



**K I R K W O O D**  
**S C H O O L D I S T R I C T**



**2016-2017**  
**BUDGET**

**June 2016**

“The Kirkwood School District does not discriminate on the basis of sex, race, religion, age, national origin, handicap, or disability in admissions to, or treatment or employment in its programs and activities. Any person having inquiries concerning the District's compliance with Title IX, Section 504 for student issues should contact Dr. Kristina Kindwall, Executive Director of Special Programs, at 314-213-6106 and for employee issues, should contact Mrs. Cindi Nelson, Interim Director of Personnel, by calling 314-213-6103.”

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**K I R K W O O D**  
**S C H O O L D I S T R I C T**

# **2016-2017 BUDGET**

# **BOARD OF EDUCATION**



*BOARD OF EDUCATION*

*2016-2017*



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**K I R K W O O D**  
**S C H O O L D I S T R I C T**

# **2016-2017 BUDGET**

# **INTRODUCTORY SECTION**



## Executive Summary

Kirkwood School District's mission is to "...develop students who will add value to our dynamic world using knowledge, character and problem solving skills." Kirkwood is one of the top performing school districts in the state of Missouri, serving approximately 5,700 students.

The District is experiencing unprecedented enrollment growth, due to its many successes, and has become a "destination" district.

- The Kirkwood School District is "Accredited with Distinction" scoring 98.9% on the Missouri School Improvement Program (MSIP) Annual Performance Report (APR). This is an improvement from last year's 97.5%.
- The Kirkwood School District was ranked No. 3 on the list in the state of Missouri by niche.com.
- Kirkwood High School was ranked No. 2 on the *Newsweek* 2015 "America's Top High School's" list.
- Kirkwood High School has five seniors named as National Merit Finalists in the 2016 National Merit Scholarship program.
- North Kirkwood Middle School Math Team placed first in regional middle school math competition.
- Kirkwood School District teachers average 15 years of experience and 88% hold master's degrees or higher.

Since 2009-10, official enrollment has increased by approximately 700 students (14%). Student enrollment is the key factor that drives our operating budget, because it has a direct impact on staffing. In order to continue to provide high quality educational programs and to maintain the Board of Education recommended class sizes, the District has hired additional staff, including teaching and support staff.

State support and funding for public education in Missouri is inadequate and Kirkwood School District property owners fund 90% of the cost of educating children in the District. The District cut \$3.7 million in operating expenditures starting in 2009-10 and over the next few years, but as enrollment continued to grow, the District hired 41 classroom teachers to maintain our class size guidelines. Also, responding to school safety concerns on campuses across our nation, the District added safety and security personnel and resources to help provide a safe learning environment for our students.

In the fall of 2013, the District reported to our community that increased enrollment and the need to hire additional staff led to expenditures outpacing revenues. Our fund balance (reserves) was able to absorb this shortfall in revenues, but it was apparent that in order to adequately support our students, the District would eventually need to ask the community for an operating tax levy increase.

In the fall of 2014, the District restated budgetary concerns related to increased enrollment and relatively flat revenue growth. The District studied demographic data and enrollment projections, asked our community-led

revenue committee to estimate our revenue and studied our expenditures. We surveyed our community and determined an operating tax levy increase of 78 cents was needed to:

- Maintain desirable class sizes
- Employ and retain highly qualified teachers
- Ensure personalized learning for students
- Provide safe and secure schools

We started the 2015-16 school year with 120 more resident students than were enrolled in the 2014-15 school year (the District's total resident enrollment growth for the last 10 years was 1,000 resident students). In the fall of 2015, the District placed Prop A on the ballot, which was defeated.

In December 2015, the Board of Education approved a Cost Savings Proposal to address the budgetary needs and reduce our expenditures. The proposal included \$1.0 million in cuts from the 2015-16 fiscal year (by not filling open positions and cutting school and department operating and supply budgets) plus an additional \$4.0 million in cuts from the 2016-17 fiscal year. The 2016-17 cuts include the following:

- 25 teachers (6% of the teaching staff)
- 24 support staff (11% of the support staff)
- 3 administrators (12% of the admin staff)
- Salary freeze for all employees, some will take a reduction in pay

These cuts will cause class sizes to increase in 2016-17. Also, prior to these cuts, the District spent approximately \$12,000 to educate each student (roughly the average for each district in St. Louis County). Due to the expenditure cuts, the District will spend approximately \$11,000 per student, placing it in the lower half of expenditures per student in the county. The District will have a balanced budget at the end of the 2016-17 school year (FY17). This will provide financial stability for the District in the near future.

The following page shows the expenditure additions and reductions made in fiscal years 2015-16 and 2016-17.

## Expenditure Additions and Reductions (Operating Fund)

Description	2015-16 Fiscal Year			2016-17 Fiscal Year			Total Additions / (Reductions) 2015-16 & 2016-17	Cost Savings Plan (December 2015)
	Adopted Budget	Additions / (Reductions)	Revised Budget as of March 31, 2016	Prior Year Revised Budget	Additions / (Reductions)	Proposed Budget		
<b>Certified Salary/Benefit Package</b>	\$ 40,190,905	\$ 120,538	\$ 40,311,443	\$ 40,311,443	\$ -	\$ 40,311,443	\$ 120,538	\$ -
Savings from staff reductions/changes	-	-	-	-	(2,329,517)	(2,329,517)	(2,329,517)	(2,070,000)
Horizontal Movement Stipends	-	-	-	-	46,490	46,490	46,490	-
EPED/EXT Day Contracts	-	-	-	-	(132,085)	(132,085)	(132,085)	(125,000)
Tuition Reimbursement	-	-	-	-	(100,000)	(100,000)	(100,000)	(100,000)
Absent From Duty Buyback	-	-	-	-	(15,000)	(15,000)	(15,000)	-
3.0 FTE contingency (a)	312,000	(196,569)	115,431	115,431	118,569	234,000	(78,000)	-
<b>Total Certified Package</b>	40,502,905	(76,031)	40,426,874	40,426,874	(2,411,543)	38,015,331	(2,487,574)	(2,295,000)
<b>Support Salary/Benefit Package</b>	10,289,585	-	10,289,585	10,088,006	-	10,088,006	(866,367)	(925,000)
Savings from staff reductions/changes	-	(201,579)	(201,579)	-	(664,788)	(664,788)	(18,000)	(18,000)
Tuition Reimbursement	-	-	-	-	(18,000)	(18,000)	(18,000)	(18,000)
Transfers to other funds	-	-	-	-	(454,584)	(454,584)	(454,584)	(475,000)
<b>Total Support Package</b>	10,289,585	(201,579)	10,088,006	10,088,006	(1,137,372)	8,950,634	(1,338,951)	(1,418,000)
<b>Admin Salary/Benefit Package</b>	4,235,189	-	4,235,189	4,235,189	-	4,235,189	(550,620)	(314,000)
Savings from staff reductions/changes	-	-	-	-	(550,620)	(550,620)	(23,914)	(25,000)
Transfers to other funds	-	-	-	-	(23,914)	(23,914)	(574,534)	(336,000)
<b>Total Admin Package</b>	4,235,189	-	4,235,189	4,235,189	(574,534)	3,660,655	(574,534)	(55,000)
Teacher Substitutes	500,044	(35,685)	464,359	464,359	-	464,359	(35,685)	(55,000)
School/Department Budgets	4,180,777	(730,871)	3,449,906	3,449,906	57,826	3,507,732	(673,045)	(729,000)
Utilities	2,040,232	-	2,040,232	2,040,232	(9,405)	2,030,827	(9,405)	(36,000)
Early Childhood Special Ed (b)	1,781,550	72,652	1,854,202	1,854,202	102,000	1,956,202	174,652	-
Student Food Service	1,403,128	-	1,403,128	1,403,128	(59,598)	1,343,530	(59,598)	-
Property/Liability Insurance	849,377	-	849,377	849,377	42,469	891,846	42,469	-
Transportation	812,602	-	812,602	812,602	40,134	852,736	40,134	(100,000)
School Resource Officers	350,771	-	350,771	350,771	11,254	362,025	11,254	-
School Nurses	343,980	-	343,980	343,980	60,060	404,040	60,060	-
Textbooks	189,318	-	189,318	189,318	62,227	251,545	62,227	-
Legal/Audit Services	136,500	-	136,500	136,500	-	136,500	-	-
Security Guards	45,620	-	45,620	45,620	(45,620)	-	(45,620)	(45,000)
<b>Grand Total</b>	<b>\$ 67,661,578</b>	<b>\$ (971,514)</b>	<b>\$ 66,690,064</b>	<b>\$ 66,690,064</b>	<b>\$ (3,862,102)</b>	<b>\$ 62,827,962</b>	<b>\$ (4,833,616)</b>	<b>\$ (5,014,000)</b>

(a) Since enrollment continues to increase, the District included a contingency of 3.0 FTE (Full-Time Equivalent) teaching positions. Contracts for these positions will be issued only if class sizes increase above the new class size guidelines approved by the Board of Education.

