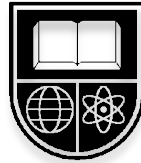


2022-2023 Budget
Ritenour School District
St. Louis County, Missouri



Presented to the Board of Education for Approval
June 9, 2022

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Saint Louis, Missouri 63114-5499
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RITENOUR SCHOOL DISTRICT

Fiscal Year 2023 Budget Document

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Executive Summary



SCHOOL BOARD MEMBERS AND ADMINISTRATORS

Board of Education

Dr. M. Stacey Albin-Wilson
President

Lisa Glover-Jones
Vice President

Penny Degardin
Director

Ruth Bell-Greco
Director

Vanessa Henriquez-Pimblott
Director

Jennifer Lohnes
Director

Dr. Brad Thomas
Director

Michelle Clover
Secretary

Dwight Lindhorst
Treasurer

Administration

Dr. Chris Kilbride
Superintendent

Julie Hahn
*Assistant Superintendent,
Data, Intervention & Student Support*

Dr. Mike LaChance
*Assistant Superintendent,
Human Resources*

Dwight Lindhorst
Chief Financial Officer

Dr. Denean Steward
*Assistant Superintendent,
Curriculum & Instruction*

Dr. Bruce Green
Director of Secondary Education

Evelyn Gilliam
Director of Professional Learning

Principals

Dr. Jana Haywood
Ritenour High School

Alexander Terrance
Hoech Middle School

Dr. Brian Rich
Ritenour Middle School

Dr. Lakisha Franks
Buder Elementary School

Amanda Connelly
Iveland Elementary School

Meghan McNulty
Kratz Elementary School

Bilal Ewing
Marion Elementary School

Dr. Craig Thurman
Marvin Elementary School

Dr. Lisa Greenstein
Wyland Elementary School

Dr. Jennifer Singleton
School for Early Childhood Education



June 9, 2022

The Honorable Board of Education
Ritenour School District
St. Louis County, Missouri

Dear Board Members:

Presented herein is the budget of the Ritenour School District for the 2023 fiscal year. The primary purpose of the budget is to provide information related to the financial resources of the District. The budget is a vehicle that makes a number of assumptions and forecasts. It also communicates the direction and focus of the organization as the District marches to accomplish its mission.

The mission of the Ritenour School District is to ensure learning occurs in a supportive environment that enables every student to think critically, solve problems and develop the knowledge and skills necessary for success in our diverse, global society. The vision is Ritenour School District, in partnership with parents and community, will develop leaders recognized for academic excellence, and produce graduates who will become productive citizens and lead lives of personal integrity and fulfillment. The District's Educational Equity statement is: "Educational equality means that all students receive equal access to the same educational pathways. The School District Board (Board) recognizes that simply leveling the field is not enough and will strive for equity in educational opportunities by providing all students with the unique supports they need to succeed. The Board of Education is committed to the success of every student in each of our schools. Considering the District's mission and goals, the District recognizes that elements including, but not limited to, socio-economic status, class, religion, traumatic experiences, disability, race, ethnicity, sexual orientation, gender and gender identity, can deprive students of educational equity. The District seeks to remove educational barriers for all children through an equitable allocation of resources. Educational equity is achieved when educational policies, practices, interactions and resources are representative of, constructed by, and responsive to all people such that each individual has access to, can participate and make

progress in high-quality learning experiences that empower them toward self-determination and reduces disparities in outcomes regardless of individual characteristics and cultural identities.

The Ritenour School District is dedicated to continuous improvement, strategic planning and best practices, as evidenced through the District's Continuous School Improvement Plans (CSIP) presented and regularly updated to the Board of Education.

The format and presentation of the budget document reflect the desire of the District to improve the flow of information to our community and constituents. The budget document translates financial information into more understandable narratives, graphs and supportive documents that reflect the District's financial goals and educational programs. The District makes every effort to provide the resources our students and patrons need and expect.

This budget document is divided into four main sections:

1. Executive Summary – This section contains the budget message from the Superintendent and Chief Financial Officer. It is designed to provide a highlight of important information contained in the budget, as well as present a comprehensive financial picture of the school district in narrative, numeric and graphic form.
2. Organizational Section – This section defines the mission, goals and objectives of the District. In addition, key information that pertains to the accounting rules and systems associated with school budgeting is provided.
3. Financial Section – Since budgets are financial planning and decision-making documents, this section contains the information to assist the Board of Education with revenue raising and spending decisions. Financial planning documents place a heavy emphasis on the presentation of financial information. The Financial Section is the heart of the District's budget document as it presents the proposed budget and the current adopted budget with the results of prior years and with future projections.
4. Informational Section – This section contains information on past and future budgets as well as factors that will influence or have an impact on the proposed budget. The data provided in this section display historical information that can be used to interpret trends or give a different perspective.

The current financial position of the Ritenour School District is the result of the many decisions made by the Board of Education and District administrative staff. Most educational decisions will have a direct financial impact, while others that seem quite innocuous must also be evaluated for unintended consequences.

One must be aware that many decisions are a result of current, or changes in, policy or laws at the state and federal government level. School districts around the state and country must be aware of these ever-increasing policy shifts, as many of their effects can have adverse consequences in an individual district in how it provides its educational services. This can take the form of direct financial resources or how services must be delivered or administered.

CRITICAL SUCCESS FACTORS

Identified below are the themes from the Strategic Planning Advisory Discussions.

- ✚ We will have high expectations for all regardless of interest, ability, or socioeconomic status.
- ✚ We will develop verbal and nonverbal awareness of strategies for communicating effectively, considering both expression and comprehension.
- ✚ We will integrate college and career planning and preparation with high expectations for all students.
- ✚ We will develop skilled, appropriate and ethical use of technology with equitable access for all students and facilitated through skilled guidance from staff.
- ✚ All students will become self-directed learners that apply new learning using critical thinking and practical problem-solving skills in new settings while making relevant connections.
- ✚ All students and teachers will be engaged in learning world languages beginning at an early age in order to adapt to a changing, diverse society.
- ✚ We will maintain a learning environment that nurtures awareness, appreciation, respect, tolerance and sensitivity for cultural diversity.
- ✚ We will create learning environments conducive to ALL learning styles and abilities.
- ✚ We will facilitate parent and community engagement and partnerships that support enhanced communication and foster real world learning experiences.
- ✚ We will develop leadership and responsibility, including ethical decision-making skills.

BUDGET PROCESS

The budget process is comprised of five phases – planning, preparation, adoption, implementation and evaluation. The budget process begins with guidelines and instructions to each administrator. These administrators are responsible for developing their financial and programmatic plans for the next year. Each administrator obtains various levels of staff involvement. These financial plans are converted to budget requests that are submitted to the Business Office for initial review and compilation. During this planning stage, revenue estimates are prepared, salary schedules are approved and staffing needs are determined. Further review and approval of the budget requests are completed before the budget document is prepared. The Board of Education is informed of any significant changes and has the opportunity to redirect or establish additional budget parameters. The budget document is then refined and ready for the next phases of the process.

Before the budget is presented for adoption, the Board of Education publicizes and holds a public hearing where a presentation is made to the attending public. Discussion, questions and comments by anyone in attendance are welcomed. If needed, the proposed budget is modified in response to pertinent information the public hearing may produce. Next, the budget is presented to the Board of Education for adoption. After the budget is officially adopted, it is implemented and the recurring evaluation procedures begin.

The Board of Education and Superintendent make every effort to present a budget that provides a quality education for the students of the Ritenour School District while being financially responsible to the residents of our community. This blend of quality education accompanied by fiscal responsibility gains and maintains the confidence of the community. The District is strongly committed to continuing high quality education, and being responsive to the community and deserving of its trust.

Budget Activities

January						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

1/28/2022	Review prior budget development activities for enhancements
2/4/2022	Develop student enrollment projections and staffing needs
2/11/2022	Issue budget allocations and instructions
2/18/2022	Develop preliminary budget assumptions and revenue estimates
2/25/2022	Budget requests due to Business Office
3/2/22-3/17/22	Review/Modify budget requests
3/10/2022	Submit preliminary budget information to the board
4/14/2022	Review revised budget information with board
5/12/2022	Review revised budget information with board
6/2/2022	Review proposed budget documents with board
6/9/2022	Hold public hearing and board adoption of the budget

April						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

ANALYSIS OF PROPOSED BUDGET

The budget presented in this document reflects the priority of the budget requests based upon the limited resources of the District. There are many additional resources and programs that might be implemented if additional funds were available. Thanks to an influx of federal Coronavirus Relief Funds, many of these items have been added in the 2021-22 fiscal year, with more added in the 2022-23 budget. These funds are temporary and positions and programs added will not be sustainable when the funds run out in September, 2024.

The current climate to provide public education is difficult. Because public education funding comprises a large portion of the state budget, education becomes an easy target for politicians, lobbyists and others who covet those resources for other means. For the most part, people feel connected to education based upon their personal experiences and have difficulties understanding the complexities of the educational process.

These feelings are further fueled by the results of achievement. Ritenour, like many other districts, has not seen the student achievement results it expects. One can easily point to the lack of funding, the changing student demographics and a cultural shift in our society as the reasons. It is our job as educators to confront these issues to ensure the students in our District have the best opportunities to succeed. This budget acts as one way to reproduce the educational programs of the District as a financial representation, and to also present information that both compares and provides historical elements of the District.

Covid-19 Pandemic

Due to the Covid-19 pandemic, on March 17, 2020, students attended for the last time for the 2019-20 school year. Instruction continued through online learning, or packets sent home to elementary students, with the help of parents. Summer school took place in 2020 through distance learning and technology, and only for those students needing remediation and high school credit recovery. Plans were made for the start of the 2020-21 school year in August using 3 possible scenarios: Phase I- full student return to normal classroom instruction; Phase III- total online/virtual/distance learning; or Phase II- a hybrid of the two utilizing some method of limited student physical attendance at school on a rotational basis. To facilitate total online distance learning, the district implemented plans to provide a Chromebook or tablet to all students. The District repurposed some technology, and purchased additional devices using the CARES Act funding provided to states by the first U.S. federal Coronavirus Relief bill (CARES act). Internet hot spot devices were obtained for students without internet service at home.

The 20-21 school year began in Phase III for all PreK-12 students with 100% virtual learning, similar to most of the United States. The district purchased Personal Protective Equipment (PPE), protective dividers and ionizing air purifiers for every classroom & office using CARES Act funds. In addition, enhanced cleaning and disinfecting took place in all district buildings. The district

monitored state, regional, local and district Covid-19 positivity, transmission rates and hospitalizations throughout the year in order to make decisions about in-person learning based on data. In addition, some families chose for students to attend the Ritenour Virtual Academy (RVA) to learn virtually all year. Students were allowed to opt-out of RVA at the end of the first semester. Other students were moved out of RVA due to a decision of their school's Student Support Team (SST) which determined if virtual instruction was not in the best interest of a student, based on lack of academic achievement, poor attendance and/or social/emotional trauma.

On October 7, 2020, PreK-3 students returned to in-person learning. PreK students returned full-time. K-3 students returned in two different cohorts on an A/B hybrid schedule, either Monday & Wednesday, or Tuesday & Thursday. On the other 2 days of each cohort, students learned asynchronously online using lessons & practice assigned by their teachers. Friday remained a virtual learning day, with teachers instructing all students synchronously. All other students remained 100% virtual. Special area instruction in Art, Music, Physical Education and counseling supports were still provided. The district used more Coronavirus Relief Funds to install ionizers on all district HVAC equipment during the break between first and second semester.

After Winter Break, all students learned virtually from January 4-14, 2021 in order to try to decrease the transmission of Covid-19. Starting January 19, all students K-12 returned to in-person learning on the A/B hybrid schedule. Virtual instruction continued on Friday. Due to the low number of students learning in-person at Ritenour High School, all hybrid students returned to four days of in-person learning at the high school on March 8, with virtual instruction on Friday. Finally, on April 5, 2021, all K-8 students returned to 4 days of in-person learning, with virtual instruction on Friday. The last day of school for 20-21 was May 21, 2021.

The stay-at-home orders throughout the country increased unemployment and lowered income tax receipts for the state of Missouri, as well as gaming revenue, another source of funding for the foundation formula for K-12 education. Surprisingly, state sales tax revenue continued at the expected levels. Fortunately, CARES Act funding filled the gap in state revenues to keep the foundation formula fully-funded throughout the 20-21 year. The nation's and state of Missouri's economy continued to grow and perform well throughout the 2021-22 fiscal year. State sales tax revenue grew incredibly and added revenue for the district.

The amount of Coronavirus Relief Funds (CRF) is expected to be at least \$5.5 million for the District in 22-23, and will be utilized to add additional staff to address student learning loss, lower class sizes and provide social/emotional support to students. CRF were used to order updated models of Chromebooks in February, 2021 to replace models that were no longer going to be supported. Additional chromebooks have been purchased using CRF in 21-22 and will be again in 22-23. Uncertainty will persist as to the length and depths of the effects of the pandemic. The District will continue to make difficult decisions, always keeping the students' best interests at the forefront, while balancing needs vs. resources. The District's healthy operating fund balances will be invaluable during these unprecedented times. All following information, discussion and analysis in this document will assume somewhat normal operations and a recoverable timeframe including sufficient funding. With decreasing positive cases of Covid-19 and increasing number of fully-vaccinated citizens, the district is currently planning for full in-person learning for all students PreK-12 starting August 22, 2022. Every teacher and employee is excited to welcome all of our students this fall!

The 2023 budget for operations of the Ritenour School District can generally be characterized as being consistent. In November, 2017, the district taxpayers voted on Proposition A, a \$.39 operating tax increase. The district voters overwhelmingly passed Proposition A with 64.5% in favor. This generated approximately \$2.1 million in the 2018-19 year in additional operating revenue, in order to decrease operating deficits, maintain the district's instructional programs, and try to maintain competitive salaries and benefits. Given the district's financial position, new initiatives and program modifications can be difficult. However, by continually examining operations for efficiency, ensuring appropriate staffing and spending wisely, several improvements were implemented in the 19-20 year, with additional implementations in the 21-22 year. These high visibility programmatic changes should positively impact student learning. Some of these changes and initiatives are highlighted below:

In 2016-17, the district embarked on the high school's 1:1 Chromebook rollout. The District leased 2,000 Chromebooks that were distributed to each high school student. The Chromebook's more reliable operation significantly reduced time lost in the classroom due to PC downtime, and the startup time is also significantly reduced since it only takes a few seconds before these computers are available for use. The 1:1 technology allows teachers to differentiate both in terms of how they teach and how students are expected to demonstrate their learning. Lecture-based learning can be easier supplemented by student research and project-based learning. There will still be a need for the traditional PC or desktop computer, but the Chromebook's more cost-effective and convenient access to Google applications is reducing this need. Student engagement is higher and will hopefully result in higher student achievement and standardized test scores. In addition, a group of students' repair and troubleshoot Chromebook issues immediately through a student-staffed help desk and workroom at the high school. This also serves as an instructional space for the students doing the repairs, as they are enrolled in a class and supervised by a technology teacher. Some of these Chromebooks were replaced in 19-20. A new 4-year lease was approved in May, 2020 to obtain new Chromebooks in 20-21 for all high school students. The existing Chromebooks were re-distributed to middle and elementary schools. Coronavirus relief funds were used to purchase devices for all students. All teacher laptop computers and all staff desktop computers have been replaced in the last 2 years utilizing 4-year lease-purchases.

The District operates an International Welcome Center (IWC) to support middle and high school students who are new to the United States and have Limited English Proficiency (LEP). The students in this program either do not speak any English or are very limited in their English communication skills. Districtwide, the number of LEP students continues to grow, and meeting the needs of these students is a district priority. In order to address this issue, four more teaching positions have been budgeted along with one more teacher assistant to specifically assist with these English Learners (EL). The schedule below lists the enrollment of these students over the last five years.

Limited English Proficiency (LEP) Students

	School Year								
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Students	592	630	668	692	737	752	832	802	932
Percent Growth	10%	6%	6%	4%	7%	2%	11%	-4%	16%

Elementary students identified as gifted and talented have been historically served in their respective school in a “Project Challenge” class each day by a total of six teachers. For the 2017-18 year, a Gifted Center was established at Ritenour Middle School. Monday-Thursday, students are transported to the center to be instructed by a total of three teachers with gifted certification. Students are grouped by grade one day each week (1st & 2nd, 3rd, 4th, 5th). This allows students to interact and learn with other gifted students. This has been determined to be a best practice in gifted education. On Fridays, the teachers go to schools to instruct students who have opted out of the center-based approach. Besides a project-based instructional approach, another advantage of this change was a reduction of three teachers to reduce expenditures. This Gifted Center was not utilized in the 20-21 year, due to the Covid-19 pandemic and related social distancing guideline. Instead, Gifted teachers pushed into the schools and online. The district used the Gifted Center in the 21-22 school year and plans to use it again in the 22-23 school year.

The district’s alternative education programs are housed in a separate building in the district called the Husky Academy. Half of the programs have been run by ACE Learning Centers Inc., but still supervised by the district’s Director of Alternative Education. Starting in 2019-20, the district self-operates all of the programs except the traditional online program that offers an alternate diploma. In 2018-19, the programs were expanded to serve up to 110 FTE students, increased from 79. The programs consist of the following:

- ❖ Traditional online program for high school students (alternate diploma)
- ❖ New high school program, offering a mix of online and direct instruction
- ❖ “Keeping Pace” high school program (alternative to out-of-school suspension)
- ❖ “Positive Transitions” middle school program (alternative to out-of-school suspension)
- ❖ Social worker and counselor support for all students
- ❖ Missouri Options credit recovery and high school alternative graduation program
- ❖ Special education and English Language Learner supports provided as needed

During the 2017-18 school year, the district lease-purchased 28 of its own buses and began to operate its student transportation system in-house. The budgeted cost was roughly the same as the anticipated increased cost of continuing to contract this service. The district maintains greater control, more flexibility, and better supervision and training of bus drivers. Drivers are employees of the district, and therefore have greater pride and responsibility in their duties including building relationships with students. This has helped to ensure better service and more appropriate student behavior on the buses. The reliability of its fleet increased, and the department has received the Fleet of Excellence Award due to the high pass rate of bus inspections on the first time through performed by the Missouri State Highway Patrol. The on-time performance of its fleet has continued above 99.5% every year.

The District renovated a small space in one of its middle schools to house the Husky Health Center to serve students for medical and behavioral health needs. The center is staffed and operated by an outside agency part-time during the week at no cost to the district or students. The center helps students treat chronic conditions such as asthma and diabetes, as well as immunizations. A trend seen across the nation is an increase in trauma and mental health issues for students. The center provides behavioral health counseling in individual and group settings. The appointments for these sessions are 100% booked, and increasing capacity for additional sessions is a goal in the current year.

Each year during the budget process, teaching positions are evaluated based upon student enrollment projections and building needs. This year, like most, teachers will be reassigned based upon grade level needs in either their existing building or in other buildings based upon student projections. The overall result of this process for the 22-23 year is an increase of one elementary teacher, one high school math teacher and one high school social studies teacher.

Total personnel changes between the beginning 21-22 budget and the 22-23 budget are:

- ❖ Ritenour High School: added one math teacher, one social studies teacher, one counselor, one Dean of Students, five student support specialists, two security support specialists, two alternative teachers, one alternative school counselor, one alternative teacher assistant, one Junior ROTC officer, and one Junior ROTC enlisted; subtracted one computer science/business teacher due to retirement
- ❖ Middle Schools: added two Dean of Students, two reading interventionists, one security support specialist, two teacher assistants
- ❖ Elementary: added one teacher
- ❖ Districtwide: added one EL teaching position, one bi-lingual family liaison, two bi-lingual therapists, two instructional coaches, and one secondary instructional facilitator

With the changes in the positions previously described and other minor changes as shown on pages 185-189, the 2023 budget increases the total district personnel by an FTE of 17.5 positions. Contingency funds have once again been set aside for funding additional teachers if student enrollment increases beyond the projected level.

A new lease-purchase agreement was entered into in January, 2020 to pay off old leasehold revenue bonds, and provide funding to renovate and improve the Husky Support Center. This was a former church, which houses the District's transportation department. The District will also utilize the building for centralized District storage, freeing up space in all schools. Effective April 15, 2020, it also began to house a community food pantry (Ritenour Co-Care Food Pantry, a separate 501(c)(3) organization, which serves over 900 families every month, and serves only residents of the District). The pantry pays the District a minimal rent amount.

All projects and equipment purchases in the 2023 budget are funded by operational or bond issue monies, except for technology purchases funded by Coronavirus Relief Funds.

The District generally follows a seven-year revolving curriculum adoption program per subjects. Curriculum adoptions approved by the Board of Education for 2022-23 at a cost of approximately \$289,400 are as follows:

- ❖ English Language Arts 6-8th grade and 11-12th grade
- ❖ Career & Technical Education

SUMMARY OF REVENUES & EXPENDITURES

All Governmental Funds

The following schedule presents a comparison of the revenue and expenditure budget for all Governmental Fund Types with the budget for the current year. (Note: Differences in revenues & expenditures between all governmental funds and operating funds are due to the Debt Service Fund and the Bond Issue Fund).

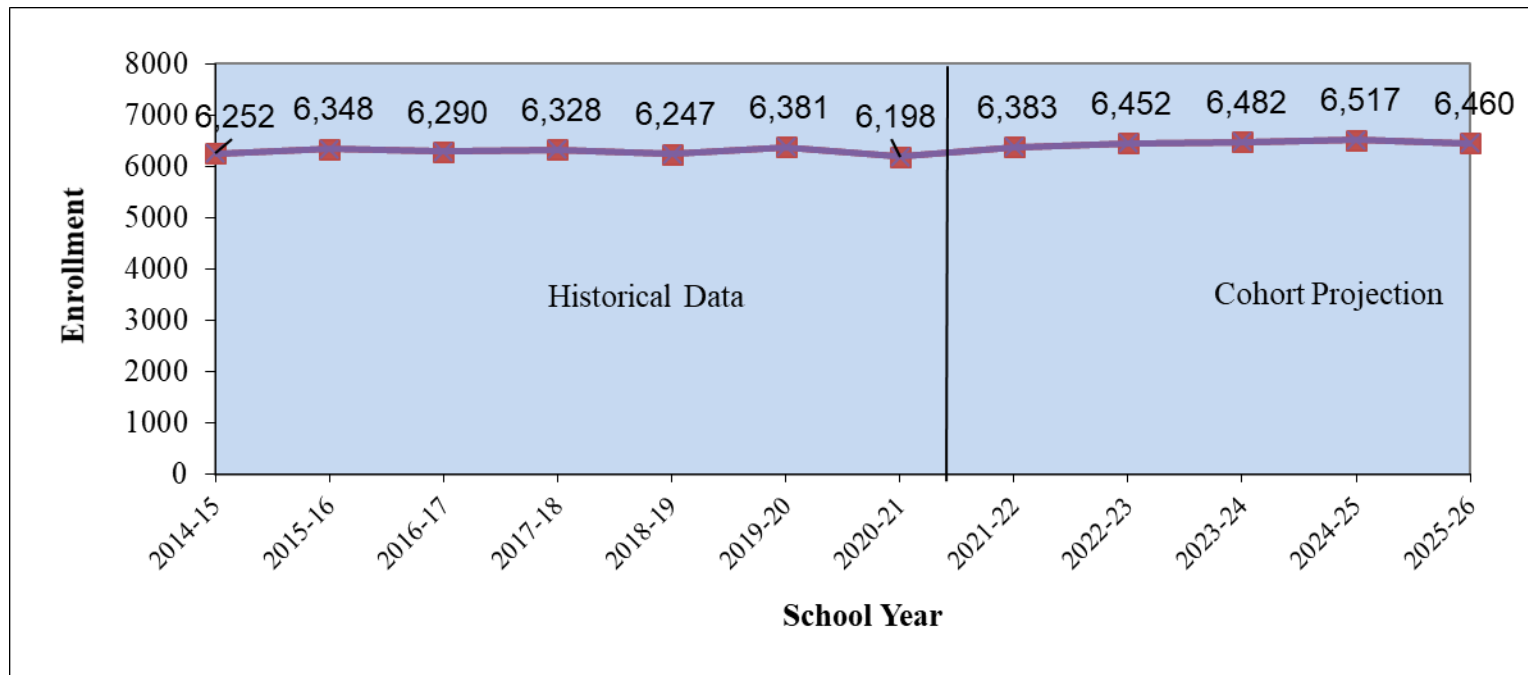
	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Revenue Sources:				
Local	\$43,469,895	\$42,977,271	\$ (492,624)	-1.1%
County	1,166,653	1,030,000	(136,653)	-11.7%
State	27,970,928	28,239,524	268,596	1.0%
Federal	12,171,148	12,977,117	805,969	6.6%
Other	430,000	400,000	(30,000)	-7.0%
	<u>\$85,208,624</u>	<u>\$85,623,912</u>	<u>\$ 415,288</u>	0.5%
Expenditure Categories:				
Salaries	\$44,741,860	\$45,835,055	\$ 1,093,195	2.4%
Employee Benefits	15,057,453	15,827,653	770,200	5.1%
Purchased Services	9,218,501	9,804,710	586,209	6.4%
Supplies	6,920,965	7,108,700	187,735	2.7%
Capital Outlay	3,838,383	6,654,828	2,816,445	73.4%
Other Expenditures	5,485,737	6,057,293	571,556	10.4%
Contingency	216,394	275,000	58,606	27.1%
	<u>\$85,479,293</u>	<u>\$91,563,239</u>	<u>\$ 6,083,946</u>	7.1%
Excess (deficiency) of Revenues over Expenditures:	<u>\$ (270,669)</u>	<u>\$ (5,939,327)</u>	<u>\$ (5,668,658)</u>	
Beginning Fund Balance:	\$45,622,909	\$45,352,240	\$ (270,669)	
Ending Fund Balance:	\$45,352,240	\$39,412,913	\$ (5,939,327)	

SUMMARY OF REVENUES & EXPENDITURES
Operating Funds only

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Revenue Sources:				
Local	\$38,017,651	\$37,554,216	\$ (463,435)	-1.2%
County	970,248	861,706	(108,542)	-11.2%
State	27,970,928	28,239,524	268,596	1.0%
Federal	12,171,148	12,977,117	805,969	6.6%
Other	430,000	400,000	(30,000)	-7.0%
	<u>\$79,559,975</u>	<u>\$80,032,563</u>	<u>\$ 472,588</u>	0.6%
Expenditure Categories:				
Salaries	\$44,741,860	\$45,835,055	\$ 1,093,195	2.4%
Employee Benefits	15,057,453	15,827,653	770,200	5.1%
Purchased Services	9,218,501	9,804,710	586,209	6.4%
Supplies	6,920,965	7,108,700	187,735	2.7%
Capital Outlay	1,703,770	679,828	(1,023,942)	-60.1%
Other Expenditures	149,574	44,543	(105,031)	-70.2%
Contingency	216,394	275,000	58,606	27.1%
	<u>\$78,008,517</u>	<u>\$79,575,489</u>	<u>\$ 1,566,972</u>	2.0%
Excess (deficiency) of Revenues over Expenditures:	<u>\$ 1,551,458</u>	<u>\$ 457,074</u>	<u>\$ (1,094,384)</u>	
Beginning Fund Balance:	\$30,109,131	\$31,660,589	\$ 1,551,458	
Ending Fund Balance:	\$31,660,589	\$32,117,663	\$ 457,074	

ENROLLMENT PROJECTIONS Using Cohort Survival Method

Projected student enrollment anticipates a relatively stable population over the next several years as shown below. The variance from one year to the next has typically not increased or decreased by more than 150 students.



MISSOURI ASSESSMENT PROGRAM (MAP)

Ritenour School District administers the Missouri Assessment Program (MAP) to assess student achievement. The MAP is designed to measure how well students acquire the skills and knowledge described in Missouri Learning Standards (standards). The assessments yield information on academic achievement at the student, class, school, district and state levels. This information is used to diagnose individual student strengths and weaknesses in relation to the instruction of the standards and to gauge the overall quality of education throughout Missouri. These scores are also used to determine the progress and achievement level of students in each district in Missouri and to assist in determining a district's accreditation level. **Note: Standardized tests were not administered in the Spring of 2020 due to the Covid-19 pandemic. Therefore, the latest results are from 2018-19.**

In 2005-06, the MAP test was revised and expanded to comply with the U.S. Department of Education standards and includes annual grade-level tests in communication arts, mathematics and science. In 2009-10, the MAP was discontinued at the high school level. In its place, high school students now take an End-of-Course (EOC) exam in certain courses. The 2015 MAP tests were the first to assess Missouri students' achievement under new, higher standards in English Language Arts and Math. The tests have been revised multiple times over the last several years, therefore, comparing the results from prior years is not recommended. Also beginning with the spring of 2015, all MAP and EOC assessments were computerized.

The Grade-Level Assessment is a yearly standards-based test that measures specific skills defined for each grade by the state of Missouri. All students in grades 3-8 in Missouri public and charter schools take the Grade-Level Assessment:

- English-language Arts (ELA) is administered in grades 3-8.
- Mathematics is administered in grades 3-8.
- Science is administered in grades 5 and 8.

End-of-Course (EOC) Assessments are taken when a student has received instruction on the Missouri Learning Standards for a course, regardless of grade level. Students in Missouri, including Missouri Options Program students, have four EOC assessments that are required prior to high-school graduation:

- Algebra I
- Biology
- English II
- Government

For students who complete the Algebra I EOC assessment prior to high school, Algebra II is the required high school mathematics assessment for accountability purposes.

MAP-Alternate (MAP-A) Assessment is administered to students with the most significant cognitive disabilities who meet grade level and eligibility criteria that are determined by the student’s Individualized Education Program (IEP) team by using DESE-established eligibility criteria. No student may be tested outside of his or her assigned grade level. The MAP-A must be administered by educators in three content area:

- ELA in grades 3-8 and 11
- Mathematics in grades 3-8 and 11
- Science in grades 5, 8 and 11

20-21 MAP/GLA/EOC Scores by area and grade level
(Percent of Proficient and Advanced Students)

Area	English/Language Arts							Mathematics						Science			Social Studies		
	3	4	5	6	7	8	HS2	3	4	5	6	7	8	ALG1	ALG2	5	8	HS	HS
Ritenour%	20	29	24	26	25	34	37	11	15	11	16	14	11	15	8	16	20	21	N/A
State%	42	48	42	43	41	46	56	37	39	33	37	33	27	36	44	40	37	34	N/A

Data from "Missouri Comprehensive Data System" section of DESE website (<http://mcds.dese.mo.gov>)

The MAP and EOC assessment scores of Ritenour students have lagged behind state averages. Each year, certain grade levels, testing subjects and demographic subgroups show improvement. But this improvement lacks the consistent overall growth expected, particularly in Math. The Board and the schools have set goals to raise student achievement with the MAP scores being one of the assessment tools.

High school students who seek post-secondary education may also be evaluated by taking the American College Test (ACT). The ACT is a college readiness assessment that contains five curriculum and standards-based assessments: English, Mathematics, Reading, Science and an optional Writing Test. The assessment is used as a college admissions and placement test and measures the skills and knowledge needed for first-year college success.

In 2021, 194 of Ritenour students participated in testing offered through the ACT program. The average composite score of all Ritenour students who took the test was 19.2 while the average state score was 20.8. Only 8% of Ritenour graduates met all four college-readiness benchmarks, while 25% of graduates statewide met all four benchmarks.

To increase student achievement, Ritenour teachers and administrators will continue to focus on the following strategies:

- Align instruction to priority standards and maximize instructional time by differentiating to meet every student's academic needs through small-group instruction;
- Develop capacity to deliver instruction through relevant, rigorous, and engaging learning experiences;
- Align structures (policies, procedures, practices) in an effective and efficient system;
- Utilize PLC/Data team processes to assess student learning formatively and respond to their needs through a well-developed Response to Intervention (RtI) program.
- Become trauma-informed to address numerous student needs. Initiatives related to these strategies include maintaining instructional facilitator staff, utilizing all assistant principals to facilitate curriculum alignment, providing professional development in small-group instruction, using culturally relevant pedagogy, and implementation of Assessment for Learning strategies. Coaching and collaboration regarding continuous and effective use of data to inform instruction will be ongoing emphases.

A summer readiness week before the regular term will continue to prepare incoming kindergarten students for the transition in the school structures. Observations have been made that many of the kindergarten students are not prepared for the elementary school structure. This program is for students who have little or no preschool experience. This one-week program is intended to expose students to entry level kindergarten skills and ease the stress associated with transition. The benefit for these students will be to become familiar with the school, interact with classmates and teachers and feel more comfortable leaving their parents for the first time. In addition, the district holds transition activities on the day before school begins. This transition day is for students who are progressing from elementary to middle school or from middle school to high school. These activities will assist the students to be more familiar with the building and staff, before classes begin and all students arrive.

OPERATING EXPENDITURES

A summary schedule of operating expenditures by object (expenditure category) is presented below. Operating expenditures include costs paid from the Incidental Fund, Teachers Fund and the non-bond issue portion of the Capital Projects Fund.

TOTAL OPERATING EXPENDITURES BY OBJECT

Object	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Salaries	\$44,741,860	\$45,835,055	\$ 1,093,195	2.4%
Employee Benefits	15,057,453	15,827,653	770,200	5.1%
Purchased Services	9,218,501	9,804,710	586,209	6.4%
Supplies	6,920,965	7,108,700	187,735	2.7%
Capital Outlay	1,703,770	679,828	(1,023,942)	-60.1%
Other Expenditures	149,574	44,543	(105,031)	-70.2%
Contingency	<u>216,394</u>	<u>275,000</u>	<u>58,606</u>	27.1%
	<u>\$78,008,517</u>	<u>\$79,575,489</u>	<u>\$ 1,566,972</u>	2.0%

The increase in salaries reflect the actual salaries approved by the Board of Education. The salary increase also reflects the position changes and assumes certain costs for vacant positions.

Overall 22-23 salary increases:

- Teacher 5.00%
- Administrator 5.00%
- Support staff 5.00%

The capital outlay decrease is due to not including the purchase of property yet in the 2020 budget, nor has the offsetting COPS revenue been budgeted. The decrease in other expenditures is less interest on the bus lease-purchase in the annual payments. The vast majority of contingency monies are set aside for additional teachers if class sizes increase due to unexpected enrollment growth. The contingency is also used for increased salaries for those teachers who obtain advanced degrees or a certain number of hours toward an

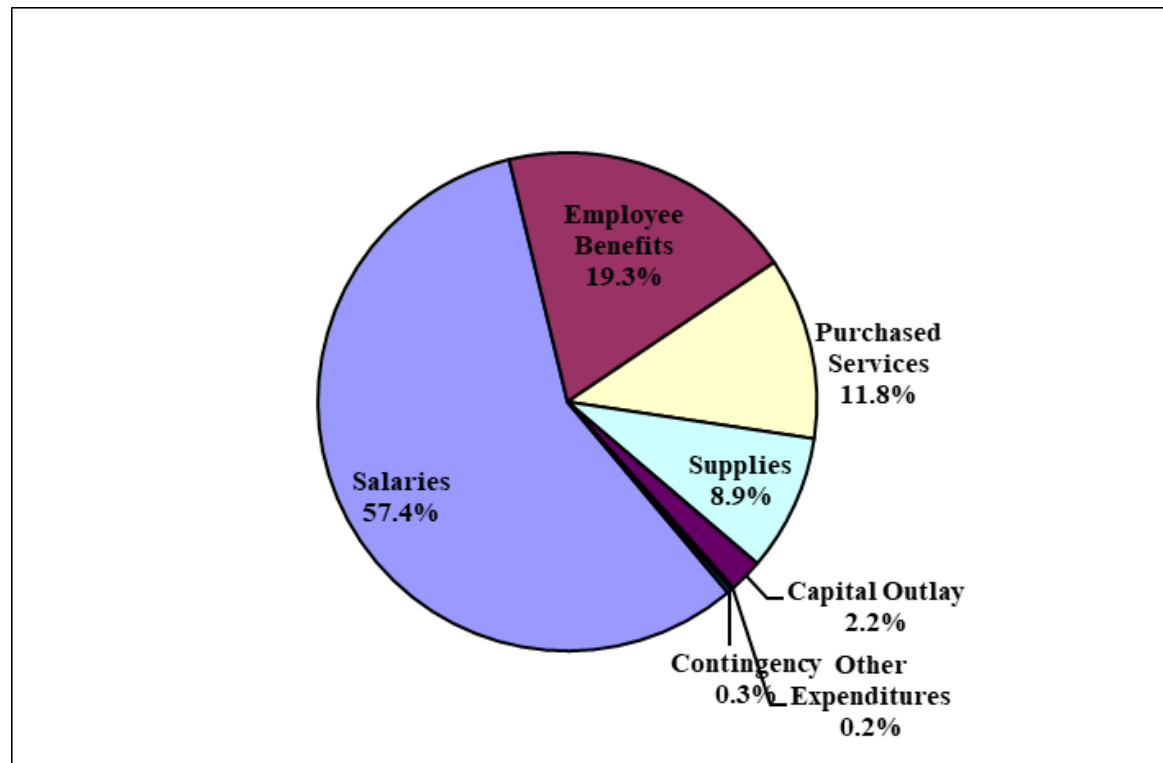
advanced degree during the school year. Finally, the contingency funds may be used to hire retired administrators during leaves of absence for building principals or assistant principals, or other expenditures at the superintendent’s discretion.

The following graphs provide a comparison of the operating expenditures by object (expenditure category) for the current and proposed budgets in terms of percentage of the total budget:

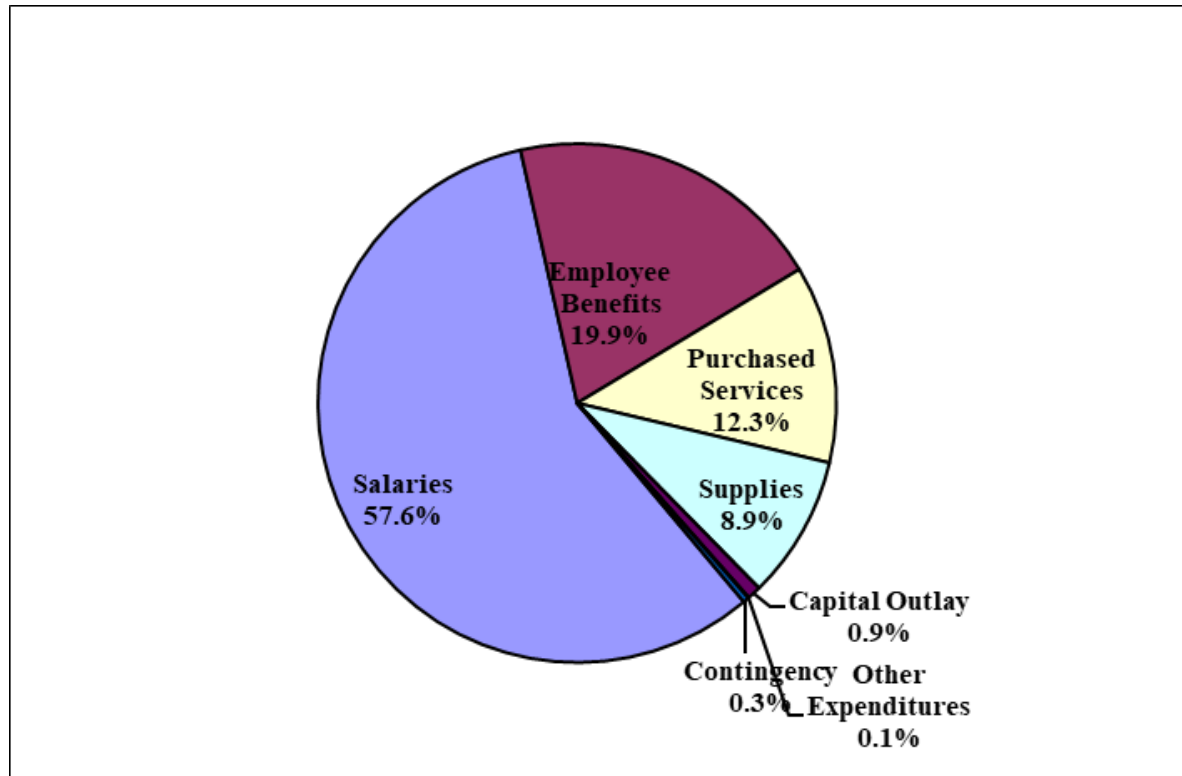
**OPERATING FUND EXPENDITURES
By Object**

(Comparison of Operating Expenditures of Current and Proposed Budgets)

2022



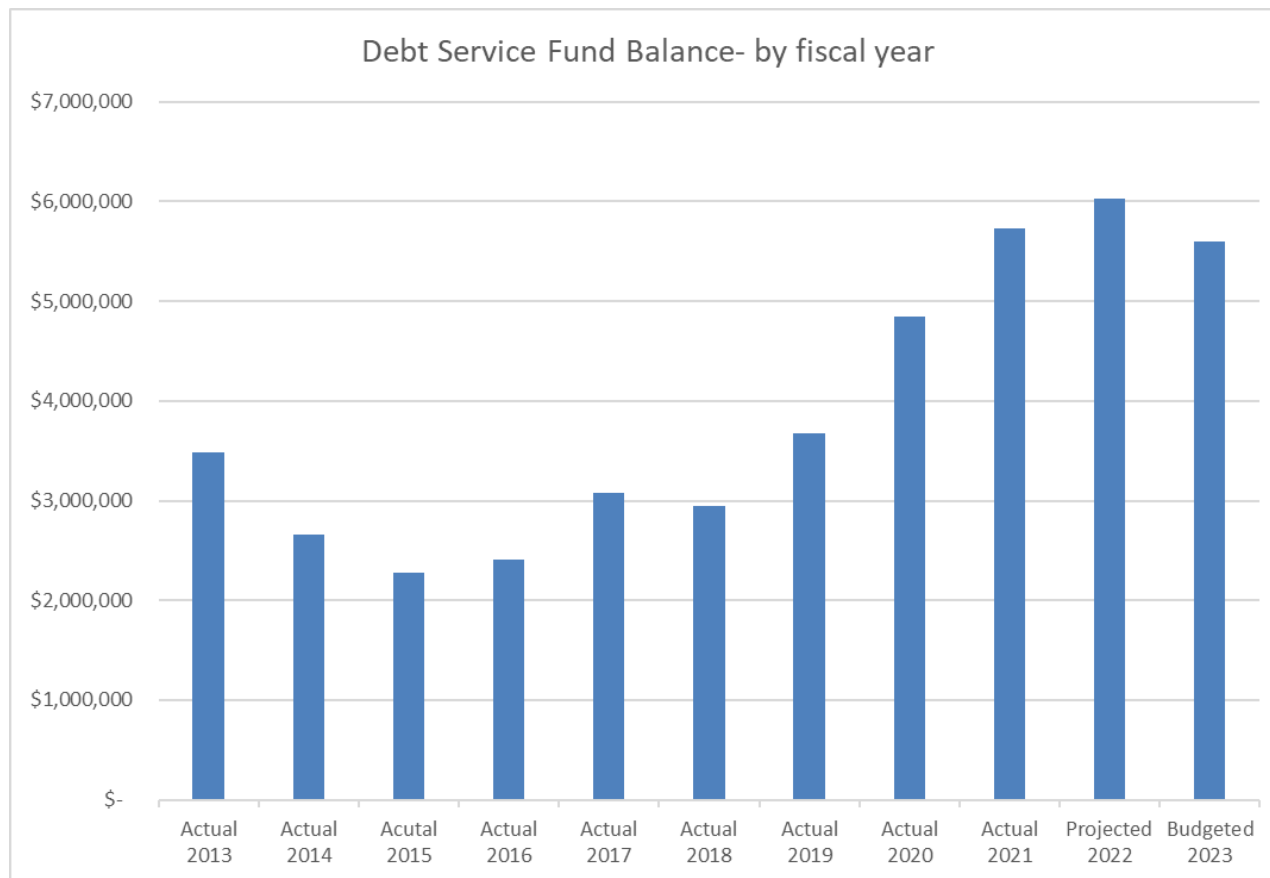
2023



As indicated on this graph, personnel-related costs (salary and benefits) encompass the largest portions of the budget (77.5% for the 2023 fiscal year). Educational services, which tend to be very labor intensive, would be further magnified if the District did not out-source a large portion of its custodial and certain maintenance services (which are classified as purchased services). The spending patterns of the District remain relatively consistent further indicating the effectiveness of financial controls used in managing the expenditure growth of the budget.

DEBT SERVICE

The District’s Debt Service Fund provides for principal and interest payments on outstanding debt. As of July 1, 2021, the District will have a total outstanding principal balance of \$49.345 million. The District took the opportunity to adjust the bond payment schedule and reduce future payments using refunding issues numerous times in the past. Principal and interest payments are budgeted. District voters approved a \$19.5 million bond issue on June 2, 2020. This bond issue will address several facility needs such as HVAC upgrades, cafeteria modernizations, lighting & energy efficiency replacements & upgrades and safety & security upgrades. One-half of the total approved, or \$9.75 million, was issued on October 15, 2020. The remaining \$9.75 million is expected to be issued in 2022 or 2023. The chart below shows the recent historical balance of the Debt Service Fund:



MEDICAL INSURANCE

In the past, the District's medical insurance premiums have grown faster than any other expenditure. More recently, the medical insurance premium increases have been less than national and state averages. Ritenour participates in the CSD Insurance Trust (Trust) with 24 other school districts and charter schools in the region to spread risk and increase the bargaining power of the group. Beginning October 2013, the Trust moved from a fully-insured plan to a self-insured plan. In a self-insured plan, the Trust acts as its own insurer instead of purchasing health insurance from an insurance company. The Trust uses the money that it would have paid the insurance company and instead pays the health care claims to providers directly. The Trust contracts with Anthem to provide a medical network and to administer the plan, but it bears the risk and reward of being self-insured. The Trust also purchases stop-loss insurance coverage to limit its risk.

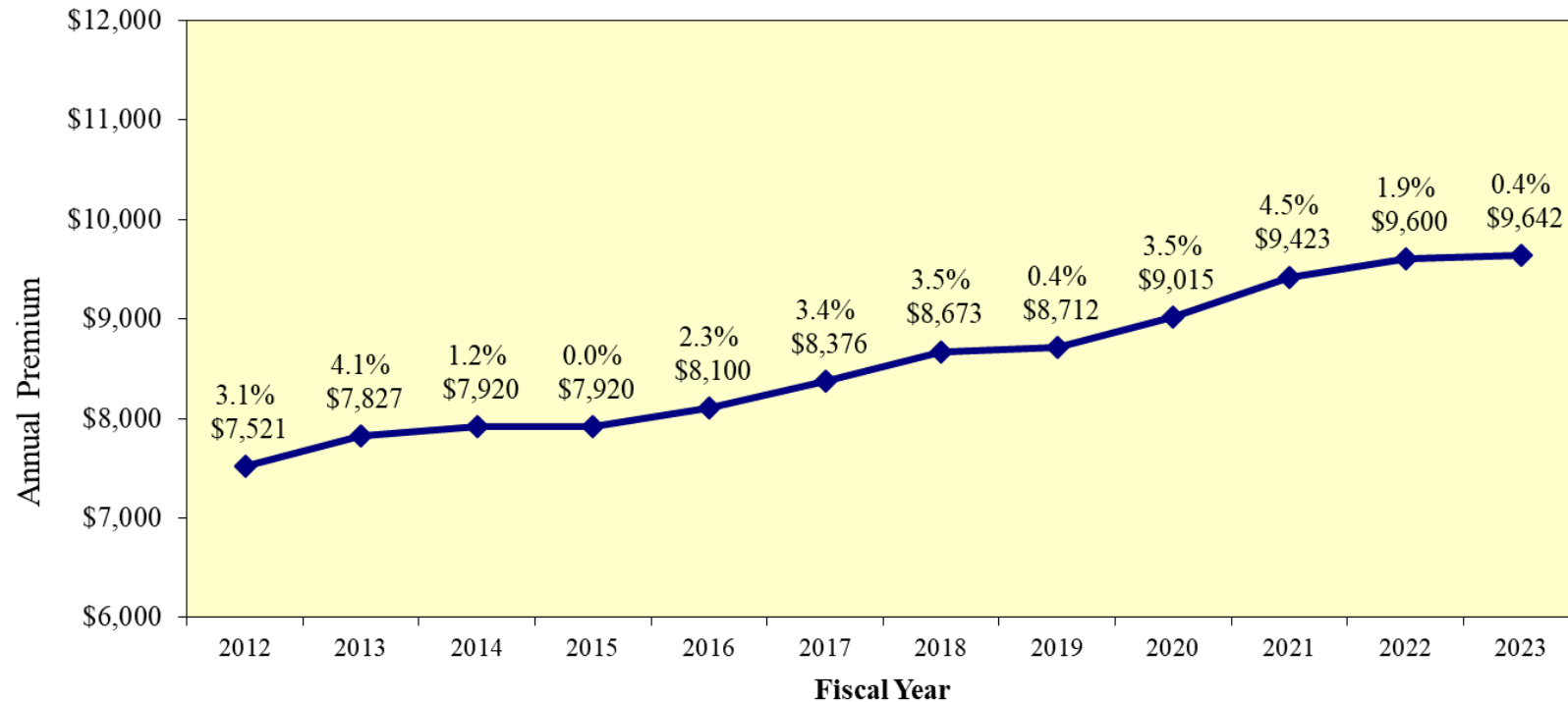
The Trust places each participating district into one of five tiers based upon their three-year average loss ratio in order to allocate the next year's increase. The loss ratio is the ratio of total claims paid plus expenses divided by the total premiums paid. Ritenour's three-year average loss ratio is 82%, which is lower than the combined Trust ratio of 98%. Based upon that ratio, Ritenour will receive a .2% rate increase beginning October 1, 2022, the beginning of the plan year for the Trust and District. Below is the Trust's current year tier structure for rate increases:

MEDICAL INSURANCE TIER INCREASES

	Avg. Loss Ratio	# of districts in Tier	Percent Increase
Tier 1	< 70%	6	-4.8%
Tier 2	70-79.99%	3	-2.3%
Tier 3	80-89.99%	4	0.2%
Tier 4	90-99.99%	4	2.7%
Tier 5	> 100%	6	5.2%
New Districts		1	0.2%

The District pays for coverage at the \$1,000 corridor level for employee medical insurance. The corridor is basically a delayed deductible after use of a Health Reimbursement Account. The corridor is not related to normal co-pays or wellness visits, but applies to more major medical expenses, such as inpatient hospital stays, and certain diagnostic outpatient procedures. Therefore, the effect on employees is minimal. Below is a graph of the District’s historical insurance premium costs on a fiscal year basis:

MEDICAL INSURANCE PREMIUMS
(with percent increases)



Another significant expense in the employee benefits category is the retirement contributions for PSRS (Public School Retirement System) and PEERS (Public Educational Employees Retirement System). Each year actuarial valuations are performed to determine the liabilities and contribution rates needed to adequately fund both plans. The retirement contribution rates have not increased since the 2012 fiscal year. This contribution rate is paid by the employee and matched by the District and is applied to the employee’s annual compensation, which includes salary and district-paid medical, dental and vision benefits.

RESOURCES TO SUPPORT OPERATIONS

All instructional and support services included in the 2023 budget are funded by local, county, state or federal sources of revenue.

Any disruption in state or federal funding places extreme pressure on the District's fund balances and local tax revenue. In Missouri, when the state fails to properly fund education, the burden falls on the District's residents to make up the difference by increasing local taxes, spending down fund balances or suffering the loss of educational services. Given these continuing financial uncertainties, the District continues to take a conservative approach to revenue projections and funding educational programming requests, insisting that these requests ensure prudent and focused use of funds to provide the highest quality education possible within our financial constraints.

Despite these fiscal constraints and the effects of the global Covid-19 pandemic, the District and its students were awarded and recognized this past year for numerous achievements as indicated below:

- Three Ritenour High School Students Selected for the Missouri Scholars Academy
- Ritenour High School Media Students Earn 27 State Awards for Outstanding Journalism
- Ritenour High School's Student Newspaper Earns Second Place International Honors
- Ritenour Administrator Receives Champion Award by PreventEd
- Ritenour High School Twirlers Take First at State Competition
- Ritenour High School Student Leadership Again Earns National & State Awards
- Ten Ritenour High School Seniors Honored by University of Missouri-St. Louis Bridge Program
- Ritenour RoboHounds' Grit Leads to Awards and Successful Season
- Ritenour High School Senior Receives MLK Drum Major Scholarship
- Ritenour Counselor Named Finalist for National School Counselor of the Year
- Ritenour High School Game Changers Become First Student Group Honored by North County, Inc.
- Ritenour Students Earn Top Awards in National Dance Competition
- Ritenour High School Junior Recognized for Photojournalism

Local Revenue (\$43 million)

The primary sources of local revenue are taxes upon real and personal property within the District, excluding railroad and utility property taxes, and receipts from the Proposition C state sales tax. The 2021 budget year is not a year of county-wide reassessment, and therefore, normally assessed valuations should be relatively flat. However, the effect of the recession caused by the Covid-19 pandemic could hurt commercial real estate values through taxpayer appeals. Personal property values are not updated until later in

the year. Other adjustments to the District’s assessed value will be additions from new construction and purchases of new personal property, and decreases from other appeals to the St. Louis County Board of Equalization or the Missouri State Tax Commission.

Tax revenue growth is always limited to the lower of the actual growth in assessment, the consumer price index (CPI), or 5%. State statutes related to the calculation of property taxes allow political subdivisions to roll up their tax rates so they are not harmed by decreases in assessed valuation. A political subdivision can only roll-up to the maximum authorized levy. In past few years, Ritenour was at the maximum authorized tax rate for residential real estate. The only increase in assessed valuation over this period has been through new construction and improvements. Passage of Proposition A in November 2017 increased the operating levy by 39 cents. Since the value of new construction and improvements is based upon that tax year’s activity, the variation can be dramatic from year to year as indicated below:

New Construction & Improvements

FISCAL YEAR	REAL ESTATE		TOTAL VALUATION
	Residential	Commercial	
2012-13 *	\$ 97,580	\$ 1,786,660	\$ 1,884,240
2013-14 *	\$ 548,950	\$ 1,765,470	\$ 2,314,420
2014-15 *	\$ 109,700	\$ 1,523,800	\$ 1,633,500
2015-16 *	\$ 3,300	\$ 904,000	\$ 907,300
2016-17 *	\$ 9,000	\$ 512,000	\$ 521,000
2017-18 *	\$ 16,500	\$ 1,033,000	\$ 1,049,500
2018-19 *	\$ 233,700	\$ 267,200	\$ 500,900
2019-20 *	\$ 294,000	\$ 145,600	\$ 439,600
2020-21 *	\$ 213,100	\$ 698,900	\$ 912,000
2021-22 *	\$ 369,000	\$ 249,600	\$ 618,600
2022-23 #	\$ 250,000	\$ 150,000	\$ 400,000

* actual # estimated

Under the provisions of an initiative petition adopted by the voters of Missouri on Nov. 2, 1982, commonly known as “Proposition C,” revenues generated by a 1% state sales tax are credited to a special trust fund for school districts and are deemed to be “local” revenue for school district accounting purposes. These revenues are distributed to each school district within the State on a weighted average daily attendance basis. The state legislature has appropriated \$1,259 per weighted ADA for 2023. Based on the substantial increase in this revenue during 21-22, the District budget reflects the DESE estimate.

County Revenue (\$1 million)

For school taxation purposes, all state assessed railroad and utility property within a county is taxed uniformly at a rate determined by averaging the tax rates of all school districts in the county. No determination is made of the assessed value of the railroad and utility property physically located within the boundaries of each school district. Such tax collections for each county are distributed to the school districts within that county according to a formula based on total student enrollments in each district and on the taxes levied by each district. County revenue also includes certain fines and forfeitures collected from violations within the boundaries of the county and distributed to each school district based upon the September Membership count.

State Revenue (\$28.2 million)

The District’s primary source of state revenue is generated under a foundation formula enacted under Sections 163.011 through 163.071, Revised Statutes of Missouri, as amended. The formula provides state aid to school districts dependent upon a student need perspective. Each district’s student attendance will be recalculated in a weighted average daily attendance method, taking into account students with special education needs, those having limited English proficiency and those qualifying for free and reduced-price lunch. School districts in St. Louis County do not receive weighting for students with special education needs, as these students are served by the Special School District of St. Louis County (SSD). This weighted ADA is then multiplied by the State Adequacy Target (SAT), which the state has determined to be the amount successful schools in the state spend on a per student basis. The Dollar Value Modifier (DVM) is then multiplied to adjust this figure. The DVM is used to adjust for regional differences in the cost of education within the state. This total entitlement is then reduced by a district’s local effort calculation. Local effort is defined as the amount of property taxes that a \$3.43 levy would produce based upon the 2004 assessed valuation plus actual taxes received from other state and local sources.

In May 2016, the Missouri General Assembly voted to override Governor Nixon’s veto of Senate Bill 586. This legislation restored the five percent cap on the growth of the State Adequacy Target that was removed by the General Assembly in 2009. Based upon the language of the bill, the calculated SAT was reduced from \$6,580 to \$6,241. The current SAT for the 2022 fiscal year is \$6,375. For the 2023 fiscal year, the General Assembly appropriated enough for full funding of the foundation formula, with an SAT of \$6,375 again. Funding for this formula is dependent upon sufficient revenues collected by the state. The Weighted Average Daily Attendance (WADA) will also include the number of preschool children who qualify for free/reduced-price meals for which no tuition is charged. The District’s preschool program is currently tuition-based, but will claim preschool student attendance in 2022-23 but are not included in the projected WADA. That is because the formula will be based on the highest of three years of attendance due to a

provision in the law when a pandemic causes a decrease in student attendance. The project WADA uses the ADA from 19-20 for the calculation.

Missouri also provides a reimbursement incentive for public school districts to transport students who live more than one mile from the school they attend. This program is designed to provide schools with 75% reimbursement of allowable costs. The reimbursement percentage may vary due to an efficiency adjustment applied to each school district's program. Appropriations have increased the previous 3 years, and with higher than expected state revenue, the legislature has appropriated enough money needed to fully fund this formula. The district expects an additional \$375,000 in 22-23 than in 21-22.

Federal Revenue (\$13 million)

The District receives certain grants and other revenue from the federal government, which are usually required to be used for the specific purposes of the grant or funding program. These include, Title I – Improving Academic Achievement of the Disadvantaged, Title II A – Teacher and Principal Training and Recruiting, Title III – Language Instruction for Limited English Proficient and Immigrant Students and the Carl D. Perkins Career and Technical Education Improvement Act. The District also receives a significant portion of its federal funds from the School Lunch and Breakfast Programs that subsidize meal costs for students of low-income families.

The actual amount of federal revenue Ritenour may be allocated will vary year to year based upon federal program funding and district census and poverty data. It should also be noted that a portion of unspent funding from the current year may be carried forward to the next fiscal year. The budget reflects estimated amounts of funding based on the best information we have at the time the budget is created and approved. The federal budget proposed by the President contains significant cuts to education, including Title I, Title II A and Title III, as well as adult education and literacy. Revenue from the National School Lunch and National School Breakfast programs also are a significant source of federal revenue.

Other Revenue (\$0.4 million)

The transportation costs of students who are homeless as defined by the federal McKinney-Vento Act are split between the sending and receiving school district. Those reimbursements and costs will vary each year as students are identified and served.

Tuition from other districts is received for students attending Ritenour, but whose domicile district is different. Various other small grants and revenues are received throughout the year.

A comparison of revenue sources to support operations for the current and proposed budget is presented below:

TOTAL OPERATING REVENUE BY SOURCE

Revenue Source	Budget 2021-2022	Budget 2022-2023	\$ Change	% Change
Local Sources	\$ 38,017,651	\$ 37,554,216	\$ (463,435)	-1.2%
County Sources	970,248	861,706	(108,542)	-11.2%
State Sources	27,970,928	28,239,524	268,596	1.0%
Federal Sources	12,171,148	12,977,117	805,969	6.6%
Other Sources	<u>430,000</u>	<u>400,000</u>	<u>(30,000)</u>	-7.0%
	<u>\$ 79,559,975</u>	<u>\$ 80,032,563</u>	<u>\$ 472,588</u>	0.6%

The Ritenour School District is fortunate to have strong community support that resulted in the November 2017 passage of a \$.39 operating tax increase. An 18¢ tax levy transfer was also approved in April 2005 from the debt service levy to the operating levy. In November 1998, approval of the Proposition C Rollback waiver was passed, the equivalent of a 46¢ tax increase.

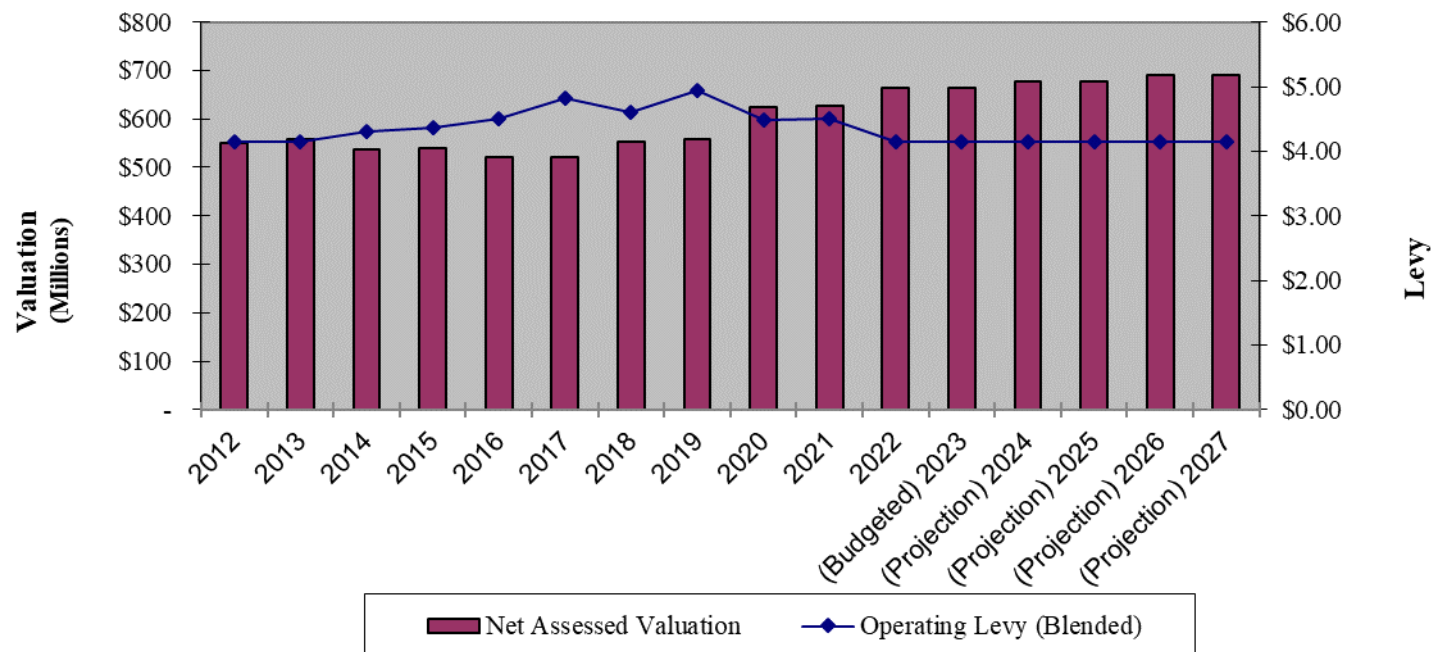
State legislation requires the District to set multiple tax rates based upon the type of property and its classification. The District is required to set separate rates for personal property, residential real estate and commercial real estate. A combined or blended rate is used for state-wide assessments. The intent of this change is to be revenue neutral to the school district while more equitably assessing taxpayers.

The district receives a category of tax revenue listed as prior year taxes. These are taxes from taxpayers who paid them after the December 31 due date, and subsequently which the district received those funds after June 30.

Due to the nature of state revenue projections used by the Missouri General Assembly, it is possible that the budgeted full funding of the formula will not be realized in the 2023 fiscal year. That is why the District budget reflects a more conservative state revenue projection. The lack of increased state funding will continue the District’s reliance on local property taxes to generate the needed funds to maintain and expand programs to meet increased expectations by the parents of our students and the state.

The graph below depicts the District’s net assessed valuation, which reached its peak in 2009 and was followed by several years of decline to which the tax levy is applied. Ritenour’s relatively low assessed valuation and lack of recent growth make it comparatively more difficult for the District to meet the greater local demand. Because of the prior reassessment years in which assessments have decreased, tax revenue has not been allowed to grow even up to the sluggish consumer price index. The increases in assessed value due to the 2017 reassessment cycle, and since then has provided optimism that the trend has finally reversed. However, the housing and commercial market can fluctuate from year to year. As explained by the St. Louis County Assessor, there is approximately a 2-year lag between actual home sale prices and reflected assessed values, along with overall economic growth and commercial real estate values.

NET ASSESSED VALUATION & OPERATING LEVY



FUND BALANCE ANALYSIS

Financial statements for school districts involve the General Fund, Special Revenue Fund, Debt Service Fund and the Capital Projects Fund. The balance in the Debt Service Fund is more predictable than any of the other funds because its expenditures consist mainly of scheduled principal and interest payments. These payment schedules are known in advance for the life of the bonds. The state auditor's office monitors the balance in the Debt Service Fund within the calculation of the debt service levy to ensure the district is levying an appropriate amount to cover its obligations and also to ensure the levy does not exceed the maximum levy allowed. The balance of this fund is legally restricted to these debt service payments and should not be considered when analyzing the district's funds available for operations.

The Capital Projects Fund is also restricted in terms of its usage and sources of revenue. Capital Projects money can be used for the construction of or addition to a building, remodeling of buildings, furnishings for a building, the purchase of real estate and other capital equipment. Capital equipment are items that would normally be repaired instead of replaced, have a useful life of more than a year and cost \$1,000 or more. The District funds these expenditures through bond issue initiatives, transfers from the General Fund, placement of a tax levy in the Capital Projects Fund or other discretionary revenue allocations. In either manner of funding, expenditures need to be projected to determine whether the budgeted amount is within funding limitations. When there are no bond issue proceeds in the fund, the Capital Projects fund balance is kept at zero, with General Fund transfers needed to fund future expenditures. The Capital Projects Fund currently contains proceeds from the Series 2020A bond issue.

