

LEE'S SUMMIT
R-7 SCHOOLS
Learning for Life

**ANNUAL BUDGET OF THE
LEE'S SUMMIT R-7 SCHOOL DISTRICT
JACKSON/CASS COUNTY
LEE'S SUMMIT, MISSOURI
FOR THE 2023-24 FISCAL YEAR**

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SUPERINTENDENT'S MESSAGE

Dear Lee's Summit R-7 Community,

Our district's mission -- to prepare each student for success in life -- is the foundation of our school district and is the guiding principle of the 2023-24 budget. To meet this mission, our district continuously emphasizes stewardship, financial planning, accountability and transparency. The budget, as well as this document was, developed with the input of numerous school district staff members and community groups. Reviewed annually by our Board of Education, the budget requires the Board's final approval before it is implemented.

Our budget planning considers academic and programming needs for our more than 17,500 students and 2,900+ staff members. This was done through a Zero-Based Budget process that looks at equitable allocations based on needs. The budget presented also considers future anticipated growth as we prepare to commence a collaborative Comprehensive Facility Master Plan next year. This comprehensive process helps us prepare for enrollment growth and anticipated facility needs. Lastly, the budget also uses trend analysis to forecast inflationary costs on services such as utilities and fuel. In all, this budget is focused on people helping young people grow and develop to their fullest potential.

The budget presented also reflects the levy transfer approved by voters in April of 2023. These funds are being used to improve salaries of all LSR7 employees. On behalf of nearly 3,000 employees, thank you to all for your support.

We appreciate your interest in our school district and hope you find this budget publication informative and useful. On behalf of our district's staff, we are grateful to have the privilege of educating our community's young people. We hope each of you has a great 2023-24 school year!

With much appreciation



David Buck, Ed.D.
Superintendent



INTRODUCTION

The following document represents the **Annual Budget** for the Lee's Summit R-7 School District (District) for the fiscal year, beginning on July 1, 2023 and ending on June 30, 2024. For compliance with state law and local best practice to provide transparent and useful financial information, it is the District's responsibility to develop an annual budget for approval by the Board of Education. Budgeting is a continual process involving community stakeholders, staff, site and department leadership, administration, and the Board of Education. The purpose of this document is to provide a planning mechanism for District leadership consistent with the District's mission, vision, commitments and comprehensive school improvement plan (CSIP-CLIMB 2024).

MISSION

We prepare each student for success in life.

VISION

Lee's Summit R-7 is an exemplary school district, graduating students who are college and career ready with the competitive advantage necessary to be successful. Lee's Summit R-7 reflects a culture of respect and acceptance. Collaboration is an expectation that fosters mutual understanding and a focus on student achievement and staff development. Lee's Summit R-7 encourages innovation and creativity, recognizing student learning as our fundamental purpose.

COMMITMENTS

We commit to:

- ✓ Engaging students in research-based programs in a technology-rich environment.
- ✓ Embracing open, honest two-way communication.
- ✓ Promoting continuous improvement through data-driven decision-making.
- ✓ Sustaining positive relationships among students, staff, families and community members.
- ✓ Ensuring a rigorous and relevant learning experience that leads to success for each student.
- ✓ Partnering with students in identifying and achieving their learning goals.
- ✓ Continuing a safe and caring environment.

CLIMB 2024 - COMPREHENSIVE SCHOOL IMPROVEMENT PLAN

The Lee's Summit R-7 Comprehensive School Improvement Plan or CSIP provides a guide for our school district with its major emphasis on student achievement. Developed by a community team and approved by the Board of Education, the CSIP focuses on five peak priorities — career; leadership; instruction; mental wellness, and belonging. The three-year plan includes a number of components to guide all efforts, includes goals and tasks to improve, enhance accountability and is also part of the district's evaluation process through the State of Missouri. The 2023-24 school year is the third year of the District's most recently developed CSIP – CLIMB 2024. Within the five peak priorities are four goals listed below:

- **Goal One:** We will provide high-quality experiences with access and opportunity for each student.
- **Goal Two:** We will foster a responsive, caring and inclusive environment.
- **Goal Three:** We will provide meaningful public engagement that includes all stakeholders as vital partners in LSR7 education.
- **Goal Four:** We will be responsible stewards and leaders.

Additional CSIP information is available at: <http://www.lsr7.org/district/news-publications/>

DISTRICT PRIORITIES

Annually the Board of Education collaborates with the Superintendent’s Leadership Team to define annual priorities. Building upon the district’s tradition of excellence and continuous improvement in student learning, the Board of Education commits to the following priorities for the 2023-24 school year.

- Increase the achievement of every child through a focus on innovative practices, student well-being and enhanced accessibility to educational opportunities
- Meet each student where they are by utilizing an equity lens in all decisions, actions, practices and resource support
- Strengthen communication that builds engagement, collaboration and confidence with both internal and external district stakeholders

These goals align with the focus of the district’s strategic plan. While each Board priority is championed by a member of the Superintendent’s Leadership Team with the guidance of the Superintendent, a variety of individuals contribute to the development of recommendations and all work associated with these priorities.

The Superintendent’s Leadership Team will provide regular updates to the Board of Education to allow the Board to monitor the work associated with the priorities while also affording the opportunity for Board member inquiry and contribution.

DISTRICT OVERVIEW

The Lee’s Summit R-7 School District, in its present form was reorganized when 16 rural elementary districts combined with the Greenwood School District and the Lee’s Summit City School District. When this reorganization occurred in 1949, the newly formed Reorganized School District No. 7 of Jackson County’s enrollment totaled 1,200 students. Today, the District (more commonly known as the Lee’s Summit R-7 School District or just R-7) provides education for approximately 17,500 students in kindergarten through grade 12. The District’s pre-kindergarten early education center will provide services to

approximately 325 students for school year 2023-24.

The District is an accredited district in Missouri and covers over 117 square miles. The boundaries of the District encompass the communities of Lee's Summit, Greenwood, Lake Lotawana, and Kansas City, Missouri. The District boundaries incorporate parts of Jackson County, Missouri and a small portion of Cass County, Missouri. The District's enrollment has been level the last 5 years after tremendous growth in the previous 25 years and is anticipated to have slow and steady growth over the next 10 years of approximately 1,000 students.

The District's facilities currently include the following: 18 elementary (grades K-5) schools, four middle (grades 6-8) schools (with East Trails Middle School newly opened this year), three high (grades 9-12) schools; one alternative school, one technology center, one special services center and two early childhood centers (Paradise Park Campus opens in August 2023). In addition to these school buildings, the District owns and maintains six support facilities providing administrative, operational and educational services.

PERSONNEL RESOURCES

Personnel costs account for approximately 83% of the District's operating expenditures. To provide support for the students, the District employs over 2,700 teachers, support personnel and administrators. The Board of Education has continually demonstrated a commitment to provide staffing to meet the needs of Students and District operations. The 2023-24 budget includes a significant increase in staff salaries due the successful debt service levy transfer in April 2023 which allowed the District to increase its operating levy ceiling by \$.20.

PERFORMANCE RESULTS

The Lee's Summit R-7 School District, a professional learning community, continues efforts to be a leader in the field of public education and has a long-standing tradition of academic excellence. The following achievements highlight this focus on academic excellence.

- 74 percent of the 2022 graduates** have indicated that they plan to attend college and **7 percent of the 2022 graduates** have indicated that they plan to go straight into the workforce, based on information gathered from students.

- The class of 2022 was offered close to **\$31.5 million** in college scholarship potential during spring 2017.

- Five R-7 School District **seniors** were named National Merit Scholarship Corporation finalists in spring 2022.

- Lee's Summit R-7 students consistently score **above state and national norms** on all tests, including the Missouri Assessment Program (MAP) Tests and ACT college-entrance test. On the ACT 2022 college entrance test, for example, the R-7 School District high

schools' composite score was 22.2 compared to 20.6 for the Missouri average and 20.3 for the national average.

- The R-7 School District is a **three-time winner** of the national **Magna Award** for its Senior Citizens' School Tours, the 21st Century Learning program and for the capital campaign conducted by the Lee's Summit Educational Foundation for Great Beginnings Early Education Center.

- R-7 schools' **Robotics and CyberPatriot teams excel** at local, national and world competitions.

- The Lee's Summit R-7 School District is a partner in the **nationally recognized Missouri Innovation Campus**, a one-of-a-kind program which is reshaping the way students experience education. This progressive collaboration involved the R-7 School District, Metropolitan Community College and the University of Central Missouri. MIC students graduate with a bachelor's degree just two years after high school, with little or no college student debt, applied experience through paid internships and with highly sought-after skills for high-paying careers.

- Great Beginnings Early Education Center was recognized by the Missouri School Boards' Association as a finalist for the association's FutureBuilders Early Childhood Education **Program of the Year**.

- Great Beginnings Early Education Center serves Lee's Summit community families who have children prenatal through 5 years of age. Parents as Teachers provides home visits, developmental screenings and group connections free of charge to enhance and enrich strong family connections. Through developmental screenings, children aged 3-5 can qualify for free preschool and/or speech, occupational and physical therapy in addition to other services. Early Head Start and Head Start grants provide preschool, home visit and free medical and mental health resources for families who qualify based on income.

- Through **Connect2Learn**, R-7 School District is providing a Dell Chromebook for each student, kindergarten through high school, allowing access to this powerful learning tool both at home and at school.

- Thanks to passage of a June 2020 no-tax-increase bond issue, East Trails Middle School opened in fall of 2022. Improvements and Renovations were made to all three existing Middle Schools, a major renovation to Lee's Summit High School (the District's oldest High School Facility), athletic stadium improvements at all three High Schools, renovations/improvements at Mason Elementary School and Miller Park, construction and/or renovations at all three High Schools for a dedicated Robotics and Construction Geometry Space, Security Improvements across the District, and the purchase and renovation of Paradise Park in Lee's Summit for the Early Childhood Education Program and addition of environmental and specialty secondary course offerings.

- All three R-7 School District high schools offer the **International Baccalaureate** program, a rigorous curriculum offering students the opportunity to compete with high-achieving students worldwide. IB offers two distinct programs at the HS level: the Diploma Program

and the Career-related program. Currently only 14 high schools in Missouri offer the IB Diploma Program and 5 offer the Career-related program.

- The **A+ program** is offered at all three high schools. Qualifying students enrolled in this state-funded program are eligible for reimbursements at Missouri community colleges, vocational/technical institutions and some four-year colleges.

Visit <http://dashboard.lsr7.org/student.html> for additional student performance data.

BUDGET OVERVIEW

Missouri state statutes require school districts to prepare an annual budget to provide for the instructional and support operations of the school district. Section 67.010, RSMo., requires an annual budget including components identified in the law. The budget development, implementation, and maintenance process is a year-round process. Beginning in December, budget packets are made available electronically to all budget managers within the District. The budget managers use their budget allocation to enter their proposed budgets into the budget allocation worksheet. In addition, budget managers have the opportunity to request additional human resources, operating funds, technology, and/or capital projects by completing the appropriate non-allocated request. Based on the projected revenues, the expenditure budget may be adjusted considering the needs of the schools and input from the Board, school principals, administrative staff, district-wide teams, parents, and other community members before it is presented to the Board in June for approval prior to the new fiscal year. The budget is amended throughout the year, as needed.

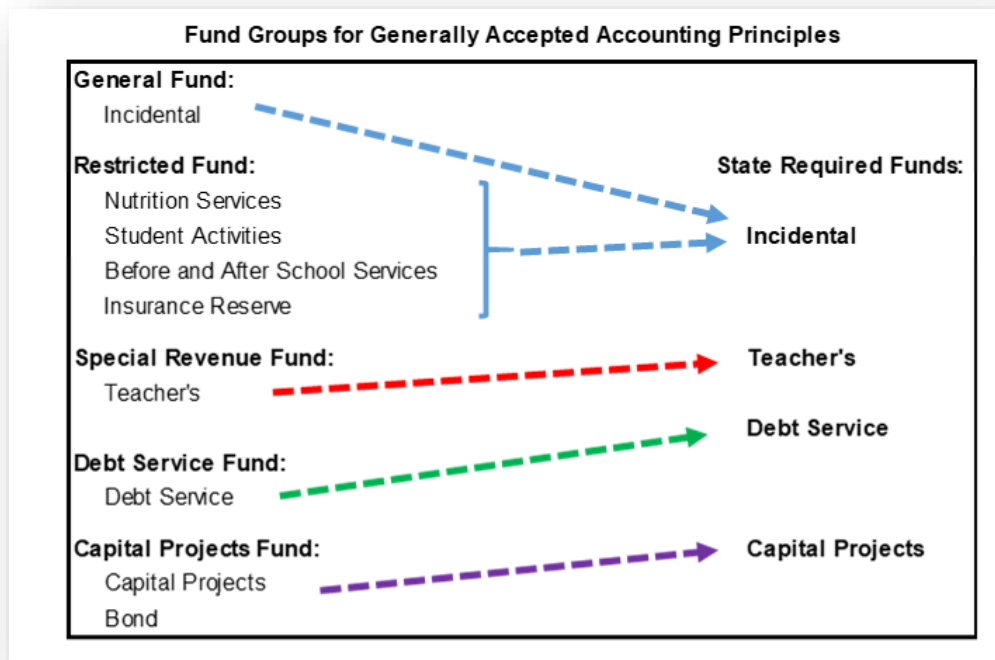
BUDGET CALENDAR

June 2023
<ul style="list-style-type: none"> • Finance Work Session - Board of Education • Approve Preliminary 2023-24 Budget
July - August 2023
<ul style="list-style-type: none"> • Jackson/Cass Preliminary Assessed Values Provided by County Assessor • Jackson/Cass County Assessor's Office Board of Equalization Assessment Appeals
September 2023
<ul style="list-style-type: none"> • Jackson/Cass Final Assessed Values Provided by County Assessor • Community/Public Tax Rate Hearing and approval of the Tax Rate - Board of Education • Finance Work Session - Board of Education • Enrollment estimates confirmed for 2023-24 school year
October 2023
<ul style="list-style-type: none"> • 2023-24 Budget enrollment projections and allocation revision - if needed
December 2023
<ul style="list-style-type: none"> • Non-Allocated Request process review (Human Resources, Operation, Instruction, Technology, Capital) - SLT
January 2024
<ul style="list-style-type: none"> • 2024-25 Budget Assumptions, demographics and enrollment projections
February - March 2024
<ul style="list-style-type: none"> • Non-Allocated Request approval review (Human Resources, Operations, Instruction, Technology, Capital) - SLT • 2024-25 Preliminary Budget revenues, expenses, fund balances estimates • Zero Based Budgeting Allocations completed for Buildings and Departments
March - May 2024
<ul style="list-style-type: none"> • TEAM Lee's Summit (Salary, Benefits and Quality of Work Life recommendations)
June 2024
<ul style="list-style-type: none"> • Finance Summer Work Session - Board of Education • Amend the Final 2023-24 Budget - Board of Education • Approve the 2024-25 Preliminary Budget - Board of Education

FUND ACCOUNTING

Missouri statutes, in conjunction with generally accepted accounting principles (GAAP) and in accordance with the definitions of the Governmental Accounting Standards Board (GASB) statement on principles on fund accounting systems, have been very specific in certain areas of public school finance. These laws prescribe the duties of the treasurer and secretary of the Board of Education, establish specific funds which must be used in the district accounting process, and place certain limits upon the use of revenue and expenditure transactions allowed in these various funds. As a result, the utilization of available money is limited to only the prescribed fund and in the authorized accounting process. For the 2023-24 school year, there have been no significant Board policy or state regulation changes impacting this budget presentation.