(b) This program continues to grow and is 100% funded by the State.

**The Operating Fund is used to pay for day-to-day expenditures such as teachers, supplies, bus transportation, textbooks, etc. It is not used to pay for construction expenditures, building maintenance, or technology purchases.**

Kirkwood School District's projected 2016-17 revenue budget is \$81,444,746 (All Funds) and the expenditure budget is \$81,433,266 (All Funds). The KSD budget is comprised of the following funds:

**Operating Fund** – used to record revenue and expenditures for ongoing operating costs of the District.

Operating Revenues are projected to be \$62,847,266 consisting of:

- \$55,667,868 (89%) from local sources, primarily consisting of current taxes.
- \$915,305 (1%) from county sources, primarily state assessed utilities.
- \$5,157,376 (8%) from state sources, primarily from State Formula and Early Childhood Special Education payments.
- \$1,106,717 (2%) from federal sources, primarily from Title grants, National Free & Reduced Meal reimbursements, and Early Childhood Special Education payments.

Operating Expenditures are projected to be \$62,827,962 consisting of:

- \$54,290,122 (86%) Salaries and Benefits
- \$4,621,266 (7%) Purchased Services
- \$3,711,296 (6%) Supplies
- \$159,007 (<1%) Capital Outlay
- \$46,271 (<1%) Principal and interest on copier leases

The 2016-17 projected ending fund balance is \$10,300,218. Kirkwood School District is a “Hold Harmless” school district. Since KSD receives only 8% in state funding, which is paid monthly, it must rely on its fund balance to cover operating expenditures from the fiscal year end (6/30) until property taxes are received, beginning in December.

**Activity Accounts Fund (not funded by property taxes)** – used to record revenue and expenditures from outside sources such as fund-raising activities, soda machines, facility rental fees, etc. Revenues are projected to be \$1,998,625 and expenditures are projected to be \$1,998,625. Projected ending fund balance is \$1,743,780.

**Maintenance Fund** – funded with a dedicated \$0.20 tax levy to be used for building and facility maintenance and improvements. Revenue is projected to be \$2,592,926 and expenditures are projected to be \$3,120,000. Projected ending fund balance is \$1,548,283.

**Technology Fund** – funded with a dedicated \$0.20 tax levy to be used for maintaining and purchasing technology equipment. Revenues are projected to be \$2,592,926 and expenditures are projected to be \$2,556,876. Projected ending fund balance is \$1,845,743.

**Kirkwood Early Childhood Center (KECC) Fund (not funded by property taxes)** – used to account for the District’s preschool program, Adventure Club (before/aftercare program) and Summer Adventure Club (summer camp program). This is a self-funded, non-profit program that receives most of its revenue from tuition payments. Revenues are projected to be \$3,583,443 and expenditures are projected to be \$3,379,700. Projected ending fund balance is \$817,831.

**Debt Service Fund** – used to record the principal and interest payments on General Obligation Bonds. Most of the revenue is generated from a local property tax levy (\$0.365 projected for 2016). Other revenue sources include interest, federal interest subsidy and railroad/utility tax revenue. Revenues are projected to be \$5,236,634 and expenditures are projected to be \$5,053,513. Projected ending fund balance is \$5,002,371.

**Construction Fund (not funded by property taxes)** – there is no projected construction for 2016-17.

**Proposition I Fund** – funded with a \$0.20 tax levy to be used for the purpose of acquiring, constructing, renovating and improving district facilities. Revenues are projected to be \$2,592,926 and expenditures are projected to be \$2,496,590. Projected ending fund balance is \$111,525.

**These funds are further categorized in the budget book by the General, Special, Capital Projects, and Debt Service Funds in accordance with Chapter 67 RSMo, Section 67.010, of the Missouri State Statutes. See the Financial Section, Section B.**

## **Summary**

The District is experiencing unprecedented enrollment growth due to its wonderful community and the quality of its schools. State support and funding for public education in Missouri is inadequate and Kirkwood School District property owners fund 90% of the cost of educating children in the District. Despite the funding challenges, District students receive a high-quality education and score very well on state and national exams because of the support from its staff, parents and community. The District will continue to look for ways to operate more efficiently in order to control expenditures and preserve its fund balance.

KSD is fortunate to have strong community support that places education and the success of every student as a top priority. The District is also fortunate to receive financial support from the Kirkwood School District Foundation which has provided more than \$4 million since 1989 for educational programs and major projects that would not have been possible without the help of the Foundation.

In March 2016, the District received a \$190,000 grant from the Foundation to implement STEM education tools to District K-5 classrooms. The grant will provide funds to support the program for five years. The funds will purchase for the students new, high-quality science and engineering resources that are aligned to the District’s curriculum and the Next Generation Science Standards (NGSS). These resources, focused initially on

engineering and computer science (coding/robotics), are highly engaging for students and support the District's commitment to problem solving, discovery, creativity, and critical thinking. The new resources, called *Project Lead the Way Launch*, are also aligned with Project Lead the Way materials and experiences available to students in the middle schools and Kirkwood High School.

The Kirkwood School District is proud to be viewed as one of the top performing school districts in the state, with high performing students, a highly qualified teaching staff, reasonable class sizes, well-maintained and state-of-the-art facilities, large tax revenue base and a stable fund balance.

## **Budget Presentation**

The budget for the Kirkwood School District's (District) fiscal year 2016-17 is included in this publication. The Superintendent and Chief Financial Officer assume responsibility for data accuracy and completeness. This budget presents the District's financial plans and all necessary disclosures as mandated by state law.

The development, review, and consideration of the 2016-17 budget was completed with a detailed review of all revenue and expenditure items within the context of the District's strategic plan and our finance and operating policies and guidelines. The Kirkwood School District is proud to publish and disseminate budget information to the Board of Education and to its community.

### DISTRICT STRATEGIC PLAN AS RELATED TO THE BUDGET

The budget reflects the allocation of revenue and expenditures to support educational programs and services defined by the District's mission articulated through financial and operating policies and guidelines. The budget represents a delicate balance between the educational needs of students and the ability of the community to provide the necessary support. The District has made a concerted effort to keep class sizes within the Board guidelines.

### BUDGET PROCESS

The budget process is comprised of five phases – planning, preparation, adoption, implementation, and evaluation. The preparation of the budget began in November by examining all revenues, expenditures and enrollment histories; operating factors were examined in the local area, county and state which would influence revenues. The forecast of student enrollment was developed, and the enrollment is projected to increase by 33 students, resulting in a projected enrollment of 5,721 for 2016-17. This enrollment forecast provides the assumption on which allocations for building budgets are formulated and staff resources are determined. This forecast includes the Phase II students of Special School District.

Since 2016 is a non-reassessment year, property values in Kirkwood will not increase; therefore, the District will not receive an increase in property taxes due to reassessment.

In an effort to project the tax rate for 2016, the District has assumed a \$0 increase in the assessed value of the properties in the District and a 10 cent increase in the 2016 residential tax rate due to refunds to Aberdeen Heights. (See "Current Taxes" in the "Revenue Budget" section.) As a result, the following data has been generated.

Predicted Assessed Valuation: \$1,310,014,210

	Operating Tax Levy	Debt Service Tax Levy	Total Tax Levy
Residential Property	\$3.8727	\$0.3650	\$4.2377
Agricultural Property	\$2.5552	\$0.3650	\$2.9202
Commercial Property	\$5.1922	\$0.3650	\$5.5572
Personal Property	\$4.5195	\$0.3650	\$4.8845
Blended Rate	\$4.1277	\$0.3650	\$4.4927

**These figures are projections only and in no way should they be used as firm tax figures for 2016-17.**

The Revenue Committee Report to the Board of Education is presented in the Informational Section. The Committee and the District are projecting Operating Fund revenues for FY 2016-17 to increase approximately \$93,984 from the prior year. The Revenue Committee recommendations can be found on page 87.