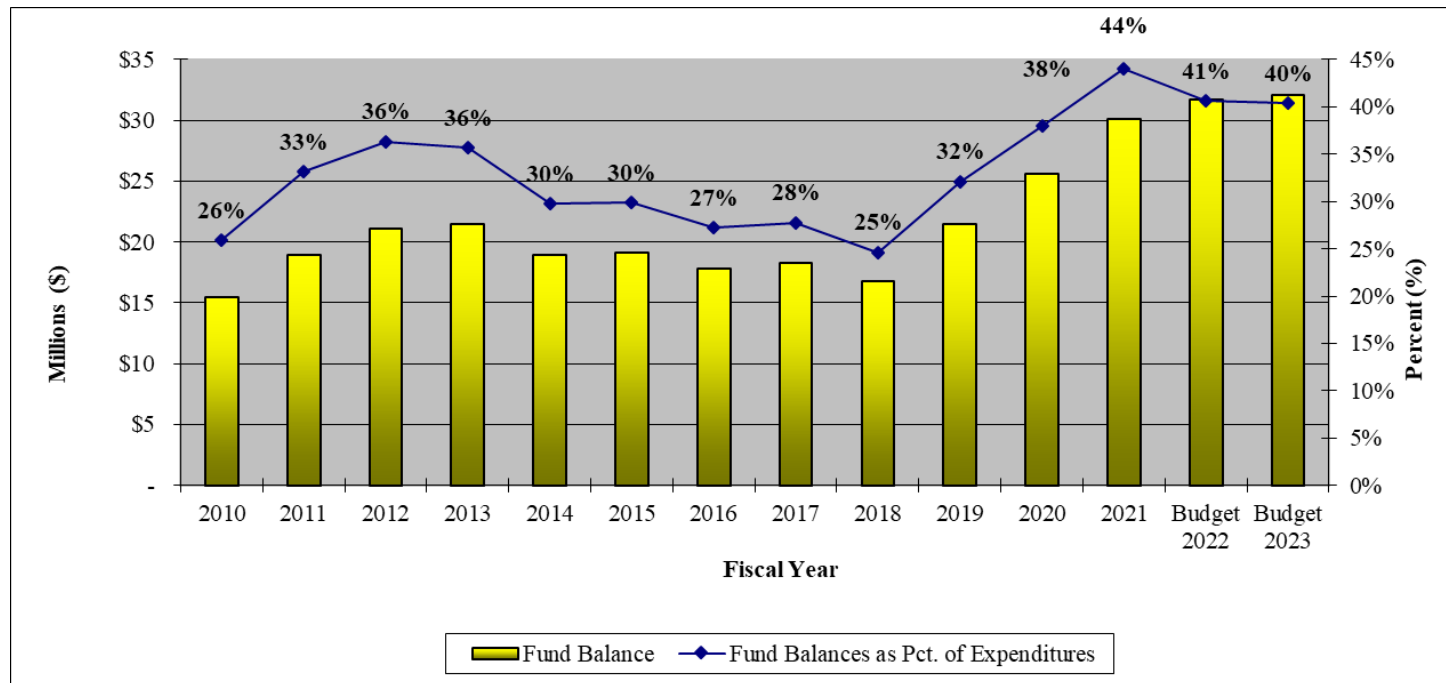
The Special Revenue Fund, also known as the Teachers Fund, is restricted to expenditures for the payment of salaries and fringe benefits of certificated employees, and tuition payments to other school districts. The District does not assign a levy to the Special Revenue Fund, but allocates most state and federal revenue to the fund and utilizes a transfer provision that allows the necessary amount to be removed from the General Fund to support the expenditures in this fund. The amount of the transfer cannot exceed the amount needed to cover the qualified expenditures, and therefore the Special Revenue Fund carries a zero fund balance.

The specific limitations and provisions governing the funds above mean that General Fund balances are of the greatest concern. This fund balance is the primary indicator of financial viability and stability of the District. Since the passage of the Proposition C Rollback waiver, a 46¢ levy increase, the General Fund balances have increased by \$10 million from a low of \$4.8 million in 1998 to \$14.8 million in fiscal year 2003. Fund balances declined by \$2.1 million in the following two years only to increase by \$4.4 million the next three years following the passage of an 18¢ tax levy transfer from the Debt Service Fund. Large operating surpluses since 2019 have increased the operating fund balance to \$30.1 million at the end of FY 20-21. The current budget projects an increase of approximately \$1.6 million in the balances to \$31.7 million. The proposed 2023 fiscal year budget is forecasting a surplus of about \$457,000 with a \$32.1 million ending operating fund balance.

The District expects to end the year with a balanced operating budget or a surplus. District leadership is determined to maintain balanced operating budgets in the future. The District is hopeful state funding and local tax revenue continue to increase, as a result of a strong economy and increasing property values. In addition, the District continually reviews expenditures for ways to reduce them without affecting its instructional programs.

The following graph presents the historical and budgeted operating fund balances and the percent of that year’s fund balance as a percent of the year’s operating expenditures. Typically, actual expenditures are less than budgeted expenditures.

OPERATING FUND BALANCES



Operating revenues have continued to hold steady and even increase for the past several years. Fund balances have increased as actual spending has consistently ended way below budget. The influx of federal Coronavirus Relief Funds have made adding staff possible to serve all students and meet their needs, be it EL, social/emotional support or learning loss due to the pandemic. The projections below assume ESSER II & III funds through fiscal year 2024, and reducing those staff added in fiscal year 2022 starting in fiscal year 2025. Time will tell whether those staff will be a priority then and if revenues can support that level of staffing.

OPERATING FUND BALANCES - BUDGET AND PROJECTIONS

	Budget		Forecast		
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Beginning Fund Balance:	\$ 31,323,123	\$ 31,569,186	\$ 32,354,977	\$ 35,023,403	\$ 36,504,233
Plus: Revenues					
Local Sources	\$37,431,919	\$38,126,183	\$ 37,643,470	\$ 38,354,075	\$ 38,595,669
County Sources	\$925,804	\$831,039	\$ 975,000	\$ 1,002,000	\$ 1,030,000
State Sources	\$27,625,299	\$27,968,576	\$ 28,205,964	\$ 28,762,864	\$ 29,330,801
Federal Sources	\$6,870,313	\$8,689,976	\$ 12,065,000	\$ 11,387,000	\$ 11,419,000
Other Sources	<u>\$160,000</u>	<u>\$430,000</u>	<u>\$ 456,000</u>	<u>\$ 462,000</u>	<u>\$ 468,000</u>
Total Revenues	\$73,013,335	\$76,045,774	\$ 79,345,434	\$ 79,967,939	\$ 80,843,470
Less: Expenditures					
Salaries	\$40,856,966	\$43,945,326	\$ 44,823,658	\$ 45,719,758	\$ 46,634,433
Fringe Benefits	\$13,889,534	\$14,787,528	\$ 15,216,301	\$ 15,668,399	\$ 16,134,058
Purchased Services	\$8,529,759	\$9,003,220	\$ 9,009,036	\$ 9,116,087	\$ 9,224,548
Supplies	\$6,436,928	\$6,485,522	\$ 6,536,983	\$ 6,589,788	\$ 6,643,268
Capital outlay	\$2,764,559	\$687,249	\$ 772,337	\$ 1,083,577	\$ 908,000
Other Expenses	\$77,863	\$76,138	\$ 43,693	\$ 34,500	\$ 24,977
Contingency	<u>\$211,663</u>	<u>\$275,000</u>	<u>\$ 275,000</u>	<u>\$ 275,000</u>	<u>\$ 275,000</u>
Total Expenditures	\$72,767,272	\$75,259,983	\$ 76,677,008	\$ 78,487,109	\$ 79,844,284
Surplus/(Deficit)	\$ 246,063	\$ 785,791	\$ 2,668,426	\$ 1,480,830	\$ 999,186
Ending Fund Balance:	\$ 31,569,186	\$ 32,354,977	\$ 35,023,403	\$ 36,504,233	\$ 37,503,419

On April 13, 2016 the Ritenour School District hosted a strategic planning session with community members and staff members regarding the district's current finances and future priorities. A total of 77 people completed a feedback form that was provided during the session. Each attendee was asked to prioritize the following six options by ranking them from 1-6, with 1 being the highest ranking:

- Small class sizes
- Bus transportation for students who live one mile or more from school
- Updated instructional technology
- Competitive salary and benefits to recruit and retain quality employees
- Updated and well-maintained facilities and instructional spaces
- Maintaining district financial balances to ensure efficient and effective operation of the district

Instructional technology and maintaining financial balances received the top rankings, with small class sizes and competitive salaries and benefits not far behind. Bus transportation was by far the lowest rated – 48 people gave it a “6” ranking.

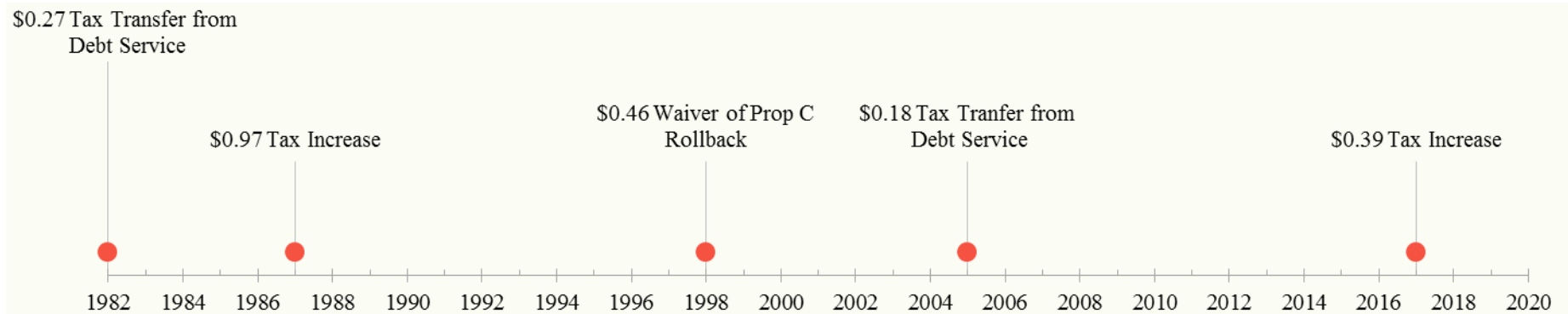
The rankings below indicate those who gave at “1” or “2” ranking:

1. Updated instructional technology (32) & District financial balances (32)
2. Small class size (30)
3. Competitive salaries and benefits (29)
4. Updated Facilities (24)
5. Bus transportation (6)

The feedback from this event will be used to form budget reduction strategies for future discussions with District staff and the Board of Education. The Covid-19 pandemic has prevented an updated strategic planning session.

As the timeline below shows, Ritenour does not submit an operating tax increase to voters on a consistent basis. The recent increases made to the operating tax levy were to ensure the District did not lose tax revenue due to the property reassessment process.

TIMELINE OF PAST OPERATING TAX LEVY ELECTIONS



Opinions vary and circumstances alter the level of balances a district should maintain to be financially stable. Given certain premises, a fund balance equal to some arbitrary percentage of annual expenditures may be appropriate. However, fund balances will fluctuate according to the individual school district's primary sources of income and throughout the year depending upon the timing of receipts. Local taxes are the major source of revenue for Ritenour, and are primarily received in January. Therefore, at a minimum, the District should carry balances sufficient to allow expenditures to be paid between the end of a fiscal year on June 30 until these taxes are received. For the current year, this amounted to approximately \$10.5 million or 14.3% of budgeted operating expenditures. Expenditures can be controlled, but the District does not control the amount the Legislature appropriates for school funding and the timing of tax receipts. In addition, state law directs the calculation of the tax levy. Only districts that have the foresight and discipline to plan strategically to accommodate these funding fluctuations can succeed in sustaining their programs and service delivery to students without disruption. The district has historically budgeted in a conservative manner in order to protect its instructional programs. Continuing in that manner, a minimum fund balance of at least 15% is recommended, which would be approximately \$10.5 million based on the total budgeted operating expenditures.

A heightened need does exist to analyze our educational and support programs to protect our operating balances as operating deficits, if realized and left unchecked, can quickly erode these balances. While our operating fund balance is over \$31 million, the current situation with the Covid-19 pandemic will make these funds invaluable. These funds will protect our instructional programs during this unprecedented time.

The Ritenour School District continues to be in a stable financial position. Ritenour School District's financial condition continues to be a reason for vigilant monitoring. The Board of Education will face a number of challenges in the near future including financial decisions. It is a credit to the Board of Education, the entire Ritenour staff, and a supportive community that the students of this District have the benefits of a solid educational experience as well as many opportunities offered by its programs and initiatives.



Chris Kilbride
Superintendent



Dwight Lindhorst
Chief Financial Officer



This Meritorious Budget Award is presented to

RITENOUR SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2020–2021.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in blue ink, reading 'W. Edward Chabal'.

W. Edward Chabal
President

A handwritten signature in blue ink, reading 'David J. Lewis'.

David J. Lewis
Executive Director

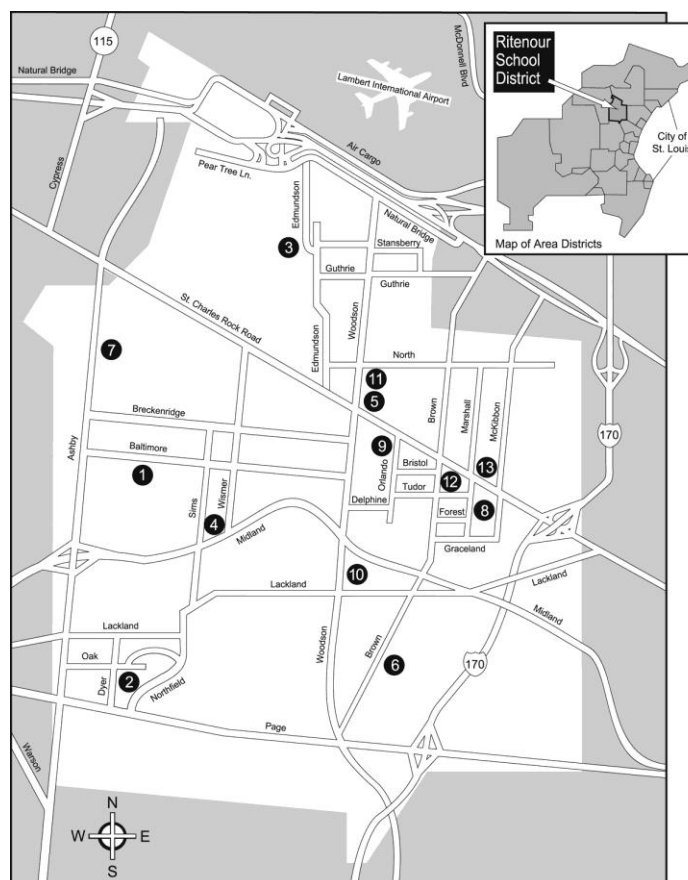
Organizational Section



Explanation of the School Entity

Buck School was constructed in 1846. Merging with another school, Ritenour School District was established in 1867 and is one of the oldest school districts in the St. Louis metropolitan area. The District is located in St. Louis County, Missouri, and covers an area of approximately 10 square miles, including all of the following municipalities: City of Breckenridge Hills, Village of Edmundson, Village of Sycamore Hills, City of Woodson Terrace, and portions of the following municipalities: City of St. Ann, City of St. John, City of Overland, City of Charlack, and the City of Vinita Park.

- 1 Buder Elementary
- 2 Iveland Elementary
- 3 Kratz Elementary
- 4 Marion Elementary
- 5 Marvin Elementary
- 6 Wyland Elementary
- 7 Hoech Middle School
- 8 Ritenour Middle School
- 9 Ritenour High School
- 10 Administrative Center
- 11 School for Early Childhood
- 12 Adult Learning Center



Ritenour School District Map

The Ritenour School District is comprised of six elementary schools, two middle schools, one high school, a school for early childhood education, an adult education center, an alternative education center and an administrative center. The total population within the District is 43,629 according to the 2010 census, and there were 6,198 students enrolled for the 2020-21 academic year.

The Ritenour School District functions as a separate independent, legal, and fiscal entity. The Ritenour Board of Education governs the District. All Board members are volunteers and accept no monetary compensation. The Ritenour Board of Education is made up of seven school district residents who are elected by the public in a general election. The Board elects a president and vice president from its membership for one-year terms. The Board appoints the secretary and treasurer each year as non-voting members. The superintendent of schools is not a member of the Board; he is the executive administrator of the District and is employed by the Board. The Board of Education’s primary functions are to establish policies for the District, provide for the general operation and personnel of the District, and to oversee the property and affairs of the District.

Board of Education

Dr. M. Stacey Albin-Wilson
President

Lisa Glover-Jones
Vice President

Penny Degardin
Director

Ruth Bell Greco
Director

Jennifer Lohnes
Director

Vanessa Henriquez-Pimblott
Director

Dr. Brad Thomas
Director

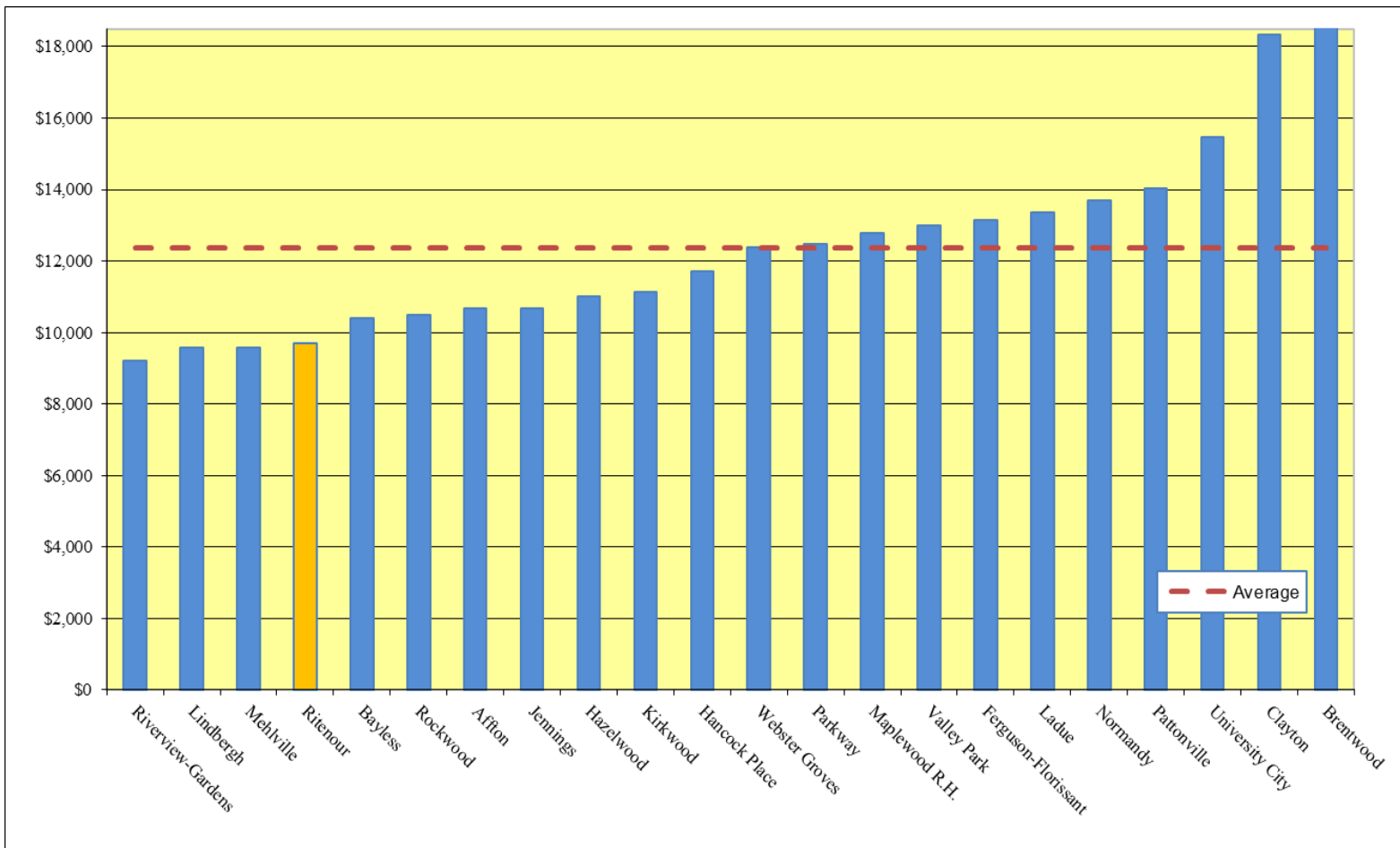
Michelle Clover
Secretary

Dwight Lindhorst
Treasurer

The District provides a full range of programs and services for its students and community. These include elementary and secondary course offerings at the general, vocational, and college preparatory levels. The District offers a broad range of co-curricular and extra-curricular activities to complement the students’ educational experience. Through the School for Early Childhood Education, the District offers child development screenings, parental educational services and a pre-kindergarten education. The District also conducts educational opportunities for adults to obtain GED’s and various other evening classes to extend learning opportunities. The Special School District, in a joint partnership with Ritenour and the other school districts in St. Louis County, provides special and vocational education services.

The District currently employs a full-time equivalent of 473 teachers, 44 administrators, and 220 support personnel. Ritenour’s expenditures per average daily attendance (ADA) for the 2019-20 fiscal year was \$9,690, as compared to an average of \$12,365 for other St. Louis County school districts.

**2019-20 CURRENT EXPENDITURES PER A.D.A
St. Louis County School Districts**



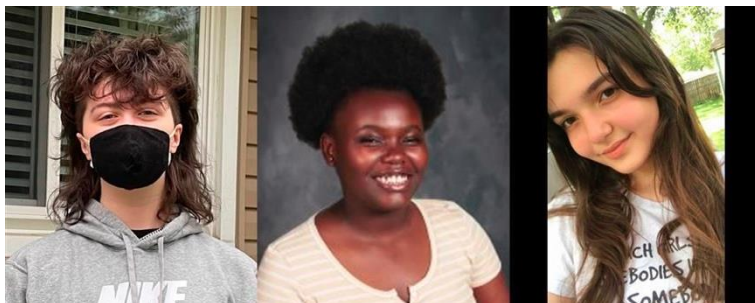
As indicated in the graph above, the Ritenour School District continues to be a lower-cost educational provider district within St. Louis County at approximately \$2,675 less per ADA than the average district, ranking 19th among the 22 school districts (2019-20 data). In order for the District to meet the county average of current expenditure per ADA, Ritenour would need to spend almost \$17 million additional per year.

District Achievements and Honors

Despite these fiscal constraints and the effects of the global Covid-19 pandemic, the District and its students were awarded and recognized this past year for numerous achievements as indicated below:

- Three Ritenour High School Students Selected for the Missouri Scholars Academy
- Ritenour High School Media Students Earn 27 State Awards for Outstanding Journalism
- Ritenour High School's Student Newspaper Earns Second Place International Honors
- Ritenour Administrator Receives Champion Award by PreventEd
- Ritenour High School Twirlers Take First at State Competition
- Ritenour High School Student Leadership Again Earns National & State Awards
- Ten Ritenour High School Seniors Honored by University of Missouri-St. Louis Bridge Program
- Ritenour RoboHounds' Grit Leads to Awards and Successful Season
- Ritenour High School Senior Receives MLK Drum Major Scholarship
- Ritenour Counselor Named Finalist for National School Counselor of the Year
- Ritenour High School Game Changers Become First Student Group Honored by North County, Inc.
- Ritenour Students Earn Top Awards in National Dance Competition
- Ritenour High School Junior Recognized for Photojournalism

Three Ritenour High School Students Selected for the Missouri Scholars Academy



Three Ritenour High School sophomores were selected to attend the prestigious Missouri Scholars Academy in the summer of 2022 at the University of Missouri-Columbia.

Grayson Eaton, Kimberly Kimani and Cailan Wooten spent three weeks on the Mizzou campus in the summer of 2022 with approximately 300 other top-flight Missouri high school students in this unique and intensive summer academy. Academically, students represent the top one-half of one percent of the state’s sophomore class.

Ritenour High School Media Students Earn 27 State Awards for Outstanding Journalism



During an unprecedented year with the continuing challenges of the COVID-19 pandemic, Ritenour High School’s outstanding journalism students earned 27 state awards in March from the Missouri Interscholastic Press Association (MIPA). The awards reflected work the RHS student journalists created from August 2021 to February 2022.

Ritenour High School’s Student Newspaper Earns Second Place International Honors



Ritenour High School’s student newspaper, *The Pepper Box*, received the International Second Place Award from the International Quill and Scroll Society, a student journalism honor society. This year’s award recognizes the outstanding *Pepper Box* news content from the 2010-2021 school year. RHS student journalists rose above the challenges of the COVID-19 pandemic last year to report news that was relevant and timely for their peers.

Ritenour Administrator Receives Champion Award by PreventEd



Julie Hahn, Ritenour School District assistant superintendent for student services, interventions and assessment, received the 2021 Champion Award by PreventEd. The honor recognizes Hahn’s uncommon leadership in advocating for substance use prevention education. Hahn has focused her more than 30-year career in education on supporting the social-emotional and educational needs of diverse learners. In her current role in Ritenour, she coordinates programs and services that support the social-emotional needs of students by working with students and families in conjunction with counselors, social workers, interventionists, English language teachers and outside agencies.

Ritenour High School Twirlers Take First at State Competition



Three Ritenour High School Feature Twirlers took first place in several categories at the Missouri State Baton Twirling Competition in April of 2022.

The RHS team, comprised of freshmen Maggie Bannester and Gabby Sanders, and junior Colin Schuessler, earned first place in High School Dance Twirl. Sanders and Schuessler also earned first in Duet. All three Ritenour Huskies won first place for solo routines in their respective categories.

Ritenour High School Student Leadership Again Earns National & State Awards



Ritenour High School’s (RHS) Student Leadership class continued its legacy of bringing home the gold in 2022 for its exemplary record of leadership, service and activities that improve the school and community.

The RHS Leadership group earned its seventh consecutive National Gold Council of Excellence Award from the National Student Council and its ninth consecutive Missouri Gold Honor Council Award from the Missouri Association of Student Councils.

Only 54 student councils met the criteria for the state award. Criteria included activities that promote school service, spirit, community service, student and teacher recognition and leadership training activities.

Ten Ritenour High School Seniors Honored by University of Missouri-St. Louis Bridge Program



Ten Ritenour High School seniors were honored in a virtual ceremony upon their completion of an intensive college preparatory Bridge Program at the University of Missouri-St. Louis (UMSL).

The following RHS students completed this multi-year program: Dryden Bonner, Janiya Conner, Amirah Cotton, Charles Farris, Menique Johnson, Kimberly Kimani, Arlen Smart, Amarah Washington, Kyla

Williams and Kyle Williams.

The Ritenour students selected for this program spent two Saturdays each month in virtual classes at UMSL that focused on math, science, writing, career and personal development and college prep sessions. In addition, the program offered year-round comprehensive support services to help students better prepare for college and earn scholarships.

Ritenour RoboHounds' Grit Leads to Awards and Successful Season



The Ritenour High School RoboHounds, the school's robotics club, ranked first among 22 teams in the Missouri St. Louis North League during a FIRST Tech Challenge tournament in February 2022.

After being virtual last year, the RoboHounds ended the 2021-2022 season strong with a 22-3 record.

The eight-member team included senior Devin Sanders, juniors Mariah Thomas and James Miller, sophomores Sunmanjit Dayal, James Fitzgerald, Drake Robinson, and Vincent Springfield, and freshman Sanaya Ford.

Ritenour High School Senior Receives MLK Drum Major Scholarship



Gabriela Rojo, a Ritenour High School senior, was a recipient Christian Hospital's Martin Luther King Jr. Drum Major scholarship. She was honored for receiving the scholarship during Christian Hospital/BJC's virtual Martin Luther King Jr. Celebration, which premiered in Jan. 2022. The scholarship is sponsored by the Christian Hospital Foundation. Rojo received the \$1,000 for her "drum major instinct" that Martin Luther King Jr. described in a famous sermon at Atlanta's Ebenezer Baptist Church that emphasized the desire to lead with selfless motives. *"If you want to say that I was a drum major, say that I was a drum major for justice; say that I was a drum major for peace; I was a drum major for righteousness... We all have the drum major instinct."*

Ritenour Counselor Named Finalist for National School Counselor of the Year



Ritenour School District counselor Matthew Berry was named one of five finalists for the National School Counselor of the Year by the American School Counselor Association. During the 2020-2021 school year, the Missouri School Counselor Association selected Berry, a counselor at Ritenour Middle School, as the Missouri School Counselor of the Year.

Ritenour High School Game Changers Become First Student Group Honored by North County, Inc.



The Ritenour High School social justice club at Ritenour High School made history in Sept. 2021 when it became the first high school student organization ever honored by North County Inc. The Game Changers received the organization's Diversity & Inclusion Leadership Award at NCI's annual leadership awards breakfast. The Game Changers is a social justice student organization. Students work tirelessly to create an inclusive atmosphere for all students in the Ritenour community and beyond by promoting and highlighting diversity of cultures through their social media platform and with in-person events on campus.

Ritenour Students Earn Top Awards in National Dance Competition



A group of Ritenour School District students, working with their dance studio, Dance Factory in Maryland Heights, Mo., earned first-place trophies in a national competition in Branson, Mo. Students include Elijah Powers, a seventh-grader from Hoech Middle School and Ritenour High School students Maggie Bannester, Aiyana Cohen, Elijah Davis and Skylar Powers.

Ritenour High School Junior Recognized for Photojournalism



Cinthia Talbott, a junior at Ritenour High School, received accolades for her photo titled “Golden Hour” in the 2022 St. Louis Public Radio Teen Photojournalism contest.

Talbott’s photo earned an honorable mention in the landscape category. She was recognized in May alongside other St. Louis area high school photojournalists at Grand Center on the University of Missouri-St. Louis campus.

Budget and Financial Policies

DISTRICT BUDGET

Planning

The superintendent is responsible for establishing procedures to involve staff and other appropriate persons in determining a budget which meets the educational needs of the community and reflects the priorities established by the Board. These persons are also expected to compile data to document those needs and to make recommendations which are compatible with the financial resources of the District. Procedures followed must be consistent with guidelines on budget preparation set forth in Section 67.020, RSMo, as well as regulations issued by the Missouri Department of Elementary and Secondary Education (DESE).

While the planning and preparation of the budget is an ongoing process, the superintendent is required to present a tentative budget proposal to the Board during each spring for the following year. At a regular or special meeting, the superintendent submits a final budget proposal to the Board prior to the beginning of the new fiscal year.

Comparability of Services

The budget must ensure comparability of services in each of the schools by providing equivalence in staffing, curriculum materials and instructional supplies.

Adoption

After the Board has completed its study of the budget in relation to the school program and the needs of students, patrons and the community, it is required to hold at least one public hearing on the proposed budget before adopting it. The budget must be adopted prior to the beginning of the budget year for it to become effective as of the beginning of the new fiscal year.

Should the adopted budget require a tax levy above the authorized level that the Board is permitted to levy, the Board must propose an increase in the levy to the voters. In the event of disapproval, the budget must be reduced to a level which the current levy will fund. The tax levy and distribution of the levy are normally established after adoption of the budget when the amount of the current assessed valuation becomes known.

FUND BALANCES

The main purpose of this policy is to establish and maintain fund balance components which ensure that the District maintains a strong fiscal position to weather negative and unanticipated economic trends. Additionally, the policy provides guidelines to follow during the preparation and execution of the annual budget to ensure that sufficient reserves are maintained to meet unanticipated expenditures or revenue shortfalls. It also preserves flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The policy is based upon a long-term perspective, recognizing that stated thresholds are considered minimum balances.

Provisions of this policy are consistent with and incorporate the Governmental Accounting Standards Board's accounting and financial reporting standards for all governments that report governmental funds. These standards establish criteria for classifying fund balances and clarifying definitions for governmental fund types.

Financial statements for governmental funds report up to five components of fund balance: Nonspendable, Restricted, Committed, Assigned and Unassigned.

- Nonspendable Fund Balance: funds that cannot be spent due to their form (e.g. inventories and prepaid items) or funds that legally or contractually must be maintained intact.
- Restricted Fund Balance: funds mandated for a specific purpose by external parties, constitutional provisions or enabling legislation.
- Committed Fund Balance: funds set aside for a specific purpose by the Board of Education. Formal action regarding disposition of the balance must be taken by the Board prior to the end of the fiscal year. Removing or changing the limitations placed on the funds also requires formal action.
- Assigned Fund Balance: funds set aside to be used for a specific purpose by the District's Chief Financial Officer who is authorized by this policy to assign funds (see below). Assigned funds cannot cause a deficit in an unassigned fund balance.
- Unassigned Fund Balance: excess funds not classified in the previous four categories. All funds in this category are spendable resources. This category also provides the resources necessary to meet unexpected expenditures and revenue shortfalls.

Prioritizing Fund Balance Expenditures

When both restricted and unrestricted funds are available for expenditure, restricted funds should be spent first unless disallowed by legal requirements. When committed, assigned and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last, unless the Board has provided otherwise in its commitment or assignment actions.

Authority to Commit Funds

The Board of Education has the authority to set aside funds for specific purposes. Setting funds aside as a Committed Fund Balance requires the passage of a resolution by a simple majority vote, which must occur prior to June 30 of the applicable fiscal year. If the actual amount of the commitment is not available by June 30, the resolution must state the process or formula necessary to calculate the actual amount as soon as information is available.

Authority to Assign Funds

The District's Chief Financial Officer is authorized to assign funds for specific purposes.

Unassigned Fund Balance

The Unassigned Fund Balance is the residual amount in the General Fund. It represents the resources available for future spending. This policy requires a minimum Unassigned Fund Balance equal to 10% of total General Fund and Special Revenue Fund expenditures in order to cover unexpected expenditures and revenue shortfalls.

The Fund may be accessed for these purposes up to the minimum established level upon approval of a budget revision by the Board of Education. Any budget revision that will result in the Unassigned Fund Balance dropping below the minimum level will require approval by a 2/3 majority vote of the full Board. In the event that the balance drops below the established minimum level, the Board will develop a plan to replenish the fund balance to the established minimum level within two years.

The Chief Financial Officer is responsible for reporting projected revenue shortfalls to the Board of Education on a quarterly basis.

FISCAL MANAGEMENT

As the legally constituted body responsible for the fiscal affairs of the District, the Board is responsible for providing the best educational program possible with the available financial resources. In order to meet its responsibilities, the Board is empowered by law to levy taxes; employ teachers and other professional and support staff; purchase and sell school sites, buildings and equipment; enter into contracts; issue bonds; borrow money; and authorize the expenditure of school funds. The Board and all district personnel responsible for fiscal matters are expected to establish and practice sound fiscal management practices and procedures.

In conducting the District's fiscal management, the Board seeks to:

1. Engage in long-range and thorough planning, with broad-based involvement of staff and community.
2. Adopt budgets and expend resources that reflect the District's mission, goals and educational philosophy and set effective parameters for district operations.
3. Use the best available techniques for budget development, monitoring of expenditures, and fiscal management.
4. Establish maximum efficiency in business procedures, i.e., accounting, reporting, purchasing and delivery, payroll, payments of vendors and contractors, and other areas of fiscal management.
5. Meet all federal, state and local requirements related to fiscal management and conform to standard and sound accounting practices.
6. Keep the Ritenour staff and community well informed about the fiscal state of the District, and
7. Exercise leadership in obtaining funds necessary to meet district goals and needs.

MISSOURI DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION - REGULATIONS

Over the years, Missouri statutes have been very specific in certain areas of school finance. These laws prescribe the duties of the treasurer and secretary of the Board of Education, establish four funds that must be used in the accounting process, and place certain limits upon the use of revenue and expenditure transactions allowed in these funds. Thus, the utilization of available money is limited, and the accounting process is similarly affected. Substantial changes have been made to Missouri statutes with the passage of the Outstanding Schools Act (Senate Bill 380, 1993), Senate Bill 676 (1994), Senate Bill 795 (1996) and Senate Bill 287 (2005) concerning school finance.

Chapter 165, RSMo, provides that all school moneys must be accounted for within a framework of four funds:

- Teachers Fund
- Incidental Fund
- Capital Projects Fund
- Debt Service Fund

In order to comply with generally accepted accounting principles (GAAP), Missouri statutory funds must be incorporated with this structure:

Governmental Fund Types:

- (1) General Fund
 - a. Incidental Fund
 - b. School Food Service
 - c. Student Activity
- (2) Special Revenue Fund
 - a. Teachers Fund
- (3) Capital Projects Fund
- (4) Debt Service Fund

Fund Descriptions:

The General (Incidental) Fund is used to account for all financial resources except those required to be accounted for in another fund.

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 payments of principal and interest, and all other capital outlay expenditures with the exception of certain expenditures for classroom instructional capital outlay as allowed under Section 165.011, RSMo (Missouri state statutes).

Expenditures for ordinary repairs to school property will not be made from 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:

- (1) Tax rate levied in the Capital Projects Fund.
- (2) Bond sale proceeds.
- (3) Net insurance recoupment for a capital loss.
- (4) Money received from any other sources for buildings, equipment, lease purchase obligations or other capital purposes.
- (5) All money received from the sale of capital assets.
- (6) Categorical transfers from General (Incidental) Fund to the Capital Projects Fund:
 - (a) Transportation Calculated Cost: Calculated annually by the Pupil Transportation Section based upon prior year expenditure data.
 - (b) Area Vocational-Technical Schools: Amounts required for capital outlay purposes in state approved Area Vocational-Technical Schools.
- (7) Other Allowable Transfers from General (Incidental) Fund to the Capital Projects Fund:
 - (a) Grant Match: Amounts necessary to meet the local match percentage requirement for the equipment portion of state and federal grants.
 - (b) Energy Conservation Loan: Amounts necessary to repay principal and interest on energy conservation loans.
 - (c) Food Service: Amounts for food service equipment or other food service capital purposes.
 - (d) Student Activities: Amounts received from student activities' donations for equipment or other capital purposes.

- (e) Debt Service: Amounts remaining in the Debt Service Fund after the total outstanding bonded indebtedness for which the fund was levied is paid.
- (8) Revenue transfers from the General (Incidental) Fund to the Capital Projects Fund:
 - (a) Calculated maximum is the greater of: \$162,326 or 7% of the current year State Adequacy Target multiplied by the prior year Weighted Average Daily Attendance.

The Debt Service Fund is used to account for the yearly accumulation of resources for, and the payment of, general long-term debt principal, interest and paying agents' fees. Other fees such as printing bonds, registering bonds with the State Auditor's Office, bonding attorney's fees, and the cost of bond sales are paid from the Capital Projects Fund if it is a new issue.

Method of Accounting

The District prepares its budget and financial statements based upon the modified cash basis of accounting. This method combines elements of the two major accounting methods, the cash method and the accrual method. The modified cash basis method recognizes transactions only when cash, financial assets or liabilities are paid or received. Modified cash is a comprehensive basis of accounting other than accounting principles generally accepted in the United States.

Budget Preparation and Procedures

The school budget is an instrument that provides a definite financial policy for the direction of business operations of a school district. It provides a detailed outline of the probable expenditures and the anticipated receipts during a specified period of time.

It is not a static document but rather a working document that will change (through Board approved transfers and amendments) throughout the year as information and projections change.

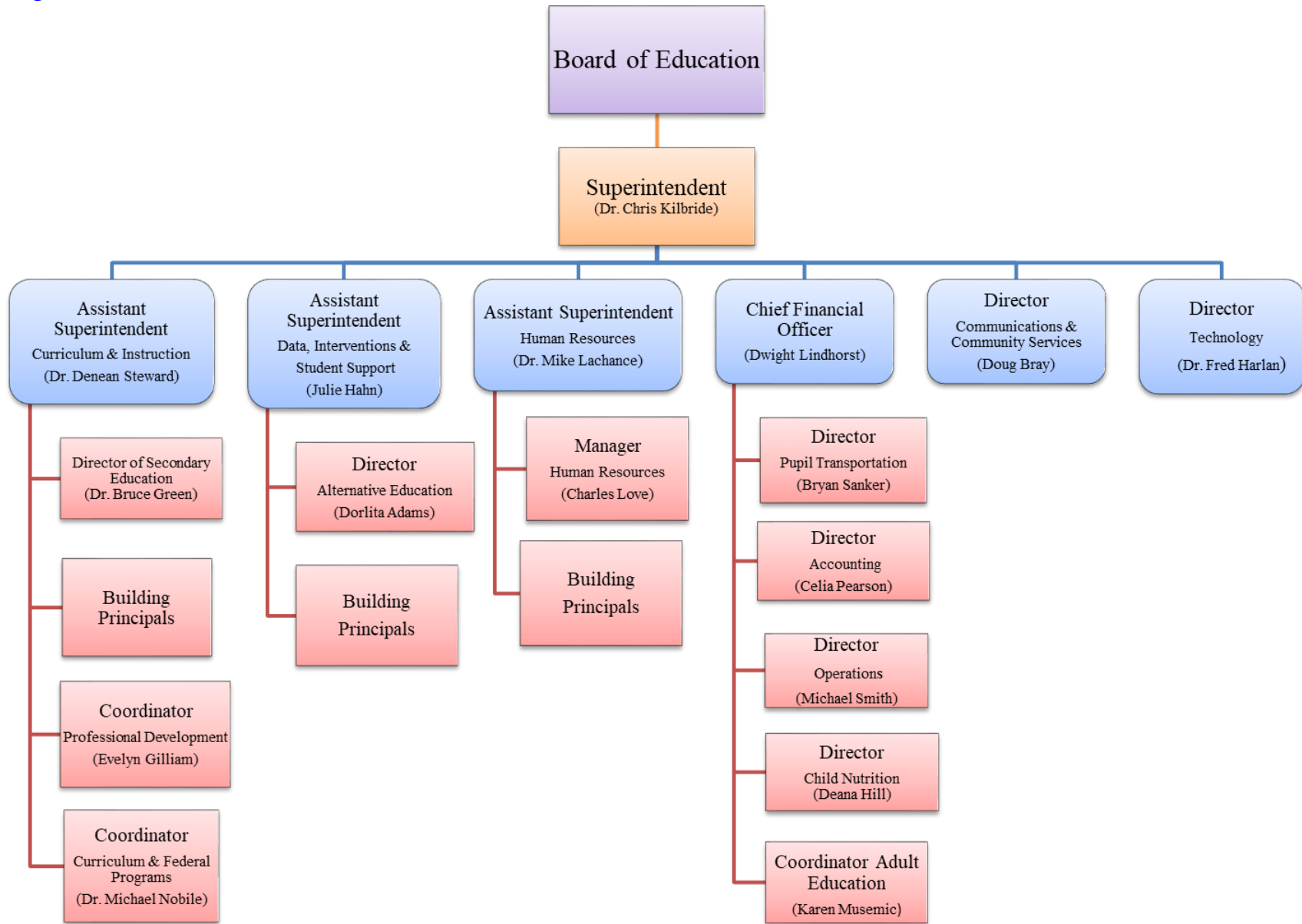
The District's auditor and the Missouri School Improvement Review Team will check to ensure the District budget is presented in the following format.

Section 67.010, RSMo, requires that the annual budget shall present a complete financial plan for the ensuing budget year, and that the budget shall include five specific pieces of information. These are:

- (1) A budget message describing the important features of the budget and major changes from the preceding year. The goals and objectives of the school district should be stated and related to the budget design.
- (2) Estimated revenues to be received from all sources for the budget year, with a comparative statement of actual or estimated revenues for the prior two years, itemized by year, fund, and source.
- (3) Proposed expenditures for each department, office, commission, and other classification for the budget year, together with a comparative statement of actual or estimated expenditures for the prior two years, itemized by year, fund, function and object.
- (4) A schedule detailing the amount required for the payment of interest, amortization, and redemption charges on the debt of the district.
- (5) A general budget summary which includes the "General Budget Summary" and "Budget Transfer Summary Detail" together summarizes the budgetary requirements of the district, thus allowing the district to meet the full statutory requirements of budget detail.

Section 67.010, RSMo, states "In no event shall the total proposed expenditures from any fund exceed the estimated revenues to be received plus any unencumbered balance or less any deficit estimated for the beginning of the budget year..."

Organizational Chart



Vision, Mission, and Core Values

Vision Statement

Ritenour School District, in partnership with parents and community, will develop leaders recognized for academic excellence and produce graduates who will become productive citizens and lead lives of personal integrity and fulfillment.

Mission Statement

The mission of Ritenour School District is to ensure learning occurs in a supportive environment that enables every student to think critically, solve problems and develop the knowledge and skills necessary for success in our diverse, global society.

Core Values

We expect our words and actions to be determined by:

- ★ Focusing on students first
- ★ Maintaining a learning environment that affirms all abilities and interests
- ★ Communicating high expectations for all students, families and staff
- ★ Valuing and respecting students, parents and staff
- ★ Treating each other with dignity and respect
- ★ Working together and supporting each other
- ★ Demonstrating integrity
- ★ Mastering the details
- ★ Sustaining a commitment to excellence
- ★ Ensuring open communication
- ★ Acting and speaking with a sense of pride about the Ritenour School District
- ★ Engaging parents and community as active partners in the learning process

Equity Statement

Equity in Ritenour means: A commitment to building positive, purposeful relationships with every student and every family so that barriers to learning at high levels are removed. Diversity among Ritenour families and staff is valued, sought, and embraced. Student backgrounds (racial, ethnic, religious, gender, class, traumatic experiences) do not limit teacher expectations on student outcomes. Resources are allocated so that every student gets what they need.

Strategic Performance Areas

The Comprehensive School Improvement Plan is the District's long-range plan. It is the challenge of this long-range plan to address many practical and immediate issues as well as to set forth the vision, the requirements, the actions, and the broad commitment required to continue a record of achievement for our children and our community.

In pursuit of both the practical and the ideal, it is important and assumed that this plan will be a working document, under continuing review and systematically updated on an annual basis, so that it is current and evolving, reflecting both the short-term and the long-term.

The current version of this plan is the product of extensive reflection and deliberation by the Board of Education and staff of the District. The strategies and action plans are the result of District and building administrators working with their staff members. District administrators subsequently met with building principals to discuss, coordinate and refine building plans. While major emphasis is on annual considerations and strategies, the goals and objectives of the plan embody the longer and sustained view of the District's needs and future.

- Goal 1.** *The Ritenour School District will demonstrate improvement in the performance of every student to meet or exceed the state standard or demonstrate required improvement and enable every student to meet their personal, academic, and career goals. (We will focus on every student's strengths and opportunities to ensure growth.)*
- Goal 2.** *The Ritenour School District will ensure every student successfully graduates high school prepared for college or career. (We will engage every student in rigorous and relevant learning.)*
- Goal 3.** *The Ritenour School District will ensure all students regularly attend school, meeting the standard of 90% of students attending 90% of the time. (We will create the learning environment in which students attend and thrive.)*

Budget Development Process

The Budget Development Process is continually being developed and refined as input from those involved in the process and outside resources are evaluated and incorporated. The final objective of the process is to produce a document that incorporates the financial resource requirements with the projected local, state, and federal revenue sources. The combined result of the budgeted expenditures and revenues is examined in order to produce an acceptable level of fund balances.

The preparation of the budget is the process of assigning a dollar value to a variety of known and unknown variables. The District's largest resources are allocated to staff salaries and fringe benefits. The requested instructional staffing levels are based upon acceptable student-teacher ratios by building, by grade level, and by subject. Administrative and support staffing levels are a function of a desired level of service and financial considerations. All staff resources are evaluated through the Missouri School Improvement Program standards.

Salary costs are based upon projections until the Board has approved each pay group's salary schedule or contract amount. Insurance premiums are based upon projections from past history or contractual arrangements until each carrier establishes actual premium rates, if established before approval of the budget.

Non-personnel costs are prepared in three different budget request categories: Student Allocation, Standard Request, and Special Consideration. The District's nine schools use the Student Allocation category. The amount each school has available to budget for such items as instructional materials, library resources, and office supplies is predetermined through a formula. This formula takes the schools' January student count of the current year and is multiplied by a per student dollar amount. The District's instructional support areas that are not given a Student Allocation use the Standard Request. The Standard Request is used to budget what is needed to maintain existing programs at the current level of service. Special Considerations are used by both instructional and support categories. This budget request category is used by the budget requester to make one-time purchases that cannot be made from either their Student Allocation or Standard Request or for requesting an expansion of service.

The capital budget is for items that are \$1,000 or greater, have an estimated life of greater than a year and would be repaired rather than replaced. This category includes equipment, vehicles and building improvements. District architects and engineers provided recommendations of needed facility repairs and improvements to District administration. These recommendations assisted with final project selection and scheduling based upon priority.

Budget Activities

January						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

1/28/2022	Review prior budget development activities for enhancements
2/4/2022	Develop student enrollment projections and staffing needs
2/11/2022	Issue budget allocations and instructions
2/18/2022	Develop preliminary budget assumptions and revenue estimates
2/25/2022	Budget requests due to Business Office
3/2/22-3/17/22	Review/Modify budget requests
3/10/2022	Submit preliminary budget information to the board
4/14/2022	Review revised budget information with board
5/12/2022	Review revised budget information with board
6/2/2022	Review proposed budget documents with board
6/9/2022	Hold public hearing and board adoption of the budget

April						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

KEY BUDGET FACTORS

Every year, the following factors significantly impact both the revenues and expenditures of the District, and its budget:

- ❖ Level of total assessed valuation of the District. This directly determines the amount of property tax revenue received by the District each year. Local taxes comprise about 37% of the District's annual operating revenue.
- ❖ Level of State revenues, impacting the appropriation by the state legislature. This directly determines the amount of basic formula and state sales tax revenues received by the District each year. These sources comprise about 48% of the District's annual operating revenue.
- ❖ Annual salary and benefit levels in the St. Louis Metropolitan Area. This impacts the District's ability to offer competitive compensation for teachers, administrators and support staff. These expenditures account for over 76% of the District's annual operating expenditures.

Budget Administration and Management

Budget administration and management is the process of monitoring expenditures during the fiscal year to ensure that authorized amounts are not exceeded and that funds are used for intended, proper and legal purposes. The management of the budget is accomplished in a number of ways: monitoring programs at the site and District level, controlling expenditures through computerized criteria, maintaining revenue estimates, modifying or transferring funds, and monthly reports to the Board of Education on fiscal operations.

An important component in the District's financial control and reporting system is the computerized financial software system. The system has been designed to track encumbrances and expenditures. It also allows the user to report such information in a summary or detail formats. The chart of accounts has been designed to easily allow for the reporting by individual budget supervisor. Budget supervisors are responsible for monitoring and maintaining their group of accounts. There is a distinction between which costs are site based and those that are centrally controlled.

A budget is a plan based upon a number of assumptions and estimates. Like all plans, factors can change as actual information is presented. When this occurs, adjustments are required in the budget between accounts to cover higher than expected or unforeseen costs. Likewise, there are occurrences where adjustments in the overall budget are required to purchase items of significance that were not in the original budget plan or for minor modifications to grants. All transfers and modifications that affect the amount appropriated are presented to the Board for approval.

Revenue estimates are also monitored throughout the year as additional information becomes available. The St. Louis County Assessor's Office provides updates to the District's assessed valuation and amount of taxes paid under protest. The Department of Elementary and Secondary Education provides updates to the key components of the state funding formula for education, federal and state grant awards as well as overall indicators of the state's revenue collections. Based upon these sources and other observations, revenue estimates will be adjusted to follow these trends and information.

CLASSIFICATIONS OF REVENUES AND EXPENDITURES

The Missouri Department of Elementary and Secondary Education (DESE) established certain accounting procedures and policies to be recognized uniformly throughout the local education agencies of the state. Among them are the revenue classification of object codes and expenditure classifications of object codes and function codes. The revenue object code identifies the source of revenue, such as local, as well as the specific item, such as taxes. The expenditure function code describes the action, purpose or program for which the activities are performed. The expenditure object code identifies the type of expenditure, such as salaries or supplies, and the specific expenditure, such as teacher pay or textbooks. Annually, all Missouri school districts are required to report to DESE the results of financial operations for the fiscal year ending June 30 in these categories, using the Annual Secretary of the Board report.

Revenues by Object Code

Local Revenue Sources

- 5111 Taxes, Current Year – Amounts derived from taxing real and personal property within the district for the current year.
- 5112 Taxes, Prior Year – Amounts derived from prior years' taxes. Taxes received after June 30 from the prior year.
- 5113 Sales Taxes – Amount generated by a 1% state sales tax and distributed to school districts.
- 5114 Financial Institutions Tax – Taxes levied on the intangible assets of financial institutions such as banks or savings and loan associations.
- 5115 M & M Surcharge – Surcharge on commercial real estate to replace revenue lost with the elimination of the merchants and manufacturing businesses' inventory tax.
- 5116 In Lieu of Tax – Amounts received for property taken off the tax rolls.
- 5141 Earnings on Investments – Net earnings-interest from all deposits and investments.
- 5143 Premium on Bonds Sold - An amount received when the sale of bonds sold is higher than the par value of the bonds.
- 5151 Food Service, Student – Amounts received from pupils for the sale of meals served under the National School Lunch and Breakfast Programs.

- 5165 Food Service, Non-Program – Amounts received from the sale of extra milk, ala carte, snack bar, special meals, etc.
- 5171 Student Activities Admissions – Amounts received from patrons and students for a school-sponsored activity.
- 5172 Chromebook premiums- Amounts received from students/parents for insurance on the students' Chromebooks, in case of damage to the device to cover repair costs. The fee is \$25 per year. The district self-funds this insurance.
- 5173 Chromebook repairs- Amounts received from students/parents who chose not to purchase the insurance to cover repair costs for damage to the device.
- 5179 Other Pupil Activity Income – All other revenue from pupil fund-raising activities.
- 5181 Community Services – Revenue from activities performed by the school as community services, not directly related to providing education for pupils.
- 5182 Tuition, Early Childhood – Amounts received for students attending the district's 3-5 year-old full and half-day educational program.
- 5191 Rentals – Revenue from rental of school facilities or other property owned by the school district.
- 5192 Gifts – Amounts received from philanthropic or private organizations, individuals, or other sources for which no repayment or special service to the contributor is expected.
- 5194 Vending Commissions – Amounts received as commissions from beverage and other snack sales.
- 5195 Prior Period Adjustment - Recovery of items previously expended in a prior fiscal year.
- 5198 Misc. Local Revenue – All other revenues from local sources not covered by the above local revenue codes.

County Revenue Sources

- 5211 Fines, Forfeitures & Escheats – All fines passing through the office of the County Clerk or Circuit Clerk.
- 5221 State Assessed Utility Tax – Amount derived from county average levy for school purposes, capital project purposes and other purposes on the assessed valuation of railroad and utility properties as assessed by the state.

State Revenue Sources

- 5311 Basic Formula – Amounts received from the state Foundation Formula.
- 5312 Transportation Aid – Amount reimbursed from the state for the transportation of school children.
- 5319 Classroom Trust Fund – Amount received from the state Foundation Formula attributed to gaming proceeds.
- 5324 Educational & Screening Program. – Amounts received from the state for Early Childhood Screenings/Parents as Teacher programs.
- 5332 Vocational/Technical Aid - Amounts received from the state that represents reimbursement for vocational education. This reimbursement represents the state's portion of the required matching.
- 5333 Food Service, State – Amounts received from the state for school lunch programs.
- 5337 Adult Education & Literacy - Amounts received from the state for adult education programs.
- 5359 Vocational Enhancement Grant - Amounts received to fund allowable expenditures for vocational programs.
- 5367 Health Services Grant - Amounts received through grant application with the MO Department of Health for planning, basic and expanded health services and school-based social services.

- 5369 Residential Placement/Excess Cost – Amounts received for children in residential placements through the MO Department of Mental Health, Mo Department of Social Services, Division of Family Services, or a court of competent jurisdiction pursuant to Section 167.126, RSMo.
- 5382 Missouri Preschool Project - Amounts received from the state for early childhood (three and four year-old children) programs to prepare children for success upon entering kindergarten.
- 5397 Other state revenue – All other revenues from state sources not covered by the above local revenue codes.

Federal Revenue Sources

- 5412 Medicaid – Amounts received as a reimbursement for Medicaid eligible expenditures.
- 5423
- 5424
- 5427 Vocational Education Act - Allocation of funds to improve vocational education programs.
- 5428
- 5436 Adult Education & Literacy – Amounts received from the federal government flowing through the state for adult education programs.
- 5444 School Lunch- Equipment Grant – Amounts received from the federal government flowing through the state for equipment related to the Child Nutrition program.
- 5445 School Lunch Program – Amounts received directly through DESE Food Service for the National Food Lunch Program.
- 5446 School Breakfast Program – Amounts received directly through DESE for the School Breakfast Program.
- 5448 After School Snack Program – Funds received as the USDA Federal reimbursement for allowable snack program expenditures.
- 5449 Fresh Fruit and Vegetable Program - Amounts received through the state for the USDA Fresh Fruits and Vegetable Program.
- 5451 Title I, Improve Achievement – Amounts received through regular Title I, appropriated from the U.S. Congress.
- 5461 Title IV, Drug-Free Schools- Amounts received for Drug & Violence prevention.
- 5462 Title III, English Language – Amounts received for the language instruction for limited English proficient and immigrant students.
- 5465 Title II, Part A – Amounts received for professional development with the purpose of improving the teaching and learning of all students.
- 5473 CARES Act- National Lunch Program- Amounts received for student lunches provided during the Covid-19 pandemic.
- 5474 CARES Act- National Breakfast Program- Amounts received for student breakfasts provided during the Covid-19 pandemic.
- 5481 Food Service Programs – Amounts received from the MO Department of Health that is NOT part of the regular food service program.
- 5497 Other Federal Revenue – All other revenues from federal sources not covered by the above local revenue codes.

Non-Current Revenue Sources

- 5611 Sale of Bonds - Amounts received as principal from the sale of bonds.
- 5651 Sale of Property - Amounts received from the sale of equipment such as cafeteria or instructional equipment. Also includes amounts received from the sale of a building or land or a combination of both.
- 5692 Refunding Bonds - Proceeds from a refunding of general obligation bonds.

Other Revenue Sources

- 5811 Tuition from Other LEA's – Amounts received from other local educational agencies (LEA) for the regular school term.
- 5831 Contracted Educational Services – Amounts received from other LEA's for other educational programs including Local Tax Effort reimbursement payments.
- 5841 Transportation – Non-Handicapped - Amounts received for inter-district transportation of other districts' students and amounts received from a district serving as fiscal agent for Early Childhood Special Education (ECSE) transportation.

Other Operating Revenue

The transportation costs of students who are homeless as defined by the federal McKinney-Vento Act are split between the sending and receiving school district. Those reimbursements and costs will vary each year as students are identified and served.

Tuition from other districts is received for students attending Ritenour, but whose domicile district is different. Various other small grants and revenues are received throughout the year.

Expenditures by Function Code

Function means the action or purpose for which a person or thing is used or exists. Function includes the activities or actions that are performed to accomplish the objectives of the school district. The activities of a school system are classified into five broad areas or functions: Instruction, Supporting Services, Community Services, Facilities Acquisition/Construction Services and Debt Service.

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

Support Services (2000's) - 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. Supporting services exist as adjuncts for the fulfillment of the objectives of instruction, rather than as entities within themselves.

Facilities Acquisition/Construction Services (4000's) - Those activities concerned with the acquisition of land and buildings; remodeling buildings; the construction of buildings and additions to buildings; initial installation and extensions of service systems and other built-in equipment; and improvements to sites.

Debt Services (5000's) – Those activities involving the servicing of the debt of the district.

Expenditures by Object Code

An expenditure object code is based on how a particular expenditure is paid out or planned to be paid out. Detailed expenditure codes are further broken down in order to collect specific expenditure detail for reporting purposes.

Salaries (6100's) - Amounts paid to employees of the district who are considered to be in a position of permanent nature or hired temporarily, including personnel substituting for those in permanent positions. This includes gross salary for personal services rendered while on the payroll of the district.

Employee Benefits (6200's) - Amounts paid by the district on behalf of employees. These amounts are not included in the gross salary, but are over and above. Such payments are fringe benefits. While not paid directly to employees, fringe benefits nevertheless are part of the cost of salaries and benefits. These charges should be distributed to functions in accordance with the salary function of the employee or group of employees.

Purchased Services (6300's) - Amounts paid for services rendered by personnel who are not on the payroll of the district and for other services which the district may purchase. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided in order to obtain the desired result.

Supplies and Materials (6400's) - Amounts paid for material items of an expendable nature that are consumed, worn-out, deteriorated in use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances.

Capital Outlay (6500's) - Expenditures for the acquisition of fixed assets or additions to fixed assets. They are expenditures for land or existing buildings; improvements of grounds; construction of buildings; additions to buildings; remodeling of buildings; initial equipment; additional equipment; and replacement of equipment.

Long and Short Term Debt (6600's) - Expenditures for the retirement of debt, the payment of interest on debt, and the payment of fees.

Financial Section



SUMMARY OF REVENUES & EXPENDITURES
All Governmental Funds

The following schedule presents a comparison of the revenue and expenditure budget for all Governmental Fund Types with the budget for the current year. (Note: differences in revenues & expenditures between all governmental funds and operating funds are due to the Debt Service Fund)

	Budget 2021-22	Budget 2022-23	\$ Change	%Change
Revenue Sources:				
Local	\$43,469,895	\$42,977,271	\$ (492,624)	-1.1%
County	1,166,653	1,030,000	(136,653)	-11.7%
State	27,970,928	28,239,524	268,596	1.0%
Federal	12,171,148	12,977,117	805,969	6.6%
Other	430,000	400,000	(30,000)	-7.0%
	<u>\$85,208,624</u>	<u>\$85,623,912</u>	<u>\$ 415,288</u>	0.5%
Expenditure Categories:				
Salaries	\$44,741,860	\$45,835,055	\$ 1,093,195	2.4%
Employee Benefits	15,057,453	15,827,653	770,200	5.1%
Purchased Services	9,218,501	9,804,710	586,209	6.4%
Supplies	6,920,965	7,108,700	187,735	2.7%
Capital Outlay	3,838,383	6,654,828	2,816,445	73.4%
Other Expenditures	5,485,737	6,057,293	571,556	10.4%
Contingency	216,394	275,000	58,606	27.1%
	<u>\$85,479,293</u>	<u>\$91,563,239</u>	<u>\$ 6,083,946</u>	7.1%
Excess (deficiency) of Revenues over Expenditures:	<u>\$ (270,669)</u>	<u>\$ (5,939,327)</u>	<u>\$ (5,668,658)</u>	
Beginning Fund Balance:	\$45,622,909	\$45,352,240	\$ (270,669)	
Ending Fund Balance:	\$45,352,240	\$39,412,913	\$ (5,939,327)	

SUMMARY OF REVENUES & EXPENDITURES
Operating Funds only

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Revenue Sources:				
Local	\$38,017,651	\$37,554,216	\$ (463,435)	-1.2%
County	970,248	861,706	(108,542)	-11.2%
State	27,970,928	28,239,524	268,596	1.0%
Federal	12,171,148	12,977,117	805,969	6.6%
Other	430,000	400,000	(30,000)	-7.0%
	<u>\$79,559,975</u>	<u>\$80,032,563</u>	<u>\$ 472,588</u>	0.6%
Expenditure Categories:				
Salaries	\$44,741,860	\$45,835,055	\$ 1,093,195	2.4%
Employee Benefits	15,057,453	15,827,653	770,200	5.1%
Purchased Services	9,218,501	9,804,710	586,209	6.4%
Supplies	6,920,965	7,108,700	187,735	2.7%
Capital Outlay	1,703,770	679,828	(1,023,942)	-60.1%
Other Expenditures	149,574	44,543	(105,031)	-70.2%
Contingency	216,394	275,000	58,606	27.1%
	<u>\$78,008,517</u>	<u>\$79,575,489</u>	<u>\$ 1,566,972</u>	2.0%
Excess (deficiency) of Revenues over Expenditures:	<u>\$ 1,551,458</u>	<u>\$ 457,074</u>	<u>\$ (1,094,384)</u>	
Beginning Fund Balance:	\$30,109,131	\$31,660,589	\$ 1,551,458	
Ending Fund Balance:	\$31,660,589	\$32,117,663	\$ 457,074	

ANALYSIS OF PROPOSED BUDGET

The budget presented in this document reflects the priority of the budget requests based upon the limited resources of the District. There were many additional resources and programs that might be implemented had additional funds been available. The current climate to provide public education is difficult. Because public education funding comprises a large portion of the state budget, education becomes an easy target for politicians, lobbyists and others who covet those resources for other means. For the most part, people feel connected to education based upon their personal experiences and have difficulties understanding the complexities of the educational process.

These feelings are further fueled by the results of achievement. Ritenour, not unlike many other districts, has not seen the student achievement results it expects. One can also easily point to the lack of funding, the changing student demographics and a cultural shift in our society as the reasons. It is our job as educators to confront these issues to ensure the students in our District have the best opportunities to succeed. This budget acts as one way to reproduce the educational programs of the District as a financial representation, and to also present information that both compares and provides historical elements of the District.

Covid-19 Pandemic

Due to the Covid-19 pandemic, on March 17, 2020, students attended for the last time for the 2019-20 school year. Instruction continued through online learning, or packets sent home to elementary students, with the help of parents. Summer school took place in 2020 through distance learning and technology, and only for those students needing remediation and high school credit recovery. Plans were made for the start of the 2020-21 school year in August using 3 possible scenarios: Phase I- full student return to normal classroom instruction; Phase III- total online/virtual/distance learning; or Phase II- a hybrid of the two utilizing some method of limited student physical attendance at school on a rotational basis. To facilitate total online distance learning, the district implemented plans to provide a Chromebook or tablet to all students. The District repurposed some technology, and purchased additional devices using the CARES Act funding provided to states by the first U.S. federal Coronavirus Relief bill (CARES act). Internet hot spot devices were obtained for students without internet service at home.

The 20-21 school year began in Phase III for all PreK-12 students with 100% virtual learning, similar to most of the United States. The district purchased Personal Protective Equipment (PPE), protective dividers and ionizing air purifiers for every classroom & office using CARES Act funds. In addition, enhanced cleaning and disinfecting took place in all district buildings. The district monitored state, regional, local and district Covid-19 positivity, transmission rates and hospitalizations throughout the year in order to make decisions about in-person learning based on data. In addition, some families chose for students to attend the Ritenour Virtual Academy (RVA) to learn virtually all year. Students were allowed to opt-out of RVA at the end of the first semester. Other students were moved out of RVA due to a decision of their school's Student Support Team (SST) which determined if virtual instruction was not in the best interest of a student, based on lack of academic achievement, poor attendance and/or social/emotional trauma.

On October 7, 2020. PreK-3 students returned to in-person learning. PreK students returned full-time. K-3 students returned in two different cohorts on an A/B hybrid schedule, either Monday & Wednesday, or Tuesday & Thursday. On the other 2 days of each cohort, students learned asynchronously online using lessons & practice assigned by their teachers. Friday remained a virtual learning day, with teachers instructing all students synchronously. All other students remained 100% virtual. Special area instruction in Art, Music, Physical Education and counseling supports were still provided. The district used more Coronavirus Relief Funds to install ionizers on all district HVAC equipment during the break between first and second semester.

After Winter Break, all students learned virtually from January 4-14, 2021 in order to try to decrease the transmission of Covid-19. Starting January 19, all students K-12 returned to in-person learning on the A/B hybrid schedule. Virtual instruction continued on Friday. Due to the low number of students learning in-person at Ritenour High School, all hybrid students returned to four days of in-person learning at the high school on March 8, with virtual instruction on Friday. Finally, on April 5, 2021, all K-8 students returned to 4 days of in-person learning, with virtual instruction on Friday. The last day of school for 20-21 was May 21, 2021.

The stay-at-home orders throughout the country increased unemployment and lowered income tax receipts for the state of Missouri, as well as gaming revenue, another source of funding for the foundation formula for K-12 education. Surprisingly, state sales tax revenue continued at the expected levels. Fortunately, CARES Act funding filled the gap in state revenues to keep the foundation formula fully-funded throughout the 20-21 year.

The amount of CRF funds is expected to be at least \$2,275,000 for the District in 21-22, and will be utilized to add additional staff to address student learning loss, lower class sizes and provide social/emotional support to students. CRF funds were used to order 2,000 updated models of Chromebooks in February, 2021 to replace models that were no longer going to be supported. Uncertainty will persist as to the length and depths of the effects of the pandemic. The District will continue to make difficult decisions, always keeping the students' best interests at the forefront, while balancing needs vs. resources. The District's healthy operating fund balances will be invaluable during these unprecedented times. All following information, discussion and analysis in this document will assume somewhat normal operations and a recoverable timeframe including sufficient funding. With decreasing positive cases of Covid-19 and increasing number of fully-vaccinated citizens, the district is currently planning for full in-person learning for all students PreK-12 starting August 25, 2021. Every teacher and employee is excited to welcome all of our students this fall!

