b>	<b>(2,107,727)</b>	<b>(6,200,201)</b>	<b>(1,072,583)</b>	<b>1,035,144</b>	
<b>Beginning Fund Balance</b>	<b>36,263,129</b>	<b>36,263,129</b>	<b>39,606,899</b>	<b>39,606,899</b>	<b>33,406,698</b>		
<b>Ending Fund Balance</b>	<b>39,606,899</b>	<b>39,606,899</b>	<b>37,499,172</b>	<b>33,406,698</b>	<b>32,334,115</b>		
Beginning Fund Balance as a percentage of expenditures	16.1%	16.1%	16.4%	16.8%	12.6%		
Ending Fund Balance as a percentage of expenditures	17.5%	17.6%	15.5%	14.1%	12.7%		

**Beaufort County School District  
Three-Year Comparison  
Fiscal Years 2018, 2019 and 2020**

**Comparative Budget Summary  
General Fund**

Revenues by Source	2017-18		2018-19		2018-2019		2019-20		2018-19 to 2019-20		
	Audited		Approved		Projected		Proposed		Increase/	Percent	
	Actual		Budget		Actual		Budget		(Decrease)	Change	
Local											
Ad Valorem (Current and Delinquent)	\$	141,037,937	\$	144,507,242	\$	135,192,380	\$	150,533,105	\$	6,025,863	4.17%
Other Local		1,865,216		633,500		504,932		1,118,500		485,000	76.56%
Total Local Revenue	\$	142,903,153	\$	145,140,742	\$	135,697,312	\$	151,651,605	\$	6,510,863	
State											
Sales Tax Reimbursement on Owner Occupied		44,741,076		45,550,014		45,441,618		46,327,162	\$	777,148	1.71%
Fringe Benefits/Retiree Insurance		9,785,673		12,045,509		12,662,256		13,166,789		1,121,280	9.31%
Education Finance Act		11,633,997		16,574,183		15,766,963		17,062,545		488,362	2.95%
Reimbursement for Local Property Tax Relief		7,036,261		7,036,261		7,036,261		7,036,261		-	0.00%
Other State Property Tax		2,614,977		2,487,946		2,662,476		2,602,946		115,000	4.62%
Other State Revenue		2,686,795		2,541,397		2,443,197		7,151,603		4,610,206	100.00%
Total State Revenue	\$	78,498,779	\$	86,235,310	\$	86,012,771	\$	93,347,306	\$	7,111,996	8.25%
Federal											
Other Federal Sources	\$	1,122,896	\$	680,000	\$	809,071	\$	690,000	\$	10,000	1.47%
Total Federal Revenue	\$	1,122,896	\$	680,000	\$	809,071	\$	690,000	\$	10,000	1.47%
Total Revenue	\$	222,524,828	\$	232,056,052	\$	222,519,154	\$	245,688,911	\$	13,632,859	5.87%
Expenditures:											
Instruction											
Salaries	\$	86,897,585	\$	95,963,653	\$	93,180,557	\$	101,839,585	\$	5,875,932	6.12%
Employee Benefits		33,660,642		37,400,077		36,957,556		41,259,430		3,859,353	10.32%
Purchased Services		8,574,631		8,021,951		8,518,157		8,448,415		426,464	5.32%
Materials & Supplies		2,424,429		2,774,110		2,573,586		2,441,145		(332,965)	-12.00%
Other		295,492		408,530		237,027		335,204		(73,326)	-17.95%
Total Instruction	\$	131,852,779	\$	144,568,321	\$	141,466,884	\$	154,323,779	\$	9,755,458	6.75%
Supporting Services											
Salaries	\$	37,458,028	\$	39,566,471	\$	39,317,405	\$	41,316,513	\$	1,750,042	4.42%
Employee Benefits		14,452,414		15,502,236		15,623,008		16,937,997		1,435,761	9.26%
Purchased Services		22,477,503		23,526,986		22,004,376		23,251,360		(275,626)	-1.17%
Materials & Supplies		10,685,968		10,404,600		9,584,813		10,125,114		(279,486)	-2.69%
Capital Outlay		107,337		211,000		120,963		241,100		30,100	14.27%
Other		1,205,351		1,520,497		1,423,314		1,520,378		(119)	-0.01%
Total Support	\$	86,386,601	\$	90,731,790	\$	88,073,879	\$	93,392,462	\$	2,660,672	2.93%
Total Expenditures	\$	218,239,380	\$	235,300,111	\$	229,540,763	\$	247,716,241	\$	12,416,130	5.28%
Intergovernmental Expenditures and Other Financing Sources (Uses)											
Transfers to Special Revenue	\$	(784,714)	\$	-			\$	-	\$	-	0.00%
Debt Service		(106,282)		(40,000)		(23,660)		(60,000)		(20,000)	50.00%
Transfers to School Building Fund		-		-		(103,870)		-		-	0.00%
Payment to Other Governmental Units		(47,648)		(40,000)		(111,385)		(55,000)		(15,000)	37.50%
Payment to Charter School		(5,902,134)		(5,826,995)		(6,347,868)		(6,356,201)		(529,206)	9.08%
Transfer to Food Service		(110,000)		(110,000)		(110,000)		(110,000)		-	0.00%
Transfers from Special Revenue		5,512,882		6,653,327		6,950,170		7,035,948		382,621	5.75%
Transfers from Other Funds		496,218		500,000		568,021		500,000		-	0.00%
Total Intergovernmental Expenditures and Other Financing Sources (Uses)	\$	(941,678)	\$	1,136,332	\$	821,408	\$	954,747	\$	(181,585)	-15.98%
Excess Revenues Over (Under) Expenditures and Other Financing Sources (Uses)											
	\$	3,343,770	\$	(2,107,727)	\$	(6,200,201)	\$	(1,072,583)	\$	(1,035,144)	
Beginning Fund Balance		36,263,129	\$	39,606,899	\$	39,606,899	\$	33,406,698			
Ending Fund Balance	\$	39,606,899	\$	37,499,172	\$	33,406,698	\$	32,334,115			
Fund Balance as a Percent of Expenditures		17.6%		15.5%		14.1%		12.7%			

**Beaufort County School District  
Three-Year Comparison  
Fiscal Years 2018, 2019 and 2020**

**Comparative Budget Summary  
Debt Service Fund**

Revenues by Source	2017-18	2018-19	2019-20	2018-19 to 2019-20	
	Audited Actual	Approved Budget	Proposed Budget	Increase/ (Decrease)	Percent Change
<b>Local</b>					
Ad Valorem (Current and Delinquent)	\$ 57,731,869	\$ 55,614,944	\$ 61,788,323	\$ 6,173,379	11.10%
Other Local	198,078	-	-	-	0.00%
<b>Total Local Revenue</b>	<b>\$ 57,929,947</b>	<b>\$ 55,614,944</b>	<b>\$ 61,788,323</b>	<b>\$ 6,173,379</b>	<b>11.10%</b>
<b>State</b>					
Homestead exemption	\$ 1,136,403	\$ 1,000,000	\$ 1,000,000	\$ -	0.00%
Merchant's inventory tax	85,988	-	-	-	0.00%
Other State Property Tax	95,094	-	-	-	0.00%
<b>Total State Revenue</b>	<b>\$ 1,317,485</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$ 59,247,432</b>	<b>\$ 56,614,944</b>	<b>\$ 62,788,323</b>	<b>\$ 6,173,379</b>	<b>10.90%</b>
<b>Expenditures:</b>					
Redemption of principal	\$ 42,445,700	\$ 44,525,700	\$ 56,307,000	\$ 11,781,300	26.46%
Interest	12,825,767	13,002,726	11,250,710	(1,752,016)	-13.47%
Other Objects	41,574	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 55,313,041</b>	<b>\$ 57,528,426</b>	<b>\$ 67,557,710</b>	<b>\$ 10,029,284</b>	<b>17.43%</b>
<b>Other Financing Sources (Uses)</b>					
Premium on bonds sold	\$ 33,775	\$ -	\$ -	\$ -	0.00%
Transfer to EFC Debt Service Fund	(2,729,952)	-	-	-	0.00%
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (2,696,177)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Excess Revenues Over (Under) Expenditures and Other Financing Sources (Uses)</b>	<b>\$ 1,238,214</b>	<b>\$ (913,482)</b>	<b>\$ (4,769,387)</b>	<b>\$ (3,855,905)</b>	<b>422.11%</b>
<b>Beginning Fund Balance</b>	<b>\$ 14,767,669</b>	<b>\$ 16,005,883</b>	<b>\$ 15,092,401</b>		
<b>Ending Fund Balance</b>	<b>\$ 16,005,883</b>	<b>\$ 15,092,401</b>	<b>\$ 10,323,014</b>		
<b>Fund Balance as a % of CY Expenditures</b>	<b>28.9%</b>	<b>26.2%</b>	<b>15.3%</b>		

**Beaufort County School District**  
**Three-Year comparison**  
**Fiscal Years 2018, 2019 and 2020**

**Comparative Budgeted Expenditures and Other**  
**Financing Uses -**  
**General Fund**

Expenditures by Program	2017-18	2018-19	2019-20	2018-19 to 2019-20	
	Audited Actual	Approved Budget	Approved Budget	Increase/ (Decrease)	Percent Change
Kindergarten Programs	\$ 8,756,420	\$ 9,232,880	\$ 10,187,756	\$ 954,876	10.3%
Primary Programs	24,372,610	27,809,362	28,996,448	1,187,086	4.3%
Elementary Programs	37,817,955	40,691,196	43,357,582	2,666,386	6.6%
High School Programs	28,959,708	32,851,936	34,639,510	1,787,574	5.4%
Vocational Programs	4,863,902	5,189,532	5,342,079	152,547	2.9%
Driver Education Programs	178,339	183,872	194,320	10,448	5.7%
Montessori Programs	886,184	977,114	987,892	10,778	1.1%
Special Education Programs	14,305,356	14,994,843	16,652,047	1,657,204	11.1%
Preschool Special Ed. Programs	588,183	644,469	740,051	95,582	14.8%
Early Childhood Programs	3,934,998	4,139,038	4,509,658	370,620	9.0%
Gifted & Talented Programs	2,524,641	2,772,770	2,976,582	203,812	7.4%
International Baccalaureate Programs	184,298	242,282	178,957	(63,325)	-26.1%
Homebound	174,408	151,400	147,742	(3,658)	-2.4%
Gifted and Talented Artistic	38,369	64,096	40,900	(23,196)	-36.2%
Other Special Programs	1,222	0	0	0	100.0%
Limited English Proficiency Programs	3,645,118	3,920,019	5,198,240	1,278,221	32.6%
Instr Prog Beyond Reg School Day	468,266	512,500	14,633	(497,867)	-97.1%
Parenting Instruction	10,851	20,377	18,727	(1,650)	-8.1%
Instructional Pupil	141,948	170,634	140,655	(29,979)	-17.6%
<b>TOTAL INSTRUCTION</b>	<b>\$ 131,852,776</b>	<b>\$ 144,568,320</b>	<b>\$ 154,323,779</b>	<b>\$ 9,755,459</b>	<b>6.75%</b>
Attendance & Social Work	\$ 3,269,247	\$ 3,414,044	\$ 4,054,520	\$ 640,476	18.8%
Guidance	4,841,705	5,219,765	5,453,833	234,068	4.5%
Health Services	1,551,824	1,764,551	2,340,037	575,486	32.6%
Psychological	1,108,394	1,258,913	1,331,174	72,261	5.7%
Improvement of Instruction	6,947,766	7,599,237	7,561,813	(37,424)	-0.5%
Media Services	3,957,818	4,193,020	4,328,104	135,084	3.2%
Supervision of Special Projects	611,225	640,862	347,817	(293,045)	-45.7%
Staff Development	791,058	998,216	526,169	(472,047)	-47.3%
Board of Education	765,059	687,209	741,240	54,031	7.9%
Office of Superintendent	466,218	451,589	438,070	(13,519)	-3.0%
School Administration	15,218,802	16,161,626	16,628,811	467,185	2.9%
Fiscal Services	1,735,071	1,794,165	1,889,887	95,722	5.3%
Facilities Acquisition	25,874	24,874	58,997	34,123	137.2%
Maintenance & Operations	26,088,851	25,806,678	25,847,214	40,536	0.2%
Transportation	6,067,274	6,723,118	7,106,243	383,125	5.7%
Food Service	10,765	0	0	0	100.0%
School Safety	1,133,568	1,271,024	1,238,027	(32,997)	-2.6%
Planning	111,127	114,046	117,417	3,371	3.0%
Information Services	394,244	414,613	443,671	29,058	7.0%
Staff Services	2,829,747	3,292,290	3,529,980	237,690	7.2%
Technology	5,464,588	5,703,990	5,885,276	181,286	3.2%
Supporting Pupil Activities	2,996,379	3,197,961	3,524,162	326,201	10.2%
<b>TOTAL SUPPORT SERVICES</b>	<b>\$ 86,386,604</b>	<b>\$ 90,731,791</b>	<b>\$ 93,392,462</b>	<b>\$ 2,660,671</b>	<b>2.9%</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 106,282</b>	<b>\$ 40,000</b>	<b>\$ 60,000</b>	<b>\$ 20,000</b>	<b>50.0%</b>
<b>Intergovernmental Expenditures</b>					
Payments to other agencies	\$ 47,648	\$ 40,000	\$ 55,000	\$ 15,000	37.5%
Payment to Charter School	5,902,134	5,826,995	6,356,201	529,206	9.1%
<b>Total Intergovernmental Expend.</b>	<b>\$ 5,949,782</b>	<b>\$ 5,866,995</b>	<b>\$ 6,411,201</b>	<b>\$ 544,206</b>	<b>9.3%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 224,295,444</b>	<b>\$ 241,207,106</b>	<b>\$ 254,187,442</b>	<b>\$ 12,980,336</b>	<b>5.4%</b>
<b>Other Financing Sources (Uses)</b>					
Transfer - Food Service Fund	\$ (110,000)	\$ (110,000)	\$ (110,000)	\$ -	0.0%
Transfer - Special Revenue Fund	(784,714)		0	0	0.0%
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (894,714)</b>	<b>\$ (110,000)</b>	<b>\$ (110,000)</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>					
<b>AND OTHER FINANCING USES:</b>	<b>\$ 225,190,158</b>	<b>\$ 241,317,106</b>	<b>\$ 254,297,442</b>	<b>\$ 12,980,336</b>	<b>5.4%</b>

**Beaufort County School District  
Fiscal Year 2019-2020**

**Combined Budget Statement  
All Funds**

<b>Revenues by Source</b>	<b>Governmental Funds</b>	<b>Proprietary and Fiduciary Funds</b>	<b>Total</b>
<b>Revenue</b>			
Local	\$ 214,366,518	\$ 6,519,645	\$ 220,886,163
State	112,961,401	725	112,962,126
Federal	16,769,778	8,450,000	25,219,778
		-	
<b>Total Revenues</b>	<b>\$ 344,097,697</b>	<b>\$ 14,970,370</b>	<b>\$ 359,068,067</b>
<b>Expenditures</b>			
Instruction	173,884,665	750,152	174,634,817
Supporting Services	102,779,299	13,928,478	116,707,777
Community Services	317,008	-	317,008
Intergovernmental Expenditures	6,579,491	115,000	6,694,491
Other	55,000	-	55,000
Debt Services	67,617,710	-	67,617,710
Facilities Acquisition & Construction Services	20,000,000	-	20,000,000
		-	
<b>Total Expenditures</b>	<b>\$ 371,233,173</b>	<b>\$ 14,793,630</b>	<b>\$ 386,026,803</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(27,135,476)</b>	<b>\$ 176,740</b>	<b>\$ (26,958,736)</b>
<b>Other Financing Sources (Uses)</b>			
Proceeds of General Obligation Bonds	20,000,000	-	20,000,000
Transfer to General Fund	(6,132,442)	(119,980)	(6,252,422)
Transfer to Food Service Fund	(110,000)		(110,000)
Transfer from General Fund	-	110,000	110,000
Transfer from Special Revenue	7,035,948	-	7,035,948
Transfer from Other Funds/Indirect Cost	500,000	-	500,000
	<b>\$ 21,293,506</b>	<b>\$ (9,980)</b>	<b>\$ 21,283,526</b>
<b>Excess of Revenues Over (Under) Expenditures and Other Financing Sources (Uses)</b>	<b>\$ (5,841,970)</b>	<b>\$ 166,760</b>	<b>\$ (5,675,210)</b>
<b>Estimated Fund Balance/Net Position, July 1</b>	<b>\$ 82,964,795</b>	<b>\$ 6,370,739</b>	<b>\$ 89,335,534</b>
<b>Fund Balance/Net Position, June 30</b>	<b>\$ 77,122,825</b>	<b>\$ 6,537,499</b>	<b>\$ 83,660,324</b>
<b>Percentage Change in Fund Balance/Net Position</b>	<b>-7.0%</b>	<b>2.6%</b>	<b>-6.4%</b>

**Beaufort County School District  
Fiscal Year 2019-2020**

**Combined Budget Statement  
All Governmental Funds**

Revenues by Source	General Fund	Special Revenue Fund	Education Improvement Act Fund	Debt Service Fund	School Building Fund	Total
<b>Revenue</b>						
Local	\$ 151,651,605	\$ 926,590	\$ -	\$ 61,788,323	\$ -	\$ 214,366,518
State	93,347,306	4,377,564	14,236,531	1,000,000	-	112,961,401
Federal	690,000	16,079,778	-	-	-	16,769,778
<b>Total Revenues</b>	<b>\$ 245,688,911</b>	<b>\$ 21,383,932</b>	<b>\$ 14,236,531</b>	<b>\$ 62,788,323</b>	<b>\$ -</b>	<b>\$ 344,097,697</b>
<b>Expenditures</b>						
Instruction	154,323,779	12,646,958	6,913,928	-	-	173,884,665
Supporting Services	93,392,462	7,660,963	1,725,874	-	-	102,779,299
Community Services		317,008	-	-	-	317,008
Payments to Charter School	6,356,201	139,443	83,847	-	-	6,579,491
Other	55,000	-	-	-	-	55,000
Debt Services	60,000	-	-	67,557,710	-	67,617,710
Facilities Acquisition & Construction Services	-	-	-	-	20,000,000	20,000,000
<b>Total Expenditures</b>	<b>\$ 254,187,442</b>	<b>\$ 20,764,372</b>	<b>\$ 8,723,649</b>	<b>\$ 67,557,710</b>	<b>\$ 20,000,000</b>	<b>\$ 371,233,173</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>\$ (8,498,531)</b>	<b>\$ 619,560</b>	<b>\$ 5,512,882</b>	<b>\$ (4,769,387)</b>	<b>\$ (20,000,000)</b>	<b>\$ (27,135,476)</b>
<b>Other Financing Sources (Uses)</b>						
Proceeds of General Obligation Bonds	-	-	-	-	20,000,000	20,000,000
Transfer to General Fund	-	(619,560)	(5,512,882)	-	-	(6,132,442)
Transfer to Food Service Fund	(110,000)	-	-	-	-	(110,000)
Transfer from Special Revenue	7,035,948	-	-	-	-	7,035,948
Transfer from Other Funds/Indirect Cost	500,000	-	-	-	-	500,000
	<b>\$ 7,425,948</b>	<b>\$ (619,560)</b>	<b>\$ (5,512,882)</b>	<b>\$ -</b>	<b>\$ 20,000,000</b>	<b>\$ 21,293,506</b>
<b>Excess of Revenues Over (Under) Expenditures and Other Financing Sources (Uses)</b>	<b>\$ (1,072,583)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (4,769,387)</b>	<b>\$ -</b>	<b>\$ (5,841,970)</b>
<b>Estimated Fund Balance, July 1</b>	<b>\$ 33,546,772</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,058,757</b>	<b>\$ 30,359,266</b>	<b>\$ 82,964,795</b>
<b>Fund Balance, June 30</b>	<b>\$ 32,474,189</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,289,370</b>	<b>\$ 30,359,266</b>	<b>\$ 77,122,825</b>
<b>Percentage Change in Fund Balance</b>	<b>-3.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-25.0%</b>	<b>0.0%</b>	<b>-7.0%</b>

**Beaufort County School District  
Fiscal Year 2019-2020**

**Combined Budget Statement  
Non-Governmental Funds**

<b>Revenues by Source</b>	<b>School Food Service</b>	<b>Internal Service Fund</b>	<b>Pupil Activity Fund</b>	<b>Total</b>
<b>Revenue</b>				
Local	\$ 1,692,900	\$ 900,000	\$ 3,926,745	\$ 6,519,645
State	725	-	-	725
Federal	8,450,000	-	-	8,450,000
				-
<b>Total Revenues</b>	<b>\$ 10,143,625</b>	<b>\$ 900,000</b>	<b>\$ 3,926,745</b>	<b>\$ 14,970,370</b>
<b>Expenditures</b>				
Instruction	-	440,000	310,152	750,152
Supporting Services	9,851,885	460,000	3,616,593	13,928,478
				-
<b>Total Expenditures</b>	<b>\$ 9,851,885</b>	<b>\$ 900,000</b>	<b>\$ 3,926,745</b>	<b>14,678,630</b>
<b>Total Intergovernmental Expend</b>	<b>\$ 115,000</b>			<b>115,000</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>\$ 176,740</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 176,740</b>
<b>Other Financing Sources (Uses)</b>				
Transfer to Other Funds/Indirect Cost	(119,980)	-	-	(119,980)
Transfer from General Fund	110,000	-	-	110,000
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (9,980)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (9,980)</b>
<b>Excess of Revenues Over (Under) Expenditures and Other Financing Sources (Uses)</b>	<b>\$ 166,760</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 166,760</b>
<b>Estimated Fund Balance/Net Position, July 1</b>	<b>\$ 2,387,061</b>	<b>\$ 1,377,723</b>	<b>\$ 2,605,955</b>	<b>\$ 6,370,739</b>
<b>Fund Balance/Net Position, June 30</b>	<b>\$ 2,553,821</b>	<b>\$ 1,377,723</b>	<b>\$ 2,605,955</b>	<b>\$ 6,537,499</b>
<b>Percentage Change in Fund Balance/Net Position</b>	<b>7.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>



**Beaufort County School District  
Three-Year Comparison  
Fiscal Years 2018, 2019 and 2020**

**Comprehensive Budgeted Revenue and  
Other Financing Sources -  
Summary - All Funds**

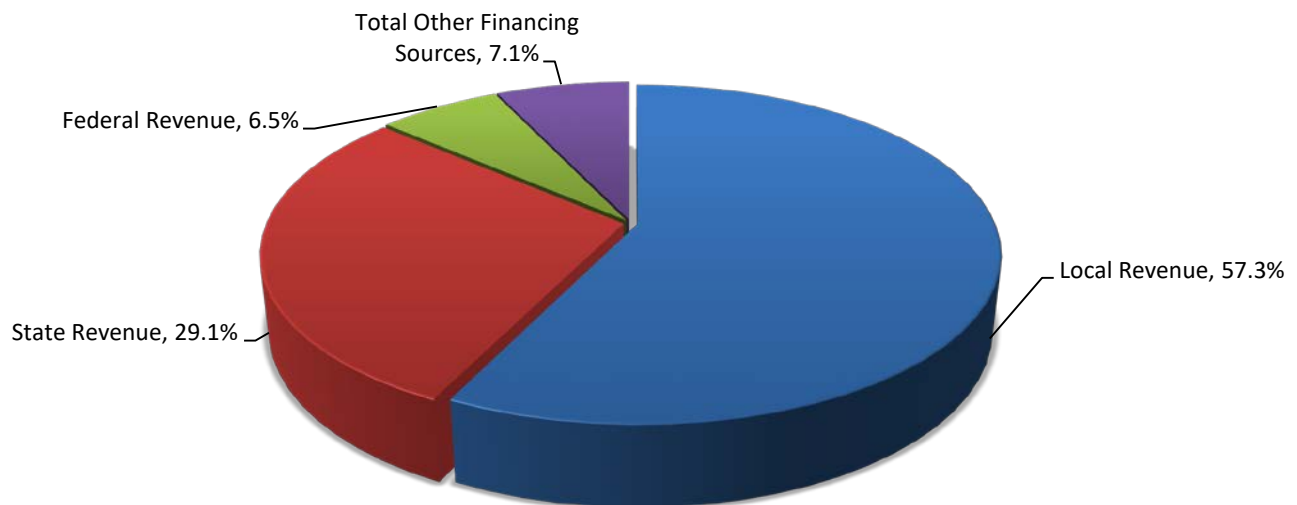
Revenue by Function	2017-18		2018-19		2019-20		2018-19 to 2019-20	
	Audited		Projected		Approved		Increase/ (Decrease)	Percent Change
	Actual		Actual		Budget			
<b>Local Revenue</b>								
General Fund	\$ 142,903,153	\$	135,697,312	\$	152,724,188	\$	17,026,876	12.5%
Special Revenue Fund	730,603		928,048		926,590		(1,458)	-0.2%
Debt Service Fund	57,932,930		61,162,996		61,788,323		625,327	1.0%
School Building Fund	2,090,734		2,159,251		-		(2,159,251)	-100.0%
School Food Service	1,803,614		1,752,292		1,692,900		(59,392)	-3.4%
Internal Service Fund	977,982		1,198,847		900,000		(298,847)	-24.9%
Pupil Activity Fund	3,849,750		4,238,568		3,926,745		(311,823)	-7.4%
<b>TOTAL LOCAL REVENUE</b>	<b>\$ 210,288,766</b>	<b>\$</b>	<b>207,137,314</b>	<b>\$</b>	<b>221,958,746</b>	<b>\$</b>	<b>14,821,432</b>	<b>7.2%</b>
<b>State Revenue</b>								
General Fund	\$ 78,498,779	\$	86,012,770	\$	93,347,306	\$	7,334,536	8.5%
Special Revenue Fund	5,685,434		3,713,929		4,377,564		663,635	17.9%
Education Improvement Act Fund	12,956,755		14,604,018		14,236,531		(367,487)	-2.5%
Debt Service Fund	1,317,485		1,375,515		1,000,000		(375,515)	-27.3%
School Building Fund	-		-		-		-	0.0%
School Food Service	727		-		725		725	0.0%
<b>TOTAL STATE REVENUE</b>	<b>\$ 98,459,180</b>	<b>\$</b>	<b>105,706,232</b>	<b>\$</b>	<b>112,962,126</b>	<b>\$</b>	<b>7,255,894</b>	<b>6.9%</b>
<b>Federal Revenue</b>								
General Fund	\$ 1,122,896	\$	809,072	\$	690,000	\$	(119,072)	-14.7%
Special Revenue Fund	11,079,542		12,228,066		16,079,778		3,851,712	31.5%
School Building Fund	-		79,893		-		(79,893)	-100.0%
School Food Service	8,786,116		8,906,330		8,450,000		(456,330)	-5.1%
<b>TOTAL FEDERAL REVENUE</b>	<b>\$ 20,988,554</b>	<b>\$</b>	<b>22,023,361</b>	<b>\$</b>	<b>25,219,778</b>	<b>\$</b>	<b>3,196,417</b>	<b>14.5%</b>
<b>TOTAL REVENUE</b>	<b>\$ 329,736,500</b>	<b>\$</b>	<b>334,866,907</b>	<b>\$</b>	<b>360,140,650</b>	<b>\$</b>	<b>25,273,743</b>	<b>7.5%</b>

**Beaufort County School District  
Three-Year Comparison  
Fiscal Years 2018, 2019 and 2020**

**Comprehensive Budgeted Revenue and  
Other Financing Sources -  
Summary - All Funds**

Revenue by Function	2017-18	2018-19	2019-20	2018-19 to 2019-20	
	Audited Actual	Projected Actual	Approved Budget	Increase/ (Decrease)	Percent Change
<b>Other Financing Sources</b>					
Proceeds of General Obligation Bonds	\$ 28,570,000	\$ 29,250,000	\$ 20,000,000	\$ (9,250,000)	-31.6%
Premium on Bonds Sold	2,195,170	1,509,478	-	(1,509,478)	-100.0%
Transfers in	6,429,242	9,887,997	7,145,948	(2,742,049)	-27.7%
Other Financing Sources	561,174	571,853	500,000	(71,853)	-12.6%
<b>Total Other Financing Sources</b>	<b>\$ 37,755,586</b>	<b>\$ 41,219,328</b>	<b>\$ 27,645,948</b>	<b>\$ (13,573,380)</b>	<b>-32.9%</b>
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES:</b>	<b>\$ 367,492,086</b>	<b>\$ 376,086,235</b>	<b>\$ 387,786,598</b>	<b>\$ 11,700,363</b>	<b>3.1%</b>

**2019-2020  
Budgeted Revenue - All Funds**



**Beaufort County School District  
Three-Year Comparison  
Fiscal Years 2018, 2019 and 2020**

**Comprehensive Budgeted Expenditures and  
Other Financing Uses -  
Summary - All Funds**

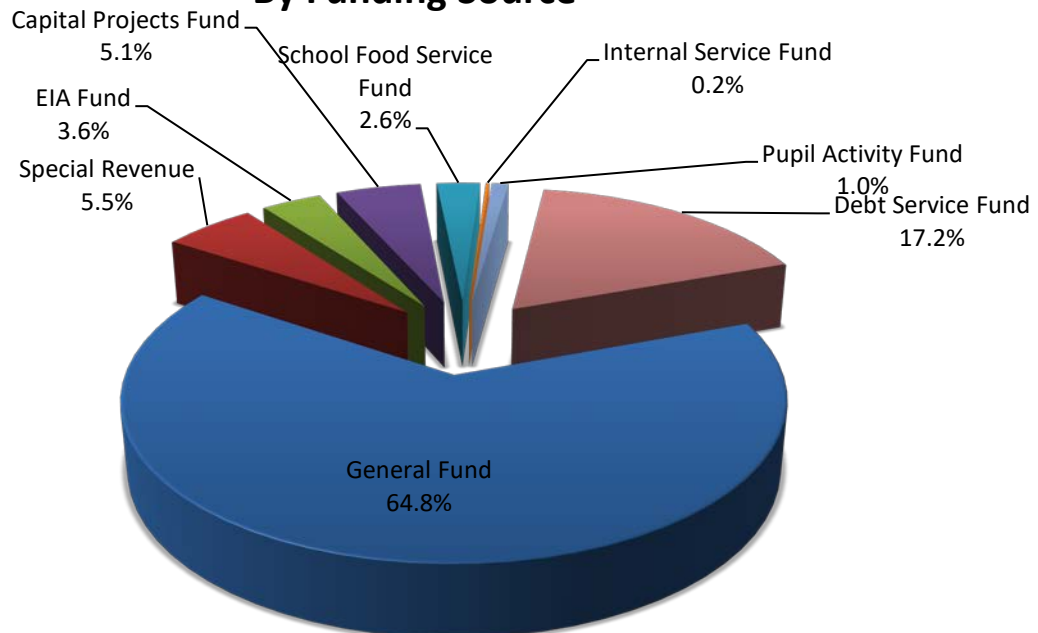
Expenditures by Function	2017-18	2018-19	2019-20	2018-19 to 2019-20	
	Audited Actual	Projected Actual	Approved Budget	Increase/ (Decrease)	Percent Change
<b>TOTAL INSTRUCTION</b>	\$ 149,895,060	\$ 159,175,133	\$ 174,634,817	\$ 15,459,684	9.7%
GENERAL FUND	131,852,779	141,466,884	\$ 154,323,779	12,856,895	9.1%
SPECIAL REVENUE	11,572,944	10,948,210	\$ 12,646,958	1,698,748	15.5%
EDUCATION IMPROVEMENT ACT	5,781,158	5,862,871	\$ 6,913,928	1,051,057	17.9%
INTERNAL SERVICE FUND	386,026	567,317	\$ 440,000	(127,317)	-22.4%
PUPIL ACTIVITY	302,153	329,851	\$ 310,152	(19,699)	-6.0%
<b>TOTAL SUPPORT SERVICES</b>	\$ 138,446,527	\$ 137,483,239	\$ 136,707,777	\$ (775,462)	-0.6%
GENERAL FUND	86,386,601	88,073,879	93,392,462	5,318,583	6.0%
SPECIAL REVENUE	4,258,638	4,946,871	7,660,963	2,714,092	54.9%
EDUCATION IMPROVEMENT ACT	1,564,519	1,669,932	1,725,874	55,942	3.3%
SCHOOL BUILDING FUND	32,460,936	28,673,761	20,000,000	(8,673,761)	-30.2%
SCHOOL FOOD SERVICE FUND	10,178,234	10,440,843	9,851,885	(588,958)	-5.6%
INTERNAL SERVICE FUND	494,542	273,138	460,000	186,862	68.4%
PUPIL ACTIVITY FUND	3,103,057	3,404,815	3,616,593	211,778	6.2%
<b>TOTAL COMMUNITY SERVICES</b>	\$ 257,397	\$ 254,111	\$ 317,008	\$ 62,897	24.8%
EDUCATION IMPROVEMENT ACT		\$ -	\$ -	\$ -	0.0%
SPECIAL REVENUE	257,397	254,111	317,008	62,897	24.8%
<b>TOTAL DEBT SERVICE</b>	\$ 58,161,465	\$ 59,711,870	\$ 67,617,710	\$ 7,905,840	13.2%
GENERAL FUND	106,282	23,660	60,000	36,340	153.6%
DEBT SERVICE FUND	58,055,183	59,688,210	67,557,710	7,869,500	13.2%
<b>INTERGOVERNMENTAL EXPENDITURES</b>	\$ 6,345,699	\$ 6,855,268	\$ 6,749,491	\$ (90,874)	-1.5%
GENERAL FUND	5,949,782	6,459,253	6,411,201	(48,052)	-0.7%
SCHOOL BUILDING FUND	0	0	0	0	0.0%
FOOD SERVICE FUND	109,856	129,903	115,000	0	-11.5%
SPECIAL REVENUE	187,866	145,067	139,443	(5,624)	-3.9%
EDUCATION IMPROVEMENT ACT	98,195	121,045	83,847	(37,198)	-30.7%
<b>TOTAL EXPENDITURES</b>	\$ 353,106,148	\$ 363,479,621	\$ 386,026,803	\$ 22,562,085	6.2%

**Beaufort County School District  
Three-Year Comparison  
Fiscal Years 2018, 2019 and 2020**

**Comprehensive Budgeted Expenditures and  
Other Financing Uses -  
Summary - All Funds**

Expenditures by Function	2017-18	2018-19	2019-20	2018-19 to 2019-20	
	Audited Actual	Projected Actual	Approved Budget	Increase/ (Decrease)	Percent Change
<b>OTHER FINANCING USES</b>	10,459,100	10,583,761	6,362,422	(4,221,339)	-39.9%
<b>GENERAL FUND</b>	110,000	213,870	110,000	(103,870)	-48.6%
<b>SPECIAL REVENUE FUND</b>	2,003,447	575,783	619,560	43,777	7.6%
<b>EDUCATION IMPROVEMENT ACT</b>	5,512,882	6,950,170	5,512,882	(1,437,288)	-20.7%
<b>DEBT SERVICE FUND</b>	2,729,952	2,723,958	-	(2,723,958)	-100.0%
<b>SCHOOL BUILDING FUND</b>	723	-	-	-	0.0%
<b>SCHOOL FOOD SERVICE FUND</b>	102,096	119,980	119,980	-	0.0%
 <b>TOTAL FUND EXPENDITURES AND OTHER FINANCING USES:</b>	 <b>\$ 363,565,248</b>	 <b>\$ 374,063,382</b>	 <b>\$ 392,389,225</b>	 <b>\$ 18,325,843</b>	 <b>4.9%</b>

**FY 2020 Comprehensive Budget  
By Funding Source**



**Beaufort County School District  
Three-Year Comparison  
Fiscal Years 2018, 2019 and 2020**

**Comprehensive Budgeted Expenditures and  
Other Financing Uses -  
All Funds**

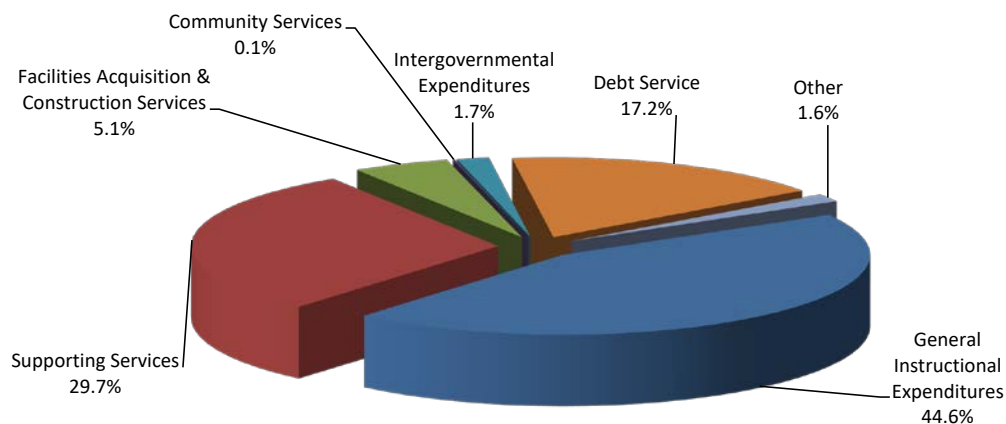
Expenditures by Program	2017-18	2018-19	2019-20	2018-19 to 2019-20	
	Audited Actual	Projected Actual	Approved Budget	Increase/ (Decrease)	Percent Change
Kindergarten Programs	\$ 8,405,222	\$ 9,426,609	\$ 10,377,301	\$ 950,692	10.1%
Primary Programs	29,529,251	30,861,575	33,398,027	2,536,452	8.2%
Elementary Programs	38,329,532	43,444,181	46,289,636	2,845,455	6.5%
High School Programs	29,503,474	32,298,894	36,078,978	3,780,084	11.7%
Vocational Programs	5,146,884	5,874,272	6,300,477	426,205	7.3%
Drivers Education Programs	246,120	194,120	194,870	750	0.4%
Montessori Programs	833,113	904,893	990,367	85,474	9.4%
Special Education Prog.	16,514,865	18,477,919	20,865,325	2,387,406	12.9%
Preschool Special Education Programs	869,060	1,061,913	1,010,302	(51,611)	-4.9%
Early Childhood Programs	5,074,600	5,703,679	6,835,436	1,131,757	19.8%
Gifted & Talented	2,698,538	2,816,631	2,984,007	167,376	5.9%
International Baccalaureate Programs	157,119	152,606	178,957	26,351	17.3%
Homebound	198,540	198,037	147,742	(50,295)	-25.4%
Gifted & Talented Artistic	17,345	10,663	40,900	30,237	283.6%
Other Special Programs	10,612	1,877	17,263	15,386	819.7%
Limited English Proficiency Programs	3,355,554	4,325,256	5,210,615	885,359	20.5%
Summer School Programs	1,098,188	1,019,469	1,187,759	168,290	16.5%
Instr ProgBeyond Reg School Day	469,864	741,552	471,924	(269,628)	-36.4%
Adult Education	456,009	460,195	513,693	53,498	11.6%
Parenting Instruction	950,721	760,659	1,090,431	329,772	43.4%
Instructional Pupil	441,963	440,133	450,807	10,674	2.4%
<b>GENERAL FUND</b>	<b>\$ 131,852,779</b>	<b>\$ 141,466,884</b>	<b>\$ 154,323,779</b>	<b>\$ 12,856,895</b>	<b>9.1%</b>
<b>SPECIAL REVENUE</b>	<b>\$ 11,572,944</b>	<b>\$ 10,948,210</b>	<b>\$ 12,646,958</b>	<b>\$ 1,698,748</b>	<b>15.5%</b>
<b>EDUCATION IMPROVEMENT ACT</b>	<b>\$ 5,781,158</b>	<b>\$ 5,862,871</b>	<b>\$ 6,913,928</b>	<b>\$ 1,051,057</b>	<b>17.9%</b>
<b>INTERNAL SERVICE FUND</b>	<b>\$ 386,026</b>	<b>\$ 567,317</b>	<b>\$ 440,000</b>	<b>\$ (127,317)</b>	<b>-22.4%</b>
<b>PUPIL ACTIVITY</b>	<b>\$ 302,153</b>	<b>\$ 329,851</b>	<b>\$ 310,152</b>	<b>\$ (19,699)</b>	<b>-6.0%</b>
<b>TOTAL INSTRUCTION</b>	<b>\$ 149,895,060</b>	<b>\$ 159,175,133</b>	<b>\$ 174,634,817</b>	<b>\$ 15,459,684</b>	<b>9.7%</b>
Attendance & Social Work	\$ 3,219,681	\$ 3,348,286	\$ 4,110,942	\$ 762,656	22.8%
Guidance	5,176,277	5,733,413	6,875,821	1,142,408	19.9%
Health Services	2,359,247	2,493,566	3,374,108	880,542	35.3%
Psychological	1,078,306	1,258,582	1,331,174	72,592	5.8%
Other Exceptional Programs	-	2,500		(2,500)	0.0%
Improvement of Instruction	9,069,420	9,685,831	10,368,709	682,878	7.1%
Media Services	3,811,400	4,148,793	4,354,655	205,862	5.0%
Supervision of Special Projects	1,507,390	1,130,642	1,939,668	809,026	71.6%
Staff Development	2,072,944	1,818,812	2,127,284	308,472	17.0%
Board of Education	579,015	670,103	741,240	71,137	10.6%
Office of Superintendent	388,325	657,634	438,070	(219,564)	-33.4%
School Administration	14,765,590	16,477,533	16,628,811	151,278	0.9%
Fiscal Services	1,590,284	1,847,056	1,889,887	42,831	2.3%
Facilities Acquisition and Construction	34,445,667	28,700,282	20,058,997	(8,641,285)	-30.1%
Maintenance & Operations	25,866,390	24,673,284	26,209,714	1,536,430	6.2%
Transportation	6,277,919	6,959,585	7,422,218	462,633	6.6%
Food Service	9,817,581	10,463,274	9,918,264	(545,010)	-5.2%
School Safety	1,159,598	1,176,288	1,550,892	374,604	31.8%
Data Services	106,188	115,074	117,417	2,343	2.0%
Information Services	303,057	420,039	452,907	32,868	7.8%
Staff Services	2,979,148	3,047,763	3,573,722	525,959	17.3%
Technology	4,974,267	5,972,288	5,885,276	(87,012)	-1.5%
Supporting Pupil Activity	5,782,883	6,682,611	7,338,001	655,390	9.8%
<b>GENERAL FUND</b>	<b>\$ 86,386,601</b>	<b>\$ 88,073,879</b>	<b>\$ 93,392,462</b>	<b>\$ 5,318,583</b>	<b>6.0%</b>
<b>SPECIAL REVENUE</b>	<b>\$ 4,258,638</b>	<b>\$ 4,946,871</b>	<b>\$ 7,660,963</b>	<b>\$ 2,714,092</b>	<b>54.9%</b>
<b>EDUCATION IMPROVEMENT ACT</b>	<b>\$ 1,564,519</b>	<b>\$ 1,669,932</b>	<b>\$ 1,725,874</b>	<b>\$ 55,942</b>	<b>3.3%</b>
<b>CAPITAL PROJECTS</b>	<b>\$ 32,460,936</b>	<b>\$ 28,673,761</b>	<b>\$ 20,000,000</b>	<b>\$ (8,673,761)</b>	<b>-30.2%</b>
<b>SCHOOL FOOD SERVICE FUND</b>	<b>\$ 10,178,234</b>	<b>\$ 10,440,843</b>	<b>\$ 9,851,885</b>	<b>\$ (588,958)</b>	<b>-5.6%</b>
<b>INTERNAL SERVICE FUND</b>	<b>\$ 494,542</b>	<b>\$ 273,138</b>	<b>\$ 460,000</b>	<b>\$ 186,862</b>	<b>68.4%</b>
<b>PUPIL ACTIVITY FUND</b>	<b>\$ 3,103,057</b>	<b>\$ 3,404,815</b>	<b>\$ 3,616,593</b>	<b>\$ 211,778</b>	<b>6.2%</b>
<b>TOTAL SUPPORT SERVICES</b>	<b>\$ 138,446,527</b>	<b>\$ 137,483,239</b>	<b>\$ 136,707,777</b>	<b>\$ (775,462)</b>	<b>-0.6%</b>

**Beaufort County School District  
Three-Year Comparison  
Fiscal Years 2018, 2019 and 2020**

**Comprehensive Budgeted Expenditures and  
Other Financing Uses -  
All Funds**

Expenditures by Program	2017-18	2018-19	2019-20	2018-19 to 2019-20	
	Audited Actual	Projected Actual	Approved Budget	Increase/ (Decrease)	Percent Change
EDUCATION IMPROVEMENT ACT	\$ -	\$ -	\$ -	\$ -	0.0%
SPECIAL REVENUE	234,504	254,111	317,008	62,897	24.8%
TOTAL COMMUNITY SERVICES	<b>\$ 234,504</b>	<b>\$ 254,111</b>	<b>\$ 317,008</b>	<b>\$ 62,897</b>	<b>24.8%</b>
GENERAL FUND	\$ 78,285	\$ 23,660	\$ 60,000	\$ 36,340	153.6%
DEBT SERVICE FUND	55,155,732	59,688,210	67,557,710	7,869,500	13.2%
TOTAL DEBT SERVICE	<b>\$ 55,234,017</b>	<b>\$ 59,711,870</b>	<b>\$ 67,617,710</b>	<b>\$ 7,905,840</b>	<b>13.2%</b>
<b>Intergovernmental Expenditures</b>					
Payments to other agencies	\$ 5,305,730	\$ 6,743,883	\$ 6,694,491	\$ (49,392)	-0.7%
Payments to State Department of Education	79,927	139,252	55,000	(84,252)	-60.5%
TOTAL INTERGOVERNMENTAL	<b>\$ 5,385,657</b>	<b>\$ 6,883,135</b>	<b>\$ 6,749,491</b>	<b>\$ (133,644)</b>	<b>-1.9%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 349,195,765</b>	<b>\$ 363,507,488</b>	<b>\$ 386,026,803</b>	<b>\$ 22,519,315</b>	<b>6.2%</b>
<b>Other Financing Uses</b>					
Transfer - General Fund	\$ 5,242,132	6,950,170	\$ 5,512,882	\$ (1,437,288)	-20.7%
Transfer - Special Revenue Fund	696,472	-	-	-	0.0%
Transfer - Special Revenues Indirect Cost	442,317	547,916	619,560	71,644	13.1%
Transfer - Food Service Fund	110,000	110,000	110,000	-	0.0%
Transfer - School Building Fund	-	103,870	-	(103,870)	-100.0%
Transfer - Debt Service	33,551,349	2,723,958	-	(2,723,958)	-100.0%
Food Service Indirect Cost	112,951	119,980	119,980	-	0.0%
TOTAL OTHER USES	<b>\$ 40,155,221</b>	<b>\$ 10,555,894</b>	<b>\$ 6,362,422</b>	<b>\$ (4,193,472)</b>	<b>-39.7%</b>
<b>TOTAL FUND EXPENDITURES AND OTHER FINANCING USES:</b>	<b>\$ 389,350,986</b>	<b>\$ 374,063,382</b>	<b>\$ 392,389,225</b>	<b>\$ 18,325,843</b>	<b>4.9%</b>

**Beaufort County School District  
Comprehensive Budgeted Expenditures by Program  
FY 2020  
\$392,389,225**



Beaufort County School District, 2019-2020 Budget

## Fund Balance

The Board of Education is committed to providing sound, fiscal management for the District. During FY 2019, the Board modified its unassigned fund balance policy for the General Fund to no less than 15% of the next year's expenditures with a desired target between 15% and 17% of annual operating expenditures for the next fiscal year. Prior to FY 2019 the fund balance policy for the General Fund was to maintain a fund balance of no less than 10% of the next year's expenditures with a desired target between 13% and 15% of the next year's expenditures. This guidance is a critical component for long-range financial planning. The School District has a history of underspending between 0.5% and 1% annually, generally positioning the fund balance at a more favorable level than originally budgeted.