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# Revenue Budget

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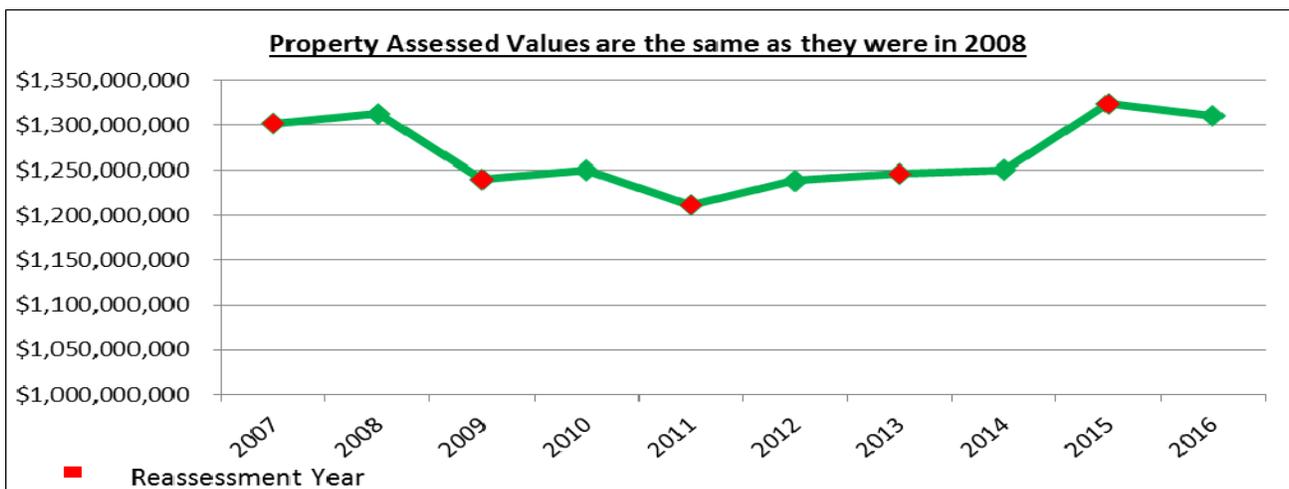
## Operating Revenue

### A. Local Revenue (89% of Total Operating Revenue)

Current Taxes - amounts derived from taxing real and personal property within the district for the current year. Current Taxes make up the majority of the operating revenue – 82% of the local operating revenue and 73% of the total operating revenue.

The 2016 tax year is a non-reassessment year. Projections were made assuming no increase in assessed values and \$277,000 of additional property tax revenue from new residential and commercial construction. In March 2016, St. Louis County withheld approximately \$900,000 in property taxes from the District and refunded most of this to Aberdeen Heights. The projection for next year assumes the District will be able to recoup most of this refund by increasing the 2016 residential property tax by 10 cents. The recoupment rate is a one-time increase that will go away in 2017.

The District projects Current Taxes of \$45,605,703 for 2016-17, an increase of approximately \$474,409. The increase is due to recouping the tax refunds given to Aberdeen Heights in 2015-16. The projection assumes the tax rates will be set at the authorized level, a 97% collection rate, and a conservative growth due to new construction. The chart below shows the District's assessed value is just now back to the same level it was in 2008.



Delinquent Taxes - amounts derived from prior years' property taxes. Each year the District receives approximately half of the unpaid taxes due as of June 30<sup>th</sup>. When St. Louis County withheld \$900,000 in property taxes from the District in March 2016, the refunds came from "Delinquent Tax" revenue and reduced this line item to zero in 2015-16. The District projects \$705,243 for 2016-17, an increase of \$705,243.

Prop C Revenue - amounts received from a one cent state sales tax allocated to school districts by the Department of Elementary and Secondary Education (DESE) based on the District's prior year Average Daily Attendance (ADA) for student enrollment. Presently the ADA is 94% of student enrollment. The current per pupil allocation for 2015-16 is \$939. The District is using \$948 per pupil for the 2016-17 budget projection of \$4,804,500, an increase of \$156,500.

Financial Institution Taxes (FIT) - taxes levied on the intangible assets of financial institutions such as banks or savings and loan associations. The District is projecting \$300,000 for 2016-17, a decrease of \$33,168.

Merchants & Manufacturer's Tax (M&M Surtax) - \$1.70 surcharge tax on commercial properties allocated to all of the taxing jurisdictions including the District. The District is projecting \$1,871,700 for 2016-2017, a minor decrease from the prior year.

In Lieu of Taxes - amounts received for property taken off the tax rolls, including Tax Increment Financing (TIF) properties. There currently are no TIF properties in the district.

Transportation Fees from Patrons - amounts received from parents for transportation of students within the District who are ineligible for transportation because they live too close to the school based on the boundaries established for free transportation. The District is projecting \$8,000 for 2016-17.

Earnings on Investments - interest earnings received from deposits and investments, including penalties and interest from delinquent and protested taxes. The District is projecting interest to remain the same at \$90,000 for 2016-17.

Food Service Program - amounts received from students and adults for meals, a la carte items, milk, etc. In addition to this revenue, the Food Service Program also receives state and federal reimbursements. The District is projecting this revenue to be \$901,322, a decrease of \$35,378.

Voluntary Transfer Student (VTS) Program - the Voluntary Interdistrict Choice Corporation (VICC) oversees the implementation of the metropolitan desegregation program, with the responsibility of facilitating transfers of city students to suburban school districts. Districts who accept transfer students are reimbursed for the cost of educating those students, up to \$7,200 per student. The District is projecting \$916,000 for 2016-17, a decrease of \$192,000, primarily due to decreases in transfer students.

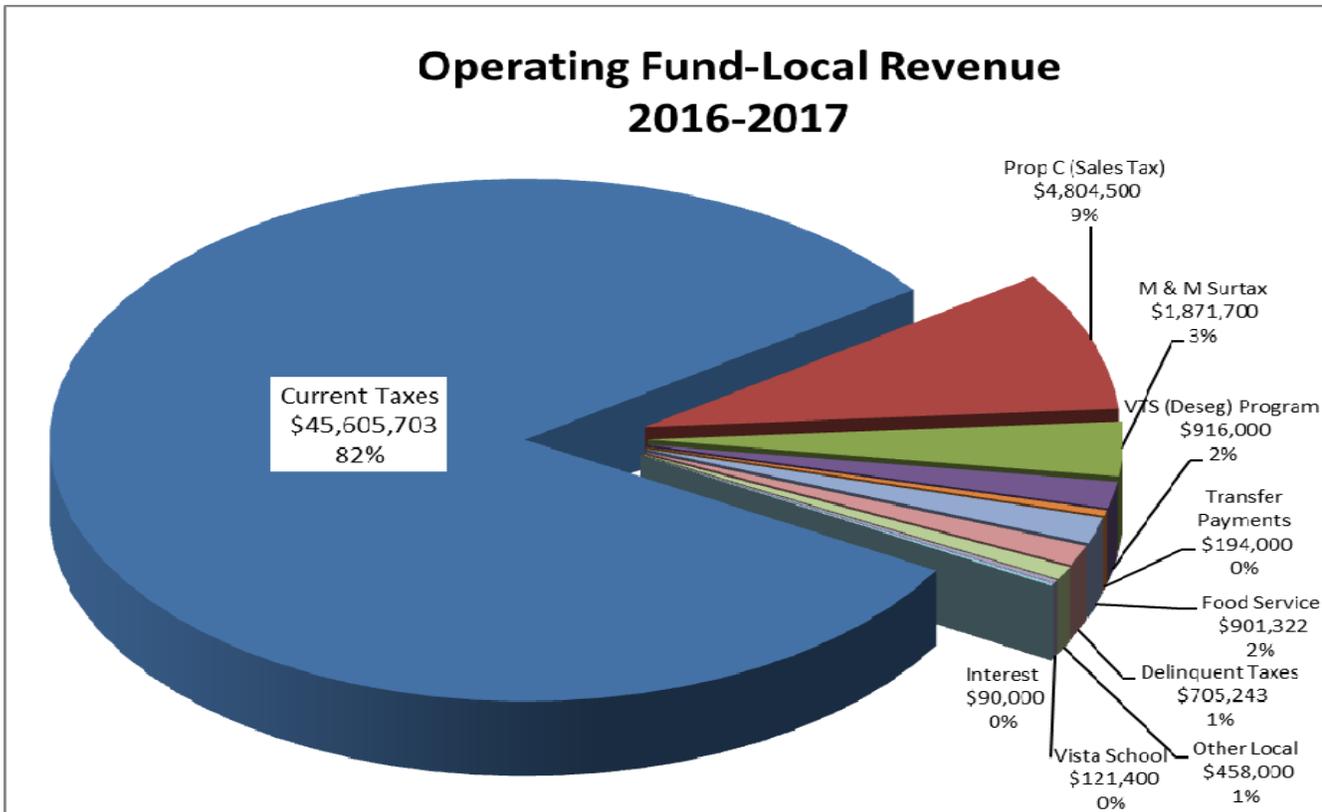
Transfer Payments - amounts received for students transferring from unaccredited school districts to Kirkwood School District. The District is currently receiving its full tuition rate, approximately \$12,400 per student, from both Riverview and Normandy School Districts. There is a strong possibility of Riverview Gardens receiving provisional accreditation for the 2016-2017 school year. If this happens, these students may no longer attend the Kirkwood School District.