The Lee's Summit R-7 School District accounts for revenues and expenditures in nine specific funds, which collapse into five major funds: Incidental, Teachers, Debt Service, Capital Projects and Restricted.



Fund 1: Incidental (General) - Used to account for all financial resources except those required to be accounted for in another fund. Transactions are general operating expenditures.

Fund 2: Teachers (Special Revenue) - Used to account for revenue legally restricted to certified salaries, health insurance, benefits and out-of-district tuition.

Fund 3: Debt Service - Restricted for the accumulation of resources for and the payment of general long-term debt principal, interest and fees.

Fund 4: Capital Projects - Restricted to activities related to the acquisition of or construction/remodeling/ renovation of major capital assets/properties and bond expenses.

Fund 5: Restricted - Includes Nutrition Services, Before & After School Services, and extra-curricular (student activity) accounts for expenditures from non-taxpayer resources.

The District's budget for the 2023-24 fiscal year includes total revenues, expenses and fund balances as a whole and for each of the District funds. Detailed fund schedules provide additional information on the programs within each fund and include comparison information as required by state law as a minimum. The detailed budget schedules provide revenue and expense information consistent with the Missouri Accounting Manual published by the Department of Elementary and Secondary Education (DESE). Revenues are summarized by object and source, while expenses are summarized by fund, function and object.

BUDGET CONSIDERATIONS FOR 2023-24

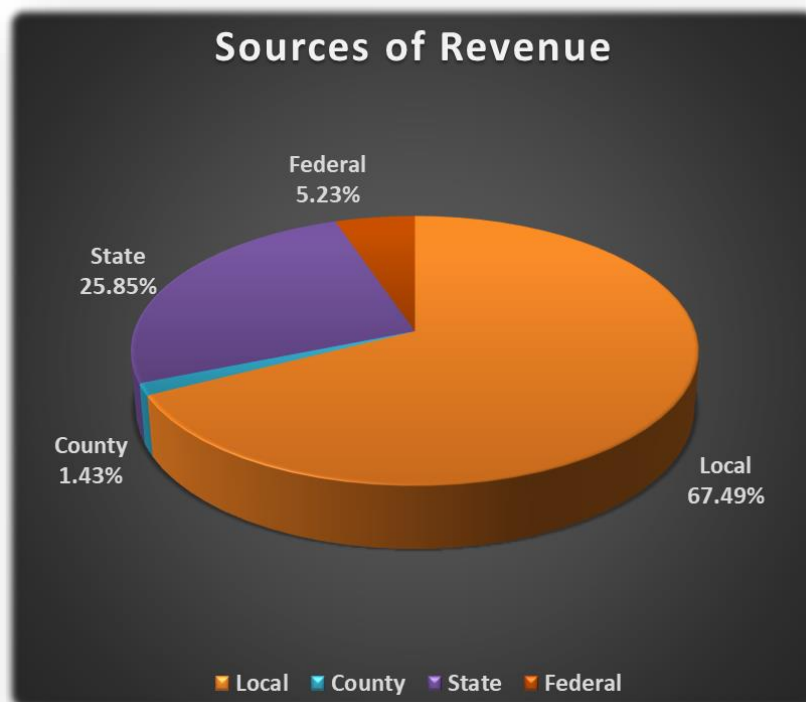
REVENUE

The total unrestricted revenue budget for 2023-24 is estimated to increase by \$12.35 million (5%) to a total of \$260 million when compared to the 2022-23 revenue projection. The significant operating fund revenue components, which account for approximately 82 percent of the operating revenue in the 2023-24 budget, are received in the three revenue areas identified below:

- Local Property Taxes – Increase estimated at \$14.5 million (10.4% increase)
 - The budget includes an estimated total levy of \$4.9611, a 34.80 cent decrease from the 2022-23 school year. The tax rate was calculated using an assessed valuation of \$3,200,000,000, an 18.7% increase from the prior year's certified assessed values. The increase in assessed value is projected to result primarily from increases in new construction and reassessed real estate values. The new construction increase has been estimated by the District, using housing permit data provided by the City of Lee's Summit. The District is expecting a 5% decrease in personal property values based on information received from the Jackson County Assessor's Office. The final tax rate will be established, using forms provided by the Missouri State Auditor's Office, after certified values from Jackson and Cass Counties are provided, prior to October 1, 2022, as required by Missouri Statute.
 - Local tax collection is budgeted at a rate of 97 percent of total taxes assessed.
- Proposition C Sales Tax – Increase projected to be flat
 - The Missouri Department of Elementary and Secondary Education estimates the amount of funding per weighted ADA (WADA) will be approximately \$1360, an increase of approximately seventy four dollars per WADA from the prior year. For 2023-24, the District is conservatively budgeting \$1345 per WADA. The pandemic provision that was in effect during FY 23 for Prop C is no longer in effect for FY 24 so the District will be paid on a lower WADA number, however, the increased estimate from the state should offset this lower WADA.
- State Basic Formula – Increase projected to be flat

- Basic Formula revenues (including the Classroom Trust Fund) are projected using a State Adequacy Target (SAT) of \$6,375, the same SAT FY23 funding level. This category of revenue is still under the pandemic provision from DESE, thus 2019-20 ADA will be used in the calculation. The calculation includes the same dollar value modifier (DVM) of 1.080 for 2023-24. The “official” 2023-24 student enrollment number is based on the last Wednesday in September, consistent with reporting to the Missouri Department of Elementary and Secondary Education. However, State Basic Formula money is paid on average daily attendance (ADA).
- Other categories of revenue are estimated based on historical and prior year receipt patterns and District allocations of revenue. Specifically:
 - Other local revenue is budgeted to increase slightly in revenue categories of other taxes and miscellaneous local sources. Nutrition services revenue is projected to increase slightly due to a small increase breakfast and lunch reimbursement rates and prices as required by the Federal Lunch equity calculation.
 - Slight County increases are indicative of state assessed utility changes.
 - Other state revenues are expected to increase slightly primarily due to inflation and continued strong state revenue performance.
 - Federal revenue is decreased approximately 4.3 million dollars based on a reduced amount of ESSR Funding left for the District to utilize.

The graph below identifies the percent of revenue for the 2023-24 school year by source of funds.



EXPENDITURES

- The budget includes salary and related benefit increases of approximately \$12 million for District employees. Salary improvements included step movement for longevity, significant raises for all 4 salary schedules, and a change in GCBA to allow for all education experience for individuals on the Teacher Salary Schedule.

Schedule	Average Percent Increase
Administrator	8.16%
Professional	7.43%
Support	10.03%
Teacher	7.02% (Pre GCBA)

- Salary adjustments provided to District employees earning advanced degrees.
- The additional staff added through the non-allocated process.
- Benefit increases include a projected 5 percent for health insurance for the plan year beginning on January 1, 2024. In addition, the budget includes increases in benefits tied to salary including state-mandated retirement, social security/medicare, life insurance and disability insurance.
- Total budgeted expenditures in the operating funds increased by approximately \$16.2 million or 6.8 percent from the projected 2022-23 budget due to increases in employee salaries, additional staff, benefits, increases in general instructional materials, supplies, purchased services and other site operating expenses.
- The District budgeted for a \$1,807,341 increase in the operating fund balance for the year. This increase will make the projected ending reserve balance 31.20%, a decrease from 32.83% (due to increases in Fund 1 and 2 expenses) which remains well above the targeted minimum fund balance of 20 percent. The ending fund balance is equivalent to 3.51 months of operating expenses.
- The Capital Projects fund budget includes conservatively estimated expenses of \$20.56 million and includes lease purchase payments for projects approved in prior years. Expenditures include funding for instructional, music and regular equipment budgeted at the site level on a needs based allocation. District-wide needs are restricted to funding for the Capital Projects Team, equipment tied to additional staff positions, and funds to repay the lease purchase of technology, and CNG maintenance vehicles. The Capital Projects Fund includes expenses for 2023-24 for technology infrastructure improvements, roofing projects across the District, flooring replacement at multiple sites, paving, the purchase of 23 school buses, and many other selected facility maintenance projects. Funding in the Capital Fund is achieved through the resources provided by a \$0.05 levy, placement of 80% of Merchants and Manufacturing Tax Revenue received, and a budgeted transfer from the Incidental Fund to the Capital Projects fund.
- Remaining bond proceeds from the June 2020 issue, approximately \$35 million, will be spent on the completion of the LSHS renovation, Miller Park and Paradise Park Renovations, Construction Geometry and Robotics Facilities, Continued Security Improvements, and other Capital Project needs as remaining funds allow.

- The Debt Service Fund shows a slight revenue decrease due to the transfer of \$.20 to the Operating Levy for salary enhancements, accomplished through the April 2023 election. The Debt Service Fund shows expenses as identified on the applicable debt schedules and a potential pre-payment and refinancing of up to \$15,000,000 which could save the District over \$11,000,000 in future interest costs.
- Section 165.011, RSMo, and administrative interpretations provide for several interfund transfers that a school district may make. The 2023-24 budget includes interfund transfers from the General Fund to the Teachers for expenses in the Teachers Fund in excess of current revenue. This transfer is required for statutory compliance since the Teachers Fund has a zero beginning fund balance and statutes require the District to transfer an amount sufficient to cover all expenditures that are not covered by another source of revenue.

An interfund transfer is also budgeted from the General Fund to the Capital Projects Fund for expenses not covered by another source of revenue. The annual amount of transfer is capped at a maximum of \$162,326 or 7% multiplied by the SAT, multiplied by the WADA. This calculation is performed by DESE and finalized on June 30, 2024. The preliminary transfer amount calculated by DESE for 2023-24 is at least \$7.1 million with the District currently budgeting a transfer of \$6,000,000 based on the amount of expenses.

The graph provides the 2023-24 expenditure areas and percent of total budget.



BUDGET SCHEDULES

The following pages present the budget schedules for all budgeted funds within the District. In each schedule, information is presented for the two prior years and the proposed budget year. The schedules are presented for all funds in the District, followed by the detail for each individual fund.

COMBINED ALL DISTRICT FUNDS			
	Actual 2021-22	Budget 2022-23	Budget 2023-24
REVENUE			
Local			
Property Tax	\$ 137,348,779	\$ 143,148,975	\$ 157,476,821
Prop C Sales Tax	\$ 20,865,517	\$ 22,920,000	\$ 22,337,000
Other Tax	\$ 8,270,595	\$ 7,923,479	\$ 8,156,600
Interest	\$ 1,639,090	\$ 6,005,076	\$ 6,150,000
Nutrition Services	\$ 1,001,215	\$ 6,474,469	\$ 7,291,770
Other Miscellaneous	\$ 34,420,946	\$ 14,493,001	\$ 12,758,230
Sale/Refunded Bonds	\$ 61,120,005	\$ -	\$ -
County			
Fines, Forfeitures	\$ 100,529	\$ 70,000	\$ 50,000
State Assessed Utility	\$ 4,359,635	\$ 4,495,656	\$ 4,499,438
State			
Basic State Formula	\$ 69,728,577	\$ 69,194,122	\$ 69,363,945
Transportation	\$ 2,214,662	\$ 5,800,000	\$ 5,844,730
Early Special Education	\$ 5,722,432	\$ 6,421,928	\$ 5,974,330
Other	\$ 2,153,028	\$ 837,500	\$ 837,500
Federal			
Medicaid/Title/Grants	\$ 7,152,023	\$ 11,351,643	\$ 6,338,934
Nutrition Services	\$ 10,874,718	\$ 3,900,000	\$ 4,000,000
Special Education	\$ 3,916,673	\$ 4,515,226	\$ 5,040,000
Other	\$ 1,079,645	\$ 1,161,131	\$ 1,225,000
TOTAL REVENUE	\$ 371,968,069	\$ 308,712,206	\$ 317,344,298

COMBINED ALL DISTRICT FUNDS

	Actual 2021-22	Budget 2022-23	Budget 2023-24
EXPENDITURES			
Instructional			
Employee Salaries and Benefits	\$ 122,697,890	\$ 127,198,622	\$ 135,491,030
Purchased Services	\$ 7,297,585	\$ 7,700,000	\$ 8,882,089
Materials and Supplies	\$ 4,759,565	\$ 7,200,000	\$ 7,723,106
Equipment	\$ 848,510	\$ 796,138	\$ 858,505
Student Support Services			
Employee Salaries and Benefits	\$ 16,785,165	\$ 18,630,700	\$ 19,017,088
Purchased Services	\$ 549,973	\$ 495,000	\$ 524,152
Materials and Supplies	\$ 126,270	\$ 175,000	\$ 182,054
Equipment	\$ 26,446	\$ -	\$ 12,630
Instruction Support Services			
Employee Salaries and Benefits	\$ 5,267,110	\$ 5,698,551	\$ 5,797,225
Purchased Services	\$ 1,084,982	\$ 1,400,000	\$ 1,182,871
Materials and Supplies	\$ 1,581,072	\$ 2,450,000	\$ 2,599,030
Equipment	\$ 57,982	\$ 34,334	\$ 94,467
General Support Services			
Employee Salaries and Benefits	\$ 7,033,839	\$ 6,622,058	\$ 7,331,349
Purchased Services	\$ 1,523,734	\$ 3,925,000	\$ 5,424,798
Materials and Supplies	\$ 590,979	\$ 1,725,000	\$ 1,953,030
Equipment	\$ 375,065	\$ 2,676,294	\$ 2,700,000
School Administration			
Employee Salaries and Benefits	\$ 11,653,885	\$ 12,532,999	\$ 12,939,603
Purchased Services	\$ 241,147	\$ 180,000	\$ 187,815
Materials and Supplies	\$ 451,008	\$ 420,000	\$ 387,856
Equipment	\$ 31,106	\$ 2,000	\$ 40,628
Central Services			
Employee Salaries and Benefits	\$ 4,217,357	\$ 4,465,589	\$ 4,676,359
Purchased Services	\$ 2,120,254	\$ 2,100,000	\$ 2,137,583
Materials and Supplies	\$ 136,592	\$ 180,000	\$ 181,466
Equipment	\$ 16,309	\$ 26,500	\$ 161,500
Operations and Maintenance			
Employee Salaries and Benefits	\$ 12,891,765	\$ 13,377,556	\$ 14,424,059
Purchased Services	\$ 3,900,403	\$ 4,000,000	\$ 4,095,760
Materials and Supplies	\$ 5,053,330	\$ 5,800,000	\$ 6,071,610
Equipment	\$ 4,522,898	\$ 8,521,639	\$ 9,500,000