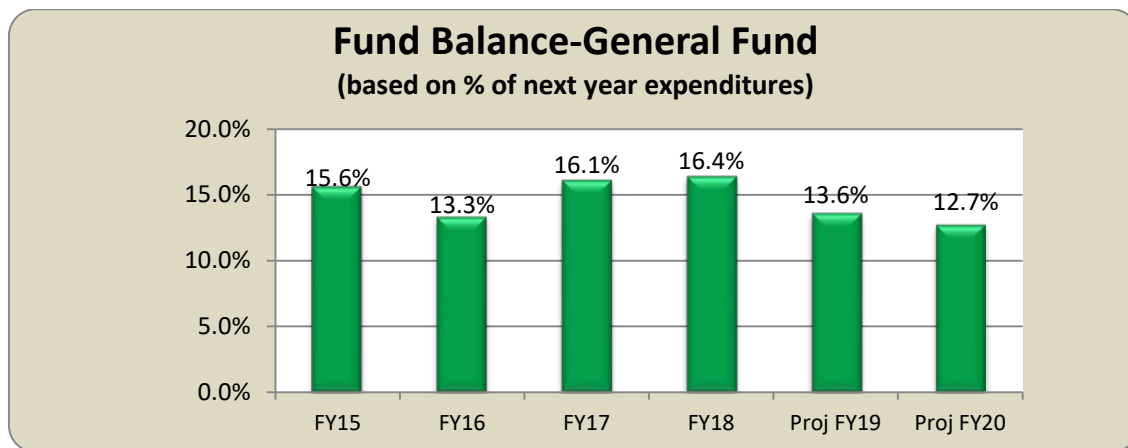
### Changes in Fund Balance-General Fund

As demonstrated by the six-year comparison below, fund balance has been maintained at a level above the minimum amount prescribed in the fund balance policy for all years prior to FY 2019. Fluctuations in local tax collections have historically had a profound effect on the fund balance level. Below are historical summaries of the major changes in fund balance over the past several years:

- FY2015 - A 6 mill increase was approved and local tax revenues exceeded budgeted revenues by \$3 million. State revenues exceeded budget projections by \$1.2 million.
- FY2016 - Millage rates were held flat with expected increases in tax revenues as a result of increased property values. Movement of 6% properties to primary residences was underestimated, resulting in an overestimated mill value. The result was a shortfall in tax revenues of \$3.1 million. Coupled with \$1.4 million in shortfalls in state revenue and savings in salaries and benefits of \$2 million, the end result was a net decrease in fund balance of \$3.1 million.
- FY2017 - Millage rates were increased by 8 mills to replace the shortfall in FY 2016 tax collections. Coupled with a \$12 million increase in expenditures, the fund balance increased by \$7.6 million.
- FY2018 – Millage rates were increased by 2 mills to account for the expected \$2.5 million decrease in state revenue. Coupled with a \$10.3 million increase in budgeted expenditures, fund balance increased by \$3.3 million
- FY2019 projected - Beaufort County underwent a reassessment in tax year 2018. The value of a mill was overestimated during the reassessment process resulting in a projected \$ 9.2 million shortfalls in local tax revenues. State revenue is expected to increase by \$9.1 million above the amount budgeted for FY 2018. Administration estimates \$5.0 million savings in expenditures, resulting in a projected \$6.0 million decrease in fund balance.
- FY 2020 proposed - County Council has approved a 9.4 mill increase in the mileage rate, the maximum increase allowed by State law. This millage increase would utilize and exhaust all “lookback” millage available to the District under state law. This will increase the total operational millage for the District to 114.0 which is projected to yield \$149.7 in revenue. The Administration recommended to the Board to request an additional 6.6 mills as allowed by state

law to address “the deficiency of the preceding year”. The additional 6.6 mills were not approved by County Council in September 2019. State revenue is projected to increase \$7.1 million, \$4.8 million of which is new State Aid to Classrooms which will offset the mandated 4% salary increase for teachers. Budgeted expenditures are expected to increase \$13.0 million, resulting in a projected \$1.1 million decrease in fund balance.

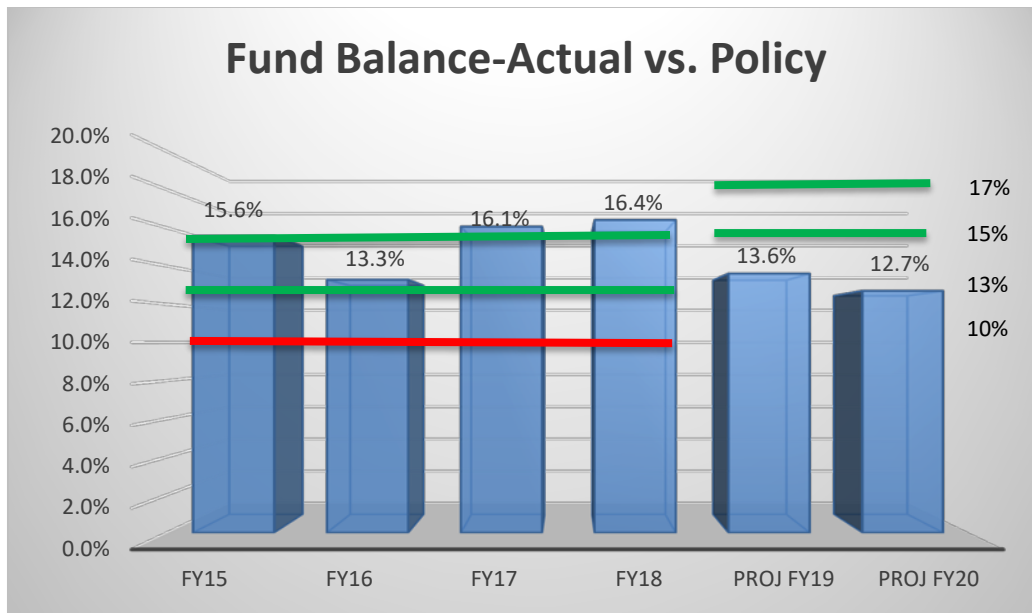
- FY 2021 and beyond- Until the millage rate can be stabilized to generate the revenue as approved by the County, fund balances will continue to be unpredictable in future years. The District and Beaufort County continue to actively work together to achieve a realistic collection rate. Maintaining a fund balance within Board policy is a major consideration during every budget deliberation.



### Fund Balance-Actual vs. Policy

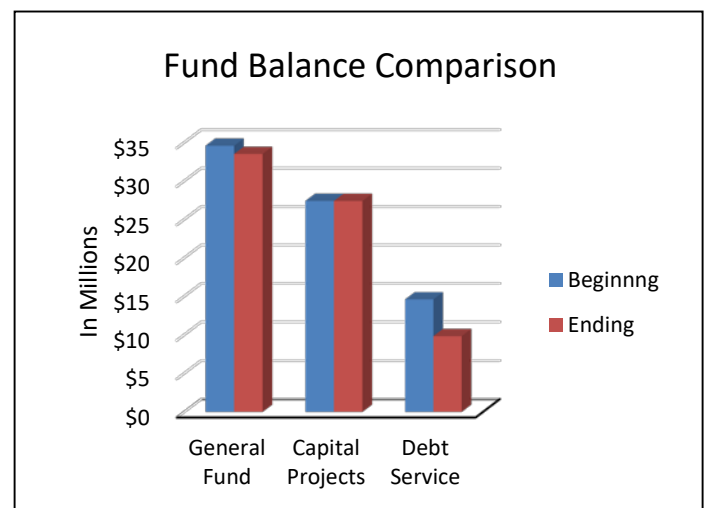
Over the last several years, BCSD has successfully maintained its fund balance above the Board’s minimum desired target of 13% of annual operating expenditures for the next fiscal year. Unanticipated state and local revenues and conservative spending have allowed the School District to rise above the 15% maximum threshold. Due to the local tax revenue shortfall caused by reassessment in FY 2019, fund balance is projected to fall below the new 15% minimum target level. Fund balance is projected to decrease to 12.7% in FY 2020. Five-year projections show that additional revenues will be needed to maintain a fund balance within the range established by the Board. The School District will continue to maximize revenues and implement cost-savings measures in an effort to restore the fund balance to pre-reassessment levels.





### Changes in Fund Balance

The following graph is a comparison of the beginning and projected ending fund balances for the General Fund, Capital Projects Fund, and the Debt Service Fund of the School District. The General Fund reserves are projected to decrease by \$1.1 million during FY 2020. The Capital Projects Fund is expected to remain unchanged in FY 2020. Debt Service Fund balance is projected to decrease by \$4.8 million due to the acceleration of principal payments in order to utilize fund balance.

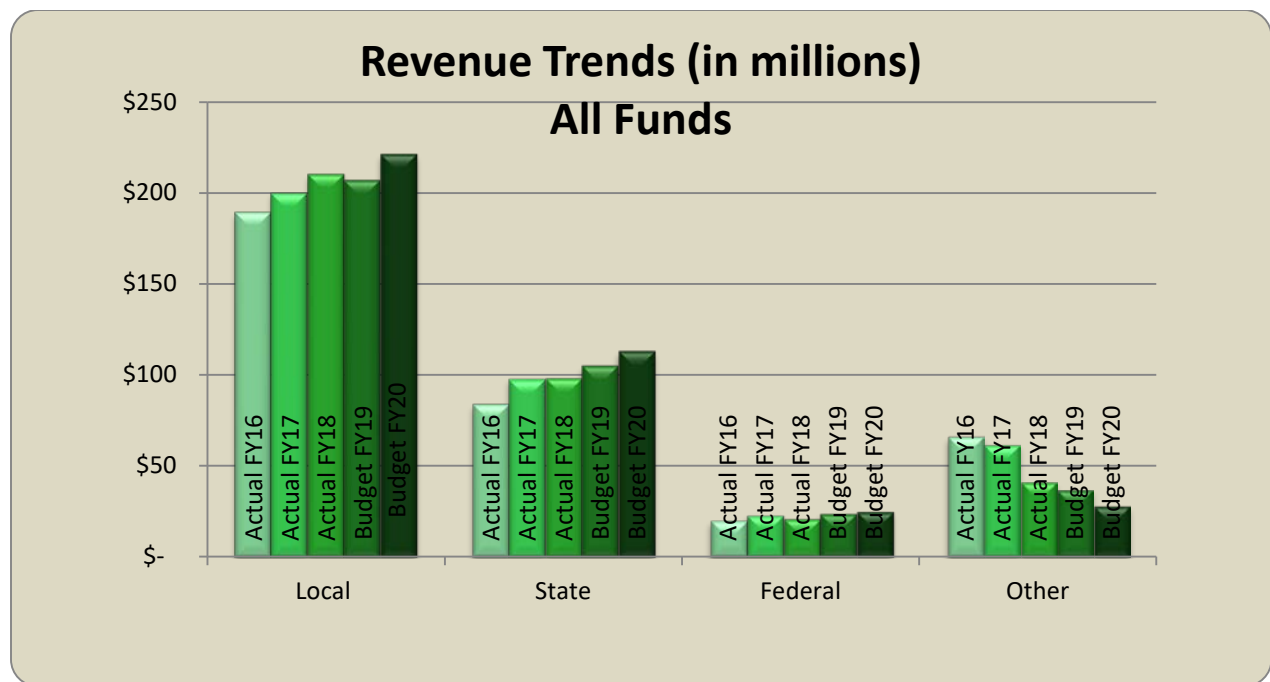


### Impact on the Taxpayer

Changes in fund balance can have an impact on the School District's bond rating. Just as individuals have their own credit report, School Districts have a credit rate and are also measured on their financial health, among other factors. Fluctuations in fund balance can indicate uncertainty in the financial stability and may ultimately lead to a downgrade, potentially resulting in higher interest rates on borrowings. It is important for School District leaders and stakeholders to understand the importance of keeping a stable and healthy fund balance, particularly in times of anticipated construction and borrowing.

## Revenue Trends

Below is a five-year illustration of Beaufort County School District's revenues from all funding sources. The School District heavily depends on local tax revenues to support its basic operations; however, federal and state funds are essential to the District's instructional initiatives. The school district obtains its revenues from four primary sources: local property taxes, state revenues, federal revenues and other revenues, such as general obligation bond proceeds.



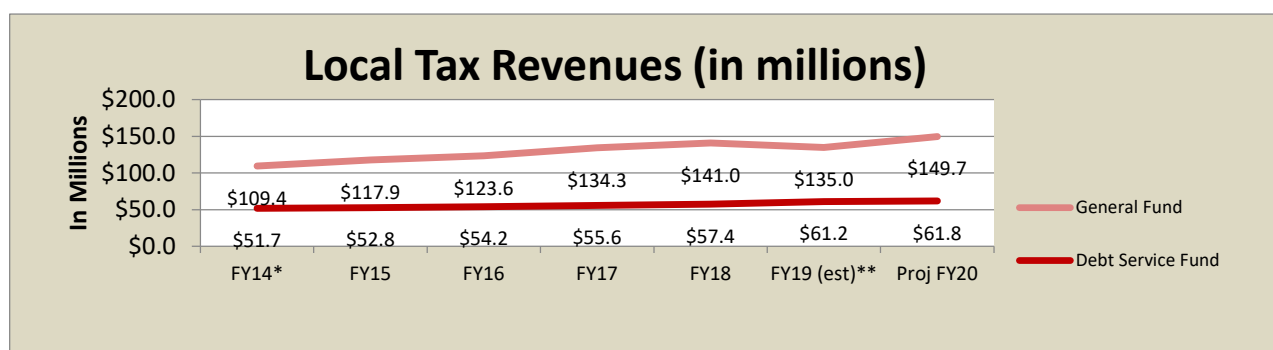
### Local Revenues

Local property taxes are the primary source of revenue for the Beaufort County School District. Sixty-two percent of all revenues are provided by local property taxes and other financing sources. The School District projects to receive \$212.3 million in local property tax revenues in FY 2020 based on operating and debt service millage requested from the Beaufort County Council.

Local property tax collections in the General Fund are expected to fall short of the budgeted amount of \$143.7 million in FY 2019 by \$9.2 million. The shortfall is primarily due to the value of a mill being overestimated during reassessment which resulted in an excessive rollback in the millage rate. Unexpected levels of shifts of 6% to 4% properties also contributed to the shortfall. The FY 2019 local property tax millage rate was decreased by 8.9 mills due to a county wide reassessment. For FY 2020 County Council has approved a 9.4 mill increase, the maximum increase allowed by State law. This millage increase will utilize and exhaust all "lookback" millage available to the District under state law. This will increase the total operational millage for the District to 114.0 which is projected to yield \$149.7 million in

revenue. The District requested an additional 6.6 mills as allowed by state law to address “the deficiency of the preceding year”, but the motion was not passed by Beaufort County Council in September 2019.

The state’s Act 388 eliminated full time resident property taxes as a source of income for supporting general operation of schools. Revenue was replaced by a state mandated 1% sales tax increase. Individuals who own and occupy their homes pay no taxes for school operations. Individuals who own but do not occupy their homes full time are assessed at a 6% rate and taxed for school operations. The passage of Act 388 has incentivized changes from 6% to 4% homes, resulting in lost revenue to the School District. Hundreds of homeowners are approved each year for a change in primary residency by Beaufort County, resulting in the elimination of their school operations taxes. Those funds are permanently lost to the school system. Those shifts from 6% properties to 4% have a direct impact on the calculation of the mill value. The graph below illustrates the local tax revenue trends over the last six years:



\* reassessment year with roll forward

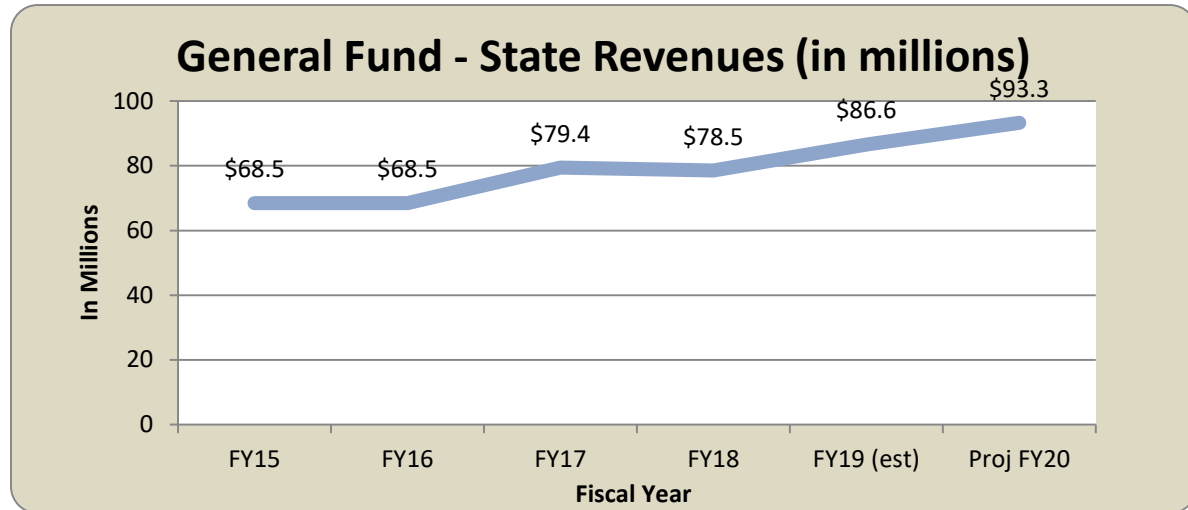
\*\* reassessment year with roll back

The Debt Service Fund, which is primarily funded with local property taxes, has experienced an increase in local property tax revenue since FY 2011. The mills have been incrementally raised to correct an incorrect rollback in millage that occurred in 2010. With a goal of revenue neutrality, the 2013 millage rate was rolled forward to a rate of 31.7 mills from 28 mills during reassessment. The School District maintained that millage rate for FY 2016, 2017, 2018, 2019 and will hold at the same rate for FY 2020. The School District projects to see modest growth in the assessed value for the upcoming year. The millage rate for debt has been carefully managed to reach the levels needed to support the School District’s capital improvement program and retire outstanding debt in a manner expected by bond rating agencies and bond holders.

## State Revenues

State aid includes grants, state sales tax revenue and other state allocations. Of the \$113.0 million in state revenues projected for FY 2020, \$93.4 million is anticipated for the General Fund and are used to support the day-to-day operations of the School District. State revenues supporting the General Fund include the sales tax reimbursement on owner occupied residences, Education Finance Act (EFA) funds, school bus drivers’ salary funds, reimbursement for local property tax relief, retiree insurance and homestead exemptions. Budget projections are provided each year on these revenue streams by the South Carolina Department of Education.

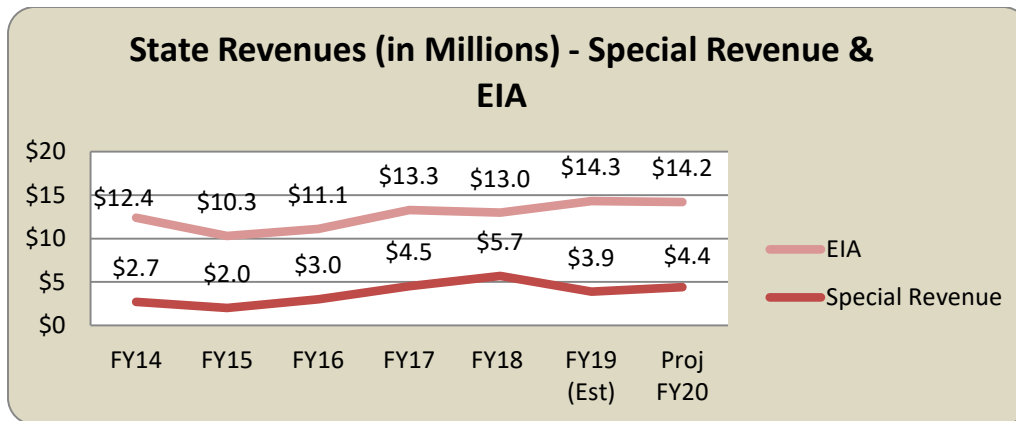
The state's primary funding formula uses an index of taxpaying ability, a measure of each county's wealth, to determine the amount of required support provided by the EFA. The measurement is based on the total assessed value of taxable property of each county as a percentage of the state wide total. According to the index, Beaufort County is one of the wealthiest counties in the state; therefore, it receives the lowest percentage of state support for EFA funding in South Carolina. EFA payments have grown from zero funding in 2011 to an anticipated \$17.0 million in FY 2020 (up from \$15.7 million in FY 2019).



The state's Act 388 legislation replaced approximately \$67.0 million of the School District's local property tax revenues for owner occupied homes with \$44.7 million state sales tax revenue for FY 2018. Local property tax relief makes up the largest portion of state funding and has shown steady growth in the last several years. FY 2020 state revenues are expected to increase by \$7.6 million due to a decrease in the index of taxpaying ability in Beaufort County combined with an expected \$4.8 million in new state funding to be used to offset the mandated 4% salary increase for teachers.

Another \$18.6 million is expected to be received in the Special Revenue and Education Improvement Act (EIA) funds. The Finance Office of the School District uses state budget projections, grant award letters and historical information to project the revenues from these sources for the FY 2020 budget.

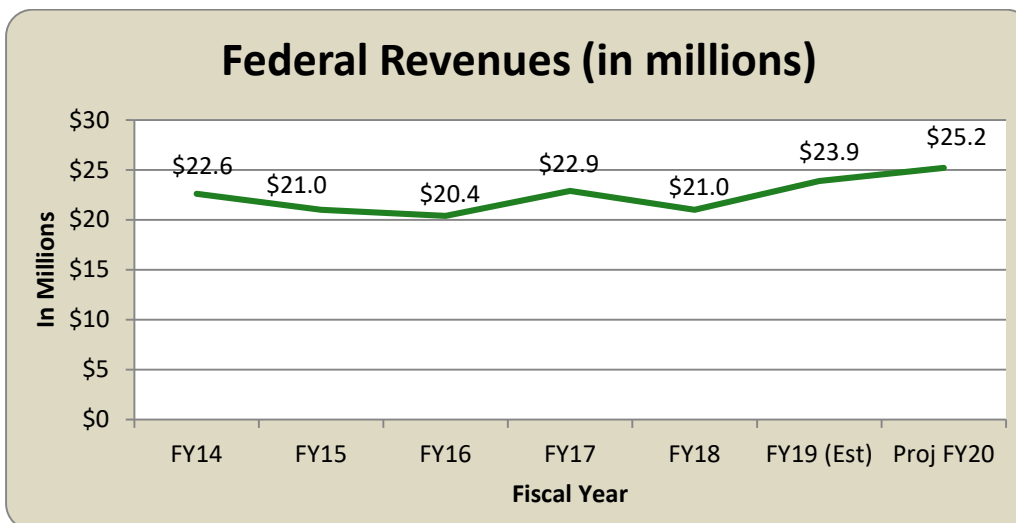
State revenues in Special Revenue funds are expected to slightly increase in the FY 2020 budget. State revenues in EIA funds are expected to decrease slightly in the FY 2020 budget.



## Federal Revenues

Federal Revenues include Title 1, E-rate, and Individuals with Disabilities Education Act (IDEA), among others. Title I supports fifteen high-poverty schools in the District, a decrease from sixteen in FY 2019, with intense focus on literacy. E-rate reimbursements are based on historical collections. E-rate funds are used to support ongoing initiatives of the Technology Division while Impact Aid is used to support the daily operations of the District. IDEA funds are used to support students with disabilities.

The School District expects an increase in federal revenues for FY 2020. USDA funding in the School Food Service Fund is expected to rise due to enrollment growth and the District's increased participation in the federal Community Eligibility Program, which increases the numbers of student participation in high poverty schools. The School District currently has eight schools participating in the program, which offers free lunches to 100% of students at these schools.



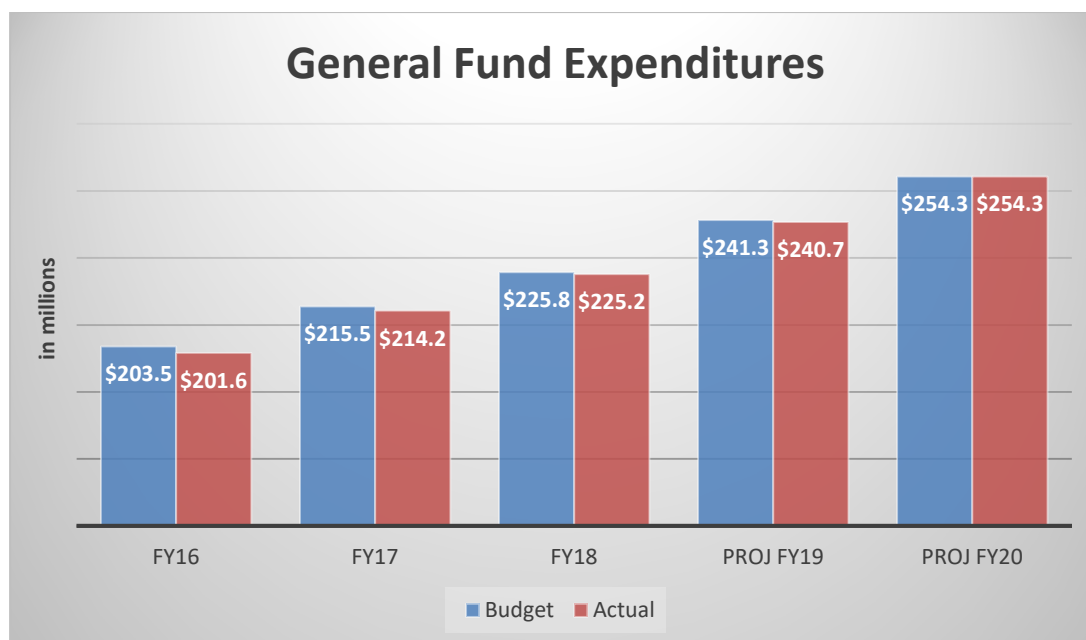
## Other Revenues

Other sources of revenue include \$20.0 million of general obligation bonds used to support the District's 8% capital renewals and renovations. Transfers from other funds account for \$7.6 million of other revenues. These are derived from indirect costs and teacher salary increase funds transferred from Special Revenue Funds to the General Fund.



## Expenditure Trends

The FY 2020 General Fund budget request is in the amount of \$254.3 million, an increase of 5.4% from the FY 2019 budget of \$241.3 million. BCSD has a history of spending over 99% of its budget. Spending in FY 2019 is expected to come under budget by about \$5.5 million primarily due to cost saving measures implemented in response to an estimated \$9.2 million shortfall in local property tax collections caused by the excessive rollback of the millage rate during reassessment.



The chart on the following page provides a five-year comparison of expenditures. Below are historical summaries of the major changes in expenditures over the past few years:

- FY 2016- River Ridge Academy opened with 950+ students in grades Pre-K through eight with operating costs of \$2.8 million. Step increases for all eligible teachers were included at a cost of \$1.3 million and \$2 million increases were due to losses in state and federal funding. A tutoring program was implemented at a cost of \$500,000.
- FY 2017- May River High School opened with 930+ students in grades nine through twelve with operating costs of approximately \$5.4 million. Also included were step increases for all eligible teachers and a 2% cost of living increase equaling \$2.1 million. Locality supplements were provided to each teacher, an increase of \$1.9 million from the prior year.
- FY 2018 - Increases from state and federal mandates accounted for \$4.3 million of expenditure increases. Projected enrollment growth accounted for \$2.4 million which included additional

teachers, academic stipends and school non-salary allocations. Locality supplements are provided to each teacher, an increase of \$1.9 million.

- FY 2019 – Increases from state and federal mandates accounted for \$6.7 million of expenditure increases. Projected enrollment growth accounted for \$1.9 million which included additional teachers, academic stipends and school non-salary allocations. Also included were step increases for all eligible teachers and a 1% cost of living increase equaling \$2.5 million. Step increases, and a 2% cost of living increase were also provided for all classified and administrative staff at a cost of \$1.65 million. Locality supplements for certified staff were increased by \$2,000 per staff member for a total increase of \$3.8 million. Locality supplements for classified and administrative staff were increased by \$500 per staff member for a total increase of \$583,463.
- FY 2020 – A Mandatory step increase and 4% cost of living increase for teachers accounted for \$6.8 million of expenditure increases. Mandated increases in fringe benefits accounted for \$3.2 million of the expenditure increases. Projected enrollment growth accounted for \$3.3 million which included additional teachers, teacher assistants, a guidance counselor, academic stipends, charter school allocation and school non-salary allocations. Step increases, and a 2% cost of living increase were also provided for all classified and administrative staff at a cost of \$2.0 million. An additional 10% salary increase was included for bus drivers at an additional cost of \$295 thousand. \$1.2 million in budget reductions were made which primarily consisted of eliminating 25 computer lab assistant positions and 2 assistant principal positions. Expenditures were reduced by an additional \$500 thousand by eliminating the Summer Institute.

### Expenditures-5 Year Comparison

	FY16	FY17	FY18	Proj FY19	Proj FY20
Budget	\$ 203,513,932	\$ 215,451,995	\$ 225,764,555	\$ 241,317,106	\$ 254,297,442
Actual	\$ 201,641,889	\$ 214,215,155	\$ 225,190,159	\$ 240,717,106	\$ 254,297,442
Increase From Budgeted	\$ 13,955,091	\$ 11,938,063	\$ 10,312,560	\$ 15,552,551	\$ 12,980,336
Prior Year	3.6%	5.9%	4.8%	6.9%	5.4%

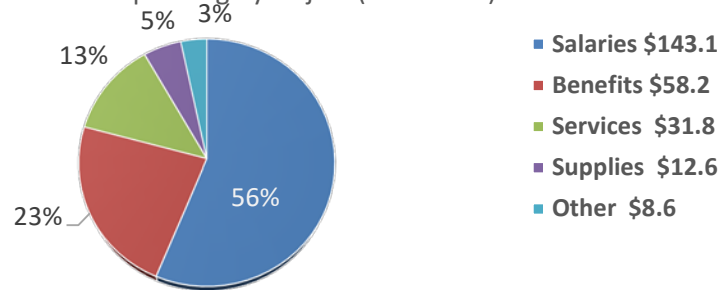
### Salaries and Benefits

Salaries and benefits comprise 79% of the School District's budget. This does not include all the salaries and benefits paid by our contracted services for food service, custodial, grounds, and facilities maintenance. Through a formalized staffing process, school positions are standardized to provide equity among schools and are distributed based on projected student enrollment for FY 2019-2020. A staffing formula was established for each elementary, middle and high school.

In 2016, a recruiting and retention plan was initiated in the form of locality supplements. The plan called for a \$1,000 supplement with annual increases over a five-year period for certified staff. The FY 2020 budget includes a \$5,000 supplement for teachers and a \$1,500 supplement for other full-time staff.



General Fund Spending by Object (in millions)



Enrollment is projected to grow 158 students in FY 2020. Thus, sixteen new certified positions were included in the budget.

The state of South Carolina requires an annual step increase for all eligible certified teachers. The cost of this budget item is \$2.0 million. Additionally, the Board approved step increases for all eligible administrative and classified staff. Athletic and academic stipend allocations are distributed to applicable schools each year based on projected enrollment.

## Employee Benefits

The budget includes benefits including Social Security, Medicare, retirement, health, dental, life insurance, and workers' compensation. Retirement benefits are managed by the SC Public Benefit Authority (PEBA), and participation of employees of South Carolina school districts is mandatory. For FY 2020, the employer's share of retirement increased from 20.61% to 21.61%.

Health insurance premiums through the Blue Cross Blue Shield State Health Plan, the mandated plan for SC school districts, are estimated to increase by 0.0% as of January 1, 2020. Increased costs due to additional staff coupled with prior increases for the second half of the 2020 calendar year are expected to result in an increase of \$1.1 million. No increases are expected in Social Security, Medicare, dental, life insurance or workers' compensation. Benefit costs are estimated to increase by \$5.3 million to total \$58.2 million.



## Instructional Programs

Many instructional programs and curricular initiatives are funded through Special Revenue and EIA (Education Improvement Act) funds. Below is a summary of the major instructional initiatives planned for the 2019-2020 school year and the Special Revenue funding sources which will support them. These programs may be supported with general fund money as well.

<b>FY 2020 Utilization of Special Revenue Funds</b>			
<b>Instructional Initiatives</b>	<b>Intended Use of Program</b>	<b>Amounts</b>	<b>Special Revenue Funding Source</b>
Title One	To supplement the core instructional programs at 16 high poverty schools	\$6,814,374	Title I
Special Education	The education of students with special needs in a way that addresses the student's individual differences and needs	\$6,017,273	IDEA, ESY and IDEA Preschool Funds
Improving Teacher Quality	Programs focused on preparing, training and recruiting highly effective teachers and principals	\$865,484	Title II-Teacher Quality
English Learners (EL)	An instructional program in English for speakers of other languages (EL) to teach basic vocabulary and grammar to students with a first language other than English	\$465,531	Title III
Adult Education	Program to increase adult literacy and to prepare adults for a high school diploma or its equivalency	\$1,068,587	Federal & State Adult Education Funds
Parenting & Family Literacy	Program provides a holistic, fully integrated, family-focused approach, providing parents and children most in need of improving their literacy skills with intensive, frequent and long-term educational and non-educational services.	\$653,000	Title I, At Risk Funds
Junior ROTC Program	A federal program sponsored by the United States Armed Forces in high schools to promote citizenship, leadership skills, and patriotism	\$1,136,852	Federal JROTC Funds, General Fund
Summer School for MS & HS grades 6-12	Additional instructional days for most at risk students in grades 6-12 and credit recovery opportunities	\$200,000	At Risk Funds
Student Health & Fitness-Nurses	Funding for elementary school nurses	\$885,672	Student Health & Fitness
Migrant Education	Support of high quality education program for migratory children	\$177,349	Title I
Career and Technology Education	A planned program of courses and learning experiences that begin to explore options of career awareness	\$884,445	Federal & State CATE Funds
9th Grade Orientation	A 1 day orientation for rising 9th graders to augment transition from middle school to high school	\$20,000	At Risk Funds
Alternative Education	Program for middle and high school students with chronic discipline Issues and violations of law	\$408,301	At Risk Funds
Literacy Coaches	Provide most elementary schools with a Reading Coach to lead Reading Professional Development	\$ 1,643,993	Read to Succeed & At Risk
Summer Reading Camp	State-required program for 3rd graders to increase reading skills, District supports 1st, 2nd and 4th graders with local funds for reading remediation	\$1,292,888	State Summer Reading Camp Funds, State Reading Funds, & At Risk Funds
Student Support & Academic Enrichment	Program to improve student academic achievement by 1) providing access to a well-rounded education, 2) improve school conditions for student learning, and 3) improve the use of technology to improve academic achievement and digital literacy.	\$407,973	Title IV

## **Service Contracts**

Major School District contracts include, School Resource Officers, substitute teachers, crossing guards, grounds, custodial, and facilities maintenance and all are outsourced. The FY 2020 budget includes \$11.5 million for these major contracts with an average of a 3% CPI increase applied to existing contracts.

## **Supplies**

The budget includes \$12.6 million of supply costs in the General Fund. This category includes energy costs, maintenance supplies, instructional materials for schools, and operational supplies for the central office. There is a decrease in the school supply budgets this year of \$205,352 even though the enrollment estimate increased by 69 students from last year's estimate. The decrease is a result of several rounds of Board approved budget cuts.

### Supply Allocation

A supply allocation is distributed among all schools each year based on projected enrollment. This per pupil allocation was reduced by \$5.00 per student in the 2020 budget year. The allocation totals \$3.9 million for all schools, down to from \$4.1 million in the prior year. Budget cuts were necessary to offset increased cost of salaries and benefits.

### Utilities

Utilities of \$8.9 million are incorporated in the budget. These costs include water and sewer, trash, telephone communication, electricity and propane gas. \$6.7 million of these costs are included in the supply category according to SC Department of Education guidelines.

## **Charter School**

By approval of the Beaufort County School District Board of Education, the Riverview Charter School was established in Beaufort in the summer of 2009, opening its doors to approximately 494 students in grades kindergarten through six. The charter planned for a grade level increase each year until grade eight. Enrollment is projected to increase by 19 students to 684 in the 2019-2020 school year. Along with the increased students is an increase in their per pupil allocation of \$357 per student. Increases are attributable primarily to an increase in state revenue. The total allocation to the charter school is \$6.7 million, with a General Fund allocation of \$6.4 million and categorical funds of \$269,000. The charter school is funded on a weighted per pupil basis in compliance with a state formula. The School District receives no additional money to fund this expense.

## **Major Increases**

The vast majority of the 2019-20 General Fund budget increases address budget priority #3, "provide quality teachers and administrators in every classroom and building." By compensating staff well, the School District can competitively recruit and retain highly qualified teachers and administrators, thereby building its capacity to achieve priority #2 which is that students will perform on grade level in all subjects by third grade.

Locality salary supplements of \$1,500 were provided to all classified and administrative staff and \$5,000 for certified staff in FY 2020 to help offset the high cost of living in the area. This initiative was established

to achieve the Board's goal of raising the starting teacher salary to \$40,000. When combining the first year teacher's salary of \$36,928 and the \$5,000, the District now positions itself as one of the highest starting salaries in the state.

Program expansion allows parents and students the opportunity to explore Career and Technology Education programs. Other choice options do not require budget increases as the School District intends to maintain the programs currently offered at no additional cost.

Many of the initiatives to address student performance will be funded through Special Revenue and EIA funds and will have little effect on the General Fund budget. Technology opportunities will be funded through Capital Projects Funds and supported with existing staff.

Increase Area	Budget Priority	Amount
<b>External:</b>		
State/Federal Mandates	3	\$ 10,829,475
Local - Enrollment	3	2,158,776
Operational	n/a	99,420
<b>Internal:</b>		
Other-Locality/Non Teacher Step	3	2,590,406
Decreases	n/a	(2,697,741)
Net Increases		12,980,336
FY2018-2019 Budget		241,317,106
FY2019-2020 Approved Budget		\$ 254,297,442

## **School Building Fund (Capital Projects)**

One of the major capital projects underway for 2019-2020 is the mobile classroom project at May River High School. Eight mobile classrooms were approved out of 8% funding to expand the capacity of the high school. The mobile project started in the spring of 2019 targeting completion for the opening of school in the August 2019. In the first quarter of 2019, the BCSD Board approved using 8% funds for the design to expand River Ridge Academy. The Beaufort County Board of Education has voted to hold a county-wide bond referendum on November 5, 2019 aimed at improving school safety, renovating inadequate facilities and adding classroom space to address enrollment growth. The November 2019 referendum includes a comprehensive list of \$629 million in facilities needs identified by an independent committee of county residents. The referendum will seek voter approval by two separate questions:

- Question 1 – \$290 million in safety and security upgrades at all district schools; technology infrastructure upgrades at schools' district-wide; classroom additions at River Ridge Academy and May River High; a replacement building for Robert Smalls International Academy; and renovations at three schools (Beaufort Elementary, Hilton Head Island Middle and Battery Creek High).
- Question 2 – An additional \$54 million in Career and Technology Education expansions at Battery Creek and May River high schools; design work for renovations at Hilton Head Island High; improvements to athletic facilities at district middle and high schools; and playground improvements at early childhood centers, elementary and PreK-8 schools. The second question will only go into effect if the first question is approved.

## **Methodology**

Work begins on the District's Capital Improvement Plan with analysis of projects expanding over a five-year period. To start this process, key stakeholders are contacted to collect facility data. Capital Improvement Plan request forms are distributed to all school principals, Facilities, Planning and Construction (FPC) staff, maintenance staff, and outside consultants. The information collected from all groups is combined into the Capital Improvement Plan (CIP) database. This database retains a record of all entries made each year.