However, the Revenue Committee is projecting 24 students who, in this situation, may be allowed to complete the fifth, eighth, or twelfth grade before returning to RGSD. The Committee is estimating RGSD will agree to only pay its state funding of approximately \$6,400/student multiplied by the attendance rate resulting in a projection of \$132,000 in tuition. These estimates also include the assumptions that students will not receive bus transportation from RGSD thereby reducing the number of students returning due to challenges with transportation to and from school. If RGSD regains accreditation and allows students to return to KSD, KSD's Board of Education would have to give approval. The Committee is projecting \$62,000 in tuition payments from Normandy School District. This is based on 6 students multiplied by the rate \$12,000 per year multiplied by an attendance rate of 86%. Total projected amount for transfer payments is \$194,000, a decrease of \$1,043,500.

VISTA School - revenue received from Webster Groves School District. VISTA is an alternative school operated by Kirkwood School District for Kirkwood and Webster Groves students. The District is projecting revenue remain the same at \$121,400.

Other Local Revenue - the District is projecting revenues to remain the same at \$150,000. The 2016-2017 projected miscellaneous revenue consists of the following:

1. Copy Center revenue \$30,000.
2. E-Rate reimbursements \$25,000.
3. Fees for Extra Curricular Activities \$35,000.
4. Other miscellaneous revenue \$60,000. This revenue is typically received from small grants, sale of surplus items and other extraneous sources.



**B. County Revenue** (1% of Total Operating Revenue)

Most of the County revenue is from state assessed utilities. The projected amount for 2016-17 is \$915,305.

**C. State Revenue** (8% of Total Operating Revenue)

Basic Formula - In 2007, the state changed the school funding formula used to allocate money to public school districts. The old formula, which had been in place since 1993, paid \$513 per pupil to Kirkwood School District. Under the new formula, which went into effect in 2007, Kirkwood School District would have received \$0.00 per pupil, which would have been harmful to the District. According to the current formula, the District receives local revenue above the amount the state believes is necessary to adequately educate students. The current formula has a “hold harmless” clause that requires the state to provide at least the same level of funding that was received under the old formula, prior to 2007.

The current formula also provided a 10% increase in funding for some urban school districts, including Kirkwood School District. Kirkwood receives \$570 per pupil from the state, an allocation that is approximately 10% higher than the amount received from 1993 through 2006.

The District estimates \$969,475 in “Basic Formula-State Monies” revenue and \$2,013,525 in “Basic Formula-Classroom Trust”, totaling \$2,983,000 for 2016-17.

Early Childhood Special Education (ECSE) - the District operates its own ECSE program at our Early Childhood Center. State statute requires DESE to reimburse the District 100% of its ECSE expenditures. The reimbursement is paid in the following fiscal year. Each year a portion of the reimbursement is paid by the federal government and the state makes up the difference. The District projects the state portion to be \$1,747,600 and the Federal portion to be \$194,000, totaling \$1,941,600 for 2016-17.

Vocational Enhancement Grant - in 2014-15, the District received this grant to pay for supplies and equipment used in Project Lead the Way courses. The District has not received funds since then.

MO Preschool Project Grant - in 2013-14, the District was approved for this grant which pays for programs to prepare children for success upon entering kindergarten. The projected budget for 2016-17 is \$78,500 a decrease of \$1,500.

Other state revenues such as Transportation, Educational Screening for Parents as Teachers Program, and Food Service are projected to decrease approximately \$1,724 totaling \$348,276.

**D. Federal Revenue** (2% of Total Operating Revenue)

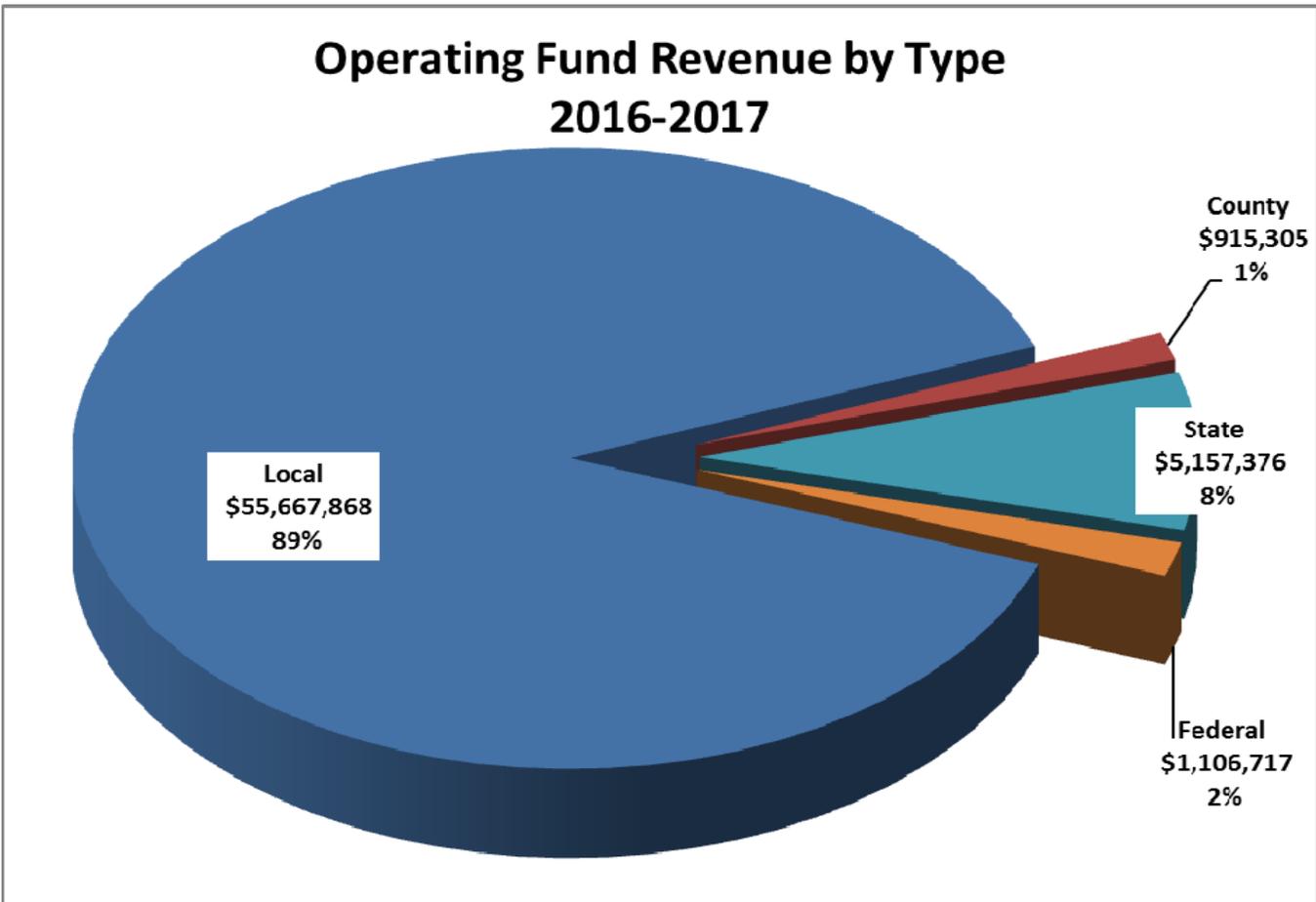
Early Childhood Special Education - refer to ECSE “State” revenue.

National School Lunch/Breakfast Program - is a federally assisted meal program operating in public and non-profit private schools and residential child care institutions. This program provides nutritionally balanced, low-cost or free lunches to children each school day. The District is projecting \$317,377 from the lunch program and \$91,555 from the breakfast program for 2016-17, a total decrease of approximately \$53,068 due to a reduction in students qualifying for the program.

Title I, ESEA - amounts received to help educationally disadvantaged students meet high academic standards. The District is projecting \$325,000 for 2016-17, a decrease of approximately \$28,073 from 2015-16. Any unspent funds from 2015-16 will be carried over to 2016-17.

Title II, Part A - amounts received for professional development and for improving the academic achievement of students. The District is projecting \$140,000 for 2016-17, a decrease of approximately \$23,544. Any unspent funds from 2015-16 will be carried over to 2016-17.

Title III, ELL - amounts received for teaching English to limited English proficient children and for immigrant children. The District is projecting \$0 for 2016-17, a decrease of approximately \$8,838.