The 2022 budget for operations of the Ritenour School District can generally be characterized as being consistent. In November, 2017, the district taxpayers voted on Proposition A, a \$.39 operating tax increase. The district voters overwhelmingly passed Proposition A with 64.5% in favor. This generated approximately \$2.1 million in the 2018-19 year in additional operating revenue, in order to decrease operating deficits, maintain the district's instructional programs, and try to maintain competitive salaries and benefits. Given the district's financial position, new initiatives and program modifications can be difficult. However, by continually examining operations for efficiency, ensuring appropriate staffing and spending wisely, several improvements were implemented in the 19-20 year, with additional implementations in this year. These high visibility programmatic changes should positively impact student learning. Some of these changes and initiatives are highlighted below:

In 2016-17, the district embarked on the high school's 1:1 Chromebook rollout. The District leased 2,000 Chromebooks that were distributed to each high school student. The Chromebook's more reliable operation significantly reduced time lost in the classroom due to PC downtime, and the startup time is also significantly reduced since it only takes a few seconds before these computers are available for use. The 1:1 technology allows teachers to differentiate both in terms of how they teach and how students are expected to demonstrate their learning. Lecture-based learning can be easier supplemented by student research and project-based learning. There will still be a need for the traditional PC or desktop computer, but the Chromebook's more cost-effective and convenient access to Google applications is reducing this need. Student engagement is higher and will hopefully result in higher student achievement and standardized test scores. In addition, a group of students' repair and troubleshoot Chromebook issues immediately through a student-staffed help desk and workroom at the high school. This also serves as an instructional space for the students doing the repairs, as they are enrolled in a class and supervised by a technology teacher. Some of these Chromebooks were replaced in 19-20. A new 4-year lease was approved in May, 2020 to obtain new Chromebooks in 20-21 for all high school students. The existing Chromebooks were re-distributed to middle and elementary schools. Coronavirus relief funds were used to purchase devices for all students. All teacher laptop computers and all staff desktop computers have been replaced in the last 2 years utilizing 4-year lease-purchases.

The District operates an International Welcome Center (IWC) to support middle and high school students who are new to the United States and have Limited English Proficiency (LEP). The students in this program either do not speak any English or are very limited in their English communication skills. Districtwide, the number of LEP students continues to grow, and meeting the needs of these students is a district priority. In order to address this issue, four more teaching positions have been budgeted along with one more teacher assistant to specifically assist with these English Learners (EL).

Elementary students identified as gifted and talented have been historically served in their respective school in a “Project Challenge” class each day by a total of six teachers. For the 2017-18 year, a Gifted Center was established at Ritenour Middle School. Monday-Thursday, students are transported to the center to be instructed by a total of three teachers with gifted certification. Students are grouped by grade one day each week (1st & 2nd, 3rd, 4th, 5th). This allows students to interact and learn with other gifted students. This has been determined to be a best practice in gifted education. On Fridays, the teachers go to schools to instruct students who have opted out of the center-based approach. Besides a project-based instructional approach, another advantage of this change was a reduction of three teachers to reduce expenditures. This Gifted Center was not utilized in the 20-21 year, due to the Covid-19 pandemic and related social distancing guideline. Instead, Gifted teachers pushed into the schools and online. The district plans to use the Gifted Center once again in the 21-22 school year.

The district’s alternative education programs are housed in a separate building in the district called the Husky Academy. Most of the programs have been run by ACE Learning Centers Inc., but still supervised by the district’s Director of Alternative Education. In 2019-20, the district started self-operating all of the programs except the traditional online program that offers an alternate diploma. In 2018-19, the programs were expanded to serve up to 110 FTE students, increased from 79. The programs consist of the following:

- ❖ Traditional online program for high school students (alternate diploma)
- ❖ New high school program, offering a mix of online and direct instruction
- ❖ “Keeping Pace” high school program (alternative to out-of-school suspension)
- ❖ “Positive Transitions” middle school program (alternative to out-of-school suspension)
- ❖ Social worker and counselor support for all students
- ❖ Missouri Options credit recovery and high school alternative graduation program
- ❖ Special education and English Language Learner supports provided as needed

During the 2017-18 school year, the district lease-purchased 28 of its own buses and began to operate its student transportation system in-house. The budgeted cost was roughly the same as the anticipated increased cost of continuing to contract this service. The district maintains greater control, more flexibility, and better supervision and training of bus drivers. Drivers are employees of the district, and therefore have greater pride and responsibility in their duties including building relationships with students. This has helped to ensure better service and more appropriate student behavior on the buses. The reliability of its fleet increased, and the department has received the Fleet of Excellence Award due to the high pass rate of bus inspections on the first time through performed by the Missouri State Highway Patrol. The on-time performance of its fleet has continued above 99.5% every year through the closure on 3/17/20.

The District renovated a small space in one of its middle schools to house the Husky Health Center to serve students for medical and behavioral health needs. The center is staffed and operated by an outside agency part-time during the week at no cost to the district or students. The center helps students treat chronic conditions such as asthma and diabetes, as well as immunizations. A trend seen across the nation is an increase in trauma and mental health issues for students. The center provides behavioral health counseling in individual and group settings. The appointments for these sessions are 100% booked, and increasing capacity for additional sessions is a goal in the current year.

Each year during the budget process, teaching positions are evaluated based upon student enrollment projections and building needs. This year, like most, teachers will be reassigned based upon grade level needs in either their existing building or in other buildings based upon student projections. The overall result of this process for the 21-22 year is an increase of eight elementary teachers.

Total personnel changes are:

- ❖ Ritenour High School: added one math teacher; added one counselor
- ❖ Middle Schools: added one counselor so each school has three counselors; added one additional math teacher to each school
- ❖ Elementary: added eight sections/teachers; added six Reading Specialists/Interventionists (1 per each elementary school) to work with K-1 students; added three counselors so each school has two; added one social worker, so that two social workers serve the six schools
- ❖ Districtwide: added four EL teaching positions; added one bi-lingual social/emotional support specialist; added a Director of Secondary Education; removed 10 part-time custodians on a Covid-19 disinfecting team; added 2 more evening custodians

With the changes in the positions previously described and other minor changes as shown on pages 185-189, the 2022 budget increases the total district personnel by an FTE of 17.5 positions. Contingency funds have once again been set aside for funding additional teachers if student enrollment increases beyond the projected level.

A new lease-purchase agreement was entered into in January, 2020 to pay off old leasehold revenue bonds, and provide funding to renovate and improve the Husky Support Center. This was a former church, which houses the District's transportation department. The District will also utilize the building for centralized District storage, freeing up space in all schools. Effective April 15, 2020, it also began to house a community food pantry (Ritenour Co-Care Food Pantry, a separate 501(c)(3) organization, which serves over 900 families every month, and serves only residents of the District). The pantry pays the District a minimal rent amount. In the proposed budget, approximately \$725,000 has been appropriated for phase II of the renovations for this building. All other projects and equipment purchases in the 2021 budget are funded by operational monies, except for technology purchases funded by the federal CARES Act.

The seven-year revolving curriculum adoption program was partially suspended due to the pandemic. Although the English Language Arts (ELA) curriculum was planned to be revised in 20-21, part of it was delayed until this school year. Curriculum adoptions approved by the Board of Education for 2021-22 at a cost of approximately \$641,000 are as follows:

- ❖ Elementary collaborative literacy K-5 textbooks and 7 years of consumable resources
- ❖ 3rd-5th grade classroom libraries
- ❖ High school grades 9-10 ELA and Honors ELA textbooks
- ❖ High school Debate, Introduction to Mass Communications, College Credit Oral Communications I

The curriculum revisions for middle school ELA and other high school ELA will be adopted and implemented in the 2022-23 school year.

TOTAL OPERATING REVENUE BY SOURCE

Revenue Source	Budget 2021-2022	Budget 2022-2023	\$ Change	% Change
Local Sources	\$ 38,017,651	\$ 37,554,216	\$ (463,435)	-1.2%
County Sources	970,248	861,706	(108,542)	-11.2%
State Sources	27,970,928	28,239,524	268,596	1.0%
Federal Sources	12,171,148	12,977,117	805,969	6.6%
Other Sources	<u>430,000</u>	<u>400,000</u>	<u>(30,000)</u>	-7.0%
	<u>\$ 79,559,975</u>	<u>\$ 80,032,563</u>	<u>\$ 472,588</u>	0.6%

RESOURCES TO SUPPORT OPERATIONS

All instructional and support services included in the 2023 budget are funded by local, county, state or federal sources of revenue.

Any disruption in state or federal funding places extreme pressure on the District's fund balances and local tax revenue. In Missouri, when the state fails to properly fund education, the burden falls on the District's residents to make up the difference by increasing local taxes, spending down fund balances or suffering the loss of educational services. Given these continuing financial uncertainties, the District continues to take a conservative approach to revenue projections and funding educational programming requests, insisting that these requests ensure prudent and focused use of funds to provide the highest quality education possible within our financial constraints.

Despite these fiscal constraints, the District and its students were awarded and recognized this past year for numerous achievements as indicated below:

- Ritenour Receives Partnership Award from St. Louis Community College
- Ritenour International Welcome Center Receives 2019 Civic Award of the Year
- Ritenour Buses Earn 2019 Fleet of Excellence Award For Second Consecutive Year
- Ritenour High School's KRHS Radio and TV Stations Earn National, State Recognition
- Ritenour High School's Student Newspaper Earns International Rating
- Ritenour High School Leadership Students Earn National Honors for Fifth Consecutive Year
- Ritenour High School Student Earns Scholarship Match
- Ritenour High School Students Establish New Record for Early College Acceptance
- Robotics Coach Earns State Recognition
- Ritenour Activities Director Named Administrator of the Year
- Ritenour High School Leader Receives Numerous Honors
- Iveland Nurse Named Top 10 in the St. Louis

Local Revenue (\$44 million)

The primary sources of local revenue are taxes upon real and personal property within the District, excluding railroad and utility property taxes, and receipts from the Proposition C state sales tax. The 2022 budget year is a year of county-wide reassessment and therefore the St. Louis County Assessor will be re-valuing all property within the county. The Assessor's preliminary estimate indicates a 13.8% net increase in residential real estate and a 7.1% net decrease in commercial real estate. Personal property values are not updated until later in the year. The preliminary values received reflect an overall increase of 3.8%. Review and appeals are

expected to lower the actual results significantly. Other adjustments to the District’s assessed value will be additions from new construction and purchases of new personal property, and decreases from appeals to the St. Louis County Board of Equalization or the Missouri State Tax Commission. 2018 was the first increase in the district’s assessed value since 2008, after four consecutive biennial reassessment cycles in which the overall assessment values of the District decreased. The district’s overall assessed value increased in the 2018 & 2020 reassessment cycle, and is expected to increase again in 2022.

Tax revenue growth is always limited to the lower of the actual growth in assessment, the consumer price index (CPI), or 5%. The U.S. Department of Labor’s current CPI for All Urban Consumers is 4.2% for 12 months ending April 2021.

Passage of Proposition A in November 2017 increased the operating levy by 39 cents.

Since the value of new construction and improvements is based upon that tax year’s activity, the variation can be dramatic from year to year as indicated below:

New Construction & Improvements

FISCAL YEAR	REAL ESTATE		TOTAL VALUATION
	Residential	Commercial	
2012-13 *	\$ 97,580	\$ 1,786,660	\$ 1,884,240
2013-14 *	\$ 548,950	\$ 1,765,470	\$ 2,314,420
2014-15 *	\$ 109,700	\$ 1,523,800	\$ 1,633,500
2015-16 *	\$ 3,300	\$ 904,000	\$ 907,300
2016-17 *	\$ 9,000	\$ 512,000	\$ 521,000
2017-18 *	\$ 16,500	\$ 1,033,000	\$ 1,049,500
2018-19 *	\$ 233,700	\$ 267,200	\$ 500,900
2019-20 *	\$ 294,000	\$ 145,600	\$ 439,600
2020-21 *	\$ 213,100	\$ 698,900	\$ 912,000
2021-22 *	\$ 369,000	\$ 249,600	\$ 618,600
2022-23 #	\$ 250,000	\$ 150,000	\$ 400,000

* actual # estimated

Under the provisions of an initiative petition adopted by the voters of Missouri on Nov. 2, 1982, commonly known as “Proposition C,” revenues generated by a 1% state sales tax are credited to a special trust fund for school districts and are deemed to be “local” revenue for school district accounting purposes. These revenues are distributed to each school district within the State on a weighted average daily attendance basis. The state legislature has appropriated \$1,036 per weighted ADA for 2020. Based on the disparity in the final amounts in some years, the District budget reflects only \$1,016 per weighted ADA to stay consistently conservative.

County Revenue (\$0.99 million)

For school taxation purposes, all state assessed railroad and utility property within a county is taxed uniformly at a rate determined by averaging the tax rates of all school districts in the county. No determination is made of the assessed value of the railroad and utility property physically located within the boundaries of each school district. Such tax collections for each county are distributed to the school districts within that county according to a formula based on total student enrollments in each district and on the taxes levied by each district. County revenue also includes certain fines and forfeitures collected from violations within the boundaries of the county and distributed to each school district based upon the September Membership count.

State Revenue (\$27.97 million)

The District’s primary source of state revenue is generated under a foundation formula enacted under Sections 163.011 through 163.071, Revised Statutes of Missouri, as amended. The formula provides state aid to school districts dependent upon a student need perspective. Each district’s student attendance will be recalculated in a weighted average daily attendance method, taking into account students with special education needs, those having limited English proficiency and those qualifying for free and reduced-price lunch. School districts in St. Louis County do not receive weighting for students with special education needs, as these students are served by the St. Louis Special School District (SSD). This weighted ADA is then multiplied by the State Adequacy Target (SAT), which the state has determined to be the amount successful schools in the state spend on a per student basis. The Dollar Value Modifier (DVM) is then multiplied to adjust this figure. The DVM is used to adjust for regional differences in the cost of education within the state. This total entitlement is then reduced by a district’s local effort calculation. Local effort is defined as the amount of property taxes that a \$3.43 levy would produce based upon the 2004 assessed valuation plus actual taxes received from other state and local sources.

In May, 2016, the Missouri General Assembly voted to override Governor Nixon’s veto of Senate Bill 586. This legislation restored the five percent cap on the growth of the State Adequacy Target that was removed by the General Assembly in 2009. Based upon the language of the bill, the calculated SAT was reduced from \$6,580 to \$6,241. The current SAT for the 2020 fiscal year is \$6,375. For the 2022 fiscal year, the General Assembly approved an increase in appropriations for the foundation formula, which is expected to fully-fund the formula at the SAT of \$6,375. However, the funding for this level is dependent upon sufficient revenues collected by the state. The WADA will also include the number of preschool children that qualify for free/reduced price meals for which no tuition is charged. The District’s preschool program is tuition-based; therefore, preschool students are not included in the projected WADA. The District budget reflects a SAT of \$6,375 but continues to budget conservatively.

Federal Revenue (\$8.9 million)

The District receives certain grants and other revenue from the federal government, which are usually required to be used for the specific purposes of the grant or funding program. These include, Title I – Improving Academic Achievement of the Disadvantaged, Title II A – Teacher and Principal Training and Recruiting, Title III – Language Instruction for Limited English Proficient and Immigrant Students and the Carl D. Perkins Career and Technical Education Improvement Act. The District also receives a significant portion of its federal funds from the School Lunch and Breakfast Programs that subsidize meal costs for students of low-income families.

The actual amount of federal revenue Ritenour may be allocated will vary year to year based upon federal program funding and district census and poverty data. It should also be noted that a portion of unspent funding from the current year may be carried forward to the next fiscal year. The budget reflects estimated amounts of funding based on the best information we have at the time the budget is created and approved. The amounts being received under Coronavirus Relief Funds are a significant source of revenue. Revenue from the National School Lunch and National School Breakfast programs also are a significant source of federal revenue.

Other Revenue (\$0.4 million)

The transportation costs of students who are homeless as defined by the federal McKinney-Vento Act are split between the sending and receiving school district. Those reimbursements and costs will vary each year as students are identified and served.

Tuition from other districts is received for students attending Ritenour, but whose domicile district is different. Various other small grants and revenues are received throughout the year.

The Ritenour School District is fortunate to have strong community support that resulted in the November 2017 passage of a \$.39 operating tax increase. An 18¢ tax levy transfer was also approved in April, 2005 from the debt service levy to the operating levy. In November 1998, approval of the Proposition C Rollback waiver was passed, the equivalent of a 46¢ tax increase.

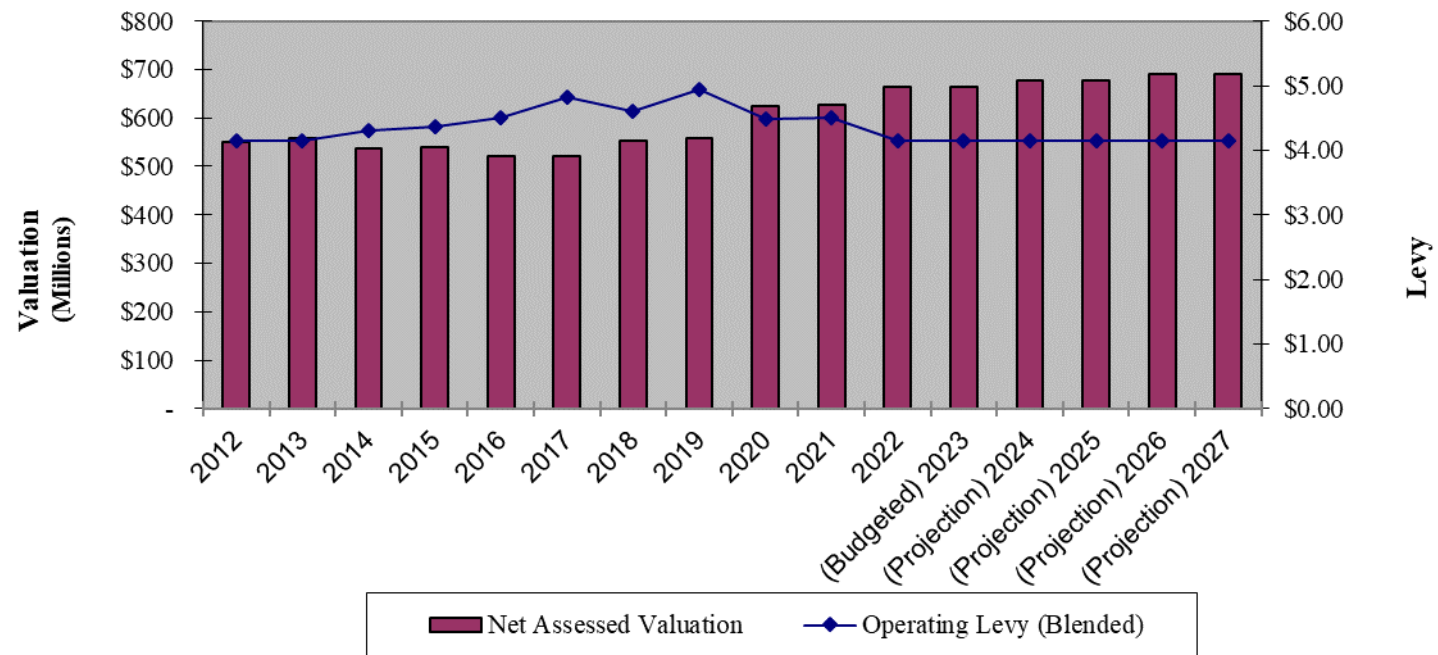
State legislation requires the District to set multiple tax rates based upon the type of property and its classification. The District is required to set separate rates for personal property, residential real estate and commercial real estate. A combined or blended rate is used for state-wide assessments. The intent of this change is to be revenue neutral to the school district while more equitably assessing taxpayers.

The district receives a category of tax revenue listed as prior year taxes. These are taxes from taxpayers who paid them after the December 31 due date, and the district receives those funds after June 30. For the 2016 fiscal year, this delinquent tax revenue totaled \$0, due to the amount of protested tax refunds to taxpayers were higher than the amount received. This was the first year Ritenour has ever recorded a \$0 amount in this category. In that year, the state tax commission and the St. Louis

County Assessor's office settled a large number of taxpayer assessment appeals, some from as far back as 2005. This was the cause for a majority of these refunds. Once the county reports the total amount of assessment modifications, the District has the opportunity to recalculate its prior tax rates and make a current year adjustment to the tax rate to recoup lost revenue from the previous year(s). A 28.3¢ recoupment adjustment to the commercial tax rate was levied for the 2016 tax rate. Due to the increase in commercial real estate assessed value, a 23.897¢ recoupment adjustment was levied for the 2017 tax rate, and 26.99¢ for the 2018 rate. For the 2018 fiscal year, the amount of prior year tax revenue returned to a positive amount, approximately \$1,070,000, and approximately \$1,128,000 year-to-date in fiscal year 2019. However, with increases in assessed value due to the reassessment cycle, the St. Louis County Assessor expects a record number of appeals to be filed with the St. Louis County Board of Equalization and/or Missouri State Tax Commission. Therefore, this revenue could be adversely affected. Consistently conservative, only \$1,050,910 has been budgeted for 2022. No estimate on a recoupment levy for the 2022 fiscal year has been made.

The graph below depicts the District's net assessed valuation, which reached its peak in 2009 and was followed by several years of decline to which the tax levy is applied. Ritenour's relatively low assessed valuation and lack of recent growth make it comparatively more difficult for the District to meet the greater local demand. Because of the prior reassessment years in which assessments have decreased, tax revenue has not been allowed to grow even up to the sluggish consumer price index. The increases in assessed value due to the 2017 reassessment cycle provide optimism that the trend has finally reversed. As explained by the St. Louis County Assessor, there is approximately a 2-year lag between actual home sale prices and reflected assessed values, along with overall economic growth and commercial real estate values.

NET ASSESSED VALUATION & OPERATING LEVY



OPERATING EXPENDITURES

A summary schedule of operating expenditures by object (expenditure category) is presented below. Operating expenditures include costs paid from the Incidental Fund, Teachers Fund, and non-bond issue portion of the Capital Projects Fund.

TOTAL OPERATING EXPENDITURES BY OBJECT

Object	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Salaries	\$44,741,860	\$45,835,055	\$ 1,093,195	2.4%
Employee Benefits	15,057,453	15,827,653	770,200	5.1%
Purchased Services	9,218,501	9,804,710	586,209	6.4%
Supplies	6,920,965	7,108,700	187,735	2.7%
Capital Outlay	1,703,770	679,828	(1,023,942)	-60.1%
Other Expenditures	149,574	44,543	(105,031)	-70.2%
Contingency	<u>216,394</u>	<u>275,000</u>	<u>58,606</u>	27.1%
	<u>\$78,008,517</u>	<u>\$79,575,489</u>	<u>\$ 1,566,972</u>	2.0%

The increase in salaries reflect the actual salaries approved by the Board of Education. The salary increase also reflects the position changes and assumes certain costs for vacant positions.

- Overall 22-23 salary increases:
- Teacher 5.00%
 - Administrator 5.00%
 - Support staff 5.00%

The capital outlay decrease is due to not including the purchase of property yet in the 2020 budget, nor has the offsetting COPS revenue been budgeted. The decrease in other expenditures is less interest on the bus lease-purchase in the annual payments. The vast majority of contingency monies are set aside for additional teachers if class sizes increase due to unexpected enrollment growth. The contingency is also used for increased salaries for those teachers who obtain advanced degrees or a certain number of hours toward an advanced degree during the school year. Finally, the funds may be used to hire retired administrators during leaves of absence for building principals or assistant principals, or other expenditures at the superintendent's discretion.

Personnel-related costs (salary and benefits) encompass the largest portions of the budget (78% for the 2022 fiscal year). Educational services, which tend to be very labor intensive, would be further magnified if the District did not out-source a large portion of its custodial and maintenance services (which are classified as purchased services). Besides the increased salaries and benefits and lowered purchased services due to the transportation change, the spending patterns of the District remain relatively consistent, further indicating the effectiveness of financial controls used in managing the expenditure growth of the budget.

The District's Debt Service Fund provides for principal and interest payments on outstanding debt. As of July 1, 2020, the District will have a total outstanding principal balance of \$42.98 million. The District took the opportunity to adjust the bond payment schedule and reduce future payments using the refunding issues in 2017 and again in 2020. Principal and interest payments are budgeted. The district has plans to issue Certificates of Participation (COPS) in order to finalize the purchase of property used for its transportation office and bus lot. This is a former church in the center of the district. The COPS will also be used to renovate the building for other uses, primarily to house the Ritenour Co-Care Food Pantry, a separate non-profit organization that serves roughly 850 families and almost 2,000 people per month for only those residents residing in the Ritenour School District. The district will also use the space for district centralized storage, something the district does not currently have. The building consists of roughly 105,000 square feet, so the future potential use of the building is exciting for the district.

In the past, the District's medical insurance premiums have grown faster than any other expenditure. More recently, the medical insurance premium increases have been less than national and state averages. Ritenour participates in the CSD Insurance Trust (Trust) with 24 other school districts and charter schools in the region to spread risk and increase the bargaining power of the group. Beginning October 2013, the Trust moved from a fully-insured plan to a self-insured plan. In a self-insured plan, the Trust acts as its own insurer instead of purchasing health insurance from an insurance company. The Trust uses the money that it would have paid the insurance company and instead pays the health care claims to providers directly. The Trust contracts with Anthem to provide a medical network and to administer the plan, but it bears the risk and reward of being self-insured. The Trust also purchases stop-loss insurance coverage to limit its risk.

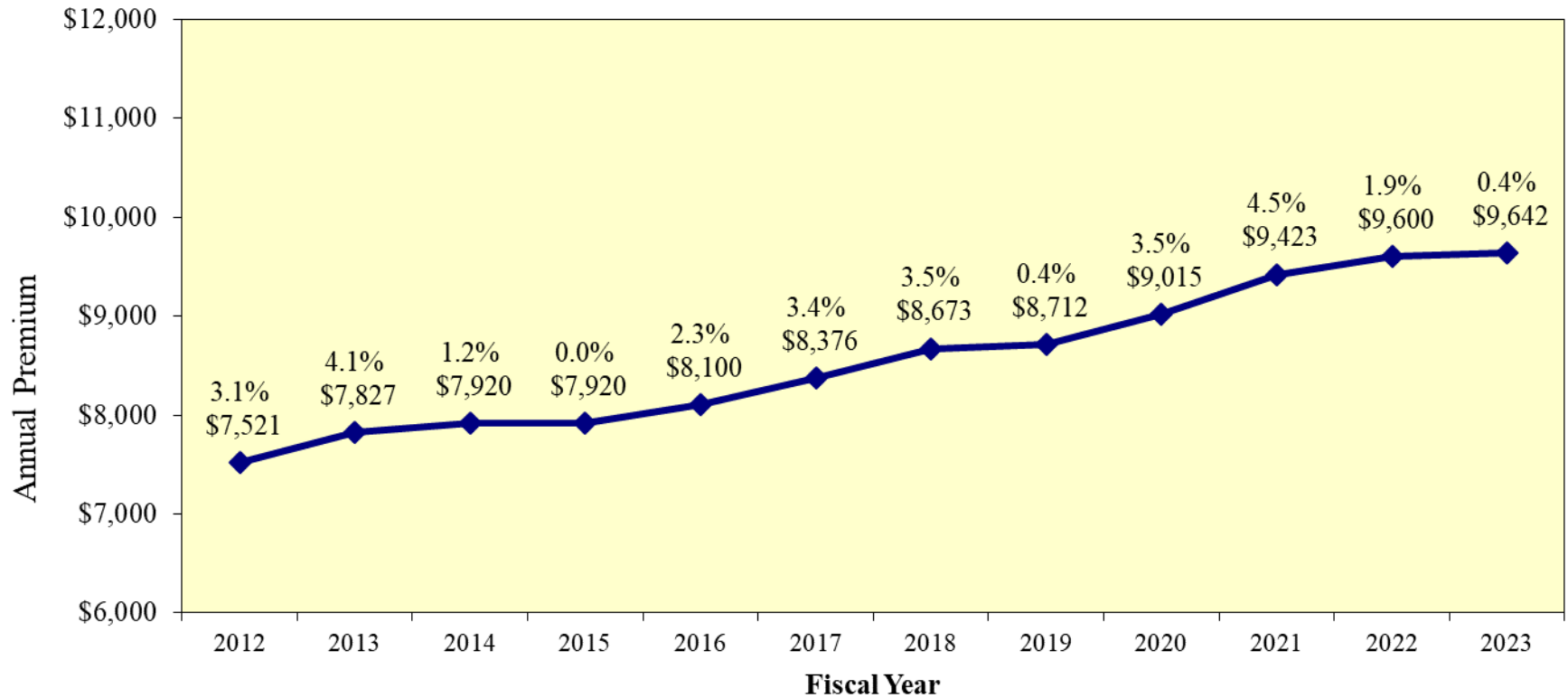
The Trust places each participating district into one of five tiers based upon their three-year average loss ratio in order to allocate the next year’s increase. The loss ratio is the ratio of total claims paid plus expenses divided by the total premiums paid. Ritenour’s three-year average loss ratio is 82%, which is lower than the combined Trust ratio of 98%. Based upon that ratio, Ritenour will receive a .2% rate increase beginning October 1, 2022, the beginning of the plan year for the Trust and District. Below is the Trust’s current year tier structure for rate increases:

MEDICAL INSURANCE TIER INCREASES

	<u>Avg. Loss Ratio</u>	<u># of districts in Tier</u>	<u>Percent Increase</u>
Tier 1	< 70%	6	-4.8%
Tier 2	70-79.99%	3	-2.3%
Tier 3	80-89.99%	4	0.2%
Tier 4	90-99.99%	4	2.7%
Tier 5	> 100%	6	5.2%
New Districts		1	0.2%

The District pays for coverage at the \$1,000 corridor level for employee medical insurance. The corridor is basically a delayed deductible after use of a Health Reimbursement Account. The corridor is not related to normal co-pays or wellness visits, but applies to more major medical expenses, such as inpatient hospital stays, and certain diagnostic outpatient procedures. Therefore, the effect on employees is minimal. Below is a graph of the District’s historical insurance premium costs on a fiscal year basis:

MEDICAL INSURANCE PREMIUMS
(with percent increases)



Another significant expense in the employee benefits category is the retirement contributions for PSRS (Public School Retirement System) and PEERS (Public Educational Employees Retirement System). Each year actuarial valuations are performed to determine the liabilities and contribution rates needed to adequately fund both plans. The retirement contribution rates have not increased since the 2012 fiscal year. This contribution rate is paid by the employee and matched by the District and is applied to the employee’s annual compensation, which includes salary and district-paid medical, dental and vision benefits.

OPERATING FUNDS – HISTORICAL RESULTS, BUDGET AND PROJECTIONS

	Actual			Budget		Forecast		
	2018	2019	2020	2021	2022	2023	2024	2025
Beginning Fund Balance:	\$18,290,144	\$ 16,789,535	\$ 21,438,590	\$ 25,630,552	\$ 25,876,614	\$ 26,662,405	\$ 29,218,881	\$ 30,698,861
Plus: Revenues								
Local Sources	\$ 33,682,113	\$ 38,087,234	\$ 38,207,665	\$ 37,431,919	\$ 38,126,183	\$ 37,643,470	\$ 38,354,075	\$ 38,595,669
County Sources	\$ 926,753	\$ 883,558	\$ 1,004,903	\$ 925,804	\$ 831,039	\$ 975,000	\$ 1,002,000	\$ 1,030,000
State Sources	\$ 25,902,304	\$ 26,699,740	\$ 25,707,439	\$ 27,625,299	\$ 27,968,576	\$ 28,205,964	\$ 28,762,864	\$ 29,330,801
Federal Sources	\$ 5,453,201	\$ 5,428,948	\$ 5,133,557	\$ 6,870,313	\$ 8,689,976	\$ 12,065,000	\$ 11,387,000	\$ 11,419,000
Other Sources	\$ 757,295	\$ 328,696	\$ 1,521,056	\$ 160,000	\$ 430,000	\$ 456,000	\$ 462,000	\$ 468,000
Total Revenues	\$ 66,721,665	\$ 71,428,177	\$ 71,574,620	\$ 73,013,335	\$ 76,045,774	\$ 79,345,434	\$ 79,967,939	\$ 80,843,470
Less: Expenditures								
Salaries	\$ 38,822,098	\$ 39,109,502	\$ 39,062,469	\$ 40,856,966	\$ 43,945,326	\$ 44,823,658	\$ 45,719,758	\$ 46,634,433
Fringe Benefits	\$ 12,779,746	\$ 12,716,206	\$ 13,096,154	\$ 13,889,534	\$ 14,787,528	\$ 15,216,301	\$ 15,668,399	\$ 16,134,058
Purchased Services	\$ 8,934,353	\$ 8,403,385	\$ 8,524,244	\$ 8,529,759	\$ 9,003,220	\$ 9,120,136	\$ 9,116,087	\$ 9,224,548
Supplies	\$ 6,649,307	\$ 5,795,064	\$ 4,738,045	\$ 6,436,928	\$ 6,485,522	\$ 6,536,983	\$ 6,589,788	\$ 6,643,268
Capital outlay	\$ 993,068	\$ 650,806	\$ 1,835,956	\$ 2,764,560	\$ 687,249	\$ 772,337	\$ 1,083,577	\$ 908,000
Other Expenses	\$ 43,703	\$ 104,159	\$ 125,791	\$ 77,863	\$ 76,138	\$ 44,543	\$ 35,350	\$ 25,827
Contingency	\$ -	\$ -	\$ -	\$ 211,663	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000
Total Expenditures	\$ 68,222,274	\$ 66,779,122	\$ 67,382,658	\$ 72,767,273	\$ 75,259,983	\$ 76,788,958	\$ 78,487,959	\$ 79,845,134
Surplus/(Deficit)	\$ (1,500,609)	\$ 4,649,055	\$ 4,191,962	\$ 246,062	\$ 785,791	\$ 2,556,476	\$ 1,479,980	\$ 998,336
Ending Fund Balance:	\$ 16,789,535	\$ 21,438,590	\$ 25,630,552	\$ 25,876,614	\$ 26,662,405	\$ 29,218,881	\$ 30,698,861	\$ 31,697,197

FUND BALANCE ANALYSIS

Financial statements for school districts involve the General Fund, Special Revenue Fund, Debt Service Fund and the Capital Projects Fund. The balance in the Debt Service Fund is more predictable than any of the other funds because its expenditures consist mainly of scheduled principal and interest payments. These payment schedules are known in advance for the life of the bonds. The state auditor's office monitors the balance in the Debt Service Fund within the calculation of the debt service levy to ensure the district is levying an appropriate amount to cover its obligations and also to ensure the levy does not exceed the maximum levy allowed. The balance of this fund is legally restricted to these debt service payments and should not be considered when analyzing the district's funds available for operations.

The Capital Projects Fund is also restricted in terms of its usage and sources of revenue. Capital Projects money can be used for the construction of or addition to a building, remodeling of buildings, furnishings for a building, the purchase of real estate and other capital equipment. Capital equipment are items that would normally be repaired instead of replaced, have a useful life of more than a year and cost \$1,000 or more. The District funds these expenditures through bond issue initiatives, transfers from the General Fund, placement of a tax levy in the Capital Projects Fund or other discretionary revenue allocations. In either manner of funding, expenditures need to be projected to determine whether the budgeted amount is within funding limitations. With no current bond issues, the Capital Projects fund balance is kept at zero, with General Fund transfers needed to fund future expenditures.

The Special Revenue Fund, also known as the Teachers Fund, is restricted to expenditures for the payment of salaries and fringe benefits of certificated employees, and tuition payments to other school districts. The District does not assign a levy to the Special Revenue Fund, but allocates most state and federal revenue to the fund and utilizes a transfer provision that allows the necessary amount to be removed from the General Fund to support the expenditures in this fund. The amount of the transfer cannot exceed the amount needed to cover the qualified expenditures and therefore the Special Revenue Fund carries a zero fund balance.

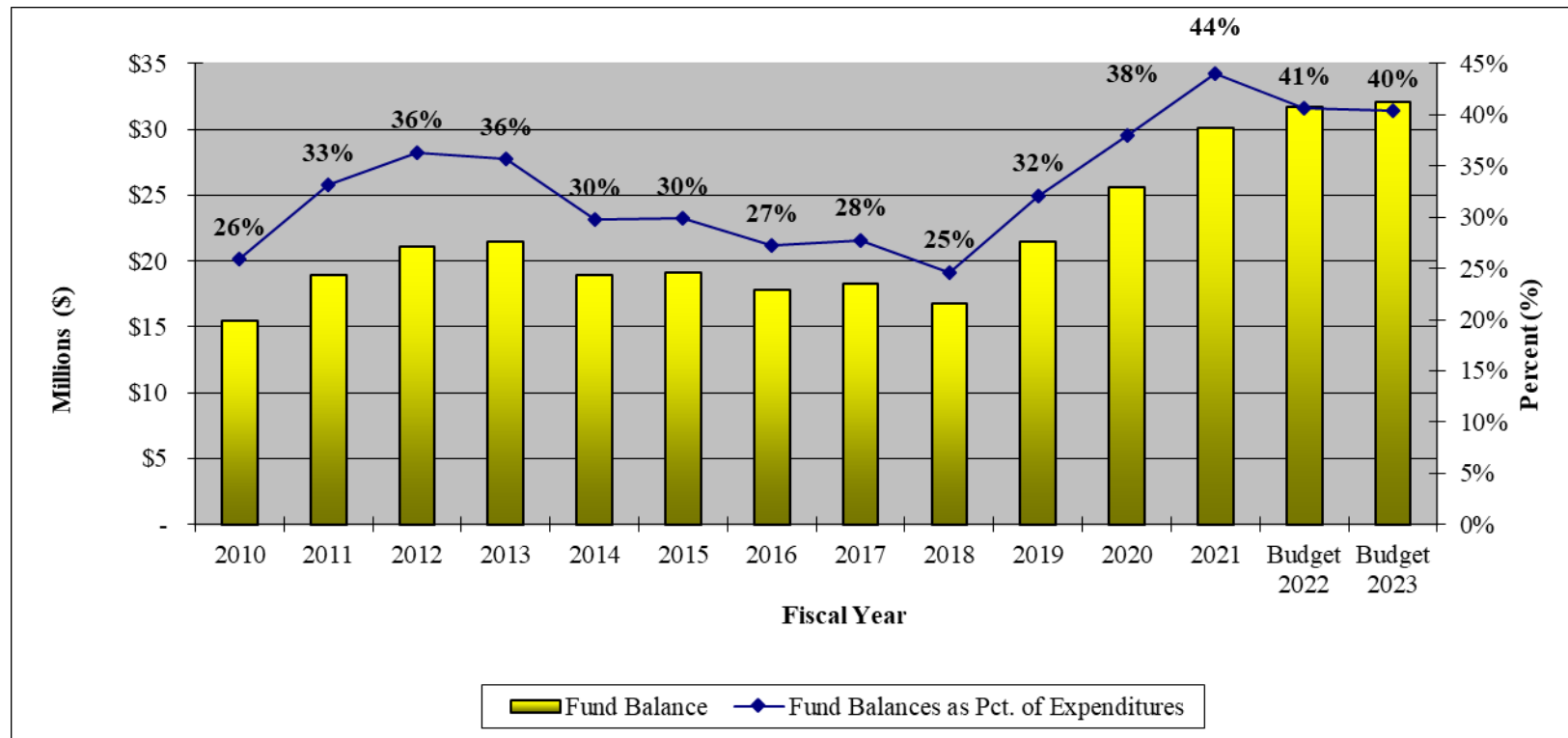
The specific limitations and provisions governing the funds above mean that General Fund balances are of the greatest concern. This fund balance is the primary indicator of financial viability and stability of the District. Since the passage of the Proposition C Rollback waiver, a 46¢ levy increase, the General Fund balances have increased by \$10 million from a low of \$4.8 million in 1998 to \$14.8 million in fiscal year 2003. Fund balances declined by \$2.1 million in the following two years only to increase by \$4.4 million the next three years following the passage of an 18¢ tax levy transfer from the Debt Service Fund. The General Fund balance increased to \$21.8 million, resulting from a \$4.6 operating surplus in 2018-19. The current budget projects a surplus of \$383,000 to a fund balance of \$21.8 million. The actual surplus will likely be higher due to increased recapture of budgeted expenditures. The proposed 2021 fiscal year budget is forecasting a small \$166,000 operating surplus with an ending operating fund balance of almost \$22 million. Again, conservative budgeting and spending will likely result in a larger surplus.

The District will end the current year with an operating fund balance at or above 30% of operating expenditures, but is projected to decrease in the 2023 and 2024 fiscal years. The Board of Education and District management are aware that balances can only be used to assist in offsetting any District revenue shortfalls on a short-term basis, as balances can only be spent once. The District is hopeful state funding and local tax revenue continue to increase, as a result of a recovering economy and increasing property values. In addition, the District continues to review expenditures for ways to reduce them without affecting its instructional programs.

It appears that state funding had stabilized this year prior to the economic recession caused by the pandemic and will be increasing in the future when the pandemic is under control. However, only time will tell when that happens.

The following graph presents the historical and budgeted operating fund balances and the percent of that year’s fund balance as a percent of the year’s operating expenditures.

OPERATING FUND BALANCES



MAJOR ASSUMPTIONS & TRENDS

Local property taxes, sales taxes and the state foundation formula accounts for 87% of all operating fund revenue. Because of this, more time and effort is spent examining and projecting the components of these revenue sources.

Local Property Taxes

Property tax revenue is calculated by multiplying a tax rate to a property value and applying a projected collection percentage to that amount. However, there are multiple classifications of property and different tax rates are applied to each of these classifications for separate tax purposes.

All taxable property within the District is assessed annually by the St. Louis County Assessor. Missouri law requires that real property be assessed at the following percentages of true value:

Residential real property.....	19%
Agricultural real property.....	12%
Commercial and all other real property....	32%

On January 1 in every odd-numbered year, each county assessor must adjust the assessed valuation of all real property located within the county in accordance with a two-year assessment and equalization plan approved by the State Tax Commission.

The assessment ratio for personal property is generally 33 1/3% of true value. However, various subclasses of personal property are assessed at lower ratios.

Under Missouri law, tax abatement and tax increment financing districts are available for redevelopers. Tax abatement exempts business from property taxes for a period of time that usually does not exceed ten years. Tax increment financing (TIF) districts have their taxes frozen at the current levels and deprive the school district any increases that would have resulted from reassessment until the obligations are either repaid or for up to twenty-three years.

The table below shows the assessed valuation of property in the District as of December 31 of the tax year as received from the St. Louis County Assessor, along with the estimated 2023 assessment valuations:

DISTRICT ASSESSED VALUATION

<u>Fiscal Year</u>	<u>Real Estate Residential</u>	<u>Real Estate Commercial</u>	<u>Personal Property</u>	<u>Less TIF</u>	<u>Total Assessed Valuation</u>	<u>Percent Change</u>
2012	\$ 267,677,140	\$ 171,005,680	\$ 114,288,450	\$ 3,494,580	\$ 549,476,690	-5.8%
2013	\$ 265,981,350	\$ 170,600,630	\$ 126,342,120	\$ 3,416,220	\$ 559,507,880	1.8%
2014	\$ 234,797,260	\$ 170,422,100	\$ 130,957,210	\$ 2,253,060	\$ 533,923,510	-4.6%
2015	\$ 232,650,890	\$ 170,586,070	\$ 138,651,370	\$ 2,253,060	\$ 539,635,270	1.1%
2016	\$ 217,744,100	\$ 173,592,880	\$ 133,124,550	\$ 3,336,320	\$ 521,125,210	-3.4%
2017	\$ 216,567,610	\$ 172,498,460	\$ 131,041,150	\$ 3,336,320	\$ 516,770,900	-0.8%
2018	\$ 234,118,060	\$ 186,769,980	\$ 135,563,070	\$ 3,701,410	\$ 552,749,700	7.0%
2019	\$ 233,939,250	\$ 184,658,600	\$ 134,825,380	\$ 3,701,410	\$ 549,721,820	-0.5%
2020	\$ 276,379,780	\$ 200,371,030	\$ 152,545,920	\$ 3,723,650	\$ 625,573,080	13.8%
2021	\$ 275,848,110	\$ 200,136,960	\$ 155,587,670	\$ 3,723,650	\$ 627,849,090	0.4%
2022	\$ 311,859,960	\$ 204,637,640	\$ 150,096,880	\$ 3,021,020	\$ 663,573,460	5.7%
2023*	\$ 312,109,960	\$ 204,787,640	\$ 150,096,880	\$ 3,021,020	\$ 663,973,460	0.1%

* Estimated

Based upon the assessed valuation, tax rates are calculated for each classification of property including the tax rates for operating and for debt service purposes. There is no property reassessment by the county this year.

The following table shows tax rates by category with the 2023 projected tax rate based upon the estimated values and the voter-approved increased operating tax rate. The blended tax rate is a calculation of all three property tax rates and is used for state funding purposes. The rates include both operating and debt service rates, and are levied per \$100 of assessed valuation.

TAX RATES

Fiscal Year	Real Estate		Personal Property	Blended	Percent Change
	Residential	Commercial			
2012	\$ 4.9832	\$ 5.2419	\$ 4.9592	\$ 4.9887	4.8%
2013	\$ 4.9680	\$ 5.2593	\$ 4.9592	\$ 5.0531	1.3%
2014	\$ 5.4614	\$ 5.0857	\$ 4.9195	\$ 5.2104	3.1%
2015	\$ 5.4728	\$ 5.2626	\$ 4.9196	\$ 5.2664	1.1%
2016	\$ 5.6930	\$ 5.6420	\$ 5.0126	\$ 5.5027	4.5%
2017	\$ 5.6930	\$ 5.9395	\$ 5.0121	\$ 5.8165	5.7%
2018	\$ 5.3573	\$ 5.5680	\$ 4.9191	\$ 5.5226	-5.1%
2019	\$ 5.8716	\$ 6.1689	\$ 5.4261	\$ 5.8602	6.1%
2020	\$ 5.2310	\$ 5.6043	\$ 5.4261	\$ 5.3959	-7.9%
2021	\$ 5.2337	\$ 5.6468	\$ 5.4261	\$ 5.4943	1.8%
2022*	\$ 5.0307	\$ 5.8373	\$ 5.4261	\$ 5.3508	-2.6%

* Estimated

Actual collection rates as well as trend information are used to project the budgeted rate to be applied to the individual property tax categories. The collection rates are broken down for current and delinquent tax receipts. The combined actual and projected collection rates (adjusted for county collection fees) for all categories of property are:

TAX COLLECTION RATES

Fiscal <u>Year</u>	Collection <u>Rate</u>
2013	98.3%
2014	98.7%
2015	98.7%
2016	95.6%
2017	97.2%
2018	97.3%
2019	97.6%
2020	98.8%
2021*	99.7%
2022*	97.0%

* Budgeted

Based upon the variables indicated above, property tax revenue is calculated. The object codes used to record the receipt of local property taxes includes accounts 5111 and 5112. The actual and budgeted local property tax revenue is:

TAX REVENUE

<u>Fiscal Year</u>	<u>Property Tax Revenue</u>	<u>Percent Change</u>
2013	\$ 28,862,145	0.8%
2014	\$ 28,598,390	-0.9%
2015	\$ 29,225,257	2.2%
2016	\$ 28,517,949	-2.4%
2017	\$ 28,166,472	-1.2%
2018	\$ 28,623,026	1.6%
2019	\$ 31,410,280	9.7%
2020	\$ 33,410,547	6.4%
2021	\$ 33,262,589	-0.4%
2022*	\$ 34,144,429	2.7%

* Budgeted

State Sales Tax

Sales tax revenue is generated through a 1-cent state-wide sales tax that was approved by the voters in 1982 known as Proposition C. Even though it is collected and distributed by the state, it is considered a local revenue source. The revenue is distributed under the provisions of the revised state aid formula using the prior year's weighted average daily attendance (WADA). The following table shows the amounts of sales tax revenue received for the actual and budgeted fiscal years:

<u>Fiscal Year</u>	<u>WADA</u>	<u>Revenue per WADA</u>	<u>Sales Tax Revenue</u>	<u>Percent Change</u>
2012	6,582.22	\$835	\$5,493,927	5.2%
2013	6,547.17	\$833	\$5,453,853	-0.7%
2014	6,564.51	\$885	\$5,807,005	6.5%
2015	6,697.49	\$921	\$6,169,591	6.2%
2016	6,669.60	\$950	\$6,321,511	2.5%
2017	6,722.45	\$977	\$6,567,838	3.9%
2018	6,678.19	\$988	\$6,600,020	0.5%
2019	6,761.92	\$1,007	\$6,807,738	3.1%
2020	6,776.50	\$1,006	\$6,817,093	0.1%
2021*	6,891.80	\$1,025	\$7,064,090	3.6%
2022*	6,891.80	\$1,040	\$7,167,472	1.5%

* Estimated

State Foundation Formula

The current state foundation formula was passed by the Missouri General Assembly in 2005, and was intended to transition the state away from a local tax rate-based formula to one that is primarily student needs-based. This formula was phased in over a seven-year period that started with the 2006-07 fiscal year. During this phase-in period, state aid for each school district was based upon a percentage of both the old and new formulas.

Ritenour’s state aid is determined by first multiplying the District’s weighted average daily attendance (WADA) by the state adequacy target. This figure is adjusted by a “dollar value modifier,” which is an index of the relative purchasing power of a dollar, calculated as one plus 15% of the difference of the regional wage ratio minus one. The product of the WADA multiplied by the state adequacy target is then reduced by the District’s required local effort to calculate the state aid amount.

Note that the formula WADA is calculated differently than the one used for distribution of sales tax revenue. The formula WADA is based upon the greater of the current or the prior two year’s regular school years average daily attendance. Additional weight is assigned for students who qualify for free and reduced-price lunch and those who possess limited English language proficiency plus

The current year's summer school average daily attendance. The number of students included in WADA is the number over a certain threshold of regular ADA, according to the state averages.

The state adequacy target is intended to be the minimum amount of funds a school district needs in order to educate each student. It is calculated every two years from data obtained from Missouri's highest performing districts. The recalculation can never result in a decrease from the previous state adequacy target amount.

A district's local effort calculation is the amount of locally generated revenue that the district would have received in the 2005 fiscal year if its operating levy was set at \$3.43. This amount has been frozen in the formula, except for adjustments due to increased locally collected fines or decreased assessed valuation in the district. Growth in assessed valuation and operating levy increases will result in additional local revenue to the district without affecting state aid payments.

A portion of the state aid received under the formula is from the "Classroom Trust Fund." This is a fund established by the state treasury that contains a portion of the state's gaming revenues from casinos and the state lottery. This money is distributed to school districts on the basis of average daily attendance. It is important to note that these funds are not in addition to the amount of the state aid calculation, but simply a sub-category to account for educational gaming revenue.

This new formula was fully funded in its first three years of implementation. Since 2010, state appropriations have not increased to meet the financial demands of the formula. This has required the Department of Elementary and Secondary Education to add a proration factor into the formula to distribute the appropriated funds. Starting with fiscal year 2016, the proration factor was eliminated and instead, the State Adequacy Target (SAT) is adjusted to meet the budgetary appropriation. Below is a summary of the adjusted formula calculations and next year's projection:

<u>Fiscal Year</u>	<u>Weighted ADA</u>	<u>State Adequacy Target</u>	<u>Dollar Value Modifier</u>	<u>Local Effort</u>	<u>Calculated State Aid</u>	<u>Adjusted Proration Factor</u>	<u>Adjusted Payment Amount</u>	<u>Percent Change</u>
2013	6,564.51	\$6,131	109.2%	\$20,680,677	\$23,269,059	92.4%	\$21,513,017	-1.4%
2014	6,697.49	\$6,131	108.9%	\$20,684,726	\$24,032,131	92.8%	\$22,407,675	4.2%
2015	6,692.01	\$6,131	109.1%	\$20,678,813	\$24,083,513	96.4%	\$23,226,000	3.7%
2016	6,699.94	\$6,146	109.2%	\$20,721,147	\$24,243,795	n/a	\$24,243,803	4.4%
2017	6,722.03	\$6,160	109.5%	\$20,671,495	\$24,669,989	n/a	\$24,669,989	1.8%
2018	6,761.92	\$6,218	109.4%	\$20,671,495	\$25,328,995	n/a	\$25,328,995	2.7%
2019	6,767.42	\$6,308	109.5%	\$20,671,495	\$26,072,867	n/a	\$26,072,867	2.9%
2020	6,771.80	\$6,375	109.2%	\$20,671,495	\$26,470,355	n/a	\$26,470,355	1.5%
2021*	6,868.48	\$6,375	108.9%	\$20,671,495	\$27,012,083	n/a	\$27,012,083	2.0%
2022*	6,903.22	\$6,375	109.2%	\$20,693,723	\$27,363,076	n/a	\$27,363,076	1.3%

* Estimated

Employee Benefits

The Board considers fringe benefits, in addition to basic salary, as an integral part of the total compensation plan and is committed to providing attractive benefits to its employees. Among the benefits are:

Health, Dental, Vision and Life Insurance

Employees who work at least 30 hours per week receive District-paid major medical, dental, vision and life insurance coverage. Employees who work less than 30 hours per week but qualify for membership in the Public School Retirement Systems of Missouri have the option of obtaining all or parts of the coverage, with the District paying half of the premium and the employee paying half through payroll deduction. The dependents of employees covered by the district plan may also participate in the group plan at the employee’s expense through payroll deduction. District retirees, who are eligible to receive benefits under the teacher or non-teacher retirement systems, may participate by paying premiums at the same rate as employees, as required by state law. Below are the current and proposed budgets for employee insurance costs:

	<u>2021</u>	<u>2022</u>	Increase <u>(Decrease)</u>	
Employee Insurance	\$6,440,665	\$6,862,566	\$421,901	6.6%

Retirement

All full-time employees who hold teacher certification automatically become members of the Public School Retirement System (PSRS). A full-time employee with teacher certification who works in a position that does not require teacher certification must contribute two-thirds of the PSRS contribution rate to PSRS and is also subject to Social Security and Medicare taxes. The District matches the employee’s contribution. Certificated persons employed less than full-time for at least 17 hours per week on a regular basis in a position that normally requires the employee to work at least 600 hours during the school term automatically become members of the Public School Retirement System of Missouri unless they elect within 90 days of first employment as a part-time, certificated employee to be a member in the Public Education Employee Retirement System. They are not permitted to change systems after the initial 90 days of employment.

Support staff members scheduled to work at least 20 hours per week are members of the Public Education Employee Retirement System (PEERS) and are also covered by Social Security. Their contributions are also matched by the District. Below are the current and proposed budgets for employee retirement contributions:

	<u>2021</u>	<u>2022</u>	Increase <u>(Decrease)</u>	
Teacher Retirement	\$5,338,363	\$5,770,458	\$432,095	8.1%
Non-Teacher Retirement	\$651,023	\$678,284	\$ 27,261	4.2%

Fund Balances

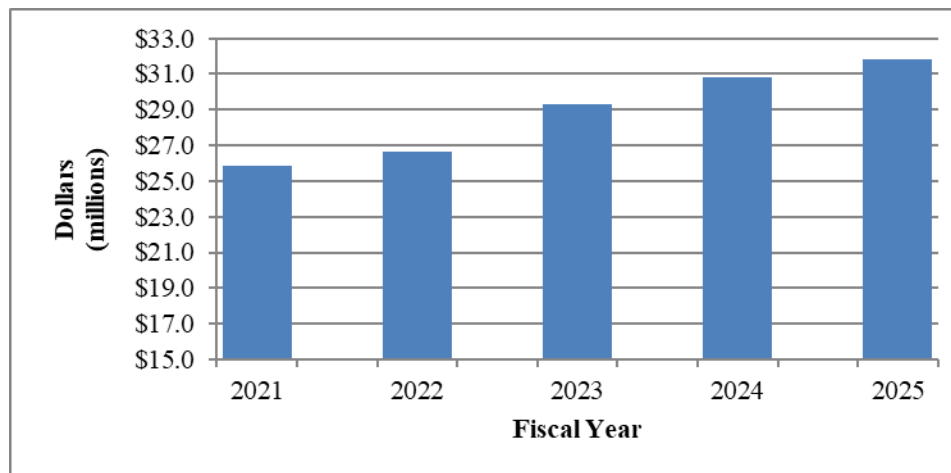
The adequacy of unrestricted fund balances in the operating fund of a district should be based upon each district’s own specific set of circumstances. Cash flow needs vary across districts based upon the timing of tax receipts, the monthly amount of state funding and the timing of payroll and other payments. The addition to or use of fund balances is a significant portion of a prudent fiscal policy with critical implications. The availability of fund balances allows for minimal educational service disruption, meet unanticipated cash flow shortfalls, address emergency situations and fund educational opportunities.

The lack of adequate fund balances can be partially mitigated by short-term borrowing. Missouri has established an Advance Funding Program that aggregates tax and revenue anticipation notes in order to lower borrowing costs and meet the cash flow needs of each district.

Once a district has utilized its balances, significant financial decisions will be presented in order to provide educational programming. Cost/benefit analysis must be determined to each program for its on-going financial support to face reduction or possible elimination.

The Ritenour School District is challenged to increase the educational outcomes of its students. This challenge becomes even more difficult as financial constraints squeeze the needs to provide more opportunities in a smaller class environment.

The graph below depicts the projected operating fund balances for 2021 to 2025 from assumptions based upon past, present and projected financial conditions of major revenue sources and expenditures. The District utilizes a hybrid forecasting model that involves using a combination of experience and projections from the current data available.



BUDGET SUMMARY – ALL FUNDS
Fiscal Year 2023

	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Bond Issue Fund	Total
Revenues						
Local Revenues	\$28,920,696	\$ 8,633,520	\$ 5,413,055	\$ -	\$ 10,000	\$ 42,977,271
County Revenues	\$ 831,706	\$ 30,000	\$ 168,294	\$ -	\$ -	\$ 1,030,000
State Revenues	\$ 663,000	\$ 27,576,524	\$ -	\$ -	\$ -	\$ 28,239,524
Federal Revenues	\$ 9,976,117	\$ 2,890,000	\$ -	\$ 111,000	\$ -	\$ 12,977,117
Other Revenue	\$ 300,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 400,000
Total Revenues	\$40,691,519	\$ 39,230,044	\$ 5,581,349	\$ 111,000	\$ 10,000	\$ 85,623,912
Expenditures						
Regular Programs	\$ 2,885,373	\$ 32,147,319	\$ -	\$ 5,000	\$ -	\$ 35,037,692
Special Programs	959,861	4,524,261	-	-	-	\$ 5,484,122
Vocational Programs	133,425	-	-	17,990	-	\$ 151,415
Student Activities	824,217	1,273,621	-	-	-	\$ 2,097,838
Payments to Other Districts	-	973,200	-	-	-	\$ 973,200
Pupil Support Services	1,999,497	2,959,554	-	-	-	\$ 4,959,051
Staff Support Services	927,531	2,112,833	-	-	-	\$ 3,040,364
General Administration Services	2,669,172	332,115	-	33,000	-	\$ 3,034,287
School Administration Services	1,671,985	3,402,689	-	-	-	\$ 5,074,674
Business Support Services						\$ -
Operation of Plant	8,845,998	-	-	209,500	-	\$ 9,055,498
Contracted Pupil Transportation	2,494,728	-	-	225,338	-	\$ 2,720,066
Food Services	3,710,630	-	-	99,000	-	\$ 3,809,630
Business/Central Services	1,629,166	209,967	-	-	-	\$ 1,839,133
Facilities Acquisition and Construction	-	-	-	90,000	5,975,000	\$ 6,065,000
Long and Short Term Debt	-	-	6,012,750	44,543	-	\$ 6,057,293
Adult/Continuing Education Programs	112,575	190,670	-	-	-	\$ 303,245
Community Services	748,666	837,065	-	-	-	\$ 1,585,731
Contingency Funds	15,000	260,000	-	-	-	\$ 275,000
Total Expenditures	\$29,627,824	\$ 49,223,294	\$ 6,012,750	\$ 724,371	\$ 5,975,000	\$ 91,563,239
Other Sources of Funds	\$0	\$9,993,250	\$0	\$613,371	\$0	\$10,606,621
Other Uses of Funds	<u>-\$10,606,621</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>-\$10,606,621</u>
Total Sources of Funds	-\$10,606,621	\$9,993,250	\$0	\$613,371	\$0	\$0
Surplus/(Deficit)	\$ 457,074	\$ -	\$ (431,401)	\$ -	\$ (5,965,000)	\$ (5,939,327)
Beginning Fund Balance	\$31,660,589	\$0	\$6,030,144	\$0	\$7,661,506	\$45,352,240
Ending Fund Balance	\$32,117,663	\$0	\$5,598,743	\$0	\$1,696,506	\$39,412,913

BUDGET SUMMARY – ALL OPERATING FUNDS

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Budget 2023	Increase/ Decrease	Percent Change
Revenues							
Local Revenues	\$ 38,087,234	\$38,207,665	\$37,241,991	\$ 38,017,651	\$ 37,554,216	\$ (463,435)	-1%
County Revenues	883,558	\$1,004,903	\$976,307	\$ 970,248	861,706	(108,542)	-11%
State Revenues	26,699,740	\$25,707,439	\$28,372,730	\$ 27,970,928	28,239,524	268,596	1%
Federal Revenues	5,428,948	\$5,133,557	\$5,172,788	\$ 12,171,148	12,977,117	805,969	7%
Other Revenue	<u>328,696</u>	<u>\$1,521,056</u>	<u>\$227,264</u>	<u>\$ 430,000</u>	<u>400,000</u>	<u>(30,000)</u>	-7%
Total Revenues	\$ 71,428,176	\$ 71,574,620	\$71,991,080	\$ 79,559,975	\$ 80,032,563	\$ 472,588	1%
Expenditures							
Regular Programs	\$ 31,030,966	\$ 30,588,974	\$ 31,870,074	\$ 36,101,145	\$ 35,037,692	\$ (1,063,453)	-3%
Special Programs	3,961,704	4,132,798	4,314,142	5,102,814	5,484,122	381,308	7%
Vocational Programs	92,201	79,570	88,845	100,720	151,415	50,695	50%
Student Activities	1,493,148	1,235,112	1,105,166	1,817,487	2,097,838	280,351	15%
Payments to Other Districts	818,972	1,056,466	1,001,413	1,251,525	973,200	(278,325)	-22%
Pupil Support Services	3,097,704	3,213,131	3,339,171	4,319,783	4,959,051	639,268	15%
Staff Support Services	2,430,640	2,440,601	2,272,372	2,716,300	3,040,364	324,064	12%
General Administration Services	2,635,567	2,433,104	2,836,294	3,047,823	3,034,287	(13,536)	0%
School Administration Services	4,791,027	4,822,293	4,914,640	5,213,450	5,074,674	(138,776)	-3%
Business Support Services							
Operation of Plant	7,062,331	7,388,957	8,266,108	8,242,922	9,055,498	812,576	10%
Contracted Pupil Transportation	2,629,288	2,354,888	1,722,719	2,724,717	2,720,066	(4,651)	0%
Food Services	3,208,927	2,994,315	1,838,332	3,312,262	3,809,630	497,368	15%
Business/Central Services	1,552,269	1,537,640	1,401,198	1,697,193	1,839,133	141,940	8%
Facilities Acquisition and Construction	190,000	1,339,927	803,087	136,533	90,000	(46,533)	-34%
Long and Short Term Debt	104,159	125,791	164,492	149,574	44,543	(105,031)	-70%
Adult/Continuing Education Programs	251,400	259,476	236,757	316,074	303,245	(12,829)	-4%
Community Services	1,428,817	1,379,616	1,337,689	1,541,801	1,585,731	43,930	3%
Contingency Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>216,394</u>	<u>275,000</u>	<u>58,606</u>	27%
Total Expenditures	\$ 66,779,122	\$ 67,382,658	\$ 67,512,500	\$ 78,008,517	\$ 79,575,489	\$ 1,566,972	2%
Other Sources of Funds	\$ 7,720,286	\$ 8,462,862	\$ 7,090,819	\$ 11,208,558	\$ 10,606,621		
Other Uses of Funds	<u>(7,720,286)</u>	<u>(8,462,862)</u>	<u>(7,090,819)</u>	<u>(11,208,558)</u>	<u>(10,606,621)</u>		
Total Other Sources & Uses	\$ -	\$ -	\$ -	\$ -	\$ -		
EXCESS (DEFICIT)	<u>\$ 4,649,055</u>	<u>\$ 4,191,962</u>	<u>\$ 4,478,580</u>	<u>\$ 1,551,458</u>	<u>\$ 457,074</u>		
BEGINNING FUND BALANCE	\$ 16,789,535	\$ 21,438,590	\$ 25,630,551	\$ 30,109,131	\$ 31,660,589		
ENDING FUND BALANCE	\$ 21,438,590	\$ 25,630,551	\$ 30,109,131	\$ 31,660,589	\$ 32,117,663		

Note: Operating Funds exclude the Debt Service Fund and the bond issue portion of the Capital Projects Fund.