Once the data has been entered, the FPC staff begins to assign cost, categories (asset preservation, life safety/security, academic support, standardization/equity, energy efficiency, and low priority), and type of work to all entered items. Across the District, FPC staff strives to maintain equitable treatment of facility needs and assessments. When deciding how to fund the five year CIP, several factors are considered. These factors include CIP rating systems, emergency repairs, grouping of projects, and future school use changes.

The following items are major considerations for developing the five-year plan:

- Targeting a limit of \$20 million per year in order to maintain financial stability in our debt plan.
- Limiting the number of schools receiving major work during the summer to allow suitable project management given the current level of staffing.
- Having a fixed schedule for renovation allowing the schools to better schedule summer activities.



## 2020– 2024 Five Year Plan and Capital Budget

The current five year plan shows all items suggested by principals, FPC, maintenance personnel and others. A review of the five-year plan reveals that the annual \$20 million goal established in our financial plan will only be met with the support of a bond referendum. The Facilities Planning Committee will meet prior to the presentation of the annual CIP budget to review all listed items. The purpose of that review will be to prioritize the requests to bring the overall budget within the \$20 million requested CIP range.

### Estimated cost of projects submitted for the next five years:

Year	Total Cost
FY 2020	\$20,193,474
FY 2021	\$20,195,629
FY 2022	\$20,000,000
FY 2023	\$20,000,000
FY 2024	\$20,000,000

## Major Construction

Funding for capital improvement projects is appropriated by two methods, a voter approved referendum and an 8% constitutional debt limit. All planned and ongoing projects currently fall under 8% financing. The last referendum project was completed in the 2015-2016 school year with the opening of River Ridge Academy.

Administration developed a ten-year plan of Capital Improvement Projects and sought voter approval in April 2018, in the form of a \$76 million bond referendum. The referendum was unsuccessful. As a result, many of the projects in the five year CIP were re-worked to include the highest priority projects, and postponing some of the largest and most needed projects, such as additions to schools in the Bluffton community. As an alternative to addressing the high population increase in Bluffton with brick and mortar, mobile classrooms are being installed at three schools. Other non-life safety projects were deferred as a result.

### 8% Projects

In addition to referenda, the School District's borrowing power is restricted by state law. It provides that a local unit cannot at any time have total debt outstanding in an amount that exceeds 8% of the total assessed property value of the county. Funds of this type are used for capital renewal of the schools and administrative buildings. Other 8% projects are approved by the Board of Education each fiscal year based on need and the debt capacity. At the close of June 30, 2018, the legal debt margin was \$51,287,137. General obligation bonds in the amount of \$29,250,000 were issued in the fall of 2018, bringing the debt margin to \$22,037,137 by the end of the calendar year.

### Summer 2019 Projects

Highlights of the summer of 2019 projects (FY 2020) include:

- **Bluffton Elementary** – HVAC renovations
- **Hilton Head Island Elementary** – Roof replacement
- **Hilton Head Island SCA** – Paint entire building interior
- **Hilton Head Island Middle** – Paint Corridors & HVAC upgrades
- **Hilton Head Island High** – Fire sprinkler replacement & paint corridors
- **Lady's Island Middle** – Resurface existing track
- **May River High** – Mobile Classrooms
- **Mc Riley Elementary** – Paint entire building interior
- **Pritchardville Elementary** – Mobile Classrooms & paint entire building interior
- **River Ridge Academy** – Mobile Classrooms
- **Whale Branch Early College High** – Upgrade fire alarm

## Summer 2020 Projects

The Board of Education approved the FY 2021 8% projects at a cost of \$20,195,629. Design will begin on the projects starting in the summer of 2019 for construction during the summer of 2020.

The focus of the upcoming projects is based on life safety concerns, asset preservation and mobile classrooms. Such renovation projects are often more difficult to complete as they typically require more time and effort to coordinate with the existing facility and school activities. The District will continue to pursue projects that not only reinvest in our facilities, but also ensure that all facilities provide proper learning environments for our students.





The table below show balances of approved funds for capital building and improvements that are currently in process. These projects consist of a diverse group of projects ranging from roof repairs to technology upgrades.

3 Year Capital Improvement Projects			
	Capital Renewal 8%		
	FY 2019	FY 2020	FY 2021
Beaufort Elementary School	\$193,567	\$0	\$141,240
Coosa Elementary School	\$1,363,411	\$0	\$280,004
Lady's Island Elementary School	\$75,316	\$0	\$0
Mossy Oaks Elementary School	\$67,031	\$0	\$116,675
Port Royal Elementary School	\$0	\$0	\$0
St Helena Elementary School	\$96,584	\$0	\$0
Beaufort Middle School	\$469,839	\$0	\$0
Lady's Island Middle School	\$126,769	\$112,982	\$87,303
Beaufort High School	\$2,015,000	\$62,222	\$1,890,454
<b>Beaufort Cluster Total</b>	<b>\$4,407,517</b>	<b>\$175,204</b>	<b>\$2,515,676</b>
Broad River Elementary School	\$49,121	\$0	\$0
Shanklin Elementary School	\$315,487	\$0	\$0
Robert Smalls International Academy	\$373,386	\$0	\$167,978
Battery Creek High School	\$142,430	\$62,222	\$121,063
<b>Battery Creek Cluster Total</b>	<b>\$880,424</b>	<b>\$62,222</b>	<b>\$289,041</b>
James J. Davis Early Childhood Center	\$66,163	\$0	\$0
Whale Branch Elementary School	\$44,670	\$0	\$1,263,254
Whale Branch Middle School	\$80,597	\$0	\$1,248,263
Whale Branch Early College High	\$17,027,549	\$607,291	\$167,978
<b>Whale Branch Cluster Total</b>	<b>\$17,218,979</b>	<b>\$607,291</b>	<b>\$2,679,495</b>
Hilton Head Island Early Childhood Center	\$84,709	\$26,875	\$123,938
Hilton Head Island Elementary School	\$369,383	\$2,259,646	\$3,156,430
Hilton Head Island Elementary for Creative Arts	\$45,014	\$240,660	\$89,588
Daufuskie Island Elementary	\$195,815	\$0	\$0
Hilton Head Island Middle School	\$0	\$202,000	\$0
Hilton Head Island High School	\$0	\$239,181	\$816,266
<b>Hilton Head Island Cluster</b>	<b>\$694,921</b>	<b>\$2,968,362</b>	<b>\$4,186,222</b>
Bluffton Elementary School	\$14,128	\$1,663,705	\$1,149,806
M.C. Riley Elementary School	\$63,941	\$91,357	\$106,017
Okatie Elementary School	\$0	\$0	\$43,583
Pritchardville Elementary School	\$0	\$248,129	\$561,864
Red Cedar Elementary School	\$0	\$0	\$0
River Ridge Academy	\$0	\$0	\$280,932
HE McCracken Middle School	\$0	\$537,508	\$91,994
Bluffton Middle School	\$0	\$0	\$201,257
May River High	\$0	\$0	\$110,773
Bluffton High School	\$288,632	\$62,222	\$0
<b>Bluffton Cluster Total</b>	<b>\$366,701</b>	<b>\$2,602,921</b>	<b>\$2,546,226</b>
<b>Riverview Charter School</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>School Totals</b>	<b>\$23,568,542</b>	<b>\$6,416,000</b>	<b>\$12,216,660</b>
<b>District Level Projects</b>	<b>\$13,341,768</b>	<b>\$13,777,474</b>	<b>\$7,978,969</b>
<b>Total</b>	<b>\$36,910,310</b>	<b>\$20,193,474</b>	<b>\$20,195,629</b>

## Estimated Impact on the Operating Budget

The summer projects over FY 2019 have primarily been for maintenance and life-safety. Additional mobiles being installed at River Ridge Academy, Pritchardville Elementary and May River High are expected to increase the operating budget by \$37,590 in 2019-20.



### **Pritchardville Elementary Mobiles 2,500 SF**

Custodial Services	\$3,380
Electricity	\$3,000
Maint, security, fire and other	<u>\$1,500</u>
	\$7,880

### **River Ridge Academy Mobiles 1,250 SF**

Custodial Services	\$1,690
Electricity	\$1,500
Maint, security, fire and other	<u>\$1,500</u>
	\$4,690

### **May River High Mobiles 10,000 SF**

Custodial Services	\$13,520
Electricity	\$10,000
Maint, security, fire and other	<u>\$1,500</u>
	\$25,020

### **Total Additional FY 2020**

11 Mobiles 13,750 SF	\$37,590
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# Debt

## Objectives of Debt Program

The School District, in conjunction with its Financial Advisor, manages its debt to meet the following objectives:

- Maintain cost-effective access to the capital markets through prudent policies
- Maintain moderate debt and debt service payments with effective planning and coordination with schools/departments
- Meet significant capital demands through debt financing and alternate financing mechanisms
- Achieve the highest practice credit ratings
- Prevent large fluctuations in millage rates throughout the life span of the debt

These objectives were designed to develop a debt policy that would have the least impact on taxpayers of Beaufort County while still improving aging facilities, equipping schools with technology, and providing new facilities for a growing student population.

## Outstanding Debt

At June 30, 2019, the School District had \$250.6 million in general obligation bonds outstanding. The debt includes a combination of bonds issued from the last three bond referenda and from bonds issued under the State's 8% constitutional debt limit. Details of those bonds are provided as follows; however, more details about the projects approved in these referenda may be found in the "Capital Projects" section of this document.

### 2008 Referendum

In the spring of 2008, voters approved a \$162.7 million bond referendum. This bond issue was used to fund the purchase of land for four new school sites, technology upgrades, to construct two early childhood centers in the Bluffton area and Pritchardville Elementary School and River Ridge Academy in the Bluffton area. Debt outstanding against 2008 referendum bonds totaled \$76.9 million at June 30, 2019.

### 2006 Referendum

During May 2006, a \$43.7 million bond referendum was passed. In this referendum, the following facilities were approved: an elementary school, a middle school, land for a high school, and additional funding for the completion of a high school. During December 2007, the School District issued \$43.7 million in general obligation bonds under the referendum. Debt outstanding at June 30, 2019 against these bonds totals \$32.5 million.

## **2000 Referendum**

In March 2000, a School District referendum was passed approving the issuance of \$122 million in general obligation bonds. Debt outstanding at June 30, 2019 against these bonds totals \$38.7 million.

## **2006 IPRR Bonds**

In December of 2006, the School District defeased an existing bond anticipation note with the issuance of a \$39.1 million Installment Purchase Refunding Revenue Bond (IPRR Bonds). For financial reporting purposes, the debt has been considered defeased and therefore removed as a liability from the School District's financial statements.

The December 1, 2006 IPRR bonds were refunded in 2016 with an original issue amount of \$29.1 million. The IPRR bonds are not an obligation of the School District; however, the Education Facilities Corporation (EFC) is a blended component unit and its debt is included with the School District's other obligations. Outstanding debt of \$23.3 million exists as of June 30, 2019.

## **Qualified Zone Academy Bonds (QZAB)**

A grant was written and awarded for Qualified Zone Academy Bonds (QZAB) to fund eligible schools needing new roofs or heating and air conditioning systems. In October 2015, the School Board approved the issuance of Qualified Zone Academy Bonds (QZAB) not to exceed \$6.8 million in general obligation bonds for the approved projects. These bonds are subject to the 8% debt limit.

## **Tax Anticipation Note (TAN)**

Each year, the School District issues a tax anticipation note (TAN) to supplement its cash flows during months of low tax collections. It issues the note in the fall and is required to repay it no later than April 15th of the following year. In June 2018, the Board approved the issuance of a \$9 million TAN that was repaid in January 2019. In June 2019, the District approved a TAN in the amount of \$14.0 million for FY 2020.

## **Bond Anticipation Note (BAN)**

During the FY 2019 there were no Bond Anticipation Notes issued and none are planned for FY 2020.

## **Legal Debt Limit**

Article X, Section 15 of the Constitution of the State of South Carolina, as amended, empowers each school district of the State to incur general obligation debt in such manner and upon such terms and conditions as the General Assembly shall prescribe by law. After November 30, 1982, each school district may incur general obligation debt, without an election and upon such terms and conditions as the General Assembly may prescribe, in an amount not exceeding 8% of the assessed value of all taxable property of such school district.

Bond indebtedness existing on November 30, 1982, and bonded indebtedness authorized by a majority vote of the qualified electors of the School District voting in a referendum will not be considered in the computation of the 8% limitation. As of June 30, 2019, the remaining debt margin available to the School District was approximately \$54.6 million.

The total debt outstanding against all referenda bonds not subject to the 8% limitation was \$148 million at June 30, 2019. In addition, the EFC IPRR bonds of \$23.3 million referenced earlier are not subject to the 8% limitation. As of the date of this report, the legal debt margin calculations as of June 30, 2019 are shown below:

#### **Legal Debt Margin Calculation as of June 30, 2019:**

Assessed value	<b>\$ 1,969,376,842</b>
Debt limit (8 % of assessed value)	<u>157,550,147</u>
Debt applicable to limit:	
Total bonded debt	274,253,621
Less: Bond issuances	(148,020,000)
approved by referendum	-
Less: Installment Purchase	
Revenue Bond	<u>(23,270,000)</u>
Total net debt applicable to limit	<u>102,963,621</u>
Legal debt margin	<b><u>\$ 54,586,526</u></b>

#### **8% Debt**

The current debt plan includes annual capital renewal projects in the amount of \$20 million over the next ten years. The District's debt millage rate allows the School District to pay down sufficient outstanding principal to maintain a financially stable debt program as well as meet the capital needs of a growing school district. Working within a set millage rate allows the School District to better manage the capital needs of the District's operations while providing a predictable tax liability to our citizens.

#### **Bond Ratings**

The School District maintains an "Aa1" underlying rating from Moody's Investor Service and an "AA" rating from Standard & Poor's for general obligation debt. Additional security is provided by the South Carolina School District Credit Enhancement Program (Government Obligations Rated Aa1), which applies to all of the School District's outstanding general obligation debt. Beaufort's bond ratings are some of the highest in the state of South Carolina and are attributable to our healthy fund balance, effective financial management and planning as well as the stability of the local economy.

## Outstanding Debt

General obligation bonds consist of the following at June 30, 2019:

Date of Issue		Interest Rates	Payment Dates	Maturity	Original Issue	Outstanding at June 30, 2018
December 1, 2009	*	1.05	Sept./Mar.	2026	10,000,000	10,000,000
March 31, 2011		5.08	Mar./Sept.	2021	1,553,303	1,503,303
December 22, 2011		4.19	Sept./Mar.	2021	2,622,318	2,572,318
December 22, 2011	**	3.0-5.0	Sept./Mar.	2020	28,770,000	50,000
April 24, 2012	**	3.0-5.0	Sept./Mar.	2024	16,580,000	8,375,000
November 17, 2013		2.35	March	2028	22,000,000	17,840,000
March 1, 2014		1.25	Sept./Mar.	2034	25,000,000	21,250,000
February 19, 2015	*	2.0-5.0	March	2025	95,945,000	64,230,000
March 31, 2015	*	3.0-5.0	March	2032	62,500,000	58,990,000
December 3, 2015		0.85	March	2025	6,788,000	6,775,000
February 2, 2016	*	5.0	March	2024	28,090,000	27,790,000
July 13, 2017		5.0	Sept./Mar.	2021	28,570,000	12,235,000
August 30, 2018		5.0	Sept./Mar.	2022	29,250,000	19,025,000
					<u>\$ 357,668,621</u>	<u>\$ 250,635,621</u>

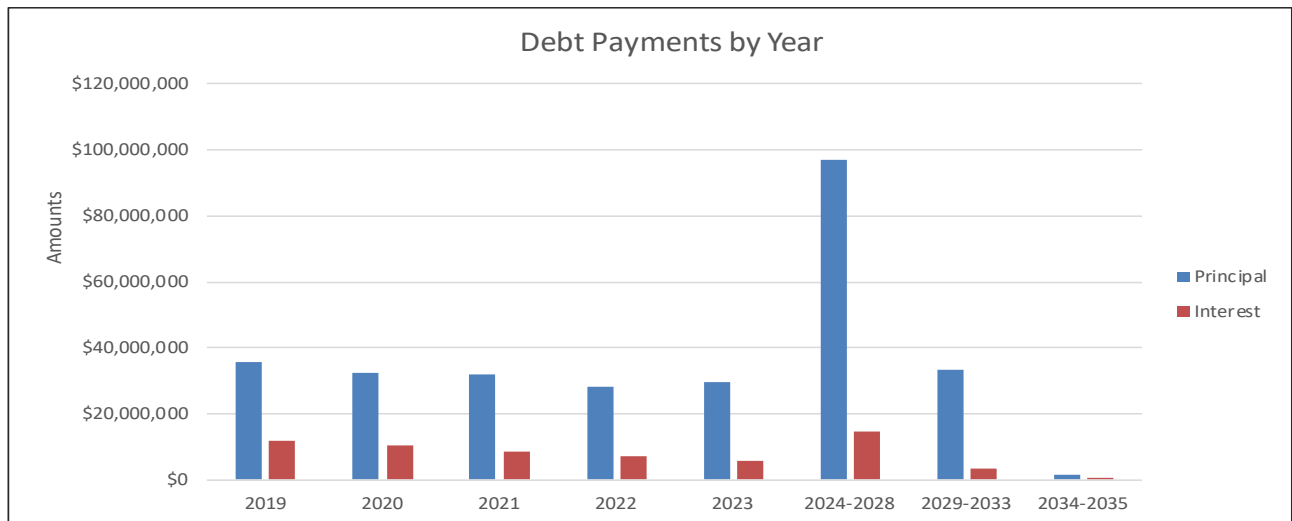
\* Approved by bond referendum

\*\* A portion was approved by bond referendum

### IPRR Bonds

December 8, 2016	1.9-3.33	Dec./June	2028	\$ 29,050,000	\$ 23,270,000
Total IPRR Bonds				<u>\$ 29,050,000</u>	<u>\$ 23,270,000</u>

The annual requirements to amortize all general obligation bonds outstanding at June 30, 2019 including interest payments over the life of the debt are as follows:



## Section - III

### Organizational Section



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**Beaufort County School District**  
**Budgeted Positions FY2020**

Budgeted/Includes Vacant Positions					
	2020	2020	2020	2020	
	District Based Staff	School Based	Adult Ed	TOTAL	Inc./Decr.
<b>GENERAL FUND</b>					
ADMIN	60	94	-	154	(2)
CERT	39	1,627	-	1,666	(1)
CLASS	242	557	-	799	(31)
SCBD	11	-	-	11	-
<b>TOTAL</b>	<b>352</b>	<b>2,278</b>	<b>-</b>	<b>2,630</b>	<b>(34)</b>
<b>SPECIAL REVENUE</b>					
ADMIN	1	-	-	1	-
CERT	7	77	-	84	1
CLASS	10	70	-	83	5
<b>TOTAL</b>	<b>18</b>	<b>147</b>	<b>-</b>	<b>168</b>	<b>6</b>
<b>EDUCATION IMPROVEMENT ACT</b>					
ADMIN	1	-	1	2	-
CERT	1	26	-	27	2
CLASS	1	11	2	14	1
<b>TOTAL</b>	<b>3</b>	<b>37</b>	<b>3</b>	<b>43</b>	<b>3</b>
<b>SCHOOL BUILDING FUND</b>					
ADMIN	3	-	-	3	-
CLASS	-	-	-	-	-
<b>TOTAL</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>
<b>FOOD SERVICE FUND</b>					
CLASS	9	-	-	9	-
<b>TOTAL</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>-</b>
<b>TOTAL</b>	<b>385</b>	<b>2,462</b>	<b>3</b>	<b>2,853</b>	<b>(25)</b>

Beaufort County School District, 2019-2020 Budget

# Organizational Units

## Beaufort County Board of Education

The Board of Education is responsible for establishing policies governing the education of students in Beaufort County. It is to exercise legislative and judicial powers necessary to provide a quality education and to operate the School District in an effective and efficient manner. It establishes the goals of the community and monitors the progress through reports from the Superintendent.

### Strategic Standards

The Board of Education oversees the progress of the goals in the strategic plan. It ensures that the administration is focused on meeting the progress standards stated below:

Standard 1	• Purpose and Direction
Standard 2	• Governance and Leadership
Standard 3	• Teaching and Assessing for Learning
Standard 4	• Resources and Support Systems
Standard 5	• Documenting and Using Results for Continuous Improvement

### FY 2020 Key Budget Items – tied to Strategic Standard #4

- 1) Annual external fiscal audit - \$56,805
- 2) Outside Counsel - \$100,000
- 3) SC School Board Association Dues and subscriptions- \$53,456
- 4) Additional professional services – \$79,500

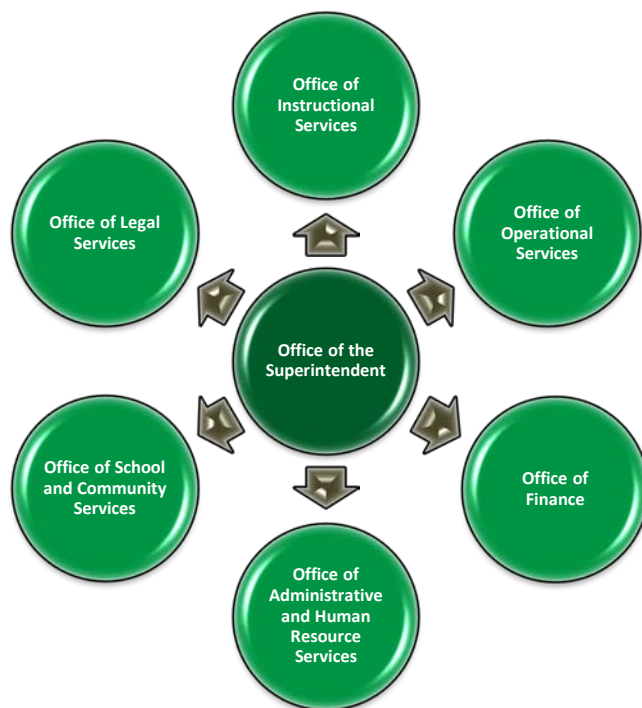


Board of Education	
Expenditures by Category	2019/2020 Budget
Salary & Benefits	\$ 243,940
Operating Purchases & Supplies	\$ 497,300
<b>Total</b>	<b>\$ 741,240</b>
<b>Personnel</b>	
Board Members	11
Classified	2
<b>Total</b>	<b>13</b>

## Office of the Superintendent

The Office of the Superintendent provides the leadership and direction of the school district administration. It executes the Board of Education's policies and supervises the overall operation of the school district.

The Office of the Superintendent is constructed of six primary leadership departments each focused on a specific area in order to reach the goals of the strategic plan.



### Action Process

- 1) Continue to improve academic achievement to meet the goals established by the Board of Education.
- 2) Provide Instructional leadership to the District.
- 3) Maximize use of resources to efficiently operate the District in financially challenging times.

### FY2020 Key Budget Items – tied to Strategic Standard #2

- 1) Professional Development - \$5,940
- 2) Organizational Dues - \$6,500

<b>Office of the Superintendent</b>	
	<b>2019/2020</b>
<b>Expenditures by Category</b>	<b>Budget</b>
Salary & Benefits	\$ 407,210
Operating Purchases & Supplies	\$ 30,860
<b>Total</b>	<b>\$ 438,070</b>
<b>Personnel</b>	
Administrative	1
Classified	1
<b>Total</b>	<b>2</b>

## Office of Instructional Services

The number one priority of the Office of Instructional Services is to support teaching and learning for teachers as they provide an outstanding education to the students of Beaufort County. The Instructional Services Department is responsible for assessing, developing, and evaluating curriculum; coordinating special programs; and providing for the continuous improvement of instruction. The Department provides leadership in Curriculum and Instruction. It supports administrators, teachers, and other instructional personnel as they engage all students in quality learning experiences leading to higher student achievement.

The department works collaboratively with the staff members in all programs in order to facilitate the full implementation of academic standards, the monitoring and assessment of student progress, and the use of effective teaching practices that will enhance academic success for all the students served.

### Accomplishments – 2018-2019

- 1) Development of an electronic course catalog platform.
- 2) Expanded and embedded use of Multi-tiered System for student support systems.
- 3) Increased accessibility for dual enrollment programs.
- 4) Increased student accessibility into site CATE programs.
- 5) Increased integration of community collaborations through social agencies, and community input.

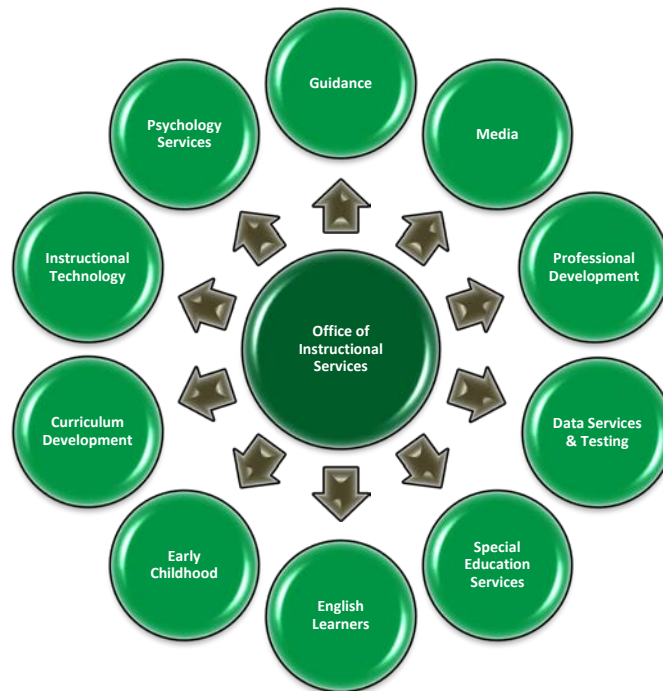
### Goals for 2019-2020

- 1) Improve practices of standards-based instruction and use of state of South Carolina's Continuous Improvement Model.
- 2) Monitoring of professional development in relation to classroom practices and student learning.

- 3) Improved localized access of student programs for students with special needs.
- 4) Unified social emotional learning curriculum.
- 5) Increased parent learning experiences to support students.
- 6) Integration of Adverse Childhood Experience training for counselors and teachers.
- 7) Increase of graduating students entering a post - secondary experience (Technical college, Community College, 4-yr. university).
- 8) District high school graduation rate of 90% or greater.
- 9) Continued growth towards student achievement and closing of the achievement gap.
- 10) Continued growth of students reading at or beyond grade level.

### FY 2020 Key budget Items – tied to Strategic Standard #1, #3, #4 & #5

- 1) Professional Development - \$219,840
- 2) IB program - \$128,000
- 3) Dual enrollment - \$458,000
- 4) Instructional software licenses - \$1,290,125
- 5) Fine Arts distribution to schools - \$24,393



Office of Instructional Services	School Programs	Attendance & Social Work	Guidance	Psychological Serv.
	2019/2020	2019/2020	2019/2020	2019/2020
Expenditures by Category	Budget	Budget	Budget	Budget
Salary & Benefits	\$ -	\$ 3,972,319	\$ 5,366,463	\$ 1,255,174
Operating Purchases & Supplies	\$ 2,045,042	\$ 82,201	\$ 87,370	\$ 76,000
<b>Total</b>	<b>\$ 2,045,042</b>	<b>\$ 4,054,520</b>	<b>\$ 5,453,833</b>	<b>\$ 1,331,174</b>
<b>Personnel</b>				
Administrative				
Certified			63	13
Classified		60	8	2
<b>Total</b>	<b>0</b>	<b>60</b>	<b>71</b>	<b>15</b>

Office of Instructional Services	Instructional Serv.	Literacy and Media Serv.	Professional Development
	2019/2020	2019/2020	2019/2020
Expenditures by Category	Budget	Budget	Budget
Salary & Benefits	\$ 6,664,518	\$ 3,990,159	\$ -
Operating Purchases & Supplies	\$ 897,295	\$ 337,945	\$ 526,169
<b>Total</b>	<b>\$ 7,561,813</b>	<b>\$ 4,328,104</b>	<b>\$ 526,169</b>
<b>Personnel</b>			
Administrative	27		
Certified	56	31	
Classified	11	27	
<b>Total</b>	<b>94</b>	<b>58</b>	<b>0</b>

## Office of Finance

The Office of Finance provides the support for operations of all the schools and facilities in the district. The Finance Department which is responsible for monitoring budgets, providing financial status reports, procurement of goods and services, and acquiring funding to support those operations.

School Food Services assures that all students will have the nourishment they need each day to enhance their learning experience. The department provides nutrition education programs to students, parents, and employees. School Food Services is contracted to an outside vendor.

Technology Services supports and maintains an optimal technology environment for student education and administrative support in the Beaufort County School District. The mission of Technology Services is to provide a single point of contact for problem reporting, resolution and escalation of district approved technical and instructional resources for employees of Beaufort County School District. Our goal is to foster an environment that provides knowledge resources to promote self-help resolution. The customer service staff is committed to an optimal technical environment for student education and administrative support.

### Accomplishments – 2018-2019

#### Financial Services

- 1) Achieved an unqualified audit opinion for FY 2018.
- 2) Earned the Certificate of Excellence in Financial Reporting for FY 2018.
- 3) Continued financial oversight of Beaufort Jasper Academy of Career Excellence.
- 4) Expanded employee expense request to all schools for local travel.

### Goals for 2019-2020

#### Financial Services

Provide ongoing training of Finance staff to maintain and upgrade skills.

- 1) Provide ongoing bookkeeper training and feedback.
- 2) Continually improve communication and customer service.
- 3) Automate of financial processes to include the following:
  - a. In-progress – Expand electronic employee expenses request & approvals.
  - b. Implement automated transparency reporting.
  - c. In-progress- Completion of NOVAtime timeclock implementation.
  - d. Electronic Forms W-2
- 4) Continue to hold continuous internal audits on district financial processes and provide feedback.
- 5) Continually monitor policies and procedures for ways to streamline and improve processes while complying with best practices standards and legal guidelines.
- 6) Complete a successful external audit for FY 2019 receiving an unqualified auditor's opinion with no financial findings.
- 7) Receive GFOA Certificate of Excellence in Financial Reporting for FY 2019.

### Accomplishments – 2018-2019

#### Technology Services

- 1) Arranged the buy-back of refreshed Apple Ipad 2 devices.
- 2) Worked with Hargray Jumpstart program offering low-cost broadband internet to qualifying families.
- 3) Completed Phase 1 of Interactive White Board refreshing project.

- 4) Increased internet bandwidth capacity from 3.5Gbps to 4Gbps.
- 5) Refresh of 6<sup>th</sup> to 8<sup>th</sup> grade student devices to HPx360 laptops to align with state testing.
- 6) Increased check in security of self-service kiosks at every school requiring visitors to verify ID.
- 7) Developed Connect2Learn information center on the BCDS website.

## Goals for 2019-2020

### Technology

- 1) K-2<sup>nd</sup> device swap for all Apple iPad Air's to new Apple iPad Air 5.
- 2) Finish Phase III of wireless infrastructure update.
- 3) Continue to expand professional development opportunities for staff.
- 4) Research new network appliances for NOC.
- 5) Continue evaluation and eventual implementation of a remote data

center facility for expanded disaster recovery capabilities.

### Food Service

- 1) Continue to work with State Department on Farm to School Program.
- 2) Continue to focus on student satisfaction through on-going Student Advisory Council meetings.
- 3) Maintain excellent safety/sanitation standards.
- 4) Continue to participate in Fresh Fruits and Vegetables grant program.
- 5) Grow meal participation at all grade levels.

### FY 2020 Key Budget Items – tied to Strategic Standards #2, #4, & #5

- 1) Hardware and software contracts, site licenses, renewals, and online training - \$703,875
- 2) District business software applications \$1,054,408
- 3) Computer and iPad repairs \$124,920





Office of Finance and Operations	Financial Services	Grant Services*	Technology Services	School Food Service**
	2019/2020	2019/2020	2019/2020	2019/2020
Expenditures by Category	Budget	Budget	Budget	Budget
Salary & Benefits	\$ 1,793,621	\$ 183,615	\$ 3,481,233	\$ 414,885
Operating Purchases & Supplies	89,990		2,207,043	9,169,500
Capital Outlay	-		195,000	250,000
Other Objects	6,276		2,000	17,500
Transfers	-		-	234,980
<b>Total</b>	<b>\$ 1,889,887</b>	<b>\$ 183,615</b>	<b>\$ 5,885,276</b>	<b>\$ 10,086,865</b>
<b>Personnel</b>				
Administrative	6	1	12	0
Classified	13	1	25	9
<b>Total</b>	<b>19</b>	<b>2</b>	<b>37</b>	<b>9</b>

\*Grant Services Paid from Title 1

\*\*Funded from Food Service Fund



## Office of Operational Services

The Office Operational services provides the support for operations of all the schools and facilities in the district. The spectrum of the department operations starts from construction of new facilities to maintenance and upkeep of the existing buildings. Custodial and grounds services keep all school and district building clean and maintained for a productive learning environment for students and employees. Grounds services cover all cutting and upkeep on athletic fields and school campuses throughout the district. Transportation and athletics were recently added to Operational Services.

Facilities, Planning and Construction maintains the buildings and oversees all new construction in the school district. The department develops plans for capital improvement to meet the enrollment and programs needs of the Beaufort County School District.

Beaufort County Schools ended the outsourcing of bus transportation on June 30, 2016. In FY 2019, the School District completed its 3rd year operating in house transportation services. The transportation fleet consists of school district owned buses and buses provided by the state of SC. The ferry service from Daufuskie Island to Hilton Head Island remains outsourced.

### Accomplishments – 2018-2019

- 1) Facilities, Planning and Construction completed its five-year plan for capital improvements for 2020-2024.
- 2) Completed mobile installations at 3 schools.
- 3) Started implementation of Versatrans with TripTracker to electronically book and bill transportation for schools.
- 4) Secured the first of a series of a 3-year stipend increase for athletic coaches.

## Goals for 2019-2020

### Facilities, Planning and Construction

- 1) Complete all capital projects on time and within budget.
- 2) Establish, implement, and maintain design/construction standards throughout District projects and facilities.
- 3) Provide reports to ensure the Board of Education and the public are adequately informed on current and future capital projects.
- 4) Maintain the safety, energy efficiency, and operation of all facilities to a standard that instills pride in employees, students and the community.
- 5) Pass a referendum to address building needs in the District.
- 6) Provide support to coaches and Athletic Directors through training and facility assessment.

### Operations

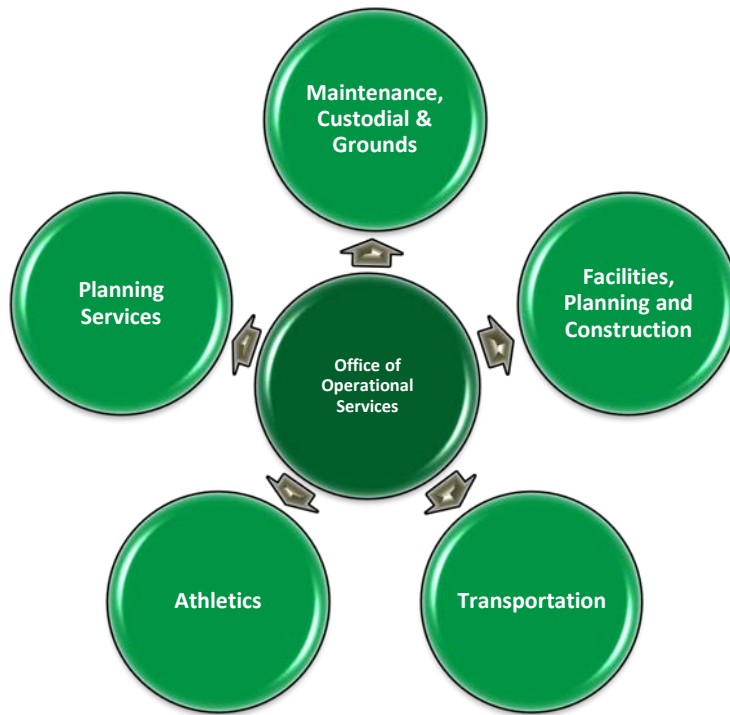
- 1) Continued implementation of facilities use program, including on-line software.
- 2) Ensure contracts are in place for all long term users of facilities.
- 3) Continue to enhance records management systems.
- 4) Actively market underutilized property using on-line bidding system.
- 5) Assist protective services coordinator in implementation of on-line security software which interfaces with facilities software.

### Transportation

- 1) Hire and maintain a pool of bus drivers.
- 2) Update cameras on buses.
- 3) Complete the Versatrans installation and open it up for school use.

### FY 2020 Key Budget Items – tied to Strategic Standards #2, #4, & #5

- 1) Utility cost - \$8,902,496
- 2) Building Maintenance - \$3,492,624
- 3) Property Insurance - \$2,950,964
- 4) Cleaning Services - \$5,501,818
- 5) Student Transportation \$7,106,243



<b>Office Operational Services</b>	<b>MC&amp;G</b>	<b>FPC*</b>	<b>Transportation</b>	<b>Planning</b>	<b>Athletics**</b>
	<b>2019/2020</b>	<b>2019/2020</b>	<b>2019/2020</b>	<b>2019/2020</b>	<b>2019/2020</b>
<b>Expenditures by Category</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Salary & Benefits	\$ 535,532	\$ 362,664	\$ 6,174,913	\$ 113,015	\$ 2,538,434
Operating Purchases & Supplies	25,311,682	11,532,792	903,330	4,402	985,728
Capital Outlay	-	8,163,541	28,000	-	
<b>Total</b>	<b>\$ 25,847,214</b>	<b>\$ 20,058,997</b>	<b>\$ 7,106,243</b>	<b>\$ 117,417</b>	<b>\$ 3,524,162</b>
<b>Personnel</b>					
Administrative	1	3	2	1	0
Classified	7		190	0	0
<b>Total</b>	<b>8</b>	<b>3</b>	<b>192</b>	<b>1</b>	<b>0</b>

\*FPC includes 8% funding

\*\*Athletics includes all stipends district wide

## Office of Communications

The Office of Communications works to build public understanding and support for schools in the Beaufort County School District. It keeps parents and taxpayers regularly and thoroughly informed, coordinates both internal and external communications, and provides general customer service. Other functions include writing and distributing news releases and publications; producing and managing written, graphic and video content for the district's website and social media platforms; and coordinating content on the district's mobile app. The office reviews request for information; serves as a liaison with outside foundations and volunteer groups; and coordinates district-wide awards ceremonies, dedications and other special events. It publishes annual reports and electronic district newsletters. It also assists in coordinating news media coverage of the educational process in the Beaufort County School District.

### Accomplishments – 2017-2018

- 1) District-produced videos (new initiative) attracted more than a half-million views.
- 2) Statewide and national awards for communications, including one for the 2017 "Community Report Card" showing key metrics for the school district.

### Office of Communications

	2019/2020
<b>Expenditures by Category</b>	<b>Budget</b>
Salary & Benefits	\$ 402,651
Operating Purchases & Supplies	\$ 41,020
<b>Total</b>	<b>\$ 443,671</b>
<b>Personnel</b>	
Administrative	1
Classified	3
<b>Total</b>	<b>4</b>

### Goals for 2019-2020

- 1) Use system-wide strategies to listen to and communicate with stakeholders.
- 2) Communicate expectations and results for student learning and goals for improvement.
- 3) Assist district Board of Education with communications efforts supporting the superintendent selection process.

### FY2020 Key Budget Items – tied to Strategic Standard #4

- 1) Marketing/communications initiatives \$10,000
- 2) Advertising - \$8,000
- 3) Professional development \$4,860



## Office of Administrative and Human Resource Services

The goal of the Office of Administrative and Human Resource Services is to recruit, hire, retain and support employees to serve our current staff members, students and the community. Employee Services and Support includes retirement, benefits, certification, and personnel. Student Services and Health Services were recently added to this department.

### Accomplishments – 2018-2019

- 1) Processed 490 new staff members from full to part-time positions throughout the year.
- 2) Reviewed over 3,016 applications posted for vacancies on AppliTrack.
- 3) Continued to outsource substitute teachers with contracted workers.
- 4) State recognized for the BCSD Crisis Response Team implementation. "PREPARE" model – Prevent, Reaffirm, Evaluate, Provide & Respond, Examine. (National Association of School Psychologists)

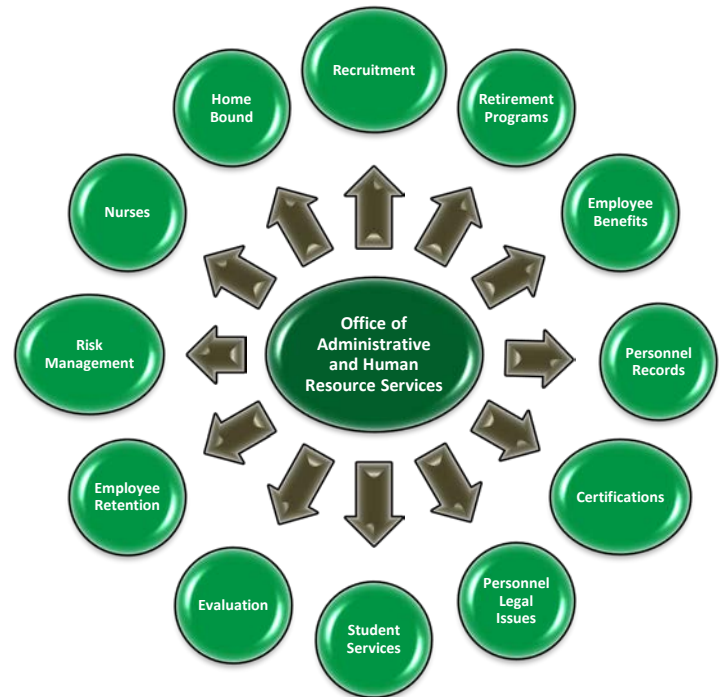
### Goals for 2019-2020

- 1) Currently implementing an electronic time keeping system that will keep the district in compliance with new FLSA Laws and eliminate paper timesheets.
- 2) In the process of migrating the HR filing system of paper employee files to electronic employee files.
- 3) Implement community-wide access to the "Proposity" app, which enables

participants to meet student needs via the web.

### FY 2020 Key Budget Items – tied to Strategic Standard #4

- 1) Training, Orientations, Recognition Programs, Recruitment - \$76,100
- 2) Background Checks - \$75,000
- 3) Legal Services - \$120,000



Office of Administrative and Human Resources Services	Home Bound	Health Services	Student Services	Human Resources
	2019/2020	2019/2020	2019/2020	2019/2020
Expenditures by Category	Budget	Budget	Budget	Budget
Salary & Benefits	\$ 85,000	\$ 2,276,989	\$ 287,506	\$ 2,656,688
Operating Purchases & Supplies	\$ 62,742	\$ 63,048	\$ 55,450	\$ 658,144
<b>Total</b>	<b>\$ 147,742</b>	<b>\$ 2,340,037</b>	<b>\$ 342,956</b>	<b>\$ 3,314,832</b>
<b>Personnel</b>				
Administrative		1	1	6
Certified		0	0	4
Classified		27	2	10
<b>Total</b>		<b>0</b>	<b>28</b>	<b>20</b>

## Office of Legal Services

The Office of Legal Services handles a variety of legal issues that confront the School District on a daily basis ranging from personnel to contractual functions in all departments. The department gives legal counsel to the Board of Education to assist in guidance and policy making.

The Office of Legal Services also oversees the Protective Services department to insure schools are safe for students, staff, and visitors. School resource officers are contracted through local law enforcement offices to serve in middle and high schools. Crossing guards are also contracted in conjunction with local law enforcement departments and private security companies.

### FY 2020 Key Budget Items – tied to Strategic Standard #4

- 1) SRO and Crossing Guards - \$1,106,984



### Accomplishments – 2018-2019

- 1) Updated contracts from all police departments for SRO's, event security and crossing guards.
- 2) Secure an SRO for Beaufort Elementary School
- 3) Civilian Response to Active Shooter Events "CRASE" training completed by all District employees.