## Operating Revenue Changes

	<u>2015-16</u> <u>Projection</u>	<u>2016-17</u> <u>Budget</u>	<u>Change</u>
<b>Local Revenue</b>			
Current Taxes	45,131,294	45,605,703	474,409
Delinquent Taxes	-	705,243	705,243
Prop C	4,648,000	4,804,500	156,500
Financial Institution Taxes	333,168	300,000	(33,168)
Merch & Manu Taxes	1,871,730	1,871,700	(30)
Desegregation/VTS	1,108,000	916,000	(192,000)
Transfer Payments	1,237,500	194,000	(1,043,500)
Interest	90,000	90,000	-
Food Service	936,700	901,322	(35,378)
Vista School	121,400	121,400	-
Miscellaneous	158,000	158,000	-
<b>Total Local Revenue</b>	<b>55,635,792</b>	<b>55,667,868</b>	<b>32,076</b>
			-
<b>County Revenue</b>	<b>915,305</b>	<b>915,305</b>	-
			-
<b>State Revenue</b>			-
Basic Formula	937,925	969,475	31,550
Transportation	160,000	160,000	-
Early Childhood Special Ed	1,662,202	1,747,600	85,398
Basic Formula-Classroom Trust	1,953,818	2,013,525	59,707
Parents as Teachers	180,000	180,000	-
MO Preschool Project	80,000	78,500	(1,500)
Misc (State Food Service)	10,000	8,276	(1,724)
<b>Total State Revenue</b>	<b>4,983,945</b>	<b>5,157,376</b>	<b>173,431</b>
			-
<b>Federal Revenue</b>			-
Title I	353,073	325,000	(28,073)
Title II	163,544	140,000	(23,544)
Food Service	462,000	408,932	(53,068)
Early Childhood Special Ed	192,000	194,000	2,000
Misc. (Perkins Grant, etc.)	47,623	38,785	(8,838)
<b>Total Federal Revenue</b>	<b>1,218,240</b>	<b>1,106,717</b>	<b>(111,523)</b>
			-
<b>Total Operating Revenue</b>	<b>62,753,282</b>	<b>62,847,266</b>	<b>93,984</b>

# Other Revenue [Non-Operating Funds]

## **Activity Accounts Fund (not funded by property taxes)**

Activity Accounts are used to record revenue and expenditures from outside sources such as fund-raising activities, facility rental fees, soda machine commissions, etc. The District estimates pool rental revenue and interest revenue from the pool endowment fund will be approximately \$198,000, this is included in the budget. The District is projecting \$1,998,625 for 2016-17.

## **Maintenance Fund**

The Maintenance Fund has a dedicated \$0.20 tax levy that the District projects will generate approximately \$2,553,440 in Current Tax revenue for 2016-17, an increase of \$26,564. In addition, the District is projecting \$39,486 in Delinquent Tax revenue for 2016-17.

## **Technology Fund**

The Technology Fund has a dedicated \$0.20 tax levy that the District projects will generate approximately \$2,553,440 in Current Tax revenue for 2016-17, an increase of \$26,564. In addition, the District is projecting \$39,486 in Delinquent Tax revenue for 2016-17.

## **Kirkwood Early Childhood Center (KECC) Fund (not funded by property taxes)**

The KECC Fund is used to account for the District's preschool program. This is a self-funded, non-profit program that receives most of its revenue from tuition payments. The Fund also includes revenue from the Adventure Club Program and the Summer Adventure Club Program. The District is projecting \$3,583,443 for 2016-17, an increase of \$254,283.

## **Debt Service Fund**

The District is projecting a \$0.365 Debt Service tax rate for 2016-17, which is projected to generate \$4,639,062 in Current Tax revenue. The District is also projecting \$71,738 in Delinquent Taxes, \$15,000 in Interest, and \$115,000 in State Assessed Utilities.

In addition, the District will be reimbursed 35% of the annual interest payments due for the 2010 General Obligation Build America Bonds from the federal government. The District is expecting the federal government to maintain its cut in this funding by approximately 7.3% (\$31,170) due to the sequestration cuts. The projected reimbursement is \$395,834 for 2016-17 and is reported as federal revenue.

## **Construction Fund (not funded by property taxes)**

This fund was used for the last two years for building "The Walker Natatorium" which was completed in the fall of 2015 utilizing a \$10 million grant from The Earl E. and Myrtle E. Walker Foundation to build a competitive pool on the campus of Kirkwood High School (KHS). In addition, the District received an anonymous donation of \$1,000,000 for the construction of the natatorium bringing the total donations for construction to \$11,000,000. This project has been completed and there are no construction plans for 2016-17.

**Proposition I Fund**

The Proposition I Fund has a dedicated \$0.20 tax levy that the District projects will generate approximately \$2,553,440 in Current Tax revenue for 2016-17, an increase of \$26,564. In addition, the District is projecting \$39,486 in Delinquent Tax revenue for 2016-17.

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# Expenditure Budget

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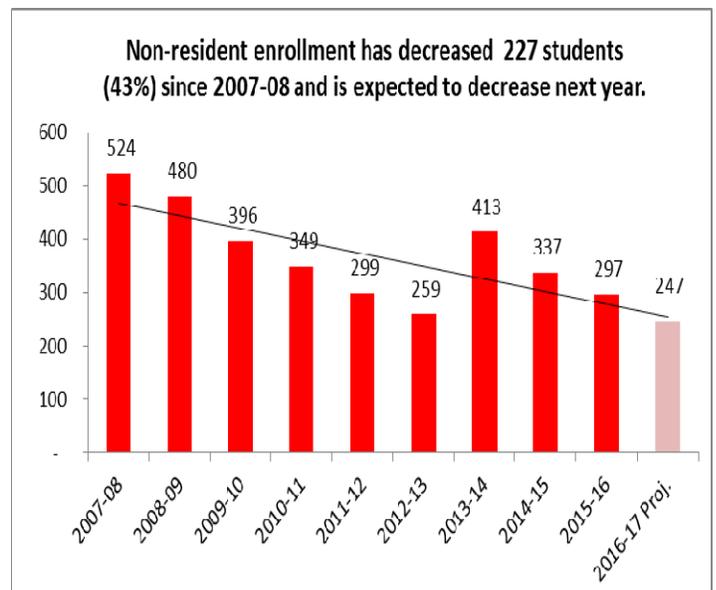
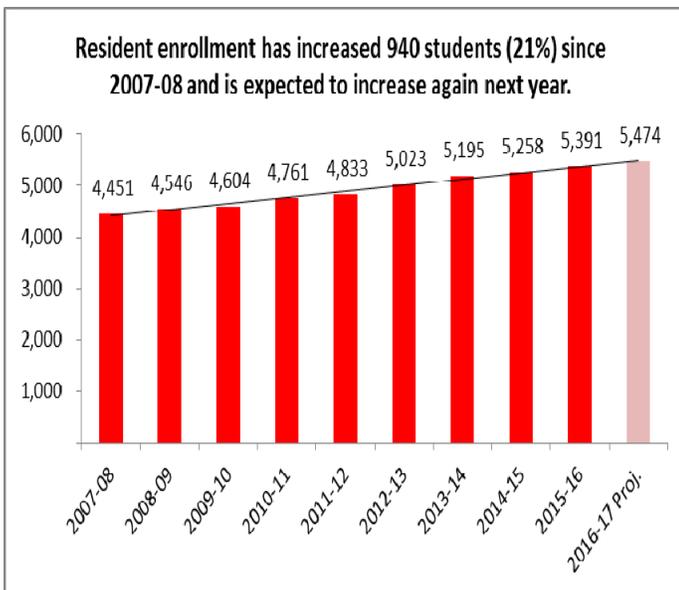
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## Operating Expenditures

The education of the District's students is a labor intensive enterprise that is reflected in the allocation of its financial resources. For 2016-17, salaries and benefits are projected to comprise 86% of the operating expenditures.

Resident student enrollment continues to increase, as illustrated below, resulting in the need to hire additional staff to continue providing high quality educational programs and to maintain the Board of Education recommended class sizes. The District has hired 41 full time classroom teaching positions since 2009-10. However, to address our budgetary needs and reduce expenditures, 25 classroom teaching positions were eliminated in the 2016-17 budget along with cuts to administrative and support staff.

Non-resident enrollment continues to decrease. The District is currently receiving the full tuition cost, approximately \$12,000 per student, to educate the transfer students from Riverview Gardens School District (RGSD) and Normandy Schools' Collaborative. If the RGSD regains accreditation, the Kirkwood School District may lose close to \$1 million in tuition payments received by RGSD to educate the students in the transfer program. The District is phasing out the Voluntary Transfer Program, which creates a loss in operating revenue of approximately \$175,000 a year due to receiving less money in tuition payments. These cuts are reflected in the 2016-17 budget.



**A. Salaries and Benefits** (86% of Operating Expenditures)

Salaries and benefits are projected to be \$54,290,122, a decrease of \$3,953,031 from 2015-16.