COMBINED ALL DISTRICT FUNDS

	Actual 2021-22	Budget 2022-23	Budget 2023-24
EXPENDITURES			
Transportation Services			
Employee Salaries and Benefits	\$ 8,880,108	\$ 8,990,623	\$ 9,578,195
Purchased Services	\$ 907,278	\$ 1,080,000	\$ 1,176,964
Materials and Supplies	\$ 1,283,202	\$ 1,500,000	\$ 1,519,285
Equipment	\$ 2,022,282	\$ 89,095	\$ 3,389,095
Nutrition Services			
Employee Salaries and Benefits	\$ 4,251,284	\$ 4,657,845	\$ 5,070,611
Purchased Services	\$ 82,067	\$ 120,000	\$ 156,918
Materials and Supplies	\$ 4,603,543	\$ 4,500,000	\$ 4,690,463
Equipment	\$ 441,414	\$ 300,000	\$ 300,000
Community Services			
Employee Salaries and Benefits	\$ 3,950,711	\$ 3,725,457	\$ 3,474,481
Purchased Services	\$ 330,400	\$ 600,000	\$ 306,050
Materials and Supplies	\$ 314,846	\$ 250,000	\$ 292,100
Equipment	\$ 4,704	\$ 4,000	\$ 7,000
Site/Facility Improvements			
Construction Contracts	\$ 99,747,867	\$ 66,108,096	\$ 27,500,000
Equipment	\$ 4,156,365	\$ 5,000,000	\$ 3,000,000
Land Purchase	\$ 5,959,449	\$ -	\$ -
Bond and Lease Payments			
Bond/Lease Principal	\$ 42,834,246	\$ 34,000,000	\$ 37,116,176
Bond/Lease Interest	\$ 12,173,767	\$ 12,231,431	\$ 12,000,000
Other Costs	\$ 458,828	\$ 5,000	\$ 5,000
TOTAL EXPENDITURES	\$ 408,244,582	\$ 381,494,527	\$ 364,160,001
FUND BALANCE			
Beginning Fund Balance	\$ 267,918,518	\$ 231,642,005	\$ 158,859,684
Excess Revenue/(Expense)	\$ (36,276,513)	\$ (72,782,321)	\$ (46,815,703)
ENDING FUND BALANCE	\$ 231,642,005	\$ 158,859,684	\$ 112,043,981

GENERAL (INCIDENTAL) FUND

The General Fund accounts for general activities or other activities except those required to be accounted for in the Special Revenue, Debt Service or Capital Projects.

GENERAL (INCIDENTAL) FUND			
	Actual	Budget	Budget
	2021-22	2022-23	2023-24
REVENUE			
Local			
Property Tax	\$ 109,296,355	\$ 113,889,000	\$ 128,274,213
Other Tax	\$ 3,164,659	\$ 2,798,000	\$ 1,850,145
Interest	\$ 905,267	\$ 1,000,000	\$ 4,250,000
Other Miscellaneous	\$ 6,179,264	\$ 3,813,000	\$ 5,000,000
County			
State Assessed Utility	\$ 3,042,478	\$ 3,144,356	\$ 3,249,044
State			
Transportation	\$ 2,214,662	\$ 5,800,000	\$ 5,844,730
Early Special Education	\$ 2,007,068	\$ 2,230,000	\$ 1,950,812
Other	\$ 643,432	\$ 770,000	\$ 785,000
Federal			
Medicaid/Title/Grants	\$ 2,190,337	\$ 2,177,622	\$ 3,580,816
Special Education	\$ 3,905,898	\$ 4,038,226	\$ 4,840,000
Other	\$ 503,490	\$ 534,152	\$ 600,000
TOTAL REVENUE	\$ 134,052,910	\$ 140,194,356	\$ 160,224,760
EXPENDITURES			
Instructional			
Employee Salaries and Benefits	\$ 10,789,442	\$ 11,490,000	\$ 12,100,000
Purchased Services	\$ 2,508,196	\$ 3,557,943	\$ 4,626,564
Materials and Supplies	\$ 2,590,726	\$ 3,962,655	\$ 4,113,876
Student Support Services			
Employee Salaries and Benefits	\$ 8,009,503	\$ 8,422,000	\$ 8,822,965
Purchased Services	\$ 549,973	\$ 553,396	\$ 551,596
Materials and Supplies	\$ 126,270	\$ 120,702	\$ 182,054
Instruction Support Services			
Employee Salaries and Benefits	\$ 1,175,861	\$ 1,240,000	\$ 1,342,864
Purchased Services	\$ 905,921	\$ 526,686	\$ 416,620
Materials and Supplies	\$ 1,581,072	\$ 2,425,529	\$ 2,579,662
General Support Services			
Employee Salaries and Benefits	\$ 4,376,001	\$ 4,300,000	\$ 4,319,150
Purchased Services	\$ 1,523,586	\$ 2,962,009	\$ 5,424,798
Materials and Supplies	\$ 590,979	\$ 1,720,000	\$ 1,853,030
School Administration			
Employee Salaries and Benefits	\$ 2,759,135	\$ 2,837,213	\$ 2,921,836
Purchased Services	\$ 238,256	\$ 238,459	\$ 182,065
Materials and Supplies	\$ 451,008	\$ 529,345	\$ 387,856
Central Services			
Employee Salaries and Benefits	\$ 3,644,377	\$ 3,889,888	\$ 4,065,674
Purchased Services	\$ 2,107,755	\$ 2,170,503	\$ 2,122,583
Materials and Supplies	\$ 136,592	\$ 139,418	\$ 181,466

GENERAL (INCIDENTAL) FUND			
	Actual 2021-22	Budget 2022-23	Budget 2023-24
EXPENDITURES			
Operations and Maintenance			
Employee Salaries and Benefits	\$ 12,891,765	\$ 13,567,000	\$ 14,424,059
Purchased Services	\$ 3,900,403	\$ 3,939,200	\$ 4,092,760
Materials and Supplies	\$ 5,053,330	\$ 5,496,000	\$ 6,294,056
Transportation Services			
Employee Salaries and Benefits	\$ 8,880,108	\$ 9,243,899	\$ 9,873,015
Purchased Services	\$ 879,962	\$ 1,084,463	\$ 1,126,964
Materials and Supplies	\$ 1,283,202	\$ 1,176,819	\$ 1,400,000
Nutrition Services			
Purchased Services	\$ 1,245	\$ -	\$ -
Community Services			
Employee Salaries and Benefits	\$ 1,940,362	\$ 2,010,000	\$ 2,130,437
Purchased Services	\$ 145,505	\$ 717,341	\$ 56,050
Materials and Supplies	\$ 190,901	\$ 229,532	\$ 208,000
TOTAL EXPENDITURES	\$ 79,231,436	\$ 88,550,000	\$ 95,800,000
FUND BALANCE			
Beginning Fund Balance	\$ 66,829,249	\$ 75,067,032	\$ 77,881,388
Excess Revenue/(Expense)	\$ 54,821,474	\$ 51,644,356	\$ 64,424,760
Transfers In/(Out)	\$ (46,583,691)	\$ (48,830,000)	\$ (62,617,419)
ENDING FUND BALANCE	\$ 75,067,032	\$ 77,881,388	\$ 79,688,729

NUTRITION SERVICES FUND

The Nutrition Services Fund is a restricted fund within the General (Incidental) fund for state reporting purposes. This fund is used to account for all revenue and expenses associated with providing food services for students. The Nutrition Services program is a self-supporting program and is currently not supplemented with operational funds.

NUTRITION SERVICES FUND			
	Actual	Budget	Budget
	2021-22	2022-23	2023-24
REVENUE			
Local			
Nutrition Services	\$ 1,001,226	\$ 4,454,387	\$ 7,291,770
Other Miscellaneous	\$ 47,806	\$ 2,070,613	\$ 45,000
County	\$ -	\$ -	\$ -
State			
Other	\$ 97,915	\$ 52,500	\$ 52,500
Federal			
Nutrition Services	\$ 10,874,718	\$ 3,950,000	\$ 4,000,000
TOTAL REVENUE	\$ 12,021,665	\$ 10,527,500	\$ 11,389,270
EXPENDITURES			
Nutrition Services			
Employee Salaries and Benefits	\$ 4,251,284	\$ 4,756,345	\$ 5,070,611
Purchased Services	\$ 80,823	\$ 372,153	\$ 325,000
Materials and Supplies	\$ 4,603,543	\$ 4,200,000	\$ 4,634,970
Equipment	\$ 441,414	\$ 400,000	\$ 300,000
TOTAL EXPENDITURES	\$ 9,377,064	\$ 9,728,498	\$ 10,330,581
FUND BALANCE			
Beginning Fund Balance	\$ (505,005)	\$ 2,139,596	\$ 2,938,598
Excess Revenue/(Expense)	\$ 2,644,601	\$ 799,002	\$ 1,058,689
Transfers In/(Out)	\$ -	\$ -	\$ -
ENDING FUND BALANCE	\$ 2,139,596	\$ 2,938,598	\$ 3,997,287

BEFORE AND AFTER SCHOOL CARE (BASC) FUND

The BASC fund is a restricted fund within the General Fund for state reporting purposes. The revenue and expenses for this program are accounted for in the BASC fund. The BASC program is a partnership with the YMCA and is currently not supplemented with operational funds.

BEFORE AND AFTER SCHOOL CARE FUND			
	Actual 2021-22	Budget 2022-23	Budget 2023-24
REVENUE			
Local			
Other Miscellaneous	\$ 1,819,598	\$ 2,000,000	\$ 1,500,000
State			
Other	\$ 1,411,680	\$ -	\$ -
Federal			
Other	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 3,231,278	\$ 2,000,000	\$ 1,500,000
EXPENDITURES			
Transportation Services			
Purchased Services	\$ 27,316	\$ -	\$ 50,000
Community Services			
Employee Salaries and Benefits	\$ 1,825,095	\$ 1,721,502	\$ 1,229,389
Purchased Services	\$ 184,896	\$ 500,000	\$ 250,000
Materials and Supplies	\$ 123,945	\$ -	\$ 46,800
Equipment	\$ 4,704	\$ -	\$ 5,000
TOTAL EXPENDITURES	\$ 2,165,956	\$ 2,221,502	\$ 1,581,189
FUND BALANCE			
Beginning Fund Balance	\$ (1,417,065)	\$ (351,743)	\$ (573,245)
Excess Revenue/(Expense)	\$ 1,065,322	\$ (221,502)	\$ (81,189)
Transfers In/(Out)	\$ -	\$ -	\$ -
ENDING FUND BALANCE	\$ (351,743)	\$ (573,245)	\$ (654,434)

STUDENT ACTIVITY FUND

The Student Activity Fund, used to account for assets held by the school district in a trustee capacity for student activities is a restricted fund within the General Fund for state reporting purposes.

STUDENT ACTIVITY FUND			
	Actual	Budget	Budget
	2021-22	2022-23	2023-24
REVENUE			
Local			
Other Miscellaneous	\$ 3,890,535	\$ 4,200,000	\$ 3,663,230
TOTAL REVENUE	\$ 3,890,535	\$ 4,200,000	\$ 3,663,230
EXPENDITURES			
Student Activity			
Employee Salaries and Benefits	\$ 289,773	\$ -	\$ -
Purchased Services	\$ 1,010,596	\$ -	\$ -
Materials and Supplies	\$ 2,168,839	\$ 4,200,000	\$ 3,663,230
Equipment	\$ 104,349	\$ -	\$ -
TOTAL EXPENDITURES	\$ 3,573,557	\$ 4,200,000	\$ 3,663,230
FUND BALANCE			
Beginning Fund Balance	\$ 1,574,145	\$ 1,891,123	\$ 1,891,123
Excess Revenue/(Expense)	\$ 316,978	\$ -	\$ -
Transfers In/(Out)	\$ -	\$ -	\$ -
ENDING FUND BALANCE	\$ 1,891,123	\$ 1,891,123	\$ 1,891,123

TEACHERS (SPECIAL REVENUE) FUND

The Teachers (Special Revenue) Fund accounts for expenditures for certificated employees involved in administration and instruction. It includes revenues restricted by the State for the payment of certificated salaries.

TEACHERS (SPECIAL REVENUE) FUND			
	Actual 2021-22	Budget 2022-23	Budget 2023-24
REVENUE			
Local			
Prop C Sales Tax	\$ 20,865,517	\$ 22,920,000	\$ 22,337,000
Interest	\$ 167	\$ -	\$ -
Other Miscellaneous	\$ 629,751	\$ 730,000	\$ 800,000
County			
Fines, Forfeitures	\$ 100,529	\$ 70,000	\$ 50,000
State			
Basic State Formula	\$ 69,728,577	\$ 69,141,870	\$ 69,363,945
Early Special Education	\$ 3,715,364	\$ 4,258,130	\$ 4,023,518
Federal			
Medicaid/Title/Grants	\$ 5,071,814	\$ 9,188,911	\$ 2,958,118
Special Education	\$ 10,775	\$ 477,000	\$ 200,000
Other	\$ 63,616	\$ 184,089	\$ 50,000
TOTAL REVENUE	\$ 100,186,110	\$ 106,970,000	\$ 99,782,581
EXPENDITURES			
Instructional			
Employee Salaries and Benefits	\$ 111,666,782	\$ 115,453,913	\$ 123,657,557
Purchased Services	\$ 3,778,792	\$ 4,611,313	\$ 4,752,950
Student Support Services			
Employee Salaries and Benefits	\$ 8,775,661	\$ 9,600,729	\$ 9,732,921
Instruction Support Services			
Employee Salaries and Benefits	\$ 4,094,142	\$ 4,447,742	\$ 4,457,461
Purchased Services	\$ 179,062	\$ 255,787	\$ 123,300
General Support Services			
Employee Salaries and Benefits	\$ 2,657,838	\$ 2,626,314	\$ 2,812,199
Purchased Services	\$ 148	\$ -	\$ -
School Administration			
Employee Salaries and Benefits	\$ 8,894,751	\$ 9,595,786	\$ 10,017,767
Purchased Services	\$ 2,892	\$ 9,900	\$ 5,750
Central Services			
Employee Salaries and Benefits	\$ 572,980	\$ 575,701	\$ 610,685
Purchased Services	\$ 12,499	\$ 20,000	\$ 15,000
Operations and Maintenance			
Purchased Services	\$ -	\$ 3,000	\$ 3,000
Community Services			
Employee Salaries and Benefits	\$ 185,253	\$ 199,815	\$ 211,410
TOTAL EXPENDITURES	\$ 140,820,800	\$ 147,400,000	\$ 156,400,000
FUND BALANCE			
Beginning Fund Balance	\$ -	\$ -	\$ -
Excess Revenue/(Expense)	\$ (40,634,690)	\$ (40,430,000)	\$ (56,617,419)
Transfers In/(Out)	\$ 40,634,690	\$ 40,430,000	\$ 56,617,419
ENDING FUND BALANCE	\$ -	\$ -	\$ -

CAPITAL PROJECTS & BOND FUND

Capital expenditure budgeted in the Capital Projects fund include school and program-based expenditures, various equipment lease payments, technology, general equipment, school buses and other vehicles, and major facility repairs. Bond Fund expenditures are included in this budget and also provided separately in a document that spans the length of the 2020 Bond Issue as a supplement (as of 6-15-2023). The Bond Fund is a sub-fund within the Capital Projects Fund and is maintained as a separate fund with its own revenue sources and expenses. In June 2020 voters approved a \$224 million bond issue to address numerous school-community identified needs. The 2023-24 budget includes expenses for the approximately \$35 million of the remaining bond resources. At this time, no bond issues are planned impacting the budgets through fiscal year 2025.