### Goals for 2019-2020

- 1) Annual review all contracts for all SRO's and crossing guards.
- 2) Ensure that schools and sites are safe and secure.
- 3) Annual review and update of Riverview Charter School's Maintenance agreement.
- 4) Annual CRASE training for all District employees.

Office of Legal Services	Legal Services	Security
	2019/2020 Budget	2019/2020 Budget
<b>Expenditures by Category</b>		
Salary & Benefits	\$ 190,448	\$ 127,908
Operating Purchases & Supplies	\$ 24,700	\$ 1,110,119
<b>Total</b>	<b>\$ 215,148</b>	<b>\$ 1,238,027</b>
<b>Personnel</b>		
Administrative	1	1
Classified	0	0
<b>Total</b>	<b>1</b>	<b>1</b>

# All Beaufort County Schools

## Elementary Schools

- Beaufort Elementary School
- Bluffton Elementary School
- Broad River Elementary School
- Coosa Elementary School
- Daufuskie Island School
- Hilton Head Island Early Childhood Center
- Hilton Head Island Elementary School
- Hilton Head Island School for the Creative Arts
- James J. Davis Early Childhood Center
- Joseph S. Shanklin Elementary School
- Lady's Island Elementary School
- Michael C. Riley Elementary School
- Mossy Oaks Elementary School
- Okatie Elementary School
- Port Royal Elementary School
- Pritchardville Elementary School
- Red Cedar Elementary School
- St. Helena Elementary School
- Whale Branch Elementary School

## Pre-K-8 Schools

- River Ridge Academy
- Robert Smalls International Academy

## K-8 School (Charter)

- Riverview Charter School

## Middle Schools

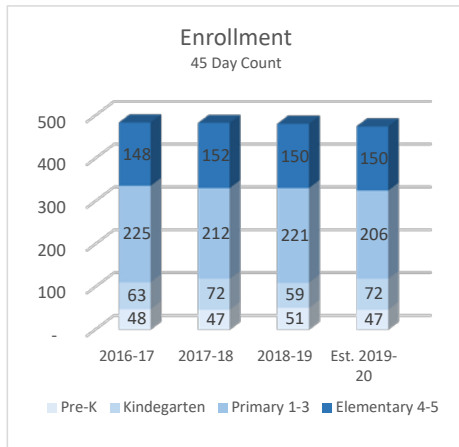
- Beaufort Middle School
- Bluffton Middle School
- H. E. McCracken Middle School
- Hilton Head Island Middle School
- Lady's Island Middle School
- Whale Branch Middle School

## High Schools

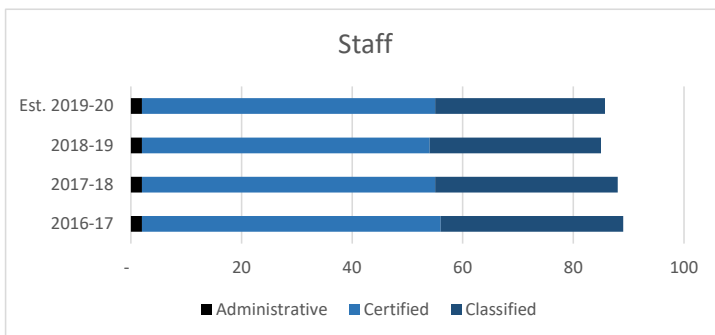
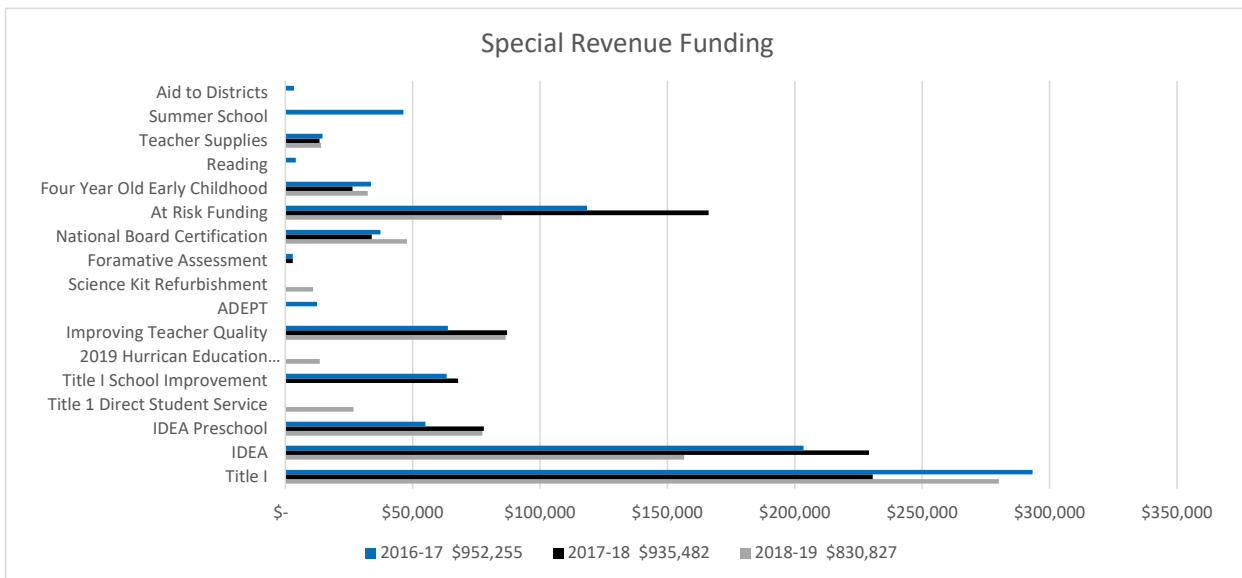
- Battery Creek High School
- Beaufort High School
- Bluffton High School
- Hilton Head Island High School
- May River High School
- Whale Branch Early College High School

# Beaufort Elementary

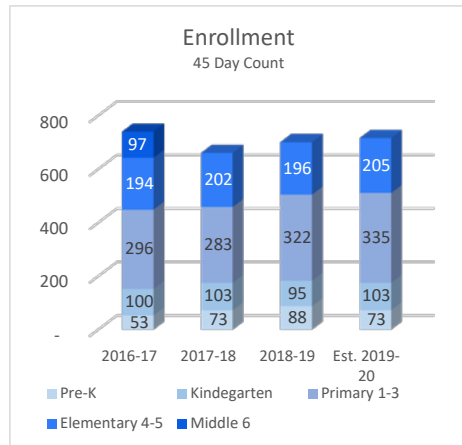
Beaufort Elementary was built in 1986 on the site of the former Beaufort High School location. The building has the capacity to hold 808 students. As a school of choice, it was the first in the District to offer a Montessori program. It also offers the AMES Academy dedicated to challenging the gifted learner academically.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 3,775,859	\$ 3,763,795	\$ 4,211,286
Instructional Support	\$ 749,325	\$ 836,692	\$ 865,181
Maint, Security, & Tech.	\$ 608,387	\$ 577,537	\$ 500,486
Total:	\$ 5,133,571	\$ 5,178,024	\$ 5,576,953



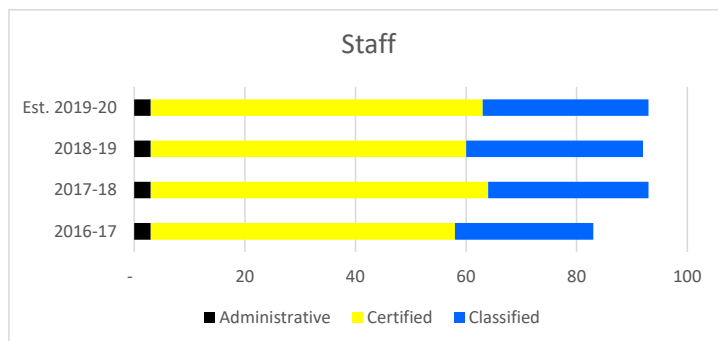
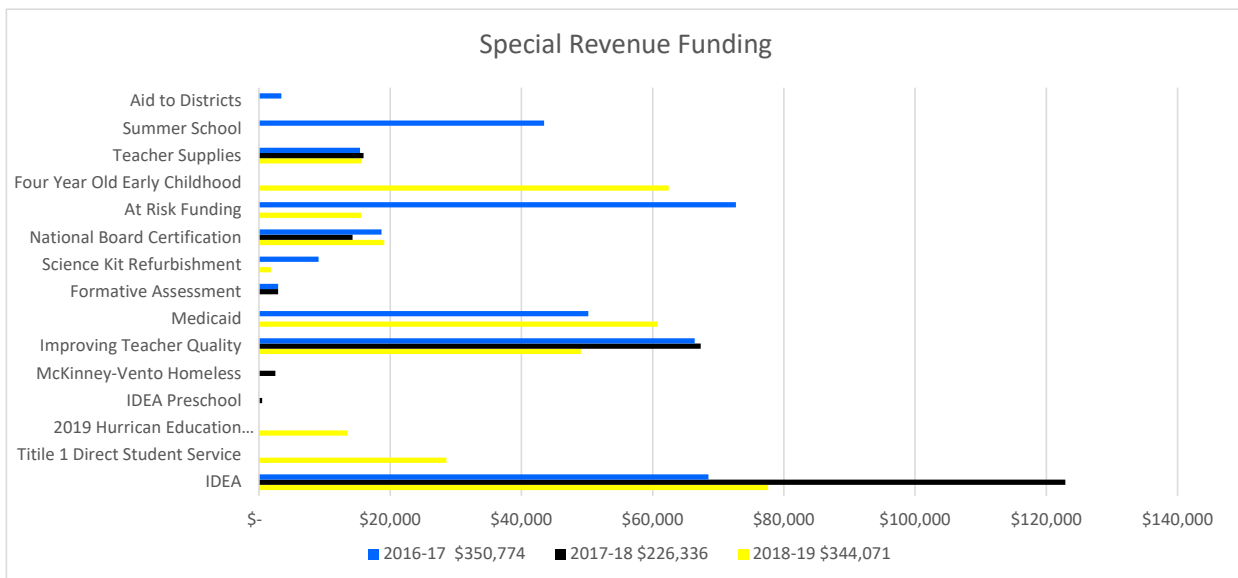
# Bluffton Elementary & Early Childhood Center



Bluffton Elementary was built in 2000 with a capacity for 519 students. An additional wing was added in 2008 which increased the capacity to 694. Overcrowding persisted at Bluffton Elementary until the Bluffton Early Childhood Center was opened in 2010 which added room for 400 Pre-K and Kindergarten students. Reassignment due to the opening of River Ridge Academy caused enrollment to drop in 2015-2016. Bluffton Elementary is listed as a school of choice for Animation, Creation, & Design.

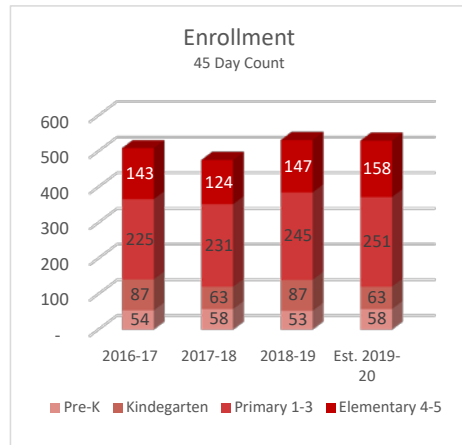


Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 3,931,218	\$ 4,467,608	\$ 4,864,845
Instructional Support	\$ 773,326	\$ 789,574	\$ 864,357
Maint, Security, & Tech.	\$ 681,187	\$ 643,376	\$ 674,733
Total:	\$ 5,385,731	\$ 5,900,558	\$ 6,403,935





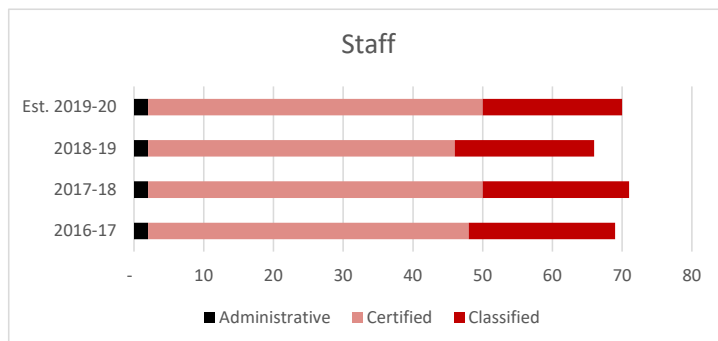
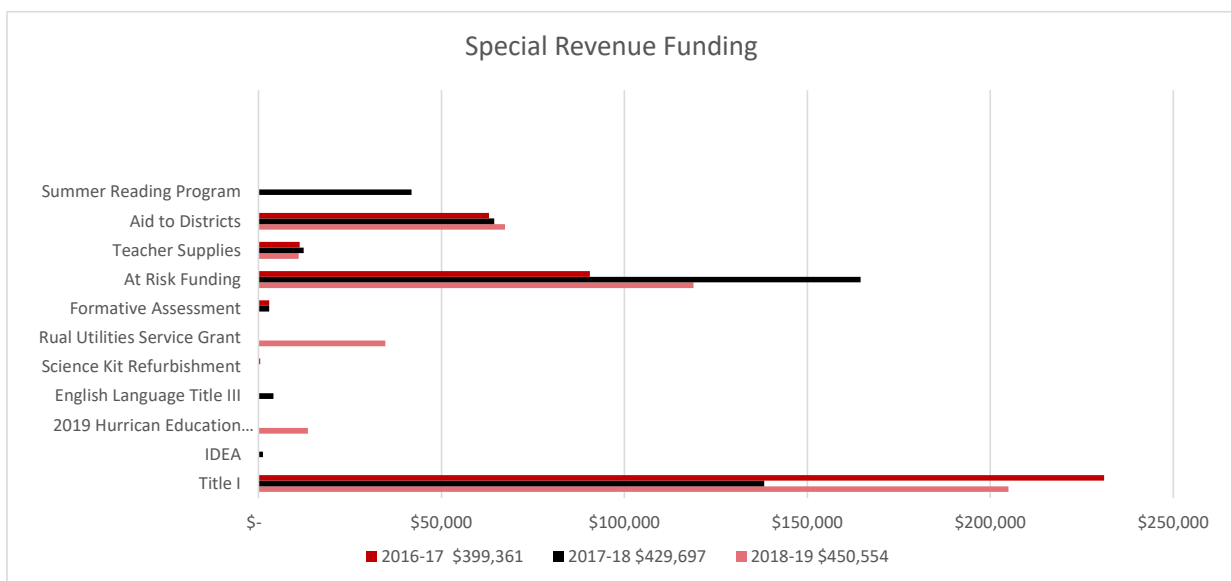
# Broad River Elementary



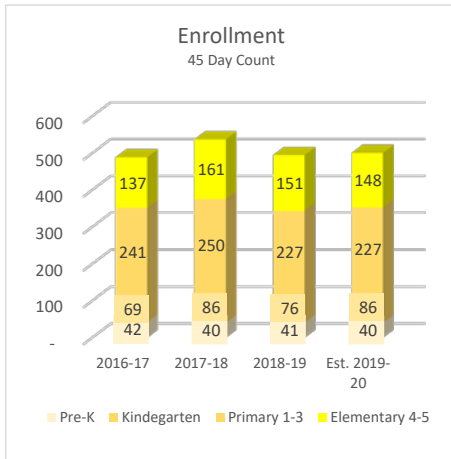
Broad River Elementary was built in 1957 and has the capacity to hold 536 students. The school was one of the original elementaries to pilot the Chinese Immersion program. Today it is offered as a school of choice for Dual Language Immersion Programs in Spanish or Chinese.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 3,237,692	\$ 3,382,377	\$ 3,432,889
Instructional Support	\$ 614,343	\$ 727,475	\$ 783,117
Maint, Security, & Tech.	\$ 350,470	\$ 339,446	\$ 364,115
Total:	\$ 4,202,505	\$ 4,449,298	\$ 4,580,121



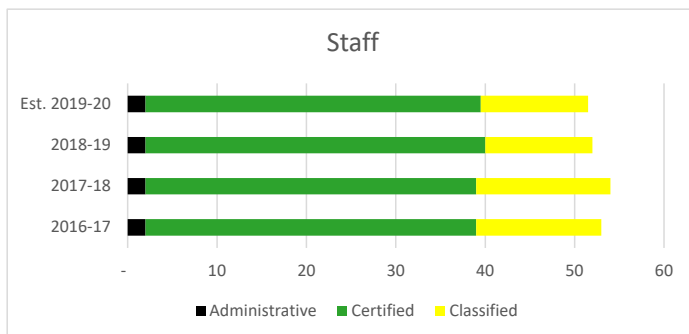
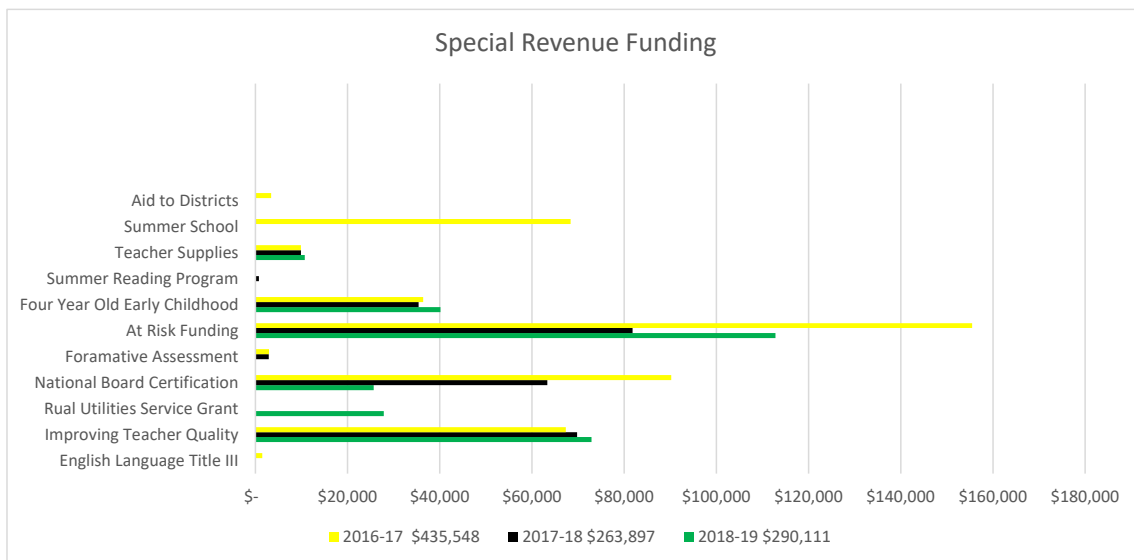
# Coosa Elementary



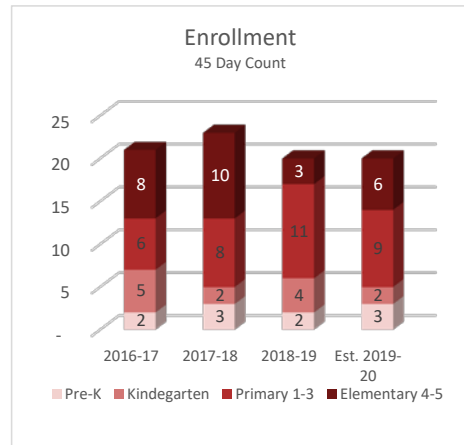
Coosa Elementary opened its doors in 1998. The school was built to house 476 students. Soon after its opening, the school was over capacity and mobile units were added to accommodate the overcrowding. For a time, the fifth grade was moved to Lady's Island Middle. In 2014-2015 the fifth grade was moved back to the school. As a school of choice, Coosa offers the "Learning Through Leadership Program."



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 2,885,831	\$ 3,042,611	\$ 3,078,487
Instructional Support	\$ 729,579	\$ 803,071	\$ 787,481
Maint, Security, & Tech.	\$ 416,958	\$ 390,675	\$ 380,937
Total:	\$ 4,032,368	\$ 4,236,357	\$ 4,246,905



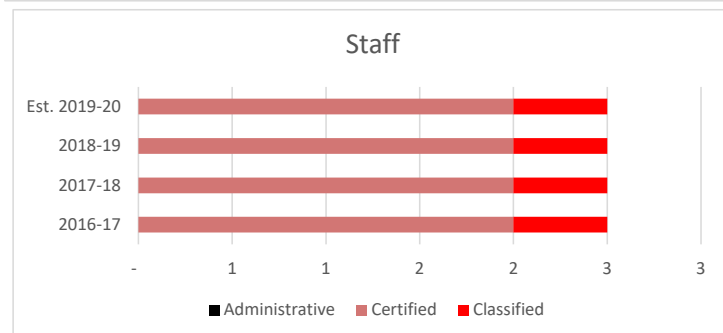
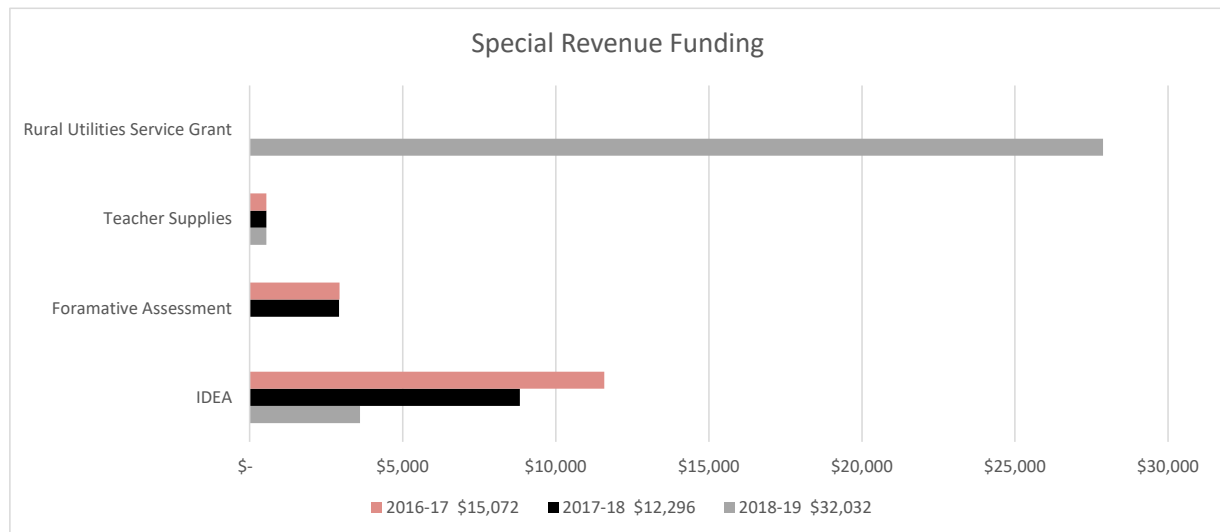
# Daufuskie Elementary



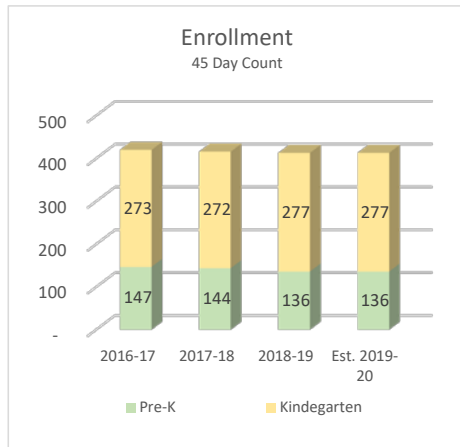
Daufuskie Elementary is the second oldest school in the District originally built in 1935. The Daufuskie Island School is only accessible by water, and the small school has been expanded over the years with the ability to now house 64 students. The small student body and staff fall under the supervision of Hilton Head Island School for Creative Arts leadership. The school participates in the Arts Infused program.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 179,248	\$ 188,800	\$ 200,086
Instructional Support	\$ 21,843	\$ 22,407	\$ 25,520
Maint, Security, & Tech.	\$ 75,140	\$ 81,723	\$ 72,250
Total:	\$ 276,231	\$ 292,930	\$ 297,856



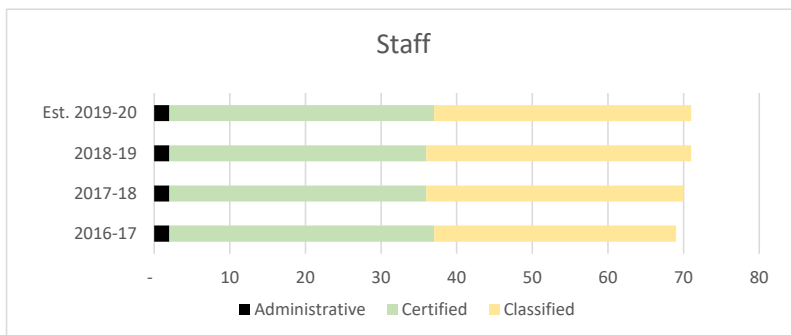
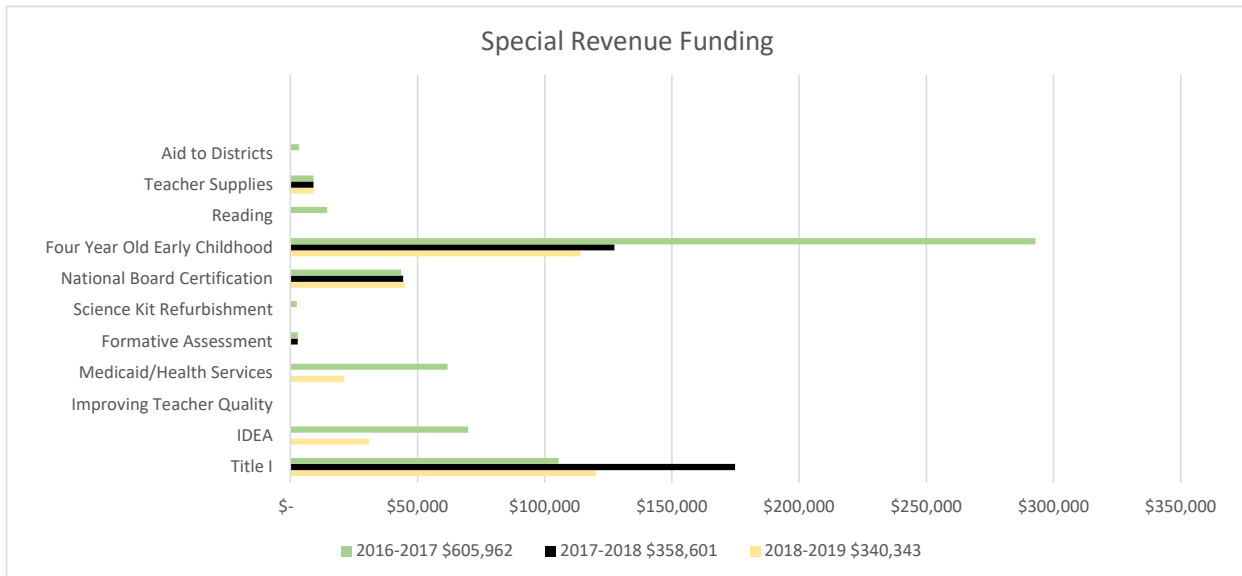
# Hilton Head Island Early Childhood Center



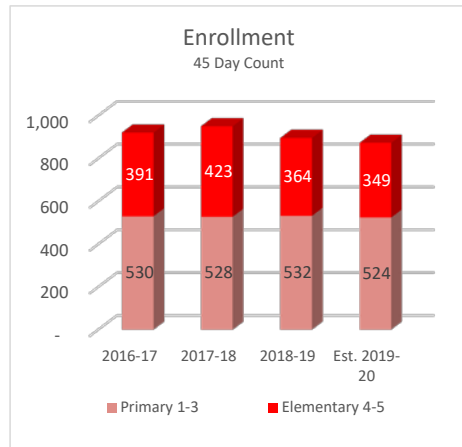
Hilton Head Island Early Childhood Center was built in 2006 with a capacity to hold 500 students. The school has undergone an expansion to add an additional wing to serve 4 additional pre-k classes starting the 2016-2017 school year.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2015-16	2016-17	2017-18
Instructional	\$ 2,666,565	\$ 2,922,928	\$ 3,159,463
Instructional Support	\$ 624,589	\$ 642,848	\$ 770,394
Maint, Security, & Tech.	\$ 411,434	\$ 488,040	\$ 508,795
Total:	\$ 3,702,588	\$ 4,053,816	\$ 4,438,652



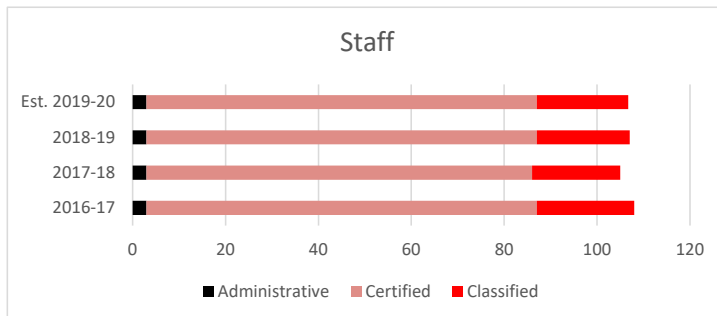
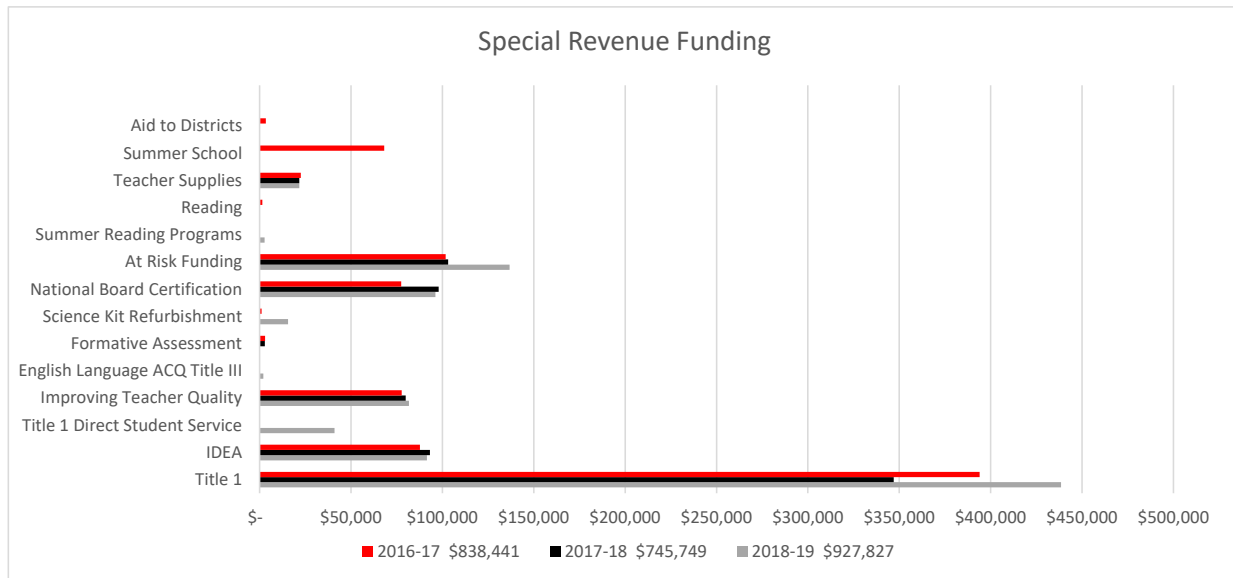
# Hilton Head Island Elementary



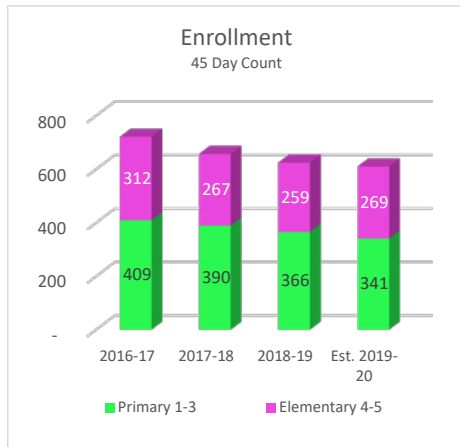
Hilton Head Island Elementary was built in 1974 with the capacity to hold 1,185 students. In 2001, it became one of the first schools in the United States to offer an International Baccalaureate Program (IB). As a school of choice, it offers the IB and Dual Language programs of Mandarin Chinese and Spanish.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 5,868,964	\$ 5,785,571	\$ 6,280,716
Instructional Support	\$ 1,009,581	\$ 105,106	\$ 1,163,771
Maint, Security, & Tech.	\$ 978,467	\$ 943,491	\$ 882,636
Total:	\$ 7,857,012	\$ 6,834,168	\$ 8,327,123



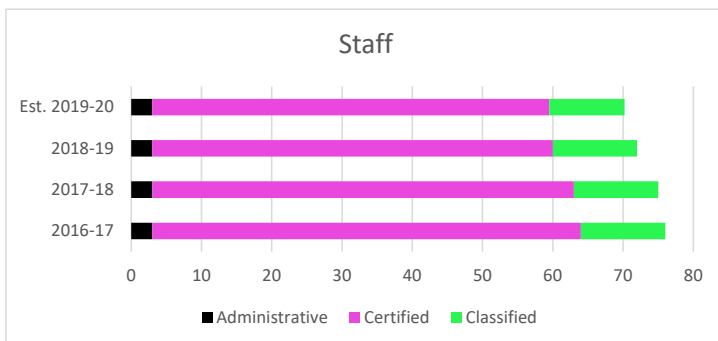
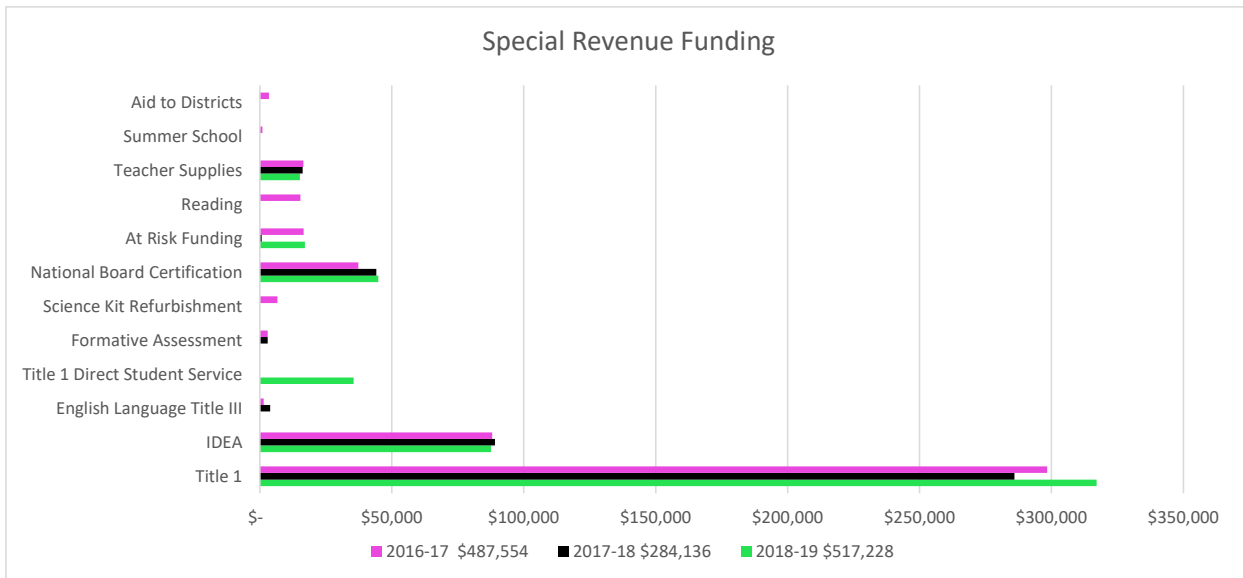
# Hilton Head Island School for Creative Arts



Hilton Head Island School for Creative Arts was built in 1988 as an addition to the elementary with a capacity to hold 749 students. In 2005 the school officially split to become the School for Creative Arts. It is offered as a school of choice for the Arts Infused Program.

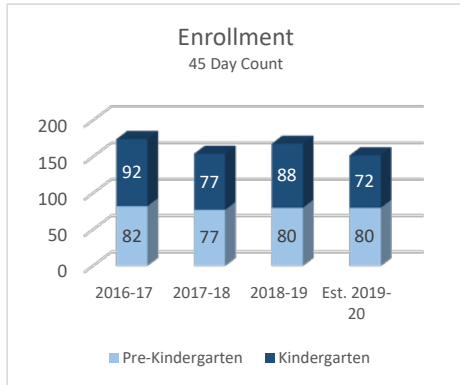


Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 4,292,676	\$ 4,227,395	\$ 4,154,929
Instructional Support	\$ 1,018,389	\$ 99,622	\$ 1,118,910
Maint, Security, & Tech.	\$ 426,818	\$ 391,167	\$ 373,815
Total:	\$ 5,737,883	\$ 4,718,184	\$ 5,647,654

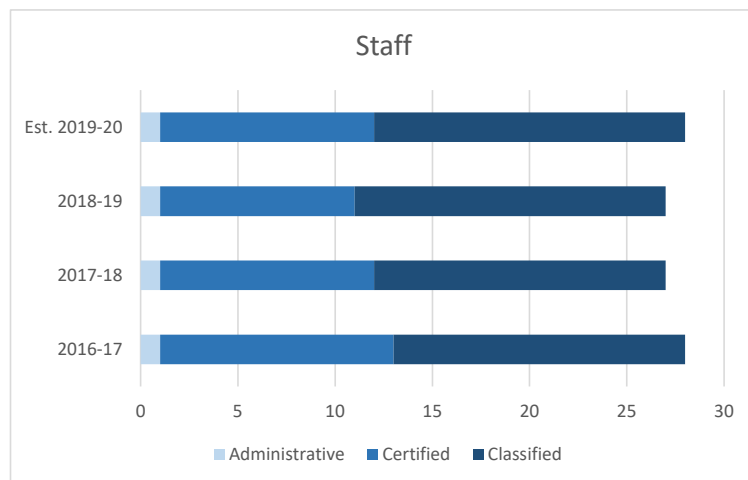
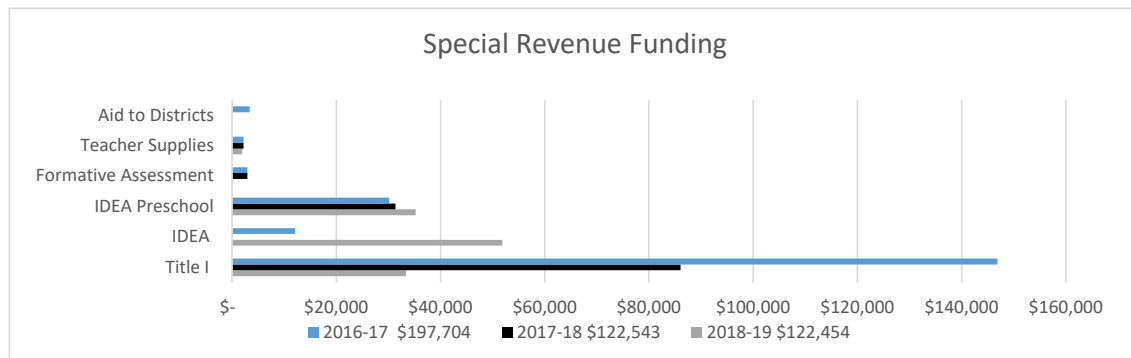


## James J. Davis Early Childhood Center

The James J. Davis Early Childhood Center was build in 1994 as an elementary school with the capacity to hold 512 students. Today it operates in conjunction with the supervision of Whale Branch Elementary School's principal. Pre-K and Kindergarten classes are housed at this location. The District also leases part of the building to Head Start program for their early childhood enrichment.

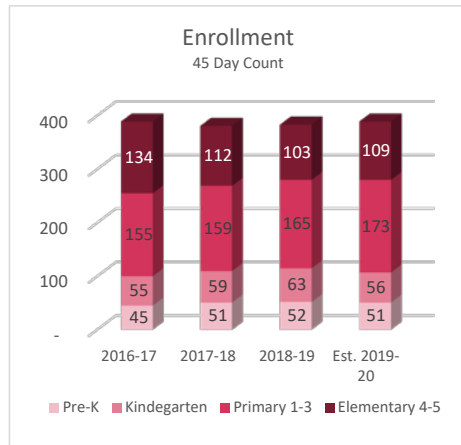


Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 989,499	\$ 1,089,289	\$ 1,144,611
Instructional Support	\$ 245,473	\$ 235,284	\$ 182,000
Maint, Security, & Tech.	\$ 367,092	\$ 405,976	\$ 362,862
Total:	\$ 1,602,064	\$ 1,730,549	\$ 1,689,473

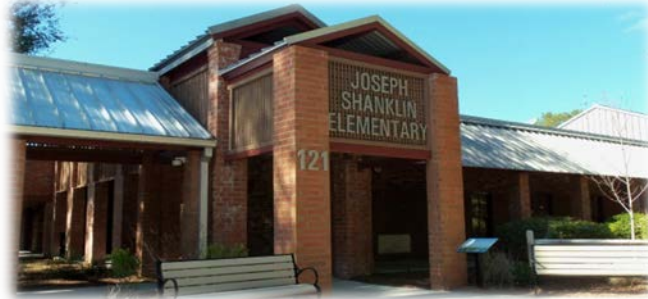




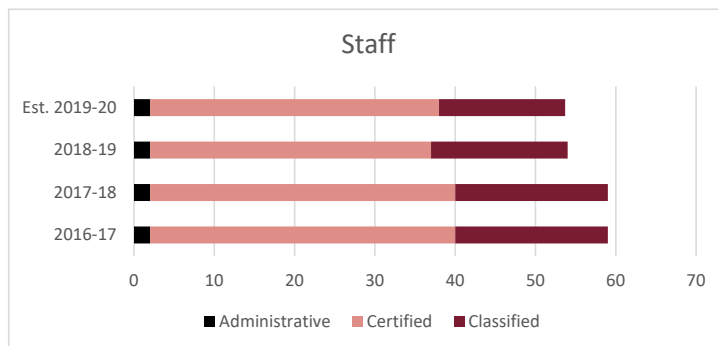
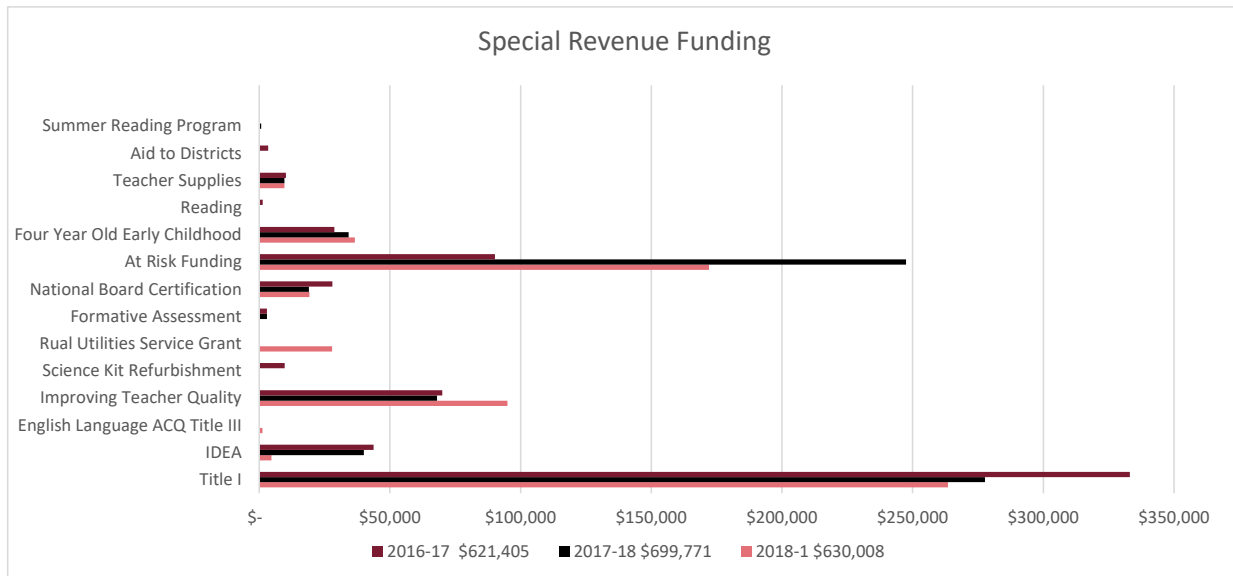
# Joseph S. Shanklin Elementary



Joseph S. Shanklin Elementary was built in 1994 with a student capacity of 600 students. As a school of choice, it offers the "Learning Through Leadership Program."