BUDGET SUMMARY BY INDIVIDUAL FUNDS

General Fund

	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>	Budget <u>2022</u>	Budget <u>2023</u>	Increase/ Decrease	Percent Change
Revenues							
Local Revenues	\$ 31,281,097	\$ 31,014,576	\$ 30,019,456	\$ 29,643,731	\$ 28,920,696	\$ (723,035)	-2%
County Revenues	833,811	910,231	927,851	915,248	\$ 831,706	(83,542)	-9%
State Revenues	348,467	393,907	382,798	288,000	\$ 663,000	375,000	130%
Federal Revenues	2,947,330	2,460,374	2,022,221	8,428,858	\$ 9,976,117	1,547,259	18%
Other Revenue	<u>256,051</u>	<u>382,237</u>	<u>34,617</u>	<u>300,000</u>	<u>\$ 300,000</u>	<u>-</u>	0%
Total Revenues	\$ 35,666,756	\$ 35,161,325	\$ 33,386,944	\$ 39,575,837	\$ 40,691,519	\$ 1,115,682	3%
Expenditures							
Regular Programs	\$ 1,423,921	\$ 1,316,612	\$ 1,972,943	\$ 2,405,112	\$ 2,885,373	\$ 480,261	20%
Special Programs	782,135	566,976	626,143	886,655	959,861	73,206	8%
Vocational Programs	82,498	71,071	69,124	84,730	133,425	48,695	57%
Student Activities	686,015	461,267	374,415	780,726	824,217	43,491	6%
Payments to Other Districts	-	-	-	-	-	-	0%
Pupil Support Services	1,145,993	1,233,730	1,277,204	1,489,921	1,999,497	509,576	34%
Staff Support Services	679,734	753,820	656,486	816,878	927,531	110,653	14%
General Administration Services	2,358,393	2,161,978	2,540,077	2,664,371	2,669,172	4,801	0%
School Administration Services	1,634,410	1,600,931	1,614,039	1,720,944	1,671,985	(48,959)	-3%
Business Support Services							
Operation of Plant	7,016,738	7,320,995	7,842,270	8,178,308	8,845,998	667,690	8%
Contracted Pupil Transportation	2,276,224	1,938,277	1,342,071	2,294,554	2,494,728	200,174	9%
Food Services	3,199,894	2,993,837	1,747,771	3,270,262	3,710,630	440,368	13%
Business/Central Services	1,252,948	1,360,292	1,096,620	1,402,393	1,629,166	226,773	16%
Facilities Acquisition and Construction	-	-	-	-	-	-	0%
Long and Short Term Debt	-	-	-	-	-	-	0%
Adult/Continuing Education Programs	107,414	113,024	96,557	163,788	112,575	(51,213)	-31%
Community Services	651,099	613,689	561,825	643,035	748,666	105,631	16%
Contingency Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>14,144</u>	<u>15,000</u>	<u>856</u>	6%
Total Expenditures	\$ 23,297,415	\$ 22,506,501	\$ 21,817,545	\$ 26,815,821	\$ 29,627,824	\$ 2,812,003	10%
Other Sources of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Other Uses of Funds	<u>(7,720,286)</u>	<u>(8,462,862)</u>	<u>(7,090,819)</u>	<u>(11,208,558)</u>	<u>(10,606,621)</u>	-	
Total Other Sources & Uses	\$ (7,720,286)	\$ (8,462,862)	\$ (7,090,819)	\$ (11,208,558)	\$ (10,606,621)	-	
EXCESS (DEFICIT)	<u>\$ 4,649,055</u>	<u>\$ 4,191,962</u>	<u>\$ 4,478,580</u>	<u>\$ 1,551,458</u>	<u>\$ 457,075</u>	-	
BEGINNING FUND BALANCE	\$ 16,789,445	\$ 21,438,500	\$ 25,630,462	\$ 30,109,042	\$ 31,660,500	-	
ENDING FUND BALANCE	\$ 21,438,500	\$ 25,630,462	\$ 30,109,042	\$ 31,660,500	\$ 32,117,575	-	

Special Revenue Fund

	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>	Budget <u>2022</u>	Budget <u>2023</u>	Increase/ Decrease	Percent Change
Revenues							
Local Revenues	\$ 6,806,137	\$ 6,820,089	\$ 7,222,534	\$ 8,373,920	\$ 8,833,520	\$ 459,600	5%
County Revenues	49,747	94,672	48,455	55,000	\$ 30,000	(25,000)	-45%
State Revenues	26,351,273	25,313,532	27,989,932	27,682,928	\$ 27,576,524	(106,404)	0%
Federal Revenues	2,405,798	2,569,419	3,010,469	3,604,290	\$ 2,890,000	(714,290)	-20%
Other Revenue	<u>72,065</u>	<u>3,819</u>	<u>191,752</u>	<u>130,000</u>	<u>\$ 100,000</u>	<u>(30,000)</u>	-23%
Total Revenues	\$ 35,685,020	\$ 34,801,531	\$ 38,463,142	\$ 39,846,138	\$ 39,430,044	\$ (416,094)	-1%
Expenditures							
Regular Programs	\$ 29,607,045	\$ 29,271,300	\$ 29,884,786	\$ 32,817,803	\$ 32,147,319	\$ (670,484)	-2%
Special Programs	3,179,570	3,565,821	3,687,999	4,216,159	4,524,261	308,102	7%
Vocational Programs	294	-	-	-	-	-	0%
Student Activities	798,233	773,845	720,556	982,761	1,273,621	290,860	30%
Payments to Other Districts	818,972	1,056,466	1,001,413	1,251,525	973,200	(278,325)	-22%
Pupil Support Services	1,928,839	1,979,401	2,061,967	2,829,862	2,959,554	129,692	5%
Staff Support Services	1,750,907	1,686,781	1,615,886	1,899,422	2,112,833	213,411	11%
General Administration Services	265,239	269,709	280,234	301,212	332,115	30,903	10%
School Administration Services	3,156,617	3,221,362	3,300,601	3,492,506	3,402,689	(89,817)	-3%
Business Support Services							
Operation of Plant	-	-	-	-	-	-	0%
Contracted Pupil Transp	-	-	-	-	-	-	0%
Food Services	-	-	-	-	-	-	0%
Business/Central Service	299,321	177,348	304,578	294,800	209,967	(84,833)	-29%
Facilities Acquisition and Constructio	-	-	-	-	-	-	0%
Long and Short Term Debt	-	-	-	-	-	-	0%
Adult/Continuing Education Programs	143,986	146,452	140,200	152,286	190,670	38,384	25%
Community Services	777,718	765,927	775,865	898,766	837,065	(61,701)	-7%
Contingency Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>202,250</u>	<u>260,000</u>	<u>57,750</u>	29%
Total Expenditures	\$ 42,726,742	\$ 42,914,410	\$ 43,774,083	\$ 49,339,352	\$ 49,223,294	\$ (116,058)	0%
Other Sources of Funds	\$ 7,041,722	\$ 8,112,879	\$ 5,310,941	\$ 9,493,214	\$ 9,793,250		
Other Uses of Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		
Total Other Sources & U	\$ 7,041,722	\$ 8,112,879	\$ 5,310,941	\$ 9,493,214	\$ 9,793,250		
EXCESS (DEFICIT)	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>		
BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -		
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -		

Note: This fund utilizes a transfer from the General Fund to maintain a zero fund balance.

Debt Service Fund

	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>	Budget <u>2022</u>	Budget <u>2023</u>	Increase/ Decrease	Percent Change
Revenues							
Local Revenues	\$ 5,170,796	\$ 6,988,571	\$ 5,563,196	\$ 5,442,244	\$ 5,413,055	\$ (29,189)	-1%
County Revenues	109,604	130,691	130,517	196,405	\$ 168,294	\$ (28,111)	-14%
State Revenues	-	-	-	-	\$ -	\$ -	0%
Federal Revenues	-	-	-	-	\$ -	\$ -	0%
Other Revenue	-	<u>10,790,000</u>	-	-	\$ -	\$ -	0%
Total Revenues	\$ 5,280,400	\$ 17,909,262	\$ 5,693,713	\$ 5,638,649	\$ 5,581,349	\$ (57,300)	-1%
Expenditures							
Regular Programs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Special Programs	-	-	-	-	-	-	0%
Vocational Programs	-	-	-	-	-	-	0%
Student Activities	-	-	-	-	-	-	0%
Payments to Other Districts	-	-	-	-	-	-	0%
Pupil Support Services	-	-	-	-	-	-	0%
Staff Support Services	-	-	-	-	-	-	0%
General Administration Services	-	-	-	-	-	-	0%
School Administration Services	-	-	-	-	-	-	0%
Business Support Services	-	-	-	-	-	-	0%
Operation of Plant	-	-	-	-	-	-	0%
Contracted Pupil Transportation	-	-	-	-	-	-	0%
Food Services	-	-	-	-	-	-	0%
Business/Central Services	-	-	-	-	-	-	0%
Facilities Acquisition and Construction	-	-	-	-	-	-	0%
Long and Short Term Debt	4,551,761	16,742,415	4,809,655	5,336,163	6,012,750	676,587	13%
Adult/Continuing Education Programs	-	-	-	-	-	-	0%
Community Services	-	-	-	-	-	-	0%
Contingency Funds	-	-	-	-	-	-	0%
Total Expenditures	\$ 4,551,761	\$ 16,742,415	\$ 4,809,655	\$ 5,336,163	\$ 6,012,750	\$ 676,587	13%
Other Sources of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Uses of Funds	-	-	-	-	-	-	0%
Total Other Sources & Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
EXCESS (DEFICIT)	<u>\$ 728,639</u>	<u>\$ 1,166,847</u>	<u>\$ 884,058</u>	<u>\$ 302,486</u>	<u>\$ (431,401)</u>		
BEGINNING FUND BALANCE	\$ 2,948,114	\$ 3,676,753	\$ 4,843,600	\$ 5,727,658	\$ 6,030,144		
ENDING FUND BALANCE	\$ 3,676,753	\$ 4,843,600	\$ 5,727,658	\$ 6,030,144	\$ 5,598,743		

Note: The large increases in revenue and expenditures in 2018 & 2020 were due to the refunding of prior bond issues.

Capital Projects Fund

	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022	Increase/ Decrease	Percent Change
Revenues							
Local Revenues	\$ -	\$ -	\$ 373,000	\$ -	\$ -	\$ -	0%
County Revenues	-	-	-	-	\$ -	-	0%
State Revenues	210,366	-	-	-	\$ -	-	0%
Federal Revenues	-	75,820	103,764	939,608	\$ 111,000	(828,608)	-88%
Other Revenue	14,000	580	1,135,000	-	\$ -	-	0%
Total Revenues	\$ 224,366	\$ 76,400	\$ 1,611,764	\$ 939,608	\$ 111,000	\$ (828,608)	-88%
Expenditures							
Regular Programs	\$ 8,000	\$ -	\$ 1,063	\$ 919,553	\$ 13,000	\$ (906,553)	-99%
Special Programs	-	-	-	-	-	-	0%
Vocational Programs	33,239	9,408	8,499	21,093	2,000	(19,093)	-91%
Student Activities	-	8,900	-	51,000	54,000	3,000	6%
Payments to Other Districts	-	-	-	-	-	-	0%
Pupil Support Services	-	22,873	-	-	-	-	0%
Staff Support Services	-	-	-	-	-	-	0%
General Administration Services	10,817	11,935	1,417	50,254	38,150	(12,104)	-24%
School Administration Services	-	-	-	-	-	-	0%
Business Support Services							
Operation of Plant	-	45,593	67,962	224,540	34,500	(190,040)	-85%
Pupil Transportation	420,959	353,064	416,610	380,598	415,599	35,001	9%
Food Services	17,111	9,033	478	148,312	42,000	(106,312)	-72%
Business/Central Services	-	-	-	-	-	-	0%
Facilities Acquisition and Construction	501,442	190,000	1,339,927	969,210	88,000	(881,210)	-91%
Long and Short Term Debt	43,703	104,159	125,791	77,863	76,138	(1,725)	-2%
Adult/Continuing Education Programs	-	-	-	-	-	-	0%
Community Services	1,500	-	-	-	-	-	0%
Contingency Funds	-	-	-	-	-	-	0%
Total Expenditures	\$ 1,036,771	\$ 754,965	\$ 1,961,747	\$ 2,842,423	\$ 763,387	\$ (2,079,036)	-73%
Other Sources of Funds	\$ 812,404	\$ 678,565	\$ 349,983	\$ 1,902,815	\$ 652,387		
Other Uses of Funds	-	-	-	-	-		
Total Other Sources & Uses	\$ 812,404	\$ 678,565	\$ 349,983	\$ 1,902,815	\$ 652,387		
EXCESS (DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -		
BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -		
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -		

Note: This fund utilizes a transfer from the General Fund to maintain a zero fund balance.

Bond Issue Fund

	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>	Budget <u>2022</u>	Budget <u>2023</u>	Increase/ <u>Decrease</u>	Percent <u>Change</u>
Revenues							
Local Revenues	\$ -	\$ -	\$ 904,730	\$ 10,000	\$ 10,000	\$ -	0%
County Revenues	-	-	-	-	\$ -	-	0%
State Revenues	-	-	-	-	\$ -	-	0%
Federal Revenues	-	-	-	-	\$ -	-	0%
Other Revenue	-	-	<u>9,750,000</u>	-	<u>\$ -</u>	-	0%
Total Revenues	\$ -	\$ -	\$ 10,654,730	\$ 10,000	\$ 10,000	\$ -	0%
Expenditures							
Regular Programs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Special Programs	-	-	-	-	-	-	0%
Vocational Programs	-	-	-	-	-	-	0%
Student Activities	-	-	-	-	-	-	0%
Payments to Other Districts	-	-	-	-	-	-	0%
Pupil Support Services	-	-	-	-	-	-	0%
Staff Support Services	-	-	-	-	-	-	0%
General Administration Services	-	-	-	-	-	-	0%
School Administration Services	-	-	-	-	-	-	0%
Business Support Services	-	-	-	-	-	-	0%
Operation of Plant	-	-	-	-	-	-	0%
Contracted Pupil Transportation	-	-	-	-	-	-	0%
Food Services	-	-	-	-	-	-	0%
Business/Central Services	-	-	-	-	-	-	0%
Facilities Acquisition and Construction	-	-	746,414	2,134,613	5,975,000	3,840,387	180%
Long and Short Term Debt	-	-	122,196	-	-	-	0%
Adult/Continuing Education Programs	-	-	-	-	-	-	0%
Community Services	-	-	-	-	-	-	0%
Contingency Funds	-	-	-	-	-	-	0%
Total Expenditures	\$ -	\$ -	\$ 868,610	\$ 2,134,613	\$ 5,975,000	\$ 3,840,387	180%
Other Sources of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Uses of Funds	-	-	-	-	-	-	
Total Other Sources & Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
EXCESS (DEFICIT)	\$ -	\$ -	\$ 9,786,119	\$ (2,124,613)	\$ (5,965,000)		
BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	\$ 9,786,119	\$ 7,661,506		
ENDING FUND BALANCE	\$ -	\$ -	\$ 9,786,119	\$ 7,661,506	\$ 1,696,506		

BUDGET TRANSFER SUMMARY
Fiscal Year 2023

	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Total
Transfers From:					
Zero Teachers Fund Balance	\$9,993,250	*****	*****	*****	\$9,993,250
Debt Service Balance	*****	*****	*****	*****	*****
Transportation Calculated Cost	*****	*****	*****	*****	*****
Area Vocational-Technical Schools	*****	*****	*****	*****	*****
Grant Match	*****	*****	*****	*****	*****
Energy Conservation Loans	*****	*****	*****	*****	*****
Student Activities	*****	*****	*****	*****	*****
Senate Bill 287 Transfer	\$613,371	*****	*****	*****	\$613,371
Capital Projects Fund Interest	*****	*****	*****	*****	*****
Unspent Bond Proceeds	*****	*****	*****	*****	*****
Subfund Transfer From	*****	*****	*****	*****	*****
TOTAL TRANSFERS FROM	\$10,606,621	\$0	\$0	\$0	\$10,606,621
 Transfers To:					
Zero Teachers Fund Balance	*****	\$9,993,250	*****	*****	\$9,993,250
Debt Service Balance	*****	*****	*****	*****	*****
Transportation Calculated Cost	*****	*****	*****	*****	*****
Area Vocational-Technical Schools	*****	*****	*****	*****	*****
Grant Match	*****	*****	*****	*****	*****
Energy Conservation Loans	*****	*****	*****	*****	*****
Student Activities	*****	*****	*****	*****	*****
Senate Bill 287 Transfer	*****	*****	*****	\$613,371	\$613,371
Capital Projects Fund Interest	*****	*****	*****	*****	*****
Unspent Bond Proceeds	*****	*****	*****	*****	*****
Subfund Transfer From	*****	*****	*****	*****	*****
TOTAL TRANSFERS TO	\$0	\$9,993,250	\$0	\$613,371	\$10,606,621

Note: Each of these transfer provisions is established by state statute for its purpose and limitations.

***** denotes transfers not allowed by statute and/or regulations

REVENUE BY FUND BY OBJECT

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
General Fund								
Local Sources:								
5111	Taxes, Current Year	\$22,839,727	\$25,878,126	\$26,574,326	\$26,561,622	\$27,330,270	768,648	3%
5112	Taxes, Prior Year	886,758	1,919,268	1,201,532	1,096,510	872,243	(224,267)	-20%
5114	Financial Institution Taxes	30,058	36,706	105,619	35,000	20,000	(15,000)	-43%
5115	M & M Surtax	1,656,164	1,609,091	1,922,301	1,600,000	1,600,000	0	0%
5116	In Lieu of Tax	0	0	0	2,513	0	(2,513)	-100%
5124	Tuition - Early Childhood	739,207	0	51,303	0	0	0	0%
5141	Earnings on Investments	239,943	435,392	348,300	351,050	100,550	(250,500)	-71%
5151	Food Service - Student	8,165	6,894	5,344	5,000	5,000	0	0%
5165	Food Service - Non-Program	15,684	3,812	2,331	2,700	2,700	0	0%
5171	Student Activities Admissions	20,295	16,497	11,639	20,000	20,000	0	0%
5172	Chromebook premiums	18,012	19,087	19,572	20,000	20,000	0	0%
5173	Chromebook repair revenue	5,481	7,046	6,919	2,000	2,000	0	0%
5179	Other Pupil Activity Income	426,691	309,283	185,416	302,500	300,000	(2,500)	-1%
5181	Community Services	4,460	5,230	3,748	5,000	5,000	0	0%
5182	Preschool Tuition	0	694,759	458,366	40,000	565,000	525,000	1313%
5191	Rentals	8,630	9,737	11,253	12,000	22,000	10,000	83%
5192	Gifts	10,020	5,028	7,454	0	1,500	1,500	
5194	Vending Commissions	4,770	7,423	4,234	0	6,000	6,000	
5195	Prior Period Adjustments	66,820	105,729	620	0	0	0	0%
5198	Misc. Local Revenue	96,144	211,988	94,299	300,000	75,000	(225,000)	-75%
	Revenue from Local Sources	<u>27,077,029</u>	<u>31,281,097</u>	<u>31,014,576</u>	<u>30,355,895</u>	<u>30,947,263</u>	<u>591,368</u>	<u>2%</u>
County Sources:								
5221	State Assessed Utility Tax	<u>865,580</u>	<u>833,811</u>	<u>910,231</u>	<u>874,000</u>	<u>776,039</u>	<u>(97,961)</u>	<u>-11%</u>
	Revenue from County Sources	<u>865,580</u>	<u>833,811</u>	<u>910,231</u>	<u>874,000</u>	<u>776,039</u>	<u>(97,961)</u>	<u>-11%</u>

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Increase/</u> <u>(Decrease)</u>	<u>Percent</u> <u>Change</u>	
State Sources:								
5312	Transportation Aid	338,144	319,228	361,537	345,793	390,000	44,207	13%
5333	Food Service - State	27,679	29,239	32,370	32,959	28,000	(4,959)	-15%
	Revenue from State Sources	<u>365,823</u>	<u>348,467</u>	<u>393,907</u>	<u>378,752</u>	<u>418,000</u>	<u>39,248</u>	<u>10%</u>
Federal Sources:								
5412	Medicaid	0	0	0	30,000	0	(30,000)	-100%
5423	ESSER II	0	0	0	0	2,845,546	2,845,546	
5428	CARES Student Access - CRF	0	0	0	736,864	0	(736,864)	-100%
5444	School Lunch - Equipment Grant	0	0	0	15,751	0	(15,751)	-100%
5445	School Lunch Program	2,156,728	2,188,092	1,685,179	510,425	2,200,000	1,689,575	331%
5446	School Breakfast Program	641,307	647,686	499,164	228,219	660,000	431,781	189%
5449	Fresh Fruit and Vegetable Prog	59,431	66,040	34,777	65,000	65,000	0	0%
5473	CARES Act - Natl Lunch Program	0	0	110,621	145,147	0	(145,147)	-100%
5474	CARES Act - Natl Bkfst Program	0	0	69,533	91,167	0	(91,167)	-100%
5481	Food Service Programs	19,177	45,512	44,234	28,000	28,000	0	0%
5497	Other Federal Revenue	0	0	16,867	0	0	0	0%
	Revenue from Federal Sources	<u>2,876,643</u>	<u>2,947,330</u>	<u>2,460,374</u>	<u>1,850,573</u>	<u>5,798,546</u>	<u>3,947,973</u>	<u>213%</u>
Amounts Received from Other LEAs								
5831	Contracted Educational Service	0	0	0	130,000	0	(130,000)	-100%
5841	Transportation - Non-Handicap	264,690	256,051	382,237	10,000	300,000	290,000	2900%
	Amount Received from Other LEA	<u>264,690</u>	<u>256,051</u>	<u>382,237</u>	<u>140,000</u>	<u>300,000</u>	<u>160,000</u>	<u>114%</u>
	SUBTOTAL - GENERAL FUND	<u>31,449,764</u>	<u>35,666,757</u>	<u>35,161,326</u>	<u>33,599,220</u>	<u>38,239,848</u>	<u>4,640,628</u>	<u>14%</u>

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>(Decrease)</u>	<u>Change</u>
<i>Special Revenue Fund</i>								
<u>Local Sources:</u>								
5113	Sales Tax	6,598,973	6,798,798	6,816,746	7,071,024	7,173,920	102,896	1%
5141	Earnings on Investments	6,111	7,338	2,230	5,000	5,000	0	0%
5195	Prior Period Adjustments	0	0	1,113	0	0	0	0%
	Revenue from Local Sources	<u>6,605,084</u>	<u>6,806,137</u>	<u>6,820,089</u>	<u>7,076,024</u>	<u>7,178,920</u>	<u>102,896</u>	<u>1%</u>
<u>County Sources:</u>								
5211	Fines, Forfeitures & Escheats	61,173	49,747	94,672	51,804	55,000	3,196	6%
	Revenue from County Sources	<u>61,173</u>	<u>49,747</u>	<u>94,672</u>	<u>51,804</u>	<u>55,000</u>	<u>3,196</u>	<u>6%</u>
<u>State Sources:</u>								
5311	Basic Formula	22,736,629	23,773,461	23,287,032	24,751,866	25,055,857	303,991	1%
5319	Classroom Trust Fund	2,357,382	2,374,130	1,867,335	2,307,181	2,307,219	38	0%
5324	Educational & Screening Prgm	123,907	100,245	105,680	100,000	100,000	0	0%
5332	Vocational/Technical Aid	7,942	30,792	33,298	30,000	30,000	0	0%
5337	Adult Education & Literacy	0	0	0	55,000	55,000	0	0%
5369	Residential Placement	2,893	2,788	10,087	2,500	2,500	0	0%
5382	Missouri Preschool Project	79,000	68,640	0	0	0	0	0%
5397	Other State Revenue	18,362	1,218	10,100	0	0	0	0%
	Revenue from State Sources	<u>25,326,115</u>	<u>26,351,273</u>	<u>25,313,532</u>	<u>27,246,547</u>	<u>27,550,576</u>	<u>304,029</u>	<u>1%</u>

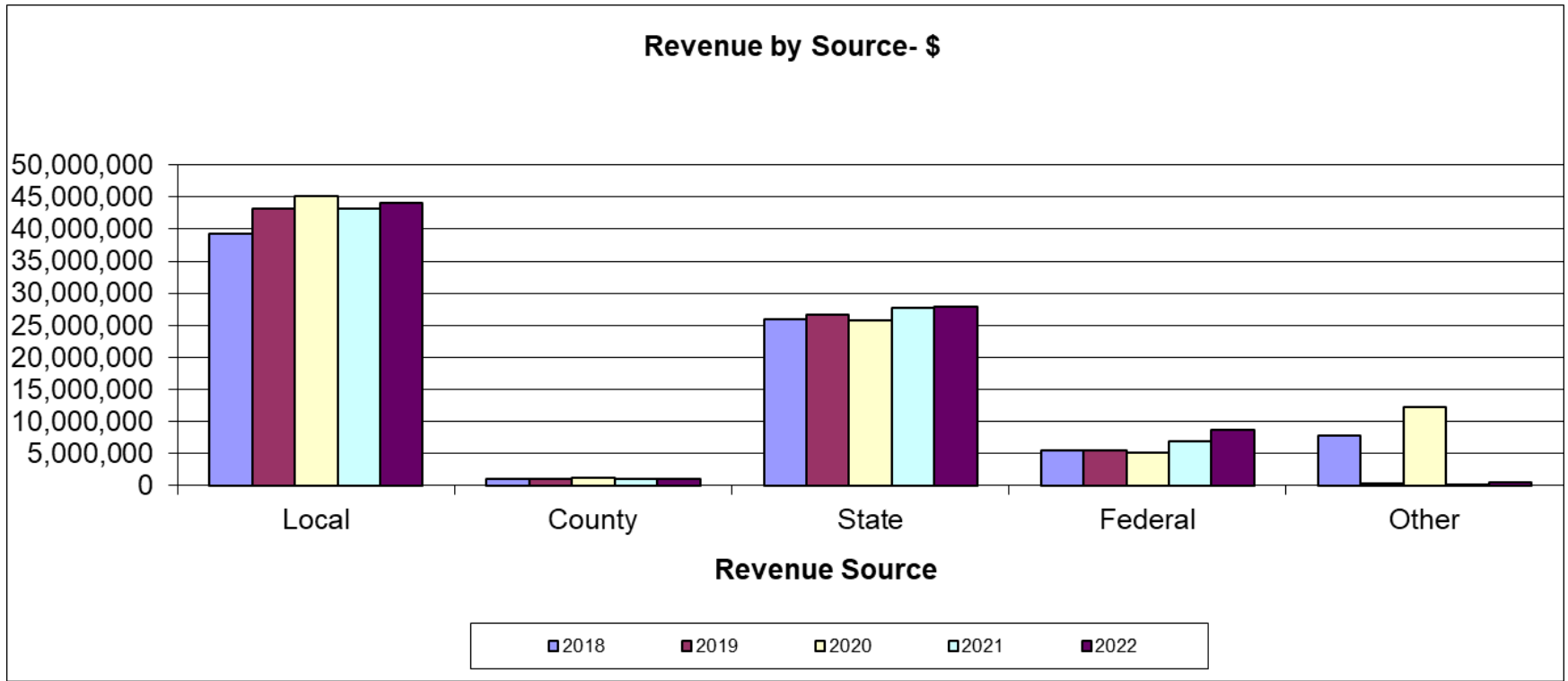
		Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
Federal Sources:								
5412	Medicaid	53,427	56,074	155,683	120,000	120,000	0	0%
5424	CARES Act - ESSER Fund	0	0	0	1,290,685	0	(1,290,685)	-100%
5427	Vocational Education Act	68,071	66,928	0	0	0	0	0%
5436	Adult Education & Literacy	219,534	141,596	191,054	145,000	145,000	0	0%
5451	Title I - Improve Achievement	1,879,083	1,659,142	1,730,663	2,068,430	2,068,430	0	0%
5461	Title IV, Drug Free Schools	0	86,452	100,794	115,000	115,000	0	0%
5462	Title III - English Language	112,075	145,592	122,361	162,000	162,000	0	0%
5465	Title II, Part A - Development	240,245	246,402	267,976	170,000	170,000	0	0%
5497	Other Federal Revenue	4,122	3,613	889	9,017	0	(9,017)	-100%
	Revenue from Federal Sources	<u>2,576,558</u>	<u>2,405,798</u>	<u>2,569,419</u>	<u>4,080,132</u>	<u>2,780,430</u>	<u>(1,299,702)</u>	<u>-32%</u>
Amounts Received from Other LEAs								
5811	Tuition from Other LEAs	462,497	0	0	0	0	0	0%
5831	Contracted Educational Service	16,108	72,065	3,819	20,000	130,000	110,000	550%
	Amount Received from Other LEA	<u>478,605</u>	<u>72,065</u>	<u>3,819</u>	<u>20,000</u>	<u>130,000</u>	<u>110,000</u>	<u>550%</u>
	SUBTOTAL - SPECIAL REVENUE FUND	<u>35,047,535</u>	<u>35,685,020</u>	<u>34,801,531</u>	<u>38,474,507</u>	<u>37,694,926</u>	<u>(779,581)</u>	<u>-2%</u>

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>	
<i>Debt Service Fund</i>								
<u>Local Sources:</u>								
5111	Taxes, Current Year	4,713,537	4,757,027	5,390,943	5,535,621	5,763,250	227,629	4%
5112	Taxes, Prior Year	183,004	352,808	243,746	172,126	178,668	6,542	4%
5141	Earnings on Investments	27,571	60,962	50,253	50,000	10,000	(40,000)	-80%
5143	Premium on Bonds Sold	<u>727,377</u>	<u>0</u>	<u>1,303,629</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
	Revenue from Local Sources	5,651,489	5,170,796	6,988,571	5,757,747	5,951,918	194,171	3%
<u>County Sources:</u>								
5221	State Assessed Utility Tax	<u>119,473</u>	<u>109,604</u>	<u>130,691</u>	<u>126,000</u>	<u>158,961</u>	<u>32,961</u>	26%
	Revenue from County Sources	119,473	109,604	130,691	126,000	158,961	32,961	26%
<u>State Sources:</u>								
	Revenue from State Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
<u>Non-Current Revenue:</u>								
5692	Refunding Bonds	<u>6,960,000</u>	<u>0</u>	<u>10,790,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
	Non-Current Revenue	6,960,000	0	10,790,000	0	0	0	0%
	SUBTOTAL - DEBT SERVICE FUND	12,730,962	5,280,400	17,909,262	5,883,747	6,110,879	227,132	4%

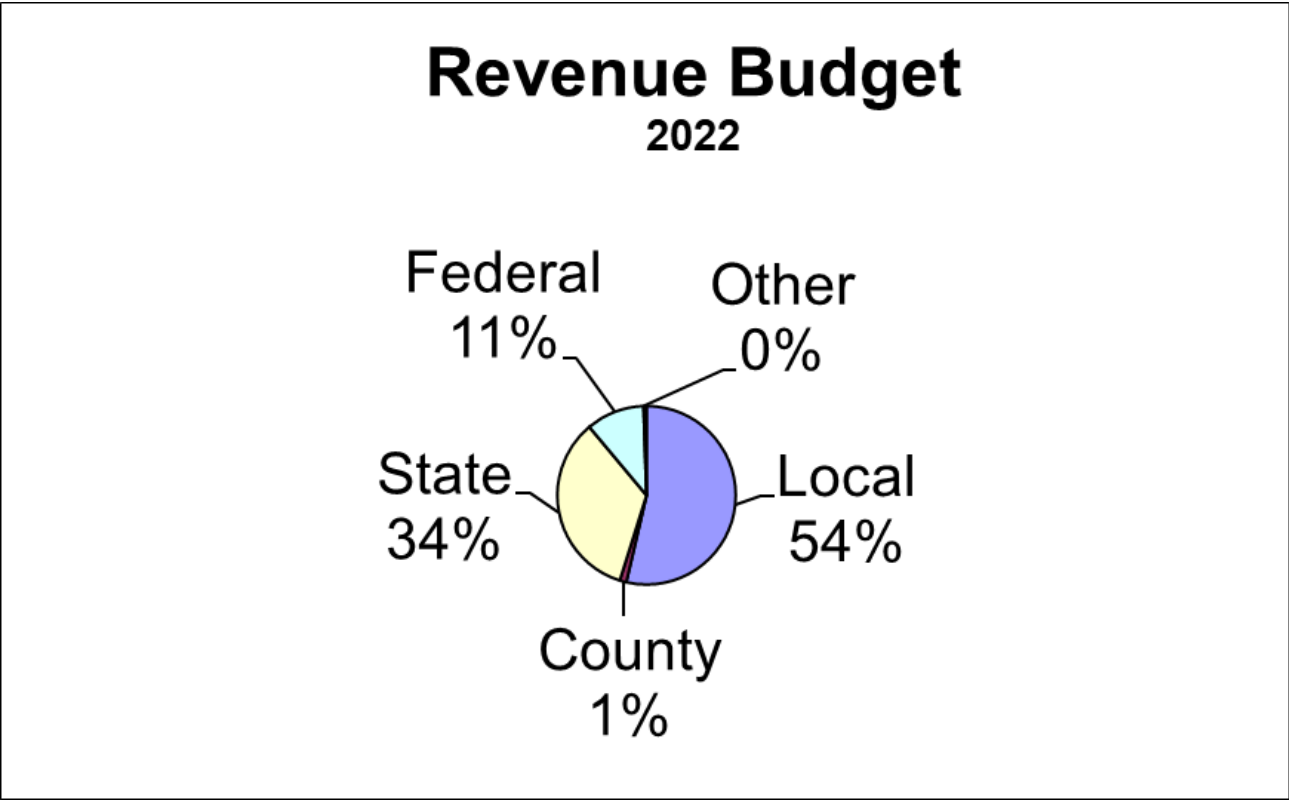
	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
Capital Projects Fund							
Local Sources:							
5141 Earnings on Investments					0		
5143 Premium on Bonds Sold	0	0	0	0	0	0	0%
5198 Misc. Local Revenue	0	0	373,000	0	0	0	0%
Revenue from Local Sources	<u>0</u>	<u>0</u>	<u>373,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
County Sources:							
Revenue from County Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
State Sources:							
5314 Early Childhood (Special Ed.)	210,366	0	0	0	0	0	0%
Revenue from State Sources	<u>210,366</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
Federal Sources:							
5423 ESSER II				828,608			
5427 Vocational Education Act	0	75,820	103,764	111,000	111,000	0	0%
Revenue from Federal Sources	<u>0</u>	<u>75,820</u>	<u>103,764</u>	<u>939,608</u>	<u>111,000</u>	<u>(828,608.00)</u>	<u>-88%</u>
Non-Current Revenue:							
5611 Sale of Bonds	0	0	1,135,000	0	0	0.00	0%
5651 Sale of Property	14,000	580	0	0	0	0.00	0%
Non-Current Revenue	<u>14,000</u>	<u>580</u>	<u>1,135,000</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	<u>0%</u>
SUBTOTAL - CAPITAL PROJECTS FUND	<u>224,366</u>	<u>76,400</u>	<u>1,611,764</u>	<u>939,608</u>	<u>111,000</u>	<u>(828,608.00)</u>	<u>-88%</u>

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
<i>Bond Issue Fund</i>							
<u>Local Sources:</u>							
5143 Premium on Bonds Sold	<u>0</u>	<u>0</u>	<u>0</u>	<u>900,830</u>	<u>10,000</u>	<u>(890,830)</u>	
Revenue from Local Sources	0	0	0	900,830	10,000	(890,830)	
<u>Non-Current Revenue:</u>							
5611 Sale of Bonds	<u>0</u>	<u>0</u>	<u>0</u>	<u>9,750,000</u>	<u>0</u>	<u>(9,750,000)</u>	
Non-Current Revenue	0	0	0	9,750,000	0	(9,750,000)	
SUBTOTAL - BOND ISSUE FUND	0	0	0	10,650,830	10,000	(10,640,830)	
TOTAL - ALL FUNDS	<u>\$ 79,452,628</u>	<u>\$ 76,708,577</u>	<u>\$ 89,483,882</u>	<u>\$ 89,547,912</u>	<u>\$ 82,166,653</u>	<u>(7,381,259)</u>	-8%

REVENUE BY SOURCE – ALL FUNDS
Five Year Comparison



REVENUE BUDGET BY SOURCE – ALL FUNDS
Fiscal Year 2022



The combination of Local and State revenue provides for 88% of all district revenue.

EXPENDITURES BY OBJECT – ALL FUNDS

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ (Decrease)	Percent Change
Salaries							
6111 Administration	3,688,478	3,676,763	3,571,536	3,816,232	4,153,379	337,147	9%
6112 Teachers	23,849,373	24,115,738	24,246,379	24,987,856	26,690,464	1,702,608	7%
6113 Classroom Support	2,091,080	2,363,533	2,311,366	2,347,369	2,941,962	594,593	25%
6121 Part-Time Administration	3,390	-	100	9,000	35,300	26,300	292%
6122 Part-Time Teachers	402,479	365,904	320,183	530,663	400,163	(130,500)	-25%
6123 Part-Time Support	54,847	54,652	52,389	94,345	74,738	(19,607)	-21%
6132 Extra Duty - Teachers	531,128	540,856	568,754	647,992	724,731	76,739	12%
6141 Substitute - Administration	-	-	76,977	-	-	-	
6142 Substitute - Teachers	481,885	472,890	487,302	271,053	530,000	258,947	96%
6151 Administration	930,394	924,847	920,863	902,696	874,237	(28,459)	-3%
6152 Professional/Technical	1,245,982	1,113,789	1,183,472	1,398,977	1,466,194	67,217	5%
6153 Clerical	1,762,967	1,741,376	1,768,115	1,851,631	1,843,290	(8,341)	0%
6154 Trades & Services	1,551,592	1,589,494	1,611,635	1,708,167	2,270,730	562,563	33%
6155 Classroom Support	786,342	706,791	680,082	871,077	958,196	87,119	10%
6159 Overtime Pay	234,585	260,477	196,551	100,880	143,100	42,220	42%
6161 Part-Time Administration	2,668	2,610	3,077	5,540	-	(5,540)	-100%
6162 Part-Time Professional/Tech	42,138	56,270	49,435	60,940	44,510	(16,430)	-27%
6163 Part-Time Clerical	45,099	47,916	44,454	46,932	25,635	(21,297)	-45%
6164 Part-Time Trades & Services	787,750	771,171	767,252	830,928	565,604	(265,324)	-32%
6165 Part-Time Support	180,445	97,640	79,874	108,521	82,103	(26,418)	-24%
6172 Extra Duty - Professional/Tech	12,006	9,070	22,848	10,940	15,440	4,500	41%
6175 Extra Duty - Support	20,186	19,890	11,488	24,550	21,850	(2,700)	-11%
6182 Substitute - Professional/Tech	-	-	13,111	250	-	(250)	-100%
6183 Substitute - Clerical	29,622	8,437	3,475	10,000	10,000	-	0%
6184 Substitute - Trades & Services	55,937	58,389	27,847	82,300	50,000	(32,300)	-39%
6185 Substitute - Support	4,748	13,908	16,822	7,200	-	(7,200)	-100%
6192 Vacation/Sick Pay	26,978	93,187	26,180	130,927	23,700	(107,227)	-82%
6193 Perfect Attendance Incentive	-	3,900	900	-	-	-	0%
Salaries	38,822,098	39,109,502	39,062,469	40,856,966	43,945,326	3,088,360	8%

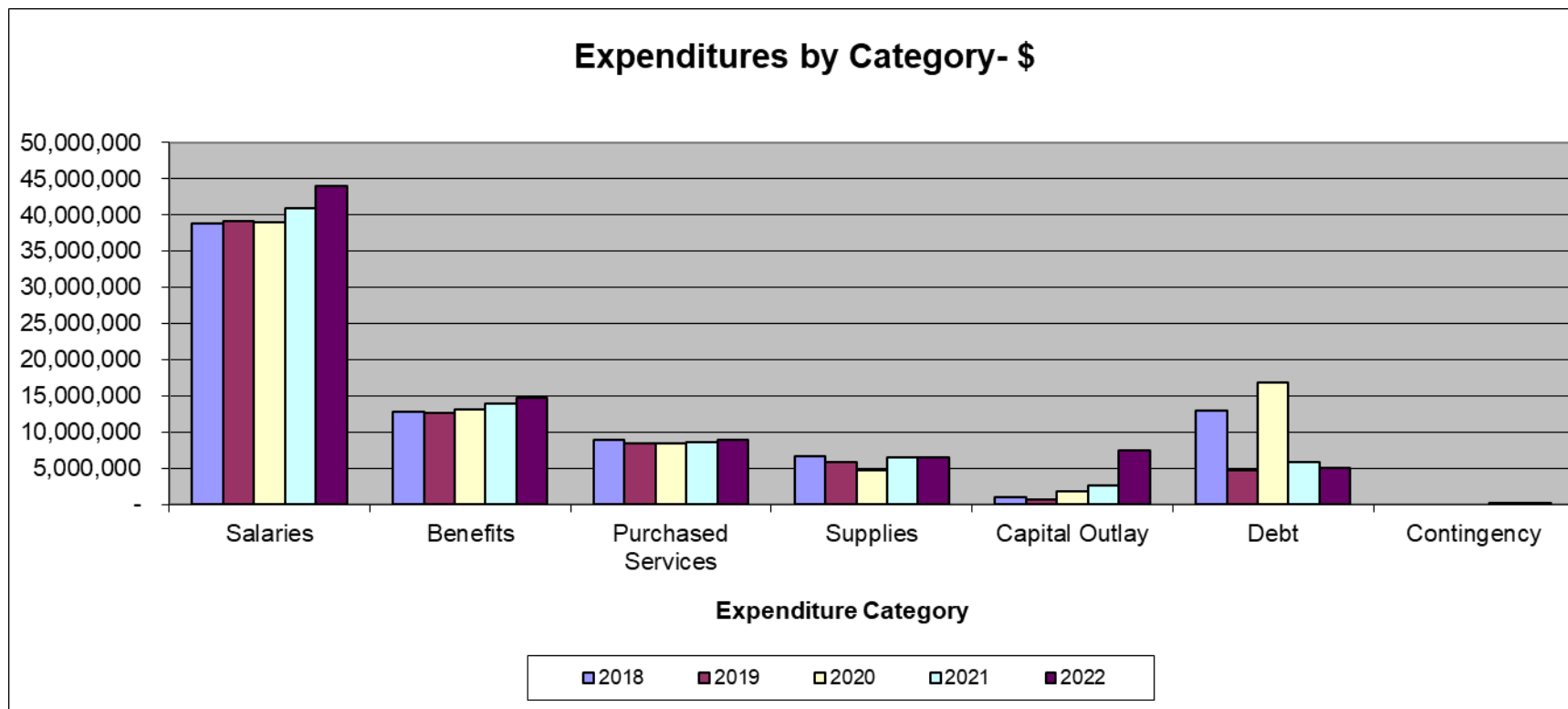
	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022	Increase/ (Decrease)	Percent Change
Fringe Benefits:							
6211 Teachers' Retirement	4,937,378	5,088,427	5,089,359	5,338,363	5,770,458	432,095	8%
6221 Non-Teacher Retirement	562,021	586,996	605,978	651,023	678,284	27,261	1%
6231 FICA	508,139	482,581	487,965	534,859	533,905	(954)	0%
6232 Medicare	554,664	555,549	557,836	603,004	614,908	11,904	2%
6241 Employee Insurance	5,999,938	5,755,405	6,049,769	6,440,665	6,862,566	421,901	70%
6261 Workers Compensation Insur.	199,741	233,423	295,238	305,240	309,607	4,367	0%
6271 Unemployment Comp. Insurance	11,864	7,825	2,277	-	10,000	10,000	3%
6291 Other Benefits	6,000	6,000	7,733	16,381	7,800	(8,581)	-52%
Fringe Benefits	12,779,746	12,716,206	13,096,154	13,889,534	14,787,528	897,994	6%
Purchased Services:							
6311 Instruction Services	1,641,060	1,391,545	1,294,187	1,334,600	1,399,525	64,925	5%
6312 Program Improvement Services	240	-	-	10,000	-	(10,000)	-100%
6315 Audit Services	15,360	15,360	14,000	15,700	15,700	-	0%
6317 Legal Services	84,046	37,374	47,948	45,000	75,000	30,000	67%
6318 Election Services	59,367	11,722	20,219	26,500	35,000	8,500	32%
6319 Other Professional/Technical	912,252	839,051	1,017,374	1,000,273	850,259	(150,014)	-15%
6331 Cleaning Services	1,905,005	1,654,268	1,806,563	1,910,612	1,662,776	(247,836)	-13%
6332 Repairs and Maintenance	1,199,331	1,161,119	1,409,404	1,589,144	1,621,381	32,237	2%
6333 Building Lease/Rental	71,455	58,321	15,248	30,471	30,498	27	0%
6334 Equipment Lease/Rental	127,367	317,341	354,764	382,200	382,200	-	0%
6335 Water and Sewer	175,915	157,415	222,470	178,000	178,000	-	0%
6336 Trash Removal	68,550	70,236	36,197	35,600	35,000	(600)	-2%
6339 Other Property Services	141,244	175,936	192,149	220,117	220,117	-	0%
6341 Contracted Pupil Transport.	654,859	911,839	649,361	65,510	750,000	684,490	1045%
6342 Non-Route Contracted Trans.	49,631	4,263	-	55,000	67,975	12,975	24%
6343 Local Mileage	7,619	7,255	5,089	-	-	-	0%
6344 Travel	303,254	242,615	158,714	226,257	235,796	9,539	4%
6345 Recruitment	2,324	549	971	-	9,000	9,000	
6349 Other Transportation Services	-	-	-	-	-	-	0%

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
6351 Property Insurance	300,480	294,477	298,792	311,226	326,361	15,135	5%
6352 Liability Insurance	309,415	302,026	308,326	321,159	321,250	91	0%
6353 Fidelity Bond Premium	100	100	100	100	100	-	0%
6359 Settlement Expense	87,340	11,187	-	-	-	-	0%
6361 Telecommunications	451,054	337,257	225,730	329,179	297,679	(31,500)	-10%
6362 Advertising	636	579	1,885	4,250	4,000	(250)	-6%
6363 Printing and Binding	21,876	23,867	60,286	56,240	50,540	(5,700)	-10%
6364 Postage	52,508	37,444	61,473	68,949	71,688	2,739	4%
6371 Dues and Memberships	79,016	78,330	69,362	84,642	74,990	(9,652)	-11%
6391 Other Purchased Services	197,684	244,313	242,761	221,030	280,385	59,355	27%
6398 Other Expenses	15,365	17,595	10,872	8,000	8,000	-	0%
Purchased Services	8,934,353	8,403,385	8,524,244	8,529,759	9,003,220	473,461	6%
<u>Supplies:</u>							
6411 General Supplies	2,762,455	2,199,972	1,903,889	3,259,714	2,631,530	(628,184)	-19%
6431 Textbooks	732,542	569,671	176,456	311,220	603,342	292,122	94%
6441 Library Books	48,378	56,577	55,026	54,593	46,165	(8,428)	-15%
6451 Resource Materials	14,514	13,824	9,469	12,624	2,850	(9,774)	-77%
6471 Food Supplies	1,593,737	1,598,493	1,482,265	1,344,959	1,675,000	330,041	25%
6481 Electric	1,100,236	981,021	820,110	1,139,000	1,139,000	-	0%
6482 Natural Gas	184,812	219,392	167,993	155,500	155,500	-	0%
6486 Gasoline/Diesel	107,880	105,916	83,046	53,000	143,000	90,000	170%
6491 Other Supplies and Materials	104,752	50,197	39,790	106,319	89,135	(17,184)	-16%
Supplies	6,649,307	5,795,064	4,738,045	6,436,928	6,485,522	48,594	1%

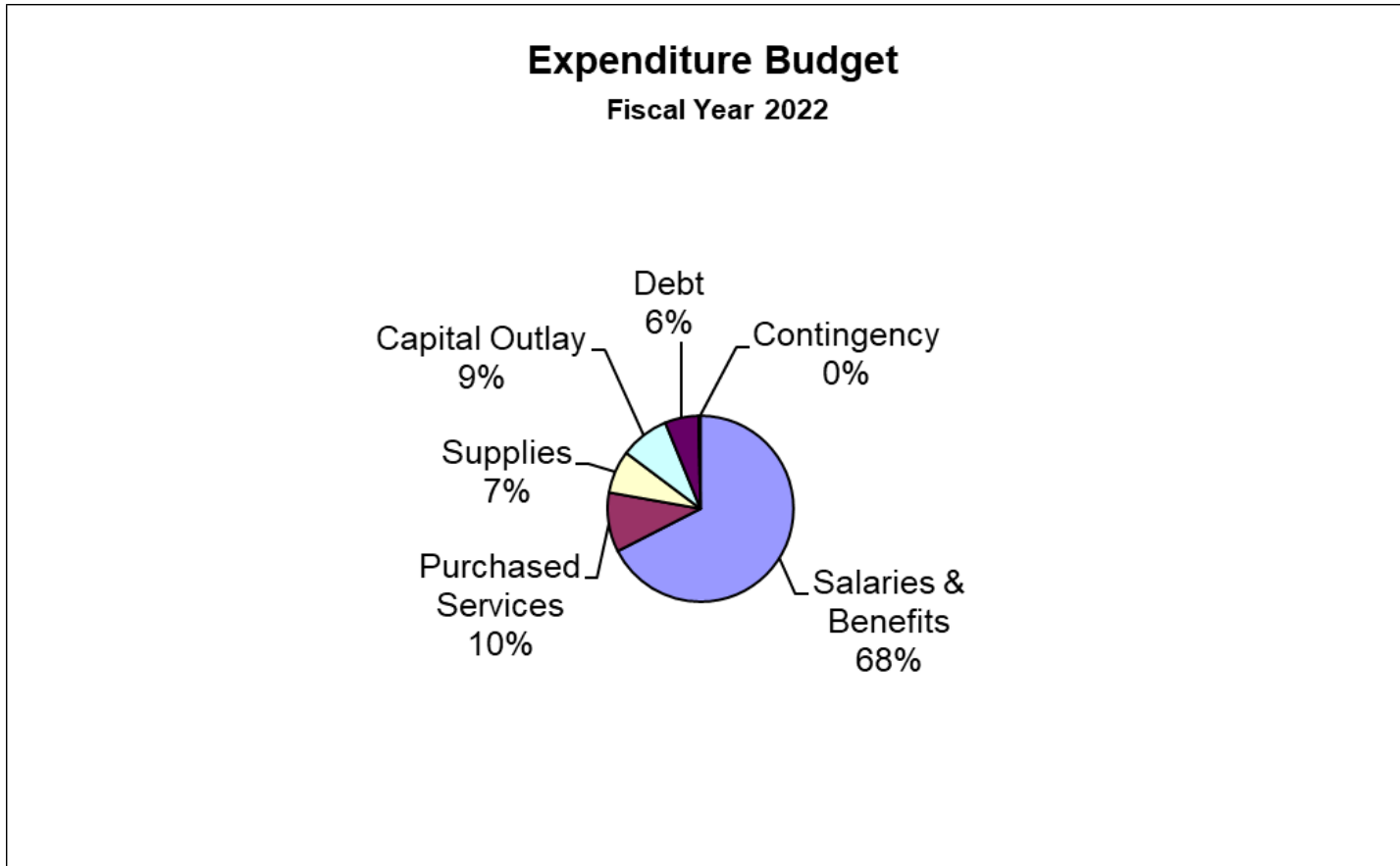
	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
Capital Outlay:							
6511 Land	145,000	190,000	233,000	119,210	88,000	(31,210)	-26%
6521 Buildings	356,442	-	1,156,965	740,211	6,750,000	6,009,789	812%
6531 Improvements To Site	-	-	-	-	-	-	0%
6541 Regular Equipment	29,428	71,561	4,077	464,748	173,650	(291,098)	-63%
6542 Equipment - Instructional	41,239	13,308	8,499	27,038	15,000	(12,038)	-45%
6543 Technology Equipment	-	-	1,063	898,608	-	(898,608)	-100%
6551 Vehicles	-	22,873	65,780	24,357	30,000	5,643	23%
6552 School Buses	420,959	353,064	366,572	380,598	380,599	1	0%
Capital Outlay	993,068	650,806	1,835,956	2,654,770	7,437,249	4,782,479	180%
Long and Short Term Debt							
6611 Principal - Serial Bonds	10,880,000	2,869,892	15,150,000	3,385,000	3,775,000	390,000	12%
6613 Principal - Lease Purchase	-	-	-	-	-	-	0%
6621 Interest - Serial Bonds	1,884,578	1,679,647	1,453,477	1,364,872	1,265,813	(99,059)	-7%
6623 Interest - Lease Purchase	42,953	104,159	82,508	77,013	75,288	(1,725)	-2%
6624 Discount on Bonds Sold	-	-	-	850,000	-	(850,000)	-100%
6624 Interest - Long Term Loans	-	-	-	68,250	-	(68,250)	-100%
6631 Fees - Serial Bonds	100,798	2,222	138,937	59,100	2,850	(56,250)	-95%
6633 Fees - Lease Purchase	750	-	43,283	850	850	-	0%
Long and Short Term Debt	12,909,079	4,655,920	16,868,205	5,805,085	5,119,801	(685,284)	-12%
Contingency:							
6705 Contingency	-	-	-	211,663	275,000	63,337	30%
Contingency	-	-	-	211,663	275,000	63,337	30%
TOTAL	<u>81,087,651</u>	<u>71,330,883</u>	<u>84,125,073</u>	<u>78,384,705</u>	<u>87,053,646</u>	<u>8,668,941</u>	<u>11%</u>

EXPENDITURES BY CATEGORY Five Year Comparison

Note: Salaries and benefits have seen minor but steady increases. Purchased services, supplies and capital outlay have remained relatively stable, although bonds were issued during 2021. Debt payments are purposely planned to be stable each year. Refunding of bonds took place in 2018 and 2020.



EXPENDITURE BUDGET BY CATEGORY
Fiscal Year 2022



Note: Education is a very labor-intensive field and therefore the majority of costs are related to people.

EXPENDITURES BY FUND, FUNCTION AND OBJECT

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
General Fund								
<u>Elementary School</u>								
6155	Classroom Support	13,411	0	73,440	64,740	67,537	2,797	4%
6159	Overtime Pay	0	0	34	0	0	0	0%
6165	Part-Time Support	57,998	8,210	0	15,000	10,000	(5,000)	-33%
6221	Non-Teacher Retirement	-11,572	0	6,567	5,807	6,682	875	15%
6231	FICA	4,427	509	719	1,869	4,808	2,939	157%
6232	Medicare	1,035	119	3,420	4,232	1,125	(3,107)	-73%
6241	Employee Insurance	78,667	0	22,315	19,962	19,915	(47)	0%
6261	Workers Compensation Insur.	54,487	63,913	79,449	79,995	88,000	8,005	10%
6319	Other Professional/Technical	30	650	0	40,900	900	(40,000)	-98%
6332	Repairs and Maintenance	13,315	13,753	16,909	21,184	142,834	121,650	574%
6391	Other Purchased Services	2,240	2,572	1,668	2,400	2,900	500	21%
6411	General Supplies	211,039	196,170	240,311	555,623	254,031	(301,592)	-54%
6431	Textbooks	402,923	186,324	22,879	271,130	541,107	269,977	100%
6491	Other Supplies and Materials	5,212	6,286	5,346	7,710	6,930	(780)	-10%
	Expenditures	833,213	478,506	473,056	1,090,552	1,146,769	56217	5%
<u>Middle School</u>								
6155	Classroom Support	100,464	84,022	84,026	90,325	94,228	3,903	4%
6159	Overtime Pay	1,065	0	0	0	0	0	0%
6165	Part-Time Support	9,044	0	0	0	0	0	0%
6221	Non-Teacher Retirement	-1,982	7,219	7,078	7,562	7,855	293	4%
6231	FICA	4,775	3,013	2,867	3,495	5,407	1,912	55%
6232	Medicare	3,614	3,154	3,079	3,415	1,265	(2,150)	-63%
6241	Employee Insurance	100,715	18,999	19,264	19,982	20,333	351	2%
6261	Workers Compensation Insur.	27,522	31,600	40,285	40,889	46,000	5,111	13%
6319	Other Professional/Technical	0	120	120	200	200	0	0%
6332	Repairs and Maintenance	1,080	2,155	1,547	15,050	14,900	(150)	-1%
6411	General Supplies	125,871	89,533	124,242	143,047	166,363	23,316	16%
6431	Textbooks	84,720	243,242	12,822	14,330	7,200	(7,130)	-50%
	Expenditures	456,887	483,056	295,330	338,295	363,751	25,456	8%

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
General Fund								
High School								
6155	Classroom Support	32,388	33,129	33,603	84,116	83,961	(155)	0%
6221	Non-Teacher Retirement	-9,780	2,850	3,134	7,136	11,556	4,420	62%
6231	FICA	1,875	1,919	1,902	5,215	2,035	(3,180)	-61%
6232	Medicare	439	449	445	1,220	1,166	(54)	-4%
6241	Employee Insurance	83,358	9,312	9,684	19,977	20,301	324	2%
6261	Workers Compensation Insur.	30,984	35,990	46,331	48,263	52,000	3,737	8%
6319	Other Professional/Technical	0	0	0	2,200	0	(2,200)	-100%
6332	Repairs and Maintenance	14,843	44,240	55,353	57,150	50,250	(6,900)	-12%
6342	Non-Route Contracted Trans.	-342	0	0	2,000	0	(2,000)	-100%
6344	Travel	605	11,073	7,191	-200	0	200	-100%
6362	Advertising	0	0	0	250	0	(250)	-100%
6371	Dues and Memberships	0	413	1,350	400	0	(400)	-100%
6391	Other Purchased Services	2,064	30,015	60,322	64,030	62,000	(2,030)	-3%
6411	General Supplies	241,516	131,898	126,780	221,658	35,000	(186,658)	-84%
6431	Textbooks	244,900	140,105	140,755	25,760	55,035	29,275	114%
6491	Other Supplies and Materials	24,200	0	0	24,200	24,200	0	0%
	Expenditures	667,048	441,393	486,849	563,375	397,504	(165,871)	-29%
Summer School								
6165	Part-Time Support	3,015	2,571	0	3,000	0	(3,000)	-100%
6221	Non-Teacher Retirement	361	-77	67	206	0	(206)	-100%
6231	FICA	131	159	0	186	0	(186)	-100%
6232	Medicare	31	37	0	44	0	(44)	-100%
6261	Workers Compensation Insur.	1,043	997	1,150	946	1,150	204	22%
6319	Other Professional/Technical	0	45	0	0	0	0	0%
6411	General Supplies	21,994	5,408	2,725	6,000	6,000	0	0%
	Expenditures	26,574	9,140	3,942	10,382	7,150	(3,232)	-31%

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
General Fund								
<u>Alternative Programs</u>								
6155	Classroom Support	9,989	7,361	21,898	64,740	67,538	2,798	4%
6159	Overtime Pay	0	0	311	0	0	0	0%
6221	Non-Teacher Retirement	814	516	1,846	5,806	9,376	3,570	61%
6231	FICA	610	456	1,377	4,014	2,094	(1,920)	-48%
6232	Medicare	143	107	322	938	980	42	4%
6241	Employee Insurance	2,641	1,854	7,005	19,962	20,288	326	2%
6261	Workers Compensation Insur.	868	61	55	1,218	155	(1,063)	-87%
6332	Repairs and Maintenance	0	0	24,495	25,000	25,000	0	0%
6361	Telecommunications	0	0	0	900	900	0	0%
6411	General Supplies	2,567	1,470	126	7,500	7,500	0	0%
6491	Other Supplies and Materials	<u>22,427</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
	Expenditures	40,058	11,826	57,435	130,078	133,831	3,753	3%
<u>Special Programs</u>								
6261	Workers Compensation Insur.	2,723	1,838	2,148	2,295	2,207	(88)	-4%
6319	Other Professional/Technical	11,083	0	0	0	0	0	0%
6342	Non-Route Contracted Trans.	868	0	0	400	400	0	0%
6343	Local Mileage	0	0	243	0	0	0	0%
6344	Travel	4,342	0	0	0	0	0	0%
6411	General Supplies	<u>61,830</u>	<u>7,110</u>	<u>2,267</u>	<u>3,890</u>	<u>3,890</u>	<u>0</u>	<u>0%</u>
	Expenditures	80,846	8,948	4,657	6,585	6,497	(88)	-1%
<u>Culturally Different</u>								
6155	Classroom Support	268,695	306,688	263,163	271,750	249,725	(22,025)	-8%
6159	Overtime Pay	3,121	3,963	1,658	0	0	0	0%
6165	Part-Time Support	24,975	2,708	90	0	0	0	0%
6211	Teachers' Retirement	9,376	13,470	0	6,137	0	(6,137)	-100%
6221	Non-Teacher Retirement	15,837	20,705	24,220	17,418	21,989	4,571	26%

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
General Fund								
6231	FICA	17,824	19,044	16,167	16,849	15,177	(1,672)	-10%
6232	Medicare	4,018	4,454	3,781	3,938	3,553	(385)	-10%
6241	Employee Insurance	80,929	88,508	66,925	69,877	70,968	1,091	2%
6261	Workers Compensation Insur.	6,059	7,641	9,821	10,297	10,000	(297)	-3%
6344	Travel	1,556	0	0	0	0	0	0%
6411	General Supplies	147,450	45,851	45,477	260,383	276,083	15,700	6%
	Expenditures	<u>579,841</u>	<u>513,032</u>	<u>431,301</u>	<u>656,649</u>	<u>647,495</u>	<u>(9,154)</u>	<u>-1%</u>
Bilingual								
6142	Substitute - Teachers	2,861	0	0	0	0	0	0%
6155	Classroom Support	159,086	81,567	31,201	113,994	101,315	(12,679)	-11%
6159	Overtime Pay	4,828	36,551	373	0	0	0	0%
6162	Part-Time Professional/Tech	32,799	37,076	33,221	36,500	36,500	0	0%
6165	Part-Time Support	997	0	0	0	0	0	0%
6211	Teachers' Retirement	3,579	11,211	327	0	7,825	7,825	
6221	Non-Teacher Retirement	8,304	3,160	3,631	10,880	103	(10,777)	-99%
6231	FICA	11,762	6,471	2,517	4,739	2,263	(2,476)	-52%
6232	Medicare	2,756	5,524	2,439	3,720	1,166	(2,554)	-69%
6241	Employee Insurance	42,730	33,330	9,624	29,956	10,164	(19,792)	-66%
6261	Workers Compensation Insur.	5,964	7,336	9,653	10,768	10,000	(768)	-7%
6319	Other Professional/Technical	18,754	16,142	14,405	21,543	21,500	(43)	0%
6332	Repairs and Maintenance	4,050	8,100	0	20,000	35,000	15,000	75%
6342	Non-Route Contracted Trans.	282	0	0	0	0	0	0%
6371	Dues and Memberships	0	0	235	127	0	(127)	-100%
6411	General Supplies	18,315	13,687	23,391	9,627	13,109	3,482	36%
	Expenditures	<u>317,066</u>	<u>260,154</u>	<u>131,018</u>	<u>261,853</u>	<u>238,945</u>	<u>(22,908)</u>	<u>-9%</u>

		<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Increase/</u> <u>(Decrease)</u>	<u>Percent</u> <u>Change</u>
General Fund								
<u>Vocational Programs</u>								
6261	Workers Compensation Insur.	103	0	2	0	2	2	
6319	Other Professional/Technical	0	0	2,000	2,000	2,000	0	0%
6332	Repairs and Maintenance	584	0	0	1,500	0	(1,500)	-100%
6342	Non-Route Contracted Trans.	0	0	0	2,000	0	(2,000)	-100%
6344	Travel	8,377	468	0	0	0	0	0%
6371	Dues and Memberships	17,161	4,390	5,000	8,405	0	(8,405)	-100%
6391	Other Purchased Services	-3,890	250	3,401	6,650	2,000	(4,650)	-70%
6411	General Supplies	<u>66,694</u>	<u>77,390</u>	<u>60,668</u>	<u>76,177</u>	<u>62,904</u>	<u>(13,273)</u>	-17%
	Expenditures	89,029	82,498	71,071	96,732	66,906	(29,826)	-31%
<u>Student Activities</u>								
6122	Part-Time Teachers	0	969	3,484	0	0	0	0%
6152	Professional/Technical	5,447	0	0	0	43,120	43,120	
6162	Part-Time Professional/Tech	3,081	7,780	4,995	5,710	5,010	(700)	-12%
6165	Part-Time Support	0	0	0	33,870	0	(33,870)	-100%
6175	Extra Duty - Support	20,186	19,890	13,111	23,850	21,850	(2,000)	-8%
6211	Teachers' Retirement	2,374	2,192	1,165	319	37	(282)	-88%
6221	Non-Teacher Retirement	3,306	2,607	2,628	2,905	4,973	2,068	71%
6231	FICA	1,222	966	925	2,442	4,287	1,845	76%
6232	Medicare	403	391	300	903	1,001	98	11%
6241	Employee Insurance	815	141	37	9,990	10,139	149	1%
6261	Workers Compensation Insur.	4,127	4,291	5,295	5,236	5,400	164	3%
6319	Other Professional/Technical	200	325	6,200	3,000	3,000	0	0%
6332	Repairs and Maintenance	476	2,973	10,001	5,525	5,525	0	0%
6342	Non-Route Contracted Trans.	2,453	0	0	85,810	83,710	(2,100)	-2%
6344	Travel	32,602	38,677	15,856	21,970	21,970	0	0%

		Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
General Fund								
6363	Printing and Binding	1,800	2,640	1,550	2,640	2,640	0	0%
6371	Dues and Memberships	0	0	0	335	0	(335)	-100%
6391	Other Purchased Services	95,509	105,137	87,350	76,425	84,125	7,700	10%
6398	Other Expenses	0	0	0	8,000	8,000	0	0%
6411	General Supplies	483,107	485,679	302,803	453,070	459,350	6,280	1%
6491	Other Supplies and Materials	12,994	11,358	5,568	14,675	14,675	0	0%
	Expenditures	670,103	686,015	461,267	756,675	778,812	22,137	3%
	SUBTOTAL - INSTRUCTION	3,760,665	2,974,569	2,415,927	3,911,176	3,787,660	(123,516)	-3%
<u>Attendance Services</u>								
6152	Professional/Technical	224,420	152,199	177,479	246,998	251,390	4,392	2%
6153	Clerical	190,208	163,335	181,678	189,503	196,539	7,036	4%
6159	Overtime Pay	1,720	861	893	1,500	1,800	300	20%
6163	Part-Time Clerical	1,767	1,971	2,956	5,000	0	(5,000)	-100%
6221	Non-Teacher Retirement	32,679	24,688	29,241	35,853	36,404	551	2%
6231	FICA	25,555	19,523	22,502	27,466	27,892	426	2%
6232	Medicare	5,976	4,566	5,263	6,423	6,524	101	2%
6241	Employee Insurance	70,504	53,219	66,949	79,989	81,288	1,299	2%
6261	Workers Compensation Insur.	1,751	3,338	3,461	3,918	3,550	(368)	-9%
6343	Local Mileage	822	702	178	1,000	0	(1,000)	-100%
6344	Travel	3,024	3,082	1,428	3,900	4,900	1,000	26%
6371	Dues and Memberships	446	465	532	300	600	300	100%
6411	General Supplies	11,611	7,462	8,910	13,600	13,600	0	0%
	Expenditures	570,483	435,410	501,470	615,450	624,487	9,037	1%

General Fund

Guidance Services

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
6155 Classroom Support	0	0	0	650	0	(650)	-100%
6165 Part-Time Support	0	668	3,698	8,000	4,000	(4,000)	-50%
6221 Non-Teacher Retirement	0	46	46	45	274	229	509%
6231 FICA	0	41	183	536	306	(230)	-43%
6232 Medicare	0	10	43	125	0	(125)	-100%
6261 Workers Compensation Insur.	7,136	7,190	10,114	10,654	10,145	(509)	-5%
6312 Program Improvement Services	0	0	0	10,000	0	(10,000)	-100%
6319 Other Professional/Technical	112,543	108,643	116,963	169,171	161,400	(7,771)	-5%
6332 Repairs and Maintenance	0	0	0	1,100	1,100	0	0%
6344 Travel	422	250	247	1,550	1,550	0	0%
6371 Dues and Memberships	195	125	421	1,150	1,150	0	0%
6411 General Supplies	11,364	14,438	11,828	29,550	19,700	(9,850)	-33%
Expenditures	131,660	131,411	143,541	232,531	199,625	(32,906)	-14%

Health Services

6152 Professional/Technical	392,608	334,968	359,329	405,760	425,950	20,190	5%
6159 Overtime Pay	0	0	77	0	0	0	0%
6162 Part-Time Professional/Tech	2,805	1,980	1,562	3,000	3,000	0	0%
6165 Part-Time Support	0	40	0	0	0	0	0%
6172 Extra Duty - Professional/Tech	12,006	9,070	11,488	10,940	0	(10,940)	-100%
6182 Substitute - Professional/Tech	0	0	0	250	0	(250)	-100%
6192 Vacation/Sick Pay	0	0	0	9,000	15,440	6,440	72%
6221 Non-Teacher Retirement	32,860	28,218	31,367	36,237	37,433	1,196	3%
6231 FICA	24,513	19,128	21,138	26,037	26,778	741	3%
6232 Medicare	5,733	4,475	4,944	6,220	6,267	47	1%
6241 Employee Insurance	83,558	75,983	85,780	99,874	101,602	1,728	2%
6261 Workers Compensation Insur.	1,730	2,450	2,613	2,893	2,650	(243)	-8%
6319 Other Professional/Technical	31,815	89,774	44,040	10,000	10,000	0	0%
6344 Travel	0	199	-1,944	250	250	0	0%
6371 Dues and Memberships	0	0	1,395	0	0	0	0%
6411 General Supplies	7,101	12,885	26,930	30,708	7,451	(23,257)	-76%
Expenditures	594,729	579,172	588,719	641,169	636,821	(4,348)	-1%