CAPITAL PROJECTS & BOND FUND			
	Actual 2021-22	Budget 2022-23	Budget 2023-24
REVENUE			
Local			
Property Tax	\$ 1,252,517	\$ 3,712,033	\$ 1,587,120
Other Tax	\$ 4,986,601	\$ 4,532,966	\$ 6,243,590
Interest	\$ 220,567	\$ 2,145,000	\$ 700,000
Other Miscellaneous	\$ 1,628,981	\$ 2,200,001	\$ 1,750,000
Sale/Refunded Bonds	\$ 59,488,444	\$ -	\$ -
County			
State Assessed Utility	\$ 31,399	\$ 51,300	\$ 58,043
State			
Other	\$ -	\$ 1,050	\$ -
Federal			
Other	\$ 76,549	\$ 50,000	\$ 50,000
TOTAL REVENUE	\$ 67,685,058	\$ 12,692,350	\$ 10,388,753

CAPITAL PROJECTS & BOND FUND			
	Actual 2021-22	Budget 2022-23	Budget 2023-24
EXPENDITURES			
Instructional			
Equipment	\$ 744,161.00	\$ 796,138.00	\$ 858,505.00
Student Support Services			
Equipment	\$ 26,446.00	\$ -	\$ 12,630.00
Instruction Support Services			
Equipment	\$ 57,982.00	\$ 14,334.00	\$ 94,467.00
General Support Services			
Equipment	\$ 375,065.00	\$ 2,606,294.00	\$ 2,700,000.00
School Administration			
Equipment	\$ 31,106.00	\$ 2,000.00	\$ 40,628.00
Central Services			
Equipment	\$ 16,309.00	\$ 16,500.00	\$ 161,500.00
Operations and Maintenance			
Equipment	\$ 4,522,898.00	\$ 8,521,639.00	\$ 9,500,000.00
Transportation Services			
Equipment	\$ 2,022,282.00	\$ 89,095.00	\$ 3,389,095.00
Community Services			
Equipment	\$ -	\$ 4,000.00	\$ 7,000.00
Site/Facility Improvements			
Construction Contracts	\$ 99,747,867.00	\$ 66,101,683.00	\$ 27,500,000.00
Equipment	\$ 4,156,365.00	\$ 5,006,413.00	\$ 3,000,000.00
Land Purchase	\$ 5,959,449.00	\$ -	\$ -
Bond and Lease Payments			
Bond/Lease Principal	\$ 3,674,246.00	\$ 3,308,944.00	\$ 3,017,386.00
Bond/Lease Interest	\$ 847,641.00	\$ 867,487.00	\$ 782,614.00
Other Costs	\$ 327,233.00	\$ -	\$ -
TOTAL EXPENDITURES	\$ 122,509,050	\$ 87,334,527	\$ 51,063,825
FUND BALANCE			
Beginning Fund Balance	\$ 159,742,424	\$ 110,918,432	\$ 44,676,255
Excess Revenue/(Expense)	\$ (54,823,992)	\$ (74,642,177)	\$ (40,675,072)
Transfers In/(Out)	\$ 6,000,000	\$ 8,400,000	\$ 6,000,000
ENDING FUND BALANCE	\$ 110,918,432	\$ 44,676,255	\$ 10,001,183

DEBT SERVICE FUND

The Debt Service Fund budget includes the necessary expenditures for retirement of the school year's bonded debt including bonds previously refunded. The refunded bond issues will be paid from escrowed cash, part of the Debt Service fund balance. Revenue in the debt service fund is provided by a \$.87 levy and potential investment earnings. At the end of the 2023-24 fiscal year, the District will have approximately \$350,000,000 in outstanding general obligation debt payments. At the end of the 2023-24 fiscal year, the District will have approximately \$350,000,000 in outstanding general obligation bond debt. The table below provides the amount of outstanding general obligation bond debt service amounts on the existing bond issues.

DEBT SERVICE FUND			
	Actual 2021-22	Budget 2022-23	Budget 2023-24
REVENUE			
Local			
Property Tax	\$ 26,799,907	\$ 28,547,911	\$ 27,615,488
Other Tax	\$ 119,336	\$ 92,013	\$ 62,865
Interest	\$ 513,090	\$ 1,860,076	\$ 1,200,000
Sale/Refunded Bonds	\$ 21,856,560	\$ -	\$ -
County			
State Assessed Utility	\$ 1,285,757	\$ 1,300,000	\$ 1,192,351
State			
Other	\$ -	\$ -	\$ -
Federal			
Other	\$ 325,862	\$ 328,000	\$ 325,000
TOTAL REVENUE	\$ 50,900,512	\$ 32,128,000	\$ 30,395,704
EXPENDITURES			
Bond and Lease Payments			
Bond/Lease Principal	\$39,160,000	\$30,384,654	\$35,321,176
Bond/Lease Interest	\$11,326,125	\$11,670,346	\$9,995,000
Other Costs	\$131,595	\$5,000	\$5,000
TOTAL EXPENDITURES	\$ 50,617,720	\$ 42,060,000	\$ 45,321,176
FUND BALANCE			
Beginning Fund Balance	\$ 41,694,772	\$ 41,977,564	\$ 32,045,564
Excess Revenue/(Expense)	\$ 282,792	\$ (9,932,000)	\$ (14,925,472)
Transfers In/(Out)	\$ -	\$ -	\$ -
ENDING FUND BALANCE	\$ 41,977,564	\$ 32,045,564	\$ 17,120,092

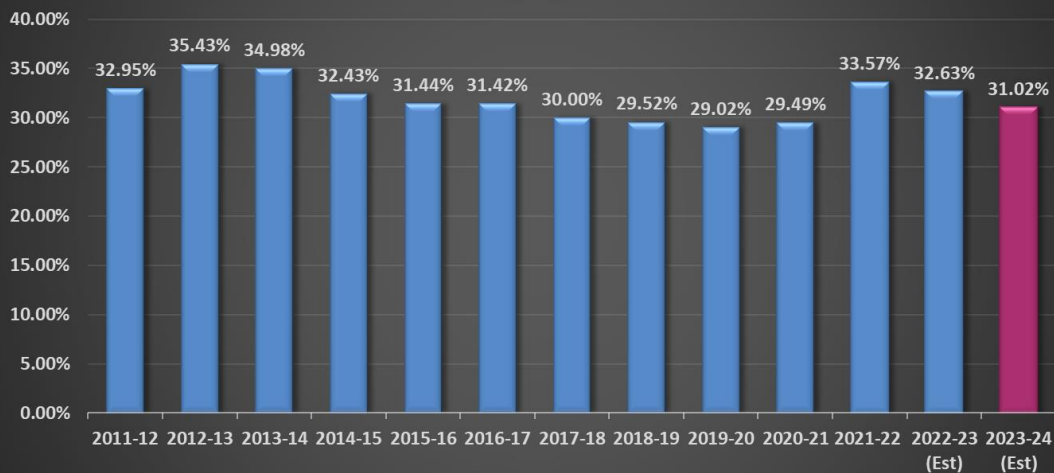
Fiscal Year Aggregate Debt Service

Year	Series 2021	Series 2020	Series 2017	Series 2016	Series 2015B	Series 2015	Series 2014	Series 2010B	Total
2022	725,350	6,278,850	329,700	1,220,000	600,000	6,441,150	3,426,700	353,296	19,375,046
2023	17,334,000	6,278,850	1,224,700	1,220,000	600,000		2,659,500	353,296	29,670,346
2024	20,858,000	6,278,850	1,611,030	1,220,000				353,296	30,321,176
2025	18,758,000	6,278,850	1,608,780	1,220,000				353,296	28,218,926
2026	840,000	6,278,850	1,609,280	1,220,000				353,296	10,301,426
2027	840,000	6,278,850	517,280	1,220,000				6,800,296	15,656,426
2028	840,000	6,278,850	1,607,280	1,220,000					9,946,130
2029	840,000	20,278,850	1,608,680	1,220,000					23,947,530
2030	840,000	20,718,850	1,608,280	1,220,000					24,387,130
2031	840,000	20,118,850	381,080	1,220,000					22,559,930
2032	840,000	14,518,850	381,080	7,220,000					22,959,930
2033	840,000	14,118,850	4,081,080	3,980,000					23,019,930
2034	840,000	14,718,850	4,091,580	3,890,000					23,540,430
2035	840,000	15,357,400	4,088,700	3,770,000					24,056,100
2036	840,000	2,939,500		13,650,000					17,429,500
2037	840,000	21,939,500							22,779,500
2038	840,000	22,330,000							23,170,000
2039	840,000	22,530,000							23,370,000
2040	840,000	23,690,000							24,530,000
2041	24,840,000								24,840,000
Totals	95,115,350	257,211,450	24,748,530	44,710,000	1,200,000	6,441,150	6,086,200	8,566,774	444,079,454

FUND BALANCE

The Board of Education has set a minimum target of 20 percent for the fiscal year ending fund balance. This percent was determined based on the analysis of cash flow of actual revenue and expenditure patterns over a period of several years. The ending fund balance is particularly important to the Lee's Summit R-7 District because a significant percent of the district's revenue comes from local property tax. Taxpayers are billed in mid-November by the counties for the calendar year taxes, with the tax payment due on or before December 31. The fund balance is used to provide cash flow for the District to meet expenditure obligations in the months of July through December, before the bulk of the tax revenue is collected. The District maintains a zero-fund balance in the Teacher's Fund. Teacher's fund expenses are funded through state aid revenues, Prop C sales tax, miscellaneous local revenues and by a budgeted transfer from the Incidental Fund. The following graph provides both the operating fund balance with the 20 percent minimum balance represented.

Operating Fund Balance History*



BUDGET FORECAST

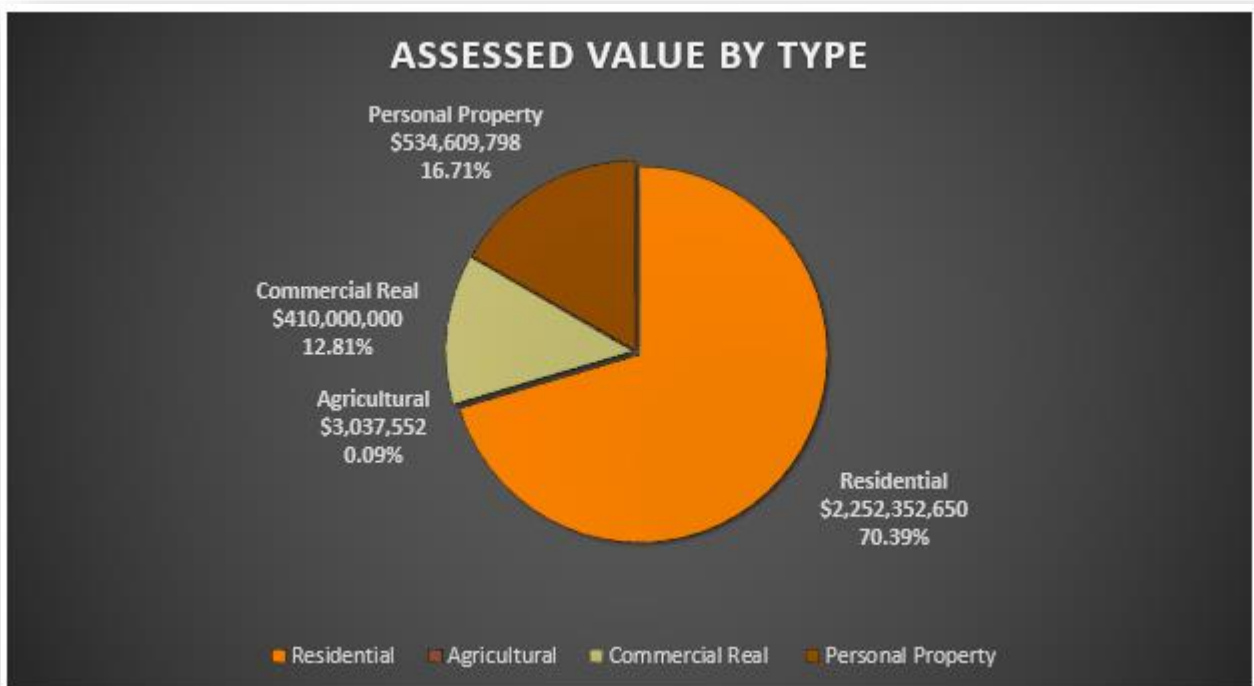
The District is continually planning, analyzing and revising budget estimates. Multiple year revenue, expense and fund balances are projected to position the District to evaluate the short and long term impact of decisions on District resources. For the next three fiscal years, (FY25 through FY27), the District is conservatively estimating revenue increases at an average of approximately 3% per year and expenditure increases at a corresponding average of 3% per year. Both revenues and expenditures are estimates using projected variables for assessed value, tax rate, enrollment, all categories of revenue and expense, including anticipated salary schedule step movement, additional staff and benefit cost increases. However, with potentially increasing local AV and other factors the District may be able to increase both revenue and corresponding expenditure forecasts to increase staff salaries.