\$3,141,277 of the decrease is for salaries and \$811,754 is for benefits. Benefits include insurance, retirement, social security, and Medicare. Medical insurance is projected to remain the same as are the rates for retirement, social security, and medicare.

Significant Salary and Benefit changes:

- Salary and Benefit Packages – packages are determined by the staffing guidelines of the Board of Education on the basis of student enrollment and building requirements. The salary and benefit packages for all employees were frozen. All packages are one year agreements.
- Teacher Contingency – the District has established a contingency totaling \$234,000 for an additional 3.0 full-time equivalent (FTE) teachers, should enrollment increase throughout the summer and exceed the classroom size guidelines established by the Board of Education.
- Early Childhood Special Education (ECSE) – projected increase of \$106,500 due to additional staff needed for the program. The state pays 100% of the cost of this program.
- Administration Vacation Buyback – projected decrease \$72,792. The District expects three administrators to retire at the end of the 2015-16 fiscal year and no retirees at the end of 2016-17.

## Salary and Benefits Projections - Operating Funds

	<u>Operating Budget</u>	<u>Change From</u>
	<u>2016-17</u>	<u>2015-16</u>
<b>Salary &amp; Benefit Packages:</b>		
Certified Salary Package	\$ 37,781,331	\$ (2,430,112)
Support Salary Package	8,950,634	(1,119,372)
Administration Salary Package	3,660,655	(574,534)
 <b>Staffing Changes:</b>		
Teacher Contingency - 3.0 FTE	234,000	234,000
 <b>Other Salary &amp; Benefits:</b>		
Early Childhood Special Ed Grant	1,742,752	106,500
Food Service	671,495	(14,721)
Substitute Teachers	464,359	-
Parents as Teachers	170,800	(10,005)
Stipends	125,087	(37,983)
Jump Start Program	92,550	(6,139)
MO Preschool Project Grant	76,500	(3,500)
Title II Grant	65,795	-
Substitutes - Support Staff	61,054	(16,738)
Admin Retirement Incentive Program	55,830	18,508
Custodial & Maintenance - Overtime/Subs	49,000	(10,693)
After School Program	30,054	600
Admin Retirement Insurance	23,950	(16,050)
Unemployment Insurance	20,000	-
Admin AFD Buyback	11,956	-
6th Grade Camps	2,320	-
Admin Vacation Buyback	-	(72,792)
<b>Total Operating Salary &amp; Benefits</b>	<b>\$ 54,290,122</b>	<b>\$ (3,953,031)</b>

**B. Purchased Services** (7% of Operating Expenditures)

Purchased Services are projected to be \$4,621,266, a decrease of \$19,935. The following represents the majority of Purchased Services:

Technical Services – services that by their nature can be performed only by persons with specialized skills and knowledge. Most of the expenditures are for school nurses and are projected to be \$419,664, an increase of \$13,260.

Property/Contracted Services – expenditures for services purchased to operate, repair, and maintain the District's property. Property services include: water & sewer service, trash removal, repairs & maintenance, inspections, etc. The District is projecting \$751,137 for 2016-17, a decrease of \$38,545.

Contracted Transportation – the District's contract with First Student which provides student transportation services expires at the end of 2015-16. The District is projecting \$985,777 for 2016-17 student transportation, an increase of \$37,204.

Property Insurance – coverage includes general liability, vehicle, school board liability, worker's compensation, equipment breakdown, and a treasurer's bond. The District is projecting \$891,846 for 2016-17, an increase of \$42,469.

Other Purchased Services – the District is projecting \$1,091,779 for 2016-17, a decrease of \$109,310. The projected expenditures include:

- \$362,025 School Resource Officers
- \$ 69,003 Dues & Memberships
- \$ - 0 - Tuition Reimbursements
- \$ 78,495 Telephone Services
- \$ 55,184 Program Services (ECSE, Atlas, & Vista)
- \$ 51,279 Postage
- \$ 47,914 Student Services
- \$ 15,968 Printing Services
- \$411,911 Other Purchased Services – funds allocated by the various schools and departments for services.

**C. Supplies** (6% of Operating Expenditures)

Supplies are projected to be \$3,711,296, an increase of \$153,585. The following represents the majority of the supplies:

General Supplies – the District is projecting \$1,044,893 for 2016-17, an increase of \$48,770. The projected expenditures include:

- \$406,959 Instructional Supplies
- \$160,000 Maintenance Supplies
- \$ 91,408 Copy Center Supplies
- \$ 61,849 Custodial Supplies

- \$ 58,330 Carryover Funds – as a cost saving measure, schools and departments were allowed to carryover up to 10% of the previous year’s operating allocation.
- \$ 36,791 Office Supplies
- \$ 15,652 Food Supplies – food & beverage purchases, not part of the Food Service Program
- \$ 16,110 Computer Supplies
- \$ 11,154 Clinic Supplies
- \$ 15,939 Professional Development Supplies
- \$ 5,909 Instructional Technology Supplies
- \$164,792 Other General Supplies

Textbooks – includes textbooks and workbooks. The District is projecting \$242,179 for 2016-17, an increase of \$72,858.

Food Service – includes food, paper, and cleaning supplies used for the school lunch and breakfast program. The District is projecting \$488,640, an increase of \$12,015.

Energy Supplies/Services – includes natural gas, electric, and gasoline. The District is projecting \$1,887,087, an increase of \$32,393 for 2016-17. As the District continues to investigate cost saving measures, facility cost reduction has become an important topic. The KSD Resource Committee, a committee of staff, parents and community members focused on targeting new revenue sources that are recurring and sustainable and investigating methods to reduce energy costs, suggested the District search for professionals who provide sustainable energy solutions.

During the 2014-2015 school year, the District had an energy analysis conducted which resulted in hiring Sitton Energy Solutions to provide sustainable facility optimization solutions (SFOs). Sitton provided energy benchmarking of District buildings and then applied retro-commissioning to optimize building operations and energy management to reduce costs by creating an energy efficient building. North Kirkwood Middle School’s retro-commissioning project was completed last fall and is expected to save the District \$50,000 per year in utility costs. An energy analysis was conducted and a “retro-commissioning” project will be implemented at North Glendale and an energy audit will be conducted at Westchester in the 2016-17 fiscal year.

The District continues to implement utility cost saving methodologies by making the following building improvements as the maintenance schedule comes due: switching to high efficiency boilers (Nipher Middle), switching to high efficiency HVAC units (Keysor Elementary south wing), using double pane windows, insulated doors, “R” rated insulated roofs, LED lighting, and occupancy sensors.

The District also leases solar panels on five of its buildings: Westchester Elementary, North Glendale Elementary, North Kirkwood Middle, Hough, and the Kirkwood Early Childhood Center. The District estimates it will save approximately \$130,000 in utility fees above the lease cost over a 20 year period. Each system will provide the equivalent environmental benefit of planting 11,660 trees or preserving 98 acres of pine forest over the 20 years.

Energy Supplies/Services consist of:

- \$1,535,025 Electric
- \$ 322,062 Natural Gas
- \$ 30,000 Gasoline – used for District vehicles and equipment

**D. Capital Outlay** (<1% of Operating Expenditures)

Capital Outlay purchases are projected to be \$159,007, a decrease of \$58,221. The following represents the Capital Outlay for 2016-17:

General Equipment – includes office, maintenance, custodial, security, and copier equipment. The District is projecting \$74,959, an increase of \$4,766.