General Fund

Improvement of Instruction Services

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
6153 Clerical	50,057	50,221	50,604	52,795	54,542	1,747	3%
6159 Overtime Pay	1,183	1,713	1,346	500	500	0	0%
6221 Non-Teacher Retirement	4,141	4,199	4,220	4,339	4,471	132	3%
6231 FICA	3,022	3,066	3,069	3,304	3,246	(58)	-2%
6232 Medicare	707	717	718	773	759	(14)	-2%
6241 Employee Insurance	9,286	9,319	9,606	9,997	10,172	175	2%
6261 Workers Compensation Insur.	3,019	3,075	4,539	4,048	3,900	(148)	-4%
6319 Other Professional/Technical	29,482	8,425	17,600	0	0	0	0%
6343 Local Mileage	557	406	400	0	0	0	0%
6344 Travel	78,845	26,995	12,556	12,500	8,000	(4,500)	-36%
6363 Printing and Binding	0	0	31,096	0	0	0	0%
6364 Postage	0	0	20,592	0	0	0	0%
6371 Dues and Memberships	2,188	2,404	1,773	2,800	4,100	1,300	46%
6391 Other Purchased Services	-65	0	0	0	0	0	0%
6411 General Supplies	14,048	6,072	30,174	18,275	13,500	(4,775)	-26%
Expenditures	196,470	116,613	188,293	109,331	103,190	(6,141)	-6%

Professional Development

6221 Non-Teacher Retirement	17	0	0	0	0	0	0%
6261 Workers Compensation Insur.	356	369	361	1,125	1,109	(16)	-1%
6319 Other Professional/Technical	81,275	41,697	66,648	66,000	65,000	(1,000)	-2%
6343 Local Mileage	0	66	0	0	0	0	0%
6344 Travel	100,083	91,611	85,321	86,985	106,525	19,540	22%
6371 Dues and Memberships	0	645	125	1,065	0	(1,065)	-100%
6391 Other Purchased Services	0	23,923	800	17,000	66,500	49,500	291%
6411 General Supplies	19,209	20,557	8,846	34,275	18,975	(15,300)	-45%
Expenditures	200,941	178,867	162,101	206,450	258,109	51,659	25%

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
General Fund								
<u>Media Services</u>								
6154	Trades & Services	169,383	173,209	182,836	191,985	200,279	8,294	4%
6159	Overtime Pay	2,543	2,841	3,097	3,000	3,000	0	0%
6164	Part-Time Trades & Services	26,681	24,890	28,888	30,000	35,600	5,600	19%
6221	Non-Teacher Retirement	15,085	14,971	16,030	16,791	17,418	627	4%
6231	FICA	12,304	12,458	13,319	13,949	14,779	830	6%
6232	Medicare	2,878	2,914	3,115	3,262	3,458	196	6%
6241	Employee Insurance	41,310	44,578	47,968	49,929	50,778	849	2%
6261	Workers Compensation Insur.	5,216	5,754	7,315	7,088	7,325	237	3%
6332	Repairs and Maintenance	5,768	5,941	6,119	6,425	6,745	320	5%
6343	Local Mileage	2,883	3,106	2,218	0	0	0	0%
6344	Travel	3,813	478	581	6,000	5,000	(1,000)	-17%
6411	General Supplies	23,873	22,713	27,445	31,528	24,952	(6,576)	-21%
6441	Library Books	48,378	56,577	55,026	54,593	46,165	(8,428)	-15%
6451	Resource Materials	14,514	13,824	9,469	12,624	2,850	(9,774)	-77%
	Expenditures	<u>374,629</u>	<u>384,254</u>	<u>403,426</u>	<u>427,174</u>	<u>418,349</u>	<u>(8,825)</u>	<u>-2%</u>
<u>Board of Education Services</u>								
6315	Audit Services	15,360	15,360	14,000	15,700	15,700	0	0%
6317	Legal Services	84,046	37,374	47,948	45,000	75,000	30,000	67%
6318	Election Services	59,367	11,722	20,219	26,500	35,000	8,500	32%
6319	Other Professional/Technical	11,367	13,681	21,396	46,000	9,000	(37,000)	-80%
6344	Travel	12,811	14,376	6,879	8,000	15,000	7,000	88%
6352	Liability Insurance	309,415	302,026	308,326	321,159	321,250	91	0%
6371	Dues and Memberships	51,339	52,838	48,877	52,000	52,000	0	0%
6411	General Supplies	3,100	4,384	4,066	5,000	5,000	0	0%
	Expenditures	<u>546,805</u>	<u>451,762</u>	<u>471,711</u>	<u>519,359</u>	<u>527,950</u>	<u>8,591</u>	<u>2%</u>

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
General Fund								
<u>Executive Administration Services</u>								
6151	Administration	88,929	90,885	92,003	0	0	0	0%
6152	Professional/Technical	212,241	215,678	218,761	95,450	0	(95,450)	-100%
6153	Clerical	49,937	50,221	50,604	280,597	391,759	111,162	40%
6159	Overtime Pay	3,240	5,854	2,763	3,000	3,000	0	0%
6221	Non-Teacher Retirement	28,156	28,696	28,916	30,100	31,251	1,151	4%
6231	FICA	21,015	22,010	22,124	23,501	23,093	(408)	-2%
6232	Medicare	4,915	5,147	5,174	5,497	5,402	(95)	-2%
6241	Employee Insurance	56,408	55,960	57,679	60,030	61,083	1,053	2%
6261	Workers Compensation Insur.	2,917	3,380	4,355	4,514	4,375	(139)	-3%
6319	Other Professional/Technical	38,779	36,667	94,703	56,456	65,956	9,500	17%
6343	Local Mileage	1,134	679	845	0	0	0	0%
6344	Travel	14,664	10,477	7,313	11,815	13,890	2,075	18%
6362	Advertising	226	169	1,080	3,500	3,500	0	0%
6363	Printing and Binding	18,878	14,814	27,640	46,600	43,900	(2,700)	-6%
6364	Postage	11,048	5,377	9,608	10,165	10,165	0	0%
6371	Dues and Memberships	2,914	8,003	3,883	5,680	5,680	0	0%
6391	Other Purchased Services	25,943	4,076	3,050	12,900	12,650	(250)	-2%
6411	General Supplies	21,871	29,903	16,155	21,617	21,640	23	0%
6491	Other Supplies and Materials	<u>25,980</u>	<u>18,908</u>	<u>10,146</u>	<u>43,654</u>	<u>31,950</u>	<u>(11,704)</u>	<u>-27%</u>
	Expenditures	629,195	606,904	656,801	715,077	729,294	14,217	2%
<u>Administrative Technology</u>								
6151	Administration	123,732	126,454	128,009	132,805	0	(132,805)	-100%
6152	Professional/Technical	236,862	240,698	248,124	299,405	138,542	(160,863)	-54%
6153	Clerical	2,878	0	0	0	313,383	313,383	
6159	Overtime Pay	802	1,910	2,901	1,500	0	(1,500)	-100%
6163	Part-Time Clerical	27,154	31,300	30,200	25,952	25,635	(317)	-1%
6192	Vacation/Sick Pay	0	0	0	9,217	0	(9,217)	-100%
6221	Non-Teacher Retirement	30,392	30,996	31,803	36,469	39,843	3,374	9%
6231	FICA	23,737	24,415	25,084	29,048	29,279	231	1%
6232	Medicare	5,551	5,710	5,866	6,794	6,849	55	1%

General Fund

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
6241 Employee Insurance	51,936	51,786	53,195	58,458	67,418	8,960	15%
6261 Workers Compensation Insur.	2,063	2,354	3,022	3,175	3,025	(150)	-5%
6319 Other Professional/Technical	118,604	96,008	41,866	120,500	41,500	(79,000)	-66%
6332 Repairs and Maintenance	440,067	455,863	312,880	441,000	399,137	(41,863)	-9%
6344 Travel	240	258	39	5,000	5,000	0	0%
6361 Telecommunications	62,356	166,524	66,629	96,560	66,500	(30,060)	-31%
6371 Dues and Memberships	0	0	0	3,025	3,025	0	0%
6411 General Supplies	146,771	58,063	70,748	104,250	84,250	(20,000)	-19%
6491 Other Supplies and Materials	7,290	7,389	13,099	8,000	8,000	0	0%
Expenditures	<u>1,280,435</u>	<u>1,299,728</u>	<u>1,033,466</u>	<u>1,381,158</u>	<u>1,231,386</u>	<u>(149,772)</u>	<u>-11%</u>

School Administration Services

6153 Clerical	1,036,108	1,026,427	1,038,332	1,089,915	1,086,061	(3,854)	0%
6159 Overtime Pay	29,683	31,672	32,501	11,500	7,000	(4,500)	-39%
6163 Part-Time Clerical	0	2,904	0	0	0	0	0%
6164 Part-Time Trades & Services	14,487	9,392	9,895	15,000	0	(15,000)	-100%
6192 Vacation/Sick Pay	13,419	23,021	0	13,500	0	(13,500)	-100%
6221 Non-Teacher Retirement	90,910	89,762	91,743	94,921	93,748	(1,173)	-1%
6231 FICA	64,529	64,876	65,114	70,055	66,322	(3,733)	-5%
6232 Medicare	15,528	15,173	15,228	16,385	15,518	(867)	-5%
6241 Employee Insurance	240,879	241,120	257,211	269,657	274,291	4,634	2%
6261 Workers Compensation Insur.	19,209	21,823	27,164	28,187	28,000	(187)	-1%
6319 Other Professional/Technical	825	900	1,200	5,900	5,900	0	0%
6332 Repairs and Maintenance	317	353	889	1,700	1,700	0	0%
6333 Building Lease/Rental	28,950	18,060	3,500	18,750	18,750	0	0%
6343 Local Mileage	0	0	72	0	0	0	0%
6344 Travel	9,799	13,184	6,749	21,800	27,700	5,901	27%
6363 Printing and Binding	1,198	6,413	0	7,000	4,000	(3,000)	-43%
6364 Postage	128	119	325	1,000	1,100	100	10%
6371 Dues and Memberships	1,296	2,791	1,784	2,850	3,330	480	17%
6391 Other Purchased Services	72	476	819	500	3,150	2,650	530%
6411 General Supplies	63,220	61,705	44,877	78,725	63,987	(14,738)	-19%
6491 Other Supplies and Materials	4,888	4,238	3,526	5,400	1,000	(4,400)	-81%
Expenditures	<u>1,635,446</u>	<u>1,634,410</u>	<u>1,600,931</u>	<u>1,752,745</u>	<u>1,701,557</u>	<u>(51,188)</u>	<u>-3%</u>

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
General Fund								
<u>Business, Fiscal, Internal Services</u>								
6151	Administration	235,370	241,898	299,313	256,135	273,204	17,069	7%
6153	Clerical	273,676	282,852	284,558	272,941	257,436	(15,505)	-6%
6154	Trades & Services	67,896	69,521	71,114	75,300	77,920	2,620	3%
6159	Overtime Pay	6,648	1,281	8,240	1,000	500	(500)	-50%
6163	Part-Time Clerical	0	1,104	0	0	0	0	0%
6164	Part-Time Trades & Services	20,337	800	0	0	0	0	0%
6183	Substitute - Clerical	29,622	8,437	3,475	10,000	10,000	0	0%
6184	Substitute - Trades & Services	198	1,680	1,254	1,500	0	(1,500)	-100%
6192	Vacation/Sick Pay	2,138	4,521	0	4,957	0	(4,957)	-100%
6221	Non-Teacher Retirement	47,880	47,210	51,167	49,596	47,342	(2,254)	-5%
6231	FICA	36,185	34,690	38,108	37,755	35,436	(2,319)	-6%
6232	Medicare	8,725	8,395	9,167	9,329	8,289	(1,040)	-11%
6241	Employee Insurance	94,917	92,496	97,040	90,063	81,512	(8,551)	-9%
6261	Workers Compensation Insur.	4,735	5,247	6,432	16,290	16,545	255	2%
6271	Unemployment Comp. Insurance	11,864	7,825	2,277	0	0	0	0%
6291	Other Benefits	0	0	1,733	2,604	0	(2,604)	-100%
6319	Other Professional/Technical	133,329	68,766	68,876	90,600	94,100	3,500	4%
6332	Repairs and Maintenance	0	350	0	2,680	2,680	0	0%
6334	Equipment Lease/Rental	101,957	285,023	339,101	348,500	348,500	0	0%
6343	Local Mileage	0	34	37	0	0	0	0%
6344	Travel	3,454	8,610	6,400	7,414	7,252	(162)	-2%
6345	Recruitment	2,324	549	971	9,000	9,000	0	0%
6353	Fidelity Bond Premium	100	100	100	100	100	0	0%
6359	Settlement Expense	87,340	11,187	0	0	0	0	0%
6362	Advertising	410	410	805	500	500	0	0%
6364	Postage	40,966	31,558	30,495	56,884	60,000	3,116	5%
6371	Dues and Memberships	1,718	2,387	1,289	3,235	1,835	(1,400)	-43%
6411	General Supplies	37,063	31,709	30,907	46,830	46,830	0	0%
	Expenditures	1,248,852	1,248,640	1,352,860	1,393,213	1,378,981	(14,232)	-1%

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
General Fund								
<u>Operation of Plant Services</u>								
6151	Administration	258,012	238,415	242,068	251,656	263,693	12,037	5%
6153	Clerical	55,701	56,603	50,602	52,795	54,542	1,747	3%
6154	Trades & Services	808,574	854,499	850,641	930,490	1,186,159	255,669	27%
6159	Overtime Pay	27,770	28,492	35,999	27,000	27,000	0	0%
6161	Part-Time Administration	2,668	2,610	3,077	0	0	0	0%
6165	Part-Time Support	3,687	3,726	4,529	9,596	4,000	(5,596)	-58%
6184	Substitute - Trades & Services	2,220	0	0	7,800	0	(7,800)	-100%
6192	Vacation/Sick Pay	11,420	33,664	12,223	0	0	0	0%
6211	Teachers' Retirement	0	10,088	10,984	18,320	19,243	923	5%
6221	Non-Teacher Retirement	91,934	94,269	93,287	94,292	118,455	24,163	26%
6231	FICA	70,438	68,122	66,408	72,104	85,427	13,323	18%
6232	Medicare	16,807	17,520	17,123	18,548	21,730	3,182	17%
6241	Employee Insurance	192,906	212,946	221,781	245,483	325,086	79,603	32%
6261	Workers Compensation Insur.	6,543	7,035	9,194	9,302	9,205	(97)	-1%
6319	Other Professional/Technical	321,133	347,222	512,749	351,978	357,978	6,000	2%
6331	Cleaning Services	1,905,005	1,654,268	1,806,563	1,910,612	1,662,776	(247,836)	-13%
6332	Repairs and Maintenance	654,781	585,085	947,501	908,630	854,310	(54,320)	-6%
6333	Building Lease/Rental	12,350	10,513	0	0	0	0	0%
6334	Equipment Lease/Rental	25,410	25,337	8,400	25,200	25,200	0	0%
6335	Water and Sewer	175,915	157,415	222,470	178,000	178,000	0	0%
6336	Trash Removal	68,550	70,236	36,197	35,600	35,000	(600)	-2%
6339	Other Property Services	139,855	174,102	190,518	218,417	218,417	0	0%
6343	Local Mileage	25	339	0	0	0	0	0%
6344	Travel	5,903	830	1,285	4,450	4,450	0	0%
6351	Property Insurance	286,119	280,116	284,431	296,865	312,000	15,135	5%
6361	Telecommunications	386,582	167,975	156,113	224,904	224,904	0	0%
6371	Dues and Memberships	105	75	235	250	250	0	0%
6411	General Supplies	785,031	692,019	527,338	912,862	836,370	(76,492)	-8%
6481	Electric	1,100,236	981,021	820,110	1,139,000	1,139,000	0	0%
6482	Natural Gas	184,812	219,392	167,993	155,500	155,500	0	0%
6486	Gasoline/Diesel	18,537	22,806	21,176	20,000	20,000	0	0%
	Expenditures	<u>7,619,031</u>	<u>7,016,738</u>	<u>7,320,995</u>	<u>8,119,654</u>	<u>8,138,695</u>	<u>19,041</u>	<u>0%</u>

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>(Decrease)</u>	<u>Change</u>
General Fund								
<u>Contracted Pupil Transportation Services</u>								
6341	Contracted Pupil Transport.	559,156	775,339	557,952	90,300	98,515	8,215	9%
6342	Non-Route Contracted Trans.	<u>74,972</u>	<u>91,611</u>	<u>53,997</u>	<u>50,000</u>	<u>650,000</u>	<u>600,000</u>	1200%
	Expenditures	634,128	866,950	611,949	140,300	748,515	608,215	434%
<u>District Pupil Transportation Services</u>								
6151	Administration	93,000	95,046	96,470	101,290	115,000	13,710	14%
6152	Professional/Technical	55,000	55,891	56,840	58,972	61,520	2,548	4%
6153	Clerical	39,440	40,656	41,680	43,398	45,147	1,749	4%
6159	Overtime Pay	111,283	104,548	76,110	40,000	100,000	60,000	150%
6164	Part-Time Trades & Services	431,814	463,698	475,424	474,571	530,004	55,433	12%
6165	Part-Time Support	6,533	6,457	0	0	12,500	12,500	
6184	Substitute - Trades & Services	49,315	55,458	26,430	56,000	66,500	10,500	19%
6221	Non-Teacher Retirement	66,350	67,670	67,395	71,826	67,216	-4,610	-6%
6231	FICA	42,520	48,686	46,343	51,722	44,579	-7,143	-14%
6232	Medicare	15,592	11,386	10,838	12,096	10,426	-1,670	-14%
6241	Employee Insurance	247,684	233,161	262,344	269,435	258,651	-10,784	-4%
6261	Workers Compensation Insur.	0	4,728	6,203	5,996	6,250	254	4%
6319	Other Professional/Technical	0	1,604	1,948	1,200	1,200	0	0%
6332	Repairs and Maintenance	60,338	42,306	33,709	82,000	82,000	0	0%
6333	Building Lease/Rental	18,000	18,000	0	0	0	0	0%
6334	Equipment Lease/Rental	0	6,981	7,263	8,500	8,500	0	0%
6342	Non-Route Contracted Trans.	-28,601	-87,348	-53,997	-115,000	-115,000	0	0%
6351	Property Insurance	14,361	14,361	14,361	14,361	14,361	0	0%
6391	Other Purchased Services	5,357	4,097	-2,383	4,500	4,500	0	0%
6411	General Supplies	24,002	3,962	7,520	8,000	8,500	500	6%
6486	Gasoline/Diesel	<u>86,718</u>	<u>80,400</u>	<u>59,483</u>	<u>30,000</u>	<u>120,000</u>	<u>90,000</u>	300%
	Expenditures	1,338,706	1,271,746	1,233,981	1,218,867	1,441,854	222,987	18%

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
General Fund								
<u>Payments to Other Districts for Transportation</u>								
6341	Contracted Pupil Transport.	95,703	136,500	91,409	5,000	100,000	95,000	1900%
6344	Travel	0	216	232	1,500	1,500	0	0%
	Expenditures	95,703	136,715	91,641	6,500	101,500	95,000	1462%
<u>Non-Allowable Transportation</u>								
6411	General Supplies	0	812	707	2,000	2,000	0	0%
	Expenditures	0	812	707	2,000	2,000	0	0%
<u>Food Services</u>								
6151	Administration	131,351	132,149	63,000	65,360	68,184	2,824	4%
6152	Professional/Technical	42,247	36,485	42,549	44,146	46,054	1,908	4%
6154	Trades & Services	505,740	492,266	507,044	510,392	806,372	295,980	58%
6159	Overtime Pay	34,380	35,737	24,873	10,500	0	(10,500)	-100%
6164	Part-Time Trades & Services	294,429	272,390	253,045	311,357	0	(311,357)	-100%
6184	Substitute - Trades & Services	4,205	1,251	163	17,000	0	(17,000)	-100%
6192	Vacation/Sick Pay	0	14,085	13,957	0	0	0	0%
6221	Non-Teacher Retirement	83,840	82,129	78,502	82,019	84,368	2,349	3%
6231	FICA	61,811	59,858	55,268	59,444	56,341	(3,103)	-5%
6232	Medicare	14,456	13,999	12,926	13,902	13,181	(721)	-5%
6241	Employee Insurance	234,641	246,093	265,470	254,568	309,878	55,310	22%
6261	Workers Compensation Insur.	5,304	6,087	7,431	7,017	7,450	433	6%
6319	Other Professional/Technical	280	437	253	675	675	0	0%
6332	Repairs and Maintenance	905	0	0	0	0	0	0%
6343	Local Mileage	102	0	0	0	0	0	0%
6344	Travel	1,904	567	0	2,920	2,920	0	0%
6364	Postage	35	0	0	100	100	0	0%
6371	Dues and Memberships	1,434	995	869	1,020	1,020	0	0%
6391	Other Purchased Services	61,046	72,229	87,735	36,125	40,060	3,935	11%
6411	General Supplies	152,703	129,916	93,996	152,550	155,150	2,600	2%
6471	Food Supplies	1,593,737	1,598,493	1,482,265	1,344,959	1,675,000	330,041	25%
6486	Gasoline/Diesel	2,625	2,711	2,387	3,000	3,000	0	0%
6491	Other Supplies and Materials	1,761	2,018	2,105	2,680	2,380	(300)	-11%
	Expenditures	3,228,935	3,199,894	2,993,837	2,919,734	3,272,133	352,399	12%

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ (Decrease)	Percent Change
General Fund							
<u>Central Office Support Services</u>							
6241	Employee Insurance	0	0	54	0	0	0%
6261	Workers Compensation Insur.	3	13	0	5	(5)	-100%
6319	Other Professional/Technical	2,011	3,951	5,628	5,500	5,500	0
6344	Travel	0	272	1,650	2,000	5,250	3,250
6349	Other Transportation Services	0	0	0	250	0	(250)
6411	General Supplies	85	73	101	2,300	2,500	200
	Expenditures	2,099	4,309	7,433	10,055	13,250	3,195
	SUBTOTAL - SUPPORT SERVICES	20,328,246	19,564,334	19,363,861	20,410,766	21,527,696	1,116,929
							5%
<u>Adult Basic Education Program</u>							
6153	Clerical	15,027	20,841	19,448	44,694	39,939	(4,755)
6159	Overtime Pay	1,210	911	440	380	300	(80)
6163	Part-Time Clerical	16,178	10,637	11,298	15,980	0	(15,980)
6221	Non-Teacher Retirement	1,896	2,083	2,022	2,057	4,130	2,073
6231	FICA	2,010	2,002	1,933	4,715	2,429	(2,286)
6232	Medicare	470	468	452	1,103	569	(534)
6241	Employee Insurance	10,402	9,797	9,476	9,971	20,289	10,318
6261	Workers Compensation Insur.	725	938	1,143	1,179	1,200	21
6319	Other Professional/Technical	248	36	54	450	450	0
6332	Repairs and Maintenance	2,806	0	0	0	0	0
6333	Building Lease/Rental	12,155	11,748	11,748	11,721	11,748	27
							0%

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
General Fund								
6339	Other Property Services	1,389	1,834	1,632	1,700	1,700	0	0%
6344	Travel	15,282	15,207	6,365	14,554	1,389	(13,165)	-90%
6361	Telecommunications	2,116	2,758	2,988	6,815	5,375	(1,440)	-21%
6364	Postage	277	328	435	600	123	(477)	-80%
6371	Dues and Memberships	220	474	374	500	500	0	0%
6411	General Supplies	<u>42,045</u>	<u>27,350</u>	<u>43,217</u>	<u>21,520</u>	<u>14,495</u>	<u>(7,025)</u>	-33%
	Expenditures	124,456	107,414	113,024	137,939	104,636	(33,303)	-24%
Community Services								
6152	Professional/Technical	77,158	77,871	80,390	83,524	80,390	(3,134)	-4%
6153	Clerical	49,937	50,221	50,608	52,795	54,542	1,747	3%
6155	Classroom Support	202,309	194,023	172,750	180,762	240,386	59,624	33%
6159	Overtime Pay	5,108	4,145	4,934	1,000	0	(1,000)	-100%
6162	Part-Time Professional/Tech	3,453	9,434	9,657	16,430	0	(16,430)	-100%
6165	Part-Time Support	74,195	73,261	71,557	76,965	51,603	(25,362)	-33%
6185	Substitute - Support	4,748	13,908	16,822	7,200	7,200	0	0%
6192	Vacation/Sick Pay	0	4,063	0	0	0	0	0%
6211	Teachers' Retirement	870	281	0	967	3,455	2,488	257%
6221	Non-Teacher Retirement	29,636	28,958	28,084	31,125	32,404	1,279	4%
6231	FICA	25,342	25,652	23,970	25,958	26,889	931	4%
6232	Medicare	5,927	6,006	5,645	6,070	6,289	219	4%
6241	Employee Insurance	111,369	102,358	106,462	114,730	111,451	(3,279)	-3%
6261	Workers Compensation Insur.	5,154	5,975	7,702	7,718	7,764	46	1%
6319	Other Professional/Technical	492	3,958	0	6,000	6,000	0	0%
6332	Repairs and Maintenance	0	0	0	200	200	0	0%
6343	Local Mileage	2,096	1,924	1,095	0	0	0	0%
6344	Travel	5,528	5,786	566	3,600	3,600	0	0%
6364	Postage	54	62	18	200	200	0	0%
6371	Dues and Memberships	0	2,325	1,220	1,500	1,500	0	0%
6391	Other Purchased Services	9,409	1,540	0	500	500	0	0%
6398	Other Expenses	15,365	17,595	10,872	0	0	0	0%
6411	General Supplies	<u>18,976</u>	<u>21,752</u>	<u>21,337</u>	<u>9,150</u>	<u>8,400</u>	<u>(750)</u>	-8%
	Expenditures	647,124	651,099	613,689	626,394	642,773	16,379	3%

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>(Decrease)</u>	<u>Change</u>
General Fund								
<u>Contingency</u>								
6705	Contingency	0	0	0	15,000	15,000	0	0%
	Expenditures	0	0	0	15,000	15,000	0	0%
TOTAL - General Fund		<u>24,860,490</u>	<u>23,297,415</u>	<u>22,506,501</u>	<u>25,101,273</u>	<u>26,077,765</u>	<u>976,490</u>	<u>4%</u>

Special Revenue Fund

Elementary School

6112	Teachers	10,323,058	10,272,900	9,950,863	10,216,097	11,358,929	1,142,832	11%
6122	Part-Time Teachers	500	675	1,888	-9,400	0	9,400	-100%
6132	Extra Duty - Teachers	33,550	35,500	36,000	33,000	39,000	6,000	18%
6141	Substitute - Administration	0	0	25,899	18,000	0	(18,000)	-100%
6142	Substitute - Teachers	201,938	202,932	223,871	270,000	300,000	30,000	11%
6192	Vacation/Sick Pay	0	2,923	0	9,000	0	(9,000)	-100%
6193	Perfect Attendance Incentive	0	1,200	300	0	0	0	0%
6211	Teachers' Retirement	1,694,505	1,705,536	1,674,630	1,775,716	1,918,305	142,589	8%
6221	Non-Teacher Retirement	406	0	0	0	0	0	0%
6231	FICA	15,097	10,662	12,363	15,847	18,600	2,753	17%
6232	Medicare	149,698	148,947	145,429	156,567	165,926	9,359	6%
6241	Employee Insurance	1,543,074	1,518,847	1,588,694	1,730,588	1,840,671	110,083	6%
6311	Instruction Services	4,030	7,439	2,213	6,000	6,000	0	0%
	Expenditures	<u>13,965,856</u>	<u>13,907,562</u>	<u>13,662,150</u>	<u>14,221,415</u>	<u>15,647,431</u>	<u>1,426,016</u>	<u>10%</u>

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
Special Revenue Fund								
<u>Middle School</u>								
6112	Teachers	5,002,674	5,119,239	5,067,023	5,269,091	5,387,490	118,399	2%
6122	Part-Time Teachers	7,666	14,225	5,414	19,840	0	(19,840)	-100%
6132	Extra Duty - Teachers	500	9,200	0	8,835	1,000	(7,835)	-89%
6141	Substitute - Administration	0	0	9,000	0	0	0	0%
6142	Substitute - Teachers	134,253	109,483	105,599	117,600	110,000	(7,600)	-6%
6193	Perfect Attendance Incentive	0	300	0	0	0	0	0%
6211	Teachers' Retirement	802,892	846,803	841,838	882,449	900,238	17,789	2%
6221	Non-Teacher Retirement	0	8	0	0	0	0	0%
6231	FICA	8,412	5,593	8,317	9,987	6,820	(3,167)	-32%
6232	Medicare	72,382	73,961	73,066	78,523	76,954	(1,569)	-2%
6241	Employee Insurance	754,392	768,585	787,899	820,444	824,301	3,857	0%
6311	Instruction Services	3,566	2,262	913	6,000	6,000	0	0%
	Expenditures	<u>6,786,736</u>	<u>6,949,659</u>	<u>6,899,069</u>	<u>7,212,769</u>	<u>7,312,803</u>	<u>100,034</u>	<u>1%</u>
<u>High School</u>								
6112	Teachers	5,802,831	5,918,873	5,992,710	5,949,203	6,326,923	377,720	6%
6122	Part-Time Teachers	33,738	37,296	17,409	27,594	7,500	(20,094)	-73%
6132	Extra Duty - Teachers	29,963	23,136	31,056	34,456	25,500	(8,956)	-26%
6141	Substitute - Administration	0	0	15,548	0	0	0	0%
6142	Substitute - Teachers	86,819	123,675	131,381	116,200	120,000	3,800	3%
6192	Vacation/Sick Pay	0	0	0	26,470	0	(26,470)	-100%
6193	Perfect Attendance Incentive	0	1,200	0	0	0	0	0%
6211	Teachers' Retirement	938,037	974,129	990,443	990,821	1,040,678	49,857	5%
6221	Non-Teacher Retirement	-222	4,714	2,616	7,556	5,970	(1,586)	-21%
6231	FICA	6,075	11,449	14,245	14,674	11,380	(3,294)	-22%
6232	Medicare	84,044	85,785	87,397	87,997	90,570	2,573	3%
6241	Employee Insurance	846,489	838,797	884,685	920,545	946,405	25,860	3%
6311	Instruction Services	14,779	7,621	9,788	11,000	11,000	0	0%
	Expenditures	<u>7,842,551</u>	<u>8,026,675</u>	<u>8,177,279</u>	<u>8,186,516</u>	<u>8,585,926</u>	<u>399,410</u>	<u>5%</u>

		<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Increase/</u> <u>(Decrease)</u>	<u>Percent</u> <u>Change</u>
Special Revenue Fund								
<u>Summer School</u>								
6122	Part-Time Teachers	162,742	149,802	121,944	191,680	191,680	0	0%
6211	Teachers' Retirement	22,020	19,768	16,805	27,794	27,793	(1)	0%
6221	Non-Teacher Retirement	89	175	0	0	0	0	0%
6231	FICA	2,430	1,429	1,090	0	0	0	0%
6232	Medicare	2,277	2,076	1,737	2,779	2,779	0	0%
6311	Instruction Services	2,100	0	0	0	0	0	0%
	Expenditures	<u>191,659</u>	<u>173,250</u>	<u>141,575</u>	<u>222,253</u>	<u>222,252</u>	<u>(1)</u>	<u>0%</u>
<u>Alternative Programs</u>								
6112	Teachers	0	0	124,450	60,396	55,185	(5,211)	-9%
6142	Substitute - Teachers	93	-93	10,351	1,400	0	(1,400)	-100%
6211	Teachers' Retirement	0	0	19,437	10,201	9,471	(730)	-7%
6231	FICA	6	-6	642	87	0	(87)	-100%
6232	Medicare	1	-1	1,874	896	801	(95)	-11%
6241	Employee Insurance	0	0	9,473	10,003	10,173	170	2%
6311	Instruction Services	<u>550,000</u>	<u>550,000</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>	<u>0</u>	<u>0%</u>
	Expenditures	<u>550,100</u>	<u>549,900</u>	<u>391,227</u>	<u>307,983</u>	<u>300,630</u>	<u>(7,353)</u>	<u>-2%</u>
<u>Special Programs</u>								
6112	Teachers	301,405	282,269	287,851	300,103	314,630	14,527	5%
6122	Part-Time Teachers	0	0	0	10,100	0	(10,100)	-100%
6132	Extra Duty - Teachers	0	0	6,000	0	20,000	20,000	
6142	Substitute - Teachers	4,267	1,941	2,052	0	0	0	0%
6193	Perfect Attendance Incentive	0	300	0	0	0	0	0%
6211	Teachers' Retirement	50,270	47,138	49,460	52,183	55,862	3,679	7%
6231	FICA	1,872	71	362	6	0	(6)	-100%
6232	Medicare	4,809	3,939	4,128	4,497	4,624	127	3%
6241	Employee Insurance	46,501	45,097	48,222	50,015	50,869	854	2%
6311	Instruction Services	<u>931</u>	<u>1,841</u>	<u>532</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
	Expenditures	<u>410,056</u>	<u>382,596</u>	<u>398,607</u>	<u>416,904</u>	<u>445,985</u>	<u>29,081</u>	<u>7%</u>

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
Special Revenue Fund								
<u>Culturally Different</u>								
6112	Teachers	960,168	987,629	1,060,395	1,072,097	1,145,384	73,287	7%
6122	Part-Time Teachers	13,730	9,895	0	0	33,769	33,769	
6141	Substitute - Administration	0	0	2,105	0	0	0	0%
6192	Vacation/Sick Pay	0	0	0	9,000	0	(9,000)	-100%
6211	Teachers' Retirement	164,239	162,740	174,354	177,107	188,114	11,007	6%
6221	Non-Teacher Retirement	63	59	0	0	3,012	3,012	
6231	FICA	176	148	0	0	2,094	2,094	
6232	Medicare	12,667	12,996	14,916	15,675	16,571	896	6%
6241	Employee Insurance	131,322	129,263	144,170	150,181	162,993	12,812	9%
6311	Instruction Services	-363	0	0	0	0	0	0%
	Expenditures	<u>1,282,003</u>	<u>1,302,730</u>	<u>1,395,939</u>	<u>1,424,060</u>	<u>1,551,937</u>	<u>127,877</u>	9%
<u>Bilingual</u>								
6112	Teachers	1,017,977	1,063,983	1,290,075	1,335,252	1,609,984	274,732	21%
6113	Classroom Support	0	44,467	29,918	0	33,769	33,769	
6142	Substitute - Teachers	1,599	14,808	3,309	0	0	0	0%
6193	Perfect Attendance Incentive	0	300	0	0	0	0	0%
6211	Teachers' Retirement	168,962	179,231	215,963	221,237	274,641	53,404	24%
6231	FICA	99	947	1,577	0	2,094	2,094	
6232	Medicare	14,147	15,417	18,645	19,362	23,042	3,680	19%
6241	Employee Insurance	<u>167,315</u>	<u>175,090</u>	<u>211,788</u>	<u>210,122</u>	<u>274,707</u>	<u>64,585</u>	31%
	Expenditures	<u>1,370,099</u>	<u>1,494,243</u>	<u>1,771,275</u>	<u>1,785,973</u>	<u>2,218,237</u>	<u>432,264</u>	24%
<u>Vocational Programs</u>								
6122	Part-Time Teachers	0	250	0	0	0	0	0%
6211	Teachers' Retirement	0	41	0	0	0	0	0%
6232	Medicare	<u>0</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
	Expenditures	<u>0</u>	<u>294</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
Special Revenue Fund								
<u>Student Activities</u>								
6111	Administration	196,558	199,735	162,228	190,924	199,173	8,249	4%
6122	Part-Time Teachers	9,818	9,171	8,671	20,970	20,970	0	0%
6132	Extra Duty - Teachers	466,615	459,996	467,159	546,706	609,516	62,810	11%
6142	Substitute - Teachers	11,896	3,854	363	0	0	0	0%
6171	Extra Duty - Administration	0	0	14,953	0	0	0	0%
6211	Teachers' Retirement	88,112	86,633	74,980	95,909	108,623	12,714	13%
6221	Non-Teacher Retirement	304	950	172	0	6,493	6,493	
6231	FICA	9,857	9,403	12,086	690	5,592	4,902	710%
6232	Medicare	9,802	9,706	9,494	10,988	12,026	1,038	9%
6241	Employee Insurance	18,746	18,785	23,739	20,062	20,368	306	2%
	Expenditures	<u>811,708</u>	<u>798,233</u>	<u>773,845</u>	<u>886,249</u>	<u>982,761</u>	<u>96,512</u>	<u>11%</u>
<u>Payment to Other Districts</u>								
6311	Instruction Services	80,372	46,010	106,277	110,000	91,300	(18,700)	-17%
6319	Other Professional/Technical	<u>0</u>	<u>0</u>	<u>724</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
	Expenditures	<u>80,372</u>	<u>46,010</u>	<u>107,001</u>	<u>110,000</u>	<u>91,300</u>	<u>(18,700)</u>	<u>-17%</u>
<u>Contracted Services</u>								
6311	Instruction Services	<u>985,646</u>	<u>772,962</u>	<u>949,465</u>	<u>976,600</u>	<u>1,060,225</u>	<u>83,625</u>	<u>9%</u>
	Expenditures	<u>985,646</u>	<u>772,962</u>	<u>949,465</u>	<u>976,600</u>	<u>1,060,225</u>	<u>83,625</u>	<u>9%</u>
	SUBTOTAL - INSTRUCTION	<u>34,276,785</u>	<u>34,404,114</u>	<u>34,667,431</u>	<u>35,750,722</u>	<u>38,419,487</u>	<u>2,668,765</u>	<u>7%</u>
<u>Attendance Services</u>								
6111	Administration	137,025	140,040	141,762	147,430	158,222	10,792	7%
6193	Perfect Attendance Incentive	0	0	300	0	0	0	0%
6211	Teachers' Retirement	21,209	21,651	21,942	22,821	24,411	1,590	7%
6232	Medicare	1,947	1,990	2,021	2,138	2,253	115	5%
6241	Employee Insurance	<u>9,365</u>	<u>9,393</u>	<u>9,677</u>	<u>10,072</u>	<u>10,254</u>	<u>182</u>	<u>2%</u>
	Expenditures	<u>169,546</u>	<u>173,073</u>	<u>175,702</u>	<u>182,461</u>	<u>195,140</u>	<u>12,679</u>	<u>7%</u>

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
Special Revenue Fund								
<u>Guidance Services</u>								
6113	Classroom Support	1,127,450	1,259,859	1,280,451	1,353,845	1,815,518	461,673	34%
6122	Part-Time Teachers	13,450	12,152	12,988	28,125	40,000	11,875	42%
6123	Part-Time Support	54,847	54,652	52,389	94,345	74,738	(19,607)	-21%
6132	Extra Duty - Teachers	0	12,524	24,405	23,733	29,215	5,482	23%
6142	Substitute - Teachers	0	0	0	0	0	0	0%
6192	Vacation/Sick Pay	0	0	0	1,680	0	(1,680)	-100%
6211	Teachers' Retirement	194,881	219,121	224,928	244,533	322,369	77,836	32%
6221	Non-Teacher Retirement	0	0	0	77	0	(77)	-100%
6231	FICA	843	406	352	1,631	0	(1,631)	-100%
6232	Medicare	17,022	19,085	19,291	21,770	27,146	5,376	25%
6241	Employee Insurance	157,645	177,966	188,895	205,145	277,301	72,156	35%
	Expenditures	<u>1,566,138</u>	<u>1,755,765</u>	<u>1,803,699</u>	<u>1,974,884</u>	<u>2,586,287</u>	<u>611,403</u>	<u>31%</u>
<u>Improvement of Instruction Services</u>								
6111	Administration	230,730	235,806	238,706	238,285	0	(238,285)	-100%
6113	Classroom Support	205,285	291,153	302,097	301,249	653,551	352,302	117%
6122	Part-Time Teachers	20,628	21,827	23,601	40,000	45,000	5,000	13%
6132	Extra Duty - Teachers	0	0	4,134	1,134	0	(1,134)	-100%
6142	Substitute - Teachers	3,407	193	0	2,000	0	(2,000)	-100%
6192	Vacation/Sick Pay	0	0	0	6,117	0	(6,117)	-100%
6193	Perfect Attendance Incentive	0	300	0	0	0	0	0%
6211	Teachers' Retirement	71,860	87,020	91,104	93,149	110,104	16,955	18%
6221	Non-Teacher Retirement	23	0	0	0	0	0	0%
6231	FICA	355	87	0	0	0	0	0%
6232	Medicare	6,582	7,892	8,163	8,564	9,938	1,374	16%
6241	Employee Insurance	42,268	55,689	57,445	60,159	61,290	1,131	2%
6312	Program Improvement Services	240	0	0	0	0	0	0%
	Expenditures	<u>581,378</u>	<u>699,968</u>	<u>725,250</u>	<u>750,657</u>	<u>879,883</u>	<u>129,226</u>	<u>17%</u>

		Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ (Decrease)	Percent Change
Special Revenue Fund								
<u>Health Services</u>								
6122	Part-Time Teachers	0	0	0	0	0	0	0%
6211	Teachers' Retirement	0	0	0	0	0	0	0%
6232	Medicare	0	0	0	0	0	0	0%
	Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
<u>Professional Development</u>								
6122	Part-Time Teachers	40,219	41,944	45,076	69,795	51,300	(18,495)	-26%
6142	Substitute - Teachers	21,137	5,856	1,298	27,853	18,400	(9,453)	-34%
6211	Teachers' Retirement	5,984	5,796	7,211	10,120	7,439	(2,681)	-26%
6221	Non-Teacher Retirement	69	59	0	0	0	0	0%
6231	FICA	1,400	465	147	1,706	1,176	(530)	-31%
6232	Medicare	857	686	659	1,465	980	(485)	-33%
6241	Employee Insurance	0	8	0	0	0	0	0%
	Expenditures	<u>69,667</u>	<u>54,813</u>	<u>54,392</u>	<u>110,938</u>	<u>79,295</u>	<u>(31,643)</u>	<u>-29%</u>
<u>Media Services</u>								
6113	Classroom Support	758,345	768,054	698,900	692,275	719,929	27,654	4%
6192	Vacation/Sick Pay	0	0	0	8,663	0	(8,663)	-100%
6211	Teachers' Retirement	123,290	124,659	112,300	113,372	117,605	4,233	4%
6232	Medicare	10,574	10,703	9,743	10,165	9,970	(195)	-2%
6241	Employee Insurance	92,959	92,710	86,195	90,149	91,684	1,535	2%
	Expenditures	<u>985,168</u>	<u>996,125</u>	<u>907,139</u>	<u>914,624</u>	<u>939,188</u>	<u>24,564</u>	<u>3%</u>
<u>Executive Administration Services</u>								
6111	Administration	207,880	214,296	217,600	226,544	249,688	23,144	10%
6193	Perfect Attendance Incentive	0	0	300	0	0	0	0%
6211	Teachers' Retirement	31,482	32,418	32,939	34,292	37,674	3,382	10%
6232	Medicare	2,992	3,084	3,147	3,372	3,523	151	4%
6241	Employee Insurance	9,421	9,441	9,723	10,135	10,327	192	2%
6291	Other Benefits	6,000	6,000	6,000	6,000	0	(6,000)	-100%
	Expenditures	<u>257,775</u>	<u>265,239</u>	<u>269,709</u>	<u>280,343</u>	<u>301,212</u>	<u>20,869</u>	<u>7%</u>

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
Special Revenue Fund								
<u>School Administration Services</u>								
6111	Administration	2,535,722	2,494,063	2,528,543	2,615,250	2,723,088	107,838	4%
6141	Substitute - Administration	0	0	24,425	0	0	0	0%
6142	Substitute - Teachers	93	0	0	0	0	0	0%
6192	Vacation/Sick Pay	0	10,910	0	0	0	0	0%
6211	Teachers' Retirement	400,678	393,553	399,613	413,854	430,076	16,222	4%
6231	FICA	-127	0	1,514	0	0	0	0%
6232	Medicare	35,991	35,345	35,579	37,921	37,734	(187)	0%
6241	Employee Insurance	232,881	222,745	231,687	241,003	245,068	4,065	2%
	Expenditures	<u>3,205,237</u>	<u>3,156,617</u>	<u>3,221,362</u>	<u>3,308,028</u>	<u>3,435,966</u>	<u>127,938</u>	4%
<u>Business, Fiscal, Internal Services</u>								
6111	Administration	231,395	238,239	141,411	221,029	231,952	10,923	5%
6121	Part-Time Administration	3,390	0	100	9,000	4,000	(5,000)	-56%
6142	Substitute - Teachers	2,070	1,417	1,359	4,100	0	(4,100)	-100%
6192	Vacation/Sick Pay	0	0	0	15,323	0	(15,323)	-100%
6193	Perfect Attendance Incentive	0	300	0	0	0	0	0%
6211	Teachers' Retirement	36,340	37,137	21,906	23,188	30,133	6,945	30%
6231	FICA	323	88	-243	812	4,847	4,035	497%
6232	Medicare	3,255	3,303	2,277	3,617	3,426	(191)	-5%
6241	Employee Insurance	18,690	18,750	9,873	20,086	20,442	356	2%
	Expenditures	<u>295,463</u>	<u>299,233</u>	<u>176,683</u>	<u>297,155</u>	<u>294,800</u>	<u>(2,355)</u>	-1%
<u>Central Office Support Services</u>								
6122	Part-Time Teachers	2,103	0	617	3,120	0	(3,120)	-100%
6211	Teachers' Retirement	141	0	0	0	0	0	0%
6231	FICA	246	71	38	193	0	(193)	-100%
6232	Medicare	57	17	9	45	0	(45)	-100%
	Expenditures	<u>2,547</u>	<u>88</u>	<u>664</u>	<u>3,358</u>	<u>0</u>	<u>(3,358)</u>	-100%
	SUBTOTAL - SUPPORT SERVICES	<u>7,132,920</u>	<u>7,400,923</u>	<u>7,334,600</u>	<u>7,822,448</u>	<u>8,711,771</u>	<u>889,323</u>	11%

		Actual	Actual	Actual	Budget	Budget	Increase/	Percent
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	(Decrease)	Change
Special Revenue Fund								
<u>Adult Basic Education Program</u>								
6111	Administration	52,863	56,161	49,661	74,875	78,580	3,705	5%
6122	Part-Time Teachers	68,790	62,702	70,481	65,385	32,863	(32,522)	-50%
6142	Substitute - Teachers	1,921	211	638	0	0	0	0%
6211	Teachers' Retirement	9,988	9,917	10,298	10,576	11,159	583	6%
6221	Non-Teacher Retirement	227	157	196	290	0	(290)	-100%
6231	FICA	4,314	3,901	3,944	4,054	2,038	(2,016)	-50%
6232	Medicare	1,674	1,614	1,623	1,816	1,297	(519)	-29%
6241	Employee Insurance	9,360	9,324	9,611	10,003	10,179	176	2%
	Expenditures	<u>149,138</u>	<u>143,986</u>	<u>146,452</u>	<u>166,999</u>	<u>136,116</u>	<u>(30,883)</u>	-18%
<u>Community Services</u>								
6111	Administration	96,304	98,423	91,625	101,895	106,297	4,402	4%
6112	Teachers	441,260	470,845	473,011	515,617	560,034	44,417	9%
6122	Part-Time Teachers	29,094	4,996	8,613	58,954	23,750	(35,204)	-60%
6132	Extra Duty - Teachers	500	500	0	500	500	0	0%
6142	Substitute - Teachers	9,531	8,614	7,081	6,400	0	(6,400)	-100%
6171	Extra Duty - Administration	0	0	7,896	0	0	0	0%
6211	Teachers' Retirement	96,288	97,893	96,731	113,008	110,721	(2,287)	-2%
6231	FICA	1,154	802	496	397	397	0	0%
6232	Medicare	8,181	8,281	8,351	9,910	9,831	(79)	-1%
6241	Employee Insurance	83,858	83,953	72,124	80,063	79,927	(136)	0%
6311	Instruction Services	0	3,411	0	0	0	0	0%
	Expenditures	<u>766,171</u>	<u>777,718</u>	<u>765,927</u>	<u>886,744</u>	<u>891,457</u>	<u>4,713</u>	1%
<u>Contingency</u>								
6705	Contingency	0	0	0	196,663	260,000	63,337	32%
	Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>196,663</u>	<u>260,000</u>	<u>63,337</u>	32%
TOTAL - Special Revenue Fund		<u>42,325,013</u>	<u>42,726,742</u>	<u>42,914,410</u>	<u>44,823,576</u>	<u>48,418,832</u>	<u>3,595,255</u>	8%

		Actual	Actual	Actual	Budget	Budget	Increase/ (Decrease)	Percent Change
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>		
Debt Service Fund								
<u>Long and Short Term Debt</u>								
6611	Principal - Serial Bonds	10,880,000	2,869,892	15,150,000	3,385,000	3,775,000	390,000	12%
6621	Interest - Serial Bonds	1,884,578	1,679,647	1,453,477	1,364,872	1,265,813	(99,059)	-7%
6631	Fees - Serial Bonds	<u>100,798</u>	<u>2,222</u>	<u>138,937</u>	<u>2,850</u>	<u>2,850</u>	<u>0</u>	0%
	Expenditures	<u>12,865,376</u>	<u>4,551,761</u>	<u>16,742,415</u>	<u>4,752,722</u>	<u>5,043,663</u>	<u>290,941</u>	6%
	TOTAL - Debt Service Fund	<u>12,865,376</u>	<u>4,551,761</u>	<u>16,742,415</u>	<u>4,752,722</u>	<u>5,043,663</u>	<u>290,941</u>	6%

		Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
Capital Projects Fund								
<u>Elementary School</u>					310,728		(310,728)	
	Expenditures	0	0	0	310,728	0	(310,728)	-100%
<u>Middle School</u>								
6542	Equipment - Instructional	0	0	0	5,000	5,000	0	0%
6543	Technology Equipment	0	0	1,063	517,880	0	(517,880)	-100%
	Expenditures	0	0	1,063	522,880	5,000	(517,880)	-99%
<u>High School</u>								
6542	Equipment - Instructional	8,000	0	0	15,945	8,000	(7,945)	-50%
6543	Technology Equipment	0	0	0	70,000	0	(70,000)	-100%
	Expenditures	8,000	0	0	85,945	8,000	(77,945)	-91%
<u>Special Programs</u>								
	Expenditures	0	0	0	0	0	0	0%
<u>Culturally Different</u>								
	Expenditures	0	0	0	0	0	0	0%
<u>Vocational Programs</u>								
6542	Equipment - Instructional	33,239	9,408	8,499	21,093	2,000	(19,093)	-91%
	Expenditures	33,239	9,408	8,499	21,093	2,000	(19,093)	-91%
<u>Student Activities</u>								
6541	Regular Equipment	0	5,000	0	51,000	54,000	3,000	6%
6542	Equipment - Instructional	0	3,900	0	0	0	0	0%
	Expenditures	0	8,900	0	51,000	54,000	3,000	6%
	SUBTOTAL - INSTRUCTION	41,239	18,308	9,562	991,646	69,000	(922,646)	-93%

		Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
Capital Projects Fund								
<u>Health Services</u>								
6551	Vehicles	0	22,873	0	0	0	0	0%
	Expenditures	0	22,873	0	0	0	0	0%
<u>Executive Administration Services</u>								
6541	Regular Equipment	0	7,339	0	3,000	0	(3,000)	-100%
	Expenditures	0	7,339	0	3,000	0	(3,000)	-100%
<u>Administrative Technology</u>								
6541	Regular Equipment	10,817	4,596	1,417	47,254	38,150	(9,104)	-19%
	Expenditures	10,817	4,596	1,417	47,254	38,150	(9,104)	-19%
<u>Operation of Plant Services</u>								
6541	Regular Equipment	0	45,593	2,182	200,183	4,500	(195,683)	-98%
6551	Vehicles	0	0	65,780	24,357	30,000	5,643	23%
	Expenditures	0	45,593	67,962	224,540	34,500	(190,040)	-85%
<u>Pupil Transportation District</u>								
6511	Land	0	0	50,038	0	0	0	0%
6541	Regular Equipment	0	0	0	35,000	35,000	0	
6552	School Buses	420,959	353,064	366,572	380,598	380,599	1	0%
	Expenditures	420,959	353,064	416,610	380,598	415,599	35,001	9%
<u>Food Services</u>								
6541	Regular Equipment	17,111	9,033	478	148,312	42,000	(106,312)	-72%
	Expenditures	17,111	9,033	478	148,312	42,000	(106,312)	-72%
	SUBTOTAL - SUPPORT SERVICES	448,887	442,497	486,467	803,703	530,249	(273,454)	-34%

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Increase/ (Decrease)	Percent Change
Capital Projects Fund							
<u>Facilities Acquisition and Construction</u>							
6511 Land	145,000	190,000	182,962	119,210	88,000	(31,210)	-26%
6521 Buildings	<u>356,442</u>	<u>0</u>	<u>1,156,965</u>	<u>850,000</u>	<u>0</u>	<u>(850,000)</u>	-100%
Expenditures	501,442	190,000	1,339,927	969,210	88,000	(881,210)	-91%
<u>Community Services</u>							
6541 Regular Equipment	<u>1,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
Expenditures	1,500	0	0	0	0	0	0%
<u>Long and Short Term Debt</u>							
6623 Interest - Lease Purchase	42,953	104,159	82,508	77,013	75,288	(1,725)	-2%
6624 Discount on Bonds Sold	0	0	0	0	0	0	0%
6631 Fees - Serial Bonds	0	0	0	0	0	0	0%
6633 Fees - Lease Purchase	<u>750</u>	<u>0</u>	<u>43,283</u>	<u>850</u>	<u>850</u>	<u>0</u>	0%
Expenditures	43,703	104,159	125,791	77,863	76,138	(1,725)	-2%
TOTAL - Capital Projects Fund	<u>1,036,771</u>	<u>754,965</u>	<u>1,961,747</u>	<u>2,842,422</u>	<u>763,387</u>	<u>(2,079,035)</u>	-73%
Bond Issue Fund							
<u>Facilities Acquisition and Construction</u>							
6521 Buildings	0	0	0	740,211	6,750,000	6,009,789	812%
6624 Discount on Bonds Sold	0	0	0	0	0	0	0%
6631 Fees - Serial Bonds	<u>0</u>	<u>0</u>	<u>0</u>	<u>124,500</u>	<u>0</u>	<u>(124,500)</u>	-100%
	0	0	0	864,711	6,750,000	5,885,289	
SUBTOTAL - BOND ISSUE FUND	<u>0</u>	<u>0</u>	<u>0</u>	<u>864,711</u>	<u>6,750,000</u>	<u>5,885,289</u>	681%
TOTAL - ALL FUNDS	<u>81,087,650</u>	<u>71,330,883</u>	<u>84,125,073</u>	<u>78,384,705</u>	<u>87,053,646</u>	<u>8,668,941</u>	11%

ALL GOVERNMENTAL FUNDS – HISTORICAL RESULTS, BUDGET AND PROJECTIONS

	Actual			Budget		Forecast		
	2018	2019	2020	2021	2022	2023	2024	2025
Beginning Fund Balance:	\$ 21,372,672	\$ 19,737,649	\$ 25,115,343	\$ 30,474,152	\$ 41,637,359	\$ 36,750,366	\$ 41,291,192	\$ 39,396,787
Plus: Revenues								
Local Sources	\$ 39,333,602	\$ 43,258,030	\$ 45,196,235	\$ 44,090,496	\$ 44,088,101	\$ 44,138,720	\$ 44,464,590	\$ 44,701,624
County Sources	\$ 1,046,226	\$ 993,162	\$ 1,135,594	\$ 1,051,804	\$ 990,000	\$ 1,101,000	\$ 1,128,000	\$ 1,156,000
State Sources	\$ 25,902,304	\$ 26,699,740	\$ 25,707,439	\$ 27,625,299	\$ 27,968,576	\$ 28,205,964	\$ 28,762,864	\$ 29,330,801
Federal Sources	\$ 12,413,201	\$ 5,428,948	\$ 5,133,557	\$ 6,870,313	\$ 8,689,976	\$ 12,065,000	\$ 11,387,000	\$ 11,419,000
Other Sources	\$ 757,295	\$ 328,696	\$ 12,311,056	\$ 9,910,000	\$ 430,000	\$ 10,206,000	\$ 462,000	\$ 468,000
Total Revenues	\$ 79,452,628	\$ 76,708,577	\$ 89,483,882	\$ 89,547,912	\$ 82,166,653	\$ 95,716,684	\$ 86,204,454	\$ 87,075,425
Less: Expenditures								
Salaries	\$ 38,822,098	\$ 39,109,502	\$ 39,062,469	\$ 40,856,966	\$ 43,945,326	\$ 44,823,658	\$ 45,719,758	\$ 46,634,433
Fringe Benefits	\$ 12,779,746	\$ 12,716,206	\$ 13,096,154	\$ 13,889,534	\$ 14,787,528	\$ 15,216,301	\$ 15,668,399	\$ 16,134,058
Purchased Services	\$ 8,934,353	\$ 8,403,385	\$ 8,524,244	\$ 8,529,759	\$ 9,003,220	\$ 9,120,136	\$ 9,116,087	\$ 9,224,548
Supplies	\$ 6,649,307	\$ 5,795,064	\$ 4,738,045	\$ 6,436,928	\$ 6,485,522	\$ 6,536,983	\$ 6,589,788	\$ 6,643,268
Capital outlay	\$ 993,068	\$ 650,806	\$ 1,835,956	\$ 3,504,771	\$ 7,437,249	\$ 9,146,837	\$ 4,583,577	\$ 2,350,619
Other Expenses	\$ 43,703	\$ 104,159	\$ 125,791	\$ 202,363	\$ 76,138	\$ 44,543	\$ 35,350	\$ 25,827
Contingency	\$ -	\$ -	\$ -	\$ 211,663	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000
Bond Principal	\$ 10,880,000	\$ 2,869,892	\$ 15,150,000	\$ 3,385,000	\$ 3,775,000	\$ 4,575,000	\$ 4,785,000	\$ 3,855,000
Bond Interest	\$ 1,884,578	\$ 1,679,647	\$ 1,453,477	\$ 1,364,872	\$ 1,265,813	\$ 1,434,400	\$ 1,322,900	\$ 1,261,700
Other Fees	\$ 100,798	\$ 2,222	\$ 138,937	\$ 2,850	\$ 2,850	\$ 3,000	\$ 3,000	\$ 3,000
Total Expenditures	\$ 81,087,651	\$ 71,330,883	\$ 84,125,073	\$ 78,384,706	\$ 87,053,646	\$ 91,175,858	\$ 88,098,859	\$ 86,407,453
Surplus/(Deficit)	\$ (1,635,023)	\$ 5,377,694	\$ 5,358,809	\$ 11,163,207	\$ (4,886,993)	\$ 4,540,826	\$ (1,894,405)	\$ 667,972
Ending Fund Balance:	\$ 19,737,649	\$ 25,115,343	\$ 30,474,152	\$ 41,637,359	\$ 36,750,366	\$ 41,291,192	\$ 39,396,787	\$ 40,064,759

BUDGET FORECAST BY FUND
General Fund

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>%</u> <u>Growth</u>	<u>Actual</u> <u>2020</u>	<u>%</u> <u>Growth</u>	<u>Budget</u> <u>2021</u>	<u>%</u> <u>Growth</u>	<u>Budget</u> <u>2022</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2023</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2024</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2025</u>	<u>%</u> <u>Growth</u>
Revenues															
Local Sources	\$ 27,077,029	\$ 31,281,097	15.5%	\$ 31,014,576	-0.9%	\$ 30,355,895	-2.1%	\$ 30,937,263	1.9%	\$ 30,949,470	0.0%	\$ 31,526,075	1.9%	\$ 31,596,669	0.2%
County Sources	865,580	833,811	-3.7%	910,231	9.2%	874,000	-4.0%	776,039	-11.2%	900,000	16.0%	927,000	3.0%	955,000	3.0%
State Sources	365,823	348,467	-4.7%	393,907	13.0%	378,752	-3.8%	418,000	10.4%	418,000	0.0%	418,000	0.0%	418,000	0.0%
Federal Sources	2,876,643	2,947,330	2.5%	2,460,374	-16.5%	1,850,573	-24.8%	5,798,546	213.3%	8,453,000	45.8%	6,953,000	-17.7%	6,953,000	0.0%
Other Sources	264,690	256,051	-3.3%	382,237	49.3%	140,000	-63.4%	300,000	114.3%	306,000	2.0%	312,000	2.0%	318,000	1.9%
Total Revenues	\$ 31,449,764	\$ 35,666,757	13.4%	\$ 35,161,325	-1.4%	\$ 33,599,220	-4.4%	\$ 38,229,848	13.8%	\$ 41,026,470	7.3%	\$ 40,136,075	-2.2%	\$ 40,240,669	0.3%
Expenditures															
Salaries	\$ 7,722,300	\$ 7,502,399	-2.8%	\$ 7,407,217	-1.3%	\$ 8,058,203	8.8%	\$ 8,418,299	4.5%	\$ 8,586,665	2.0%	\$ 8,758,397	2.0%	\$ 8,933,566	2.0%
Fringe Benefits	3,195,832	2,988,112	-6.5%	3,131,906	4.8%	3,395,984	8.4%	3,555,249	4.7%	3,647,054	2.6%	3,752,074	2.9%	3,860,243	2.9%
Purchased Services	7,293,052	7,011,840	-3.9%	7,229,333	3.1%	7,195,159	-0.5%	7,603,695	5.7%	7,706,616	1.4%	7,800,643	1.2%	7,895,949	1.2%
Supplies	6,649,307	5,795,064	-12.8%	4,738,045	-18.2%	6,436,928	35.9%	6,485,522	0.8%	6,536,983	0.8%	6,589,788	0.8%	6,643,268	0.8%
Other Expenses	-	-	0.0%	-	0.0%	-	0.0%	-	-	-	0.0%	-	0.0%	-	0.0%
Contingency	0	0	0.0%	0	0.0%	15,000		15,000		15,000		15,000		15,000	
Total Expenditures	\$ 24,860,490	\$ 23,297,415	-6.3%	\$ 22,506,501	-3.4%	\$ 25,101,274	11.5%	\$ 26,077,765	3.9%	\$ 26,492,318	1.6%	\$ 26,915,902	1.6%	\$ 27,348,026	1.6%
Interfund Transfers In/(Out)															
Transfers Out	\$ (8,089,883)	\$ (7,720,286)		\$ (8,462,862)		\$ (8,251,883)		\$ (11,376,292)		\$ (11,865,726)		\$ (11,739,343)		\$ (11,893,457)	
Transfers In	-	-		-		-		-		-		-		-	
Total Transfers	\$ (8,089,883)	\$ (7,720,286)		\$ (8,462,862)		\$ (8,251,883)		\$ (11,376,292)		\$ (11,865,726)		\$ (11,739,343)		\$ (11,893,457)	
Excess (deficiency) of revenues over expenditures & transfers															
	\$ (1,500,609)	\$ 4,649,055		\$ 4,191,962		\$ 246,063		\$ 775,791		\$ 2,668,426		\$ 1,480,830		\$ 999,186	
Beginning Fund Balance, July 1	\$ 18,290,144	\$ 16,789,535		\$ 21,438,590		\$ 25,630,551		\$ 25,876,615		\$ 26,652,406		\$ 29,320,832		\$ 30,801,662	
Ending Fund Balance, June 30	\$ 16,789,535	\$ 21,438,590		\$ 25,630,551		\$ 25,876,615		\$ 26,652,406		\$ 29,320,832		\$ 30,801,662		\$ 31,800,848	

Special Revenue Fund

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>%</u> <u>Growth</u>	<u>Actual</u> <u>2020</u>	<u>%</u> <u>Growth</u>	<u>Budget</u> <u>2021</u>	<u>%</u> <u>Growth</u>	<u>Budget</u> <u>2022</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2023</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2024</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2025</u>	<u>%</u> <u>Growth</u>
Revenues															
Local Sources	\$ 6,605,084	\$ 6,806,137	3.0%	\$ 6,820,089	0.2%	\$ 7,076,024	3.8%	\$ 7,178,920	1.5%	\$ 6,694,000	-6.8%	\$ 6,828,000	2.0%	\$ 6,999,000	2.5%
County Sources	61,173	49,747	-18.7%	94,672	90.3%	51,804	-45.3%	55,000	6.2%	75,000	36.4%	75,000	0.0%	75,000	0.0%
State Sources	25,326,115	26,351,273	4.0%	25,313,532	-3.9%	27,246,547	7.6%	27,550,576	1.1%	27,787,964	0.9%	28,344,864	2.0%	28,912,801	2.0%
Federal Sources	2,576,558	2,405,798	-6.6%	2,569,419	6.8%	4,080,132	58.8%	2,780,430	-31.9%	3,292,000	18.4%	3,812,000	15.8%	3,832,000	0.5%
Other Sources	478,605	72,065	-84.9%	3,819	-94.7%	20,000	423.7%	130,000	550.0%	150,000	15.4%	150,000	0.0%	150,000	0.0%
Total Revenues	\$ 35,047,535	\$ 35,685,020	1.8%	\$ 34,801,531	-2.5%	\$ 38,474,507	10.6%	\$ 37,694,926	-2.0%	\$ 37,998,964	0.8%	\$ 39,209,864	3.2%	\$ 39,968,801	1.9%
Expenditures															
Salaries	\$ 31,099,799	\$ 31,607,103	1.6%	\$ 31,655,252	0.2%	\$ 32,798,763	3.6%	\$ 35,527,027	8.3%	\$ 36,236,993	2.0%	\$ 36,961,361	2.0%	\$ 37,700,867	2.0%
Fringe Benefits	9,583,914	9,728,094	1.5%	9,964,248	2.4%	10,493,550	5.3%	11,232,279	7.0%	11,569,247	3.0%	11,916,325	3.0%	12,273,815	3.0%
Purchased Services	1,641,300	1,391,545	-15.2%	1,294,911	-6.9%	1,334,600	3.1%	1,399,525	4.9%	1,302,420	-6.9%	1,315,444	1.0%	1,328,599	1.0%
Contingency	-	-	0.0%	-	0.0%	196,663		260,000	32.2%	260,000	0.0%	260,000	0.0%	260,000	0.0%
Total Expenditures	\$ 42,325,013	\$ 42,726,742	0.9%	\$ 42,914,410	0.4%	\$ 44,823,576	4.4%	\$ 48,418,831	8.0%	\$ 49,368,660	2.0%	\$ 50,453,130	2.2%	\$ 51,563,281	2.2%
Interfund Transfers In/(Out)															
Transfers Out	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In	7,277,479	7,041,721		8,112,879	6,349,069	10,723,905	11,369,696	11,243,266	11,594,480						
Total Transfers	\$ 7,277,479	\$ 7,041,721		\$ 8,112,879	\$ 6,349,069	\$ 10,723,905	\$ 11,369,696	\$ 11,243,266	\$ 11,594,480						
Excess (deficiency) of revenues over expenditures & transfers	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance, July 1	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance, June 30	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Debt Service Fund