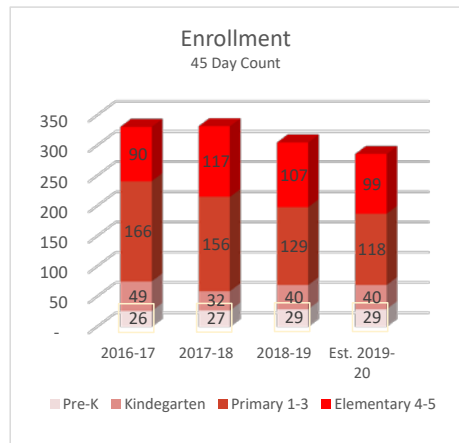


Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 2,372,173	\$ 2,321,941	\$ 2,498,742
Instructional Support	\$ 626,577	\$ 653,048	\$ 672,490
Maint, Security, & Tech.	\$ 555,830	\$ 539,248	\$ 511,191
Total:	\$ 3,554,580	\$ 3,514,237	\$ 3,682,423





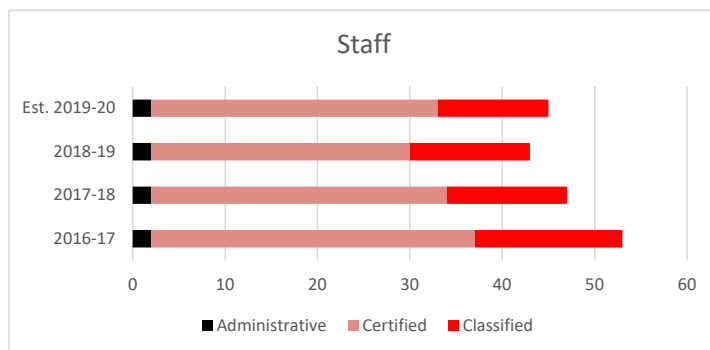
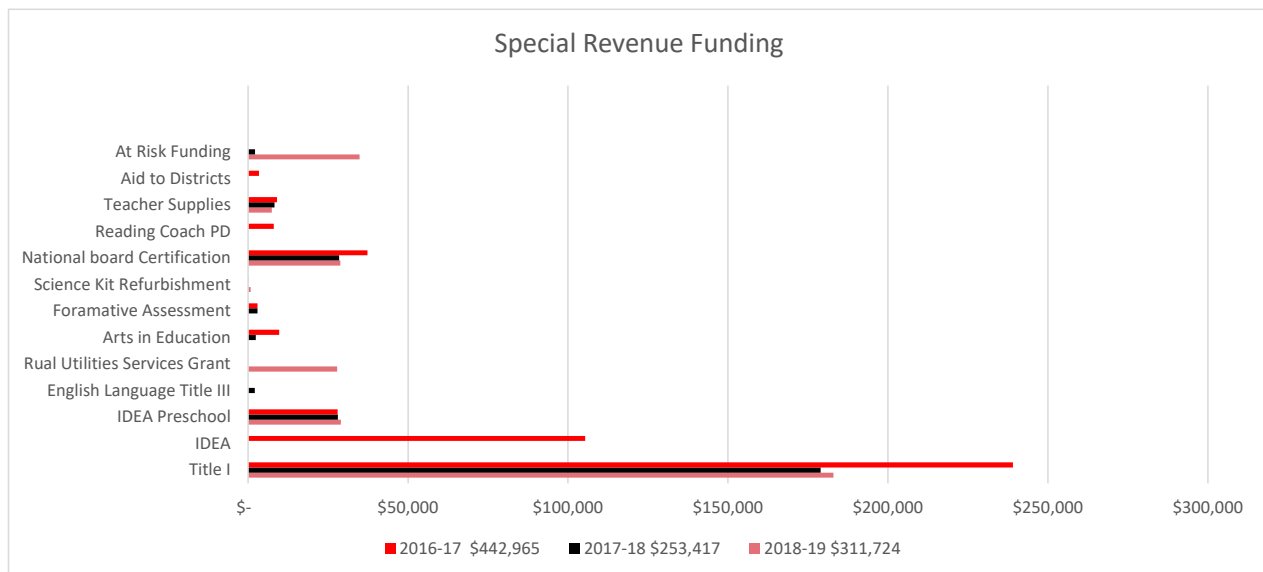
# Lady's Island Elementary



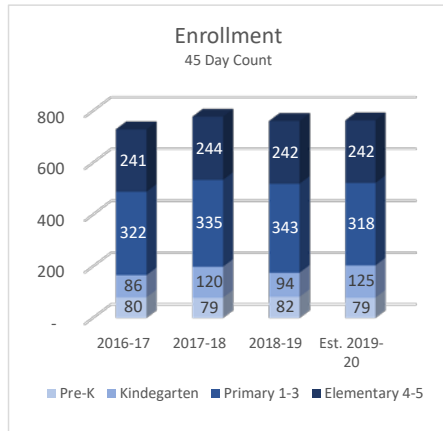
Lady's Island Elementary was built in 1963 and has the capacity to hold 404 students. In 2014-2015 the fifth grade was moved back to Lady's Island Elementary from Lady's Island Middle. In 2000, Lady's Island Elementary was the first school in the District to offer an arts-infused program and now offers as a school of choice.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 2,300,076	\$ 2,174,367	\$ 2,169,054
Instructional Support	\$ 690,189	\$ 690,412	\$ 758,389
Maint, Security, & Tech.	\$ 356,884	\$ 332,234	\$ 319,615
Total:	\$ 3,347,149	\$ 3,197,013	\$ 3,247,058



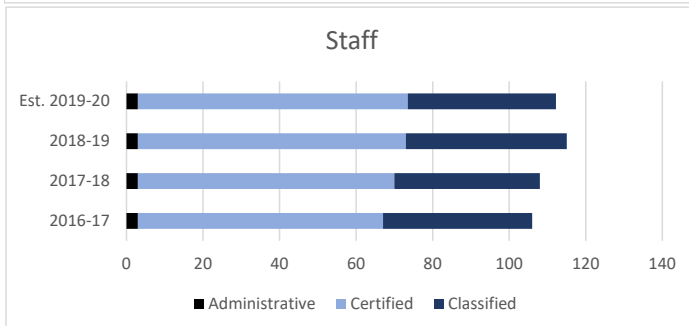
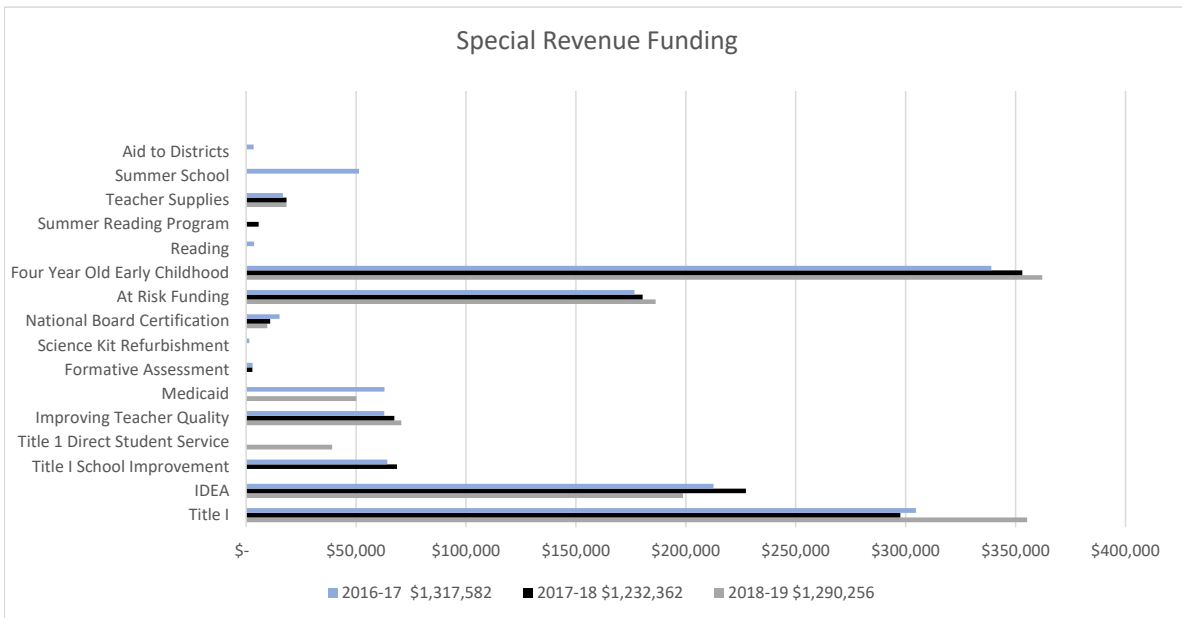
# Michael. C. Riley Elementary & Early Childhood Center



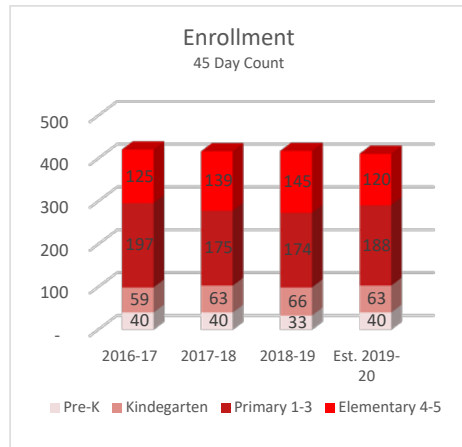
Michael C. Riley Elementary was built in 1991 with a capacity to hold 592 students. Mobile units were placed on the campus to hold additional students until 2010 when the Early Childhood Center was built on the campus expanding the capacity to 992 students. Reassignment from the opening of River Ridge Academy caused an enrollment drop in 2015-2016. The school is offered as a school of choice for its "Learning Through Leadership" program.



Program Expenses	Actual	Actual	Un-Audited Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 4,377,616	\$ 4,858,543	\$ 5,297,236
Instructional Support	\$ 1,136,583	\$ 1,218,932	\$ 1,179,837
Maint, Security, & Tech.	\$ 751,502	\$ 735,048	\$ 649,730
Total:	\$ 6,265,701	\$ 6,812,523	\$ 7,126,803



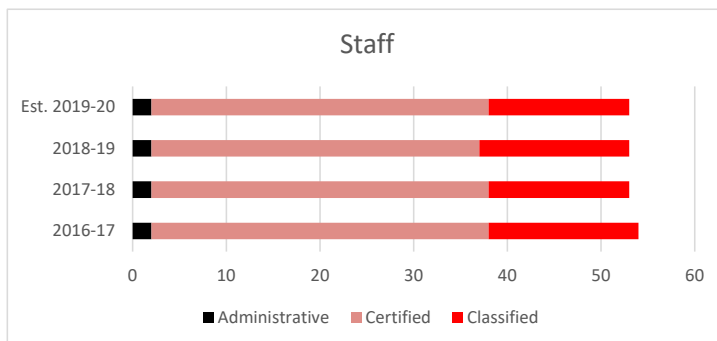
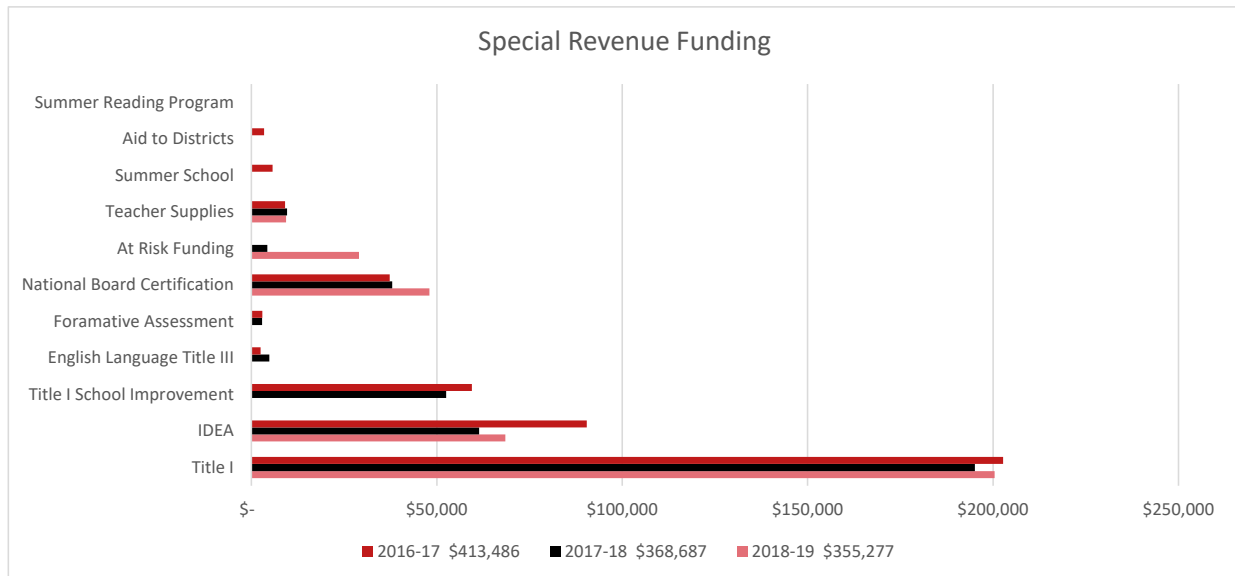
# Mossy Oaks Elementary



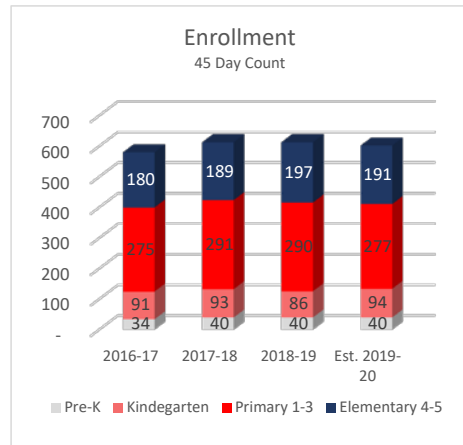
Mossy Oaks Elementary was built in 1962 with a capacity of 492 students. It has been an ABC (Arts in Basic Curriculum) school for many years and now is offered as a school of choice for its Arts Infused Program.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 2,688,597	\$ 2,889,461	\$ 2,979,284
Instructional Support	\$ 675,811	\$ 637,352	\$ 669,967
Maint, Security, & Tech.	\$ 353,235	\$ 373,406	\$ 354,483
Total:	\$ 3,717,643	\$ 3,900,219	\$ 4,003,734



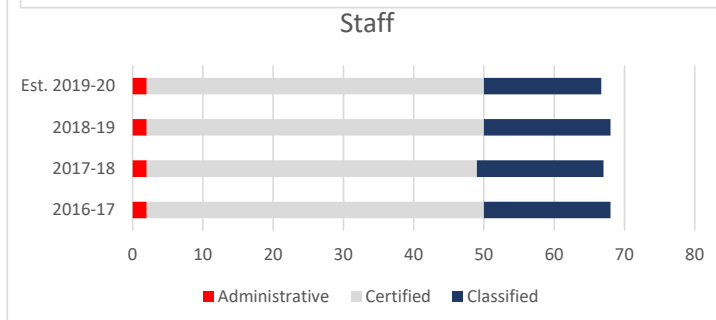
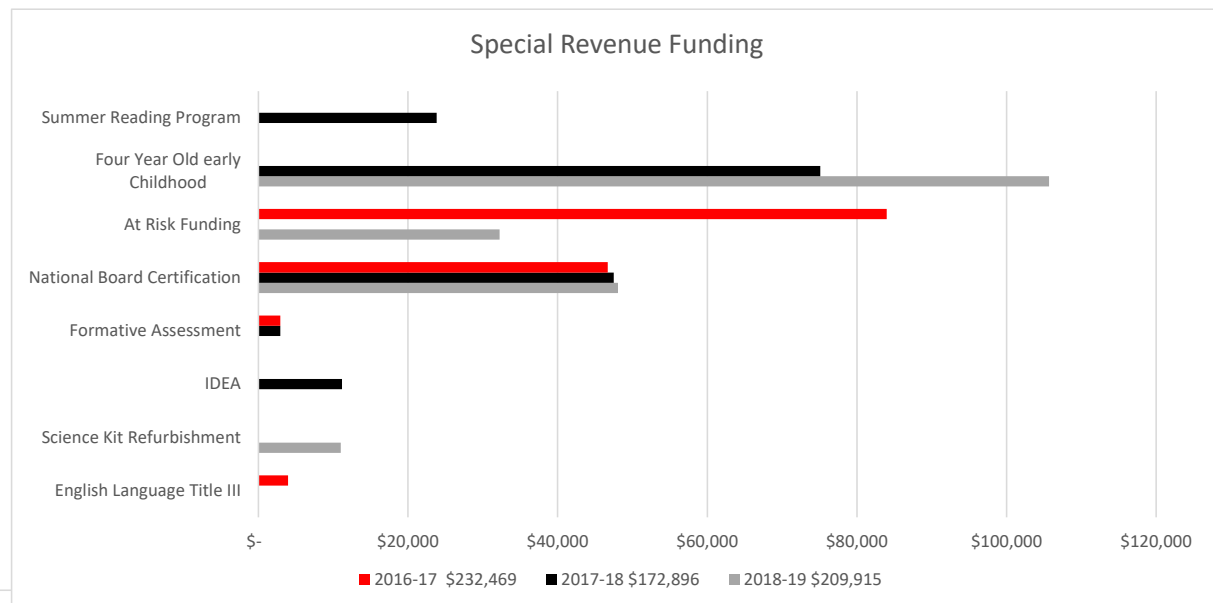
# Okatie Elementary



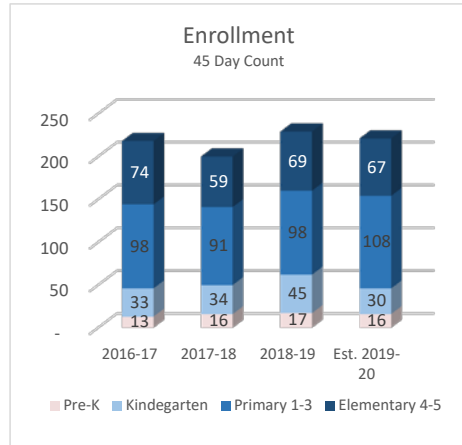
Okatie Elementary was built in 2004 with the capacity to hold 539 students. As with other Bluffton area schools, it was at capacity soon after opening. In 2008, an additional wing was added expanding the capacity to 719 students. Reassignment from the opening of River Ridge Academy caused an enrollment drop in 2015-2016. Okatie offers "Learning Through Leadership" as a school of choice.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 3,586,693	\$ 3,703,696	\$ 3,993,626
Instructional Support	\$ 787,409	\$ 839,583	\$ 878,725
Maint, Security, & Tech.	\$ 414,829	\$ 426,519	\$ 415,240
Total:	\$ 4,788,931	\$ 4,969,798	\$ 5,287,591



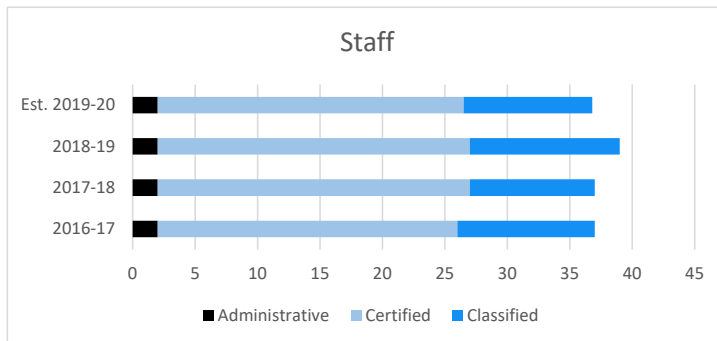
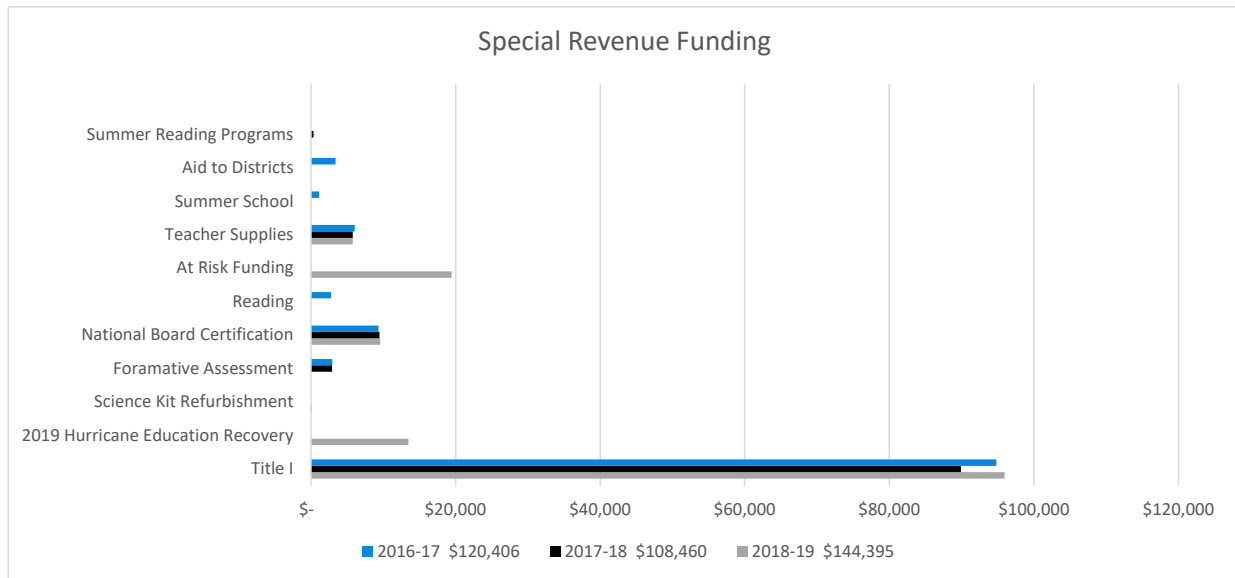
# Port Royal Elementary



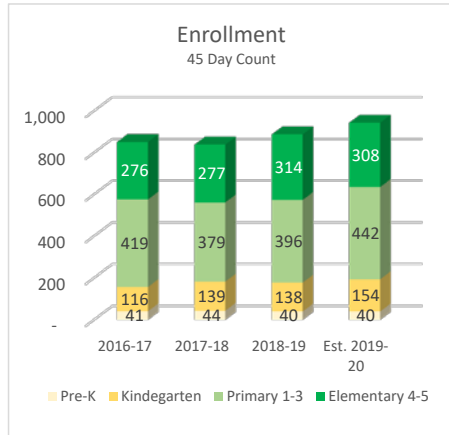
Port Royal Elementary was originally built in 1911 as a two room two story schoolhouse. Over time, renovations and additions have created the campus we have today. The school has the capacity for 328 students. Port Royal Elementary is listed as a school of choice for Project-Based Learning.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 1,487,734	\$ 1,487,765	\$ 1,694,036
Instructional Support	\$ 581,604	\$ 687,785	\$ 721,807
Maint, Security, & Tech.	\$ 349,530	\$ 286,774	\$ 313,883
Total:	\$ 2,418,868	\$ 2,462,324	\$ 2,729,726



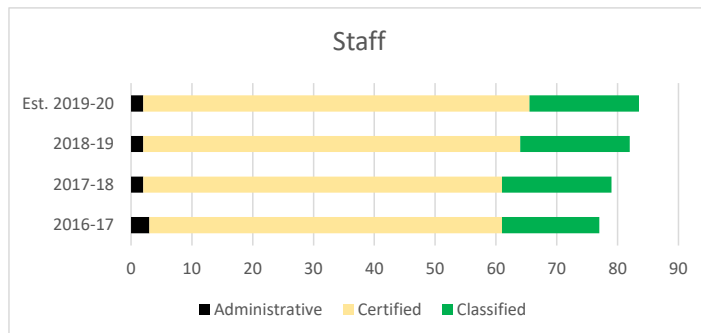
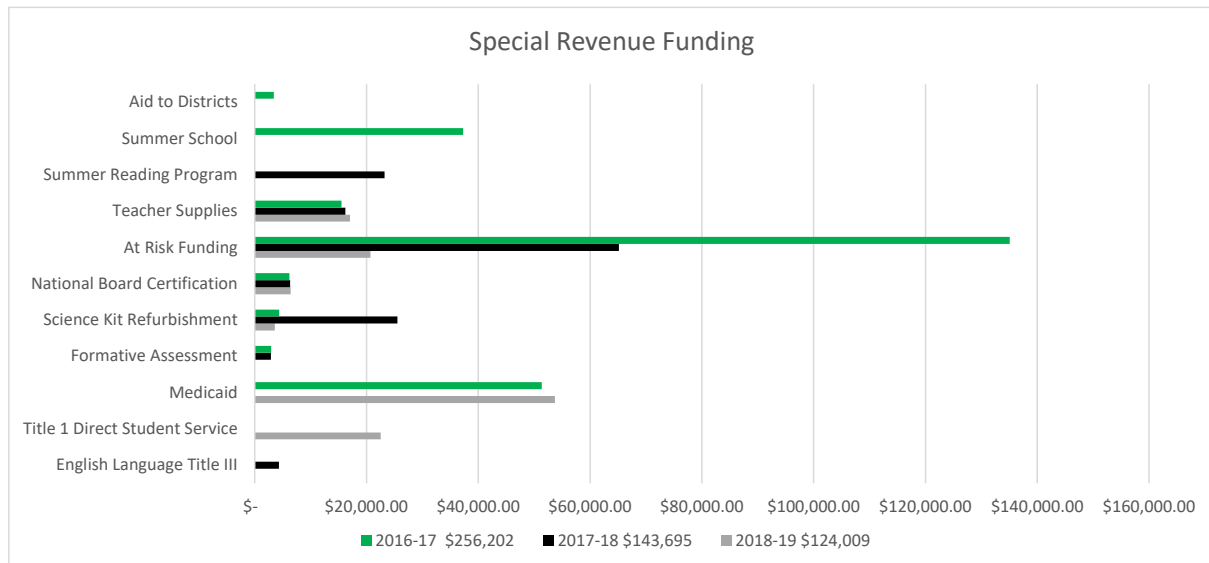
# Pritchardville Elementary



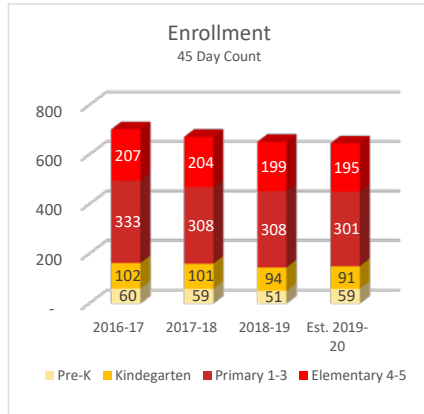
Pritchardville Elementary was built in 2010 with the capacity to hold 800 students. It was one of the first LEED certified schools in the District for its design. Pritchardville offers the Advanced Mathematics, Engineering and Science Program (AMES) and Project Based Learning as a school of choice.



Program Expenses	Actual	Actual	Un-Audited Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 3,937,621	\$ 4,206,726	\$ 4,827,661
Instructional Support	\$ 946,287	\$ 838,114	\$ 853,171
Maint, Security, & Tech.	\$ 325,702	\$ 351,226	\$ 355,895
Total:	\$ 5,209,610	\$ 5,396,066	\$ 6,036,727



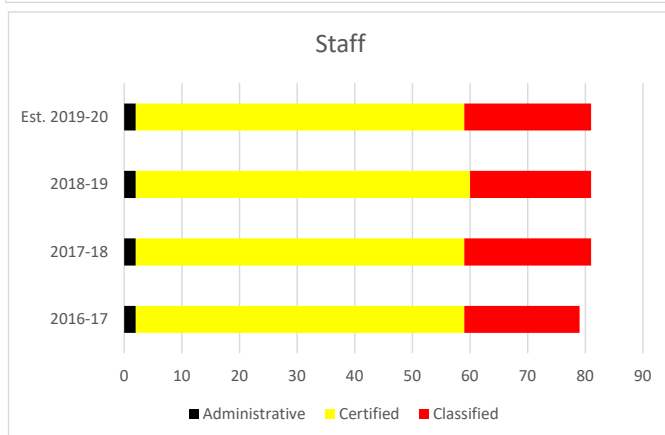
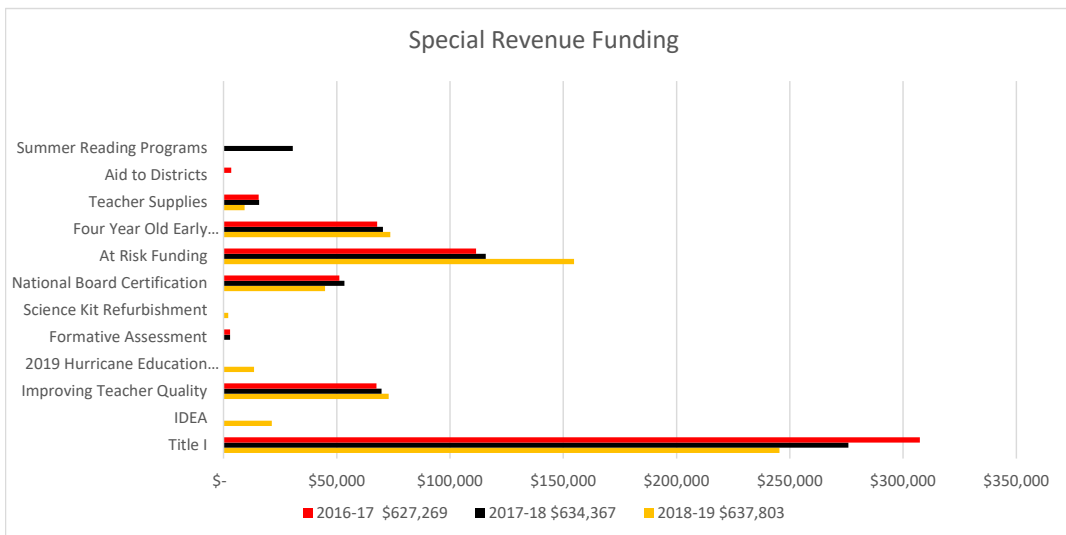
# Red Cedar Elementary



Red Cedar Elementary opened in 2009 as part of the building program to eliminate overcrowding in the Bluffton area. The school has the capacity to hold 800 students. Reassignment from the opening of River Ridge Academy caused an enrollment drop in 2015-2016. Red Cedar offers "Project-Based Learning" as a school of choice.

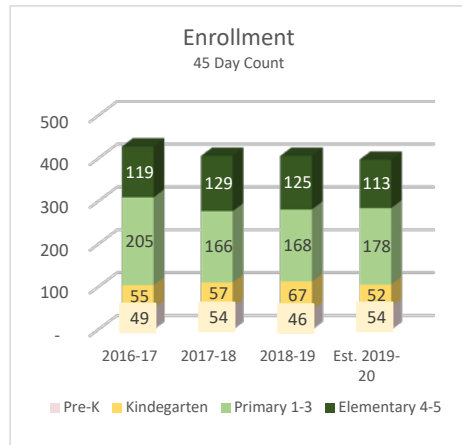


Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 3,789,503	\$ 4,058,851	\$ 4,345,719
Instructional Support	\$ 867,391	\$ 916,797	\$ 947,417
Maint, Security, & Tech.	\$ 478,919	\$ 497,088	\$ 489,251
Total:	\$ 5,135,813	\$ 5,472,736	\$ 5,782,387





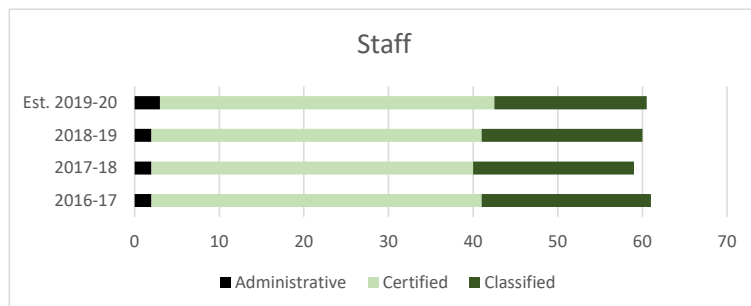
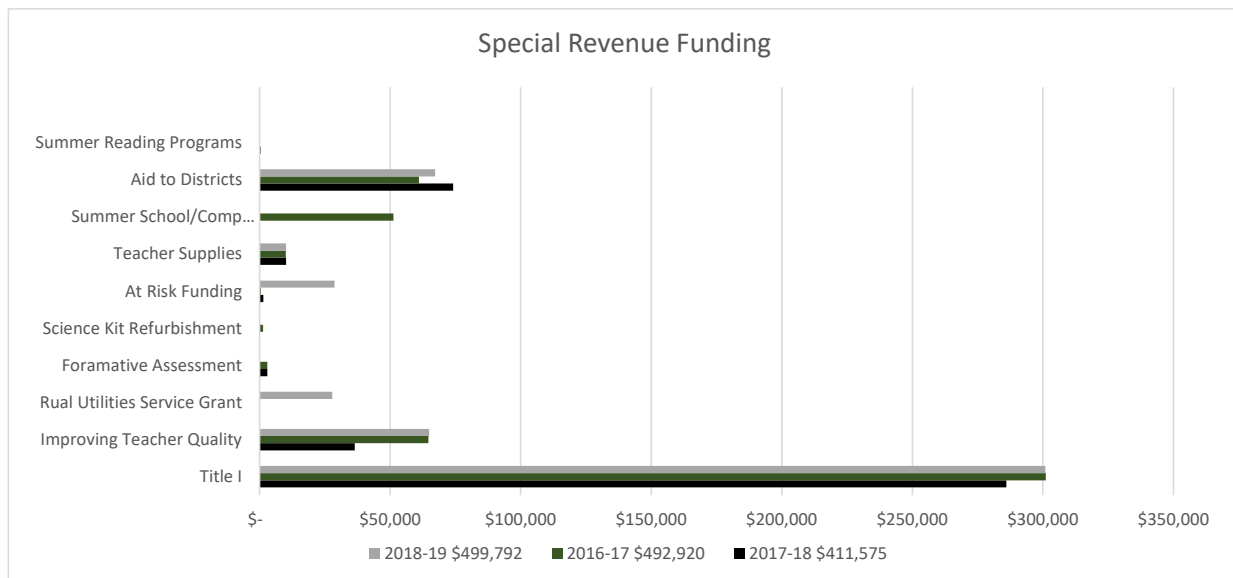
# St. Helena Elementary



St. Helena Elementary was built in 1992 and an additional Early Childhood Center was added in 2004. The school has the capacity to accommodate 888 students. As a school of choice, St. Helena Elementary offers the Advanced Math, Engineering, and Science Program (AMES).



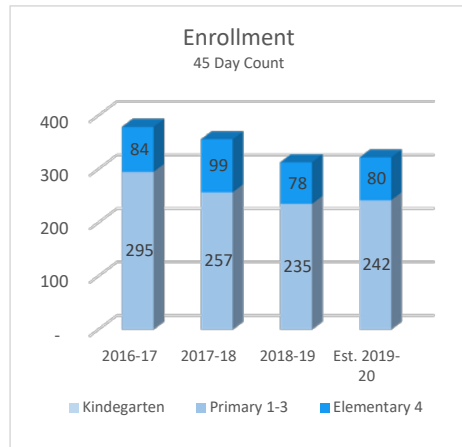
Program Expenses	Un-Audited		
	Actual 2016-17	Actual 2017-18	Actual 2018-19
General Fund			
Instructional	\$ 2,546,368	\$ 2,492,931	\$ 2,753,018
Instructional Support	\$ 675,694	\$ 718,575	\$ 774,984
Maint, Security, & Tech.	\$ 702,410	\$ 588,784	\$ 519,115
Total:	\$ 3,924,472	\$ 3,800,290	\$ 4,047,117



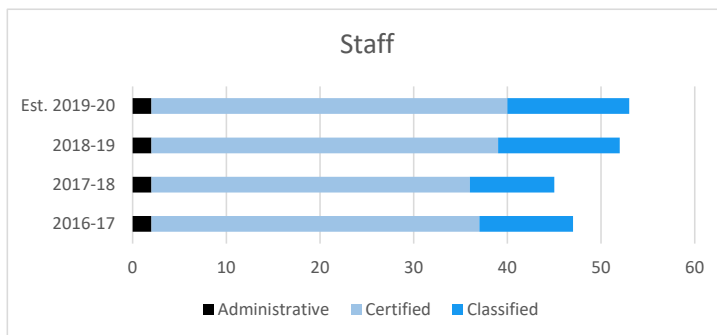
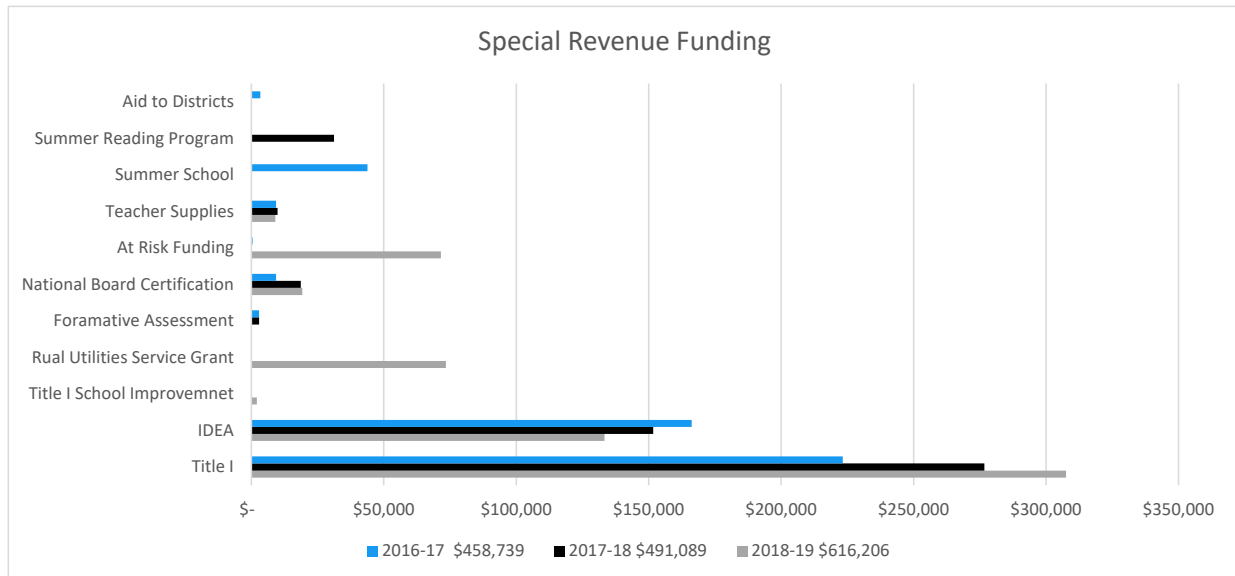


# Whale Branch Elementary

Whale Branch Elementary was built in 2000 with the capacity to hold 568 students. The Pre-K and Kindergarten classes feed in from J.J. Davis Early Childhood Center. As a school of choice, it offers an Arts Infused program.



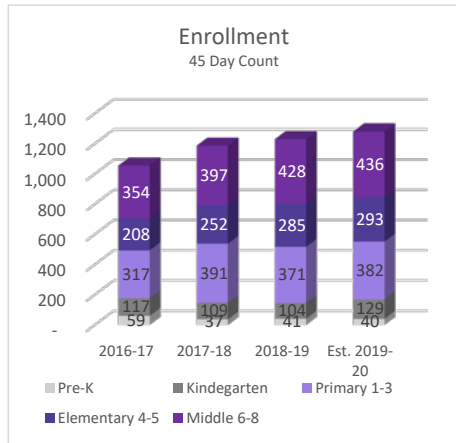
Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 2,258,357	\$ 2,282,182	\$ 2,440,399
Instructional Support	\$ 635,244	\$ 644,483	\$ 726,119
Maint, Security, & Tech.	\$ 403,326	\$ 364,565	\$ 381,112
Total:	\$ 3,296,927	\$ 3,291,230	\$ 3,547,630



**Tiger Sharks**



# River Ridge Academy

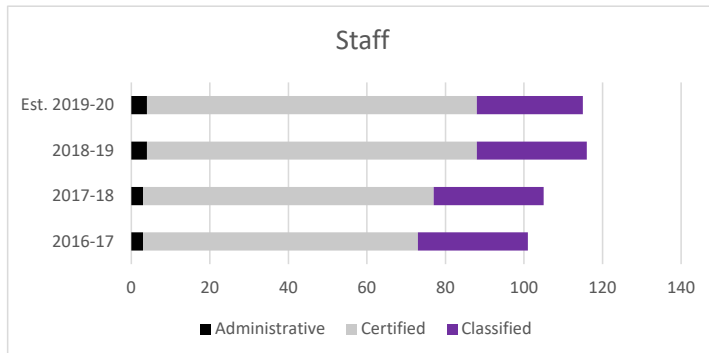
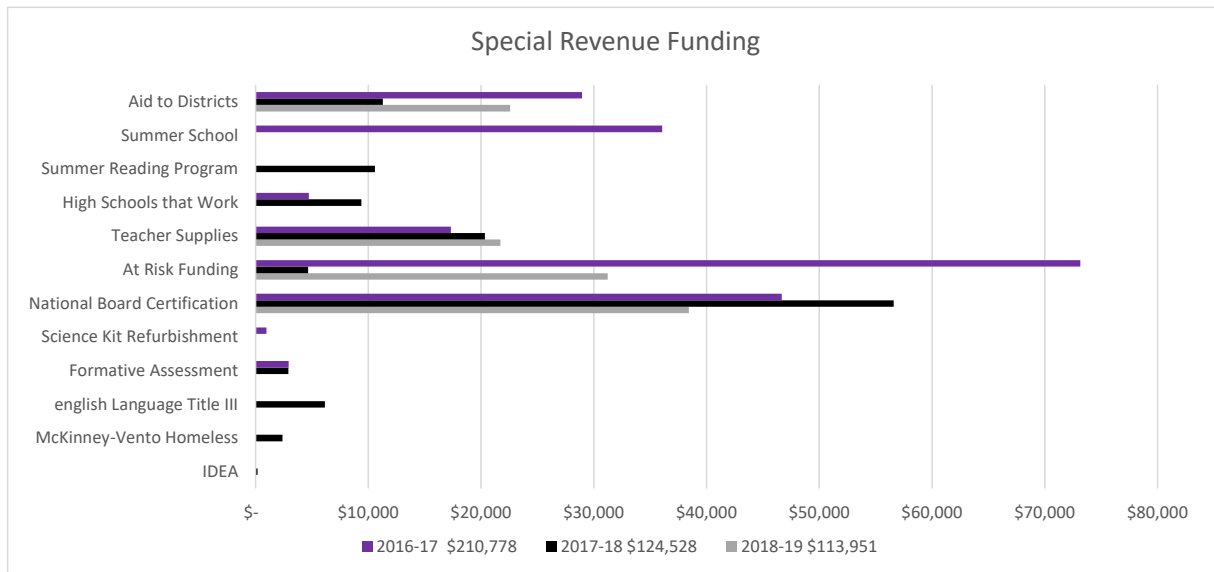


River Ridge Academy was built in 2015 as a Pre-K through 8th Grade to serve the growing Bluffton community. The building can hold a capacity of 900 students. River Ridge Academy offers the Montessori program and Project Lead the Way Launch/Gateway to Technology as a school of choice.