PROPERTY TAXES

Historically, property tax revenue has represented a significant source of operating revenue for the school district at approximately 50 percent of total operating revenues. Personal, Residential, Commercial, and Agricultural property are all subject to property tax assessment. The tax burden of an individual taxpayer is determined by multiplying the levy rate by each \$100 of assessed valuation. The graph below illustrates 10 years of historical tax rates for LSR7.



A major portion of the District's assessed value results from residential real estate. This graph shows 70 percent of the total assessed value is based on residential real estate value.



BOARD MEMBERS AND DISTRICT ADMINISTRATION

BOARD OF EDUCATION

Rodrick Sparks..... President
Jennifer Foley..... Vice-President
Ryan Murdock.....Member
Heather Eslick.....Member
Regina Garrett.....Member
Dr. Kamile Johnson.....Member
Erica Miller.....Member

SUPERINTENDENT'S LEADERSHIP TEAM

David Buck, Ed. D.....Superintendent
Christy Barger, Ed. D.....Associate Superintendent, Academic Services
Steve Shelton, Ed. D.....Associate Superintendent, Operational Services
David Carlson, Ed. D.....Assistant Superintendent, Human Resources
Heather Kenney, Ed. D.....Assistant Superintendent, Elementary Education
Chad Hertzog, Ed. D.....Assistant Superintendent, Sec. Education
Shelly Sanders.....Assistant Superintendent, Equity & Student Support
Nathan Holder.....Assistant Superintendent, Business Services
Kevin Whaley, Ed. D.....Executive Director, Technology
Katy Bergen.....Executive Director, Public Relations
Linda Ismert.....Secretary to the Superintendent & Board of Education

DISTRICT ENTITY

The legal name of the District—Reorganized School District Number 7 of Jackson County, Missouri—is a direct result of the manner in which the district was formed in 1949. The 117-square-mile Lee’s Summit R-7 School District is recognized as one of the top educational systems in the state and nation. Located in the southeast portion of the Kansas City metropolitan area, the district serves the communities of Lee’s Summit, Greenwood, Lake Lotawana and Lake Winnebago as well as unincorporated areas of eastern Jackson County and also includes a small portion of Blue Springs and Kansas City municipalities. On the southwestern side of the District, the boundaries extend slightly into northern Cass County.

The District is a fiscally independent political subdivision of the State of Missouri that may levy and collect taxes within the limitations of the Missouri state statutes. Section 165.021, RSMo, provides authority for the District to disburse funds only for the purposes for which they were levied, collected and received.

SIZE AND SCOPE

The Lee’s Summit R-7 School District is the 6th largest school district in the state of Missouri and 2% of all students who attend Public Schools go to LSR7. The current enrollment of approximately 17,600 students is consistent with enrollment patterns the last 10 years as the District has plateaued in its enrollment the last decade. LSR7 is anticipated to grow approximately 1,000 students over the next 10 years. The district also provides services to approximately 350 pre-kindergarten students on an annual basis. Recognized nationally for its quality educational programs and a commitment to success for all students, the R-7 School District has good reason to attract its many new residents. Involved parents and a supportive community are key in the school district’s ability to provide excellent educational opportunities in a caring learning environment. Lee’s Summit R-7 citizens understand that quality schools are the foundation of a strong and economically sustainable community.

Projections: School-Age Population and Enrollment

Year	School-Age Population	Enrollment by Level			K-12 Total				Enrollment by Level		
		K-5	6-8	9-12	Enrollment	Change	% Change	Service Rate	K-5	6-8	9-12
2000/01	15,238	6,515	3,457	4,202	14,174			93.0%	46.0%	24.4%	29.6%
2010/11	19,492	7,828	4,150	5,522	17,500	246	1.4%	89.8%	44.7%	23.7%	31.6%
2011/12	19,508	7,926	4,139	5,552	17,617	117	0.7%	90.3%	45.0%	23.5%	31.5%
2012/13	19,540	7,816	4,195	5,523	17,534	-83	-0.5%	89.7%	44.6%	23.9%	31.5%
2013/14	19,632	7,845	4,109	5,646	17,600	66	0.4%	89.7%	44.6%	23.3%	32.1%
2014/15	19,728	7,814	4,104	5,712	17,630	30	0.2%	89.4%	44.3%	23.3%	32.4%
2015/16	19,861	7,834	4,123	5,790	17,747	117	0.7%	89.4%	44.1%	23.2%	32.6%
2016/17	20,055	7,871	4,254	5,802	17,927	180	1.0%	89.4%	43.9%	23.7%	32.4%
2017/18	20,328	7,850	4,273	5,821	17,944	17	0.1%	88.3%	43.7%	23.8%	32.4%
2018/19	20,662	7,880	4,294	5,903	18,077	133	0.7%	87.5%	43.6%	23.8%	32.7%
2019/20	20,932	7,708	4,346	5,854	17,908	-169	-0.9%	85.6%	43.0%	24.3%	32.7%
2020/21	21,017	7,326	4,252	5,931	17,509	-399	-2.2%	83.3%	41.8%	24.3%	33.9%
2021/22	21,060	7,390	4,197	5,960	17,547	38	0.2%	83.3%	42.1%	23.9%	34.0%
2022/23	21,194	7,520	4,001	5,945	17,466	-81	-0.5%	82.4%	43.1%	22.9%	34.0%
2023/24	21,201	7,522	4,026	5,753	17,301	-165	-0.9%	81.6%	43.5%	23.3%	33.3%
2024/25	21,213	7,545	4,006	5,686	17,237	-64	-0.4%	81.3%	43.8%	23.2%	33.0%
2025/26	21,449	7,598	4,153	5,566	17,317	80	0.5%	80.7%	43.9%	24.0%	32.1%
2026/27	21,691	7,665	4,164	5,570	17,399	82	0.5%	80.2%	44.1%	23.9%	32.0%
2027/28	21,850	7,674	4,236	5,560	17,470	71	0.4%	80.0%	43.9%	24.2%	31.8%
2028/29	22,009	7,687	4,266	5,580	17,533	63	0.4%	79.7%	43.8%	24.3%	31.8%
2029/30	22,206	7,676	4,267	5,693	17,636	103	0.6%	79.4%	43.5%	24.2%	32.3%
2030/31	22,464	7,752	4,266	5,757	17,775	139	0.8%	79.1%	43.6%	24.0%	32.4%
2031/32	22,673	7,803	4,271	5,838	17,912	137	0.8%	79.0%	43.6%	23.8%	32.6%
2032/33	22,894	7,858	4,301	5,864	18,023	111	0.6%	78.7%	43.6%	23.9%	32.5%

Source: Lee's Summit R-7 School District; Applied Economics, 2022.
Bolding indicates actuals.

The District's school-age population per household has been declining slowly since 2010/11, largely offsetting the advantages of the growth in households.

The District's Service Rate (the share of the school-age population attending a District School) has dropped from 90% to 82% since 2010/11, representing a loss of over 1,500 students.

The projected increase in enrollment of 550 students over the next ten years anticipates continued declines in the Service Rate.

The district currently includes 18 elementary schools, four middle schools, three high schools, an alternative secondary school, a secondary technology academy, two early education centers, a special-education day-treatment center, and numerous support facilities. The R-7 School District has won Missouri's Distinction in Performance Award, the state's highest recognition for academic achievement. In the past 10 years Lee's Summit was featured in BusinessWeek magazine as Missouri's "Best Place in America to Raise Kids." Only one town was selected from each state, with the most important factors in the analysis being considered: school performance, affordability and safety. Money magazine has also named Lee's Summit R-7 schools as seventh best in the nation in its annual "Best Places to Live" issue focusing on the nation's top 100 small cities.

REPORTING

Every district in the state of Missouri is required to file an Annual Secretary of the Board Report (ASBR) with the Missouri Department of Elementary and Secondary Education (DESE) by August 15 of each year. The ASBR must be subsequently updated to be consistent with the final audited financial reports.

The financial operations of the district are established within the parameters of all federal, state and local reporting requirements. An annual audit is performed at the direction of the Board of Education with direct reporting of audit results to a community-based audit review team, also facilitated by Board of Education members. The audit review team performs an in-depth review of the audit process, audit report and accompanying letter to district management.

As part of an ongoing emphasis on transparency, the audit review team meets at a public session prior to the audit report being considered for approval by the full Board of Education. Every school district in the state of Missouri is also required to file audited

financial reports with DESE by December 31 annually. The auditor's management letter and board of education minutes approving the audit report are required to be submitted to DESE when available.

The District is required to submit a data collection form and reporting package to the Federal Audit Clearinghouse at the U.S. Bureau of Census within the earlier of thirty days from receipt of the audit report or nine months after the end of the audit period. The reporting package consists of the complete audit and a summary schedule of prior audit findings and a corrective action plan for the current year audit.

GOVERNANCE

The District is governed by a seven-member board of education. Board members are elected at-large. Each director must be a voter of the District who has resided within the state for one year preceding election or appointment and who is at least 24 years of age. All directors hold their offices for three years and until their successors are duly elected and qualified, provided they maintain the qualifications for board of education members.

The role of the Board of Education is to exercise general supervision over the District and to ensure the schools are maintained as provided by state statutes, rules and regulations of the Missouri State Board of Education and the Missouri Department of Elementary and Secondary Education (DESE), and the policies, rules, and regulations approved by previous boards of education. In addition, the Board is accountable to the electorate and is responsible to provide for the educational needs of students within the financial constraints of the District.

BOARD OF EDUCATION

ABOUT THE SCHOOL BOARD

School board members must be a resident of the school district and have resided within the state for one year at the time of election or appointment and be at least 24 years of age. The term of a member is three years. The Board has full legislative authority and control of the District as provided for in state law.

The Lee's Summit R-7 Board of Education meets regularly once per month at 7:00 p.m. at the Stansberry Leadership Center, 301 NE Tudor Road, Lee's Summit, Missouri. Agendas are available prior to Board meetings and are posted on the District web site:

<http://www.boarddocs.com/mo/lsr7sd/Board.nsf/Public>

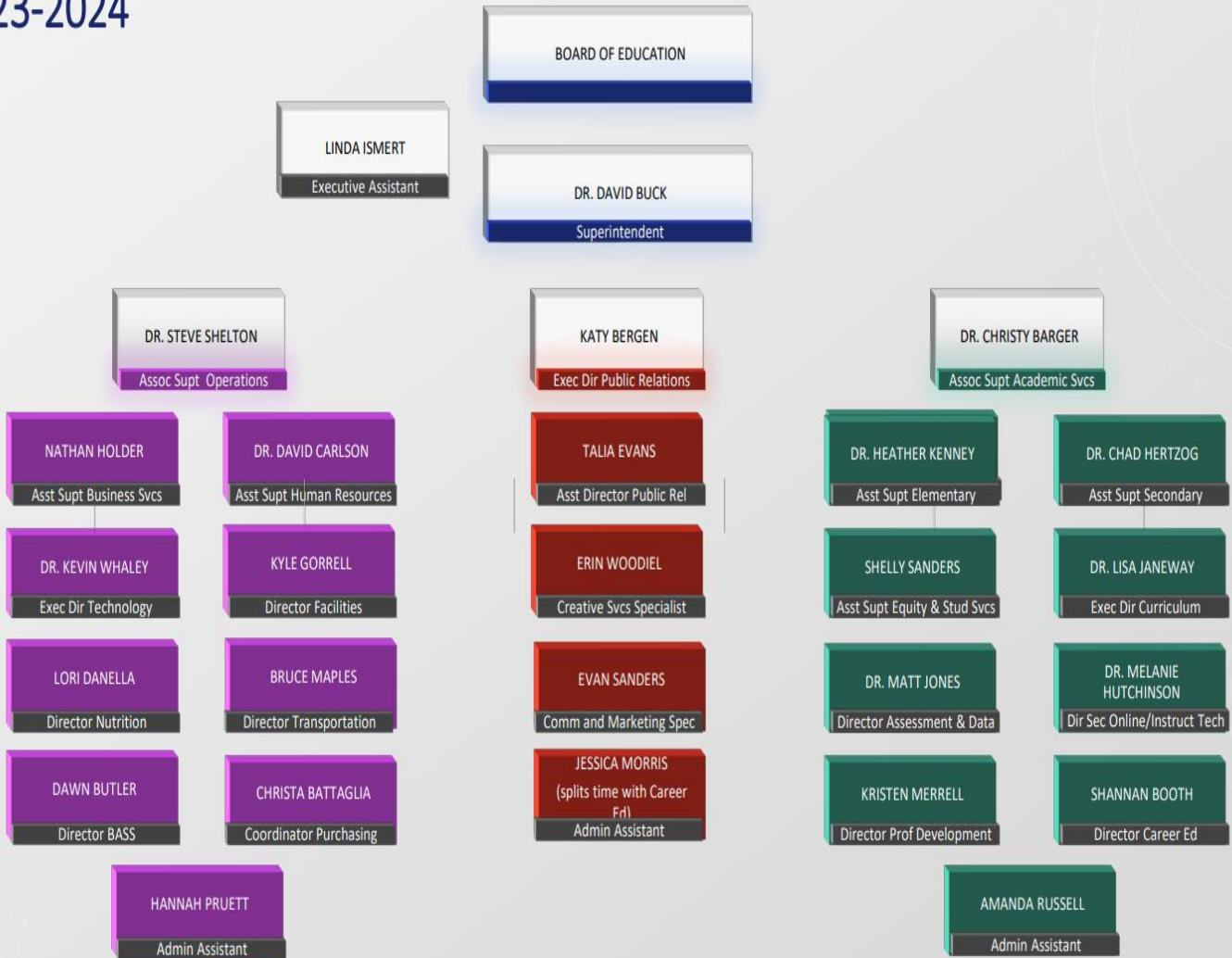


The agenda for each regular meeting of the Board of Education will include a designated time for "Comments from the Public." The purpose of this item is to permit members of the public to speak, within time limitations, on matters included in the current agenda. The Board of Education may also elect to offer a time for "Comments from the Public" during Board workshops.

Guidelines and expectations for the Public Section Comments portion of the meeting may be found on the District website under board policy BDDH.