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>%</u> <u>Growth</u>	<u>Actual</u> <u>2020</u>	<u>%</u> <u>Growth</u>	<u>Budget</u> <u>2021</u>	<u>%</u> <u>Growth</u>	<u>Budget</u> <u>2022</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2023</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2024</u>	<u>%</u> <u>Growth</u>	<u>Forecasted</u> <u>2025</u>	<u>%</u> <u>Growth</u>
Revenues															
Local Sources	\$ 5,651,489	\$ 5,170,796	-8.5%	\$ 6,988,571	35.2%	\$ 5,757,747	-17.6%	\$ 5,951,918	3.4%	\$ 5,985,250	0.6%	\$ 6,100,515	1.9%	\$ 6,104,955	0.1%
County Sources	119,473	109,604	-8.3%	130,691	19.2%	126,000	-3.6%	158,961	26.2%	126,000	-20.7%	126,000	0.0%	126,000	0.0%
State Sources	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other Sources	6,960,000	-	-100.0%	10,790,000	-	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
						0									
Total Revenues	<u>\$ 12,730,963</u>	<u>\$ 5,280,400</u>	<u>-58.5%</u>	<u>\$ 17,909,262</u>	<u>239.2%</u>	<u>\$ 5,883,747</u>	<u>-67.1%</u>	<u>\$ 6,110,879</u>	<u>3.9%</u>	<u>\$ 6,111,250</u>	<u>0.0%</u>	<u>\$ 6,226,515</u>	<u>1.9%</u>	<u>\$ 6,230,955</u>	<u>0.1%</u>
Expenditures															
Bond Principal	10,880,000	2,869,892	-73.6%	15,150,000	427.9%	\$ 3,385,000	-77.7%	\$ 3,775,000	11.5%	\$ 4,575,000	21.2%	\$ 4,785,000	4.6%	\$ 3,855,000	-19.4%
Bond Interest	1,884,578	1,679,647	-10.9%	1,453,477	-13.5%	1,364,872	-6.1%	1,265,813	-7.3%	1,434,400	13.3%	1,322,900	-7.8%	1,261,700	-4.6%
Other Fees	100,798	2,222	-97.8%	138,937	6151.5%	2,850	-97.9%	2,850	0.0%	3,000	5.3%	3,000	0.0%	3,000	0.0%
Total Expenditures	<u>\$ 12,865,376</u>	<u>\$ 4,551,761</u>	<u>-64.6%</u>	<u>\$ 16,742,415</u>	<u>267.8%</u>	<u>\$ 4,752,722</u>	<u>-71.6%</u>	<u>\$ 5,043,663</u>	<u>6.1%</u>	<u>\$ 6,012,400</u>	<u>19.2%</u>	<u>\$ 6,110,900</u>	<u>1.6%</u>	<u>\$ 5,119,700</u>	<u>-16.2%</u>
Excess (deficiency) of revenues over expenditures	<u>\$ (134,414)</u>	<u>\$ 728,639</u>		<u>\$ 1,166,847</u>		<u>\$ 1,131,025</u>		<u>\$ 1,067,216</u>		<u>\$ 98,850</u>		<u>\$ 115,615</u>		<u>\$ 1,111,255</u>	
Beginning Fund Balance, July 1	\$ 3,082,528	\$ 2,948,114		\$ 3,676,753		\$ 4,843,600		\$ 5,974,625		\$ 7,041,841		\$ 7,140,691		\$ 7,256,306	
Ending Fund Balance, June 30	\$ 2,948,114	\$ 3,676,753		\$ 4,843,600		\$ 5,974,625		\$ 7,041,841		\$ 7,140,691		\$ 7,256,306		\$ 8,367,561	

Capital Projects Fund

	Actual <u>2018</u>	Actual <u>2019</u>	% <u>Growth</u>	Actual <u>2020</u>	% <u>Growth</u>	Budget <u>2021</u>	% <u>Growth</u>	Budget <u>2022</u>	% <u>Growth</u>	Forecasted <u>2023</u>	% <u>Growth</u>	Forecasted <u>2024</u>	% <u>Growth</u>	Forecasted <u>2025</u>	% <u>Growth</u>
Revenues															
Local Sources	\$ -	\$ -	0.0%	\$ 373,000		\$ -	-100.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
County Sources	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
State Sources	210,366	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Federal Sources	-	75,820		103,764	36.9%	939,608	805.5%	111,000	-88.2%	320,000	188.3%	622,000	94.4%	634,000	1.9%
Other Sources	14,000	580	-95.9%	1,135,000	195589.7%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Total Revenues	\$ 224,366	\$ 76,400	-65.9%	\$ 1,611,764	2009.6%	\$ 939,608	-41.7%	\$ 111,000	-88.2%	\$ 320,000	188.3%	\$ 622,000	94.4%	\$ 634,000	1.9%
Expenditures															
Land	145,000	190,000	31.0%	233,000	22.6%	\$ 119,210	-48.8%	\$ 88,000	-26.2%	\$ 90,000	2.3%	\$ 92,000	2.2%	\$ 94,000	2.2%
Buildings	356,442	-	-100.0%	1,156,965		850,000	-26.5%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%
Improvements	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Equipment	70,667	84,869	20.1%	13,639	-83.9%	1,390,394	10094.3%	188,650	-86.4%	470,000	149.1%	772,000	64.3%	784,000	1.6%
Vehicles	420,959	375,936	-10.7%	432,352	15.0%	404,955	-6.3%	425,161	5.0%	212,337	-50.1%	219,577	3.4%	30,000	-86.3%
Long/Short-term Debt	43,703	104,159	138.3%	125,791	20.8%	76,138	-39.5%	61,576	-19.1%	43,693	-29.0%	34,500	-21.0%	24,977	-27.6%
Other Capital Outlay	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Total Expenditures	\$ 1,036,771	\$ 754,965	-27.2%	\$ 1,961,747	159.8%	\$ 2,840,697	44.8%	\$ 763,387	-73.1%	\$ 816,030	6.9%	\$ 1,118,077	37.0%	\$ 932,977	-16.6%
Interfund Transfers In/(Out)															
Transfers Out	\$ -	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
Transfers In	812,404	678,565		349,983		1,902,814		652,387		496,030		496,077		298,977	
Total Transfers	\$ 812,404	\$ 678,565		\$ 349,983		\$ 1,902,814		\$ 652,387		\$ 496,030		\$ 496,077		\$ 298,977	
Excess (deficiency) of revenues over expenditures & transfers	\$ -	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
Beginning Fund Balance, July 1	\$ -	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
Ending Fund Balance, June 30	\$ -	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	

Bond Issue Fund

	Actual 2018	Actual 2019	% Growth	Actual 2020	% Growth	Budget 2021	% Growth	Budget 2022	% Growth	Forecasted 2023	% Growth	Forecasted 2024	% Growth	Forecasted 2025	% Growth
<i>Revenues</i>															
Local Sources	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 10,000		\$ 10,000	0.0%	\$ 510,000	5000.0%	\$ 10,000	-98.0%
County Sources	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
State Sources	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Federal Sources	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other Sources	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	9,750,000		-	-100.0%
Total Revenues	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 10,000		\$ 10,000	0.0%	\$ 10,260,000	102500.0%	\$ 10,000	-99.9%
<i>Expenditures</i>															
Land	-	-	0.0%	-	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Buildings	-	-	0.0%	-	0.0%	10,526,330		10,526,330	0.0%	4,750,000	-54.9%	3,500,000	-26.3%	3,500,000	0.0%
Improvements	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Equipment	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Vehicles	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Long/Short-term Debt	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other Capital Outlay	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Total Expenditures	\$ -	\$ -	0.0%	\$ -	0.0%	\$ 10,526,330		\$ 10,526,330	0.0%	\$ 4,750,000	-54.9%	\$ 3,500,000	-26.3%	\$ 3,500,000	0.0%
<i>Interfund Transfers In/(Out)</i>															
Transfers Out	\$ -	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
Transfers In	-	-		-		-		-		-		-		-	
Total Transfers	\$ -	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
<i>Excess (deficiency) of revenues over expenditures & transfers</i>															
	\$ -	\$ -		\$ -		\$ -		\$ (10,516,330)		\$ (4,740,000)		\$ 6,760,000		\$ (3,490,000)	
	\$ -	\$ -		\$ -		\$ -		\$ -		\$ (10,516,330)		\$ (15,256,330)		\$ (8,496,330)	
	\$ -	\$ -		\$ -		\$ -		\$ (10,516,330)		\$ (15,256,330)		\$ (8,496,330)		\$ (11,986,330)	

REVENUE BY FUND BY OBJECT- HISTORICAL RESULTS, BUDGET AND PROJECTIONS

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
General Fund								
Local Sources:								
5111 Taxes, Current Year	\$22,839,727	\$25,878,126	\$26,574,326	\$26,561,622	\$27,330,270	27,330,270	27,876,875	27,876,875
5112 Taxes, Prior Year	886,758	1,919,268	1,201,532	1,096,510	872,243	875,000	880,000	885,000
5114 Financial Institution Taxes	30,058	36,706	105,619	35,000	20,000	20,000	20,000	20,000
5115 M & M Surtax	1,656,164	1,609,091	1,922,301	1,600,000	1,600,000	1,600,000	1,600,000	1,632,000
5116 In Lieu of Tax	0	0	0	2,513	0	0	0	0
5124 Tuition - Early Childhood	739,207	0	51,303	0	0	0	0	0
5141 Earnings on Investments	239,943	435,392	348,300	351,050	100,550	100,000	125,000	150,000
5151 Food Service - Student	8,165	6,894	5,344	5,000	5,000	5,000	5,000	5,100
5165 Food Service - Non-Program	15,684	3,812	2,331	2,700	2,700	2,700	2,700	2,754
5171 Student Activities Admissions	20,295	16,497	11,639	20,000	20,000	20,000	20,000	20,400
5172 Chromebook premiums	18,012	19,087	19,572	20,000	20,000	20,000	20,000	20,400
5173 Chromebook repair revenue	5,481	7,046	6,919	2,000	2,000	2,000	2,000	2,040
5179 Other Pupil Activity Income	426,691	309,283	185,416	302,500	300,000	300,000	300,000	306,000
5181 Community Services	4,460	5,230	3,748	5,000	5,000	5,000	5,000	5,100
5182 Preschool Tuition	0	694,759	458,366	40,000	565,000	565,000	565,000	565,000
5191 Rentals	8,630	9,737	11,253	12,000	22,000	22,000	22,000	22,000
5192 Gifts	10,020	5,028	7,454	0	1,500	1,500	1,500	1,500
5194 Vending Commissions	4,770	7,423	4,234	0	6,000	6,000	6,000	6,000
5195 Prior Period Adjustments	66,820	105,729	620	0	0	0	0	0
5198 Misc. Local Revenue	96,144	211,988	94,299	300,000	75,000	75,000	75,000	76,500
Revenue from Local Sources	<u>27,077,029</u>	<u>31,281,097</u>	<u>31,014,576</u>	<u>30,355,895</u>	<u>30,947,263</u>	<u>30,949,470</u>	<u>31,526,075</u>	<u>31,596,669</u>
County Sources:								
5221 State Assessed Utility Tax	865,580	833,811	910,231	874,000	776,039	900,000	927,000	955,000
Revenue from County Sources	<u>865,580</u>	<u>833,811</u>	<u>910,231</u>	<u>874,000</u>	<u>776,039</u>	<u>900,000</u>	<u>927,000</u>	<u>955,000</u>

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Budget 2022</u>	<u>Forecasted 2023</u>	<u>Forecasted 2024</u>	<u>Forecasted 2025</u>
General Fund								
State Sources:								
5312 Transportation Aid	338,144	319,228	361,537	345,793	390,000	390,000	390,000	390,000
5333 Food Service - State	27,679	29,239	32,370	32,959	28,000	28,000	28,000	28,000
Revenue from State Sources	<u>365,823</u>	<u>348,467</u>	<u>393,907</u>	<u>378,752</u>	<u>418,000</u>	<u>418,000</u>	<u>418,000</u>	<u>418,000</u>
Federal Sources:								
5412 Medicaid	0	0	0	30,000	0	0	0	0
5422 ARP-ESSER III	0	0	0	0	0	2,000,000	3,500,000	3,500,000
5423 ESSER II	0	0	0	0	2,845,546	3,000,000	0	0
5424 CARES Act - ESSER Fund	0	0	0	736,864	0	500,000	500,000	500,000
5444 School Lunch - Equipment Grant	0	0	0	15,751	0			
5445 School Lunch Program	2,156,728	2,188,092	1,685,179	510,425	2,200,000	2,200,000	2,200,000	2,200,000
5446 School Breakfast Program	641,307	647,686	499,164	228,219	660,000	660,000	660,000	660,000
5473 CARES Act - Natl Lunch Program	59,431	66,040	34,777	65,000	65,000			
5474 CARES Act - Natl Bkfst Program	0	0	110,621	145,147	0			
5449 Fresh Fruit and Vegetable Prog	0	0	69,533	91,167	0	65,000	65,000	65,000
5481 Food Service Programs	19,177	45,512	44,234	28,000	28,000	28,000	28,000	28,000
5497 Other Federal Revenue	0	0	16,867	0	0	0	0	0
Revenue from Federal Sources	<u>2,876,643</u>	<u>2,947,330</u>	<u>2,460,374</u>	<u>1,850,572</u>	<u>5,798,546</u>	<u>8,453,000</u>	<u>6,953,000</u>	<u>6,953,000</u>
Amounts Received from Other LEAs								
5831 Contracted Educational Service	0	0	0	130,000	0	0	0	0
5841 Transportation - Non-Handicap	264,690	256,051	382,237	10,000	300,000	306,000	312,000	318,000
Amount Received from Other LEA	<u>264,690</u>	<u>256,051</u>	<u>382,237</u>	<u>140,000</u>	<u>300,000</u>	<u>306,000</u>	<u>312,000</u>	<u>318,000</u>
SUBTOTAL - GENERAL FUND	<u>31,449,764</u>	<u>35,666,757</u>	<u>35,161,325</u>	<u>33,599,219</u>	<u>38,239,848</u>	<u>41,026,470</u>	<u>40,136,075</u>	<u>40,240,669</u>

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
Special Revenue Fund								
Local Sources:								
5113 Sales Tax	6,598,973	6,798,798	6,816,746	7,071,024	7,173,920	6,689,000	6,823,000	6,994,000
5141 Earnings on Investments	6,111	7,338	2,230	5,000	5,000	5,000	5,000	5,000
5195 Prior Period Adjustments	0	0	1,113	0	0	0	0	0
Revenue from Local Sources	6,605,084	6,806,137	6,820,089	7,076,024	7,178,920	6,694,000	6,828,000	6,999,000
County Sources:								
5211 Fines, Forfeitures & Escheats	61,173	49,747	94,672	51,804	55,000	75,000	75,000	75,000
Revenue from County Sources	61,173	49,747	94,672	51,804	55,000	75,000	75,000	75,000
State Sources:								
5311 Basic Formula	22,736,629	23,773,461	23,287,032	24,751,866	25,055,857	25,243,351	25,749,358	26,265,385
5319 Classroom Trust Fund	2,357,382	2,374,130	1,867,335	2,307,181	2,307,219	2,353,363	2,400,431	2,448,439
5324 Educational & Screening Prgm	123,907	100,245	105,680	100,000	100,000	102,000	104,040	106,121
5332 Vocational/Technical Aid	7,942	30,792	33,298	30,000	30,000	30,600	31,212	31,836
5337 Adult Education & Literacy	0	0	0	55,000	55,000	56,100	57,222	58,366
5369 Residential Placement	2,893	2,788	10,087	2,500	2,500	2,550	2,601	2,653
5382 Missouri Preschool Project	79,000	68,640	0	0	0	0	0	0
5397 Other State Revenue	18,362	1,218	10,100	0	0	0	0	0
Revenue from State Sources	25,326,115	26,351,273	25,313,532	27,246,547	27,550,576	27,787,964	28,344,864	28,912,801
Federal Sources:								
5412 Medicaid	53,427	56,074	155,683	120,000	120,000	120,000	120,000	120,000
5422 ARP-ESSER III	0	0	0	0	0	500,000	1,000,000	1,000,000
5424 CARES Act - ESSER Fund	0	0	0	1,290,685	0	0	0	0
5427 Vocational Education Act	68,071	66,928	0	0	0	0	0	0
5436 Adult Education & Literacy	219,534	141,596	191,054	145,000	145,000	145,000	145,000	145,000
5451 Title I - Improve Achievement	1,879,083	1,659,142	1,730,663	2,068,430	2,068,430	2,080,000	2,100,000	2,120,000
5461 Title IV, Drug Free Schools	0	86,452	100,794	115,000	115,000	115,000	115,000	115,000
5462 Title III - English Language	112,075	145,592	122,361	162,000	162,000	162,000	162,000	162,000
5465 Title II, Part A - Development	240,245	246,402	267,976	170,000	170,000	170,000	170,000	170,000
5497 Other Federal Revenue	4,122	3,613	889	9,017	0	0	0	0
Revenue from Federal Sources	2,576,558	2,405,798	2,569,419	4,080,132	2,780,430	3,292,000	3,812,000	3,832,000
Amounts Received from Other LEAs								
5811 Tuition from Other LEAs	462,497	0	0	0	0	0	0	0
5831 Contracted Educational Service	16,108	72,065	3,819	20,000	130,000	150,000	150,000	150,000
Amount Received from Other LEA	478,605	72,065	3,819	20,000	130,000	150,000	150,000	150,000
SUBTOTAL - SPECIAL REVENUE FUND	35,047,535	35,685,020	34,801,531	38,474,507	37,694,926	37,998,964	39,209,864	39,968,801

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Budget 2022</u>	<u>Forecasted 2023</u>	<u>Forecasted 2024</u>	<u>Forecasted 2025</u>
<i>Debt Service Fund</i>								
<u>Local Sources:</u>								
5111 Taxes, Current Year	4,713,537	4,757,027	5,390,943	5,535,621	5,763,250	5,763,250	5,878,515	5,878,515
5112 Taxes, Prior Year	183,004	352,808	243,746	172,126	178,668	172,000	172,000	175,440
5141 Earnings on Investments	27,571	60,962	50,253	50,000	10,000	50,000	50,000	51,000
5143 Premium on Bonds Sold	727,377	0	1,303,629	0	0	0	0	0
Revenue from Local Sources	<u>5,651,489</u>	<u>5,170,796</u>	<u>6,988,571</u>	<u>5,757,747</u>	<u>5,951,918</u>	<u>5,985,250</u>	<u>6,100,515</u>	<u>6,104,955</u>
<u>County Sources:</u>								
5221 State Assessed Utility Tax	119,473	109,604	130,691	126,000	158,961	126,000	126,000	126,000
Revenue from County Sources	<u>119,473</u>	<u>109,604</u>	<u>130,691</u>	<u>126,000</u>	<u>158,961</u>	<u>126,000</u>	<u>126,000</u>	<u>126,000</u>
<u>State Sources:</u>								
Revenue from State Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Non-Current Revenue:</u>								
5692 Refunding Bonds	6,960,000	0	10,790,000	0	0	0	0	0
Non-Current Revenue	<u>6,960,000</u>	<u>0</u>	<u>10,790,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
SUBTOTAL - DEBT SERVICE FUND	<u>12,730,963</u>	<u>5,280,400</u>	<u>17,909,262</u>	<u>5,883,747</u>	<u>6,110,879</u>	<u>6,111,250</u>	<u>6,226,515</u>	<u>6,230,955</u>

	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Budget 2022	Forecasted 2023	Forecasted 2024	Forecasted 2025
Capital Projects Fund								
Local Sources:								
5141 Earnings on Investments	0	0	0	0	10,000	10,000	10,000	10,000
5143 Premium on Bonds Sold	0	0	0	900,830	0	500,000	0	0
5198 Misc. Local Revenue	0	0	373,000	0	0	0	0	0
Revenue from Local Sources	<u>0</u>	<u>0</u>	<u>373,000</u>	<u>900,830</u>	<u>10,000</u>	<u>510,000</u>	<u>10,000</u>	<u>10,000</u>
County Sources:								
Revenue from County Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
State Sources:								
5314 Early Childhood (Special Ed.)	210,366	0	0	0	0	0	0	0
Revenue from State Sources	<u>210,366</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Federal Sources:								
5422 ARP-ESSER III	0	0	0	0	0	200,000	500,000	500,000
5423 ESSER II	0	0	0	828,608	0	0	0	0
5427 Vocational Education Act	0	75,820	103,764	111,000	111,000	120,000	122,000	124,000
Revenue from Federal Sources	<u>0</u>	<u>75,820</u>	<u>103,764</u>	<u>939,608</u>	<u>111,000</u>	<u>320,000</u>	<u>622,000</u>	<u>624,000</u>
Non-Current Revenue:								
5611 Sale of Bonds	0	0	1,135,000	9,750,000	0	9,750,000	0	0
5651 Sale of Property	14,000	580	0	0	0	0	0	0
Non-Current Revenue	<u>14,000</u>	<u>580</u>	<u>1,135,000</u>	<u>9,750,000</u>	<u>0</u>	<u>9,750,000</u>	<u>0</u>	<u>0</u>
SUBTOTAL - CAPITAL PROJECTS FUND	<u>224,366</u>	<u>76,400</u>	<u>1,611,764</u>	<u>11,590,438</u>	<u>121,000</u>	<u>10,580,000</u>	<u>632,000</u>	<u>634,000</u>
TOTAL - ALL FUNDS	<u>79,452,628</u>	<u>76,708,577</u>	<u>89,483,882</u>	<u>89,547,911</u>	<u>82,166,653</u>	<u>95,716,684</u>	<u>86,204,454</u>	<u>87,074,425</u>

EXPENDITURES BY FUND, FUNCTION AND OBJECT- HISTORICAL RESULTS, BUDGET AND PROJECTIONS

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
General Fund								
<u>Elementary School</u>								
6155 Classroom Support	13,411	0	73,440	64,740	67,537	68,888	70,265	71,671
6159 Overtime Pay	0	0	34	0	0	0	0	0
6165 Part-Time Support	57,998	8,210	0	15,000	10,000	10,200	10,404	10,612
6221 Non-Teacher Retirement	-11,572	0	6,567	5,807	6,682	6,882	7,089	7,302
6231 FICA	4,427	509	719	1,869	4,808	4,952	5,101	5,254
6232 Medicare	1,035	119	3,420	4,232	1,125	1,159	1,194	1,229
6241 Employee Insurance	78,667	0	22,315	19,962	19,915	20,512	21,128	21,762
6261 Workers Compensation Insur.	54,487	63,913	79,449	79,995	88,000	90,640	93,359	96,160
6319 Other Professional/Technical	30	650	0	40,900	900	909	918	927
6332 Repairs and Maintenance	13,315	13,753	16,909	21,184	142,834	144,262	145,705	147,162
6391 Other Purchased Services	2,240	2,572	1,668	2,400	2,900	2,929	2,958	2,988
6411 General Supplies	211,039	196,170	240,311	555,623	254,031	254,031	254,031	254,031
6431 Textbooks	402,923	186,324	22,879	271,130	541,107	541,107	541,107	541,107
6491 Other Supplies and Materials	5,212	6,286	5,346	7,710	6,930	6,930	6,930	6,930
Expenditures	833,213	478,506	473,056	1,090,552	1,146,769	1,153,402	1,160,189	1,167,134
<u>Middle School</u>								
6155 Classroom Support	100,464	84,022	84,026	90,325	94,228	96,113	98,035	99,996
6159 Overtime Pay	1,065	0	0	0	0	0	0	0
6165 Part-Time Support	9,044	0	0	0	0	0	0	0
6221 Non-Teacher Retirement	-1,982	7,219	7,078	7,562	7,855	8,091	8,333	8,583
6231 FICA	4,775	3,013	2,867	3,495	5,407	5,569	5,736	5,908
6232 Medicare	3,614	3,154	3,079	3,415	1,265	1,303	1,342	1,382
6241 Employee Insurance	100,715	18,999	19,264	19,982	20,333	20,943	21,571	22,218
6261 Workers Compensation Insur.	27,522	31,600	40,285	40,889	46,000	47,380	48,801	50,265
6319 Other Professional/Technical	0	120	120	200	200	202	204	206
6332 Repairs and Maintenance	1,080	2,155	1,547	15,050	14,900	15,049	15,199	15,351
6411 General Supplies	125,871	89,533	124,242	143,047	166,363	166,363	166,363	166,363
6431 Textbooks	84,720	243,242	12,822	14,330	7,200	7,200	7,200	7,200
Expenditures	456,887	483,056	295,330	338,295	363,751	368,212	372,786	377,474

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
General Fund								
<u>High School</u>								
6155 Classroom Support	32,388	33,129	33,603	84,116	83,961	85,640	87,353	89,100
6221 Non-Teacher Retirement	-9,780	2,850	3,134	7,136	11,556	11,903	12,260	12,628
6231 FICA	1,875	1,919	1,902	5,215	2,035	2,096	2,159	2,224
6232 Medicare	439	449	445	1,220	1,166	1,201	1,237	1,274
6241 Employee Insurance	83,358	9,312	9,684	19,977	20,301	20,910	21,537	22,183
6261 Workers Compensation Insur.	30,984	35,990	46,331	48,263	52,000	53,560	55,167	56,822
6319 Other Professional/Technical	0	0	0	2,200	0	0	0	0
6332 Repairs and Maintenance	14,843	44,240	55,353	57,150	50,250	50,753	51,260	51,773
6342 Non-Route Contracted Trans.	-342	0	0	2,000	0	0	0	0
6343 Local Mileage	605	11,073	7,191	-200	0	0	0	0
6344 Travel	0	0	0	250	0	0	0	0
6371 Dues and Memberships	0	413	1,350	400	0	0	0	0
6391 Other Purchased Services	2,064	30,015	60,322	64,030	62,000	62,620	63,246	63,879
6411 General Supplies	241,516	131,898	126,780	221,658	35,000	35,350	35,704	36,061
6431 Textbooks	244,900	140,105	140,755	25,760	55,035	55,585	56,141	56,703
6491 Other Supplies and Materials	24,200	0	0	24,200	24,200	24,200	24,200	24,200
Expenditures	667,048	441,393	486,849	563,375	397,504	403,818	410,264	416,845
<u>Summer School</u>								
6165 Part-Time Support	3,015	2,571	0	3,000	0	0	0	0
6221 Non-Teacher Retirement	361	-77	67	206	0	0	0	0
6231 FICA	131	159	0	186	0	0	0	0
6232 Medicare	31	37	0	44	0	0	0	0
6261 Workers Compensation Insur.	1,043	997	1,150	946	1,150	1,185	1,220	1,257
6319 Other Professional/Technical	0	45	0	0	0	0	0	0
6411 General Supplies	21,994	5,408	2,725	6,000	6,000	6,000	6,000	6,000
Expenditures	26,574	9,140	3,942	10,382	7,150	7,185	7,220	7,257

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Forecasted</u> <u>2023</u>	<u>Forecasted</u> <u>2024</u>	<u>Forecasted</u> <u>2025</u>
General Fund								
<u>Alternative Programs</u>								
6155 Classroom Support	9,989	7,361	21,898	64,740	67,538	68,889	70,267	71,672
6221 Non-Teacher Retirement	0	0	311	0	0	0	0	0
6231 FICA	814	516	1,846	5,806	9,376	9,657	9,947	10,245
6232 Medicare	610	456	1,377	4,014	2,094	2,157	2,222	2,288
6241 Employee Insurance	143	107	322	938	980	1,009	1,040	1,071
6261 Workers Compensation Insur.	2,641	1,854	7,005	19,962	20,288	20,897	21,524	22,169
6332 Repairs and Maintenance	868	61	55	1,218	155	157	158	160
6343 Local Mileage	0	0	24,495	25,000	25,000	25,250	25,503	25,758
6361 Telecommunications	0	0	0	900	900	909	918	927
6411 General Supplies	2,567	1,470	126	7,500	7,500	7,500	7,500	7,500
6491 Other Supplies and Materials	22,427	0	0	0	0	0	0	0
Expenditures	40,058	11,826	57,435	130,078	133,831	136,424	139,077	141,790
<u>Special Programs</u>								
6261 Workers Compensation Insur.	2,723	1,838	2,148	2,295	2,207	2,273	2,341	2,412
6319 Other Professional/Technical	11,083	0	0	0	0	0	0	0
6342 Non-Route Contracted Trans.	868	0	0	400	400	404	408	412
6343 Local Mileage	0	0	243	0	0	0	0	0
6344 Travel	4,342	0	0	0	0	0	0	0
6411 General Supplies	61,830	7,110	2,267	3,890	3,890	3,890	3,890	3,890
Expenditures	80,846	8,948	4,657	6,585	6,497	6,567	6,639	6,714
<u>Culturally Different</u>								
6155 Classroom Support	268,695	306,688	263,163	271,750	249,725	254,720	259,814	265,010
6159 Overtime Pay	3,121	3,963	1,658	0	0	0	0	0
6165 Part-Time Support	24,975	2,708	90	0	0	0	0	0
6211 Teachers' Retirement	9,376	13,470	0	6,137	0	0	0	0
6221 Non-Teacher Retirement	15,837	20,705	24,220	17,418	21,989	22,649	23,328	24,028

		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
General Fund									
6231	FICA	17,824	19,044	16,167	16,849	15,177	15,632	16,101	16,584
6232	Medicare	4,018	4,454	3,781	3,938	3,553	3,660	3,769	3,882
6241	Employee Insurance	80,929	88,508	66,925	69,877	70,968	73,097	75,290	77,549
6261	Workers Compensation Insur.	6,059	7,641	9,821	10,297	10,000	10,300	10,609	10,927
6344	Travel	1,556	0	0	0	0	0	0	0
6411	General Supplies	147,450	45,851	45,477	260,383	276,083	278,844	281,632	284,449
	Expenditures	579,841	513,032	431,301	658,670	647,495	658,901	670,544	682,429
Bilingual									
6142	Substitute - Teachers	2,861	0	0	0	0	0	0	0
6155	Classroom Support	159,086	81,567	31,201	113,994	101,315	103,341	105,408	107,516
6159	Overtime Pay	4,828	36,551	373	0	0	0	0	0
6162	Part-Time Professional/Tech	32,799	37,076	33,221	36,500	36,500	37,230	37,975	38,734
6165	Part-Time Support	997	0	0	0	0	0	0	0
6211	Teachers' Retirement	3,579	11,211	327	0	7,825	8,060	8,302	8,551
6221	Non-Teacher Retirement	8,304	3,160	3,631	10,880	103	106	109	113
6231	FICA	11,762	6,471	2,517	4,739	2,263	2,331	2,401	2,473
6232	Medicare	2,756	5,524	2,439	3,720	1,166	1,201	1,237	1,274
6241	Employee Insurance	42,730	33,330	9,624	29,956	10,164	10,469	10,783	11,106
6261	Workers Compensation Insur.	5,964	7,336	9,653	10,768	10,000	10,300	10,609	10,927
6319	Other Professional/Technical	18,754	16,142	14,405	21,543	21,500	21,715	21,932	22,151
6332	Repairs and Maintenance	4,050	8,100	0	20,000	35,000	35,350	35,704	36,061
6342	Non-Route Contracted Trans.	282	0	0	0	0	0	0	0
6371	Dues and Memberships	0	0	235	127	0	0	0	0
6411	General Supplies	18,315	13,687	23,391	9,627	13,109	13,109	13,109	13,109
	Expenditures	317,066	260,154	131,018	261,853	238,945	243,212	247,568	252,015

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Forecasted</u> <u>2023</u>	<u>Forecasted</u> <u>2024</u>	<u>Forecasted</u> <u>2025</u>
General Fund								
<u>Vocational Programs</u>								
6261 Workers Compensation Insur.	103	0	2	0	2	2	2	2
6319 Other Professional/Technical	0	0	2,000	2,000	2,000	2,020	2,040	2,061
6332 Repairs and Maintenance	584	0	0	1,500	0	0	0	0
6342 Non-Route Contracted Trans.	0	0	0	2,000	0	0	0	0
6344 Travel	8,377	468	0	0	0	0	0	0
6371 Dues and Memberships	17,161	4,390	5,000	8,405	0	0	0	0
6391 Other Purchased Services	-3,890	250	3,401	6,650	2,000	2,020	2,040	2,061
6411 General Supplies	66,694	77,390	60,668	76,177	62,904	62,904	62,904	62,904
Expenditures	89,029	82,498	71,071	96,732	66,906	66,946	66,987	67,027
<u>Student Activities</u>								
6122 Part-Time Teachers	0	969	3,484	0	0	0	0	0
6152 Professional/Technical	5,447	0	0	0	43,120	43,982	44,862	45,759
6162 Part-Time Professional/Tech	3,081	7,780	4,995	5,710	5,010	5,110	5,212	5,317
6165 Part-Time Support	0	0	0	33,870	0	0	0	0
6175 Extra Duty - Support	20,186	19,890	13,111	23,850	21,850	22,287	22,733	23,187
6211 Teachers' Retirement	2,374	2,192	1,165	319	37	38	39	40
6221 Non-Teacher Retirement	3,306	2,607	2,628	2,905	4,973	5,122	5,276	5,434
6231 FICA	1,222	966	925	2,442	4,287	4,416	4,548	4,685
6232 Medicare	403	391	300	903	1,001	1,031	1,062	1,094
6241 Employee Insurance	815	141	37	9,990	10,139	10,443	10,756	11,079
6261 Workers Compensation Insur.	4,127	4,291	5,295	5,236	5,400	5,562	5,729	5,901
6319 Other Professional/Technical	200	325	6,200	3,000	3,000	3,030	3,060	3,091
6332 Repairs and Maintenance	476	2,973	10,001	5,525	5,525	5,580	5,636	5,692
6342 Non-Route Contracted Trans.	2,453	0	0	85,810	83,710	84,547	85,393	86,246
6344 Travel	32,602	38,677	15,856	21,970	21,970	22,190	22,412	22,636

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
General Fund								
6363 Printing and Binding	1,800	2,640	1,550	2,640	2,640	2,666	2,693	2,720
6371 Dues and Memberships	0	0	0	335	0	0	0	0
6391 Other Purchased Services	95,509	105,137	87,350	76,425	84,125	84,966	85,816	86,674
6411 General Supplies	483,107	485,679	302,803	453,070	459,350	463,944	468,583	473,269
6491 Other Supplies and Materials	12,994	11,358	5,568	14,675	14,675	14,675	14,675	14,675
Expenditures	670,103	686,015	461,267	750,696	770,812	779,590	788,485	797,499
SUBTOTAL - INSTRUCTION	3,760,665	2,974,569	2,415,927	3,907,218	3,779,660	3,824,257	3,869,759	3,916,186
<u>Attendance Services</u>								
6152 Professional/Technical	224,420	152,199	177,479	246,998	251,390	256,418	261,546	266,777
6153 Clerical	190,208	163,335	181,678	189,503	196,539	200,470	204,479	208,569
6159 Overtime Pay	1,720	861	893	1,500	1,800	1,836	1,873	1,910
6163 Part-Time Clerical	1,767	1,971	2,956	5,000	0	0	0	0
6221 Non-Teacher Retirement	32,679	24,688	29,241	35,853	36,404	37,496	38,621	39,780
6231 FICA	25,555	19,523	22,502	27,466	27,892	28,729	29,591	30,478
6232 Medicare	5,976	4,566	5,263	6,423	6,524	6,720	6,921	7,129
6241 Employee Insurance	70,504	53,219	66,949	79,989	81,288	83,727	86,238	88,826
6261 Workers Compensation Insur.	1,751	3,338	3,461	3,918	3,550	3,657	3,766	3,879
6343 Local Mileage	822	702	178	1,000	0	0	0	0
6344 Travel	3,024	3,082	1,428	3,900	4,900	4,949	4,998	5,048
6371 Dues and Memberships	446	465	532	300	600	606	612	618
6411 General Supplies	11,611	7,462	8,910	13,600	13,600	13,736	13,873	14,012
Expenditures	570,483	435,410	501,470	615,450	624,487	638,342	652,520	667,026

		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Forecasted</u>	<u>Forecasted</u>	<u>Forecasted</u>
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
General Fund									
<u>Guidance Services</u>									
6155	Classroom Support	0	0	0	650	0	0	0	0
6165	Part-Time Support	0	668	3,698	8,000	4,000	4,080	4,162	4,245
6221	Non-Teacher Retirement	0	46	46	45	274	282	291	299
6231	FICA	0	41	183	536	306	315	325	334
6232	Medicare	0	10	43	125	0	0	0	0
6261	Workers Compensation Insur.	7,136	7,190	10,114	10,654	10,145	10,449	10,763	11,086
6312	Program Improvement Services	0	0	0	10,000	0	0	0	0
6319	Other Professional/Technical	112,543	108,643	116,963	169,171	161,400	163,014	164,644	166,291
6332	Repairs and Maintenance	0	0	0	1,100	1,100	1,111	1,122	1,133
6344	Travel	422	250	247	1,550	1,550	1,566	1,581	1,597
6371	Dues and Memberships	195	125	421	1,150	1,150	1,162	1,173	1,185
6411	General Supplies	11,364	14,438	11,828	29,550	19,700	19,897	20,096	20,297
	Expenditures	131,660	131,411	143,541	232,531	199,625	201,876	204,156	206,467
<u>Health Services</u>									
6152	Professional/Technical	392,608	334,968	359,329	405,760	425,950	434,469	443,158	452,022
6159	Overtime Pay	0	0	77	0	0	0	0	0
6162	Part-Time Professional/Tech	2,805	1,980	1,562	3,000	3,000	3,060	3,121	3,184
6165	Part-Time Support	0	40	0	0	0	0	0	0
6172	Extra Duty - Professional/Tech	12,006	9,070	11,488	10,940	15,440	15,749	16,064	16,385
6182	Substitute - Professional/Tech	0	0	0	250	0	0	0	0
6192	Vacation/Sick Pay	0	0	0	9,000	0	0	0	0
6221	Non-Teacher Retirement	32,860	28,218	31,367	36,237	37,433	38,556	39,713	40,904
6231	FICA	24,513	19,128	21,138	26,037	26,778	27,581	28,409	29,261
6232	Medicare	5,733	4,475	4,944	6,220	6,267	6,455	6,649	6,848
6241	Employee Insurance	83,558	75,983	85,780	99,874	101,602	104,650	107,790	111,023
6261	Workers Compensation Insur.	1,730	2,450	2,613	2,893	2,650	2,730	2,811	2,896
6319	Other Professional/Technical	31,815	89,774	44,040	10,000	10,000	10,100	10,201	10,303
6344	Travel	0	199	-1,944	250	250	253	255	258
6371	Dues and Memberships	0	0	1,395	0	0	0	0	0
6411	General Supplies	7,101	12,885	26,930	30,708	7,451	7,526	7,601	7,677
	Expenditures	594,729	579,172	588,719	641,169	636,821	651,128	665,771	680,760

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
General Fund								
<u>Improvement of Instruction Services</u>								
6153 Clerical	50,057	50,221	50,604	52,795	54,542	55,633	56,745	57,880
6159 Overtime Pay	1,183	1,713	1,346	500	500	510	520	531
6221 Non-Teacher Retirement	4,141	4,199	4,220	4,339	4,471	4,605	4,743	4,886
6231 FICA	3,022	3,066	3,069	3,304	3,246	3,343	3,444	3,547
6232 Medicare	707	717	718	773	759	782	805	829
6241 Employee Insurance	9,286	9,319	9,606	9,997	10,172	10,477	10,791	11,115
6261 Workers Compensation Insur.	3,019	3,075	4,539	4,814	4,640	4,779	4,923	5,070
6319 Other Professional/Technical	29,482	8,425	17,600	6,000	3,000	3,030	3,060	3,091
6343 Local Mileage	557	406	400	24,100	0	0	0	0
6344 Travel	78,845	26,995	12,556	0	48,700	49,187	49,679	50,176
6363 Printing and Binding	0	0	31,096	0	0			
6364 Postage	0	0	20,592	0	0			
6371 Dues and Memberships	2,188	2,404	1,773	3,865	4,100	4,141	4,182	4,224
6391 Other Purchased Services	-65	0	0	0	0	0	0	0
6411 General Supplies	14,048	6,072	30,174	21,037	15,500	15,655	15,812	15,970
Expenditures	196,470	116,613	188,293	131,524	149,630	152,142	154,705	157,319
<u>Professional Development</u>								
6221 Non-Teacher Retirement	17	0	0	0	0	0	0	0
6261 Workers Compensation Insur.	356	369	361	360	369	380	391	403
6319 Other Professional/Technical	81,275	41,697	66,648	63,000	62,000	62,620	63,246	63,879
6343 Local Mileage	0	66	0	0	0	0	0	0
6344 Travel	100,083	91,611	85,321	72,385	65,825	66,483	67,148	67,820
6371 Dues and Memberships	0	645	125	0	0	0	0	0
6391 Other Purchased Services	0	23,923	800	17,000	66,500	67,165	67,837	68,515
6411 General Supplies	19,209	20,557	8,846	31,513	16,975	16,975	16,975	16,975
Expenditures	200,941	178,867	162,101	184,257	211,669	213,623	215,597	217,591

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Forecasted</u> <u>2023</u>	<u>Forecasted</u> <u>2024</u>	<u>Forecasted</u> <u>2025</u>
General Fund								
<u>Media Services</u>								
6154 Trades & Services	169,383	173,209	182,836	191,985	200,279	204,285	208,370	212,538
6159 Overtime Pay	2,543	2,841	3,097	3,000	3,000	3,060	3,121	3,184
6164 Part-Time Trades & Services	26,681	24,890	28,888	30,000	35,600	36,312	37,038	37,779
6221 Non-Teacher Retirement	15,085	14,971	16,030	16,791	17,418	17,941	18,479	19,033
6231 FICA	12,304	12,458	13,319	13,949	14,779	15,222	15,679	16,149
6232 Medicare	2,878	2,914	3,115	3,262	3,458	3,562	3,669	3,779
6241 Employee Insurance	41,310	44,578	47,968	49,929	50,778	52,301	53,870	55,486
6261 Workers Compensation Insur.	5,216	5,754	7,315	7,088	7,325	7,545	7,771	8,004
6332 Repairs and Maintenance	5,768	5,941	6,119	6,425	6,745	6,812	6,881	6,949
6343 Local Mileage	2,883	3,106	2,218	0	0	0	0	0
6344 Travel	3,813	478	581	6,000	5,000	5,050	5,101	5,152
6411 General Supplies	23,873	22,713	27,445	20,130	11,700	11,817	11,935	12,055
6441 Library Books	48,378	56,577	55,026	54,593	46,165	46,627	47,093	47,564
6451 Resource Materials	14,514	13,824	9,469	24,022	16,102	16,263	16,426	16,590
Expenditures	374,629	384,254	403,426	427,174	418,349	426,796	435,432	444,261
<u>Board of Education Services</u>								
6315 Audit Services	15,360	15,360	14,000	15,700	15,700	15,857	16,016	16,176
6317 Legal Services	84,046	37,374	47,948	45,000	75,000	75,750	76,508	77,273
6318 Election Services	59,367	11,722	20,219	26,500	35,000	35,350	35,704	36,061
6319 Other Professional/Technical	11,367	13,681	21,396	46,000	9,000	9,090	9,181	9,273
6344 Travel	12,811	14,376	6,879	8,000	15,000	15,150	15,302	15,455
6352 Liability Insurance	309,415	302,026	308,326	321,159	321,250	324,463	327,707	330,984
6371 Dues and Memberships	51,339	52,838	48,877	52,000	52,000	52,520	53,045	53,576
6411 General Supplies	3,100	4,384	4,066	5,000	5,000	5,000	5,000	5,000
Expenditures	546,805	451,762	471,711	519,359	527,950	533,180	538,461	543,796

General Fund

Executive Administration Services

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
6151 Administration	88,929	90,885	92,003	0	0	0	0	0
6152 Professional/Technical	212,241	215,678	218,761	95,450	0	0	0	0
6153 Clerical	49,937	50,221	50,604	280,597	391,759	399,594	407,586	415,738
6159 Overtime Pay	3,240	5,854	2,763	3,000	3,000	3,060	3,121	3,184
6221 Non-Teacher Retirement	28,156	28,696	28,916	30,100	31,251	32,189	33,154	34,149
6231 FICA	21,015	22,010	22,124	23,501	23,093	23,786	24,499	25,234
6232 Medicare	4,915	5,147	5,174	5,497	5,402	5,564	5,731	5,903
6241 Employee Insurance	56,408	55,960	57,679	60,030	61,083	62,915	64,803	66,747
6261 Workers Compensation Insur.	2,917	3,380	4,355	4,514	4,375	4,506	4,641	4,781
6319 Other Professional/Technical	38,779	36,667	94,703	56,456	65,956	66,616	67,282	67,955
6343 Local Mileage	1,134	679	845	0	0	0	0	0
6344 Travel	14,664	10,477	7,313	11,815	13,890	14,029	14,169	14,311
6362 Advertising	226	169	1,080	3,500	3,500	3,535	3,570	3,606
6363 Printing and Binding	18,878	14,814	27,640	46,600	43,900	44,339	44,782	45,230
6364 Postage	11,048	5,377	9,608	10,165	10,165	10,267	10,369	10,473
6371 Dues and Memberships	2,914	8,003	3,883	5,680	5,680	5,737	5,794	5,852
6391 Other Purchased Services	25,943	4,076	3,050	12,900	12,650	12,777	12,904	13,033
6411 General Supplies	21,871	29,903	16,155	21,617	21,640	21,856	22,075	22,296
6491 Other Supplies and Materials	25,980	18,908	10,146	43,654	31,950	32,270	32,592	32,918
Expenditures	629,195	606,904	656,801	715,077	729,294	743,039	757,075	771,409

Administrative Technology

6151 Administration	123,732	126,454	128,009	132,805	0	0	0	0
6152 Professional/Technical	236,862	240,698	248,124	299,405	138,542	141,313	144,139	147,022
6153 Clerical	2,878	0	0	0	313,383	319,651	326,044	332,565
6159 Overtime Pay	802	1,910	2,901	1,500	0	0	0	0
6163 Part-Time Clerical	27,154	31,300	30,200	25,952	25,635	26,148	26,671	27,204
6192 Vacation/Sick Pay	0	0	0	9,217	0	0	0	0
6221 Non-Teacher Retirement	30,392	30,996	31,803	36,469	39,843	39,843	39,843	39,843
6231 FICA	23,737	24,415	25,084	29,048	29,279	29,279	29,279	29,279
6232 Medicare	5,551	5,710	5,866	6,794	6,849	6,849	6,849	6,849

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
General Fund								
6241 Employee Insurance	51,936	51,786	53,195	58,458	67,418	67,418	67,418	67,418
6261 Workers Compensation Insur.	2,063	2,354	3,022	3,175	3,025	3,025	3,025	3,025
6319 Other Professional/Technical	118,604	96,008	41,866	120,500	41,500	41,915	42,334	42,757
6332 Repairs and Maintenance	440,067	455,863	312,880	441,000	399,137	403,128	407,160	411,231
6344 Travel	240	258	39	5,000	5,000	5,050	5,101	5,152
6361 Telecommunications	62,356	166,524	66,629	96,560	66,500	67,165	67,837	68,515
6371 Dues and Memberships	0	0	0	3,025	3,025	3,055	3,086	3,117
6411 General Supplies	146,771	58,063	70,748	104,250	84,250	85,093	85,943	86,803
6491 Other Supplies and Materials	7,290	7,389	13,099	8,000	8,000	8,080	8,161	8,242
Expenditures	1,280,435	1,299,728	1,033,466	1,381,158	1,231,386	1,247,011	1,262,888	1,279,022
School Administration Services								
6153 Clerical	1,036,108	1,026,427	1,038,332	1,089,915	1,086,061	1,107,782	1,129,938	1,152,537
6159 Overtime Pay	29,683	31,672	32,501	11,500	7,000	7,140	7,283	7,428
6163 Part-Time Clerical	0	2,904	0	0	0	0	0	0
6164 Part-Time Trades & Services	14,487	9,392	9,895	15,000	0	0	0	0
6192 Vacation/Sick Pay	13,419	23,021	0	13,500	0	0	0	0
6221 Non-Teacher Retirement	90,910	89,762	91,743	94,921	93,748	96,560	99,457	102,441
6231 FICA	64,529	64,876	65,114	70,055	66,322	68,312	70,361	72,472
6232 Medicare	15,528	15,173	15,228	16,385	15,518	15,984	16,463	16,957
6241 Employee Insurance	240,879	241,120	257,211	269,657	274,291	282,520	290,995	299,725
6261 Workers Compensation Insur.	19,209	21,823	27,164	28,187	28,000	28,840	29,705	30,596
6319 Other Professional/Technical	825	900	1,200	5,900	5,900	5,959	6,019	6,079
6332 Repairs and Maintenance	317	353	889	1,700	1,700	1,717	1,734	1,752
6333 Building Lease/Rental	28,950	18,060	3,500	18,750	18,750	18,938	19,127	19,318
6343 Local Mileage	0	0	72	0	0	0	0	0
6344 Travel	9,799	13,184	6,749	21,800	27,700	27,977	28,257	28,539
6363 Printing and Binding	1,198	6,413	0	7,000	4,000	4,040	4,080	4,121
6364 Postage	128	119	325	1,000	1,100	1,111	1,122	1,133
6371 Dues and Memberships	1,296	2,791	1,784	2,850	3,330	3,363	3,397	3,431
6391 Other Purchased Services	72	476	819	500	3,150	3,182	3,213	3,245
6411 General Supplies	63,220	61,705	44,877	78,725	63,987	64,627	65,273	65,926
6491 Other Supplies and Materials	4,888	4,238	3,526	5,400	1,000	1,000	1,000	1,000
Expenditures	1,635,446	1,634,410	1,600,931	1,752,745	1,701,557	1,739,051	1,777,425	1,816,701

General Fund

Business, Fiscal, Internal Services

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
6151 Administration	235,370	241,898	299,313	0	0	0	0	0
6153 Clerical	273,676	282,852	284,558	272,941	257,436	262,585	267,836	273,193
6154 Trades & Services	67,896	69,521	71,114	256,135	273,204	278,668	284,241	289,926
6159 Overtime Pay	6,648	1,281	8,240	1,000	500	510	520	531
6163 Part-Time Clerical	0	1,104	0	0	0	0	0	0
6164 Part-Time Trades & Services	20,337	800	0	0	0	0	0	0
6183 Substitute - Clerical	29,622	8,437	3,475	14,957	0	0	0	0
6184 Substitute - Trades & Services	198	1,680	1,254	0	10,000	10,200	10,404	10,612
6192 Vacation/Sick Pay	2,138	4,521	0	0	0	0	0	0
6221 Non-Teacher Retirement	47,880	47,210	51,167	43,065	40,607	41,825	43,080	44,372
6231 FICA	36,185	34,690	38,108	33,086	31,577	32,524	33,500	34,505
6232 Medicare	8,725	8,395	9,167	8,237	7,386	7,608	7,836	8,071
6241 Employee Insurance	94,917	92,496	97,040	70,093	61,193	63,029	64,920	66,867
6261 Workers Compensation Insur.	4,735	5,247	6,432	18,328	6,000	6,180	6,365	6,556
6271 Unemployment Comp. Insurance	11,864	7,825	2,277	0	0	0	0	0
6319 Other Professional/Technical	0	0	1,733	0	10,000	10,100	10,201	10,303
6332 Repairs and Maintenance	133,329	68,766	68,876	90,600	94,100	95,041	95,991	96,951
6334 Equipment Lease/Rental	0	350	0	0	0	0	0	0
6342 Non-Route Contracted Trans.	101,957	285,023	339,101	0	0	0	0	0
6343 Local Mileage	0	34	37	0	0	0	0	0
6344 Travel	3,454	8,610	6,400	16,414	7,252	7,325	7,398	7,472
6345 Recruitment	2,324	549	971	0	9,000	9,090	9,181	9,273
6353 Fidelity Bond Premium	100	100	100	100	100	101	102	103
6359 Settlement Expense	87,340	11,187	0	0	0	0	0	0
6362 Advertising	410	410	805	500	500	505	510	515
6364 Postage	40,966	31,558	30,495	56,884	60,000	60,600	61,206	61,818
6371 Dues and Memberships	1,718	2,387	1,289	3,235	1,835	1,853	1,872	1,891
6411 General Supplies	37,063	31,709	30,907	29,000	29,000	29,290	29,583	29,879
Expenditures	1,248,852	1,248,640	1,352,860	914,575	899,690	917,034	934,747	952,838

General Fund

Operation of Plant Services

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Forecasted</u> <u>2023</u>	<u>Forecasted</u> <u>2024</u>	<u>Forecasted</u> <u>2025</u>
6151 Administration	258,012	238,415	242,068	0	263,693	268,967	274,346	279,833
6153 Clerical	55,701	56,603	50,602	251,656	54,542	55,633	56,745	57,880
6154 Trades & Services	808,574	854,499	850,641	983,285	1,186,159	1,209,882	1,234,080	1,258,761
6159 Overtime Pay	27,770	28,492	35,999	27,000	27,000	27,540	28,091	28,653
6161 Part-Time Administration	2,668	2,610	3,077	0	0	0	0	0
6165 Part-Time Support	3,687	3,726	4,529	9,596	4,000	4,080	4,162	4,245
6184 Substitute - Trades & Services	2,220	0	0	7,800	0	0	0	0
6192 Vacation/Sick Pay	11,420	33,664	12,223	0	0	0	0	0
6211 Teachers' Retirement	0	10,088	10,984	18,320	19,243	19,820	20,415	21,027
6221 Non-Teacher Retirement	91,934	94,269	93,287	94,292	118,455	122,009	125,669	129,439
6231 FICA	70,438	68,122	66,408	72,104	85,427	87,990	90,630	93,348
6232 Medicare	16,807	17,520	17,123	18,548	21,730	22,382	23,053	23,745
6241 Employee Insurance	192,906	212,946	221,781	245,483	325,086	334,839	344,884	355,230
6261 Workers Compensation Insur.	6,543	7,035	9,194	9,302	9,205	9,481	9,766	10,059
6319 Other Professional/Technical	321,133	347,222	512,749	351,978	357,978	361,558	365,173	368,825
6331 Cleaning Services	1,905,005	1,654,268	1,806,563	1,910,612	1,662,776	1,696,032	1,729,952	1,764,551
6332 Repairs and Maintenance	654,781	585,085	947,501	908,630	854,310	862,853	871,482	880,196
6333 Building Lease/Rental	12,350	10,513	0	0	0	0	0	0
6334 Equipment Lease/Rental	25,410	25,337	8,400	25,200	25,200	25,452	25,707	25,964
6335 Water and Sewer	175,915	157,415	222,470	178,000	178,000	179,780	181,578	183,394
6336 Trash Removal	68,550	70,236	36,197	35,600	35,000	35,350	35,704	36,061
6339 Other Property Services	139,855	174,102	190,518	218,417	218,417	220,601	222,807	225,035
6343 Local Mileage	25	339	0	0	0	0	0	0
6344 Travel	5,903	830	1,285	4,450	4,450	4,495	4,539	4,585
6351 Property Insurance	286,119	280,116	284,431	296,865	312,000	315,120	318,271	321,454
6361 Telecommunications	386,582	167,975	156,113	224,904	224,904	227,153	229,425	231,719
6371 Dues and Memberships	105	75	235	250	250	253	255	258
6411 General Supplies	785,031	692,019	527,338	912,862	836,370	844,734	853,181	861,713
6481 Electric	1,100,236	981,021	820,110	1,139,000	1,139,000	1,161,780	1,185,016	1,208,716
6482 Natural Gas	184,812	219,392	167,993	155,500	155,500	158,610	161,782	165,018
6486 Gasoline/Diesel	18,537	22,806	21,176	20,000	20,000	20,400	20,808	21,224
Expenditures	7,619,031	7,016,738	7,320,995	8,119,654	8,138,695	8,276,792	8,417,519	8,560,932

General Fund

Contracted Pupil Transportation Services

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
6341 Contracted Pupil Transport.	559,156	775,339	557,952	90,300	98,515	99,500	100,495	101,500
6342 Non-Route Contracted Trans.	74,972	91,611	53,997	50,000	650,000	656,500	663,065	669,696
Expenditures	634,128	866,950	611,949	140,300	748,515	756,000	763,560	771,196

District Pupil Transportation Services

6151 Administration	93,000	95,046	96,470	101,290	115,000	117,300	119,646	122,039
6152 Professional/Technical	55,000	55,891	56,840	58,972	61,520	62,750	64,005	65,286
6153 Clerical	39,440	40,656	41,680	43,398	45,147	46,050	46,971	47,910
6159 Overtime Pay	111,283	104,548	76,110	40,000	100,000	102,000	104,040	106,121
6164 Part-Time Trades & Services	431,814	463,698	475,424	474,571	530,004	540,604	551,416	562,444
6165 Part-Time Support	6,533	6,457	0	0	12,500	12,750	13,005	13,265
6184 Substitute - Trades & Services	49,315	55,458	26,430	56,000	66,500	67,830	69,187	70,570
6221 Non-Teacher Retirement	66,350	67,670	67,395	71,826	67,216	69,232	71,309	73,449
6231 FICA	42,520	48,686	46,343	51,722	44,579	45,916	47,294	48,713
6232 Medicare	15,592	11,386	10,838	12,096	10,426	10,739	11,061	11,393
6241 Employee Insurance	247,684	233,161	262,344	269,435	258,651	266,411	274,403	282,635
6261 Workers Compensation Insur.	0	4,728	6,203	5,996	6,250	6,438	6,631	6,830
6319 Other Professional/Technical	0	1,604	1,948	1,200	1,200	1,212	1,224	1,236
6332 Repairs and Maintenance	60,338	42,306	33,709	82,000	82,000	82,820	83,648	84,485
6333 Building Lease/Rental	18,000	18,000	0	0	0	0	0	0
6334 Equipment Lease/Rental	0	6,981	7,263	8,500	8,500	8,585	8,671	8,758
6342 Non-Route Contracted Trans.	-28,601	-87,348	-53,997	-115,000	-115,000	-116,150	-117,312	-118,485
6351 Property Insurance	14,361	14,361	14,361	14,361	14,361	14,505	14,650	14,796
6391 Other Purchased Services	5,357	4,097	-2,383	4,500	4,500	4,545	4,590	4,636
6411 General Supplies	24,002	3,962	7,520	8,000	8,500	8,500	8,500	8,500
6486 Gasoline/Diesel	86,718	80,400	59,483	30,000	120,000	121,200	122,412	123,636
Expenditures	1,338,706	1,271,746	1,233,981	1,218,867	1,441,854	1,473,237	1,505,352	1,538,217

		Actual	Actual	Actual	Budget	Budget	Forecasted	Forecasted	Forecasted
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
General Fund									
<u>Payments to Other Districts for Transportation</u>									
6341	Contracted Pupil Transport.	95,703	136,500	91,409	5,000	100,000	101,000	102,010	103,030
6344	Travel	0	216	232	1,500	1,500	1,515	1,530	1,545
	Expenditures	95,703	136,715	91,641	6,500	101,500	102,515	103,540	104,576
<u>Non-Allowable Transportation</u>									
6411	General Supplies	0	812	707	2,000	2,000	2,000	2,000	2,000
	Expenditures	0	812	707	2,000	2,000	2,000	2,000	2,000
<u>Food Services</u>									
6151	Administration	131,351	132,149	63,000	65,360	68,184	69,548	70,939	72,357
6152	Professional/Technical	42,247	36,485	42,549	44,146	46,054	46,975	47,915	48,873
6154	Trades & Services	505,740	492,266	507,044	585,692	884,292	901,978	920,017	938,418
6159	Overtime Pay	34,380	35,737	24,873	10,500	0	0	0	0
6164	Part-Time Trades & Services	294,429	272,390	253,045	311,357	0	0	0	0
6184	Substitute - Trades & Services	4,205	1,251	163	17,000	0	0	0	0
6192	Vacation/Sick Pay	0	14,085	13,957	0	0	0	0	0
6221	Non-Teacher Retirement	83,840	82,129	78,502	88,550	91,103	93,836	96,651	99,551
6231	FICA	61,811	59,858	55,268	64,113	60,200	62,006	63,866	65,782
6232	Medicare	14,456	13,999	12,926	14,994	14,084	14,507	14,942	15,390
6241	Employee Insurance	234,641	246,093	265,470	274,538	330,197	340,103	350,306	360,815
6261	Workers Compensation Insur.	5,304	6,087	7,431	7,573	7,995	8,235	8,482	8,736
6319	Other Professional/Technical	280	437	253	675	675	682	689	695
6332	Repairs and Maintenance	905	0	0	0	351,180	354,692	358,239	361,821
6343	Local Mileage	102	0	0	120	0	0	0	0
6344	Travel	1,904	567	0	2,800	2,920	2,949	2,979	3,008
6364	Postage	35	0	0	100	100	101	102	103
6371	Dues and Memberships	1,434	995	869	1,020	1,020	1,030	1,041	1,051
6391	Other Purchased Services	61,046	72,229	87,735	36,125	40,060	40,461	40,865	41,274
6411	General Supplies	152,703	129,916	93,996	152,550	172,980	172,980	172,980	172,980
6471	Food Supplies	1,593,737	1,598,493	1,482,265	1,344,959	1,675,000	1,678,662	1,682,927	1,687,114
6486	Gasoline/Diesel	2,625	2,711	2,387	3,000	3,000	3,000	3,000	3,000
6491	Other Supplies and Materials	1,761	2,018	2,105	2,680	2,380	2,380	2,380	2,380
	Expenditures	3,228,935	3,199,894	2,993,837	3,027,852	3,751,424	3,794,124	3,838,318	3,883,349

General Fund

Central Office Support Services

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
6241 Employee Insurance	0	0	54	0	0	0	0	0
6261 Workers Compensation Insur.	3	13	0	0	0	0	0	0
6319 Other Professional/Technical	2,011	3,951	5,628	0	5,500	5,555	5,611	5,667
6344 Travel	0	272	1,650	0	5,250	5,303	5,356	5,409
6349 Other Transportation Services	0	0	0	0	0	0	0	0
6411 General Supplies	85	73	101	0	2,500	2,500	2,500	2,500
Expenditures	2,099	4,309	7,433	0	13,250	13,358	13,466	13,576
SUBTOTAL - SUPPORT SERVICES	20,328,246	19,564,334	19,363,861	20,030,192	21,527,696	21,881,246	22,242,533	22,611,036

Adult Basic Education Program

6153 Clerical	15,027	20,841	19,448	44,694	39,939	40,738	41,553	42,384
6159 Overtime Pay	1,210	911	440	380	300	306	312	318
6163 Part-Time Clerical	16,178	10,637	11,298	15,980	0	0	0	0
6221 Non-Teacher Retirement	1,896	2,083	2,022	2,057	4,130	4,254	4,382	4,513
6231 FICA	2,010	2,002	1,933	4,715	2,429	2,502	2,577	2,654
6232 Medicare	470	468	452	1,103	569	586	604	622
6241 Employee Insurance	10,402	9,797	9,476	9,971	20,289	20,898	21,525	22,170
6261 Workers Compensation Insur.	725	938	1,143	1,179	1,200	1,236	1,273	1,311
6319 Other Professional/Technical	248	36	54	450	450	455	459	464

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
General Fund								
6332 Repairs and Maintenance	2,806	0	0	0	0	0	0	0
6333 Building Lease/Rental	12,155	11,748	11,748	11,721	11,748	11,865	11,984	12,104
6339 Other Property Services	1,389	1,834	1,632	1,700	1,700	1,717	1,734	1,752
6344 Travel	15,282	15,207	6,365	14,554	1,389	1,403	1,417	1,431
6361 Telecommunications	2,116	2,758	2,988	6,815	5,375	5,429	5,483	5,538
6364 Postage	277	328	435	600	123	124	125	127
6371 Dues and Memberships	220	474	374	500	500	505	510	515
6411 General Supplies	42,045	27,350	43,217	21,520	14,495	14,495	14,495	14,495
Expenditures	124,456	107,414	113,024	137,939	104,636	106,512	108,432	110,397
Community Services								
6152 Professional/Technical	77,158	77,871	80,390	0	320,776	327,192	333,735	340,410
6153 Clerical	49,937	50,221	50,608	233,657	54,542	55,633	56,745	57,880
6155 Classroom Support	202,309	194,023	172,750	83,524	0	0	0	0
6159 Overtime Pay	5,108	4,145	4,934	1,000	0	0	0	0
6162 Part-Time Professional/Tech	3,453	9,434	9,657	63,395	0	0	0	0
6165 Part-Time Support	74,195	73,261	71,557	30,000	51,603	52,635	53,688	54,762
6185 Substitute - Support	4,748	13,908	16,822	8,700	7,200	7,344	7,491	7,641
6192 Vacation/Sick Pay	0	4,063	0	0	0	0	0	0
6211 Teachers' Retirement	870	281	0	967	3,455	3,559	3,665	3,775
6221 Non-Teacher Retirement	29,636	28,958	28,084	31,125	32,404	33,376	34,377	35,409
6231 FICA	25,342	25,652	23,970	25,958	26,889	27,696	28,527	29,382
6232 Medicare	5,927	6,006	5,645	6,070	6,289	6,478	6,672	6,872
6241 Employee Insurance	111,369	102,358	106,462	114,630	111,451	114,795	118,238	121,786
6261 Workers Compensation Insur.	5,154	5,975	7,702	7,733	7,764	7,997	8,237	8,484
6319 Other Professional/Technical	492	3,958	0	11,500	6,000	6,060	6,121	6,182
6332 Repairs and Maintenance	0	0	0	351,380	200	202	204	206
6343 Local Mileage	2,096	1,924	1,095	0	0	0	0	0
6344 Travel	5,528	5,786	566	5,850	3,600	3,636	3,672	3,709
6364 Postage	54	62	18	200	200	202	204	206
6371 Dues and Memberships	0	2,325	1,220	1,500	1,500	1,515	1,530	1,545
6391 Other Purchased Services	9,409	1,540	0	500	500	505	510	515
6398 Other Expenses	15,365	17,595	10,872	0	8,000	8,080	8,161	8,242
6411 General Supplies	18,976	21,752	21,337	37,280	8,400	8,400	8,400	8,400
Expenditures	647,124	651,099	613,689	1,014,969	650,773	665,303	680,178	695,407

General Fund

Contingency

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Budget 2022</u>	<u>Forecasted 2023</u>	<u>Forecasted 2024</u>	<u>Forecasted 2025</u>
6705 Contingency	0	0	0	15,000	15,000	15,000	15,000	15,000
Expenditures	0	0	0	15,000	15,000	15,000	15,000	15,000
TOTAL - General Fund	24,860,490	23,297,415	22,506,501	25,105,317	26,077,765	26,492,318	26,915,902	27,348,026

Special Revenue Fund

Elementary School

6112 Teachers	10,323,058	10,272,900	9,950,863	10,216,097	11,358,929	11,585,533	11,816,871	12,053,489
6122 Part-Time Teachers	500	675	1,888	-9,400	0	0	0	0
6132 Extra Duty - Teachers	33,550	35,500	36,000	33,000	39,000	39,780	40,576	41,387
6141 Substitute - Administration	0	0	25,899	18,000	0			
6142 Substitute - Teachers	201,938	202,932	223,871	270,000	300,000	306,000	312,120	318,362
6192 Vacation/Sick Pay	0	2,923	0	9,000	0	0	0	0
6193 Perfect Attendance Incentive	0	1,200	300	0	0	0	0	0
6211 Teachers' Retirement	1,694,505	1,705,536	1,674,630	1,775,716	1,918,305	1,975,854	2,035,130	2,096,184
6221 Non-Teacher Retirement	406	0	0	0	0	0	0	0
6231 FICA	15,097	10,662	12,363	15,847	18,600	19,158	19,733	20,325
6232 Medicare	149,698	148,947	145,429	156,567	165,926	170,904	176,031	181,312
6241 Employee Insurance	1,543,074	1,518,847	1,588,694	1,730,588	1,840,671	1,895,891	1,952,768	2,011,351
6311 Instruction Services	4,030	7,439	2,213	6,000	6,000	6,060	6,121	6,182
Expenditures	13,965,856	13,907,562	13,662,150	14,221,415	15,647,431	15,999,180	16,359,349	16,728,591