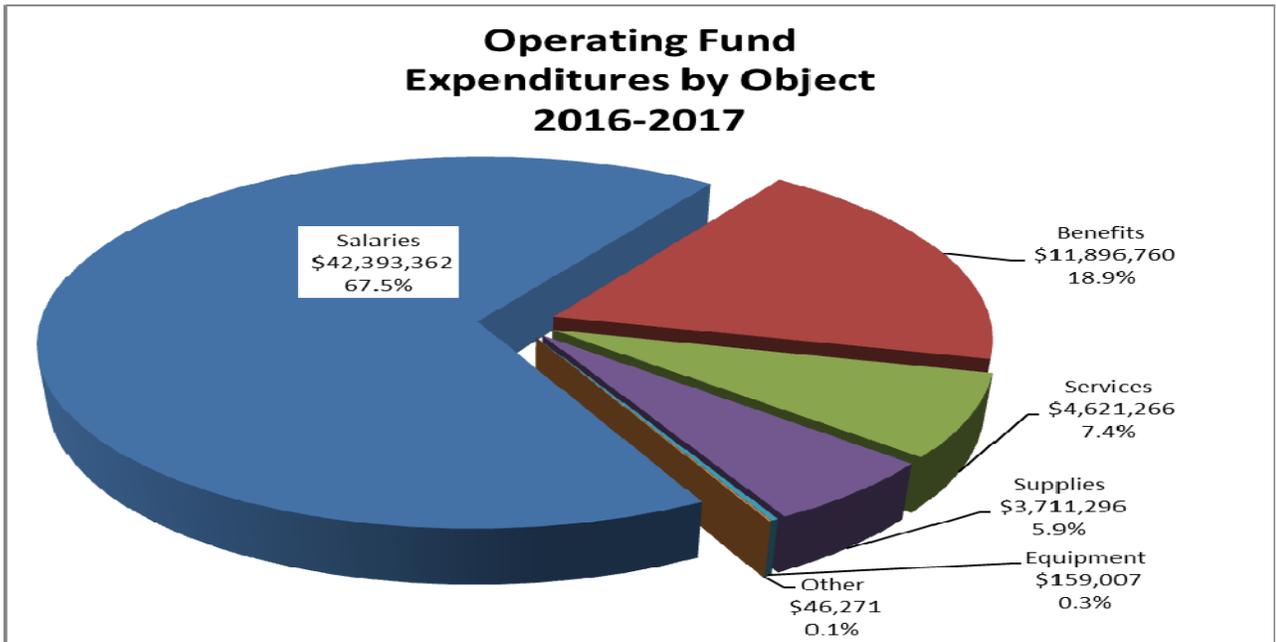
Instructional Equipment – includes science equipment, music instruments, photography equipment, PE equipment, etc. The District is projecting \$84,048 for 2016-17, a decrease of \$26,574.

Often schools and departments will wait until late in the fiscal year to see if they can afford equipment purchases and if so, they will transfer funds from other accounts for these purchases.

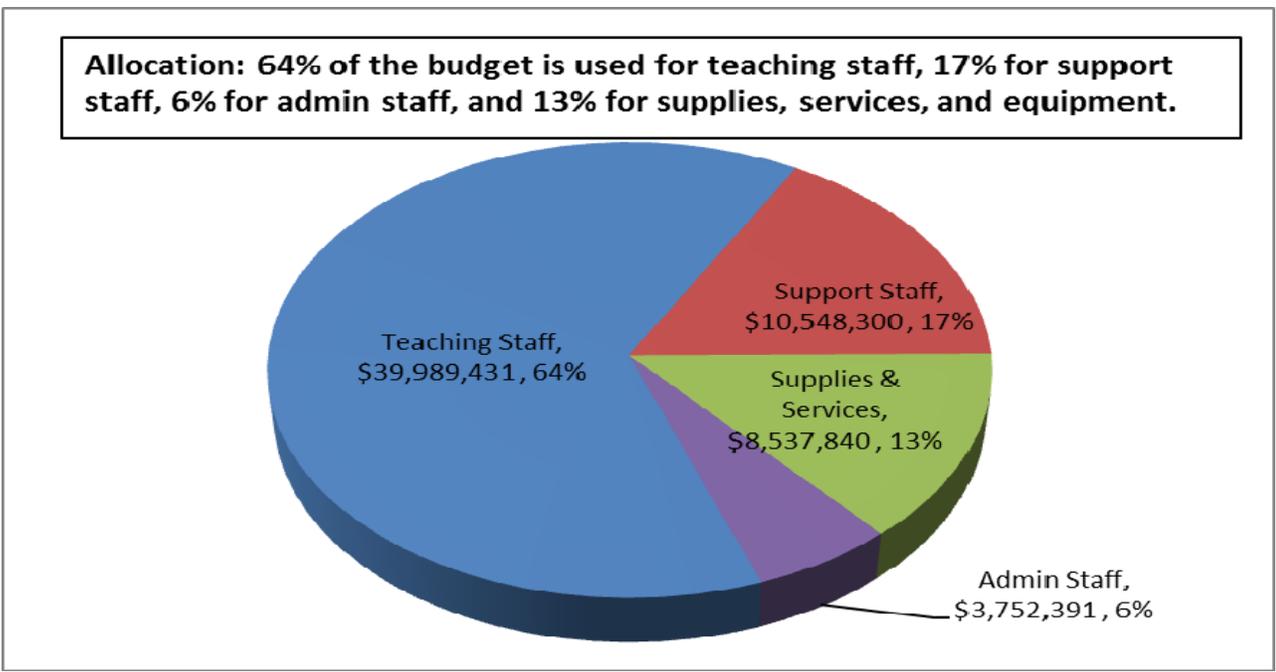
**E. Other – Principal & Interest** (<1% of Operating Expenditures)

The District leases copiers for its copy center and walk-up copiers located in the schools, administration building, and warehouse. The District's walk-up copiers will be six years old at the end of the 2015-16 fiscal year. They normally last five years before failing. The District added \$15,500 to the principal and interest budget in case some copiers need to be replaced. Principal and interest charges are projected to increase by \$15,500 to \$46,271.

As previously mentioned, the education of the District’s students is a labor intensive enterprise that is reflected in the allocation of its financial resources. For 2016-17, salaries and benefits are projected to be 86.4% of the operating budget. Supplies, services, and equipment make up the remaining 13.6% of the budget. Examples of supplies include: textbooks, instructional supplies, school lunch and breakfast food supplies, electricity, and natural gas. Examples of services include: school nurses, school resource officers, bus transportation, and property insurance.



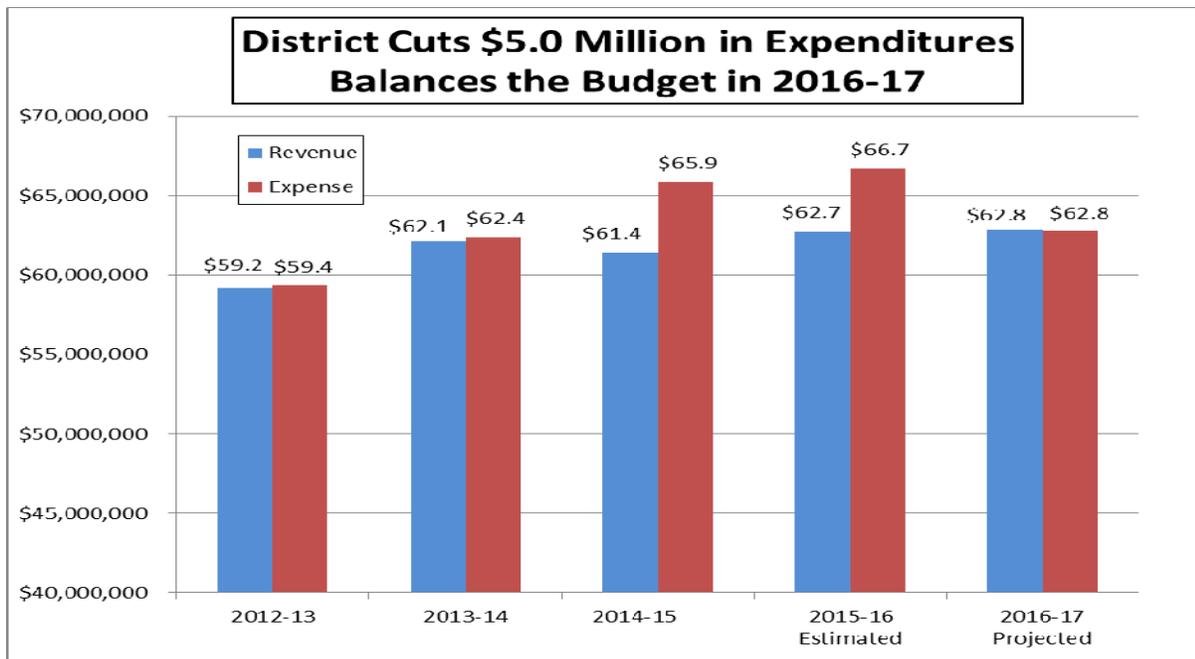
The graph below shows how the salary and benefit budget is allocated, with the balance allocated to supplies, services, and equipment.



Beginning in 2009-10 and over the next few years, the District cut \$3.7 million in expenses from the operating budget; however, growing enrollment required the District to hire additional teachers and personnel to support its students. In November 2015, the District placed an operating tax increase (Prop A) on the ballot, which was defeated. In December 2015, the Board of Education approved a cost savings proposal to address the budgetary needs and reduce expenditures.

The District cut approximately \$1 million from the 2015-16 budget by not filling open positions and by cutting school and department operating and supply budgets. An additional \$4 million was cut from the 2016-17 budget. In total, \$5 million was cut in order to balance the 2016-17 budget and to provide financial stability for the District in the near future. Some of the cuts made for 2016-17 include:

- Reduction of 25 teachers, 24 support staff, and 3 administrators
- Salary freeze for all employees
- Reduction in Extra Pay for Extra Duty and Extended Day Contracts



# Other Expenditures [Non-Operating Funds]

## **Activity Accounts Fund (not funded by property taxes)**

Activity Accounts are used to record revenue and expenditures from outside sources such as fund-raising activities, facility rental fees, soda machine commissions, etc. The District is projecting \$1,998,625 in expenditures for 2016-17.