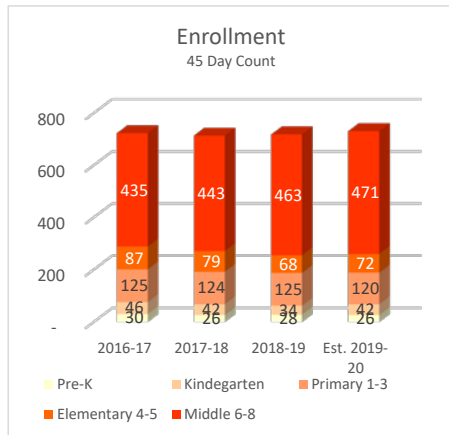


Un-Audited

Program Expenses	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 5,182,336	\$ 5,973,059	\$ 6,726,949
Instructional Support	\$ 1,090,696	\$ 1,289,175	\$ 1,576,933
Maint, Security, & Tech.	\$ 814,012	\$ 852,979	\$ 928,745
Total:	\$ 7,087,044	\$ 8,115,213	\$ 9,232,627



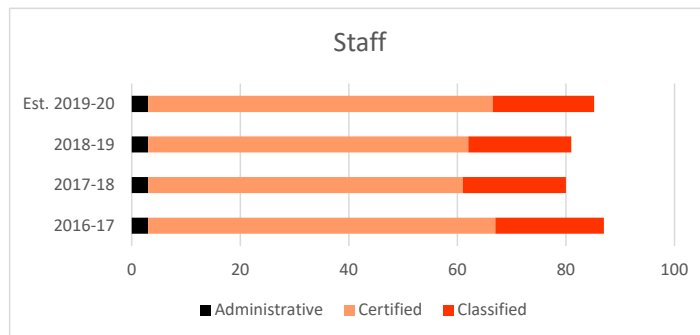
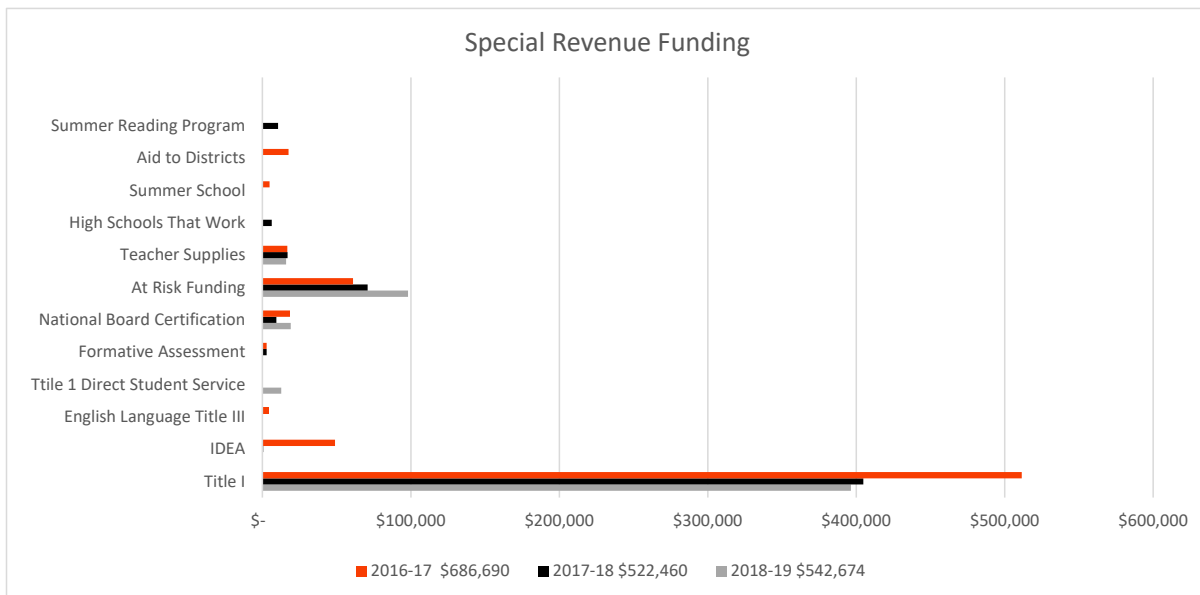
# Robert Smalls International Academy



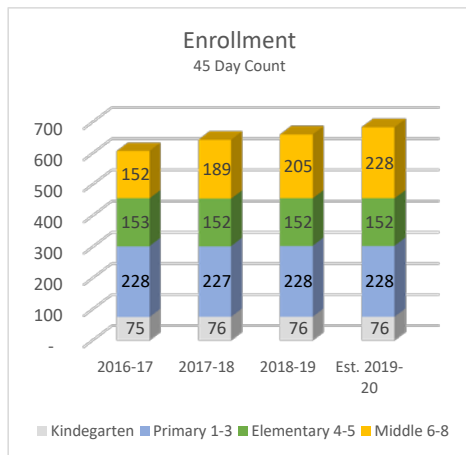
Robert Smalls International Academy was built in 1984 with the capacity to hold 777 students. In 2012-2013 school year, the middle school became a Pre-K through 8th Grade. It is offered as a school of choice with its Project-Based Learning program.



Program Expenses	Actual	Actual	Un-Audited Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 4,452,554	\$ 4,134,452	\$ 4,617,180
Instructional Support	\$ 1,050,725	\$ 1,191,895	\$ 1,236,610
Maint, Security, & Tech.	\$ 885,968	\$ 861,723	\$ 808,604
Total:	\$ 6,389,247	\$ 6,188,070	\$ 6,662,394



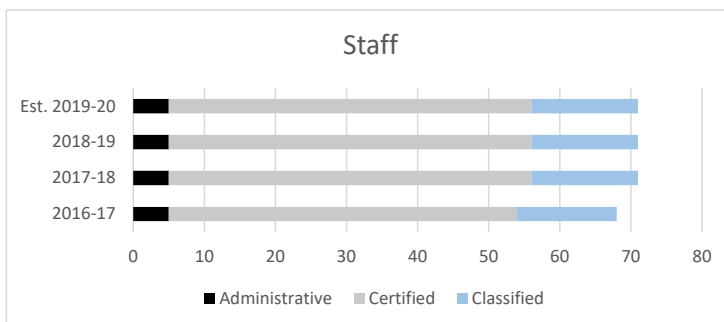
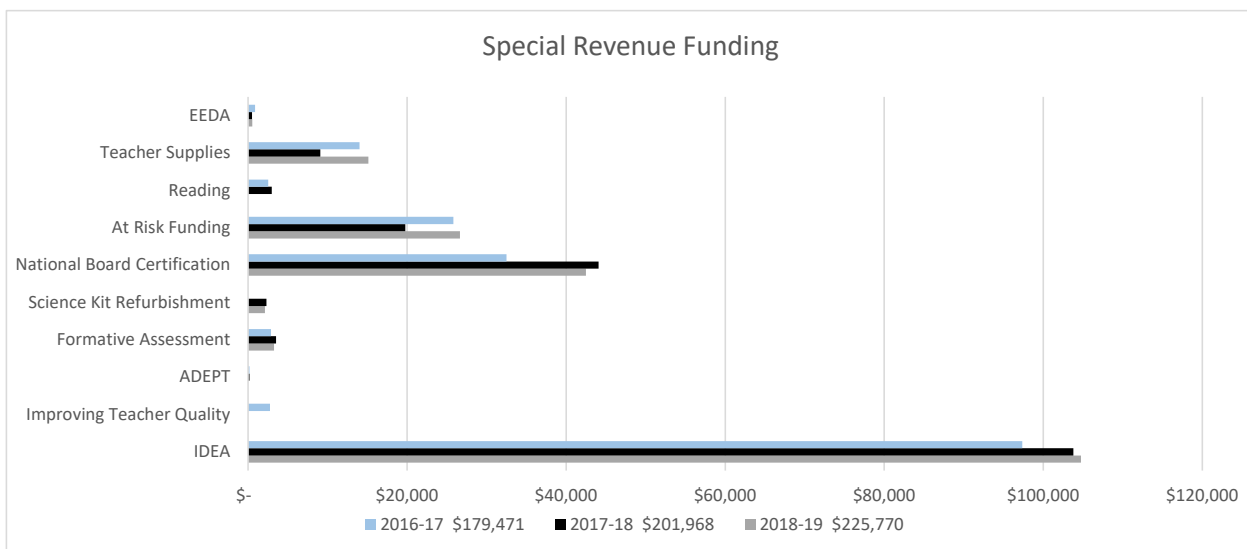
# Riverview Charter School



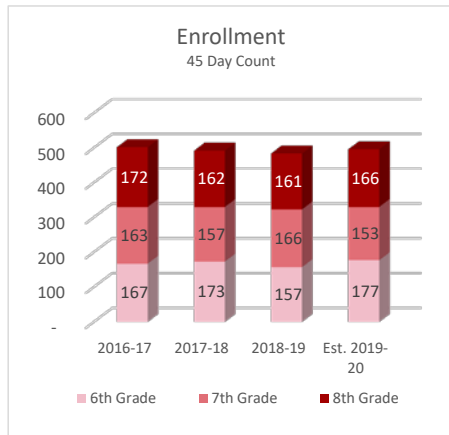
Riverview Charter School opened in 2010 as K-5th school and later expanded through 8th grade. The school is currently operating on the previous Shell Point Elementary campus. While the school receives funding from the Beaufort County School District based on its charter requirements, Riverview operates independently from the other district schools and has no attendance zone. Enrollment into the charter school is based on a lottery system with a set number of students for each grade. Riverview Charter School focuses on teaching the Learning Community of Core Values.



Program Expenses	Actual	Actual	Un-Audited Actual
General Fund	2015-16	2016-17	2017-18
Transfer to Charter School	\$ 4,578,250	\$ 4,919,392	\$ 5,902,134
Maint, Security, & Tech.	\$ 77,975	\$ 92,956	\$ 82,508
Total:	\$ 4,656,225	\$ 5,012,348	\$ 5,984,642



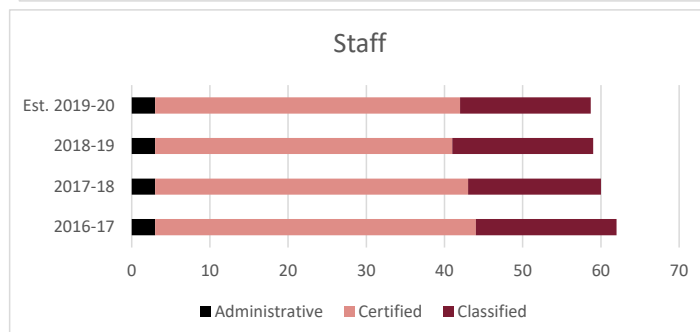
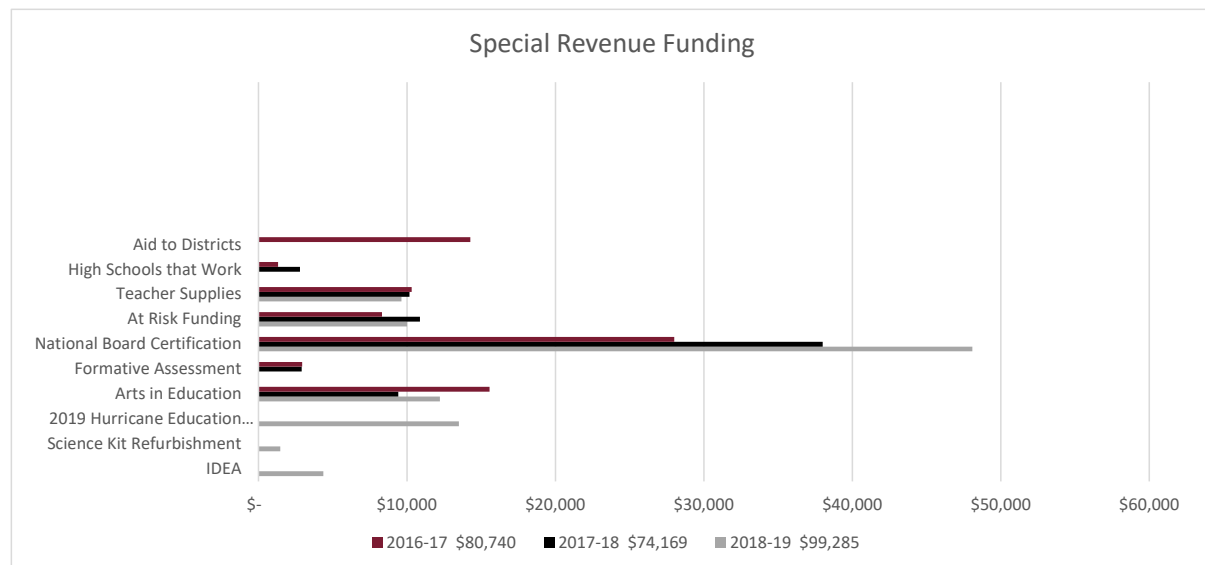
# Beaufort Middle



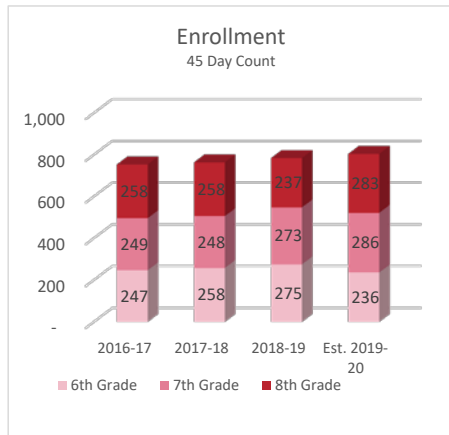
Beaufort Middle is currently located on the former Beaufort High site. In 2002 it was remodeled as a middle school with a capacity for 867 students. Beaufort Middle is offered as a school of choice for its Arts Infused and Classical Studies.



Program Expenses	Actual	Un-Audited	
		Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 2,828,142	\$ 3,077,471	\$ 2,995,877
Instructional Support	\$ 1,252,796	\$ 1,261,606	\$ 1,258,535
Maint, Security, & Tech.	\$ 731,261	\$ 744,275	\$ 703,961
Total:	\$ 4,812,199	\$ 5,083,352	\$ 4,958,373



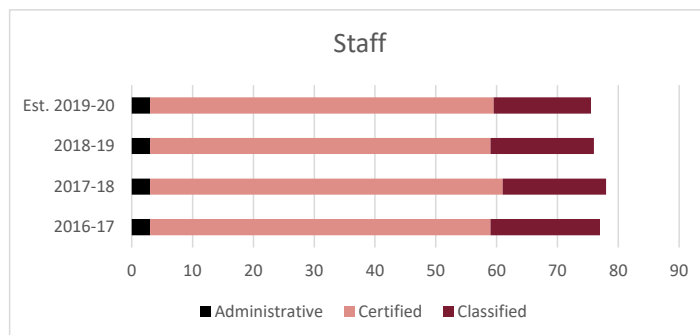
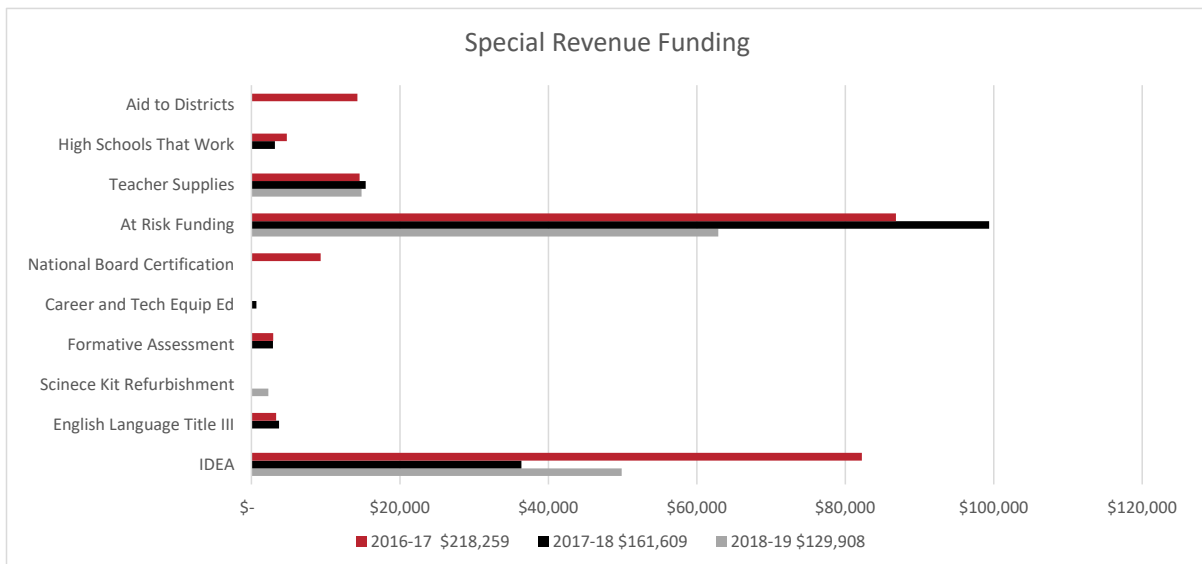
# Bluffton Middle



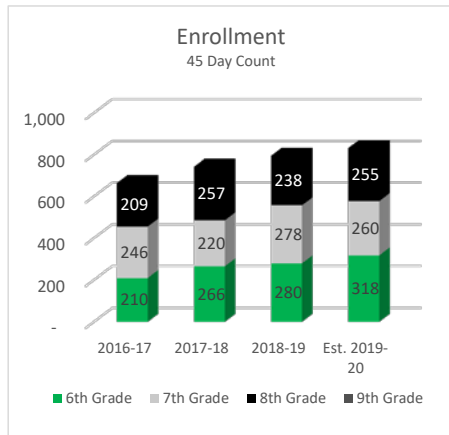
Bluffton Middle was built in 2010 with the capacity to hold 1,100 students. It has been operating since opening as a school for 6th and 7th grade only. Reassignment from the opening of River Ridge Academy caused an enrollment drop in 2015-2016. In the 2016-2017 school year, it became a traditional middle school with 6th to 8th grade as part of the enrollment is rezoned to H.E. McCracken Middle. Bluffton Middle offers the Gateway to Technology program as school of choice.



Program Expenses	Actual	Actual	Un-Audited Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 3,954,984	\$ 4,426,185	\$ 4,552,482
Instructional Support	\$ 1,107,031	\$ 1,139,070	\$ 1,148,836
Maint, Security, & Tech.	\$ 857,574	\$ 851,445	\$ 829,108
Total:	\$ 5,919,589	\$ 6,416,700	\$ 6,530,426



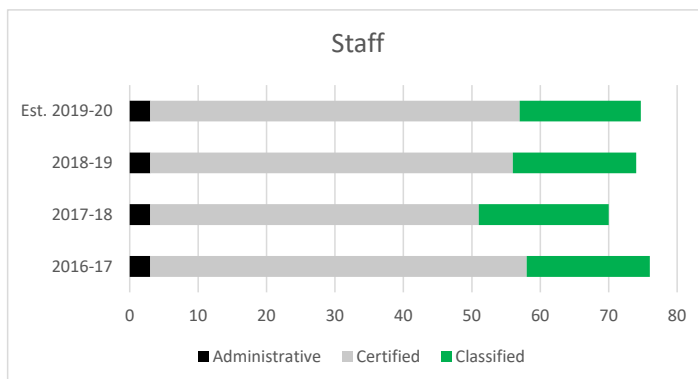
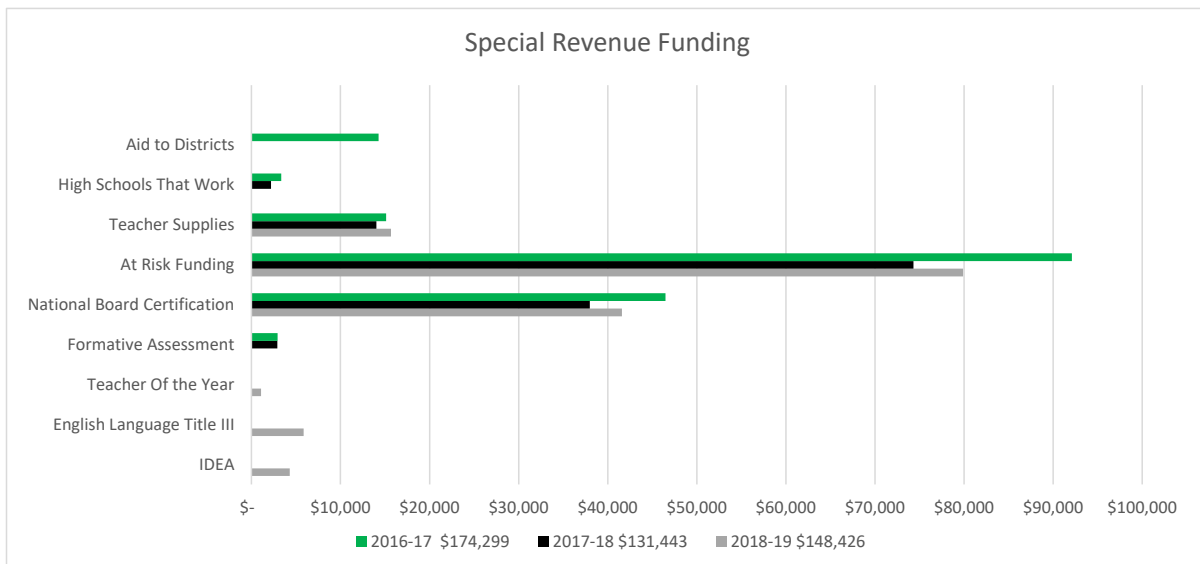
# H.E. McCracken Middle



H.E. McCracken Middle was built in 2000 with the capacity to hold 666 students. In 2008, an additional wing was added expanding the school to a capacity of 941 students. Due to over crowding at Bluffton High, the freshman class was moved to H.E. McCracken Middle and became a school for 8th and 9th graders. With the opening of May River High the school reverted to a 6th to 8th grade middle school in the 2016-2017 school year. H.E. McCracken Middle offers an Arts Infused Program and a Gateway to Technology program as a School of Choice.

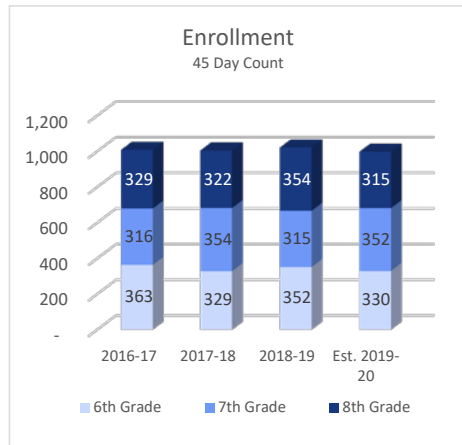


Program Expenses	Actual	Actual	Un-Audited Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 4,043,380	\$ 3,978,852	\$ 4,562,527
Instructional Support	\$ 1,071,742	\$ 1,151,757	\$ 1,169,439
Maint, Security, & Tech.	\$ 695,278	\$ 741,381	\$ 666,792
Total:	\$ 5,810,400	\$ 5,871,990	\$ 6,398,758





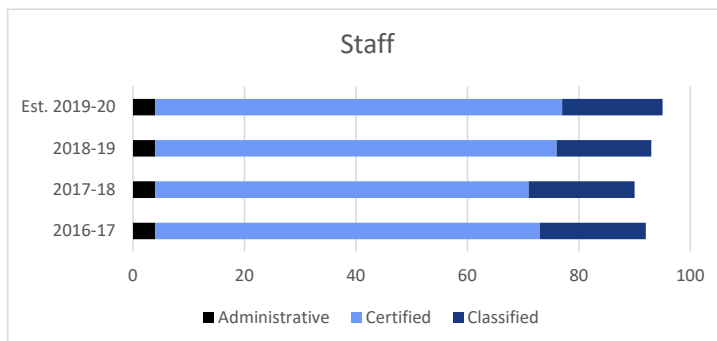
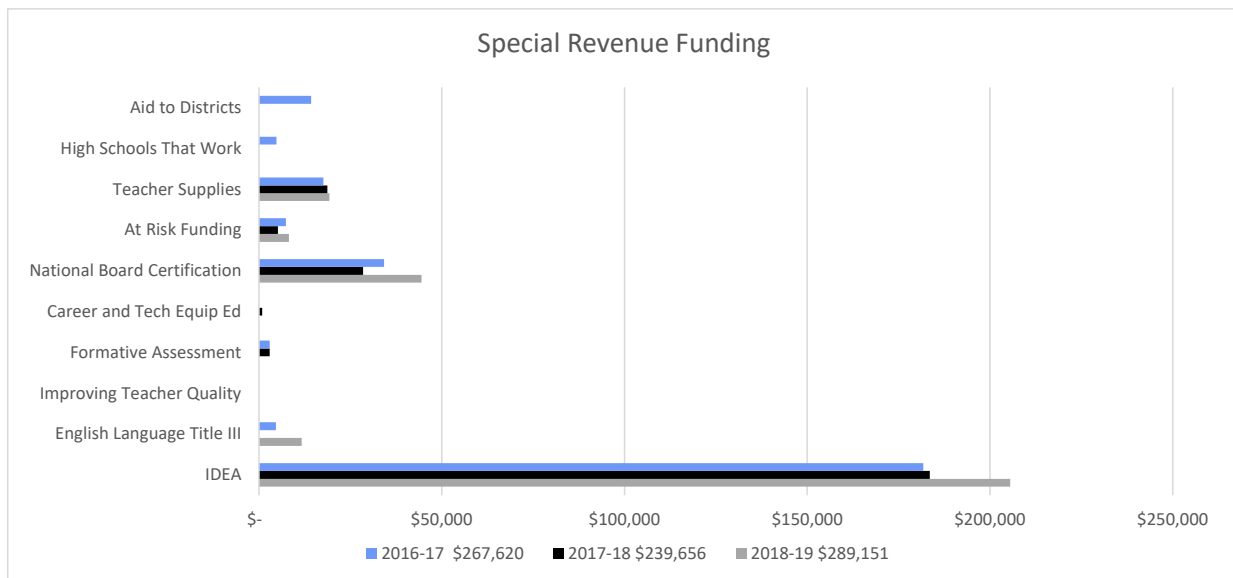
# Hilton Head Island Middle



Hilton Head Island Middle was built in 1992 with a capacity to hold 819 students. Today, the campus can accommodate almost 1,000. Hilton Head Island Middle offers the International Baccalaureate program as their School of Choice.



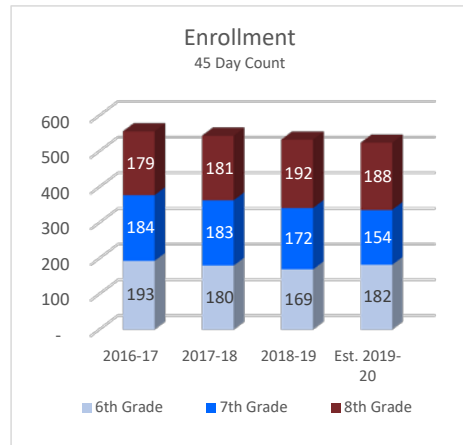
Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 4,576,861	\$ 5,061,481	\$ 5,565,672
Instructional Support	\$ 1,323,427	\$ 1,373,287	\$ 1,525,615
Maint, Security, & Tech.	\$ 824,407	\$ 726,583	\$ 720,993
Total:	\$ 6,724,695	\$ 7,161,351	\$ 7,812,280



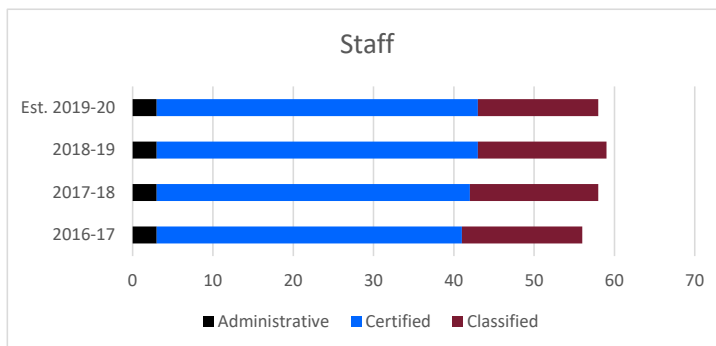
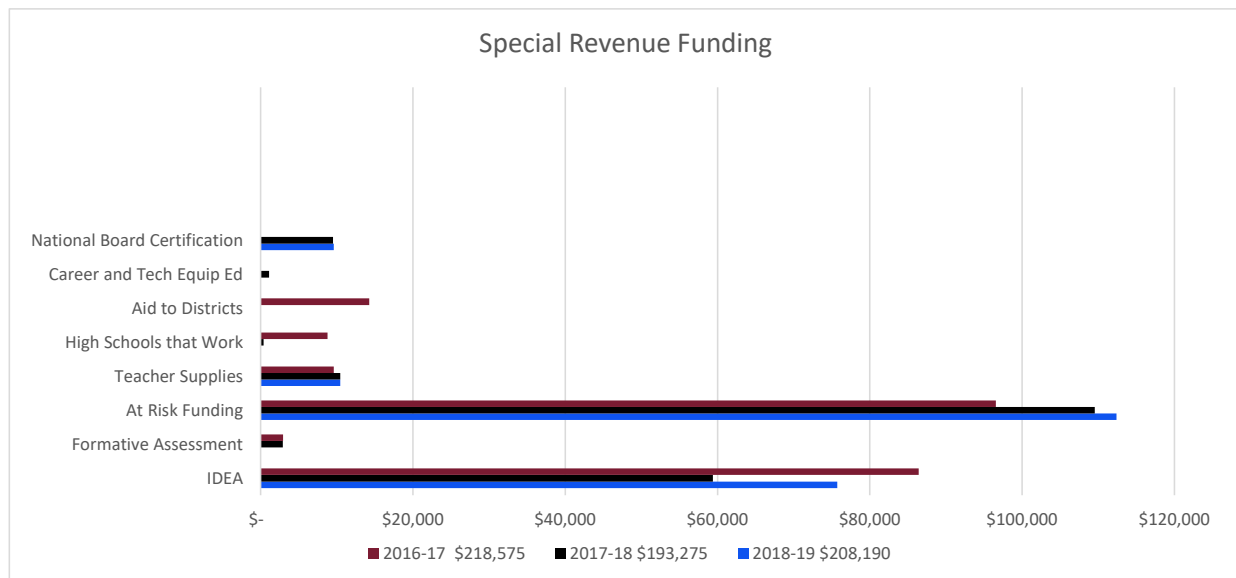


# Lady's Island Middle

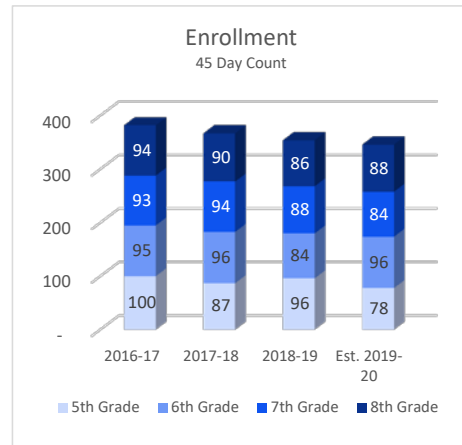
Lady's Island Middle was built in 1984 with the capacity to hold 1,209 students. Lady's Island Middle offers as their school of choice Arts Infused and Gateway to Technology programs that incorporates art, science, technology, engineering and math.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 2,662,757	\$ 2,944,368	\$ 3,215,687
Instructional Support	\$ 1,089,957	\$ 1,147,454	\$ 1,223,413
Maint, Security, & Tech.	\$ 881,500	\$ 1,150,174	\$ 827,466
Total:	\$ 4,634,214	\$ 5,241,996	\$ 5,266,566



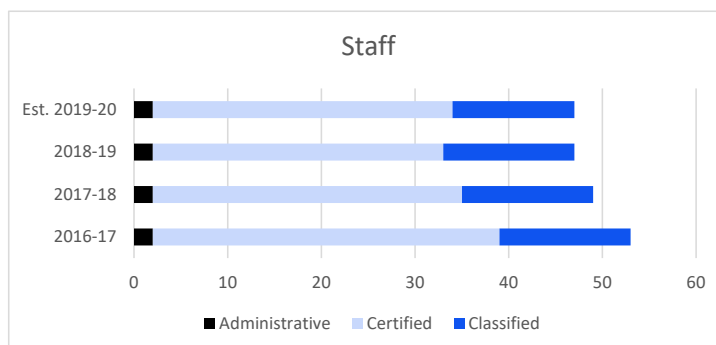
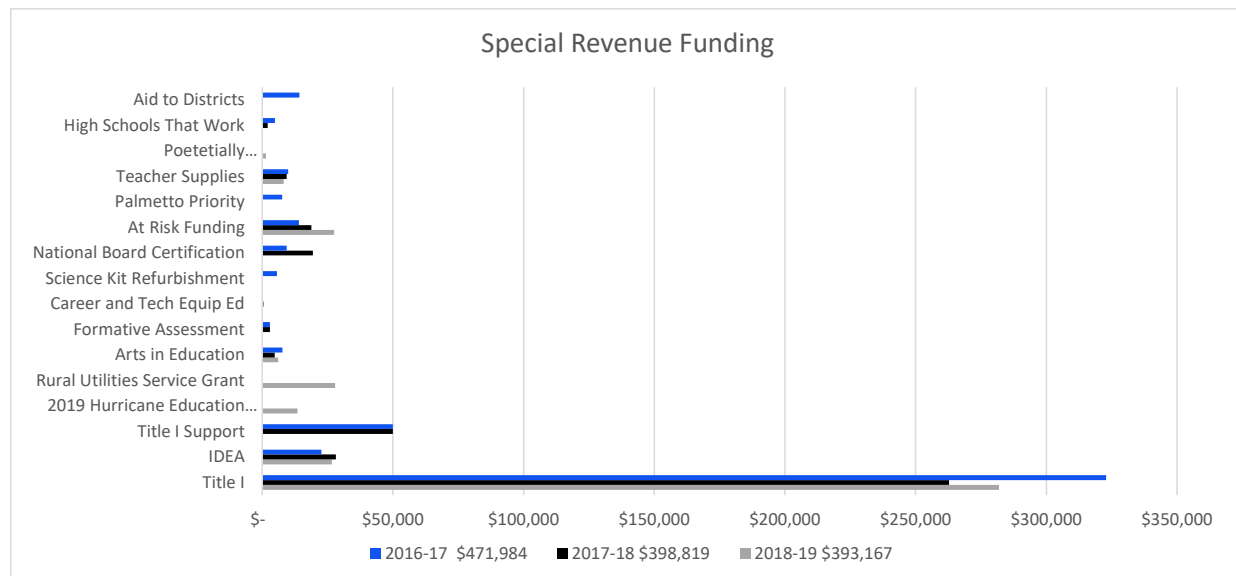
# Whale Branch Middle



Whale Branch Middle was built in 2000 with the capacity to hold 774 students. As a school of choice, Whale Branch Middle offers Arts Infused and Gateway to Technology which focuses on art, science, technology, engineering, and math.

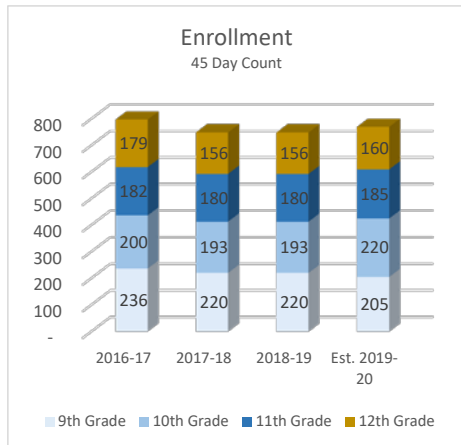


Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 2,307,115	\$ 2,253,326	\$ 2,220,059
Instructional Support	\$ 901,814	\$ 909,375	\$ 924,704
Maint, Security, & Tech.	\$ 611,601	\$ 656,422	\$ 602,740
Total:	\$ 3,820,530	\$ 3,819,123	\$ 3,747,503



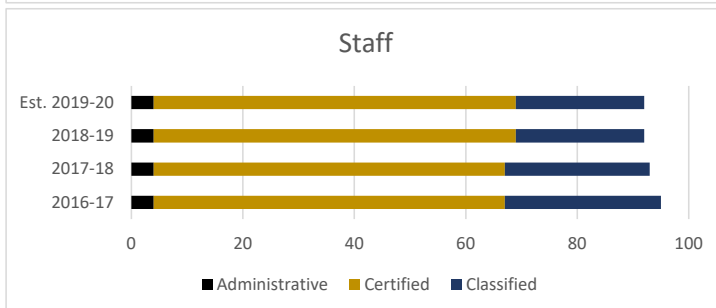
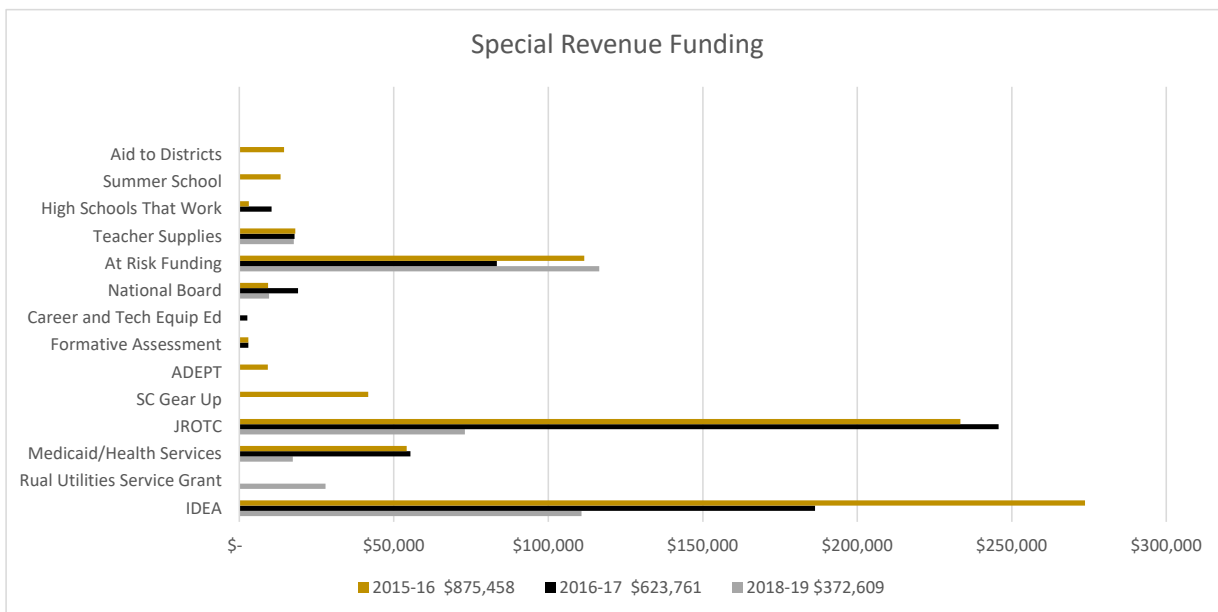
# Battery Creek High School

Battery Creek High was built in 1992 with a capacity to hold 1,352 students. As a school of choice, Battery Creek High offers College and Career Cluster Communities. The emphasis is on five career themes: Finance, Hospitality and Tourism, Information Technology, Health Sciences, and Engineering through an Aerospace program. Its new Career and Technology Education building offers Agri-Science, Avionics, Culinary Arts and Mechatronics.



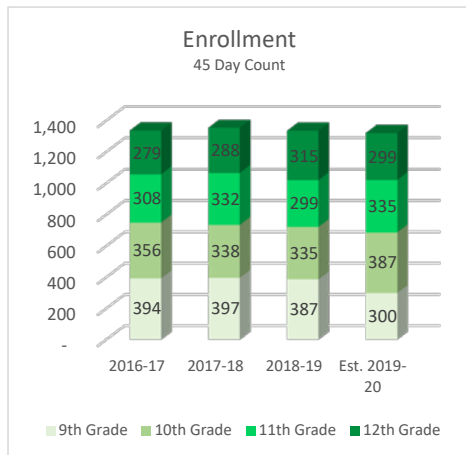
Un-Audited

Program Expenses	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 4,684,164	\$ 5,206,147	\$ 5,270,467
Instructional Support	\$ 1,503,152	\$ 1,534,327	\$ 1,581,195
Maint, Security, & Tech.	\$ 1,265,812	\$ 1,421,198	\$ 1,220,090
Total:	\$ 7,453,128	\$ 8,161,672	\$ 8,071,752



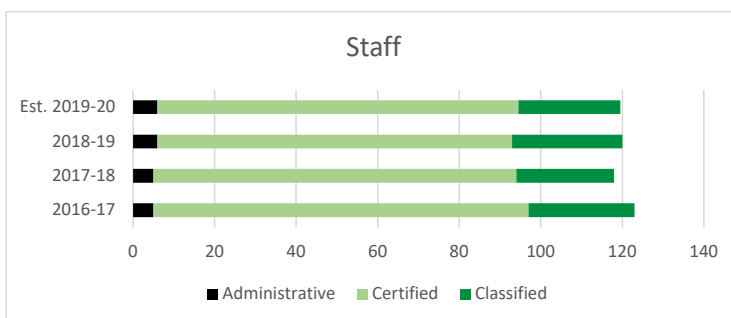
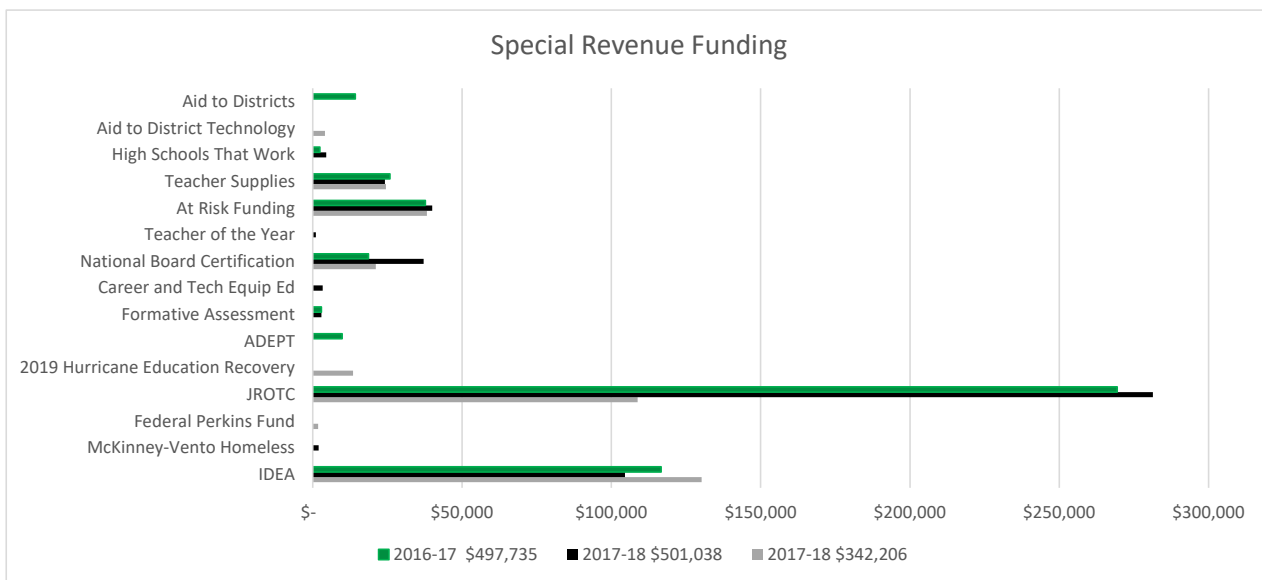
# Beaufort High School

Beaufort High was built in 2000 with a capacity to hold 1,357 students. Beaufort High offers High School Academies as a school of choice. Programs are designed around small defined areas of study: School of Arts, Communication & Technology, the School of Medical and Consumer Sciences, and the School of International Studies and Education.