ORGANIZATIONAL CHART

LSR7 ORGANIZATION CHART 2023-2024



SCHOOLS

Locations

PreK – Elementary

GREAT BEGINNINGS AT LEGACY PARK (PRE-K)

Sarah Mitchell, Principal
905 Bluestem Drive
Lee's Summit, MO 64086
(816) 986-2460 (EEC)/(816) 986-2480 (PAT)

GREAT BEGINNINGS AT PARADISE PARK (PRE-K)

Jeanie Cook, Principal
1021 NE Colbern Rd
Lee's Summit, MO 64086
(816) 986-2460 (EEC)

CEDAR CREEK ELEMENTARY (K-5)

Jenifer Opie, Principal
2600 SW 3rd Street
Lee's Summit, MO 64081
(816) 986-1260

GREENWOOD ELEMENTARY (K-5)

Rachel Johnson, Principal
805 W Main Street
Greenwood, MO 64034
(816) 986-1320

HAWTHORN HILL ELEMENTARY (K-5)

Melissa Hunter, Principal
2801 SW Pryor Road
Lee's Summit, MO 64082
(816) 986-3380

HAZEL GROVE ELEMENTARY (K-5)

Amy Westacott, Principal
2001 NW Blue Parkway
Lee's Summit, MO 64064
(816) 986-3310

HIGHLAND PARK ELEMENTARY (K-5)

Jodi Mallette, Principal
400 SE Millstone Avenue
Lee's Summit, MO 64063
(816) 986-2250

LEE'S SUMMIT ELEMENTARY (K-5)

Tracy Sanders, Principal
110 S Green Street
Lee's Summit, MO 64063
(816) 986-3340

TRAILRIDGE ELEMENTARY (K-5)

Jennifer Kevern, Principal
3651 SW Windemere Drive
Lee's Summit, MO 64082
(816) 986-1290

UNDERWOOD ELEMENTARY (K-5)

Jerrold Fellhauer, Principal
1125 NE Colbern Road
Lee's Summit, MO 64086
(816) 986-3280

LONGVIEW FARM ELEMENTARY (K-5)

Kimberly Hassler, Principal
1001 SW Longview Park Drive
Lee's Summit, MO 64081
(816) 986-4180

MASON ELEMENTARY (K-5)

Beth Ratty, Principal
27600 E Colbern Road
Lee's Summit, MO 64086
(816) 986-2330

MEADOW LANE ELEMENTARY (K-5)

Christine Johnson, Principal
1421 NE Independence Avenue
Lee's Summit, MO 64086
(816) 986-3250

PLEASANT LEA ELEMENTARY (K-5)

Leslie Mott, Principal
700 SW Persels Road
Lee's Summit, MO 64081
(816) 986-1230

PRAIRIE VIEW ELEMENTARY (K-5)

Amy Fennewald, Principal
501 SE Todd George Parkway
Lee's Summit, MO 64063
(816) 986-2280

RICHARDSON ELEMENTARY (K-5)

Lisa Detig, Principal
800 NE Blackwell Road
Lee's Summit, MO 64086
(816) 986-2220

SUMMIT POINTE ELEMENTARY (K-5)

Brooke Morehead, Principal
13100 E 147th Street
Kansas City, MO 64149
(816) 986-4210

SUNSET VALLEY ELEMENTARY (K-5)

Rachel Flood, Principal
1850 SE Ranson Road
Lee's Summit, MO 64082
(816) 986-4240

WESTVIEW ELEMENTARY (K-5)

David Boulden, Principal
200 N Ward Road
Lee's Summit, MO 64063
(816) 986-1350

WOODLAND ELEMENTARY (K-5)

Stacy James, Principal
1701 SE Smart Road
Lee's Summit, MO 64086
(816) 986-2360

Middle School

BERNARD CAMPBELL MIDDLE SCHOOL (6-8)

Jeff Scalfaro, Principal
1201 NE Colbern Road
Lee's Summit, MO 64086
(816) 986-3175

EAST TRAILS MIDDLE SCHOOL (6-8)

Whitney Morehead, Principal
1001 SE Bailey Road
Lee's Summit, MO 64081
(816) 986-1126

PLEASANT LEA MIDDLE SCHOOL (6-8)

Brian Linqvist, Principal
2600 SW 3rd Street
Lee's Summit, MO 64081
(816) 986-1175

SUMMIT LAKES MIDDLE SCHOOL (6-8)

David Mitchell, Principal
3500 SW Windemere Dr.
Lee's Summit, MO 64082
(816) 986-1375

High School

LEE'S SUMMIT HIGH SCHOOL (9-12)

Kari Harrison, Principal
400 SE Blue Parkway
Lee's Summit, MO 64063
(816) 986-2000

LEE'S SUMMIT NORTH HIGH SCHOOL (9-12)

Tim Collins, Principal
901 NE Douglas St.
Lee's Summit, MO 64086
(816) 986-3000

LEE'S SUMMIT WEST HIGH SCHOOL (9-12)

Kayla Maid, Principal
2600 SW Ward Street
Lee's Summit, MO 64082
(816) 986-4000

SUMMIT RIDGE ACADEMY (6-12)

Andy Campbell, Principal
2620 SW Ward Rd
Lee's Summit, MO 64082
(816) 986-4120

SUMMIT TECHNOLOGY ACADEMY (11-12)

Andy Campbell, Principal
2620 SW Ward Rd
Lee's Summit, MO 64082
(816) 986-4120

MEASUREMENT BASIS OF ACCOUNTING

The District has elected to use a modified cash basis of accounting. The cash basis of accounting is a basis of accounting other than generally accepted accounting principles. The District uses the modified cash basis of accounting for revenues and expenditures for both accounting and budgeting. This basis of accounting is used for all governmental type funds of the District. Basis of accounting is a reference to *when* financial events are recorded, such as the timing for recognizing revenues, expenses and their related assets and liabilities. Under the District's cash basis of accounting, revenues and expenses and related assets and liabilities for all activities are recorded when they result from cash transactions.

CLASSIFICATION OF REVENUE AND EXPENDITURES

The Missouri Department of Elementary and Secondary Education has adopted a system of accounting for the classification of revenue and expenditures based on generally accepted accounting principles. Revenues and expenditures are classified by a combination of three dimensions: fund, function, and object. The revenue function code identifies the source of the revenue, such as local, county, state, or federal. The revenue object code identifies the specific source of revenue, such as taxes, student activities, or grants. The expenditure function code describes the action, purpose, or program for which activities are performed. The expenditure object code identifies the service or commodity obtained such as salaries, supplies, or travel.

The annual report submitted to DESE must be completed with financial information consistent with the revenue and expenditure codes developed by the Department. Accordingly, revenue and expenditures are presented with these formats in the following pages.

CLASSIFICATION OF REVENUE: BY OBJECT

5100 Local Revenue

Object Code	Object Name	Description
5111	Current Tax	Taxes on real and personal property within the district for the current year.
5112	Delinquent Tax	Revenue from prior year real and personal property taxes.
5113	Proposition C	Amounts received from the state from a one cent state sales tax, collected and distributed in accordance with Section 163.087, RSMo.
5114	Financial Institution Tax	Taxes levied on the intangible assets of financial institutions.
5115	M&M Surtax	Surcharge on commercial real estate to replace revenue lost due to the elimination of merchants & manufacturing businesses' inventory tax.
5116	In Lieu of Tax	Amounts received for property taken off the tax rolls.
5121	Regular Term Tuition from Individuals	Amounts received from parents for tuition for students enrolled in the District during the regular school term.
5122	Summer School Tuition from Individuals	Amounts received from parents for tuition for students enrolled in the District during the summer school term.
5131	Transportation Fees from Patrons	Amounts received from parents for transportation of students in the District.
5141-43	Earnings on Investments	Interest earned on deposits and investments.
5151	Sales to Pupils	Amounts received from students for the sale of meals served under the National School Lunch and Breakfast Programs.
5161	Sales to Adults	Amounts received from adults for the sale of meals served under the National School Lunch and Breakfast Programs.
5165	Food Service Non-Program	Amounts received from special Milk Program milk sales, the sale of extra milk, ala carte, snack bar, vending, banquets, after school snack program.
5170	Enterprise Sources	All revenue from student activities, bookstore sales, student organizations, enterprise activities.
5181	Community Services	Revenues from activities performed by the District as community services, not directly related to providing an education for pupils.
5190	Other Local Revenue	All other revenue from local sources not covered by other defined revenue codes.

5200 County Revenue

Object Code	Object Name	Description
5211	Fines, Escheats, Etc.	Revenue from Jackson and Cass Counties for fines, foreclosures and unclaimed taxes.
5221	State Assessed Utilities	Levy revenue on the assessed valuation of railroad and utility properties as assessed by the state.
5237	Other County Revenue	Revenue received to reimburse the District for expenses included in the COMBAT grant.

5300 State Revenue

Object Code	Object Name	Description
5311	Basic Formula	Amounts received from the State Foundation Formula (the calculated apportionment amount plus or minus prior year corrections). Excludes Classroom Trust Fund.
5312	Transportation	Amounts received from the state for transportation of school children. 5314 Early Childhood Special Education.
5314	Early Childhood Special Education	Amounts received from the state to provide for early childhood special education programs.
5319	Classroom Trust Fund	Amounts received from the Gaming portion of funding for the State Foundation Formula.
5324	Education Screening Program/PAT	Revenue to provide for Early Childhood Screening and Parents as Teacher programs.
5332	Career Education	Amounts received from the state that represent reimbursement for career and technical education.
5333	Food Service	Revenue from state for school lunch programs.
5369	Residential Placement/Excess Cost	Amounts received for children in residential placements through the Missouri Department of Mental Health or Division of Family Services.
5381	High Need Fund Special Education	Reimbursement for expenditures made on behalf of students with disabilities when the current expenditure per eligible pupil exceeds three times the District's average.
5397	Other State Revenue	All other revenue from the state not covered by the above revenue codes.

5400 Federal Revenue

Object Code	Object Name	Description
5412	Medicaid	Reimbursement for Medicaid services.
5418	ROTC	Reimbursement for reserve officer training programs.
5441	Individuals with Disabilities Education Act	Amounts received through the Individuals with Disabilities Education Act (IDEA) grant for providing special education and related services to students with disabilities.
5442	Early Childhood Special Education (ECSE)	Amounts received for ECSE programs.
5445	School Lunch Program	Amounts received directly through DESE for the National Food Lunch Program.
5446	School Breakfast Program	Amounts received directly through DESE for the National Food Breakfast Program.
5451	Title I	Amounts received through the Title I programs.
5462	Title III English Language Acquisition	Amounts received through the state for teaching English to limited English proficient children and for immigrant children.
5465	Title II, Part A & B, ESEA Teacher and Principal Training and Recruitment	Funds used to improve teacher and principal quality, increase the number of highly qualified teachers and principals and improve the academic achievement of students in mathematics and science.
5497	Other Federal Revenue	All other federal revenue not covered by the above revenue codes.

Other Revenue

Object Code	Object Name	Description
5611	Sale of Bonds	Amounts received as principal from the sale of bonds.
5641	Sale of School Buses	Amounts received from the sale of school buses.
5651	Sale of Property	Amounts received from the sale of real and personal property.
5692	Refunding Bonds	Proceeds from a refunding of general obligation bonds.

CLASSIFICATION OF EXPENDITURES: BY FUND

Governmental Funds

Governmental fund reporting focuses 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 are to be used. Current liabilities are assigned to the fund from which they will be paid. The difference between governmental fund assets and liabilities is reported as fund balance. The following are the District's principal governmental funds:

Incidental (General) Fund: Accounts for general activities or other activities except those required to be accounted for in the Special Revenue, Debt Service or Capital Projects.

Teachers (Special Revenue) Fund: Accounts for expenditures for certificated employees involved in administration and instruction. It includes revenues restricted by the State for the payment of certificated salaries.

Debt Service Fund: Accounts for the accumulation of resources for, and the payment of principal, interest, and fiscal charges on general long-term debt.

Capital Projects Fund: Accounts for the proceeds of long-term debt and other revenues designated for acquisition or construction of major capital assets and other capital outlay purchases required by law or the Missouri Department of Elementary and Secondary Education to be reported in the Capital Projects Fund.

CLASSIFICATION OF EXPENDITURES: BY FUNCTION

The expenditure functions of the districts in Missouri are categorized into five general areas: Instruction, Support Services, Community Services, Facilities Acquisition and Construction, and Debt. Each of these categories is further classified into sub-functions based on schools, programs, services, and areas of responsibility.

1000 Instruction—Instruction includes the activities dealing directly with the teaching of pupils or the interaction between teachers and pupils. Teaching may be provided for pupils in a school classroom, in another location such as a home or hospital, and in other learning situations such as those involving co-curricular activities. Also included are the activities of aides or assistants who assist in the instructional process.

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

3000 Community Services—Community services consist of those activities concerned with providing services to the community as a whole or for some segment of the community.

4000 Facilities Acquisition and Construction Services—Those activities concerned with the acquisition of land and buildings, remodeling buildings, the construction of buildings and building additions, initial installation and extensions of service systems, and other built-in equipment and improvements to sites.

5000 Long- and Short-Term Debt – Activities servicing the debt of the District.

CLASSIFICATION OF EXPENDITURES: BY OBJECT

The expenditure object code identifies the type of service or commodity obtained such as salaries, supplies, or travel. Listed below are the six major expenditure object categories used for all expenses within the school district.

6100 Salaries—Amounts paid to employees of the district, including all regular, full time, part time, or hourly staff. Salary includes gross wages for services rendered while an employee of the district.

6200 Employee Benefits—Amounts paid by the district for benefits on behalf of employees. These amounts are not considered salary but are included in the overall compensation provided to employees.

6300 Purchased Services—Amounts paid for services rendered by contractors, vendors or others not considered employees of the district.

6400 Supplies—Amounts paid for material items of an expendable nature that are

consumed, worn out, deteriorated by use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances.

6500 Capital Outlay—Expenditures for the acquisition of capital assets or additions to capital assets. They are expenditures for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, and equipment. This category includes expenses for the principal and interest payment for lease purchases. The threshold for expenses to be categorized as capital projects is an item cost of \$1,000 or more.

6600 Long- and Short-Term Debt—Expenditures for the retirement of debt, the payment of interest on debt, and the payment of fees.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Lee's Summit R-7 School District was established under the Statutes of the State of Missouri. The District operates as a "six director" district (with seven members of the Board of Education) as described in Chapter 162, of the Revised Statutes of Missouri.

REPORTING ENTITY

The financial reporting entity consists of (a) the primary government, (b) organizations for which the primary government is financially accountable, and (c) other organizations for which the primary government is not accountable, but for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete. Component units are legally separate organizations for which the elected officials of the primary government are financially accountable. Financially accountable means the primary government is accountable for the component unit and the primary government is able to impose its will or the component unit may provide financial benefits or impose a burden on the primary government.

In addition, component units can be other organizations for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete. Based upon the application of these criteria, the District has determined that no other outside agency meets the above criteria and, therefore, no other agency has been included as a component unit in the District's budget. In addition, the District is not aware of any entity which would exercise such oversight that would classify the District as a component unit of the entity.

FUND ACCOUNTING

The accounts of the District are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are summarized by providing a separate set of self-balancing accounts that include the assets, liabilities, and fund balances arising from revenues and expenditures.