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
Special Revenue Fund								
<u>Middle School</u>								
6112 Teachers	5,002,674	5,119,239	5,067,023	5,269,091	5,387,490	5,495,240	5,605,145	5,717,247
6122 Part-Time Teachers	7,666	14,225	5,414	19,840	0	0	0	0
6132 Extra Duty - Teachers	500	9,200	0	8,835	1,000	1,020	1,040	1,061
6141 Substitute - Administration	0	0	9,000	0	0			
6142 Substitute - Teachers	134,253	109,483	105,599	117,600	110,000	112,200	114,444	116,733
6193 Perfect Attendance Incentive	0	300	0	0	0	0	0	0
6211 Teachers' Retirement	802,892	846,803	841,838	882,449	900,238	927,245	955,062	983,714
6221 Non-Teacher Retirement	0	8	0	0	0	0	0	0
6231 FICA	8,412	5,593	8,317	9,987	6,820	7,025	7,235	7,452
6232 Medicare	72,382	73,961	73,066	78,523	76,954	79,263	81,640	84,090
6241 Employee Insurance	754,392	768,585	787,899	820,444	824,301	849,030	874,501	900,736
6311 Instruction Services	3,566	2,262	913	6,000	6,000	6,060	6,121	6,182
Expenditures	6,786,736	6,949,659	6,899,069	7,212,769	7,312,803	7,477,082	7,645,189	7,817,216
<u>High School</u>								
6112 Teachers	5,802,831	5,918,873	5,992,710	5,949,203	6,326,923	6,453,461	6,582,531	6,714,181
6122 Part-Time Teachers	33,738	37,296	17,409	27,594	7,500	7,650	7,803	7,959
6132 Extra Duty - Teachers	29,963	23,136	31,056	34,456	25,500	26,010	26,530	27,061
6141 Substitute - Administration	0	0	15,548	0	0			
6142 Substitute - Teachers	86,819	123,675	131,381	116,200	120,000	122,400	124,848	127,345
6192 Vacation/Sick Pay	0	0	0	26,470	0	0	0	0
6193 Perfect Attendance Incentive	0	1,200	0	0	0	0	0	0
6211 Teachers' Retirement	938,037	974,129	990,443	990,821	1,040,678	1,071,898	1,104,055	1,137,177
6221 Non-Teacher Retirement	-222	4,714	2,616	7,556	5,970	6,149	6,334	6,524
6231 FICA	6,075	11,449	14,245	14,674	11,380	11,721	12,073	12,435
6232 Medicare	84,044	85,785	87,397	87,997	90,570	93,287	96,086	98,968
6241 Employee Insurance	846,489	838,797	884,685	920,545	946,405	974,797	1,004,041	1,034,162
6311 Instruction Services	14,779	7,621	9,788	11,000	11,000	11,110	11,221	11,333
Expenditures	7,842,551	8,026,675	8,177,279	8,186,516	8,585,926	8,778,485	8,975,522	9,177,146

Special Revenue Fund

Summer School

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Budget 2022</u>	<u>Forecasted 2023</u>	<u>Forecasted 2024</u>	<u>Forecasted 2025</u>
6122 Part-Time Teachers	162,742	149,802	121,944	191,680	191,680	195,514	199,424	203,412
6211 Teachers' Retirement	22,020	19,768	16,805	27,794	27,793	28,627	29,486	30,370
6221 Non-Teacher Retirement	89	175	0	0	0	0	0	0
6231 FICA	2,430	1,429	1,090	0	0	0	0	0
6232 Medicare	2,277	2,076	1,737	2,779	2,779	2,862	2,948	3,037
6311 Instruction Services	2,100	0	0	0	0	0	0	0
Expenditures	191,659	173,250	141,575	222,253	222,252	227,003	231,858	236,819

Alternative Programs

6112 Teachers	0	0	124,450	60,396	55,185	56,289	57,414	58,563
6142 Substitute - Teachers	93	-93	10,351	1,400	0	0	0	0
6211 Teachers' Retirement	0	0	19,437	10,201	9,471	9,755	10,048	10,349
6231 FICA	6	-6	642	87	0	0	0	0
6232 Medicare	1	-1	1,874	896	801	825	850	875
6241 Employee Insurance	0	0	9,473	10,003	10,173	10,478	10,793	11,116
6311 Instruction Services	550,000	550,000	225,000	225,000	225,000	227,250	229,523	231,818
Expenditures	550,100	549,900	391,227	307,983	300,630	304,597	308,627	312,721

Special Programs

6112 Teachers	301,405	282,269	287,851	300,103	314,630	320,923	327,341	333,888
6122 Part-Time Teachers	0	0	0	10,100	0	0	0	0
6132 Extra Duty - Teachers	0	0	6,000	0	20,000	20,400	20,808	21,224
6142 Substitute - Teachers	4,267	1,941	2,052	0	0	0	0	0
6193 Perfect Attendance Incentive	0	300	0	0	0	0	0	0
6211 Teachers' Retirement	50,270	47,138	49,460	52,183	55,862	57,538	59,264	61,042
6231 FICA	1,872	71	362	6	0	0	0	0
6232 Medicare	4,809	3,939	4,128	4,497	4,624	4,763	4,906	5,053
6241 Employee Insurance	46,501	45,097	48,222	50,015	50,869	52,395	53,967	55,586
6311 Instruction Services	931	1,841	532	0	0	0	0	0
Expenditures	410,056	382,596	398,607	416,904	445,985	456,018	466,286	476,793

Special Revenue Fund

Culturally Different

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Forecasted</u> <u>2023</u>	<u>Forecasted</u> <u>2024</u>	<u>Forecasted</u> <u>2025</u>
6112 Teachers	960,168	987,629	1,060,395	1,072,097	1,145,384	1,168,292	1,191,658	1,215,491
6122 Part-Time Teachers	13,730	9,895	0	0	33,769	34,444	35,133	35,836
6141 Substitute - Administration	0	0	2,105	0	0			
6192 Vacation/Sick Pay	0	0	0	9,000	0	0	0	0
6211 Teachers' Retirement	164,239	162,740	174,354	177,107	188,114	193,757	199,570	205,557
6221 Non-Teacher Retirement	63	59	0	0	3,012	3,102	3,195	3,291
6231 FICA	176	148	0	0	2,094	2,157	2,222	2,288
6232 Medicare	12,667	12,996	14,916	15,675	16,571	17,068	17,580	18,108
6241 Employee Insurance	131,322	129,263	144,170	150,181	162,993	167,883	172,919	178,107
6311 Instruction Services	-363	0	0	0	0	0	0	0
Expenditures	<u>1,282,003</u>	<u>1,302,730</u>	<u>1,395,939</u>	<u>1,424,060</u>	<u>1,551,937</u>	<u>1,586,704</u>	<u>1,622,277</u>	<u>1,658,678</u>

Bilingual

6112 Teachers	1,017,977	1,063,983	1,290,075	1,335,252	1,609,984	1,642,184	1,675,027	1,708,528
6113 Classroom Support	0	44,467	29,918	0	33,769	34,444	35,133	35,836
6142 Substitute - Teachers	1,599	14,808	3,309	0	0	0	0	0
6193 Perfect Attendance Incentive	0	300	0	0	0	0	0	0
6211 Teachers' Retirement	168,962	179,231	215,963	221,237	274,641	282,880	291,367	300,108
6231 FICA	99	947	1,577	0	2,094	2,157	2,222	2,288
6232 Medicare	14,147	15,417	18,645	19,362	23,042	23,733	24,445	25,179
6241 Employee Insurance	167,315	175,090	211,788	210,122	274,707	282,948	291,437	300,180
Expenditures	<u>1,370,099</u>	<u>1,494,243</u>	<u>1,771,275</u>	<u>1,785,973</u>	<u>2,218,237</u>	<u>2,268,347</u>	<u>2,319,631</u>	<u>2,372,118</u>

Vocational Programs

6122 Part-Time Teachers	0	250	0	0	0	0	0	0
6211 Teachers' Retirement	0	41	0	0	0	0	0	0
6232 Medicare	0	3	0	0	0	0	0	0
Expenditures	<u>0</u>	<u>294</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Special Revenue Fund

Student Activities

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Forecasted</u> <u>2023</u>	<u>Forecasted</u> <u>2024</u>	<u>Forecasted</u> <u>2025</u>
6111 Administration	196,558	199,735	162,228	190,924	199,173	203,156	207,220	211,364
6122 Part-Time Teachers	9,818	9,171	8,671	20,970	20,970	21,389	21,817	22,254
6132 Extra Duty - Teachers	466,615	459,996	467,159	546,706	609,516	621,706	634,140	646,823
6142 Substitute - Teachers	11,896	3,854	363	0	0	0	0	0
6192 Vacation/Sick Pay	0	0	14,953	0	0	0	0	0
6211 Teachers' Retirement	88,112	86,633	74,980	95,909	108,623	111,882	115,238	118,695
6221 Non-Teacher Retirement	304	950	172	0	6,493	6,688	6,888	7,095
6231 FICA	9,857	9,403	12,086	690	5,592	5,760	5,933	6,111
6232 Medicare	9,802	9,706	9,494	10,988	12,026	12,387	12,758	13,141
6241 Employee Insurance	18,746	18,785	23,739	20,062	20,368	20,979	21,608	22,257
Expenditures	811,708	798,233	773,845	886,249	982,761	1,003,947	1,025,603	1,047,739

Payment to Other Districts

6311 Instruction Services	80,372	46,010	106,277	110,000	91,300	92,213	93,135	94,066
6319 Other Professional/Technical	0	0	724	0	0	0	0	0
Expenditures	80,372	46,010	107,001	110,000	91,300	92,213	93,135	94,066

Contracted Services

6311 Instruction Services	985,646	772,962	949,465	976,600	950,225	959,727	969,325	979,018
Expenditures	985,646	772,962	949,465	976,600	950,225	959,727	969,325	979,018

SUBTOTAL - INSTRUCTION

	34,276,785	34,404,114	34,667,431	35,750,722	38,309,487	39,153,302	40,016,800	40,900,905
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Attendance Services

6111 Administration	137,025	140,040	141,762	147,430	158,222	161,386	164,614	167,906
6193 Perfect Attendance Incentive	0	0	300	0	0	0	0	0
6211 Teachers' Retirement	21,209	21,651	21,942	22,821	24,411	25,143	25,898	26,675
6232 Medicare	1,947	1,990	2,021	2,138	2,253	2,321	2,390	2,462
6241 Employee Insurance	9,365	9,393	9,677	10,072	10,254	10,562	10,878	11,205
Expenditures	169,546	173,073	175,702	182,461	195,140	199,412	203,780	208,248

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
Special Revenue Fund								
<u>Guidance Services</u>								
6113 Classroom Support	1,127,450	1,259,859	1,280,451	1,353,845	1,815,518	1,851,828	1,888,865	1,926,642
6122 Part-Time Teachers	13,450	12,072	12,463	28,125	40,000	40,800	41,616	42,448
6123 Part-Time Support	54,847	54,652	52,389	94,345	74,738	76,233	77,757	79,313
6132 Extra Duty - Teachers	0	12,524	24,405	23,733	29,215	29,799	30,395	31,003
6142 Substitute - Teachers	0	0	0	0	0	0	0	0
6192 Vacation/Sick Pay	0	0	0	1,680	0	0	0	0
6211 Teachers' Retirement	194,881	219,108	224,840	244,533	322,369	332,040	342,001	352,261
6221 Non-Teacher Retirement	0	0	0	77	0	0	0	0
6231 FICA	843	406	352	1,631	0	0	0	0
6232 Medicare	17,022	19,084	19,284	21,770	27,146	27,960	28,799	29,663
6241 Employee Insurance	157,645	177,966	188,895	205,145	277,301	285,620	294,189	303,014
Expenditures	1,566,138	1,755,671	1,803,079	1,974,884	2,586,287	2,644,281	2,703,623	2,764,345
<u>Improvement of Instruction Services</u>								
6111 Administration	230,730	235,806	238,706	238,285	0	0	0	0
6113 Classroom Support	205,285	291,153	302,097	301,249	653,551	666,622	679,954	693,554
6122 Part-Time Teachers	20,628	21,827	23,601	40,000	45,000	45,900	46,818	47,754
6132 Extra Duty - Teachers	0	0	4,134	1,134	0	0	0	0
6142 Substitute - Teachers	3,407	193	0	2,000	0	0	0	0
6192 Vacation/Sick Pay	0	0	0	6,117	0	0	0	0
6193 Perfect Attendance Incentive	0	300	0	0	0	0	0	0
6211 Teachers' Retirement	71,860	87,020	91,104	93,149	110,104	113,407	116,809	120,314
6221 Non-Teacher Retirement	23	0	0	0	0	0	0	0
6231 FICA	355	87	0	0	0	0	0	0
6232 Medicare	6,582	7,892	8,163	8,564	9,938	10,236	10,543	10,860
6241 Employee Insurance	42,268	55,689	57,445	60,159	61,290	63,129	65,023	66,973
6312 Program Improvement Services	240	0	0	0	0	0	0	0
Expenditures	581,378	699,968	725,250	750,657	879,883	899,294	919,148	939,454

Special Revenue Fund

Health Services

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
6122 Part-Time Teachers	0	80	525	0	0	0	0	0
6211 Teachers' Retirement	0	13	88	0	0	0	0	0
6232 Medicare	0	1	7	0	0	0	0	0
Expenditures	0	95	620	0	0	0	0	0

Professional Development

6122 Part-Time Teachers	40,219	41,944	45,076	69,795	51,300	52,326	53,373	54,440
6142 Substitute - Teachers	21,137	5,856	1,298	27,853	18,400	18,768	19,143	19,526
6211 Teachers' Retirement	5,984	5,796	7,211	10,120	7,439	7,662	7,892	8,129
6221 Non-Teacher Retirement	69	59	0	0	0	0	0	0
6231 FICA	1,400	465	147	1,706	1,176	1,211	1,248	1,285
6232 Medicare	857	686	659	1,465	980	1,009	1,040	1,071
6241 Employee Insurance	0	8	0	0	0	0	0	0
Expenditures	69,667	54,813	54,392	110,938	79,295	80,977	82,695	84,451

Media Services

6113 Classroom Support	758,345	768,054	698,900	692,275	719,929	734,328	749,014	763,994
6192 Vacation/Sick Pay	0	0	0	8,663	0	0	0	0
6211 Teachers' Retirement	123,290	124,659	112,300	113,372	117,605	121,133	124,767	128,510
6232 Medicare	10,574	10,703	9,743	10,165	9,970	10,269	10,577	10,894
6241 Employee Insurance	92,959	92,710	86,195	90,149	91,684	94,435	97,268	100,186
Expenditures	985,168	996,125	907,139	914,624	939,188	960,164	981,626	1,003,585

Executive Administration Services

6111 Administration	207,880	214,296	217,600	226,544	249,688	254,682	259,775	264,971
6193 Perfect Attendance Incentive	0	0	300	0	0	0	0	0
6211 Teachers' Retirement	31,482	32,418	32,939	34,292	37,674	38,804	39,968	41,167
6232 Medicare	2,992	3,084	3,147	3,372	3,523	3,629	3,738	3,850
6241 Employee Insurance	9,421	9,441	9,723	10,135	10,327	10,637	10,956	11,285
6291 Other Benefits	6,000	6,000	6,000	6,000	0	0	0	0
Expenditures	257,775	265,239	269,709	280,343	301,212	307,751	314,437	321,273

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
Special Revenue Fund								
<u>School Administration Services</u>								
6111 Administration	2,535,722	2,494,063	2,528,543	2,615,250	2,723,088	2,777,550	2,833,101	2,889,763
6141 Substitute - Administration	0	0	24,425	0	0			
6142 Substitute - Teachers	93	0	0	0	0	0	0	0
6192 Vacation/Sick Pay	0	10,910	0	0	0	0	0	0
6211 Teachers' Retirement	400,678	393,553	399,613	413,854	430,076	442,978	456,268	469,956
6231 FICA	-127	0	1,514	0	0	0	0	0
6232 Medicare	35,991	35,345	35,579	37,921	37,734	38,866	40,032	41,233
6241 Employee Insurance	232,881	222,745	231,687	241,003	245,068	252,420	259,993	267,792
Expenditures	<u>3,205,237</u>	<u>3,156,617</u>	<u>3,221,362</u>	<u>3,308,028</u>	<u>3,435,966</u>	<u>3,511,814</u>	<u>3,589,393</u>	<u>3,668,744</u>
<u>Business, Fiscal, Internal Services</u>								
6111 Administration	231,395	238,239	141,411	221,029	231,952	236,591	241,323	246,149
6121 Part-Time Administration	3,390	0	100	9,000	4,000	4,080	4,162	4,245
6142 Substitute - Teachers	2,070	1,417	1,359	4,100	0	0	0	0
6192 Vacation/Sick Pay	0	0	0	15,323	0	0	0	0
6193 Perfect Attendance Incentive	0	300	0	0	0	0	0	0
6211 Teachers' Retirement	36,340	37,137	21,906	23,188	30,133	31,037	31,968	32,927
6231 FICA	323	88	-243	812	4,847	4,992	5,142	5,296
6232 Medicare	3,255	3,303	2,277	3,617	3,426	3,529	3,635	3,744
6241 Employee Insurance	18,690	18,750	9,873	20,086	20,442	21,055	21,687	22,338
Expenditures	<u>295,463</u>	<u>299,233</u>	<u>176,683</u>	<u>297,155</u>	<u>294,800</u>	<u>301,284</u>	<u>307,916</u>	<u>314,699</u>
<u>Central Office Support Services</u>								
6122 Part-Time Teachers	2,103	0	617	3,120	0	0	0	0
6211 Teachers' Retirement	141	0	0	0	0	0	0	0
6231 FICA	246	71	38	193	0	0	0	0
6232 Medicare	57	17	9	45	0	0	0	0
Expenditures	<u>2,547</u>	<u>88</u>	<u>664</u>	<u>3,358</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
SUBTOTAL - SUPPORT SERVICES	<u>7,132,920</u>	<u>7,400,923</u>	<u>7,334,600</u>	<u>7,822,448</u>	<u>8,711,771</u>	<u>8,904,978</u>	<u>9,102,619</u>	<u>9,304,798</u>

Special Revenue Fund

Adult Basic Education Program

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Budget 2022</u>	<u>Forecasted 2023</u>	<u>Forecasted 2024</u>	<u>Forecasted 2025</u>
6111 Administration	52,863	56,161	49,661	74,875	78,580	80,152	81,755	83,390
6122 Part-Time Teachers	68,790	62,702	70,481	65,385	32,863	33,520	34,191	34,874
6142 Substitute - Teachers	1,921	211	638	0	0	0	0	0
6211 Teachers' Retirement	9,988	9,917	10,298	10,576	11,159	11,494	11,839	12,194
6221 Non-Teacher Retirement	227	157	196	290	0	0	0	0
6231 FICA	4,314	3,901	3,944	4,054	2,038	2,099	2,162	2,227
6232 Medicare	1,674	1,614	1,623	1,816	1,297	1,336	1,376	1,417
6241 Employee Insurance	9,360	9,324	9,611	10,003	10,179	10,484	10,799	11,123
Expenditures	149,138	143,986	146,452	166,999	136,116	139,085	142,121	145,225

Community Services

6111 Administration	96,304	98,423	91,625	101,895	106,297	108,423	110,591	112,803
6112 Teachers	441,260	470,845	473,011	515,617	560,034	571,235	582,659	594,313
6122 Part-Time Teachers	29,094	4,996	8,613	58,954	23,750	24,225	24,710	25,204
6132 Extra Duty - Teachers	500	500	0	500	500	510	520	531
6142 Substitute - Teachers	9,531	8,614	7,081	6,400	0	0	0	0
6171 Extra Duty - Administration	0	0	7,896	0	0			
6211 Teachers' Retirement	96,288	97,893	96,731	113,008	110,721	114,043	117,464	120,988
6231 FICA	1,154	802	496	397	397	409	421	434
6232 Medicare	8,181	8,281	8,351	9,910	9,831	10,126	10,430	10,743
6241 Employee Insurance	83,858	83,953	72,124	80,063	79,927	82,325	84,795	87,338
6311 Instruction Services	0	3,411	0	0	0	0	0	0
Expenditures	766,171	777,718	765,927	886,744	891,457	911,295	931,590	952,353

Contingency

6705 Contingency	0	0	0	196,663	260,000	260,000	260,000	260,000
Expenditures	0	0	0	196,663	260,000	260,000	260,000	260,000

TOTAL - Special Revenue Fund	42,325,013	42,726,742	42,914,410	44,823,576	48,308,831	49,368,660	50,453,130	51,563,281
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Debt Service Fund

Long and Short Term Debt

	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Budget</u> <u>2021</u>	<u>Budget</u> <u>2022</u>	<u>Forecasted</u> <u>2023</u>	<u>Forecasted</u> <u>2024</u>	<u>Forecasted</u> <u>2025</u>
6611 Principal - Serial Bonds	10,880,000	2,869,892	15,150,000	3,385,000	3,775,000	4,575,000	4,785,000	3,855,000
6621 Interest - Serial Bonds	1,884,578	1,679,647	1,453,477	1,364,872	1,265,813	1,434,400	1,322,900	1,261,700
6631 Fees - Serial Bonds	100,798	2,222	138,937	2,850	2,850	3,000	3,000	3,000
Expenditures	<u>12,865,376</u>	<u>4,551,761</u>	<u>16,742,415</u>	<u>4,752,722</u>	<u>5,043,663</u>	<u>6,012,400</u>	<u>6,110,900</u>	<u>5,119,700</u>
TOTAL - Debt Service Fund	<u>12,865,376</u>	<u>4,551,761</u>	<u>16,742,415</u>	<u>4,752,722</u>	<u>5,043,663</u>	<u>6,012,400</u>	<u>6,110,900</u>	<u>5,119,700</u>

Capital Projects Fund

Elementary School

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Budget 2022</u>	<u>Forecasted 2023</u>	<u>Forecasted 2024</u>	<u>Forecasted 2025</u>
6542 Equipment - Instructional Expenditures	0	0	0	310,728	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>310,728</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Middle School

6542 Equipment - Instructional	0	0	0	5,000	5,000	0	0	0
6543 Technology Equipment Expenditures	0	0	1,063	517,880	0	0	0	0
	<u>0</u>	<u>0</u>	<u>1,063</u>	<u>522,880</u>	<u>5,000</u>	<u>0</u>	<u>0</u>	<u>0</u>

High School

6542 Equipment - Instructional	8,000	0	0	15,945	8,000	8,000	8,000	8,000
6543 Technology Equipment Expenditures	0	0	0	70,000	0	70,000	70,000	70,000
	<u>8,000</u>	<u>0</u>	<u>0</u>	<u>85,945</u>	<u>8,000</u>	<u>78,000</u>	<u>78,000</u>	<u>78,000</u>

Vocational Programs

6542 Equipment - Instructional Expenditures	33,239	9,408	8,499	21,093	2,000	2,000	2,000	2,000
	<u>33,239</u>	<u>9,408</u>	<u>8,499</u>	<u>21,093</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>

Student Activities

6541 Regular Equipment	0	5,000	0	51,000	54,000	0	0	0
6542 Equipment - Instructional Expenditures	0	3,900	0	0	0	0	0	0
	<u>0</u>	<u>8,900</u>	<u>0</u>	<u>51,000</u>	<u>54,000</u>	<u>0</u>	<u>0</u>	<u>0</u>

SUBTOTAL - INSTRUCTION	<u>41,239</u>	<u>18,308</u>	<u>9,562</u>	<u>991,646</u>	<u>69,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
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Capital Projects Fund

Health Services

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
6551 Vehicles	0	22,873	0	0	0	0	0	0
Expenditures	0	22,873	0	0	0	0	0	0

Executive Administration Services

6541 Regular Equipment	0	7,339	0	3,000	0	3,000	3,000	3,000
Expenditures	0	7,339	0	3,000	0	3,000	3,000	3,000

Administrative Technology

6541 Regular Equipment	10,817	4,596	1,417	47,254	30,000	18,000	18,000	18,000
Expenditures	10,817	4,596	1,417	47,254	30,000	18,000	18,000	18,000

Operation of Plant Services

6541 Regular Equipment	0	45,593	2,182	200,183	4,500	0	0	0
6551 Vehicles	0	0	65,780	24,357	30,000	30,000	30,000	30,000
Expenditures	0	45,593	67,962	224,540	34,500	30,000	30,000	30,000

Pupil Transportation District

6511 Land	0	0	50,038	0	0	0	0	0
6541 Regular Equipment	0	0	0	0	35,000			
6552 School Buses	420,959	353,064	366,572	380,598	395,161	182,337	189,577	0
Expenditures	420,959	353,064	416,610	380,598	430,161	182,337	189,577	0

Food Services

6541 Regular Equipment	17,111	9,033	478	148,312	42,000	49,000	49,000	49,000
Expenditures	17,111	9,033	478	148,312	42,000	49,000	49,000	49,000

SUBTOTAL - SUPPORT SERVICES	448,887	442,497	486,467	803,703	536,661	282,337	289,577	100,000
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	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Budget <u>2021</u>	Budget <u>2022</u>	Forecasted <u>2023</u>	Forecasted <u>2024</u>	Forecasted <u>2025</u>
Capital Projects Fund								
<u>Facilities Acquisition and Construction</u>								
6511 Land	145,000	190,000	182,962	119,210	88,000	90,000	92,000	94,000
6521 Buildings	356,442	0	1,156,965	850,000	0	0	0	0
Expenditures	<u>501,442</u>	<u>190,000</u>	<u>1,339,927</u>	<u>969,210</u>	<u>88,000</u>	<u>90,000</u>	<u>92,000</u>	<u>94,000</u>
<u>Community Services</u>								
6541 Regular Equipment	1,500	0	0	0	8,150	0	0	0
Expenditures	<u>1,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8,150</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Long and Short Term Debt</u>								
6623 Interest - Lease Purchase	42,953	104,159	82,508	77,013	60,724	43,693	34,500	24,977
6624 Discount on Bonds Sold	0	0	0	68,250	0	68,250	0	0
6631 Fees - Serial Bonds	0	0	0	56,250	0	56,250	0	0
6633 Fees - Lease Purchase	750	0	43,283	850	850	850	850	850
Expenditures	<u>43,703</u>	<u>104,159</u>	<u>125,791</u>	<u>202,363</u>	<u>61,574</u>	<u>169,043</u>	<u>35,350</u>	<u>25,827</u>
TOTAL - Capital Projects Fund	<u>1,036,771</u>	<u>754,965</u>	<u>1,961,747</u>	<u>2,966,922</u>	<u>763,385</u>	<u>621,380</u>	<u>496,927</u>	<u>299,827</u>

Bond Issue Fund

<u>Facilities Acquisition and Construction</u>								
6521 Buildings	0	0	0	10,526,330	6,750,000	4,750,000	3,500,000	3,500,000
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>10,526,330</u>	<u>6,750,000</u>	<u>4,750,000</u>	<u>3,500,000</u>	<u>3,500,000</u>
TOTAL - ALL FUNDS	<u>81,087,650</u>	<u>71,330,883</u>	<u>84,125,073</u>	<u>77,648,538</u>	<u>80,193,644</u>	<u>82,494,759</u>	<u>83,976,859</u>	<u>84,330,834</u>

CAPITAL PROJECTS SUMMARY

Fiscal Year 2022

The Capital Projects Fund is used to account for all facility acquisition, construction, lease purchase payments of principal and interest, and all other capital outlay expenditures, with the exception of certain expenditures for classroom instructional capital outlay as allowed under Section 165.011, RSMo (Missouri state statutes). All future projects will need to be funded by operational monies, or a new bond issue approved by voters. Besides the issuance of COPS related to the possible purchase of new property, all other capital projects and equipment purchases in the 2020 budget are funded by operational monies. In the proposed budget, approximately \$200,000 has been appropriated for asphalt repairs and maintenance at the high school. In addition, the District entered into a lease-purchase for 28 buses during the 2017-18 year, as it moved its student transportation from being contracted to operated in-house.

CAPITAL IMPROVEMENT PLAN

The District's long-range capital improvement plan was developed by architects hired by the District in 2017-18, in conjunction with the former Assistant to the Superintendent for Support Services, now replaced by the Director of Operations, and the District's maintenance employees. During the 2019-20 school year, the plan was reviewed and updated. Much of the funding for the plan will come from the \$19.5 million Proposition S bond issue that district taxpayers approved on June 2, 2020. Some of the funding could come from existing operating fund balances due to actual spending below budgeted expenditures, or what the district refers to as "budget recapture". Passage of any additional future bond issue(s) to implement part, or all, of the plan could decrease operating expenditures for repairs and/or replacement of equipment or building improvements. Barring a significant, unexpected growth in student enrollment, these needs are not immediate. A summary of the cost of the current plan is below:

Capital Projects for Future Consideration

HVAC Replacements & Upgrades	\$9,850,000
Tuckpointing	\$600,000
Interior Finishes	\$250,000
Asphalt/Parking	\$505,000
Lighting/Energy Efficiency Replacements & Upgrades	\$2,860,000
Replace Playground Pads	\$165,000
Cafeteria Upgrades	\$1,200,000
Entry Canopies	\$415,000
Weight Room & Custodial Room Reconfiguration/Renov	\$1,200,000
Safety & Security Upgrades	\$2,455,000
Total	\$19,500,000

BUS LEASE-PURCHASE PAYMENTS

Fiscal year	Principal	Interest	Total
2021-22	\$ 395,161	\$ 29,888	\$ 425,049
2022-23	\$ 182,337	\$ 14,767	\$ 197,104
2023-24	<u>\$ 189,577</u>	<u>\$ 7,527</u>	<u>\$ 197,104</u>
	\$ 767,075	\$ 52,181	\$ 819,256

LEASE-PURCHASE AGREEMENT PAYMENTS

Fiscal Year Ending June 30	Principal	Interest	Total
2022	\$ 88,000	\$ 30,836	\$ 118,836
2023	90,000	28,926	118,926
2024	92,000	26,973	118,973
2025	94,000	24,977	118,977
2026	96,000	22,937	118,937
2027	98,000	20,854	118,854
2028	100,000	18,727	118,727
2029	102,000	16,557	118,557
2030	104,000	14,344	118,344
2031	107,000	12,087	119,087
2032	109,000	9,765	118,765
2033	111,000	7,400	118,400
2034	114,000	4,991	118,991
2035	<u>116,000</u>	<u>2,517</u>	<u>118,517</u>
	\$ 1,421,000	\$ 241,890	\$ 1,662,890

DEBT SERVICE REQUIREMENTS
General Obligation Bonds

Fiscal Year Ending June 30	Principal	Interest	Total
2022	3,775,000	1,558,313	5,333,313
2023	4,575,000	1,434,400	6,009,400
2024	4,785,000	1,322,900	6,107,900
2025	3,855,000	1,261,700	5,116,700
2026	3,390,000	1,174,600	4,564,600
2027	3,540,000	1,079,900	4,619,900
2028	3,685,000	930,600	4,615,600
2029	3,855,000	764,850	4,619,850
2030	3,985,000	617,900	4,602,900
2031	4,150,000	458,500	4,608,500
2032	1,000,000	292,500	1,292,500
2033	1,000,000	262,500	1,262,500
2034	1,000,000	232,500	1,232,500
2035	1,000,000	202,500	1,202,500
2036	1,000,000	172,500	1,172,500
2037	1,000,000	142,500	1,142,500
2038	1,000,000	112,500	1,112,500
2039	1,250,000	82,500	1,332,500
2040	1,500,000	45,000	1,545,000
	<u>49,345,000</u>	<u>12,148,663</u>	<u>61,493,663</u>

Debt Limitation and Debt Capacity

Under Article VI, Section 26(b) of the Missouri Constitution, the District may incur indebtedness not to exceed 15% of the valuation of taxable tangible property in the District. Based on the assessed valuation (including the assessed valuation attributable to TIF districts located within the District) of the District as of December 31, 2020 (\$626,818,100), the District's legal debt limit is \$94,022,715. The District's current total outstanding indebtedness less the debt service fund balance is \$44,501,400, which leaves a legal debt margin of \$49,521,315.

OTHER FINANCIAL DISCLOSURES

Post-Employment Benefits

As required by state law, the District allows employees who retire from the District to participate in the District's health, dental and life insurance plans. Upon meeting the retirement requirements per PSRS and PEERS, the employees can elect to participate in the District's plans. The retirees must pay for 100% of their coverage for each plan in which they elect to participate. The premiums are based on a single blended rate used for both active employees and retirees. The difference between the amount the retiree is required to pay and the actual cost to the District is considered a post-employment benefit. The District has not established an irrevocable trust fund for the accumulation of resources for the future payment of benefits under the plan; benefits are paid on a pay-as-you-go basis. During the year, approximately 325 retirees participated in the District's insurance plans.

Fund Balance Reporting and Governmental Fund Type Definitions

The objective of the information below is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. Fund balance classifications have been established that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds.

The District places restrictions upon the following funds:

- Debt Service Fund Balance
 - Restricted for the retirement of long-term debt.
- General Fund Balance
 - Student Food and Nutrition Program
 - Restricted for the use in the District's student breakfast and lunch program.
 - Student Activity
 - Assigned for the use of the identified student activity or athletic program.
 - Student Scholarships
 - Assigned for the use of providing post-secondary scholarships to Ritenour graduates.
 - Next Year's Budget
 - Assigned for the excess of budgeted expenditures over revenues.

Forecasted trends and solutions

The current financial forecasts reveal surplus operating budgets, mainly due to federal Coronavirus Relief funds. An operating tax levy increase of \$.39 per \$100 of assessed valuation was approved by district taxpayers in November 2017. The increase in taxes for the owner of a home with a fair market value of \$100,000 (assessed at \$19,000) was projected to be approximately \$74 per year. For the District, the gross amount of increased taxes received was approximately \$2.1 million.

District Goals and Objectives Not Included in the Current Budget

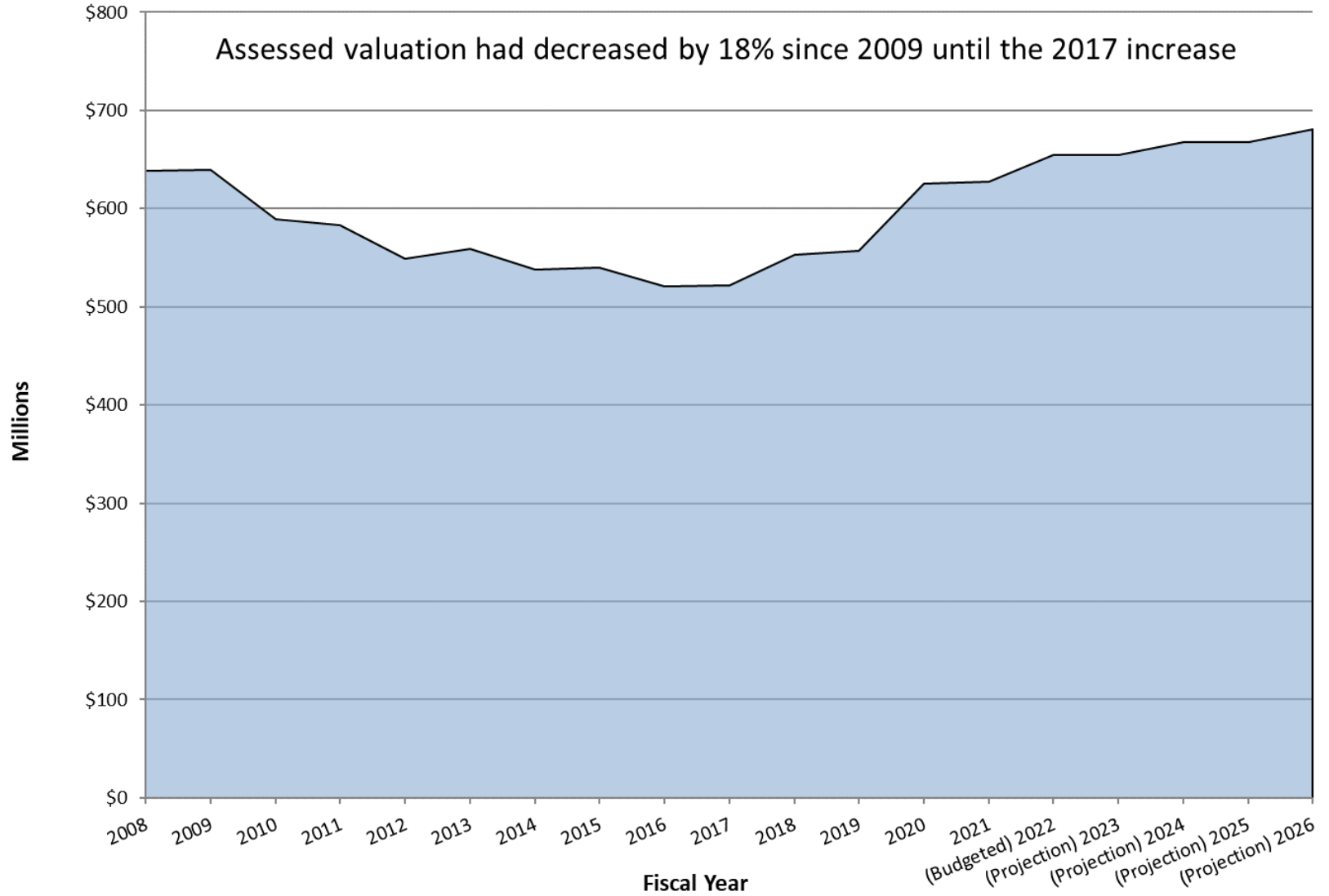
The District continues to provide the resources for students to the best of its ability within its financial constraints. There is a need in almost all elementary buildings for smaller instructional spaces for interventions and special education. A future bond issue would be needed to fund these building additions.

Some on-going building maintenance items continue to be postponed in order to limit the operating deficit. These items include concrete and asphalt maintenance, interior painting, and student desk and chair replacement. These items would add approximately \$200,000 to budgeted expenditures. The District continues to provide funding for anything that may become a safety concern.

Informational Section

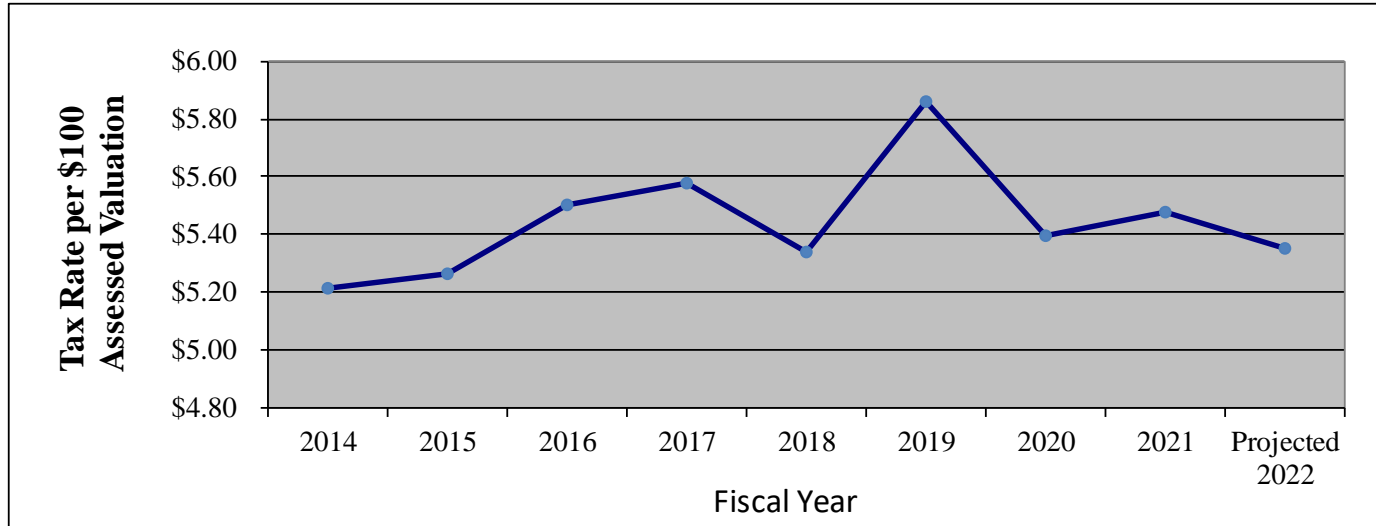


NET ASSESSED VALUATION



The projected assessed values above use the preliminary values obtained from the St. Louis County Assessor, and assume a 3.8% increase in fiscal year 2022 due to accelerated residential values, then a 2% increase each successive reassessment cycle, to mirror the Federal Reserve Board's stated intention of about a 2% rate of inflation. Any increase above the rate of inflation, as measured by the Consumer Price Index requires the district to roll back its tax rates. Non-reassessment years are assumed to maintain a level amount of assessed value.

HISTORICAL (BLENDED) TAX RATES



	2014	2015	2016	2017	2018	2019	2020	2021	Projected 2022
General (Incidental)	\$ 4.3004	\$ 4.3564	\$ 4.4997	\$ 4.5777	\$ 4.4275	\$ 4.9502	\$ 4.4859	\$ 4.5659	\$ 4.4408
Special Revenue (Teachers)	-	-	-	-	-	-	-	-	-
Debt Service	0.9100	0.9100	1.0030	1.0030	0.9100	0.9100	0.9100	0.9100	0.9100
Capital Projects	-	-	-	-	-	-	-	-	-
TOTAL	\$ 5.2104	\$ 5.2664	\$ 5.5027	\$ 5.5807	\$ 5.3375	\$ 5.8602	\$ 5.3959	\$ 5.4759	\$ 5.3508

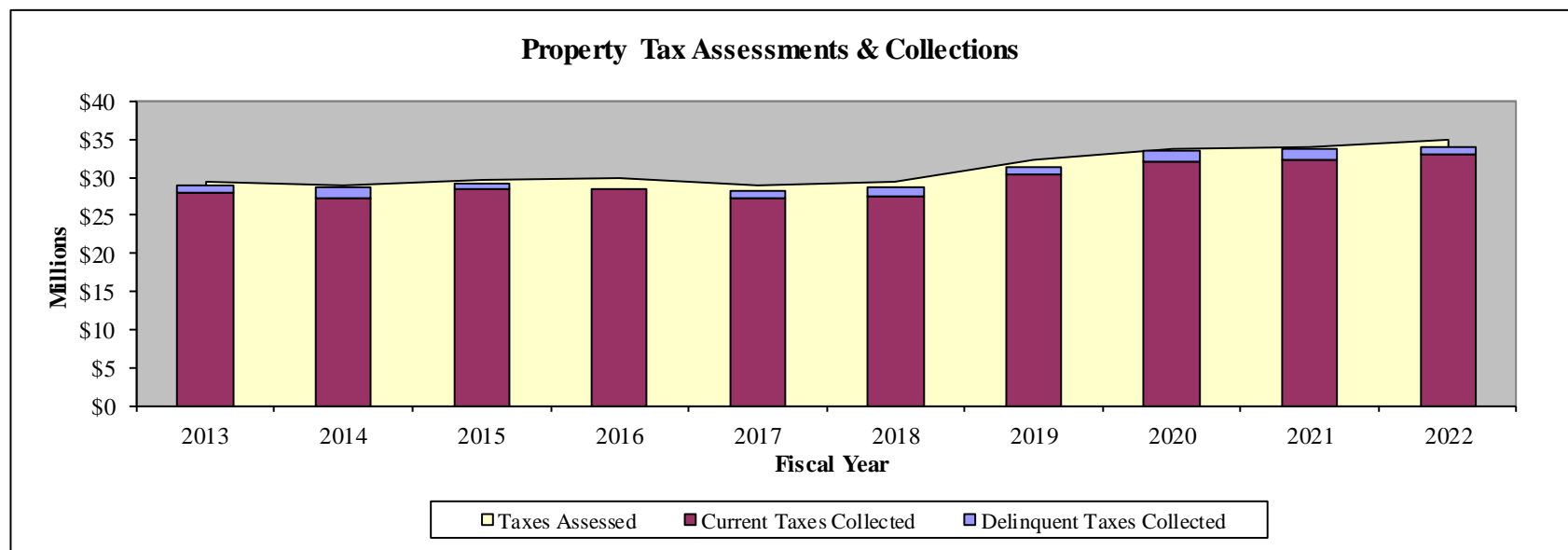
Each year, all governmental taxing jurisdictions are required to re-calculate their tax rates based upon the local assessed valuation information from St. Louis County, and subject to limitations of the Consumer Price Index (CPI) as forwarded by the Missouri State Auditor's Office. Tax rates are adjusted to produce an amount of revenue limited by the growth in assessed valuation, the CPI or five-percent, whichever is lowest. Each tax rate is reviewed by the Missouri State Auditor's Office for compliance with state statutes.

The increase in the General Fund tax rate is generally not an indication of voter approved levy increases, but due to reductions in the overall assessed value of the district, and due to recoupment adjustments for property valuation decreases due to successful appeals from taxpayers after the rates have been established. These rate increases are to protect the district from losing tax revenue due to decreased valuations. The increase in 2019 was due to a voter-approved increase of \$.39 plus recoupment. The decrease in 2020 was due to a rollback caused by a large increase in assessed value. The projected decrease in 2022 is due to a rollback expected based on the increase in preliminary assessed values received from the St. Louis County Assessor.

Note: The tax rates are expressed in dollars per \$100 of assessed valuation.

PROPERTY TAX ASSESSMENTS AND COLLECTIONS

Fiscal Year	Taxes Assessed	Current Taxes Collected	Percent of Current Taxes Collected	Delinquent Taxes Collected	Percent of Delinquent Taxes Collected	Percent of Total Taxes Collected
2013	29,375,149	27,991,912	95.3%	870,233	3.0%	98.3%
2014	28,986,741	27,157,547	93.7%	1,440,843	5.0%	98.7%
2015	29,624,949	28,350,770	95.7%	874,487	3.0%	98.7%
2016	29,826,210	28,517,949	95.6%	0	0.0%	95.6%
2017	28,974,269	27,236,310	94.0%	930,162	3.2%	97.2%
2018	29,404,148	27,553,264	93.7%	1,069,762	3.6%	97.3%
2019	32,195,071	30,281,916	94.1%	1,128,364	3.5%	97.6%
2020	33,821,906	31,965,268	94.5%	1,445,279	4.3%	98.8%
2021 (estimated)	33,907,000	32,211,650	95.0%	1,600,000	4.7%	99.7%
2022 (estimated)	35,030,340	32,928,520	94.0%	1,050,911	3.0%	97.0%



Local Property Taxes

Property tax revenue is calculated by multiplying a tax rate to a property value and applying a projected collection percentage to that amount. However, there are multiple classifications of property and different tax rates are applied to each of these classifications for separate tax purposes.

All taxable property within the District is assessed annually by the St. Louis County Assessor. Missouri law requires that real property be assessed at the following percentages of true value:

Residential real property.....	19%
Agricultural real property.....	12%
Commercial and all other real property....	32%

On January 1 in every odd-numbered year, each county assessor must adjust the assessed valuation of all real property located within the county in accordance with a two-year assessment and equalization plan approved by the State Tax Commission.

The assessment ratio for personal property is generally 33% of true value. However, various subclasses of personal property are assessed at lower ratios.

Under Missouri law, tax abatement and tax increment financing districts are available for redevelopers. Tax abatement exempts business from property taxes for a period of time that usually does not exceed ten years. Tax increment financing (TIF) districts have their taxes frozen at the current levels and deprive the school district any increases that would have resulted from reassessment until the obligations are either repaid or for up to twenty-three years.

Property tax bills are sent out by the St. Louis County Collector of Revenue office each November. Taxes are due December 31 each year. The district usually receives approximately 80% of its property taxes from the Collector of Revenue starting the last two weeks in December through approximately February 10. Another large distribution is made around May after taxes paid under protest are released under a court order, after a “friendly” lawsuit is filed on behalf of all school districts in the county, instead of holding them in escrow until the protests are settled. Settlement of protests sometimes takes years, and the court has ruled that holding these amounts would significantly harm school districts. Any settlement refunds in future years result in reductions of delinquent taxes received.

ANALYSIS OF TAX EFFECTS ON TAXPAYER

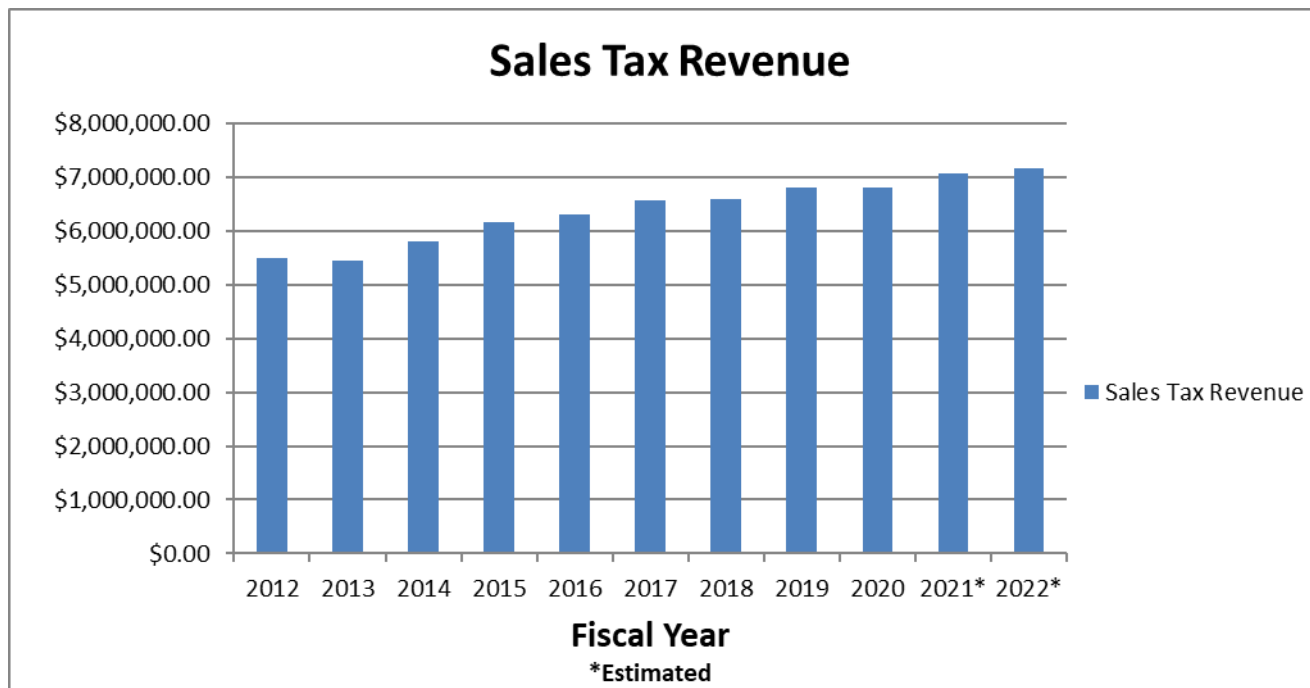
Fiscal year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Market Value of Home	\$ 98,800	\$ 72,100	\$ 72,100	\$ 78,100	\$ 78,100	\$ 80,000	\$ 80,000	\$ 94,400	\$ 94,400	\$ 103,500
Assessed Valuation (19% of Market)	\$ 18,770	\$ 13,700	\$ 13,700	\$ 14,840	\$ 14,840	\$ 15,200	\$ 15,200	\$ 17,940	\$ 17,940	\$ 19,670
Percent Change in Assessed Valuation	0.0%	-27.0%	0.0%	8.3%	0.0%	2.4%	0.0%	18.0%	0.0%	9.6%
Property Tax Rate - Residential	\$ 4.9680	\$ 5.4614	\$ 5.4728	\$ 5.6930	\$ 5.6896	\$ 5.3573	\$ 5.8716	\$ 5.1300	\$ 5.2337	\$ 5.0307
Property Taxes Due	\$ 932.49	\$ 748.21	\$ 749.77	\$ 844.84	\$ 844.34	\$ 814.31	\$ 892.48	\$ 920.32	\$ 938.93	\$ 989.54
Percent Change in Taxes	-0.3%	-19.8%	0.2%	12.7%	-0.1%	-3.6%	9.6%	3.1%	2.0%	5.4%



Figures are actual numbers for a 1951 2-bedroom 988 sq. ft. brick home in the Charlack subdivision. Market value is based upon appraised value of home as determined by St. Louis County Assessor's Office. Current budget year is estimated.

STATE SALES TAX RECEIPTS

Under the provisions of an initiative petition adopted by the voters of Missouri on Nov. 2, 1982, commonly known as “Proposition C,” revenues generated by a 1% state sales tax are credited to a special trust fund for school districts and are deemed to be “local” revenue for school district accounting purposes. These revenues are distributed to each school district within the state on a weighted average daily attendance basis.



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021*	2022*
Distributed \$ per WADA	\$ 835	\$ 833	\$ 885	\$ 921	\$ 950	\$ 977	\$ 988	\$ 1,007	\$ 1,006	\$ 1,025	\$1,040
Percent Change	7.33%	-0.24%	6.24%	4.07%	3.15%	2.84%	1.13%	1.90%	-0.08%	1.89%	1.46%

*estimated

SUMMARY OF ALL OUTSTANDING DEBT

GENERAL OBLIGATION BONDS

Date of Issue	Description	Original Par Amount	Principal Outstanding
October 22, 2009	General Obligation QSCBs, Series 2009A	\$ 9,185,000	\$ 9,185,000
April 28, 2016	General Obligation Refunding Bonds, Series 2016	19,255,000	14,460,000
September 5, 2017	General Obligation Refunding Bonds, Series 2017	6,960,000	6,960,000
April 30, 2020	General Obligation Refunding Bonds, Series 2020	\$ 10,790,000	\$ 8,990,000
October 15, 2020	General Obligation Bonds, Series 2020A	<u>\$ 9,750,000</u>	<u>\$ 9,750,000</u>
	Total	\$ 55,940,000	\$ 49,345,000

LEASE PURCHASE AGREEMENT

Date of Issue	Description	Original Par Amount	Principal Outstanding
March 3, 2020	2020 Lease Purchase Agreement	<u>\$ 1,508,000</u>	<u>\$ 1,421,000</u>
	Total	<u>\$ 1,508,000</u>	<u>\$ 1,421,000</u>

Projects Funded by Outstanding Bond Issues

- \$9,185,000 Original Principal of Ritenour School District General Obligation Qualified School Construction Bond Series 2009A- due in varying annual principal installments ranging from \$985,000 to \$4,600,000 through March 1, 2025, interest rate is 1.25%. Debt was for the purpose of providing funds to improve schools by adding and upgrading technology; construction and furnishing an Early Childhood Center, additional classrooms, a high school auditorium and two elementary libraries; and renovating existing school facilities.
- \$19,255,000 Original Principal of Ritenour School District General Obligation Refunding Bonds Series 2016- due in varying annual principal installments ranging from \$185,000 to \$2,510,000 through March 1, 2029. The purpose of the bonds was to provide funds to refund a portion of the District's outstanding general obligation bonds.
- \$6,960,000 Original Principal of Ritenour School District General Obligation Refunding Bonds Series 2017- due in varying annual principal installments ranging from \$500,000 to \$1,900,000 through March 1, 2031. The purpose of the bonds was to provide funds to refund a portion of the District's outstanding general obligation bonds.
- \$10,790,000 Original Principal of Ritenour School District General Obligation Refunding Bonds Series 2020- due in varying annual principal installments ranging from \$475,000 to \$2,250,000 through March 1, 2031. The purpose of the bonds was to provide funds to refund a portion of the District's outstanding general obligation bonds.
- \$9,750,000 Original Principal of Ritenour School District General Obligation Bonds Series 2020A- due in varying annual principal installments ranging from \$1,000,000 to \$1,500,000 through March 1, 2040. The purpose of the bonds was to provide funds to make improvements to district buildings including HVAC replacements & upgrades, cafeteria modernizations, lighting & energy efficiency replacements & upgrades, and safety & security upgrades.

BOND AMORTIZATION SCHEDULE

General Obligation Bonds

Payment Date	SERIES 2009A		SERIES 2016		SERIES 2017		SERIES 2020		SERIES 2020A		TOTAL		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
09/01/21		57,406		272,375		123,325		179,800		146,250	0.00	779,156.25	779,156.25
03/01/22	985,000	57,406	1,675,000	272,375		123,325	1,115,000	179,800		146,250	3,775,000.00	779,156.25	4,554,156.25
09/01/22		51,250		238,875		123,325		157,500		146,250	0.00	717,200.00	717,200.00
03/01/23	2,600,000	51,250	1,975,000	238,875		123,325		157,500		146,250	4,575,000.00	717,200.00	5,292,200.00
09/01/23		35,000		199,375		123,325		157,500		146,250	0.00	661,450.00	661,450.00
03/01/24	4,600,000	35,000	185,000	199,375		123,325		157,500		146,250	4,785,000.00	661,450.00	5,446,450.00
09/01/24		6,250		197,525		123,325		157,500		146,250	0.00	630,850.00	630,850.00
03/01/25	1,000,000	6,250	1,880,000	197,525	500,000	123,325	475,000	157,500		146,250	3,855,000.00	630,850.00	4,485,850.00
09/01/25				177,225		115,825		148,000		146,250	0.00	587,300.00	587,300.00
03/01/26			1,825,000	177,225	640,000	115,825	925,000	148,000		146,250	3,390,000.00	587,300.00	3,977,300.00
09/01/26				157,975		106,225		129,500		146,250	0.00	539,950.00	539,950.00
03/01/27			1,905,000	157,975	635,000	106,225	1,000,000	129,500		146,250	3,540,000.00	539,950.00	4,079,950.00
09/01/27				112,850		96,700		109,500		146,250	0.00	465,300.00	465,300.00
03/01/28			2,510,000	112,850	675,000	96,700	500,000	109,500		146,250	3,685,000.00	465,300.00	4,150,300.00
09/01/28				50,100		86,575		99,500		146,250	0.00	382,425.00	382,425.00
03/01/29			2,505,000	50,100	725,000	86,575	625,000	99,500		146,250	3,855,000.00	382,425.00	4,237,425.00
09/01/29						75,700		87,000		146,250	0.00	308,950.00	308,950.00
03/01/30					1,885,000	75,700	2,100,000	87,000		146,250	3,985,000.00	308,950.00	4,293,950.00
09/01/30						38,000		45,000		146,250	0.00	229,250.00	229,250.00
03/01/31					1,900,000	38,000	2,250,000	45,000		146,250	4,150,000.00	229,250.00	4,379,250.00
09/01/31										146,250	0.00	146,250.00	146,250.00
03/01/32									1,000,000	146,250	1,000,000.00	146,250.00	1,146,250.00
09/01/32										131,250	0.00	131,250.00	131,250.00
03/01/33									1,000,000	131,250	1,000,000.00	131,250.00	1,131,250.00
09/01/33										116,250	0.00	116,250.00	116,250.00
03/01/34									1,000,000	116,250	1,000,000.00	116,250.00	1,116,250.00
09/01/34										101,250	0.00	101,250.00	101,250.00
03/01/35									1,000,000	101,250	1,000,000.00	101,250.00	1,101,250.00
09/01/35										86,250	0.00	86,250.00	86,250.00
03/01/36									1,000,000	86,250	1,000,000.00	86,250.00	1,086,250.00
09/01/36										71,250	0.00	71,250.00	71,250.00
03/01/37									1,000,000	71,250	1,000,000.00	71,250.00	1,071,250.00
09/01/37										56,250	0.00	56,250.00	56,250.00
03/01/38									1,000,000	56,250	1,000,000.00	56,250.00	1,056,250.00
09/01/38										41,250	0.00	41,250.00	41,250.00
03/01/39									1,250,000	41,250	1,250,000.00	41,250.00	1,291,250.00
09/01/39										22,500	0.00	22,500.00	22,500.00
03/01/40									1,500,000	22,500	1,500,000.00	22,500.00	1,522,500.00
	9,185,000	299,813	14,460,000	2,812,600	6,960,000	2,024,650	8,990,000	2,541,600	9,750,000	4,470,000	49,345,000	12,148,663	61,493,663

FUND BALANCE ANALYSIS

Debt Service

<u>Fiscal Year</u>	<u>Assessed Valuation</u>	<u>Projected Growth</u>	<u>Projected</u>				<u>Debt Payments</u>	<u>Change in Fund Balance</u>	<u>Fund Balance</u>
			<u>Tax Rate</u>	<u>Tax Revenue</u>	<u>Other Revenue</u>	<u>Total Revenue</u>			
2022	655,509,000	3.8%	\$0.91	5,905,000	171,300	6,076,300	5,333,313	742,988	6,640,610
2023	655,509,000	0.0%	\$0.91	5,905,000	171,300	6,076,300	6,009,400	66,900	6,707,510
2024	668,619,180	2.0%	\$0.91	6,024,000	171,300	6,195,300	6,107,900	87,400	6,794,910
2025	668,619,180	0.0%	\$0.91	6,024,000	171,300	6,195,300	5,116,700	1,078,600	7,873,510
2026	681,991,564	2.0%	\$0.91	6,144,000	171,300	6,315,300	4,564,600	1,750,700	9,624,210
2027	681,991,564	0.0%	\$0.91	6,144,000	171,300	6,315,300	4,619,900	1,695,400	11,319,610
2028	695,631,395	2.0%	\$0.91	6,267,000	171,300	6,438,300	4,615,600	1,822,700	13,142,310
2029	695,631,395	0.0%	\$0.91	6,267,000	171,300	6,438,300	4,619,850	1,818,450	14,960,760
2030	709,544,023	2.0%	\$0.91	6,392,000	171,300	6,563,300	4,602,900	1,960,400	16,921,160
2031	709,544,023	0.0%	\$0.91	6,392,000	171,300	6,563,300	4,608,500	1,954,800	18,875,960
2032	723,734,903	2.0%	\$0.91	6,520,000	171,300	6,691,300	1,292,500	5,398,800	24,274,760
2033	723,734,903	0.0%	\$0.91	6,520,000	171,300	6,691,300	1,262,500	5,428,800	29,703,560
2034	738,209,601	2.0%	\$0.91	6,651,000	171,300	6,822,300	1,232,500	5,589,800	35,293,360
2035	738,209,601	0.0%	\$0.91	6,651,000	171,300	6,822,300	1,202,500	5,619,800	40,913,160
2036	752,973,793	2.0%	\$0.91	6,784,000	171,300	6,955,300	1,172,500	5,782,800	46,695,960
2037	752,973,793	0.0%	\$0.91	6,784,000	171,300	6,955,300	1,142,500	5,812,800	52,508,760
2038	768,033,269	2.0%	\$0.91	6,919,000	171,300	7,090,300	1,112,500	5,977,800	58,486,560
2039	768,033,269	0.0%	\$0.91	6,919,000	171,300	7,090,300	1,332,500	5,757,800	64,244,360
2040	783,393,935	2.0%	\$0.91	7,058,000	171,300	7,229,300	1,545,000	5,684,300	69,928,660

The above analysis indicates that the district could maintain the debt service tax levy at \$.91, and that rate would be sufficient to make all future outstanding and projected debt service payments assuming a 2% growth rate in all future property re-assessments. This rate would also be sufficient even if the growth rate is only 1% every reassessment cycle. Refunding of the General Obligation Bonds in 2016, 2018 and 2020 saved the district money and allows the district to maintain a consistent levy. The refundings also allowed the District to further smooth the payment schedule.

ELECTION RESULTS**From 1987 to Current**

<u>Date of Election</u>	<u>Type of Issue</u>	<u>Amount of Increase</u>	<u>Yes Votes</u>	Percent <u>Yes Votes</u>	<u>No Votes</u>	Percent <u>No Votes</u>	<u>Total Votes</u>	<u>Pass/Fail</u>	<u>Notes/Comments</u>
02/03/1987	Operating Levy	\$0.97	2,971	43.2%	3,908	56.8%	6,879	FAIL	
04/07/1987	Operating Levy	\$0.97	7,057	51.2%	6,728	48.8%	13,785	PASS	
11/08/1988	Bond Issue	\$30 million	10,841	54.4%	9,082	45.6%	19,923	FAIL	
04/04/1989	Bond Issue	\$30 million	4,698	47.8%	5,134	52.2%	9,832	FAIL	Note the drop of 10,000 voters
04/03/1990	Bond Issue	\$30 million	11,576	72.1%	4,470	27.9%	16,046	PASS	
04/05/1994	Bond Issue	\$6.5 million	7,117	60.2%	4,702	39.8%	11,819	PASS	
06/07/1994	Operating Levy		1,946	42.5%	2,632	57.5%	4,578	FAIL	Waiver of Prop C Rollback
04/07/1998	Bond Issue	\$9 million	4,898	68.3%	2,274	31.7%	7,172	PASS	No tax increase
11/03/1998	Operating Levy	\$0.46	7,874	64.1%	4,403	35.9%	12,277	PASS	Waiver of Prop C Rollback. Actual amount of increase will vary year to year.
04/02/2002	Bond Issue	\$13 million	4,322	68.6%	1,974	31.4%	6,296	PASS	No tax increase
04/05/2005	Bond Issue	\$6 million	3,901	68.4%	1,805	31.6%	5,706	PASS	No tax increase
04/05/2005	Tax Transfer	\$0.18	3,074	57.5%	2,274	42.5%	5,348	PASS	Combined Operating and Debt Service Levy was unchanged.
04/03/2007	Bond Issue	\$32 million	3,955	51.0%	3,806	49.0%	7,761	FAIL	
11/04/2008	Bond Issue	\$50 million	12,267	64.8%	6,650	35.2%	18,917	PASS	\$0.20 Debt Service Levy increase
11/07/2017	Operating Levy	\$0.39	2,269	64.5%	1,250	35.5%	3,519	PASS	
06/02/2020	Bond Issue	\$19.5 million	3,040	80.4%	739	19.6%	3779	PASS	No tax increase

STUDENT ENROLLMENT PROJECTION METHODOLOGY

Ritenour School District's primary projection tool is a Cohort Survival model, which projects future students by grade by school. The Cohort Survival model is considered very reliable and is utilized by the U.S. Census Bureau for their reports. The model uses an "aging" concept that moves a group, or cohort, of students into the future and increases or decreases their numbers according to past experience through history.

The Cohort Survival methodology relies on historical enrollment and birth data to capture the effects of in and out-migration, housing changes, and natural trends in population. In essence, the model derives a growth factor or ratio for student survival matriculation to the next grade based upon previous survival numbers to the same grade of students.

The historical number of births is a good indicator of future kindergarten class size. Birth data is acquired from EducationPlus Resources Inc. which has partnered with the Missouri Department of Health and Senior Services. Several steps are taken to interpolate future kindergarten enrollment based on births, as not all children born will enter kindergarten. To project kindergarten enrollment, births by census tract have to be estimated for a five-year period e.g., births from 2015 will potentially enter kindergarten in 2020-21.

In order to project the number of kindergarten students, Ritenour uses past birth and kindergarten data to obtain a historical percentage of the number of births compared to actual enrollment by school. This percent is then applied to birth data in order to predict future kindergarten enrollment by school. For the District as a whole, past enrollment information predicts that approximately seventy-six percent of the number of children born in the District's attendance area will enroll as kindergarten students.