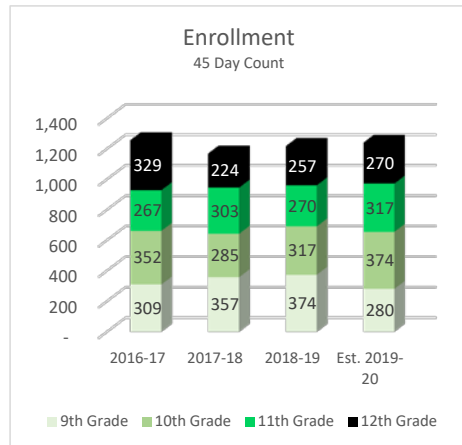


Un-Audited

Program Expenses	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 6,956,523	\$ 7,070,456	\$ 7,345,013
Instructional Support	\$ 1,986,276	\$ 2,035,140	\$ 2,229,397
Maint, Security, & Tech.	\$ 1,289,784	\$ 1,295,830	\$ 1,225,161
Total:	\$ 10,232,583	\$ 10,401,426	\$ 10,799,571



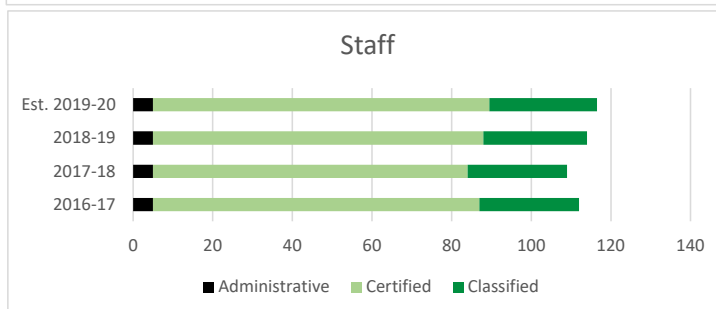
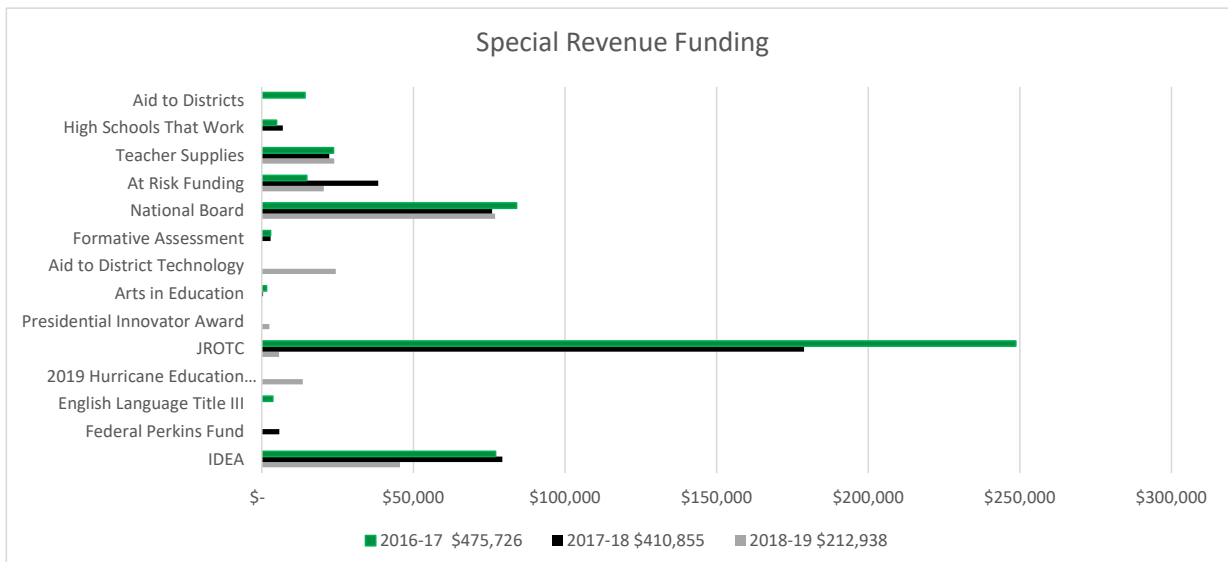
# Bluffton High School



Bluffton High School was built in 2005 with a capacity for 1,131 students. After the first year, the school was already over capacity. Since 2010, the freshmen class has been attending McCracken Middle School. In the 2016-2017 year the freshman class moved back to Bluffton High with the opening of May River High. Bluffton High offers as school of choice the College and Career Cluster Communities and Project Lead the Way which are both aided by the Technical College of the Lowcountry.

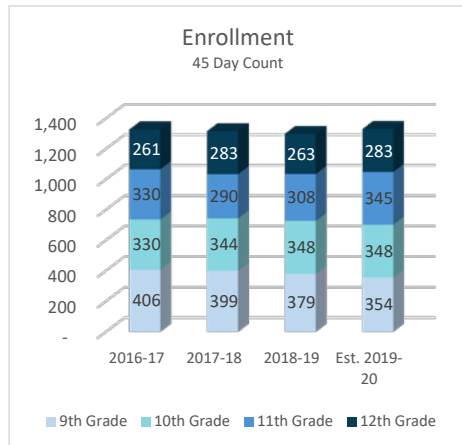


Program Expenses	Actual	Actual	Un-Audited Actual
General Fund	2015-16	2016-17	2017-18
Instructional	\$ 6,362,245	\$ 6,193,456	\$ 6,297,397
Instructional Support	\$ 1,931,634	\$ 1,748,901	\$ 1,835,307
Maint, Security, & Tech.	\$ 1,256,932	\$ 1,250,024	\$ 1,266,067
Total:	\$ 9,550,811	\$ 9,192,381	\$ 9,398,771

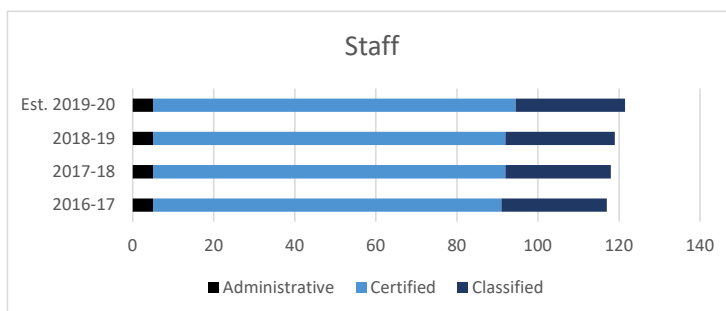
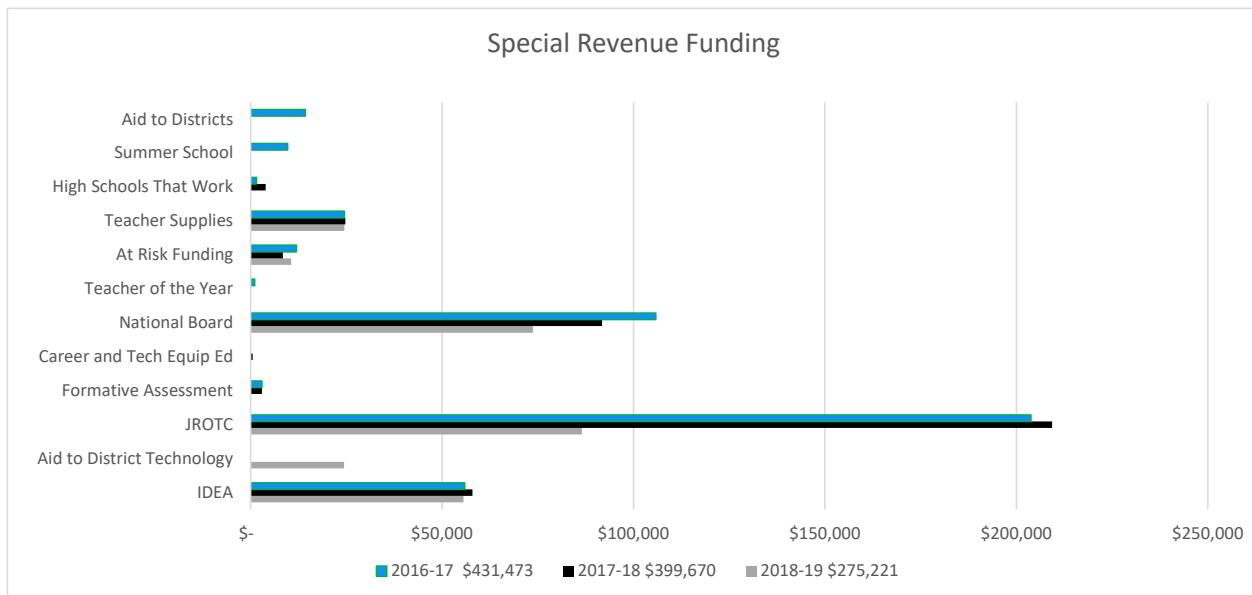


# Hilton Head Island High

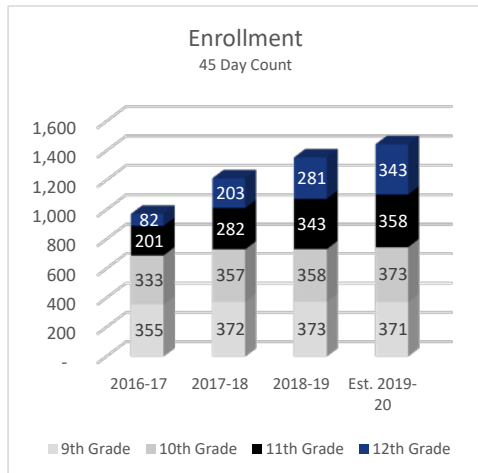
Hilton Head Island High was built in 1983 with a capacity to hold 1,295 students. Hilton Head Island High offers as a school of choice the International Baccalaureate College and Career Cluster Communities. Students in the IB program can receive an IB Diploma recognized by universities around the world.



Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 6,539,455	\$ 7,177,056	\$ 7,629,803
Instructional Support	\$ 1,684,986	\$ 1,700,104	\$ 1,877,432
Maint, Security, & Tech.	\$ 1,398,273	\$ 1,334,748	\$ 1,351,890
Total:	\$ 9,622,714	\$ 10,211,908	\$ 10,859,125



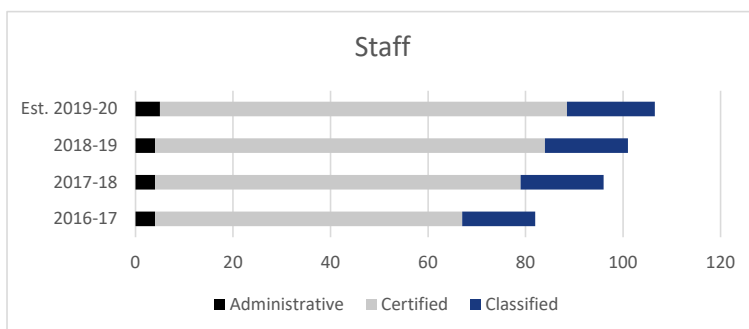
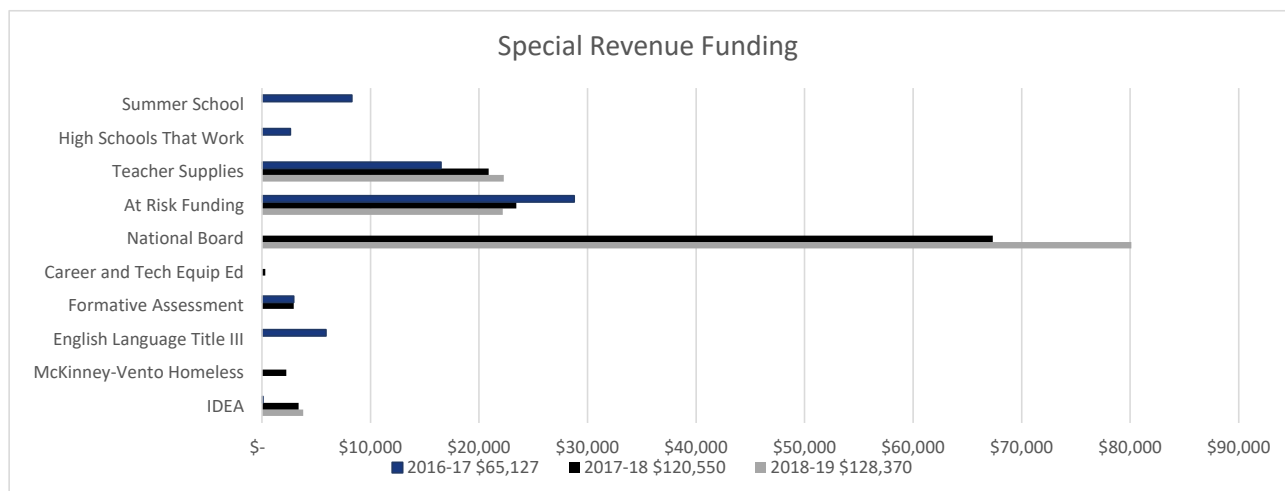
# May River High



May River High opened in August of 2016 with a capacity to hold 1,400 students. As a school of choice, May River High offers the Acceleration Academy and Project Lead the Way. The Acceleration Academy focuses on earned college credits in accelerated programs. Project Lead the Way offers a concentration in science, technology, engineering, and math.

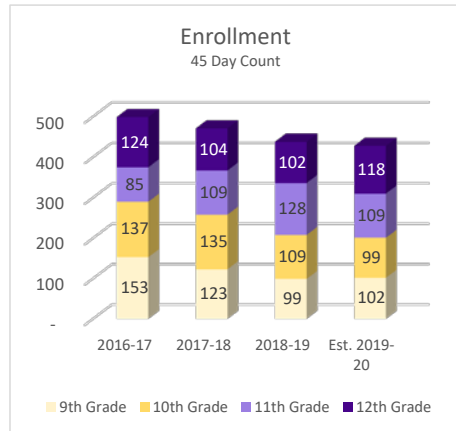


Program Expenses	Un-Audited		
	Actual	Actual	Actual
General Fund	2016-17	2017-18	2018-19
Instructional	\$ 4,446,806	\$ 5,659,770	\$ 6,530,994
Instructional Support	\$ 1,366,188	\$ 1,666,462	\$ 1,689,849
Maint, Security, & Tech.	\$ 1,137,157	\$ 1,433,993	\$ 1,498,819
Total:	\$ 6,950,151	\$ 8,760,225	\$ 9,719,662





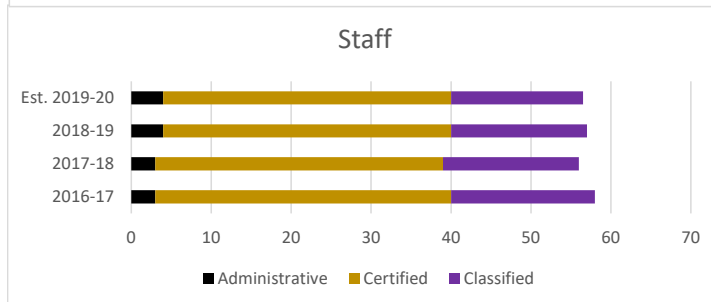
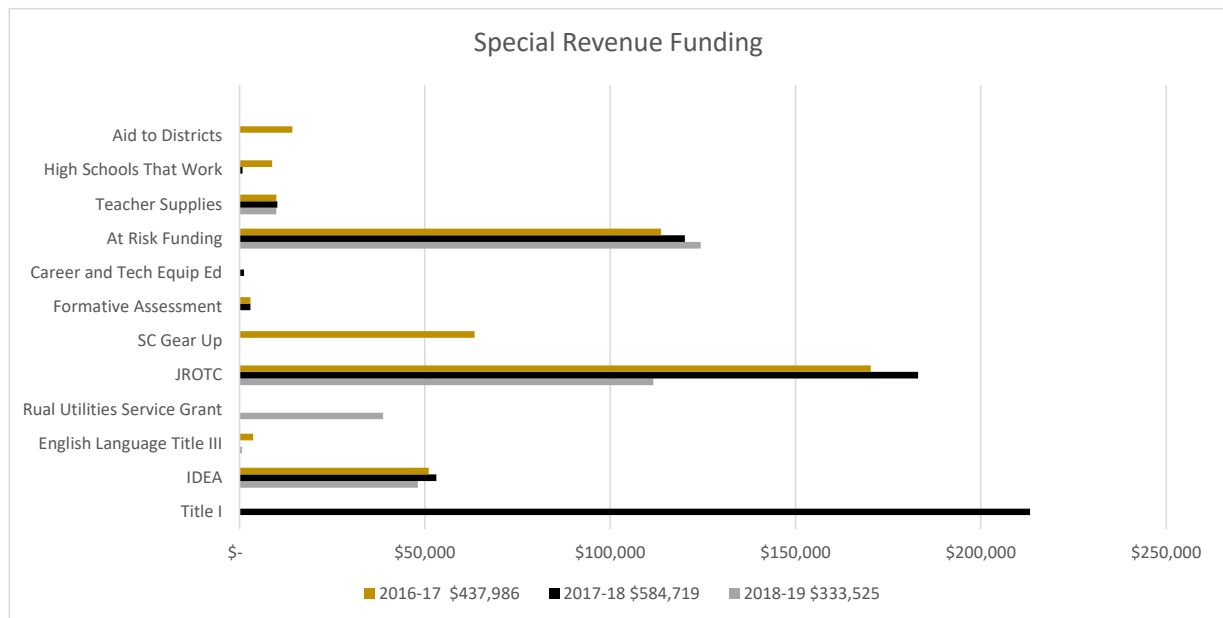
# Whale Branch Early College High



Whale Branch Early College High was built in 2010 with a capacity to hold 650 students. As a school of choice, it offers the Early College Program. In association with the Technical College of the Lowcountry, students can earn a two year Associate's Degree along with their high school diploma.



Program Expenses		Un-Audited		
		Actual	Actual	Actual
General Fund		2016-17	2017-18	2018-19
Instructional	\$	2,689,292	\$ 2,909,732	\$ 2,980,367
Instructional Support	\$	1,211,298	\$ 1,261,976	\$ 1,461,928
Maint, Security, & Tech.	\$	943,226	\$ 954,098	\$ 944,624
Total:	\$	4,843,816	\$ 5,125,806	\$ 5,386,919





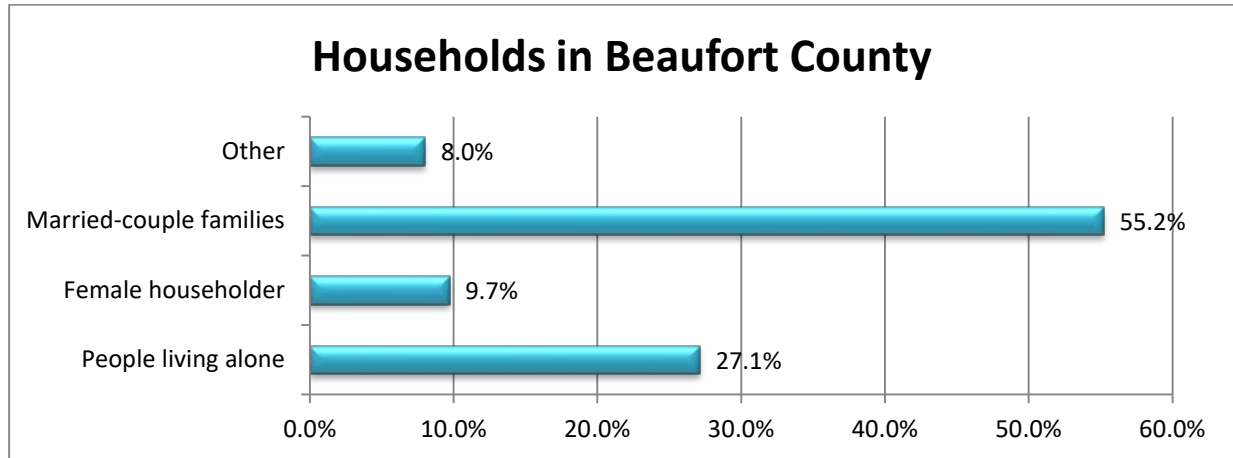
## Section -IV

### Informational Section



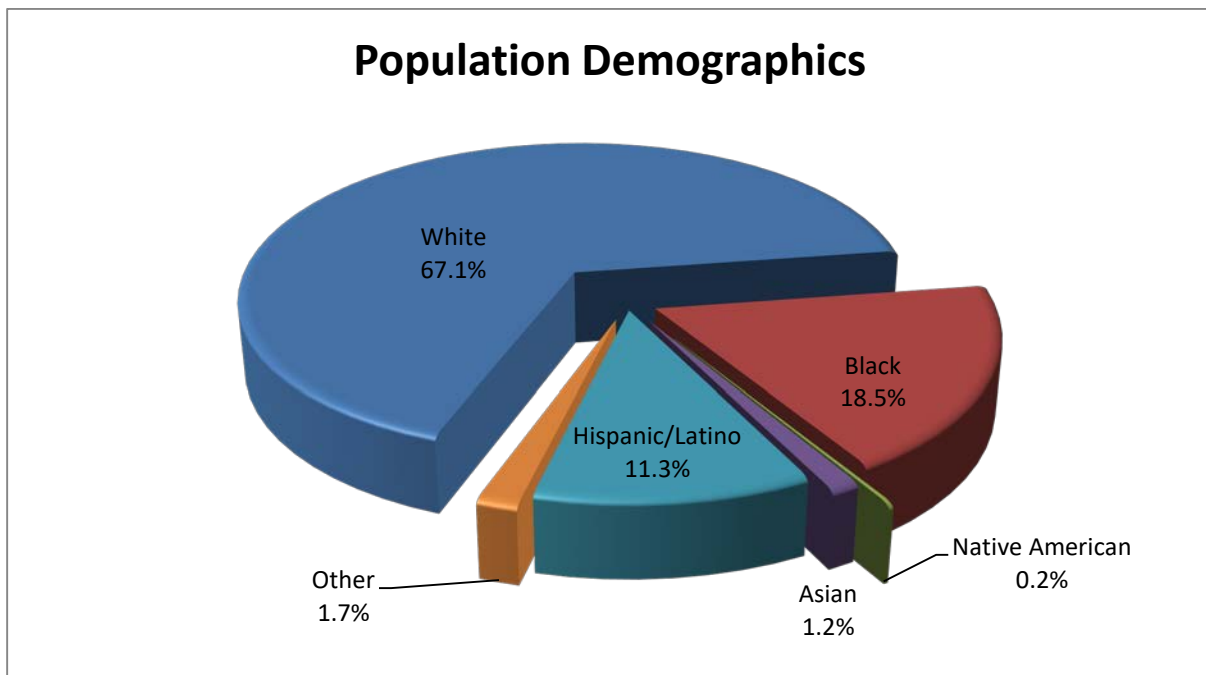
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**Households in Beaufort County:** In 2017 there were an estimated 68,790 households in Beaufort County. Families made up 67.9 percent of the households in Beaufort County. This figure includes both married-couple families (55.2 percent) and other families (44.8 percent). Nonfamily households made up 32.1 percent of all households in Beaufort County. Most of the nonfamily households were people living alone.



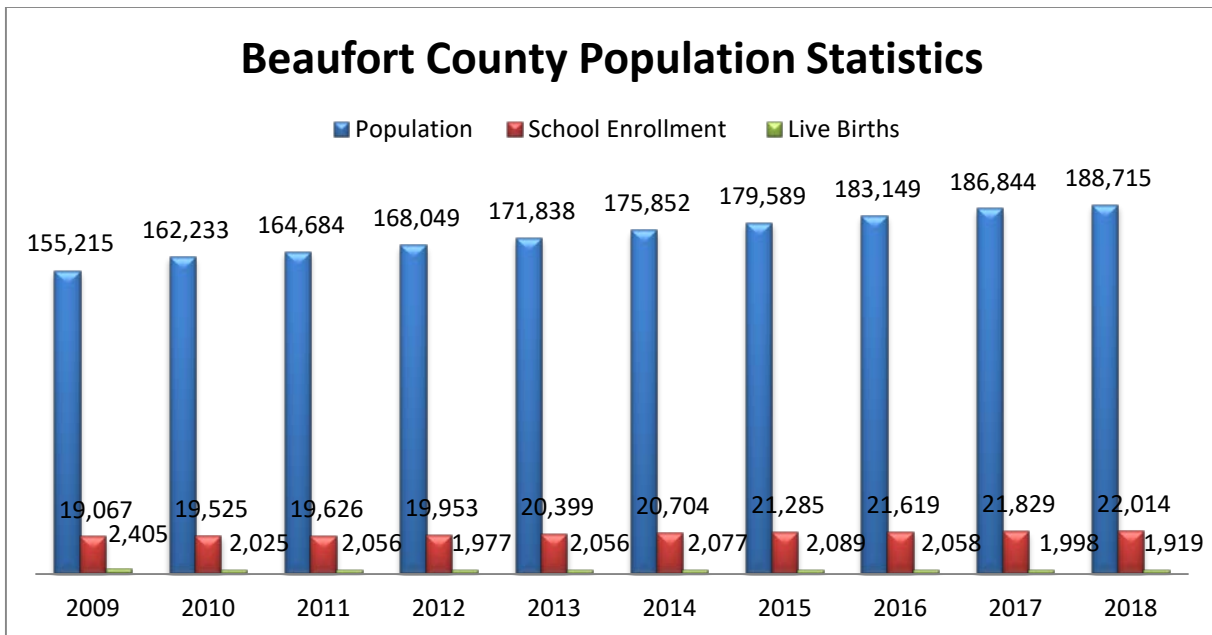
Source: U.S. Census Bureau, 2017 American Fact Finder

**Population Demographics:** Census estimates for 2017 projected an 18.5 percent Black or African American population; less than 0.2 percent were American Indian and Alaska Native; 1.2 percent were Asian. 2.2 percent reported two or more races. Almost 11.3 percent of the people in Beaufort County were Hispanic. Sixty-seven percent of the people in Beaufort County were White non-Hispanic.



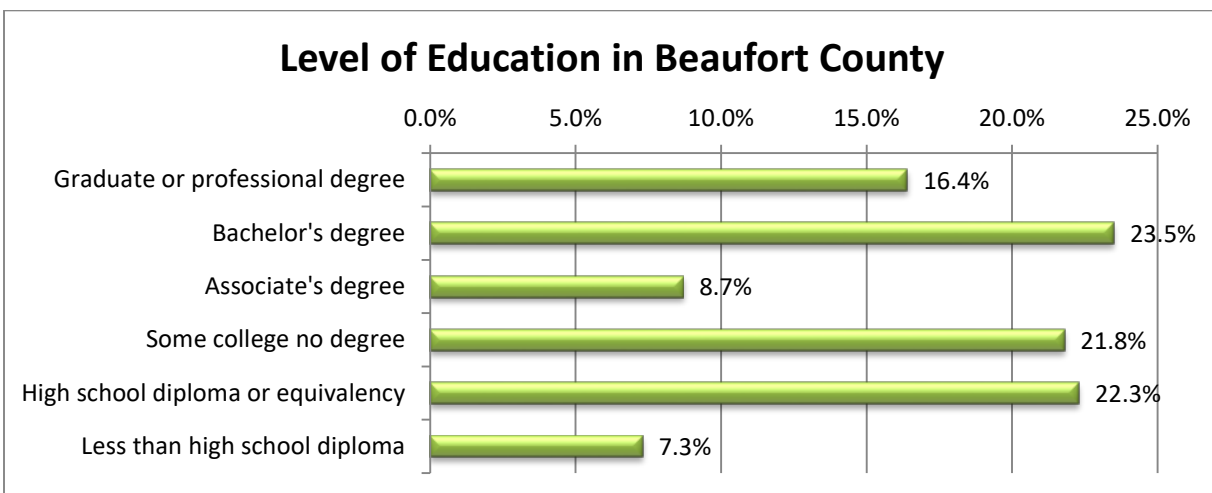
Source: U.S. Census Bureau, 2017 Census Estimates

**Beaufort County Population Statistics:** The below graph indicates the population growth over the last ten years. The population in Beaufort County has increased by 21% over the last ten years while the student population has increased by 15.5%. The live birth rate has decreased by 3.5% from 2017 to 2018.



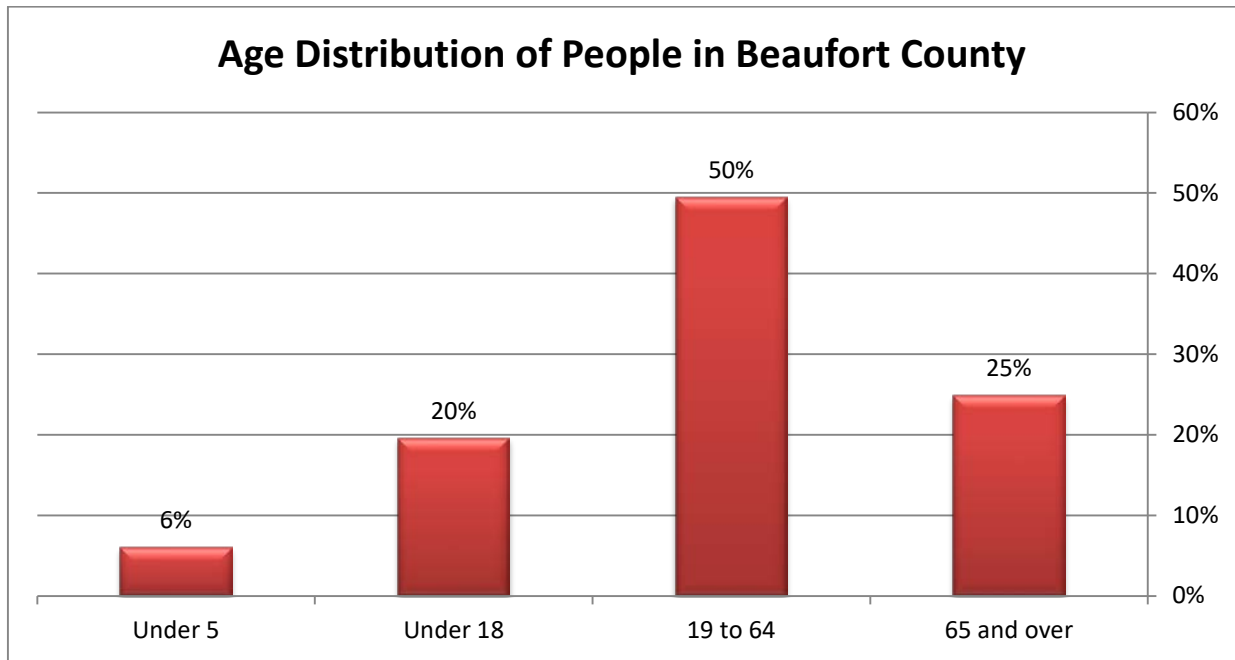
U.S. Census Bureau, 2018 Census Estimates  
 School Enrollment represents 135th day provided by District staff  
 Real Estate Center at Texas A&M University

**Level of Education in Beaufort County:** In 2017 for the population 25 years and over, 92.7 percent of the population had at least graduated from high school or had higher education and 39.8 percent had a bachelor's degree or higher.



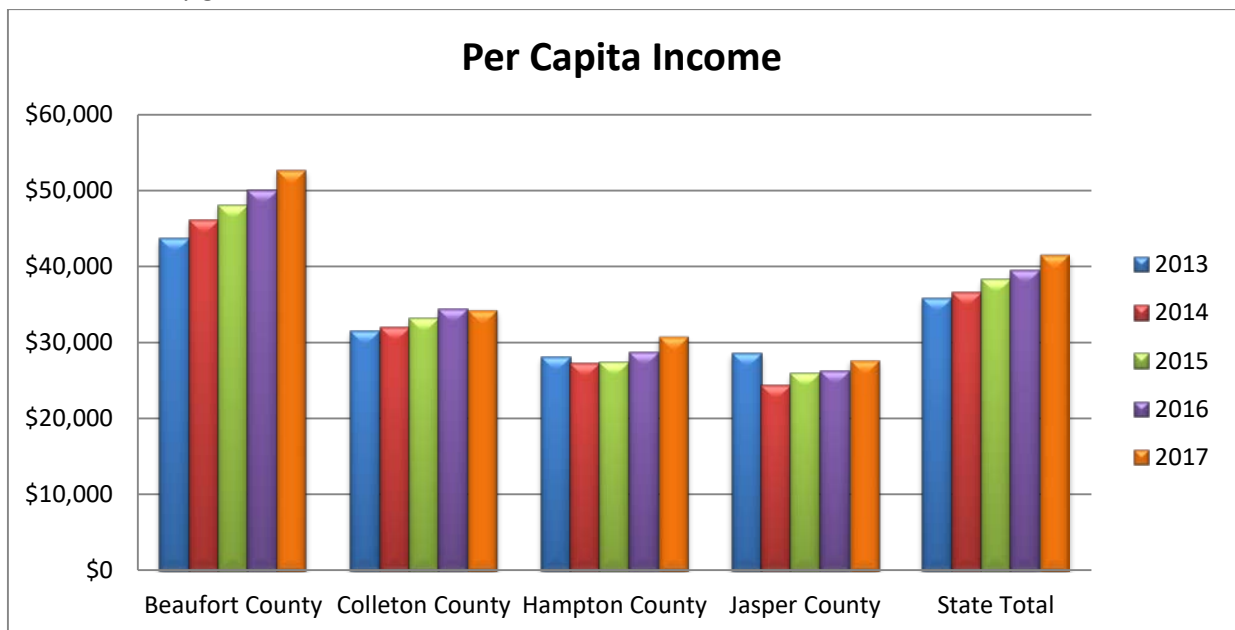
Source: U.S. Census Bureau, 2017 American Fact Finder

**Age Distribution of People in Beaufort County:** In 2017, Beaufort County had a total population of 179,316 of which 51% were females 49% were males. Twenty-six percent of the population was under 18 years and 31.7% of the population was over 60 years old.



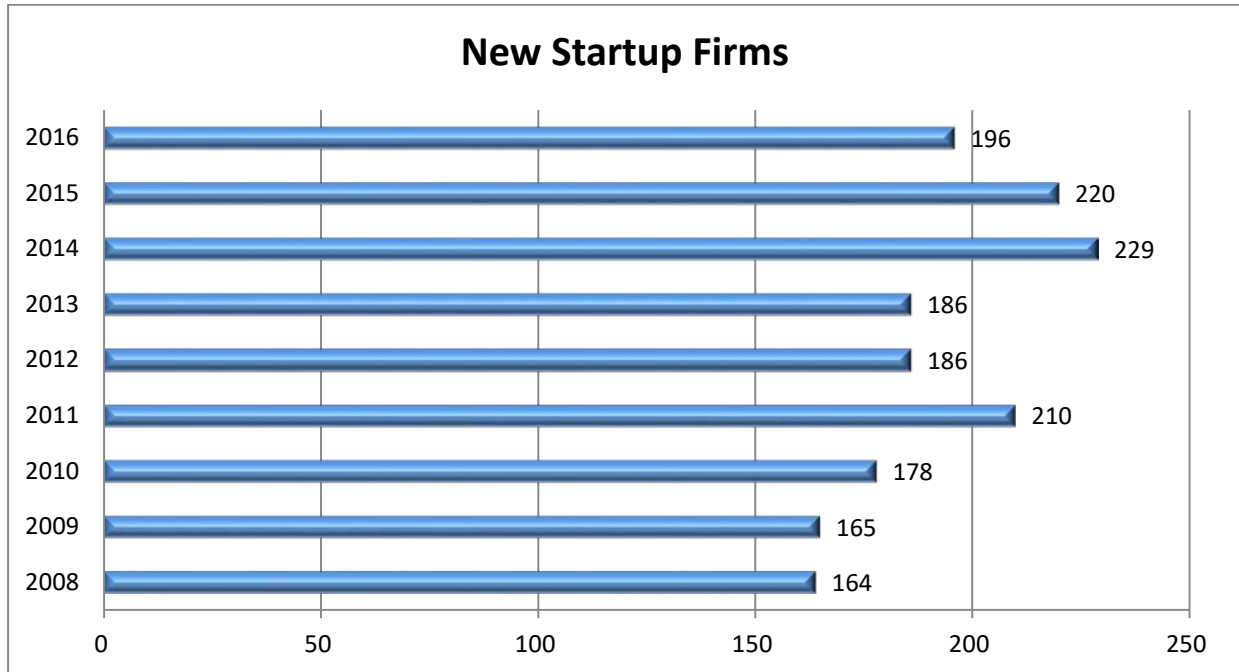
Source: U.S. Census Bureau, 2017 American Fact Finder

**Per Capita Income:** Beaufort County has the highest per capita income of the three adjacent counties and is currently 27% higher than the State of South Carolina's total per capita income. Per capita income has gained for the last five years in Beaufort County. Between 2016 and 2017 the per capita income in Beaufort County gained \$2,685.



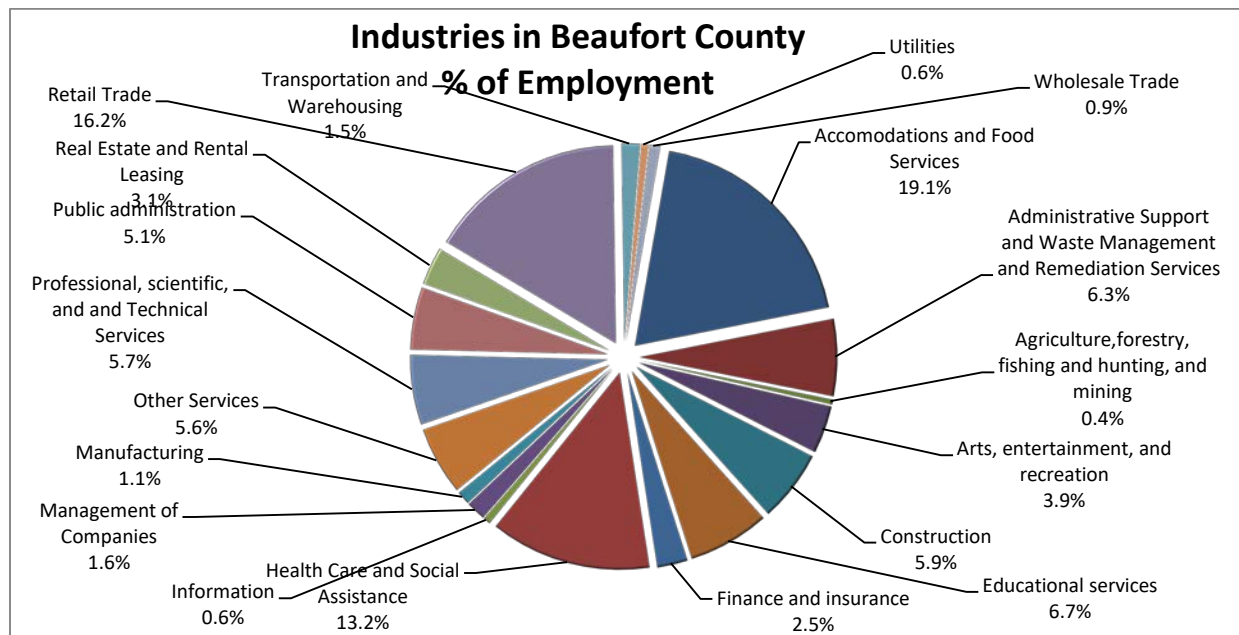
Source: U.S. Department of Commerce Bureau of Economic Analysis

**New Startup Firms:** The table sets forth the number of new businesses opened in Beaufort County each year between 2008 and 2016.



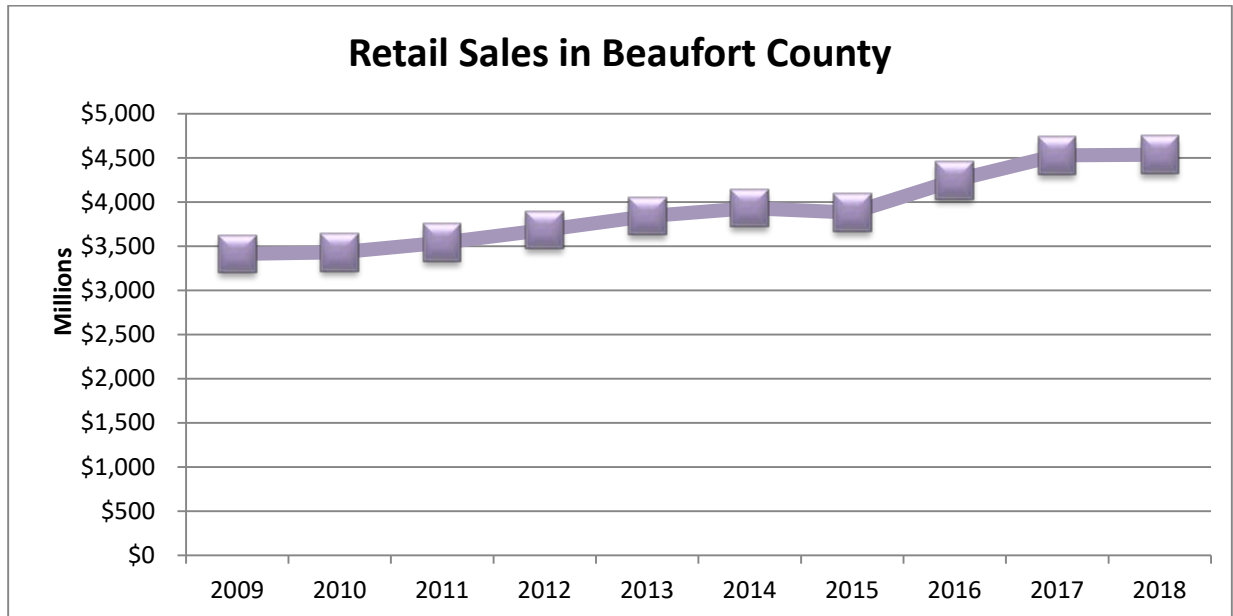
Source: S.C. Department of Employment & Workforce Q4 2016

**Industries in Beaufort County as a % of Employment:** In the fourth quarter of 2018, for the employed population 16 years and older, the two leading industries in Beaufort County were accommodations and food service at 19.1% and retail trade at 16.2%.



Source: S.C. Department of Commerce – 2018- Q4

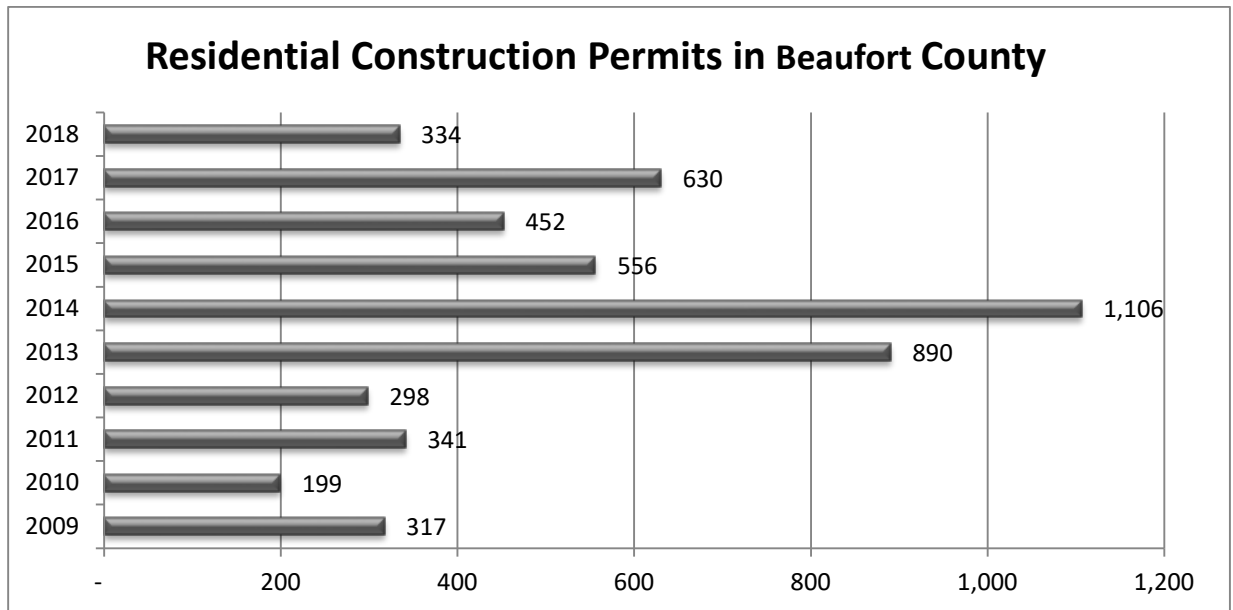
**Retail Sales in Beaufort County:** The State of South Carolina rate of sales tax on all retail sales is 6%. The following graphs shows the level of gross retail sales over the last ten years for which information is available for businesses located in Beaufort County.