The General (Incidental) Fund is used to account for all financial resources except those required to be accounted for in another fund. This fund accounts for transactions involving local taxes; Foundation Program payments such as Basic Formula, Transportation, Early Childhood Special Education, Career Ladder, Educational Screening Entitlement/PAT, and Vocational/At-Risk; along with various other transactions associated with federal projects.

The Special Revenue (Teachers) Fund is used to account for revenue sources legally restricted to expenditures for the purpose of teachers' salaries and benefits and tuition payments to other school districts.

The Capital Projects Fund is used to account for all facility acquisition, construction, lease purchase principal and interest payments, and other capital outlay expenditures. Expenditures for ordinary repairs to school property are not expensed to the Capital Projects Fund. Capital expenditures are defined as expenses paid or incurred for the acquisition or repair of assets that will remain useful for more than one year.

Revenue placed in the Capital Projects Fund comes from the following sources:

- tax rate set in the Capital Projects Fund
- bond sale proceeds
- net insurance recoupment for a capital loss
- money received from the sale of capital assets including real estate, furniture, and equipment
- inter-fund transfers
- money received from any other source for buildings, equipment, lease purchase obligations, or other capital purposes

The Debt Service Fund is used to account for the resources accumulated for and the payment of long-term debt. Amounts in the Debt Service Fund are generated from the Debt Service Fund tax levy and are used solely to retire bonded debt. Paying agent fees are included as an expense of the Debt Service Fund. Other expenses associated with the issuance of bonds are paid from the various funds based on the type of bond issue (a new issue or a refunded issue).

The Student Activities Fund is used to account for monies held by the District in a trustee capacity for individual student groups. The school board is responsible for all student activity funds in the district and are budgeted and controlled in the same manner as other governmental funds.

The Child Nutrition Services Fund is used to account for all Child Nutrition program transactions (school meals) as well as Federal and State free and reduced student lunches and is budgeted and controlled in the same manner as all other funds.

BASIS OF ACCOUNTING

The District's policy is to operate its budget and monthly financial statements on the modified cash basis of accounting. Revenues are recognized in the accounting period in which they are received. Expenditures are recognized in the accounting period in which the expense is made.

INVENTORIES

Inventories are valued at average cost and consist of purchased food, supplies and donated government commodities. The cost is recorded as an expenditure at the time the inventory is delivered to the ordering budget manager. Reporting inventories are equally offset by a fund balance reserve, which indicates they are unavailable for appropriation. Changes are made at year-end in accordance with the physical inventory and reconciliation to the general ledger.

CASH AND TEMPORARY INVESTMENTS

The District maintains a cash and temporary investment pool that is available for use by all funds except the Debt Service Fund. State law requires that all deposits of the Debt Service Fund be maintained in a separate account. The District also keeps bond issue funds in a separate account. Investments of the pooled accounts consist primarily of repurchase agreements, carried at fair value, which approximates cost. Interest income, when earned, is allocated to individual funds based upon cash and temporary balances.

Missouri statutes require that all deposits with financial institutions be collateralized. The Board authorizes the treasurer and the finance department to direct the investment management of district funds not needed for the daily operation of the district. Board policy outlines the type(s) of allowable investments and other pertinent requirements for the investment of district funds. The Board of Education reviews a list of investments each month as part of the routine financial report.

TAXES

Property taxes attach as an enforceable lien on property as of January 1. Taxes are levied on November 1 and are payable by December 31. All unpaid taxes become delinquent January 1 of the following year. The county collects the property taxes and remits them to the District on a weekly basis. The majority of these tax revenues are received in late December and through mid-February.

CHANGES IN LONG-TERM DEBT

Article VI, Section 26(b), Constitution of Missouri, limits the outstanding amount of authorized general obligation bonds of a district to fifteen percent of the assessed valuation of a district, including state-assessed railroad and utilities.

EMPLOYEE COMPENSATION

The salary payment schedule of the District requires the payment of salaries and benefits over a twelve-month period for all employee groups. The payrolls for the final three months of the fiscal year are included as expense for the applicable fiscal year.

PENSION PLANS

The District contributes to the Public School Retirement System of Missouri (PSRS), a cost sharing multiple employer defined benefit pension plan. Positions covered by the PSRS are not covered by Social Security. PSRS benefit provisions are set forth in Chapter 169.010-169.14, RSMo. PSRS members are required to contribute 14.5 percent of their annual covered salary and district-paid health and dental insurance premium. The District is required to contribute a matching amount. The contribution requirements of members and the District are established and may be amended by the PSRS Board of Trustees.

The District also contributes to the Public Education Employee Retirement System of Missouri (PEERS), a cost sharing multiple-employer defined benefit pension plan for eligible employees. PEERS provides retirement and disability benefits to employees of the District who work 20 or more hours per week and who do not contribute to the PSRS. Certain part-time certified employees may be covered by this plan. Benefit provisions are set forth in Chapter 169.600-169.715, RSMo. PEERS members are required to contribute 6.86 percent of their annual covered salary and the District is required to contribute a matching amount.

DEFERRED COMPENSATION PLAN

The District offers all employees a choice of deferred compensation plans created in accordance with Internal Revenue Code Sections 457(b) or 403(b) through the CSD Retirement Trust.

POST EMPLOYMENT BENEFITS

The District provides COBRA benefits under the Consolidated Omnibus Budget Reconciliation Act (COBRA), to eligible former employees and eligible dependents. Certain requirements are outlined by the federal government for this coverage. The District utilizes a third party administrator to manage the day-to-day operations of the COBRA and retiree benefits. The District offers continued healthcare benefits to retired employees who elect to participate. The retiree pays the premium. There is no additional charge to the District for this state-law mandated benefit.

INSURANCE PROGRAM

The District, along with over 90% of the public schools in Missouri, participates in the Missouri United School Insurance Council ("MUSIC"), an insurance association for workers' compensation, general liability, and property casualty insurance. MUSIC requires an annual premium payment to cover estimated claims payable and reserves for claims for each entity. Part of the assessment purchases group excess insurance contracts.

INTERFUND TRANSFERS

Section 165.011, RSMo, and administrative interpretations provide for several interfund transfers that a school district may make. The 2022-23 budget includes interfund transfers from the General Fund to the Teachers for expenses in the Teachers Fund in excess of current revenue. This transfer is required for statutory compliance since the Teachers Fund has a zero beginning fund balance and statutes require the District to transfer an amount sufficient to cover all expenditures that are not covered by another source of revenue.

An interfund transfer is also budgeted from the General Fund to the Capital Projects Fund for expenses not covered by another source of revenue. The annual amount of transfer is capped at a maximum of \$162,326 or 7% multiplied by the SAT, multiplied by the WADA. This calculation is performed by DESE and finalized on June 30, 2024. The preliminary transfer amount calculated by DESE for 2023-24 is expected to be at least \$7.1 million with the District budgeting a transfer of \$6,000,000 based on the amount of expenses.

FUND BALANCE

Fund balance has been a continual area of focus for the Board of Education and administrative team. Using an analysis of cash flow, the Board of Education has set a minimum fund balance at 20% of the next year's operating expenditures. A balance of 20% or more allows the district to meet its expenditure obligations during the months (July through December, annually) of the fiscal year during which minimal revenue is received.

DEBT SERVICE

Under Article VI, Section 26(b) of the Constitution of Missouri, the Lee's Summit R-7 School District may incur indebtedness for authorized school district purposes not to exceed 15 percent of the valuation of taxable tangible property in the District according to the last completed assessment. The 2023-24 legal principal debt limit is calculated at \$406,319,850. With the amount of outstanding bond principal at the end of the 2022-23 school year, the district is under the debt capacity by approximately \$108,090,350.

Fiscal Year Aggregate Debt Service									
Year	Series 2021	Series 2020	Series 2017	Series 2016	Series 2015B	Series 2015	Series 2014	Series 2010B	Total
2022	725,350	6,278,850	329,700	1,220,000	600,000	6,441,150	3,426,700	353,296	19,375,046
2023	17,334,000	6,278,850	1,224,700	1,220,000	600,000		2,659,500	353,296	29,670,346
2024	20,858,000	6,278,850	1,611,030	1,220,000				353,296	30,321,176
2025	18,758,000	6,278,850	1,608,780	1,220,000				353,296	28,218,926
2026	840,000	6,278,850	1,609,280	1,220,000				353,296	10,301,426
2027	840,000	6,278,850	517,280	1,220,000				6,800,296	15,656,426
2028	840,000	6,278,850	1,607,280	1,220,000					9,946,130
2029	840,000	20,278,850	1,608,680	1,220,000					23,947,530
2030	840,000	20,718,850	1,608,280	1,220,000					24,387,130
2031	840,000	20,118,850	381,080	1,220,000					22,559,930
2032	840,000	14,518,850	381,080	7,220,000					22,959,930
2033	840,000	14,118,850	4,081,080	3,980,000					23,019,930
2034	840,000	14,718,850	4,091,580	3,890,000					23,540,430
2035	840,000	15,357,400	4,088,700	3,770,000					24,056,100
2036	840,000	2,939,500		13,650,000					17,429,500
2037	840,000	21,939,500							22,779,500
2038	840,000	22,330,000							23,170,000
2039	840,000	22,530,000							23,370,000
2040	840,000	23,690,000							24,530,000
2041	24,840,000								24,840,000
Totals	95,115,350	257,211,450	24,748,530	44,710,000	1,200,000	6,441,150	6,086,200	8,566,774	444,079,454

Various sections of Missouri law (Sections 8.231, 177.082, 177.088, 640.653) provide authority for school districts to incur debt. The lease purchase principal and interest payments are funded through the Capital Projects fund.

2023-24 DETAIL FOR LEASE PURCHASE PAYMENTS

Type	Principal	Interest	Total
MIC BLDG	925,000.00	680,900.00	1,605,900.00
SCHOOL BUSES	-	-	-
ELEC TRUCK	13,198.01	-	13,198.01
TECH (US Bancorp)	1,569,187.89	78,987.11	1,648,175.00
ENERGY LOAN	490,000.00	22,203.75	512,203.75
Totals:	2,997,385.90	782,090.86	3,779,476.76

For planning purposes, this table identifies the amount of lease principal and interest through the pay-off of the current lease purchases. The district completed a lease purchase for the construction of the Missouri Innovation Campus during the 2016-17 school year. Payments on the MIC began in 2017-18 and will run through 2036. These lease purchases are expensed from the Capital Projects Fund.

Fiscal Year	MIC BLDG	BUSES	FAC VEHICLES	ENERGY LOAN	ENERGY LOAN	ELEC TRUCK	TECH (Bancorp)	ENERGY LOAN	Total
2022-23	1,606,500.00	-	214,778.68	48,737.76	141,627.49	12,603.92	1,648,175.00	502,006.25	4,174,429.10
2023-24	1,605,900.00	-	-	-	-	13,198.01	1,648,175.00	512,203.75	3,779,476.76
2024-25	1,608,900.00					12,824.61	1,648,175.00	403,176.25	3,673,075.86
2025-26	1,605,300.00					968.48	891,627.00	-	2,497,895.48
2026-27	1,610,300.00					-			1,610,300.00
2027-28	1,608,500.00								1,608,500.00
2028-29	1,610,100.00								1,610,100.00
2029-30	1,609,900.00								1,609,900.00
2030-31	1,607,900.00								1,607,900.00
2031-32	1,609,100.00								1,609,100.00
2032-33	1,605,600.00								1,605,600.00
2033-34	1,609,100.00								1,609,100.00
2034-35	1,609,100.00								1,609,100.00
2035-36	1,605,600.00								1,605,600.00

2022-23 SCHOOL YEAR CALENDAR

JULY							AUGUST 12							SEPTEMBER 20							OCTOBER 22						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1			1	2	3	4	5						1	2	1	2	3	4	5	6	7
2	3	4	5	6	7	8	6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14
9	10	11	12	13	14	15	13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21
16	17	18	19	20	21	22	20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28
23	24	25	26	27	28	29	27	28	29	30	31			24	25	26	27	28	29	30	29	30	31				
30	31																										
7 student attendance days 44.5 student attendance hours							20 student attendance days 125 student attendance hours							18 student attendance days 115 student attendance hours													

NOVEMBER 19							DECEMBER 16							JANUARY 18							FEBRUARY 20									
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S			
				1	2	3	4						1	2			1	2	3	4	5	6						1	2	3
5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13	4	5	6	7	8	9	10			
12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20	11	12	13	14	15	16	17			
19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27	18	19	20	21	22	23	24			
26	27	28	29	30			24	25	26	27	28	29	30	28	29	30	31				25	26	27	28	29					
							31																							
18 student attendance days 114 student attendance hours							16 student attendance days 99 student attendance hours							17 student attendance days 107.5 student attendance hours							20 student attendance days 126 student attendance hours									

MARCH 21							APRIL 17							MAY 17							JUNE							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
					1	2		1	2	3	4	5	6					1	2	3	4							1
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8	
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31	23	24	25	26	27	28	29		
31																					30							
20 student attendance days 126 student attendance hours							17 student attendance days 107.5 student attendance hours							17 student attendance days 105.5 student attendance hours														

Structured Teacher Collaboration Day – 60 minute late start

- Non-work day
 Non- student attendance
 Work Days
 End of Quarter
 Early Release Days

FIRST SEMESTER	
August 16-22	Beginning of School Workshops
August 23	Classes Begin-First Day of School
September 4	No School – Holiday – Labor Day
October 13	End of 1 st Quarter (37 days)
October 25-26	Parent-Teacher Conferences
October 27	Time Off (for Night Conferences)
November 22-24	No School - Holiday-Thanksgiving
December 22	End of 2 nd Quarter (42 days)
December 25-January 4	No School - Winter Break

1st Semester 497.5 Attendance Hours

170 Student Days

SECOND SEMESTER	
January 8	Classes Begin
January 15	No School – Martin Luther King, Jr. Day
February 19	No School – President’s Day
March 8	End of 3 rd Quarter (42 days)
April 1-5	No School - Spring Break
May 23	Last Day of School/End of 4 th Quarter (49 days)
June 19	Holiday – Juneteenth