ENROLLMENT PROJECTIONS
(Cohort Survival Ratio Method)

Birth year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
# of Births	640	608	656	589	670	611	unknown	unknown	unknown	unknown	unknown

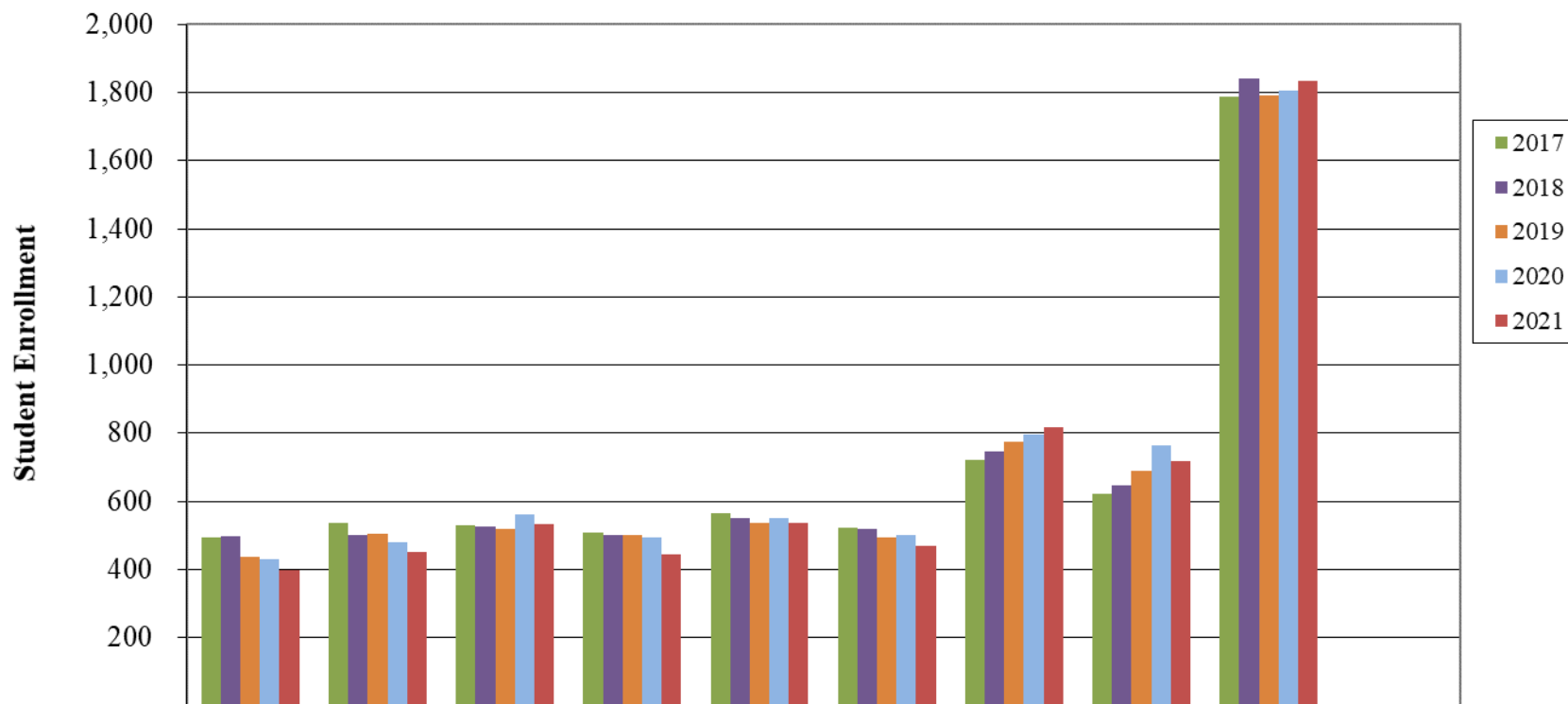
Historical

Projections

Grade	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
K	544	463	470	462	532	401	518	511	458	536	466
1	557	560	460	482	482	517	576	525	517	465	545
2	554	549	559	458	471	463	509	569	518	510	458
3	539	537	531	544	456	468	460	506	565	515	506
4	506	543	520	531	538	454	464	457	503	561	510
5	450	502	551	513	535	525	455	465	459	505	564
6	446	445	513	535	506	526	534	461	472	472	511
7	479	441	442	507	536	496	523	531	459	469	469
8	441	460	439	423	519	515	492	519	526	455	465
9	458	447	478	452	441	515	526	502	530	538	464
10	480	445	447	479	447	421	506	516	493	520	528
11	452	447	443	428	465	410	399	480	489	468	493
12	442	451	475	433	453	487	421	410	493	503	481

Total	6,348	6,290	6,328	6,247	6,381	6,198	6,383	6,452	6,482	6,517	6,460
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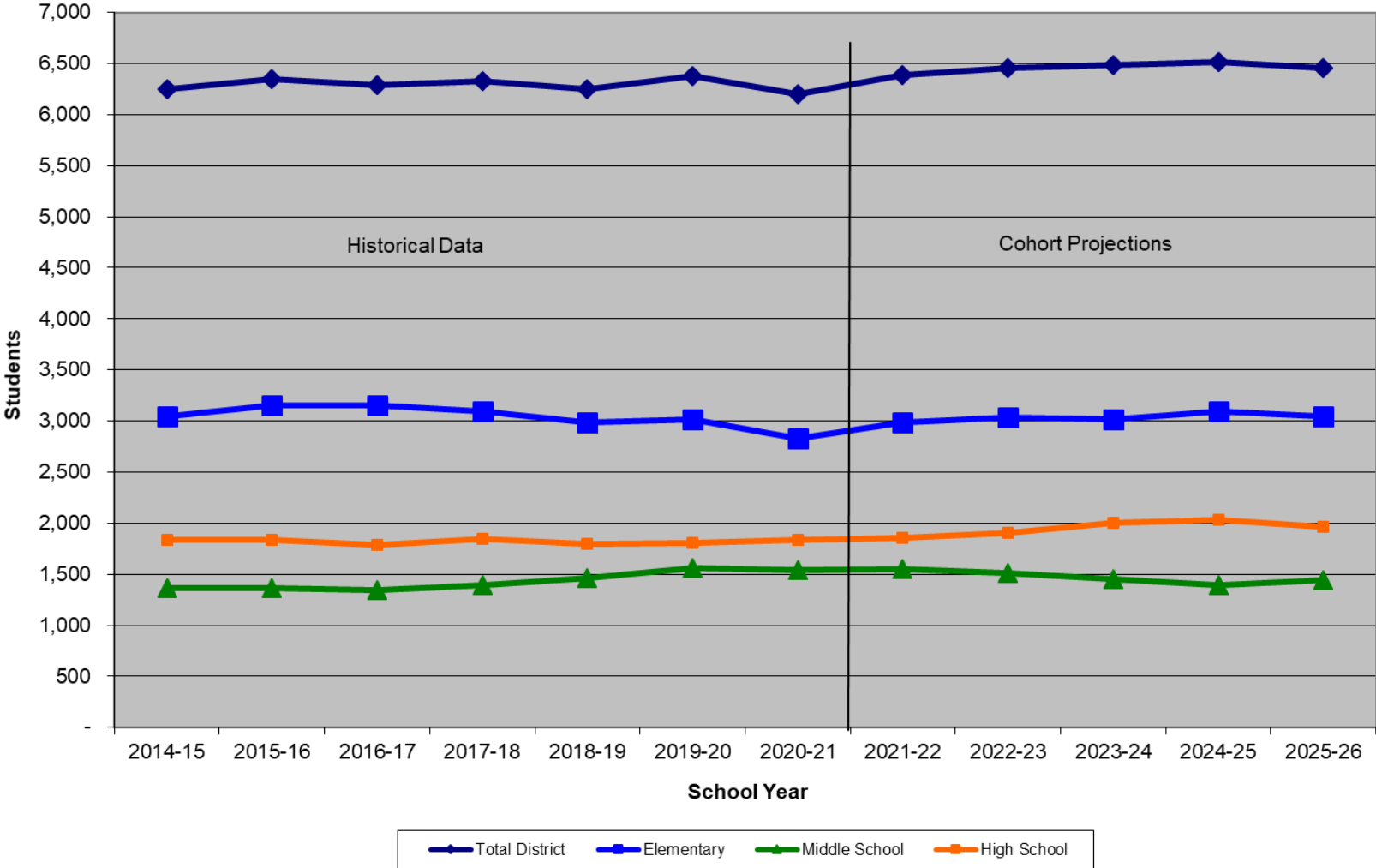
ENROLLMENT HISTORY By Building



Year	Buder	Iveland	Kratz	Marion	Marvin	Wyland	Hoech Middle	Ritenour Middle	Ritenour High	Total
2017	493	536	529	509	566	521	723	623	1,790	6,290
2018	496	501	524	502	549	519	747	647	1,843	6,328
2019	437	504	517	501	537	494	774	691	1,792	6,247
2020	428	479	561	495	551	500	797	764	1,806	6,381
2021	399	450	532	443	536	468	818	719	1,833	6,198

Note: The student enrollment by building is represented in the bar graph above each school name.

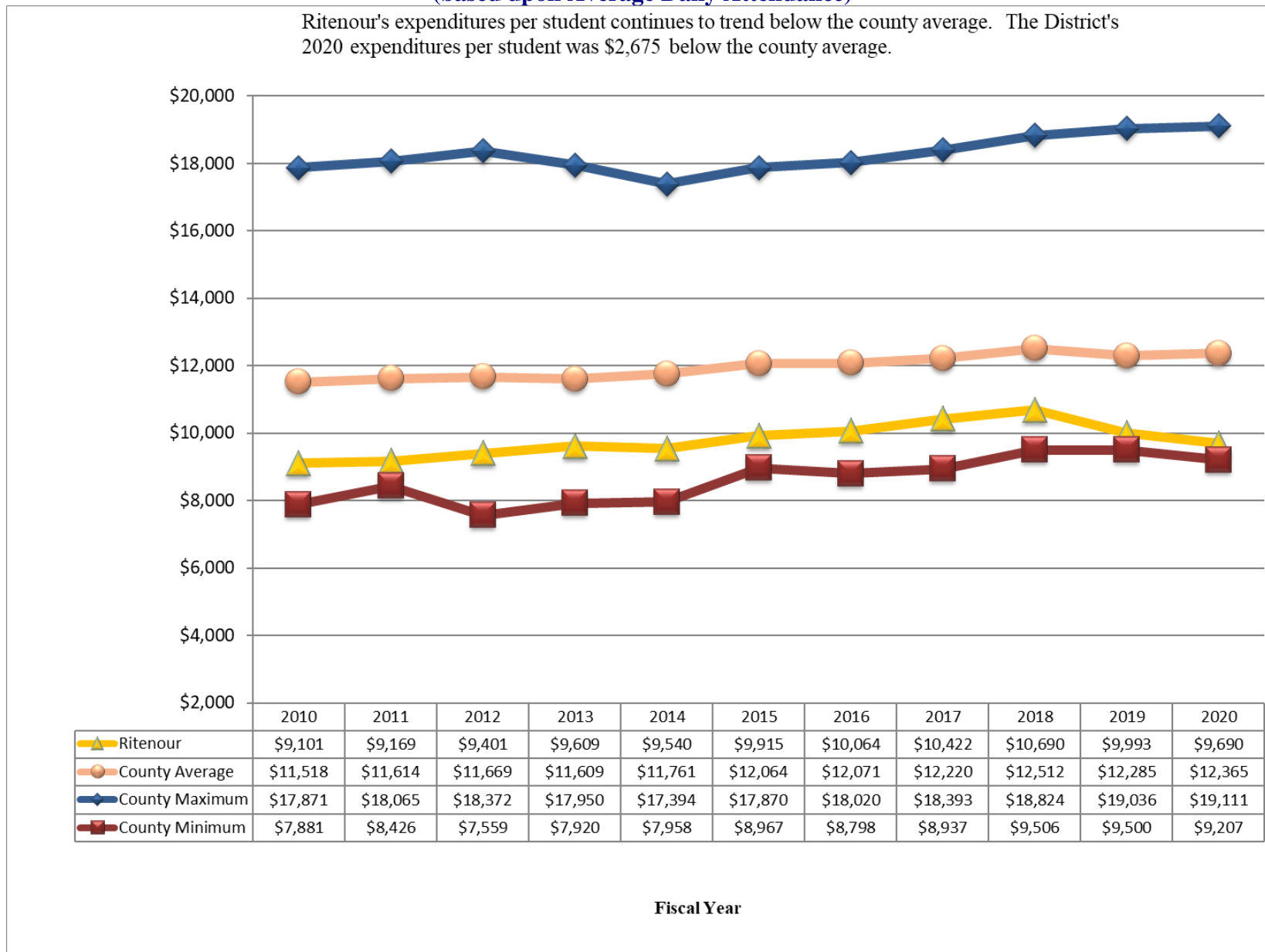
ENROLLMENT HISTORY By Grade Level



CURRENT EXPENDITURES PER STUDENT

(based upon Average Daily Attendance)

Ritenour's expenditures per student continues to trend below the county average. The District's 2020 expenditures per student was \$2,675 below the county average.



LOCAL EFFORT/STATE AID & EXPENDITURES PER STUDENT

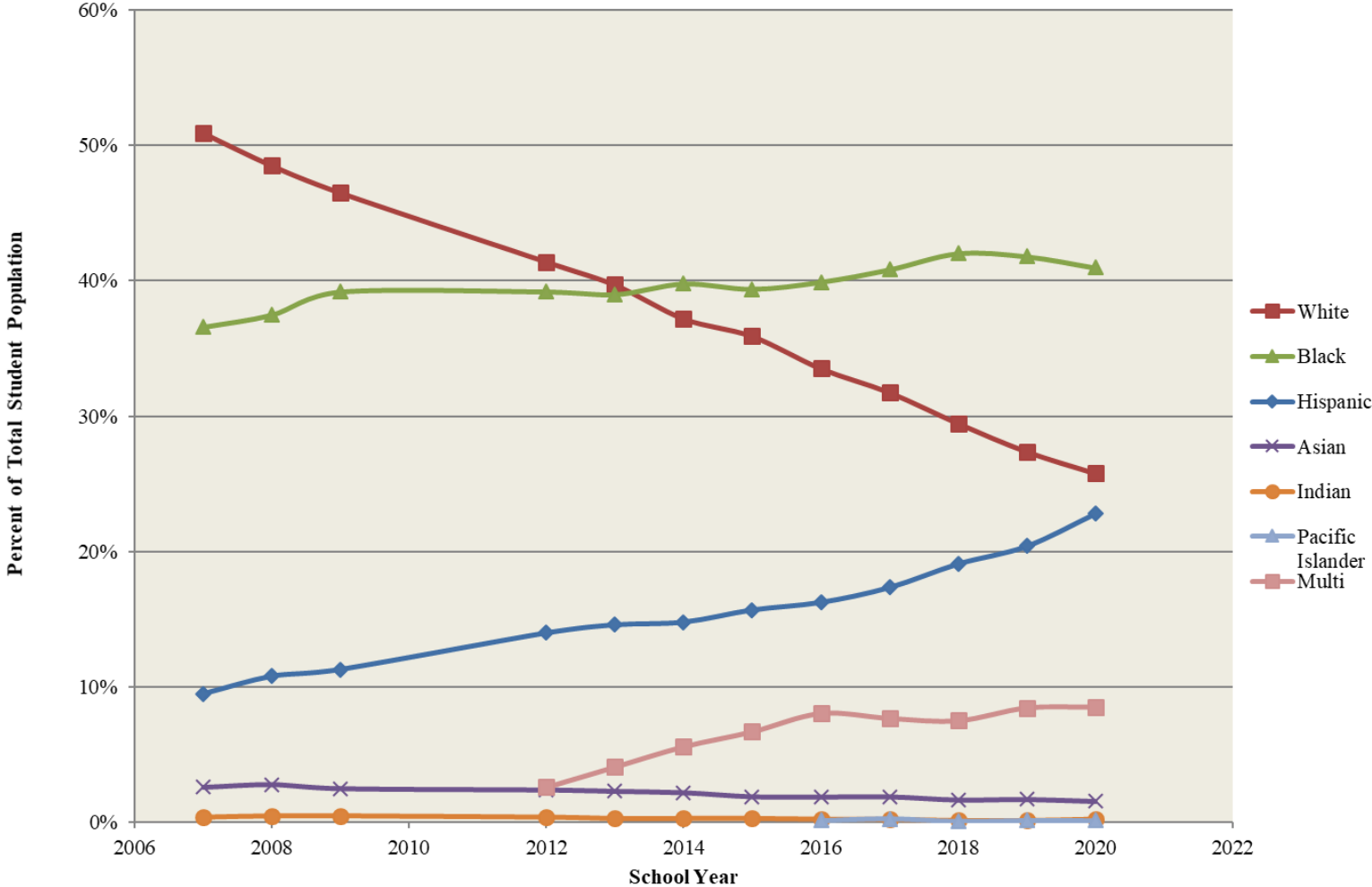
For the 2019-20 Fiscal Year
St. Louis County School Districts

	Assessed Valuation	K-12 Enrollment	Valuation per Student	Operating Tax Levy	State Aid per Student	Current Expenditures per ADA
Brentwood	\$354,748,750	768	\$461,912.43	\$4.0174	\$510	\$19,111
Clayton	\$1,309,893,760	2,618	\$500,341.39	\$3.8762	\$490	\$18,343
University City	\$757,213,130	2,508	\$301,919.11	\$3.8726	\$2,137	\$15,469
Pattonville	\$1,505,365,420	6,007	\$250,601.87	\$4.6652	\$789	\$14,040
Normandy	\$300,657,210	2,987	\$100,655.24	\$4.0014	\$5,625	\$13,713
Ladue	\$1,869,741,100	4,236	\$441,393.08	\$2.8057	\$549	\$13,361
Ferguson-Florissant	\$1,055,962,370	9,473	\$111,470.75	\$4.8411	\$3,476	\$13,144
Valley Park	\$204,881,410	871	\$235,225.50	\$4.0620	\$1,064	\$12,989
Maplewood R.H.	\$347,947,070	1,438	\$241,965.97	\$4.4142	\$1,443	\$12,785
Parkway	\$5,168,617,150	17,525	\$294,928.23	\$3.6624	\$534	\$12,490
Webster Groves	\$952,943,860	4,484	\$212,520.93	\$4.3863	\$2,057	\$12,381
Hancock Place	\$174,539,900	1,412	\$123,611.83	\$3.9557	\$4,982	\$11,718
Kirkwood	\$1,648,228,770	5,864	\$281,075.85	\$3.9306	\$639	\$11,148
Hazelwood	\$1,851,667,080	16,589	\$111,620.17	\$5.0288	\$3,158	\$11,007
Jennings	\$102,199,800	2,429	\$42,074.85	\$5.3478	\$5,333	\$10,689
Affton	\$459,425,970	2,587	\$177,590.25	\$4.9191	\$1,867	\$10,671
Rockwood	\$3,741,365,540	20,897	\$179,038.40	\$3.8739	\$1,743	\$10,509
Bayless	\$178,503,090	1,715	\$104,083.43	\$4.0889	\$3,987	\$10,394
Ritenour	\$626,765,950	6,375	\$98,316.23	\$4.4859	\$3,721	\$9,690
Mehlville	\$2,053,856,480	9,963	\$206,148.40	\$3.7994	\$1,672	\$9,592
Lindbergh	\$1,555,036,280	7,085	\$219,482.89	\$3.1892	\$1,315	\$9,576
Riverview-Gardens	\$211,878,480	5,414	\$39,135.29	\$4.1051	\$5,151	\$9,207
Ritenour Ranking (of 22, high to low)		7	20	6	6	19
Maximum		20,897	\$500,341	\$5.3478	\$5,625	\$19,111
Minimum		768	\$39,135	\$2.8057	\$490	\$9,207
Average		6,057	\$215,232	\$4.1513	\$2,375	\$12,365
Median		4,360	\$209,335	\$4.0397	\$1,805	\$12,050

Note: State Aid only includes revenue from the Basic Formula and Classroom Trust Fund. Assessed Valuation is Post BOE figures and not as of December 31.

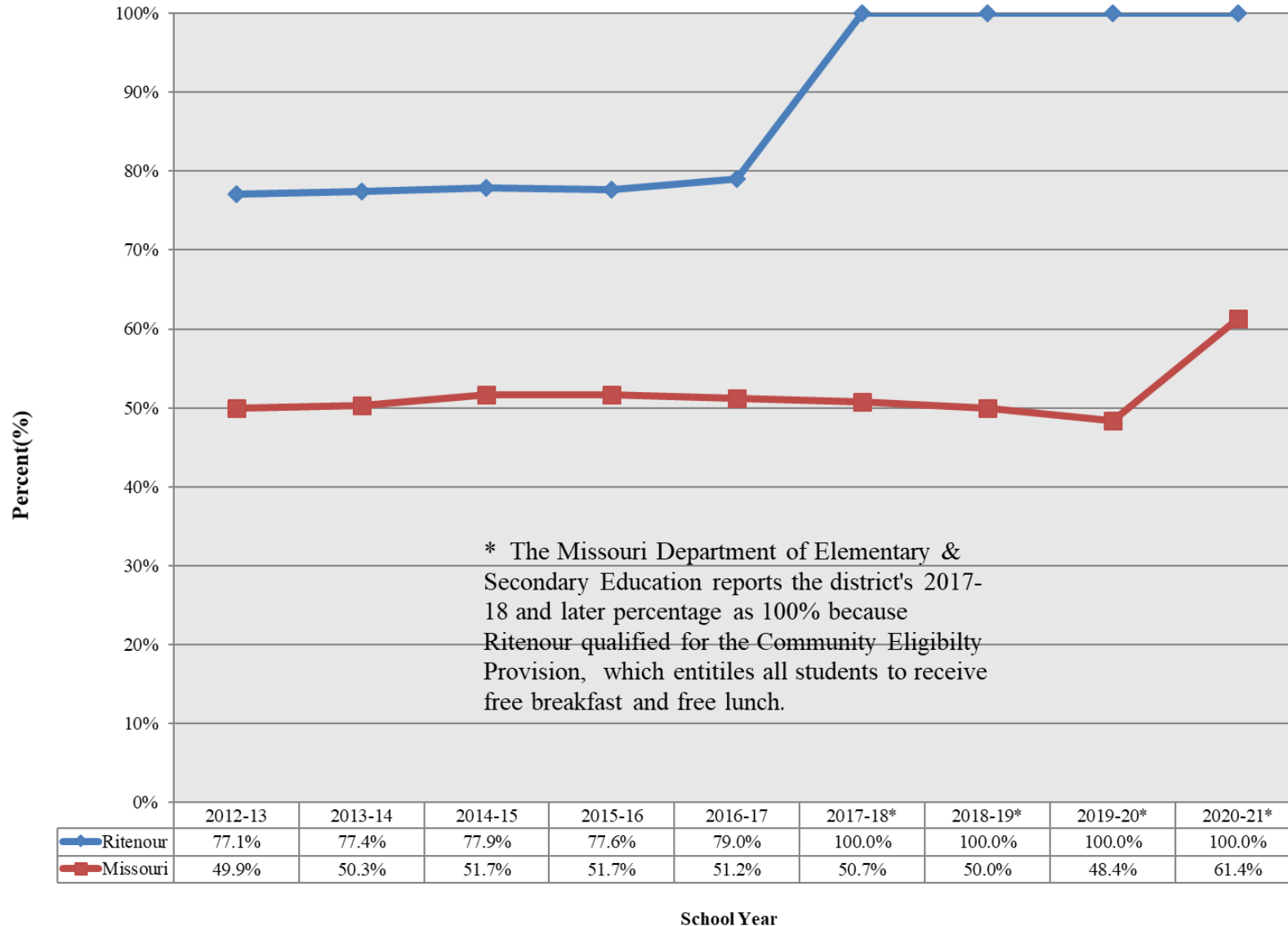
Source: Missouri Department of Elementary and Secondary Education

STUDENT DEMOGRAPHICS 2007-2020 School Years



Source: Missouri Department of Elementary and Secondary Education

STUDENTS ELIGIBLE FOR FREE & REDUCED-PRICE LUNCH Ritenour vs. Missouri



STANDARDIZED TEST SCORES

Note: Standardized tests were not administered in the Spring of 2020 due to the Covid-19 pandemic. Standardized testing was reinstated in the 2020-21 school year.

For the most part, people feel connected to education based upon their personal experiences and have difficulties understanding the complexities of the educational process. These feelings are further fueled by the results of achievement. Ritenour, not unlike many other districts, has not seen the student achievement results it expects. One can also easily point to the lack of funding, the changing student demographics and a cultural shift in our society as the reasons. It is our job as educators to confront these issues to ensure the students in our District have the best opportunities to succeed. This budget acts as one way to reproduce the educational programs of the District as a financial representation, and to also present information that both compares and provides historical elements of the District.

Missouri School Districts utilize the Missouri Assessment Program (MAP) as the state's grade-level assessment test to assess student achievement. The MAP is designed to measure how well students acquire the skills and knowledge described in Missouri's Learning Standards (standards). The assessments yield information on academic achievement at the student, class, school, district, and state levels. This information is used to diagnose individual student strengths and weaknesses in relation to the instruction of the standards and to gauge the overall quality of education throughout Missouri. These scores are also used to determine the progress and achievement level of students in each district in Missouri and to assist in determining a district's accreditation level.

In 2005-06 the MAP test was revised and expanded to comply with the U.S Department of Education standards and includes annual grade-level tests in communication arts, mathematics and science. In 2009-10 the MAP was discontinued at the high school level. In its place high school students now take an End-of-Course (EOC) exam in certain courses. The 2015 MAP tests were the first to assess Missouri students' achievement under new, higher standards in English Language Arts and Math. The tests were revised again in 2016 and 2017. Since the tests are new, the results cannot be compared to those from prior years. Also beginning with the spring of 2015, all MAP and EOC assessments were computerized.

The Grade-Level Assessment is a yearly standards-based test that measures specific skills defined for each grade by the state of Missouri. All students in grades 3-8 in Missouri public and charter schools take the Grade-Level Assessment:

- English-language Arts (ELA) is administered in grades 3-8
- Mathematics is administered in grades 3-8
- Science is administered in grades 5 and 8

End-of-Course (EOC) Assessments are taken when a student has received instruction on the Missouri Learning Standards for a course, regardless of grade level. Students in Missouri, including Missouri Options Program students, have four EOC assessments that are required prior to high-school graduation:

- Algebra 1
- Biology
- English II
- Government

For students who complete the Algebra I EOC assessment prior to high school, Algebra II is the required high school mathematics assessment for accountability purposes. MAP-Alternate (MAP-A) Assessment is administered to students with the most significant cognitive disabilities who meet grade level and eligibility criteria that are determined by the student’s Individualized Education Program (IEP) team used DESE-established eligibility criteria. No student may be tested outside of his or her assigned grade level. The MAP-A must be administered by educators in three content area:

- ELA in grades 3-8 and 11
- Mathematics in grades 3-8 and 11
- Science in grades 5, 8 and 11

20-21 Scores by area and grade level
(Percent of Proficient and Advanced Students)

Area	English/Language Arts							Mathematics							Science			Social Studies	
Grade	3	4	5	6	7	8	HS2	3	4	5	6	7	8	ALG1	ALG2	5	8	HS	HS
Ritenour%	20	29	24	26	25	34	37	11	15	11	16	14	11	15	8	16	20	21	N/A
State%	42	48	42	43	41	46	56	37	39	33	37	33	27	36	44	40	37	34	N/A

Data from "Missouri Comprehensive Data System" section of DESE website (<http://mcds.dese.mo.gov>)

The MAP is a criterion-referenced test of skills mastered. The MAP reports the level of students' skill as determined by the State of Missouri. Each level represents a progression of specific skills which relate to Missouri's Show-Me Standards; a set of academic goals adopted by the State Board of Education. The four achievement levels are: Advanced, Proficient, Basic and Below Basic. The level to which students are assigned is determined by how well students demonstrate an understanding of skills in the tested area. The State of Missouri determines the level at which students must function to be assigned a certain category. The four achievement categories identify different knowledge growth.

Advanced: Students demonstrate in-depth understanding of all concepts and apply that knowledge in complex ways.

Proficient: Students demonstrate the knowledge and skills called for by the Show-Me Standards. Missouri has set the Proficient or Advanced as the desired achievement goal for all students.

Basic: Students understand many key concepts, although their application of that knowledge is limited. Students are beginning to use their knowledge of simple concepts to solve basic problems, but they still make many errors.

Below Basic: Students are substantially behind in terms of meeting the Show-Me Standards. They demonstrate a minimal understanding of fundamental concepts and little ability to apply that knowledge.

All students in Missouri schools take each of the three sections of the test during specific grade levels, as shown below:

<u>Area</u>	<u>Grade</u>
Communication Arts	3 to 8
Mathematics	3 to 8
Science	5 and 8

MISSOURI ASSESSMENT PROGRAM (MAP) RESULTS
By Area and Grade

Note: Standardized tests were not administered in the Spring of 2020 due to the Covid-19 pandemic. Standardized testing was reinstated in the 2020-21 school year.

Percent of Students designated as Proficient

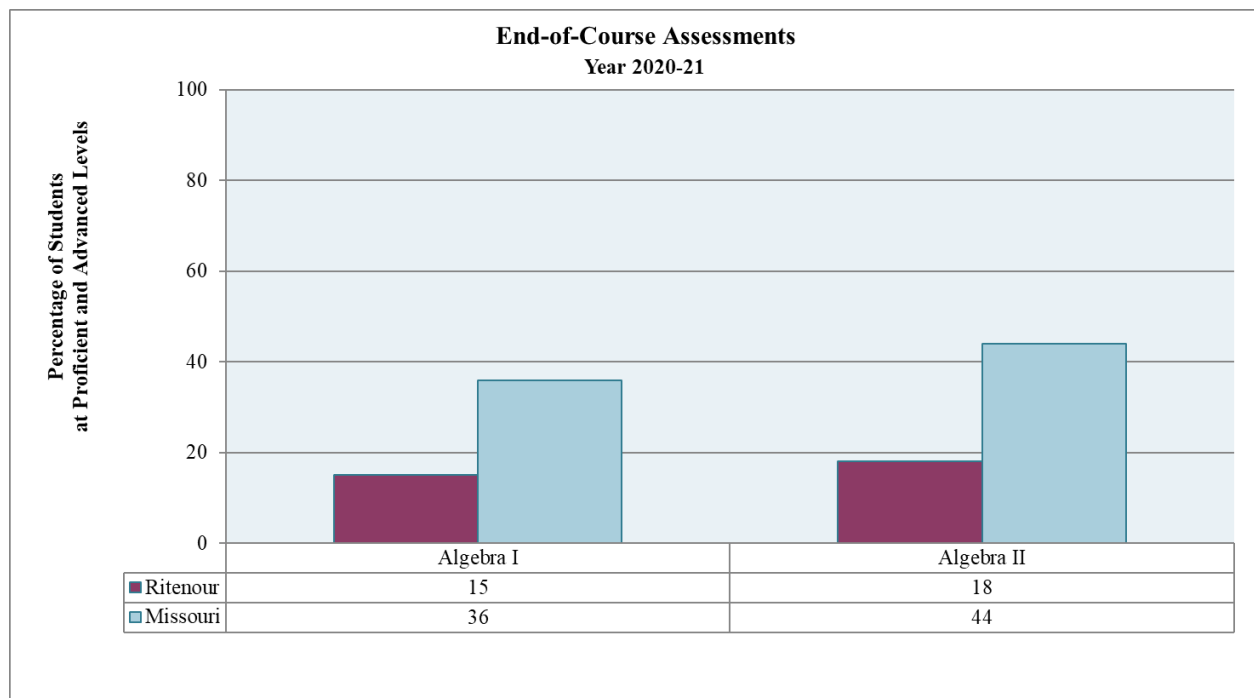
Content Area	Year 2017-2018			Year 2018-2019			Year 2020-2021		
	Communication Arts	Mathematics	Science	Communication Arts	Mathematics	Science	Communication Arts	Mathematics	Science
Grade 3	34.2	33.9	-	26.8	32.3	-	20.0	11.0	-
Grade 4	37.5	37.0	-	35.0	36.6	-	29.0	15.0	-
Grade 5	39.9	32.0	N/A	32.7	30.5	24.7	24.0	11.0	19.8
Grade 6	36.7	30.1	-	32.9	29.4	-	26.0	16.0	-
Grade 7	26.1	21.9	-	34.0	15.7	-	34.0	14.0	-
Grade 8	30.2	6.7	N/A	26.6	7.0	25.6	37.0	11.0	41.9
*State - All Grades	49.2	42.1	N/A	48.7	41.9	41.8	45.3	35.3	37.1

END-OF-COURSE (EOC) ASSESSMENTS

Note: Standardized tests were not administered in the Spring of 2020 due to the Covid-19 pandemic. Standardized testing was reinstated in the 2020-21 school year.

End-of-Course assessments are taken when a student has received instruction on the Missouri Learning Standards for an assessment, regardless of grade level. All EOC assessments are available only online, unless a student's IEP indicates a different format is needed. Missouri's suite of available End-of-Course assessments includes: English I, English II, Algebra I, Algebra II, Geometry, American History, Government, Biology and Physical Science. In Ritenour, students take part in the assessments required for graduation in Missouri which are Algebra 1, English 2, Biology, and Government. For students who complete the Algebra I EOC assessment prior to high school, Algebra II is the required high school mathematics assessment for accountability purposes.

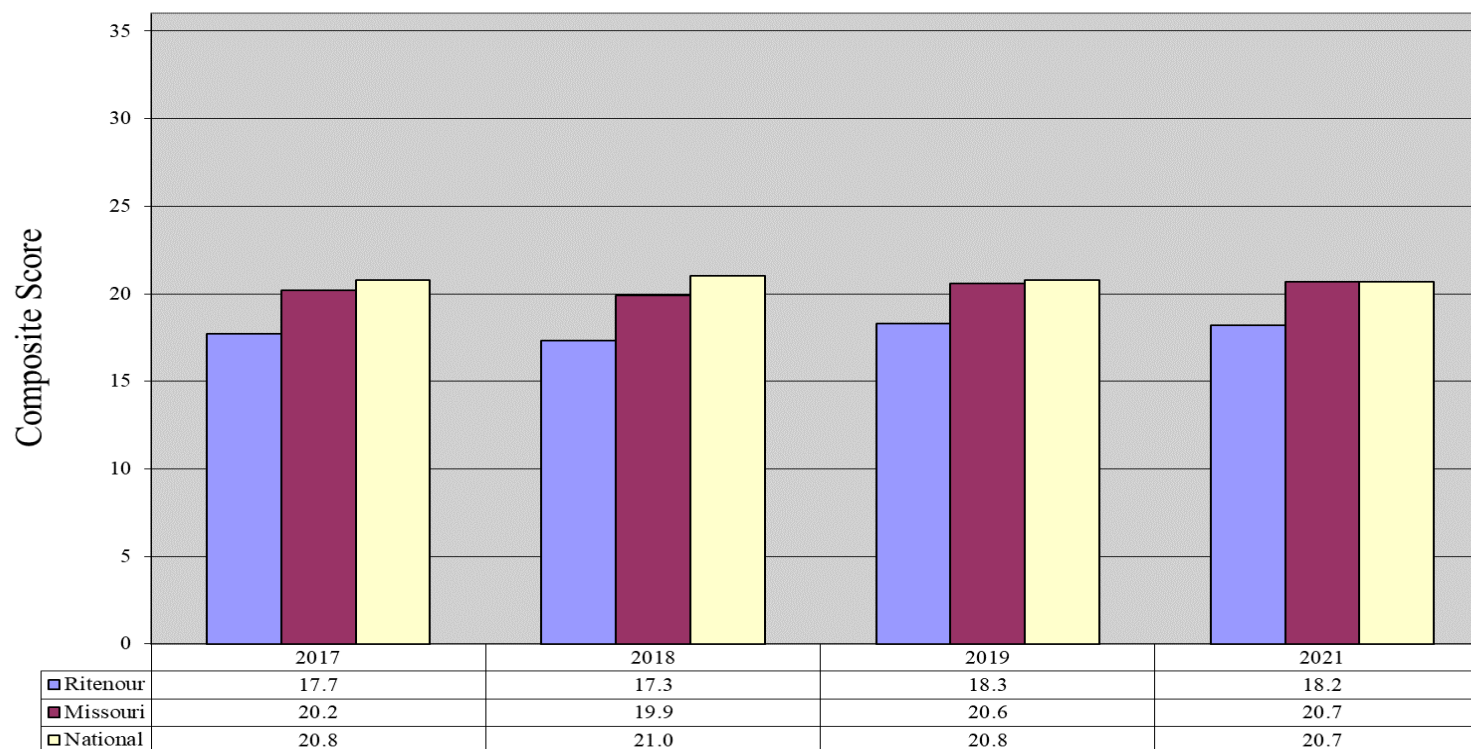
All students, including Missouri Option students, are required to participate in EOC assessments designated as "required" for accountability purposes. The chart below shows the End of Course Assessments for 2020-2021 for Algebra 1 and Algebra 2 compared to the Missouri Average:



AMERICAN COLLEGE TEST (ACT) SCORES

The ACT is a curriculum-based achievement test made up of four separate exams in English, Reading, Mathematics, and Science. The ACT is the nation's most widely accepted college admission and placement exam, and is scored on a scale of 1 to 36, with 36 the highest possible score. The chart below displays the Ritenour School District student average composite score compared to Missouri and National averages from 2017 to 2021.

In 2021, 194 of Ritenour students participated in the testing offered through the ACT program. The average composite score of all Ritenour students that took the test was 19.2 while the average state score was 20.8. Only 8% of Ritenour graduates met all four college-readiness benchmarks, while 25% of graduates state-wide met all four benchmarks.



The MAP and EOC assessment scores of Ritenour students have lagged behind state averages. Each year, certain grade levels, testing subjects and demographic subgroups show improvement. But this improvement lacks the consistent overall growth expected. The Board and the schools have set goals to raise student achievement with the MAP scores being one of the assessment tools. To increase student achievement, Ritenour teachers and administrators will continue to focus on the following strategies:

- Align instruction to priority standards and maximize instructional time by differentiating to meet every student's academic needs through small group instruction;
- Develop capacity to deliver instruction through relevant, rigorous, and engaging learning experiences;
- Align structures (policies, procedures, practices) in an effective and efficient system;
- Utilize PLC/Data team processes to assess student learning formatively and respond to their needs through a well-developed Response to Intervention (RtI) program.
- Become trauma-informed to address numerous student needs.

Initiatives related to these strategies include maintaining instructional facilitator staff, utilizing all assistant principals to facilitate curriculum alignment, providing professional development in small group instruction, culturally relevant pedagogy, and implementation of Assessment for Learning strategies. Coaching and collaboration regarding continuous and effective use of data to inform instruction will be ongoing emphases.

A summer readiness week before the regular term will continue to prepare incoming kindergarten students for the transition in the school structures. Observations have been made that many of the kindergarten students are not prepared for the elementary school structure. This program is for students who have little or no preschool experience. This one-week program is intended to expose students to entry level kindergarten skills and ease the stress associated with transition. The benefit for these students will be to become familiar with the school, interact with classmates and teachers and feel more comfortable leaving their parents for the first time. In addition, the district holds transition activities in the fall on the day before school begins. This transition day is for students who are progressing from elementary to middle school or from middle school to high school. These activities will assist the students to be more familiar with the building and staff, before classes begin and all students arrive.

Dropout rates for the last 3 school years available on the DESE website for 2019, 2020 and 2021 are 7.0%, 3.5% and 5.0%, respectively.

BUDGETED POSITIONS

	2019	2020	2021	2022	2023	Increase/ (Decrease)
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	
<u>Administrative Positions</u>						
Activities Director	1.00	-	-	-	-	-
Assistant Principal - Elem.	6.00	6.00	6.00	6.00	6.00	-
Assistant Principal - HS	4.00	4.00	4.00	4.00	3.00	(1.00)
Assistant Principal - MS	4.00	4.00	4.00	4.00	4.00	-
Assistant Superintendent	3.00	3.00	3.00	3.00	3.00	-
Associate Principal - HS	-	-	-	-	1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00	1.00	-
Coordinator - Adult Education	1.00	1.00	1.00	1.00	1.00	-
Coordinator - Athletics & Activities	-	1.00	1.00	1.00	1.00	-
Coordinator - Curriculum & Federal Programs	-	-	1.00	1.00	1.00	-
Coordinator - Professional Learning	1.00	1.00	1.00	1.00	1.00	-
Director - Accounting	1.00	1.00	1.00	1.00	1.00	-
Director - Alternative Education	1.00	1.00	1.00	1.00	1.00	-
Director - Athletics & Activities	1.00	1.00	1.00	1.00	1.00	-
Director - Child Nutrition	1.00	1.00	1.00	1.00	1.00	-
Director - Community Services	1.00	1.00	1.00	1.00	1.00	-
Director - Operations	1.00	1.00	1.00	1.00	1.00	-
Director - Secondary Education	-	-	-	1.00	1.00	-
Director - Technology	1.00	1.00	1.00	1.00	1.00	-
Director - Transportation	1.00	1.00	1.00	1.00	1.00	-
Principal - Early Childhood	1.00	1.00	1.00	1.00	1.00	-
Principal - Elementary	6.00	6.00	6.00	6.00	6.00	-
Principal - High School	1.00	1.00	1.00	1.00	1.00	-
Principal - Middle School	2.00	2.00	2.00	2.00	2.00	-
Superintendent	1.00	1.00	1.00	1.00	1.00	-
Supervisor - Child Nutrition	1.00	-	-	-	-	-
Supervisor - Custodial	1.00	1.00	1.00	1.00	1.00	-
Supervisor - Maintenance	1.00	1.00	1.00	1.00	1.00	-
Total Administrative	43.00	42.00	43.00	44.00	44.00	-

	2019	2020	2021	2022	2023	Increase/ (Decrease)
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	
<u>Teaching/Instructional Positions</u>						
Adult Basic Education Teacher	12.00	12.00	11.00	11.00	11.00	-
Alternative Education Instructor	3.00	3.00	4.00	4.00	4.00	-
Alternative School Counselor	-	-	-	-	1.00	1.00
Alternative School Teacher	-	-	-	-	2.00	2.00
Teacher - Husky Academy	-	2.00	2.00	2.00	1.00	(1.00)
Art - Elementary	6.00	6.00	6.00	6.00	6.00	-
Art - Middle School	2.00	2.00	2.00	2.00	2.00	-
Art - High School	4.00	4.00	4.00	4.00	4.00	-
Bilingual SEL Support	-	-	-	-	1.00	1.00
Business - High School	7.00	6.00	6.00	6.00	5.00	(1.00)
Counselor - College & Career	2.00	2.00	2.50	2.00	2.00	-
Counselor - ELL	1.00	1.00	1.00	1.00	1.00	-
Counselor - Elementary	9.00	9.00	9.00	13.00	13.00	-
Counselor - Middle	4.00	4.00	5.00	6.00	6.00	-
Counselor - High School	5.00	4.00	4.00	5.00	6.00	1.00
Counselor - Secondary	-	-	-	-	1.00	1.00
Dean of Students	-	-	-	1.00	3.00	2.00
Early Childhood Teacher	8.00	8.00	8.00	7.00	7.00	-
Elementary - Grade 1	24.00	24.00	27.00	30.00	26.00	(4.00)
Elementary - Grade 2	23.00	23.00	24.00	27.00	29.00	2.00
Elementary - Grade 3	25.00	20.00	23.00	24.00	25.00	1.00
Elementary - Grade 4	24.00	25.00	22.00	23.00	24.00	1.00
Elementary - Grade 5	24.00	24.00	24.00	22.00	23.00	1.00
Elementary - RVA	-	-	-	-	3.00	3.00
ELL Teacher - IWC	-	-	-	-	1.00	1.00
English Language Learners K-12	20.00	22.00	23.00	25.00	26.00	1.00
Family & Consumer Science HS	5.00	5.00	5.00	5.00	5.00	-
French - High School	1.00	1.00	1.00	1.00	1.00	-
German - High School	1.00	1.00	1.00	1.00	1.00	-
Graduation Coach	1.00	1.00	1.00	1.00	1.00	-
Instructional Coach	2.00	4.00	5.00	5.00	3.00	(2.00)
Instructional Facilitators	2.00	2.00	-	-	1.00	1.00
Instructional Technology Specialist	1.00	-	-	-	-	-
Instrumental Music - High School	3.00	3.00	3.00	3.00	3.00	-
Instrumental Music - Middle School	4.00	4.00	4.00	4.00	4.00	-
Kindergarten	24.00	27.00	27.00	29.00	29.00	-
Language Arts - High School	14.00	14.00	14.00	14.00	14.00	-
Librarian - Elementary School	6.00	6.00	6.00	6.00	6.00	-
Librarian - High School	2.00	1.00	1.00	1.00	1.00	-

	2019	2020	2021	2022	2023	Increase/ (Decrease)
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	
Librarian - Middle School	2.00	2.00	2.00	2.00	2.00	-
Math - Middle School	-	-	-	-	2.00	2.00
Math - High School	14.00	15.00	16.00	16.00	16.00	-
Math - IWC	-	-	-	-	1.00	1.00
Math Coach - Title I	1.00	-	-	-	-	-
Math Interventionist	2.00	2.00	3.00	3.00	2.00	(1.00)
Media Convergence	2.00	2.00	2.00	2.00	2.00	-
Middle School - Grade 6	19.00	19.00	19.00	19.00	20.00	1.00
Middle School - Grade 7	19.00	20.00	19.00	19.00	19.00	-
Middle School - Grade 8	19.00	19.00	22.00	22.00	21.00	(1.00)
Middle School - RVA	-	-	-	-	0.50	0.50
Missouri Options Teacher	-	-	-	-	-	-
Part-Time Teacher	-	-	-	-	0.60	0.60
PE/Health - Elementary	12.00	12.00	12.00	12.00	12.00	-
PE/Health - High School	6.00	6.00	6.00	6.00	6.00	-
PE/Health - Middle School	8.00	8.00	8.00	8.00	8.00	-
PLTW - Middle School	4.00	4.00	4.00	4.00	4.00	-
Gifted - Elem.	3.00	3.00	3.00	3.00	3.00	-
Gifted - Middle	2.00	2.00	2.00	2.00	2.00	-
Reading Interventionist	-	-	-	-	3.00	3.00
Reading Specialist	3.00	4.00	4.00	10.00	10.00	-
Science - High School	14.00	14.00	14.00	14.00	14.00	-
Social Studies - High School	12.00	12.00	11.00	11.00	12.00	1.00
Spanish - High School	3.00	3.00	2.00	2.00	2.00	-
Spanish - Middle School	2.00	2.00	2.00	2.00	2.00	-
Speech/Drama - High School	1.00	1.00	1.00	1.00	1.00	-
Speech/Drama - Middle School	1.00	1.00	1.00	1.00	1.00	-
Title I - Elementary	11.00	12.00	12.00	12.00	12.00	-
Title I Instructional Coach	-	-	-	-	1.00	1.00
Title II Instructional Coach	-	-	-	-	3.00	3.00
Vocal Music - Elementary	6.00	6.00	6.00	6.00	6.00	-
Vocal Music - High School	1.00	1.00	1.00	1.00	1.00	-
Vocal Music - Middle School	2.00	2.00	2.00	2.00	2.00	-
Workforce Learning Coordinator	-	1.00	1.00	1.00	1.00	-
Total Teaching/Instructional	438.00	443.00	450.50	472.00	494.10	22.10

	2019	2020	2021	2022	2023	Increase/ (Decrease)
<u>Support Positions</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	
Adult Ed. & Literacy Clerk	2.00	2.00	2.00	2.00	2.00	-
Application Support Specialist	1.00	1.00	1.00	1.00	1.00	-
Athletic Trainer	-	-	1.00	1.00	1.00	-
Bilingual Therapist	-	-	-	-	2.00	2.00
Bus Drivers	25.00	24.00	24.00	24.00	24.00	-
Child Nutrition A	32.00	31.50	31.50	31.50	31.00	(0.50)
Child Nutrition B	13.00	13.00	13.00	13.00	13.00	-
Child Nutrition C	9.00	9.00	9.00	9.00	9.00	-
Communications Specialist	1.00	1.00	1.00	1.00	1.00	-
Crisis Intervention Specialist	-	1.00	1.00	1.00	1.00	-
Crossing Guard	0.50	0.50	0.50	0.50	0.50	-
Custodial A	-	-	10.00	-	-	-
Custodial Lead	11.00	12.00	12.00	12.00	12.00	-
Dispatcher/Router	1.00	1.00	1.00	1.00	1.00	-
Early Childhood Aide	12.00	11.50	10.50	10.50	10.50	-
ELL Teacher Assistant	4.00	2.00	1.00	3.00	3.00	-
Evening Activities Supervisor	1.00	1.00	1.00	1.00	1.00	-
Evening Custodial Manager	-	-	-	-	1.00	1.00
Evening Custodian	-	-	7.00	9.00	9.00	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-
Bilingual Family Liaison	-	1.00	-	-	1.00	1.00
Family/Student Interventionist	1.00	1.00	1.00	1.00	1.00	-
Graphic Artist	1.00	1.00	1.00	1.00	1.00	-
Help Desk Technician	5.00	5.00	5.00	5.00	5.00	-
Human Resources Assistant	-	1.00	1.00	1.00	1.00	-
Interventionist Assistant	5.50	-	-	-	-	-
IT Support Specialist	1.00	1.00	1.00	1.00	1.00	-
Junior ROTC- officer	-	-	-	-	0.50	0.50
Junior ROTC- enlisted	-	-	-	-	0.50	0.50
Maintenance	8.00	8.00	8.00	8.00	8.00	-
Manager- Human Resources	1.00	1.00	1.00	1.00	1.00	-
Network Administrator	1.00	1.00	1.00	1.00	1.00	-
Network Technician	1.00	1.00	1.00	1.00	1.00	-
Nutritionist	1.00	1.00	1.00	1.00	1.00	-
Office Professionals A	1.00	2.00	2.00	2.00	2.00	-
Office Professionals B	13.00	15.00	15.00	15.00	16.00	1.00
Office Professionals C	1.50	-	-	-	-	-
Office Professionals D	23.50	22.50	22.50	22.50	21.50	(1.00)

	2019	2020	2021	2022	2023	Increase/ (Decrease)
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	
Parent Educators	5.00	5.50	5.50	5.50	5.00	(0.50)
Parent Involvement Liaison	1.00	1.00	1.00	1.00	1.00	-
Part-time Clerical	-	-	-	-	-	-
Part-time Drivers	1.00	-	-	-	-	-
Payroll & Benefits Specialist	1.00	1.00	1.00	1.00	1.00	-
Registered Nurse	10.00	10.00	10.00	10.00	10.00	-
Security Support Specialist	-	-	-	2.00	3.00	1.00
Social Worker	3.00	3.00	4.00	6.00	6.00	-
Staff Assistant	1.00	-	-	-	-	-
Student Services Specialist	1.00	1.00	1.00	1.00	1.00	-
Student Support Specialist	-	-	-	5.00	6.00	1.00
Student Support Teacher Assistant	-	-	-	-	1.00	1.00
Teacher Assistant	4.00	3.00	4.00	4.00	6.00	2.00
Title I Social/Emotional Interventionist	-	7.00	7.00	7.00	7.00	-
Van driver	-	1.00	1.00	1.00	1.00	-
Warehouse Worker	2.00	2.00	2.00	2.00	2.00	-
Web Content Manager	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	-
Total Support	208.00	208.50	225.50	228.50	237.50	9.00
Total Positions	<u>689.00</u>	<u>693.50</u>	<u>719.00</u>	<u>744.50</u>	<u>775.60</u>	<u>31.10</u>

COMMUNITY SURVEY

Summary of Selected Results

In September 2016, UNICOM, ARC – a public relations firm in St. Louis, Mo – conducted a telephone survey of registered voter households in the Ritenour School District. The purpose of the survey was to better understand area residents’ perceptions of and priorities for the district.

Four hundred (400) interviews were completed. Data was weighted to reflect a population of 50/50 male/female respondents and 70/30 non-parent households. Forty-five percent of respondents have lived in the district for more than 20 years; while 16.4 percent have lived in the district five years or less.

Statements about the District

Respondents were asked how strongly they agreed or disagreed with several statements:

- The quality of our public school district is the most important factor protecting my property value. (72.6 percent agreed)
- The growing diversity of various races and ethnicities is a huge challenge for the district. (54.0 percent agreed)
- Several of the district’s schools are above capacity. More classroom space is needed. (53.3 percent agreed)
- The district spends tax dollars efficiently. (50.2 percent agreed)

District Job Performance

Respondents were asked to rate the district’s performance in a number of different areas:

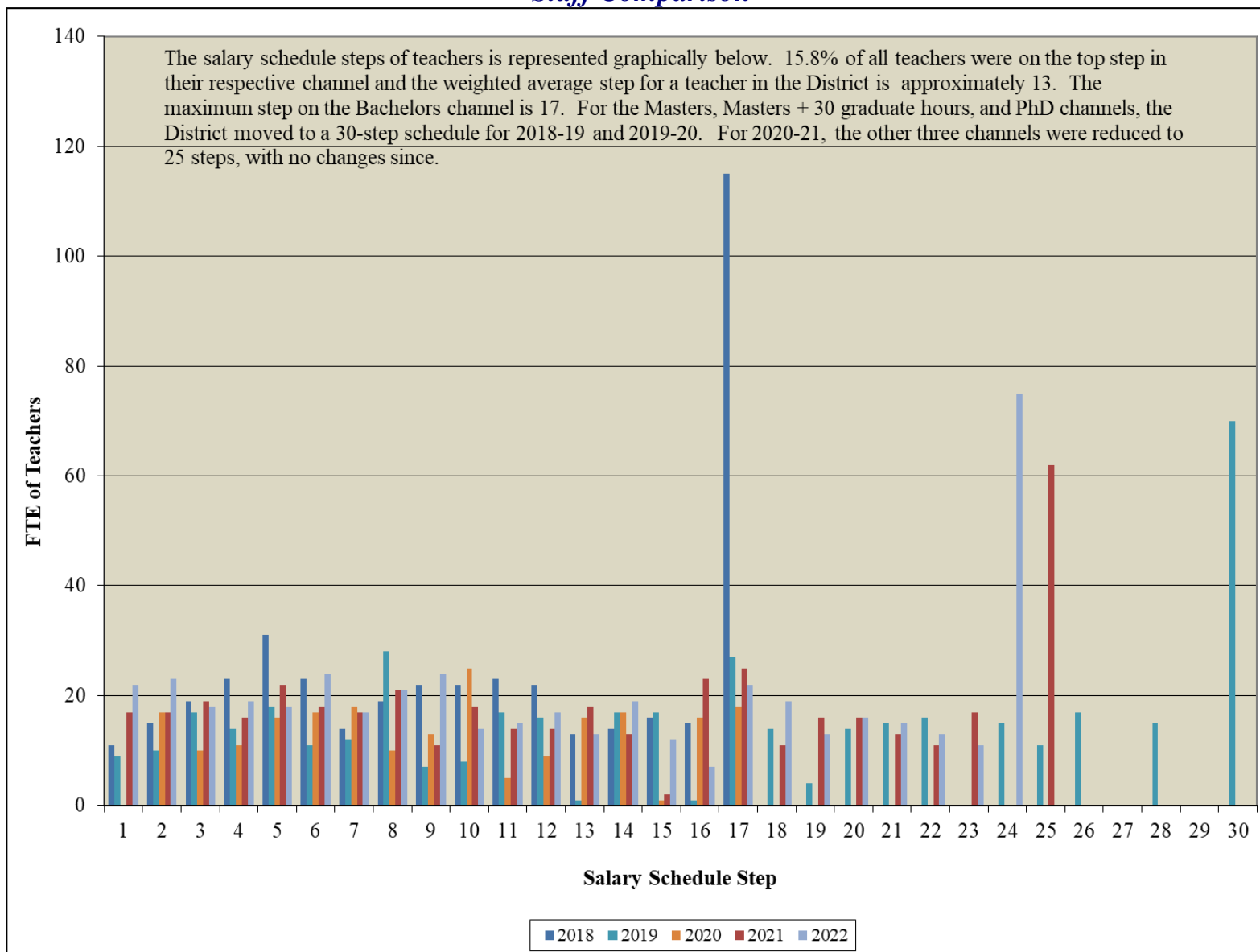
- Providing safe and secure school buildings (76.0 percent - excellent/good)
- Keeping up with the repair and maintenance of school buildings (67.6% - excellent/good)
- Using instructional technology effectively to improve teaching and learning (65.3 percent - excellent/good)
- Maintaining effective and consistent District leadership (60.8% - excellent/good)
- Building positive relationships with the community (59.1 percent - excellent/good)
- Providing a rich and rigorous curriculum at all grade levels (58.8% - excellent/good)
- Recruiting and retaining a high quality teaching staff (56.3 percent - excellent/good)
- Encouraging residents to participate in the district’s decision-making process (46.1 percent - excellent/good)
- Providing opportunity for non-college bound students to get job training (35.3 percent - excellent/good)

TEACHER SALARY SCHEDULE
Fiscal Year 2022-23

Step	Bachelors	Masters	MA +30	PhD
1	\$ 44,452	\$ 47,950	\$ 52,431	\$ 56,770
2	\$ 45,190	\$ 49,106	\$ 53,667	\$ 58,001
3	\$ 45,941	\$ 50,289	\$ 54,929	\$ 59,259
4	\$ 46,701	\$ 51,502	\$ 56,223	\$ 60,544
5	\$ 47,475	\$ 52,742	\$ 57,548	\$ 61,855
6	\$ 48,262	\$ 54,014	\$ 58,903	\$ 63,197
7	\$ 49,062	\$ 55,316	\$ 60,290	\$ 64,567
8	\$ 49,875	\$ 56,650	\$ 61,708	\$ 65,967
9	\$ 50,702	\$ 58,014	\$ 63,162	\$ 67,398
10	\$ 51,542	\$ 59,415	\$ 64,651	\$ 68,861
11	\$ 52,396	\$ 60,846	\$ 66,171	\$ 70,354
12	\$ 53,262	\$ 62,313	\$ 67,727	\$ 71,879
13	\$ 54,147	\$ 63,815	\$ 69,323	\$ 73,439
14	\$ 55,045	\$ 65,353	\$ 70,954	\$ 75,031
15	\$ 55,961	\$ 66,931	\$ 72,626	\$ 76,657
16	\$ 56,890	\$ 68,545	\$ 74,337	\$ 78,320
17	\$ 58,828	\$ 70,199	\$ 76,102	\$ 80,085
18		\$ 71,892	\$ 77,880	\$ 81,756
19		\$ 73,626	\$ 79,711	\$ 83,530
20		\$ 75,399	\$ 81,587	\$ 85,343
21		\$ 77,480	\$ 83,796	\$ 87,193
22		\$ 79,080	\$ 85,472	\$ 89,086
23		\$ 80,987	\$ 87,486	\$ 91,020
24		\$ 82,939	\$ 89,544	\$ 92,994
25		\$ 85,495	\$ 92,247	\$ 95,625

In addition, the District pays an annual \$3,000 stipend to teachers who hold National Board Certification.

STEP PLACEMENT OF TEACHERS *Staff Comparison*



GLOSSARY OF TERMS AND ACRONYMS

This glossary contains definitions of terms and acronyms 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.

ADJUSTED OPERATING LEVY – The sum of tax rates for the current year for teachers’ and incidental funds for a school district as reported to the proper officer of each county.

ADULT BASIC EDUCATION – Learning experiences concerned with the fundamental tools of learning for adults who have never attended school or who have interrupted formal schooling and need this knowledge and these skills to raise their level of education to increase self-confidence, and/or self-determination, to prepare for an occupation, and to function more responsibly as citizens in a democracy.

ADULT/CONTINUING EDUCATION – Learning experiences designed to develop knowledge and skills to meet immediate and long-range educational objectives for adults who, having completed or interrupted formal schooling, have accepted adult roles and responsibilities. Programs include activities to foster the development of fundamental tools of learning, to prepare for a post-secondary career, to prepare for post-secondary education programs, to upgrade occupational competencies, to prepare for a new or different career, to develop skills and appreciation for special interests, or to enrich the aesthetic qualities of life.

ACT (AMERICAN COLLEGE TEST) – A college readiness assessment that is a standardized test for high school achievement and college admissions in the United States produced by ACT, Inc.

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 (AV) – A valuation set upon real estate and other property by a government as a basis for levying taxes.

ADA (AVERAGE DAILY ATTENDANCE) – The quotient or the sum of the quotients obtained by dividing the total number of hours attended in a term by resident pupils between the ages of five and twenty-one by the actual number of hours in session in that term. The full-time equivalent average daily attendance of summer school students are added to the average daily attendance of the following school term. Summer school ADA is computed by dividing the total number of hours attended by all summer school students by the number of hours required in section 160.011, RSMo, in the school term.

BOARD OF EDUCATION – The elected or appointed body which has been created according to state law and vested with responsibilities for educational activities in a given geographical area. These bodies are sometimes called school boards, governing boards, boards of directors, school committees, school trustees, etc.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

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

BUDGETARY CONTROL – The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

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

CARES Act-(Coronavirus Aid, Relief, and Economic Security)- A \$2.2 trillion economic stimulus bill passed by the U.S. Congress and signed into law on March 27, 2020. The act provided about \$31 billion In Coronavirus Relief Funds (CRF) to K-12 education across the U.S.

CASH BASIS – The basis of accounting under which revenues are recorded when received in cash and expenditures are recorded when cash is disbursed.

COHORT SURVIVAL RATIO – The Cohort Survival Ratio (CSR) is an enrollment projection method which essentially compares the number of students in a particular grade to the number of students in the previous grade during the previous year. Ratios are computed for each grade progression and are then used to project future enrollments. The ratio indicates whether a change in the number of students is indicative of enrollment that is stable, increasing or decreasing. A ratio of one indicates stable enrollment, less than one indicates declining enrollment, while greater than one indicates increasing enrollment. If, for example, a school had 100 fourth graders and the next year only has 95 fifth graders, the CSR would be 0.95.

CORONAVIRUS RELIEF FUNDS- Federal funds provided in one of the three waves of the Elementary and Secondary School Emergency Relief (ESSER) program. The first was the Coronavirus Aid Relief and Economic Security (CARES) Act. The second is the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act. The third is the American Rescue Plan (ARP) Act.

CSIP (COMPREHENSIVE SCHOOL IMPROVEMENT PLAN) – The means of determining how schools and districts will plan to ensure that all students are college and career ready. The process focuses school and district improvement efforts on student needs by bringing together all stakeholders to plan for improvement, by focusing planning efforts on priority needs and closing achievement gaps between subgroups of students, by building upon school and district capacity for high quality planning, and by making connections between the funds that flow into the district and the priority needs in schools.

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

CONTINGENT FUND – Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amount.

CSD (COOPERATING SCHOOL DISTRICTS) – A non-profit education consortium that serves teachers, administrators, support staff and school board members in 61 public school districts in eight Missouri counties and two Illinois counties. Its mission is to provide member school districts with high-quality and cost-effective services, resources and leadership to achieve educational excellence for all students. It is now known as Education Plus.

CURRENT OPERATING EXPENDITURES – Calculated as all expenditures for instruction and support services except capital outlay and debt service expenditures minus the revenue from federal categorical sources; food service; student activities; categorical payments for transportation; state reimbursement for early childhood special education; the career ladder entitlements; vocational education entitlements; and payments from other districts.

DEBT SERVICE – Expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest of current loans.

DOLLAR VALUE MODIFIER – An index of the relative purchasing power of a dollar, calculated as one plus fifteen percent of the difference of the regional wage ratio minus one, provided that the dollar value modifier shall not be applied at a rate less than one.

ENCUMBRANCE – An account used to record the estimated amount of purchase orders, contracts, or salary commitments that are chargeable to an appropriation.

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

EQUIPMENT – Items that are electrical or mechanical in nature or furniture and 1) have a useful life of at least on year; 2) would be repaired rather than replaced; 3) the cost of tagging and inventory is a small percent of the items’ cost; and 4) cost more than \$1,000 per unit.

FISCAL YEAR – The fiscal year encompasses the 12-month period beginning July 1 and ending the following June 30.

FREE AND REDUCED-PRICE MEALS ELIGIBLE PUPIL COUNT – The number of pupils eligible for free and reduced-price meals on the last Wednesday in January for the preceding school year who were enrolled as students of the district, as approved by the department in accordance with applicable federal regulations.

FUND – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

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.

FTE (FULL-TIME EQUIVALENCY) – The amount of time for a less than full-time activity divided by the amount of time normally required in corresponding full-time activity. Full-time equivalency usually is expressed as a decimal fraction to the nearest tenth.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES – The standard framework of guidelines for financial accounting used in any given jurisdiction; generally known as accounting standards or standard accounting practice. These include the standards, conventions, and rules that accountants follow in recording and summarizing and in the preparation of financial statements.

HVAC – Heating, ventilation, air conditioning

LEVY – The total of taxes or special assessment imposed by a governmental unit.

LIMITED ENGLISH PROFICIENCY PUPIL COUNT – the number in the preceding school year of pupils aged three through twenty-one enrolled or preparing to enroll in an elementary school or secondary school who were not born in the United States or whose native language is a language other than English or are native Americans or Alaskan native, or a native resident of the outlying area, and come from an environment where a language other than English has had a significant impact on such individuals’ level of English language proficiency, or are migratory, whose native language is a language other than English, and who come from an environment where a

language other than English is dominant; and have difficulties in speaking, reading, writing, or understanding the English language sufficient to deny such individuals the ability to meet the state's proficient level of achievement on state assessments, the ability to achieve successfully in the classrooms where the language of instruction is English, or the opportunity to participate fully in society.

LOCAL TAX EFFORT – Per Section 167.126, RSMo, local tax effort per child is computed by adding the prior year tax revenue the district of domicile received from property taxes (Revenue 5111 and 5112), Intangible (Financial Institution) taxes (Revenue 5114), M & M surtaxes (Revenue 5115), In Lieu of taxes (Revenue 5116), city sales tax (Revenue 5117) and State Assessed Utilities (Revenue 5221) then dividing that sum by the prior year resident average daily attendance of the district of domicile. The local tax effort per child in a special school district is the average sum produced per child by the local tax efforts of the component districts.

MEMBERSHIP – The average of (1) the number of resident full-time students and the full-time equivalent number of part-time students who were enrolled in the public schools of the district on the last Wednesday in September of the previous year who were in attendance one day or more during the preceding ten school days and (2) the number of resident full-time students and the full-time equivalent number of part-time students who were enrolled in the public schools of the district on the last Wednesday in January of the previous year who were in attendance one day or more during the preceding ten school days, plus the full-time equivalent number of summer school pupils.

MAP (MISSOURI ASSESSMENT PROGRAM) – A test which assesses students' progress toward mastery of the Show-Me Standards, which are the educational standards in Missouri. The Grade-Level Assessment is a yearly standards-based test that measures specific skills defined for each grade by the state of Missouri.

DESE (MISSOURI DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION) – The administrative arm of the State Board of Education. It is primarily a service agency that works with educators, legislators, government agencies, community leaders and citizens to maintain a strong public education system. Through its statewide school-improvement activities and regulatory functions, the Department strives to assure that all citizens have access to high-quality public education.

OPERATING FUNDS – The accumulation of the General Fund, Special Revenue Fund, and the non-bond issue portion of the Capital Projects Fund. The operating funds summarize the receipts and expenditures for the standard, daily operations of the district.

OPERATING LEVY – Levy for all funds of the district except the Debt Service Fund. Also referred to as the Adjusted Operating Levy, the levy actually extended onto the tax books or the tax rate that actually generated tax revenue for the school district to use for operational purposes and capital outlay.

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

SSD (SPECIAL SCHOOL DISTRICT) – A separate and independent school district which serves the needs of students with special requirements for all of the school districts in St. Louis County. SSD teachers occupy the teaching stations of the Local Educational Authority (LEA) to serve the students of that school. Placement options range from consultative to a totally inclusive setting. SSD also runs the Vocational Training Program for the districts of St. Louis County.

SST (Student Support Team)- An in-district team of multi-disciplinary professionals that use a collaborative forum to identify and develop interventions for students. The team identifies students who demonstrate inappropriate behavior, academic deficiencies, health-related needs, speech & language concerns, physical limitations, social & emotional concerns and/or absenteeism that severely inhibit their success in school. The team members formulate interventions beyond those strategies already used by the students' teachers without acceptable results. The team is characterized by concern, caring, responsiveness and individualized attention, and embodies a positive approach for obtaining help for students and their families.

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

TAX LEVY – Amount levied against the patrons of a school district by a governmental unit for the purpose of financing services performed for the common benefit.

VOUCHER – A document that authorizes the payment or money and usually indicates the accounts to be charged.

WARRANT – An order drawn by the school board to the district's treasurer ordering payment of a specified amount to a payee named on the warrant. Once signed by the treasurer the warrant becomes a check payable by a bank named on the warrant by the treasurer.

WADA (WEIGHTED AVERAGE DAILY ATTENDANCE) – The average daily attendance plus the product of twenty-five hundredths multiplied by the free and reduced-price meal pupil count that exceeds the free and reduced-price meal threshold of 31.42% of regular year ADA, and plus the product of six-tenths multiplied by the number of limited English proficiency pupil count that exceeds the limited English proficiency threshold of 2.5% of the regular ADA.