Year Ended December 31, 2018

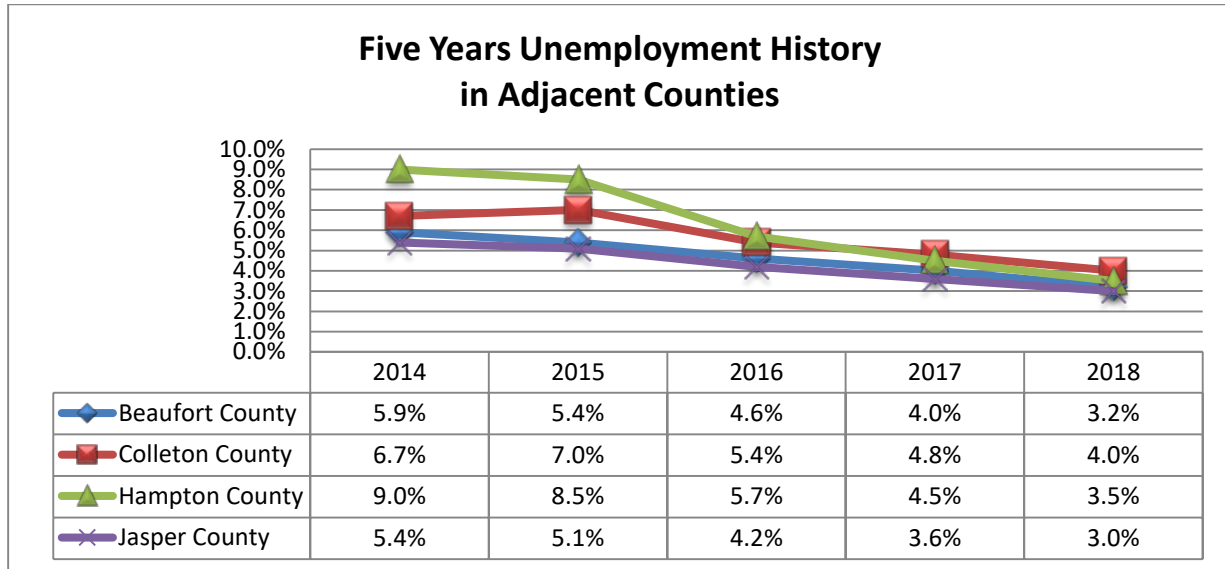
Source: South Carolina Department of Commerce

**Residential Construction Permits in Beaufort County:** The following information shows the approximate number of building permits issued for residential construction in Beaufort County during 2009 to 2018. New residential construction decreased between 2017 and 2018 by 46%.



Source: State of the Cities Data System Building Permits Database

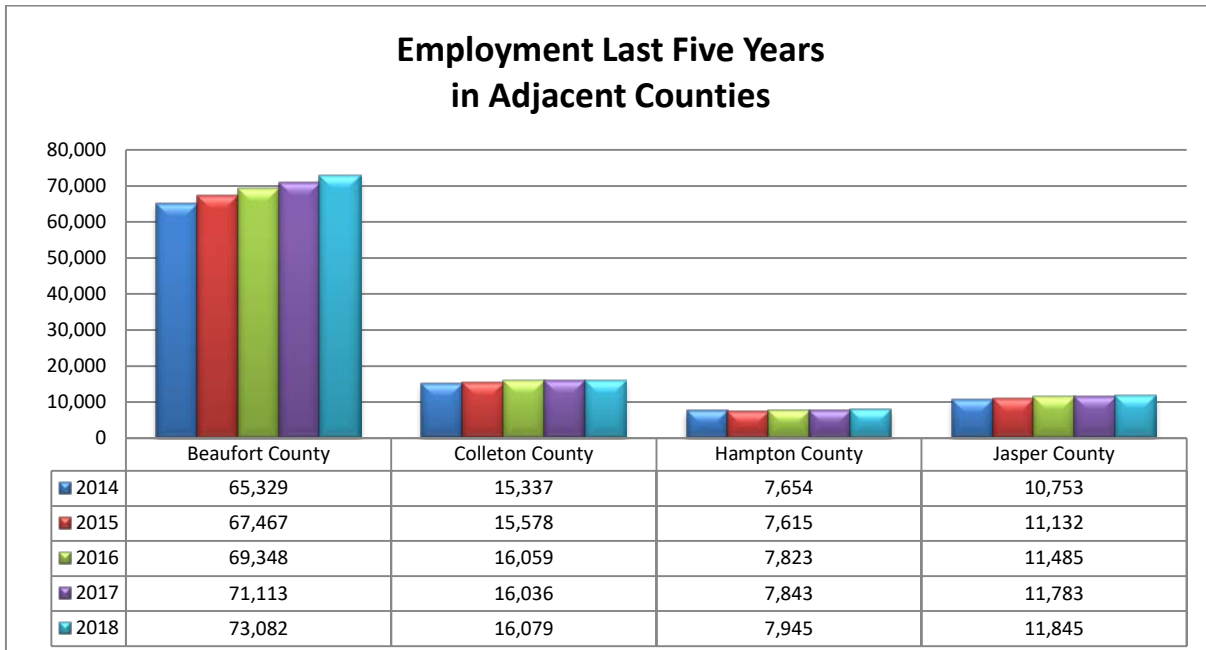
**Five Years Unemployment History in Adjacent Counties:** Unemployment moved down to 3.4% state wide in 2018. Beaufort County has managed to maintain its unemployment rate to below the state average. Unemployment decreased over the past year in all surrounding counties as well.



Data as of Dec. 2018

Source: SC Unemployment Security Commission

**Employment Last Five Years in Adjacent Counties:** The number of people employed in the surrounding counties edged up slightly in 2018.

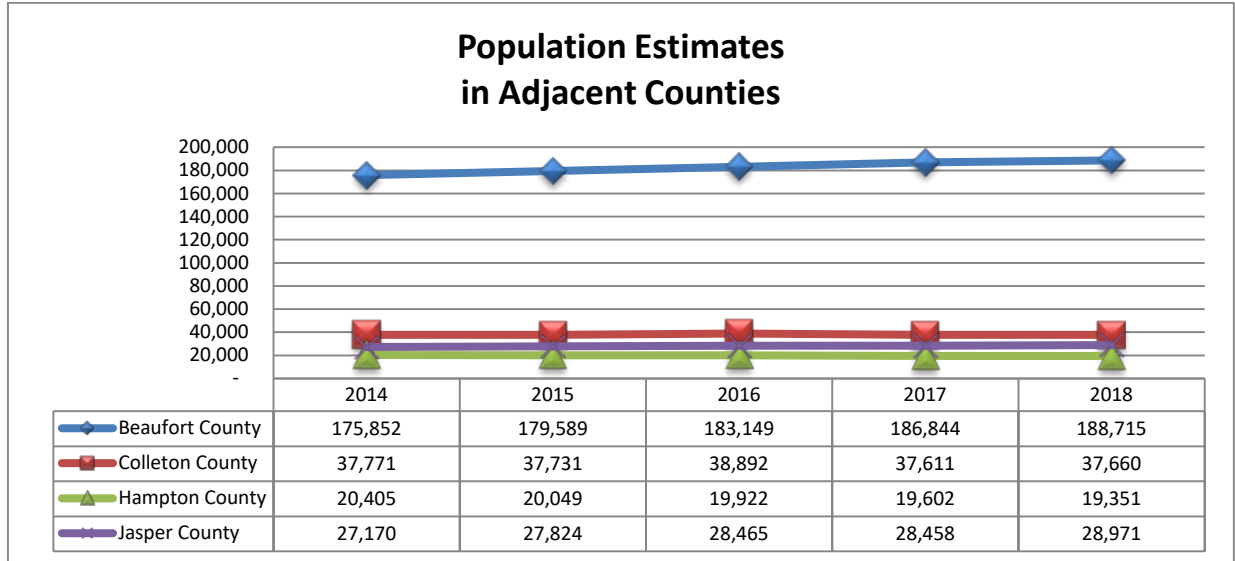


Data as of Dec. 2018

Source: SC Unemployment Security Commission

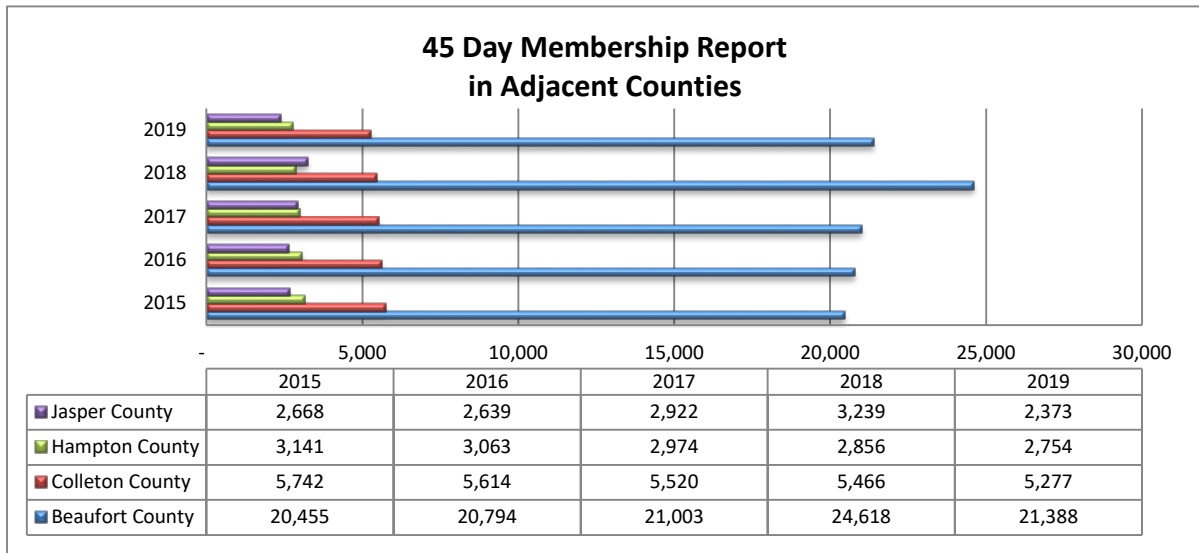


**Population Estimates in Adjacent Counties:** Beaufort County's population is almost five times larger than Colleton's population which is the next largest of the surrounding three counties. The surrounding counties are largely rural areas with large tracks of timber and farm land. Beaufort County is the largest metropolitan area between Charleston, SC and Savannah, GA.



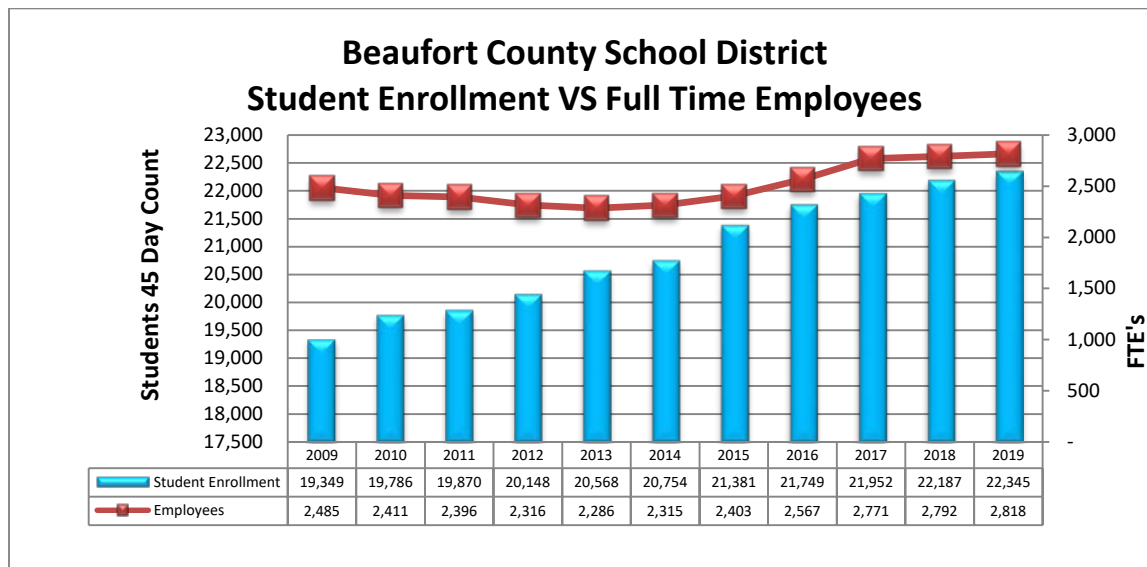
Source: U.S Census Bureau

**45 Day Membership in Adjacent Counties:** The 45 day membership is a “snap-shot” of actively enrolled students that is taken at different times of the year to satisfy local, state and federal data collection needs and also to ensure that school districts are adequately funded, according to student population. The graph below shows the student membership at the 45<sup>th</sup> day in Beaufort and the surrounding three counties. Beaufort County has over three times the enrollment of any surrounding counties.



Source: SC Department of Education 45 day Membership Report

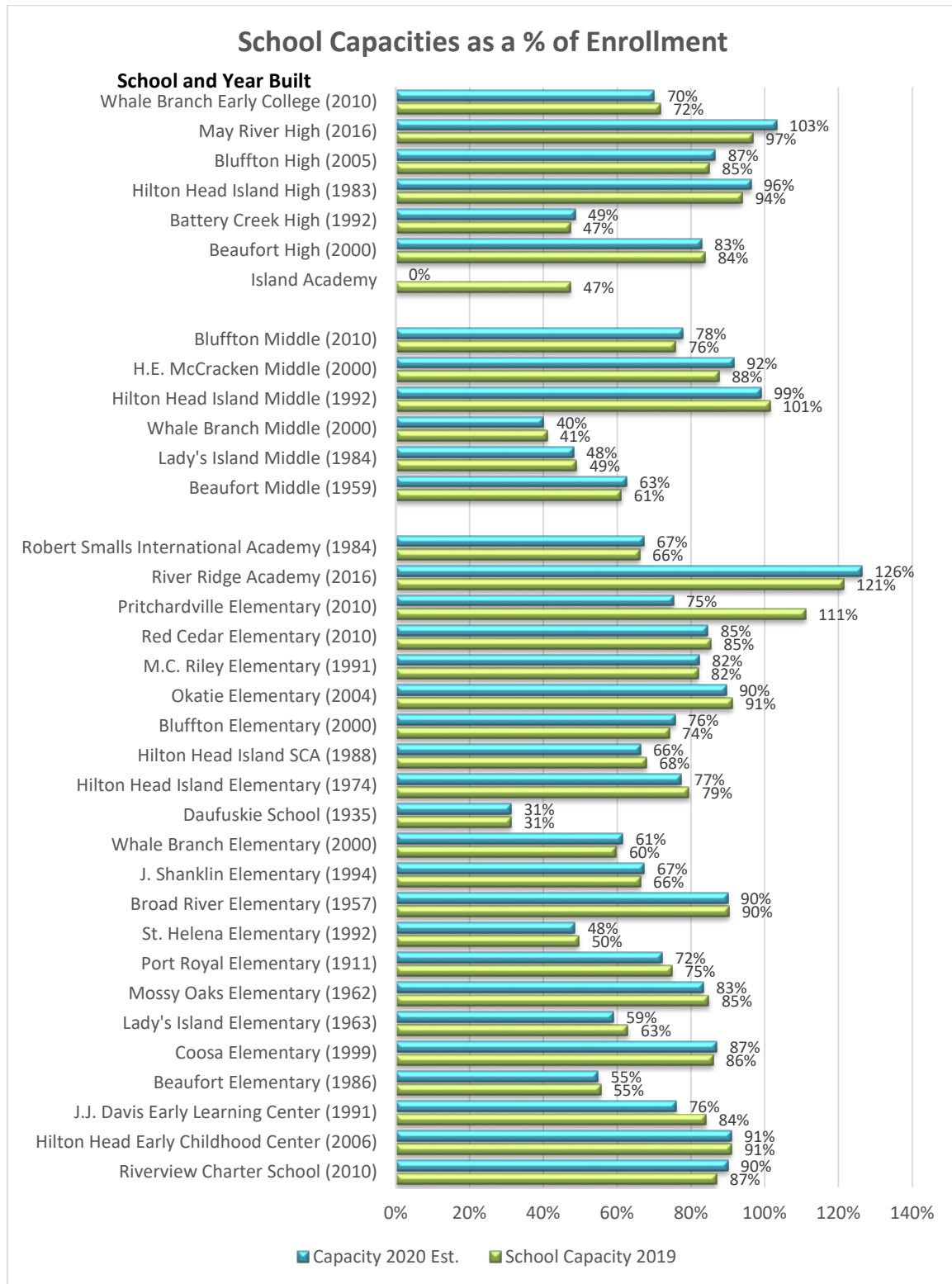
**Beaufort County School District Student Enrollment vs. FTE:** Student enrollment has continued to increase since 2009. Staffing has increased to meet the growing needs of the student enrollment.



Source: Beaufort County School District 45 day count



**School Capacities as a % of Enrollment:** The chart below displays the percent of enrollment at each school in Beaufort County. Between 2019 and 2020, the school district rezoned the Bluffton Cluster to move students into May River High.



**Beaufort County, South Carolina**  
**20 Largest Employers**  
**(Listed Alphabetically)**

**Corporation Name**

---

Atlantic Personnel, Inc.  
Beaufort County School District  
Beaufort Memorial Hospital  
Carecore National, LLC  
County of Beaufort  
Cypress Club, Inc.  
Department of Defense  
Hargray Communications Group, Inc.  
Lowes Home Centers, Inc.  
Marine Corps Community Services  
Marriott Resorts Hosp. Corp.  
Montage Hotels and Resorts, LLC  
Publix Super Markets, Inc.  
Sea Pines Resort, LLC  
Technical College of the Lowcountry  
Tenet Physician SVCS of Hilton Head  
The Greenery, Inc.  
Town of Hilton Head Island  
University of SC  
Wal-Mart Associates, Inc.

Source: S.C. Department of Employment & Workforce – 2018 –4Q

BEAUFORT COUNTY SCHOOL DISTRICT  
 ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY  
 LAST TEN FISCAL YEARS  
 (UNAUDITED)

Fiscal Year Ended June 30,	Tax Year	Assessed Value		Total Assessed Value	Total Direct Rate	Market Value	Ratio of Total Assessed Value to Estimated Market Value
		Real Property	Personal Property				
2009	2008	1,551,233,656	243,531,884	1,794,765,540	130.6	34,551,352,560	5.2%
*2010	2009	1,645,452,516	234,553,487	1,880,006,003	114.7	48,670,062,917	3.9%
2011	2010	1,643,802,430	222,701,792	1,866,504,222	116.6	48,058,028,845	3.9%
2012	2011	1,646,959,918	183,636,390	1,830,596,308	118.3	47,214,321,842	3.9%
2013	2012	1,650,397,429	182,152,336	1,832,549,765	119.3	45,837,938,940	4.0%
*2014	2013	1,473,195,546	196,428,055	1,669,623,601	129.2	33,909,090,279	4.9%
2015	2014	1,481,192,978	224,587,180	1,705,780,158	135.2	32,036,037,089	5.3%
2016	2015	1,561,997,668	242,903,990	1,804,901,658	135.2	35,302,446,098	5.1%
2017	2016	1,574,340,200	243,803,862	1,818,144,062	143.2	34,154,007,102	5.3%
2018	2017	1,616,197,050	238,124,920	1,854,321,970	145.2	34,924,575,714	5.3%

Source: Beaufort County Auditor

Note: \*Property in Beaufort County was last reassessed in fiscal year 2014. Tax rates are per \$1,000 of assessed value.

\*\*Market value calculated using the data from the State's Index of Taxpayin Ability calculation.

BEAUFORT COUNTY SCHOOL DISTRICT  
 TEN LARGEST TAXPAYERS  
 CURRENT YEAR AND TEN YEARS AGO  
 (UNAUDITED)

Taxpayer	2018			2009		
	Taxable Assessed Value	Rank	Percentage of Total Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Assessed Value
South Carolina Electric & Gas	\$ 26,015,690	1	1.4%	\$ 13,237,568	2	0.74%
Marriott Ownership Resorts, Inc.	19,495,980	2	1.1%	18,721,765	1	1.04%
Palmetto Electric Coop, Inc.	10,621,580	3	0.6%	9,135,682	3	0.51%
Bluffton Telephone Company	5,492,540	4	0.3%	3,264,800	7	0.18%
Columbia Properties Hilton Head	4,764,090	5	0.3%	3,947,856	5	0.22%
SCG Hilton Head Property LLC	4,260,000	6	0.2%	4,620,000	4	0.26%
Hargray Telephone Company	3,742,140	7	0.2%	3,715,135	6	0.21%
PBLH LLC	3,068,240	8	0.2%	N/A		0.00%
Sea Pines Resort	4,722,790	9	0.3%	3,424,907	8	N/A
Shelter Cove III LLC	2,427,080	10	0.1%	N/A		N/A
Greenwood Development Corp.	N/A		N/A	2,435,022	9	0.14%
Hargray, Inc.	N/A		N/A	2,092,590	10	0.12%
Total	<u>\$ 84,610,130</u>		<u>4.7%</u>	<u>\$ 64,595,325</u>		<u>3.4%</u>

Source: Beaufort County Auditor

## Acronym Index

### -- A --

ACE – Academy for Career Excellence

ADA - Americans with Disabilities Act

ADEPT- Assisting Developing & Evaluating Professional Teaching

ADM - Average Daily Membership

AMES - Advanced Math Engineering Science academic magnet program

AP - Advanced Placement

ARRA - American Recovery and Reinvestment Act

AYP - Adequate Yearly Progress

### -- B --

BAN – Bond Anticipation Note

BCSD – Beaufort County School District

BI – Behavior Interventionist

BMS – Behavior Management Specialist

BSCF – Base Student Cost Formula

BYOD – Bring Your Own Device

### -- C --

CAFR – Comprehensive Annual Financial Report

CATE – Career and Technology Education

CFO – Chief Financial Officer

CIP - Capital Improvement Plan

CRASE – Civilian Response to Active Shooter Events

## Acronym Index

### -- D --

DSS - Department of Special Services

### -- E --

ED - Emotional Disabilities

EFA – Education Finance Act

EFC - Educational Facilities Corporation

EIA – Education Improvement Act

EL – English Learners

EPA - Environmental Protection Agency

ESEA – Elementary and Secondary Education Act

### -- F --

FLSA - Fair Labor Standards Act

FMLA - Family and Medical Leave Act

FPC – Facility Planning and Construction

FRM - Free and Reduced Price Meals

FSA - Flexible Spending Accounts

FT - Full-Time

FTE - Full-Time Equivalent

FY - Fiscal Year

### -- G --

GAAP - Generally Accepted Accounting Principles

GASB - Governmental Accounting Standards Board

GF- General Fund

## Acronym Index

GFOA - Government Finance Officers Association

GIS - Geographic Information System

GT - Gifted and Talented

### -- H --

HR - Human Resources

HS - High School

HHIECC – Hilton Head Island Early Childhood Center

HVAC - Heating, Ventilation, and Air Conditioning

### -- I --

IB - International Baccalaureate

IBMYP - International Baccalaureate Middle Years Program

IDEA - Individuals with Disabilities Education Act

IEP - Individualized Education Program

ISD – Instructional Services Department

IT - Information Technology

### -- J --

JROTC - Junior Reserve Officers Training Corps

### -- L --

LAN - Local Area Network

LEED - Leadership in Energy & Environmental Design

LEP - Limited English Proficient



## Acronym Index

### -- M --

MAP – Measures of Academic Progress

MS - Middle School

MYP-Middle Years Program (International Baccalaureate)

MZB – Modified Zero Base

### -- N --

NCLB - No Child Left Behind

### -- P --

PAC – Performing Arts Center

PASS – Palmetto Assessment of State Standards

PBIS – Positive Behavior Intervention Support

PE - Physical Education

PGA – Professional Golf Association

PT - Part-Time

PTA - Parent Teacher Association

PTO - Parent Teacher Organization

PTSA - Parent Teacher Student Association

### -- R --

RFP - Request for Proposal

RFQ – Request for Quote

### -- S --

SRO – School Resource Officer

STEM - Science Technology Engineering Mathematics program

## Acronym Index

### -- T --

TAN – Tax Anticipation Note

TAP – Teacher Assessment Program

TERI – Teacher and Employee Retention Incentive

TIF – Tax Increment Financing

### -- U --

USDA - United States Department of Agriculture

### -- W --

WAN- Wide Area Network

## GLOSSARY

<b>Acceleration Academy</b>	An instructional approach that engages students with multiple learning pathways that include opportunities to earn college credits while still in high school, as well as opportunities to earn national career-related certifications in high-paying careers. The Academy features partnerships with local colleges, businesses and the armed forces; extracurricular clubs that reinforce academics; and access to cutting-edge technology and highly trained staff.
<b>Accrual Basis</b>	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements. See Cost of Services Measurement Focus.
<b>Accrued Expenses</b>	Expenses incurred but not due until a later date.
<b>Ad Valorem Tax</b>	A tax levied on the assessed value of real and personal property. This tax is also known as property tax.
<b>Advanced Placement (AP)</b>	A cooperative educational endeavor sponsored by colleges and universities. It offers students in high school the opportunity to receive college credits while attending high school.
<b>Alternative Programs</b>	An instructional program for students that experience difficulty in a traditional school environment. The District's alternative middle and high school provides smaller classes and individualized instruction, coupled with a focus on personal and social development. The school offers high expectations for student achievement, self-paced credit recovery and in-house counseling for students and families.
<b>AMES</b>	Advanced Math, Engineering and Science Academy is a program for gifted and high-achieving students. The instructional program is based on rigorous math and science foundational skills taught through the use of science and engineering projects. The AMES learning environment is designed to actively engage students in exploration, discovery, experimentation and mastery of standards. Students take responsibility for their own learning and are engaged in higher levels of thought through application of knowledge to real-world problems, class discussion and the use of exciting resources.
<b>Appropriation</b>	An act of a legislature authorizing money to be paid from the treasury for a specified use.
<b>Appropriation Ordinance</b>	An ordinance by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body.
<b>Arts Infused</b>	An arts curriculum that focuses on providing extensive opportunities for all students to learn through creative instructional approaches and to express themselves in the arts. It provides students with a creative learning environment that includes performances, exhibitions of artwork and special performing groups. Students have opportunities to build community relationships and to participate in a quality, comprehensive arts education that includes dance, music, theatre, visual arts and creative writing.

## GLOSSARY

<b>Assessed Valuation</b>	Basis for determining property taxes (ad valorem tax). Assessor determines valuation of residential real property (home and land) at 100% of market value, including commercial.
<b>Average Teacher Salary</b>	The sum of individual teacher salaries divided by the number of teachers. This included all contracted full time certified teachers for the school year. The value does not include additional supplements or stipends.
<b>Balanced Budget</b>	A budget in which proposed expenditures do not exceed total estimated revenues and reserves.
<b>Board of Education</b>	The elected body which has been created in accordance with state law and geographical boundaries within the county. The Board of Education is entrusted with the responsibilities for educational activities for the school district.
<b>Bond</b>	Written promise to pay a specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified date.
<b>Budget</b>	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.
<b>Budget Calendar</b>	The schedule of key dates used in preparation and adoption of the annual budget.
<b>Budget Document</b>	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of two 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 the past years' actual revenues, expenditures, and other data used in making the estimates. In addition to the budget document, an appropriation ordinance will be necessary to put the budget into effect.
<b>Budget Message</b>	A general discussion of the budget as presented in writing by the BCSD to the County Council. The budget message contains an explanation of the principal budget items, an outline of the BCSD's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
<b>Budgetary Accounts</b>	Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.
<b>CAFR</b>	See Comprehensive Annual Financial Report.
<b>Capital Improvement Budget</b>	The budgeted costs to provide infrastructure, development, construction and other related items. Funding is provided from various sources.

## GLOSSARY

<b>Capital Outlay</b>	Expenditures for assets costing more than \$5,000.
<b>Career and Technology Education</b>	An instructional initiative serving students in grades 7-12 through state-approved course offerings leading to career concentrations, work-based learning opportunities, and/or industry credentials.
<b>Classical Studies</b>	An instructional program offered at the middle or high school levels and offer a college preparatory course of study with mandatory courses in English, world language, math, science, social studies and a school wide participation in world culture studies. There is an emphasis on academics with a focus on critical thinking, participation in Socratic seminars and web-based learning. A strong focus will be on the arts as well as the development of character, school pride, student leadership, personal accountability, structured discipline, along with civic responsibilities and community service.
<b>Comprehensive Annual Financial Report (CAFR)</b>	The official annual report of a government. It includes Government-Wide Financial Statements and basic financial statements for each individual fund and account group prepared in conformity with GAAP and organized into a financial reporting pyramid. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.
<b>Connect2Learn</b>	An instructional initiative that provides a mobile device to all students in grades K-12, allowing them to access information, think critically, problem solve, collaborate, and create.
<b>Contracted Services</b>	Services provided by outside companies, individuals or even other governmental units.
<b>Core Services</b>	These are the unique, independent and major functions provided by a department, which directly support its "mission statement".
<b>Cost of Services Measurement Focus</b>	The measurement focus applied to proprietary funds, non-expendable trust funds, and pension trust funds. All assets and all liabilities whether current or non-current are reported on their balance sheets, and their operating statements present "capital maintenance" information (revenues and expenses).
<b>Debt Service Fund</b>	A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.
<b>Delinquent Taxes</b>	Unpaid taxes on or after the penalty date.
<b>Department</b>	An administrative division of the school district which covers overall management responsibility for a group of related operations within a functional area.
<b>Dropout Rate</b>	The percentage of students who leave high school during a single year that do not complete their course of studies or graduate without transferring to another school or institution.
<b>Early Childhood Center</b>	School facilities designed to serve Pre-K and Kindergarten students.

## GLOSSARY

<b>Early College</b>	An instructional approach where students can earn both a high school diploma and up to two years of college credit at the same time. Early college high schools increase exposure to post-secondary study while reducing or eliminating college costs as students prepare for the job market or further study.
<b>Employment Status</b>	<b>Full Time (FT):</b> Appointments averaging not less than 37.5 hours per week. <b>Part Time (PT):</b> Appointments averaging less than 37.5 hours per week.
<b>Ethnicity</b>	The classification of groups of people according to race, nationality and cultural origin.
<b>Expenditures</b>	<p>Decreases in net current assets. Expenditures include debt service, capital outlay and those current operating costs, which require the use of the current assets.</p> <p>The difference between an expenditure and an expense is the difference in what is being measured. Expenditures measure current outlays (the flow of current resources) while expenses measure total costs (total resources used; also known as capital maintenance). For example, purchases of fixed assets (buildings and equipment) and of inventories are expenditures at the date of purchase, because they cause the outflow or the tie-up of current assets. They are not expenses, however, until they are used or used up, because they are still a resource until consumed. Another example is depreciation, which is not an expenditure because no current assets are used when depreciation is incurred, but which is an expense because it allocates the total cost as the depreciable fixed asset is used. See Modified Accrual Basis and Measurement Focus.</p>
<b>Expenses</b>	Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures. See Expenditures.
<b>Fiduciary Funds</b>	Funds used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government.
<b>Fiscal Year</b>	A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and results of its operations. The BCSD's fiscal year ends June 30.
<b>Fixed Assets</b>	Assets which are intended to be held or used for a long term, such as land, buildings, improvements other than buildings, machinery and equipment. In common usage, the term refers only to operating facilities and equipment, not to long-term investments and other non-current assets.
<b>Fund</b>	An accounting entity with a self-balancing set of accounts, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
<b>Fund Balance</b>	The fund equity of governmental funds and trust funds. The term is used in this budget document for the Proprietary Funds to represent that portion of the retained earnings that is equity as a result of operating revenue and expenses and is non-capital in nature.

## **GLOSSARY**

<b>F.T.E. (Full Time Equivalent)</b>	2,080 hours worked equate to 1.0 full time position, based upon an eight-hour workday. 1,950 hours worked equate to 1.0 full time position, based upon a seven and one-half hour day.
<b>GAAP</b>	Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording.
<b>General Fund</b>	The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is always considered a major fund.
<b>General Ledger</b>	A book, file, or other device, which contains the accounts, needed to reflect the financial position and the results of operations of an entity. In double entry accounting, the debits and credits in the general ledger are equal. Therefore, the debit balances equal the credit balances.
<b>General Obligation Bonds</b>	Bonds for the payment of which the full faith and credit of the BCSD are pledged.
<b>Grants</b>	Contributions or gifts of cash or other assets from another government or agency intended to be used for a specific purpose, activity or facility.
<b>Governmental Funds</b>	Governmental funds focus on the sources, uses, and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used.
<b>High School Academies</b>	Small learning communities within larger schools. Courses and program elements prepare students for college and career within a focused field of studies and major area of emphasis. Students enroll in core academic courses as well as career focused classes. Examples include School of Arts, Communications & Technology, Health Professions, and International Studies & Education.
<b>Income</b>	A term in proprietary fund type accounting to represent (1) revenues or (2) the excess of revenues over expenses. See Operating Income, Income Before Operating Transfers, and Net Income.
<b>Income Before Operating Transfers</b>	Proprietary fund operating income adjusted by non-operating revenues and non-operating expenses.
<b>Interdepartmental Charges</b>	Consists of administration, accounting and central treasury fees charged to enterprise, special revenue and school funds.
<b>Interest Income</b>	Revenue associated with BCSD management activities of investing idle cash in approved securities.
<b>Interfund Transfers</b>	There are two types of interfund transfers. Both types involve the permanent (or at least long-term) movement of resources between funds. For any one transaction, the transfer-in and the transfer-out must be classified in the same way, so that the total operating transfers-in for the entire municipality equal the total operating transfers-out and the total residual equity transfers-in equal the total residual equity transfers-out.

## GLOSSARY

<b>Intergovernmental Revenues</b>	Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
<b>Internal Control</b>	<p>Internal control comprises the plan of the organization, and all of the coordinate methods and measures adopted within a government to accomplish its objectives.</p> <p><u>Administrative control</u> includes, but is not limited to; the plan of organization and the procedures and records that are concerned with the decision processes leading to management's authorization of transactions. Such authorization is a management function directly associated with the responsibility for achieving the objectives of the government and is the starting point for establishing accounting control of transactions.</p> <p><u>Accounting control</u> comprises the plan of organization and the procedures and records that are concerned with the safeguarding of assets and the reliability of financial records and consequently are designed to provide reasonable assurance that:</p> <ul style="list-style-type: none"><li>a. Transactions are executed in accordance with management's general or specific authorization.</li><li>b. Transactions are recorded as necessary (1) to permit preparation of financial statements in conformity with generally accepted accounting principles or any other criteria applicable to such statements and (2) to maintain accountability for assets.</li><li>c. Access to assets is permitted only in accordance with management's authorization.</li><li>d. The recorded accountability for assets is compared with the existing assets at reasonable intervals and appropriate action is taken with respect to any differences.</li></ul> <p>The foregoing definitions are not necessarily mutually exclusive because some of the procedures and records comprehended in accounting control may also be involved in administrative control.</p>
<b>Internal Service Funds</b>	To account for the financing of goods and services provided by one department or agency to other departments or agencies of the School District. When services are rendered, charges are made to the users and revenue is accumulated in the Internal Service Funds to cover cost of operations.
<b>International Baccalaureate</b>	An instructional initiative offered as a School Choice in the Hilton Head Island schools. The program is offered to students K-12 to help develop the intellectual, personal, emotional, and social skills to live, learn, and work in a rapidly globalizing world. It is a recognized leader in the field of international education, encouraging students to be active learners, well-rounded individuals, and engaged citizens of the world.



## GLOSSARY

<b>Language Immersion</b>	A form of education in which students are taught literacy and content in two different languages during the school day. The day is usually split in half providing content learning in the English language and then switching to the second language and content for the other half of the day. Students have the advantage of learning not only required subject area content but also to become fluent in a second language at the same time. Chinese and Spanish dual language immersion programs are currently offered and designed to develop and implement a sustainable, sequential, standards based continuum of second language instruction.
<b>Lease-Purchase Agreements</b>	Contractual agreements, which are termed “leases,” but which in substance, amount to purchase contracts for equipment and machinery.
<b>Learning through Leadership</b>	A comprehensive learning model through student leadership development based on the Leader in Me, or similar approach. The Leader in Me program is a whole-school transformation model. Based on The 7 Habits of Highly Effective People®, The Leader in Me produces transformational results such as higher academic achievement, few discipline problems, and increased engagement among teachers and parents. The Leader in Me equips students with the self-confidence and skills they need to thrive in the 21 <sup>st</sup> century economy. Learning Through Leadership program goals include: fostering a student’s self-esteem, discipline, responsibility, confidence, and creativity. Students learn to set and meet goals, effectively cooperate with people of various backgrounds and cultures, and resolve conflicts and solve problems.
<b>Major Funds</b>	<p>The General Fund is always considered a major fund. In addition, governments may report as major funds whatever other individual governmental funds considered to be of particular importance to financial statement users. At a minimum, governmental funds other than the general fund must be reported as major funds if they meet <i>both</i> of the following criteria:</p> <p><i>10% criterion.</i> An individual governmental fund reports at least 10% of any of the following: a) total governmental fund assets, b) total governmental fund liabilities, c) total governmental fund revenues, or d) total governmental fund expenditures. <i>5% criterion.</i> An individual governmental fund reports at least 5% of the total for both governmental and enterprise funds of any one of the items for which it met the 10% criterion. If an individual fund is expected to meet the minimum criteria for mandatory major fund reporting in some years but not in others, a government might elect to always report it as a major fund to enhance consistency from year to year.</p>
<b>Mill Levy</b>	Rate applied to assessed valuation to determine property tax. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed value.
<b>Mission Statement</b>	A statement of purpose for why the department or function exists.

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<b>Modified Accrual Basis</b>	The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for: (1) prepaid insurance and similar items which need not be reported; (2) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (3) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (4) principal and interest on long-term debt which are generally recognized when due. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.
<b>Montessori</b>	A philosophy of teaching with a focus on critical thinking skills, developmentally appropriate instruction, multicultural curriculum, multi-sensory curriculum, integrated curriculum and cooperative learning. The Montessori method is based on a child's natural desire to learn. Students actively learn within a prepared environment of attractive, carefully sequenced materials and engage in many independent tasks that they complete at their own pace. The Montessori program is organized into multi-aged classrooms that include the lower elementary for 1st through 3rd graders and the upper elementary that include 4th and 5th graders.
<b>Numeracy</b>	The ability to understand and use numbers, especially the numbers encountered in everyday life. It is considered to include the ability to count, and to add, subtract, multiply and divide two integers.
<b>Operating Budget</b>	Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing of acquisition, spending, and service delivery activities of BCSD are controlled. The use of annual operating budgets is usually required by charter. The annual operating budget is essential to sound financial management.
<b>Operating Expenses</b>	The cost for personnel, materials and equipment required to function on a daily basis.
<b>Operating Income</b>	The excess of proprietary fund operating revenues over operating expenses.
<b>Personnel Services</b>	Salaries and related costs (benefits) of permanent, part time and temporary employees.
<b>Project Based Learning</b>	An experimentally focused education using real-world problems to capture student interest and provoke serious thinking as the students acquire and apply new knowledge in a problem-solving context. The teacher plays the role of facilitator, working with students to frame worthwhile questions, structuring meaningful tasks, coaching knowledge development, as well as thinking and social skills, and carefully assessing what students have learned from the experience. Typical projects present a problem to solve.
<b>Project Lead the Way/Gateway to Technology</b>	Curriculum that encourages hands-on engagement, problem solving and the use of technology for research, collaboration and project presentation. The high school courses (PLTW) are designed to prepare students to pursue a post-secondary education and careers in math,

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<b>(PLTW/GTT)</b>	science, engineering, and technology. The middle school engineering program (GTT) features a project-based curriculum and program so that students may design and test their ideas with advanced modeling software. Students study mechanical and computer control systems, robotics and animation and explore the importance and how to reduce, conserve and produce energy.
<b>Projected</b>	Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.
<b>Property Tax</b>	A tax levied on the assessed value of real and personal property. This tax is also known as Ad Valorem tax.
<b>Proprietary Funds</b>	These funds are used to account for activities where the determination of net income is necessary or useful to provide sound financial administration. Goods or services from such activities can be provided either to outside parties or to other departments or agencies primarily within the government.
<b>Refund</b>	<ol style="list-style-type: none"><li>(1) The recovery of an item previously expensed or the repayment of an item previously recorded as revenue. Such refunds should be included in revenues, expenditures, or expenses of the current accounting period.</li><li>(2) To pay back or allow credit for an amount because of an over-collection or because of the return of an object sold. Such charges or credits should be made to the account where the original transaction was recorded.</li><li>(3) To provide for the payment of an obligation through cash or credit secured by a new obligation.</li></ol>
<b>Reserve</b>	<ol style="list-style-type: none"><li>(1) An account used to segregate a portion of fund balance to indicate that it is not available for expenditure; and</li><li>(2) An account used to segregate a portion of fund equity as legally set aside for a specific future use.</li></ol>
<b>Resources</b>	Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.
<b>Revenues</b>	<ol style="list-style-type: none"><li>(1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues.</li><li>(2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NCGA Statement 1, operating transfers-in are classified separately from revenues. See Interfund Transfers and Refunds.</li></ol>

## GLOSSARY

<b>School, Academy</b>	A school housing both elementary and middle school students. Academies house students from Pre-K through eight and focus on an area of studies.
<b>School, Elementary</b>	A school that is composed of students not above the sixth grade. Most elementary schools are Pre-K to fifth grade.
<b>School, High</b>	A school offering the final years of courses necessary to graduate. High schools typically house grade nine through twelve.
<b>School, Middle</b>	Grades between elementary and high school. Typically middle schools are grade six through eight.
<b>Service Area</b>	A geographic area that provides specific/additional services not provided for on a general basis. A service area also has taxing authority to provide the special service.
<b>Special Education</b>	Instructional activities designed for students with various learning disabilities or handicaps.
<b>Spending Measurement Focus</b>	The measurement focus applied to governmental funds and expendable trust funds. Under it, only current assets and current liabilities are generally reported on their balance sheets, and their operating statements present "financial flow" information (revenues and expenditures). See Modified Accrual Basis.
<b>Summer Institute</b>	An annual professional development event occurring in August of each year, where administrators, teachers and support staff join together for three days of learning, collaborating, and networking with their peers. The 2016 event was titled "Growing Literacy Leaders" and offered nearly 130 sessions.
<b>Summer Reading Camp</b>	A state mandated instructional program requiring all third graders who are not substantially on grade level with reading proficiency to attend extra days of school. BCSD extends this requirement to all elementary students in grades 1-5.
<b>Target Budgets</b>	Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on prior year's adopted budget, excluding one-time expenditures, projected revenues and reserve requirements.