2nd Semester 572.5 Attendance Hours

182 Teacher Contract Days

1,070 student hours

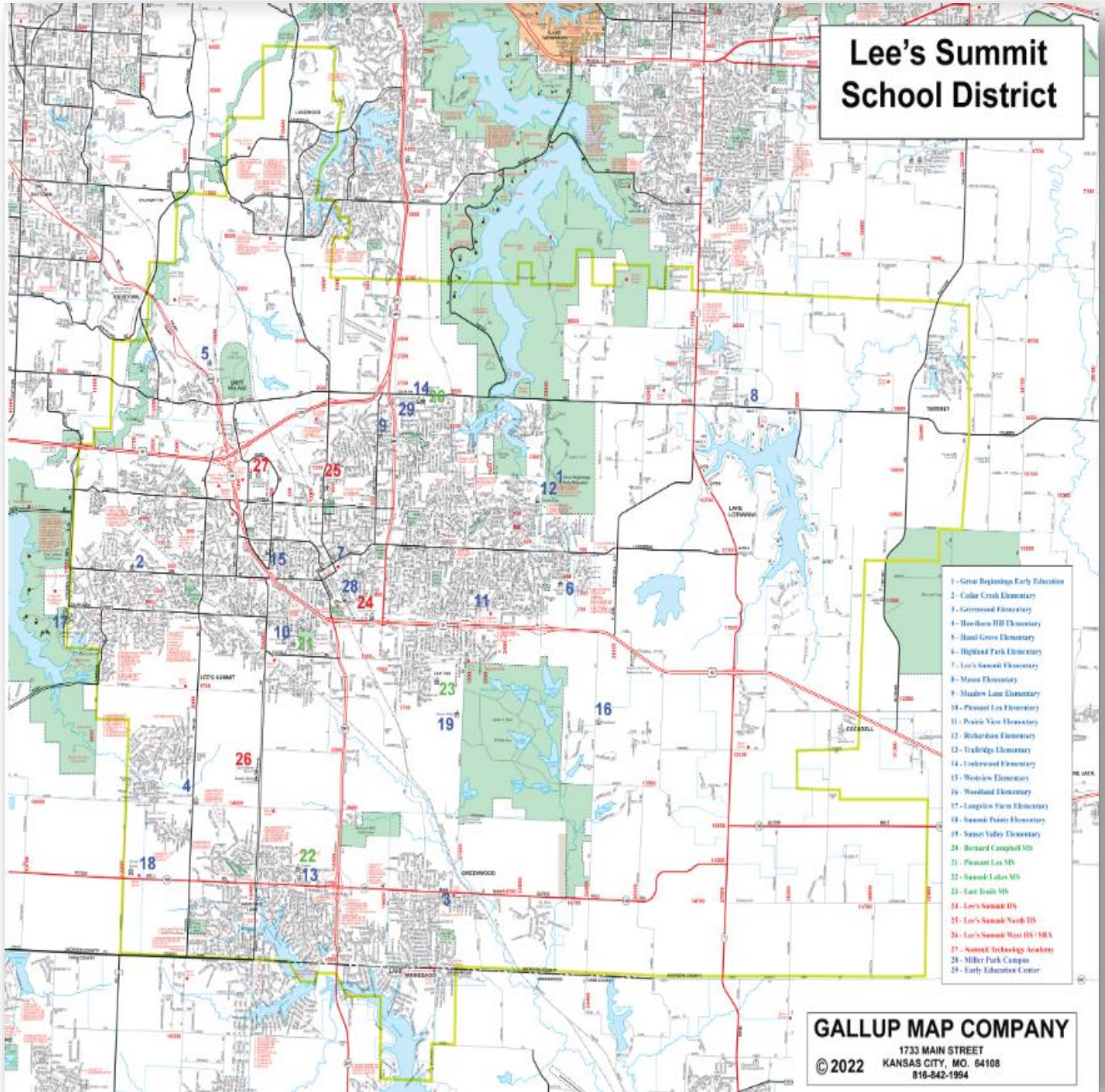
COLLABORATION/PROFESSIONAL DEVELOPMENT/WORKDAYS			
October 20	Prof. Development/Teacher Workday – TBD	January 5	Professional Development/Teacher Workday – TBD
November 7	Prof. Development/Teacher Workday – TBD	March 1	Prof. Development (PreK-8)/Time Off for Spring Conf (9-12)
December 22	Early Release – Teacher Workday/PD – TBD	May 23	Early Release – Teacher Workday

**** Alternative Method of Instruction (AMI) days (virtual learning) will be used for the first 5 inclement weather days. Additional inclement weather days will be added to the end of the year as needed. (Average number of snow days in the last 5 years is 6 days.)**

Missouri State statute requires districts to meet a minimum of 1,044 student hours of instruction a year.

The District strongly recommends that parents/guardians and employees refrain from making vacation and other travel plans without considering the possibility that the school term will end later than anticipated due to required make-up hours.

SCHOOL DISTRICT MAP



GLOSSARY

The glossary contains definitions of terms that may be used in this budget and such additional terms as deemed necessary to common understandings concerning financial accounting procedures. Several terms, which are not primarily financial accounting terms, have been included because of their significance for school financial accounting. The glossary is arranged alphabetically.

ACCOUNTING SYSTEM-The total structure of records and procedures which discover, record, classify, and report information on the financial position and operations of a school district or any of its funds, and organizational components.

ADA-Average daily attendance of students. Calculated by dividing total actual hours of attendance of all students by the amount of scheduled hours (or possible hours) for the term.

APPROPRIATION-An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. Note: An appropriation is usually limited in amount and as to the time when it may be expected.

ASSESSED VALUATION- A valuation set upon real estate or personal property by a government as a basis for levying taxes. In Missouri, the assessed value is a percentage of the appraised value as follows: residential - 19%, personal property - 33 1/3%, Commercial - 32%, Agriculture - 12%.

BOARD OF EDUCATION-The elected body which has been created according to state law and vested with responsibilities for educational activities in a given geographical area.

BOND-A written promise, generally under seal, to pay a specific sum of money, called the face value, at a fixed time in the future, called the date of maturity and carrying interest at a fixed rate, usually payable periodically.

BONDED DEBT-The part of the school district debt that is covered by outstanding General Obligation bonds of the district.

BUDGET – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means financing those expenditures.

BUDGET MANAGER -The role designated to control or manage the business affairs of the school or department level in accordance with an approved budget with a responsibility to keep expenditures within the authorized amounts.

CAPITAL OUTLAY - Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECTS TEAM – A team, including representation from all levels in the District, whose major goal is to evaluate requests for capital expenses that are greater than the resources allocated to the site/department. The team meets on an annual basis, is allocated resources in the budget process and prepares a recommendation of projects for Board of Education approval.

CLASSIFICATION, FUNCTION - As applied to expenditures, this term has reference to an activity or services aimed at accomplishing a certain purpose or end.

CLASSIFICATION, OBJECT - As applied to expenditures, this term has reference to an article or service received; for example, salaries, employee benefits or supplies.

CLASSROOM TRUST FUND - A state formula category for the gaming money paid to districts through the formula. Districts have the option to record the revenue and expense in the fund approved by the Board of Education.

CODING –A system of numbering, or otherwise designating, accounts, entries, invoices, etc., in such a manner that the symbol used reveals quickly certain required information.

CONTRACTED SERVICES –Labor, material and other costs for services rendered by personnel who are not on the payroll of the local education agency.

CPI – Consumer Price Index – Used to track the change in the cost of consumer goods over a period of time - usually one year.

CSIP — Comprehensive School Improvement Plan, a model which provides the framework to guide all components of school district operation.

CURRENT EXPENDITURES PER PUPIL—Current expenditures for a given period of time divided by pupil unit of measure.

DEBT – An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of local education agencies include bonds, warrants and notes, etc.

DEBT LIMIT – The maximum amount of gross or net debt that is legally permitted. (15% of assessed valuation for school districts in Missouri)

DEBT SERVICE – Expenditures for the retirement of debt and expenditures for the interest on debt. (Funds must be segregated)

DNR – Department of Natural Resources.

DOLLAR VALUE MODIFIER – Used within the new Foundation Formula calculation as introduced by SB287. This modifier will alter the dollar amount received by a school district based on a variable for the relative purchasing power of a district in the various areas of the state. The modifier uses the state's median wage-per-job and a standard deviation from that point to increase or decrease the base amount to be received by each district.

ECSE (Early Childhood Special Education) – A state and federally funded program designed to target pre-Kindergarten children who are identified as having special needs.

ENCUMBRANCES – Purchase orders, contracts, and/or other commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid, as in accounts payable, or when the actual liability is established or when cancelled.

EQUIPMENT – Those moveable items used for school operation that are of a non-expendable and mechanical nature, i.e. perform an operation. Computers, printers, smart boards, projectors, vacuum cleaners, lathes, clocks, machinery, and vehicles, etc. are classified as equipment.

ELL—English Language Learners – Curriculum designed to support students who do not speak English as their primary language.

EXPENDITURES – Total charges incurred for current costs, capital outlay, and debt service.

FISCAL YEAR (FY) - Any period at the end of which a local education agency determines its financial position and the results of its operations. The fiscal year of the Lee's Summit R-VII School District is July 1 to June 30.

FTE – Full Time Equivalent – refers to staffing and the calculation of hours/days worked in comparison to the default hours/days required of a position.

FUNCTION - As applied to expenditures, this term has reference to an activity or service aimed at accomplishing a certain purpose or end; for example, Instruction, Instructional Administration, Plant Maintenance and Operations. (Also may be referred to as Program.)

FUND - A sum of money or other resources set aside for specific activities of a school district. The fund accounts constitute a complete entity and all of the financial transactions for the particular fund are recorded in them.

FUND BALANCE – The excess of assets of a fund over its liabilities and reserves. During the fiscal year prior to closing, it represents the excess of the fund's assets and estimated revenues for the period over its liabilities, reserves and appropriations for the period.

FUND, GENERAL – The fund used to finance the ordinary operations of the local education agency. It is

available for a legally authorized purpose and consists of money not specifically designated for some other particular purpose.

IB – International Baccalaureate, an international program of education that develops the intellectual, personal, emotional and social skills needed to live, learn and work in a rapidly globalizing world.

IDEA - Individuals with Disabilities Education Act, a federal program protecting the rights of special needs students in public schools.

INSTRUCTION - The activities dealing directly with the teaching of students or improving the quality of teaching.

LEVY - To impose taxes or special assessments-*verb*. The total of taxes or special assessments imposed by a governmental unit-*noun*.

LRP - Long range planning.

M&M - Merchants and Manufacturers Tax Revenue, a surcharge on commercial real estate to replace revenue lost with the elimination of the merchants and manufacturing business inventory tax.

MAP - Missouri Assessment Program, a state criterion-based achievement program designed to test the student in Math, Communication Art, Social studies and Science at certain grade levels.

MODIFIED CASH BASIS OF ACCOUNTING - Revenues and expenses and related assets and liabilities for all activities are recorded when they result from cash transactions.

MSIP - Missouri School Improvement Program, the accreditation review for Missouri schools.

MUSIC - Missouri United School Insurance, the use of the purchasing power of many united school districts to improve insurance coverage, service and cost.

NON-ALLOCATED – Refers to the budget process for additional operating, capital or technology resources that are greater than the resources allocated to the site or department.

OBJECT - As applied to expenditures, this term has reference to the classification of goods or services received; for example, salary, benefits, purchased services, supplies, capital outlay, debt service.

PAT - Parents as Teachers, a preschool child focused program utilizing parents as teachers under the guidance of trained professional staff members.

PDC - Professional Development Committee, an employee-based committee responsible for planning activities and providing support for professional growth.

PERSONNEL, ADMINISTRATIVE – Personnel on the school payroll who are primarily engaged in activities which have as their purpose the general regulation, direction, and control of the affairs of the school district.

PERSONNEL, CLERICAL – Personnel occupying support positions which have as their major responsibilities the preparing, transferring, transcribing, systematizing, or preserving of written communications and records. This includes classroom aides.

PERSONNEL, HEALTH – Persons in the field of physical and mental health such as physicians, psychologists, school nurses, and dentists whose services are directed primarily to students, although sometimes used in group activities.

PERSONNEL, INSTRUCTION - Those who render services dealing with the instruction of pupils.

PERSONNEL, MAINTENANCE -Personnel occupying support positions which are primarily engaged in the repairing and upkeep of grounds, buildings, and equipment.

PIE -Partners in Education, a cooperative program with businesses in the District to further the future of the students in the corporate setting or environment.

PROGRAM – The definition of an effort to accomplish a specific objective or objectives consistent with funds or resources available. Budgets and actual revenue and expenditures records may be maintained per program.

PROGRAM BUDGET – A budget wherein expenditures are based primarily on programs of work and secondarily on character and object. A program budget further defines function to subject area when necessary.

RECEIPTS/ REVENUE - Additions to assets which do not incur an obligation that must be met at some future date and do not represent exchanges of property for money.

ROTC -Reserve Officer Training Corps, a military training oriented program for high school students who show an interest in future military careers.

SB287 (SENATE BILL 287) - A Missouri law passed in April, 2005. The bill revised the state aid formula distributing \$2 billion to Missouri public school districts. The funding provided by SB287 is considered a formula that seeks to provide adequate and equitable funding for student needs and replaced a formula that was primarily tax-levy driven.

SCHOOL, ELEMENTARY - A school offering education to students in grades kindergarten through fifth grade.

SCHOOL, MIDDLE - A school offering education to students spanning both elementary and secondary levels, grades 6-8.

SCHOOL, SENIOR HIGH - A school offering education to students in grades nine through twelve.

SCHOOL, SUMMER - The name applied to the school session carried on during the period between the end of regular school term and the beginning of the next regular school term.

SCHOOL, VOCATIONAL - A secondary school which is separately organized under a principal for the purpose of offering training in one or more skilled or semi-skilled trades or occupations. Students may choose to attend Cass Career Center or Herndon Career Center.

SCHOOL SITE - The land and all improvements to the site, other than structures, such as grading, drainage, drives, parking areas, walks, plantings and playgrounds, and playfields.

STATE ADEQUACY TARGET (SAT) - An amount of expenditure per student that is the base for the Foundation Formula put into law by SB287. The adequacy target is the amount per year spent by certain high performing districts in the state and is subject to change every two years.

STUDENT ACTIVITIES - Services for public school pupils such as interscholastic athletics, entertainment, publications, clubs, band, and orchestra, managed or operated by the student body under the guidance and direction of an adult, and are not part of the regular instructional program.

SUPPLY - A material item of an expendable nature that is consumed, worn out, or deteriorated in use; or one that loses its identity through fabrication or incorporation into a different or more complex unit or substance.

SURETY BOND - A written promise to pay damages or to indemnify against losses caused by the party or parties named in the document, through nonperformance or through defalcation; for example, a surety bond given by a contractor or by an official handling cash or securities.

TALENTED AND GIFTED – A separate curriculum for students displaying above average ability through testing, sustained grade point average and measure of intelligence (IQ).

TAXES - Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

WADA-WEIGHTED AVERAGE DAILY ATTENDANCE (ADA)-The current basis for distribution within the Foundation Formula calculations introduced by SB287. The ADA is weighted for specific student characteristics, specifically, free and reduced-price lunch, special education needs or limited English language proficiency.