## **Maintenance Fund**

The Maintenance Fund's projected expenditures total to \$3,120,000 for 2016-17. These funds will be used as listed on the following page.

**2016-17 MAINTENANCE FUND EXPENDITURE BUDGET**

Asphalt/Concrete

Patch/Repair	\$	95,000
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Athletic Fields

Seeding/Fertilizer/Chemicals	50,000	
Tillman - Track	25,000	
Westchester Field Renovations	20,000	
<b>Total Athletic Fields</b>		<b>95,000</b>

Building Improvements

Maintenance Salaries & Benefits	320,176	
General Maintenance	531,144	
Denver Miller Gym Windows	62,480	
NKMS - Additional Lockers	15,000	
KHS ADA Bathroom (near C190)	85,000	
KHS ADA Improvements to C190	225,000	
Robinson - Preschool Restroom	85,000	
<b>Total Building Improvements</b>		<b>1,323,800</b>

Playgrounds

Repair/Equipment Replacement	35,000	
Rubber Surfacing	50,000	
NGL - ADA Improvements	25,000	
<b>Total Playgrounds</b>		<b>110,000</b>

Roofing

Inspections/Repairs	25,000	
KHS - West Wing & Rob Library	355,000	
<b>Total Roofing</b>		<b>380,000</b>

Mechanical

Nipher - Boilers, Pumps & Piping	531,200	
Nipher - HVAC Controls (3 Locations)	100,000	
KHS - Headend Cooling & Dry Sprinkler	100,000	
District Wide - Exterior Lighting	25,000	
District Wide - Interior Lighting	25,000	
Fire Protection - 5 Year Code Compliance	35,000	
Energy Improvements	50,000	
General MEP & Safety Platforms	100,000	
Keysor - HVAC (South Wing)	100,000	
<b>Total Mechanical</b>		<b>1,066,200</b>

Safety & Security

Cameras & Access Controls		50,000
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<b>Grand Total</b>		<b>\$ 3,120,000</b>
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### **Technology Fund**

The Technology Fund's projected expenditures total \$2,556,876 for 2016-17, an increase of \$12,023. Equipment purchases will include: computers, tablets, inter-active projectors, wireless access equipment, network switches and storage. Service purchases will include: internet access, network connectivity, content filtering, spam filtering and grade book software. In addition to these expenditures, funds will be used for the salaries and benefits of the technology staff that support the equipment.

### **Kirkwood Early Childhood Center (KECC) Fund (not funded by property taxes)**

The KECC Fund is used to account for the District's preschool program. This is a self-funded, non-profit program that receives most of its revenue from tuition payments. The Fund also includes revenue and expenditures from the Adventure Club Program and the Summer Adventure Club Program. The District is projecting \$3,379,700 in expenditures for 2016-17, an increase of \$51,741. The increase is due to increases in participation in this program and will be offset by the increased revenues.

### **Debt Service Fund**

Debt Service expenditures are determined by the principal and interest payment schedules on outstanding General Obligation Bonds. The principal payments for 2016-17 total \$3,830,000; interest payments total \$1,220,013 and debt service fees are projected to be \$3,500. Total projected expenditures total \$5,053,513. The District will be reimbursed 35% of the annual interest payments due for the 2010 General Obligation Build America Bonds from the federal government, less any potential sequestration cuts. The sequestration cuts are expected to be \$31,170 or 7.3% of the interest subsidy due to the District.

### **Construction Fund (not funded by property taxes)**

This fund was used for the last two years for building "The Walker Natatorium" which was completed in the fall of 2015 utilizing a \$10 million grant from The Earl E. and Myrtle E. Walker Foundation to build a competitive pool on the campus of Kirkwood High School (KHS). In addition, the District received an anonymous donation of \$1,000,000 for the construction of the natatorium bringing the total donations for construction to \$11,000,000. This project has been completed and there are no construction plans for 2016-17.

### **Proposition I Fund**

Proposition I was a \$0.20 tax levy passed in 2005 for the purpose of acquiring, constructing, renovating and improving new and existing District facilities. Leasehold Revenue Bonds were issued in 2005 and the \$0.20 tax levy was used to pay the principal and interest on these bonds. The Series 2005 bonds were refinanced in 2013, saving the District approximately \$2.5M in interest. In April 2014, the District issued \$3.5M in Leasehold Revenue Bonds to pay for additional improvements at KHS, which include the Home Bleacher Project and the Band/Journalism/Atlas Project. The \$0.20 tax levy will be used to pay the principal and interest on the Series 2013 and Series 2014 bonds.

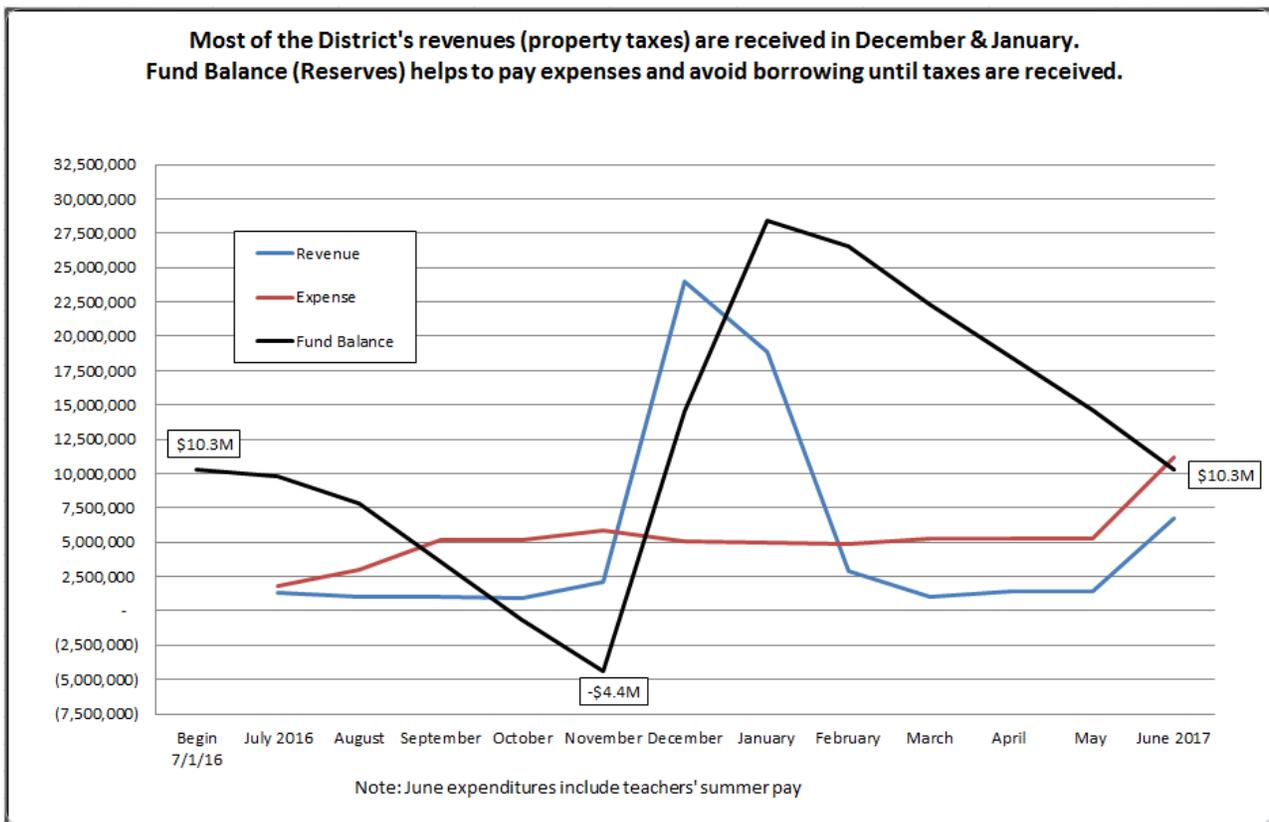
Expenditures for 2016-2017 are projected to be \$2,496,590 which is a decrease of \$5,000. \$1,730,000 is for principal, \$762,590 for interest and \$4,000 for associated financial fees.

# Operating Fund Balance

The District must maintain a cash reserve balance or Operating Fund Balance (Reserves) because approximately 75% of the District's annual revenue (mainly property taxes) is paid to the District in December and January.

The graph below illustrates the following:

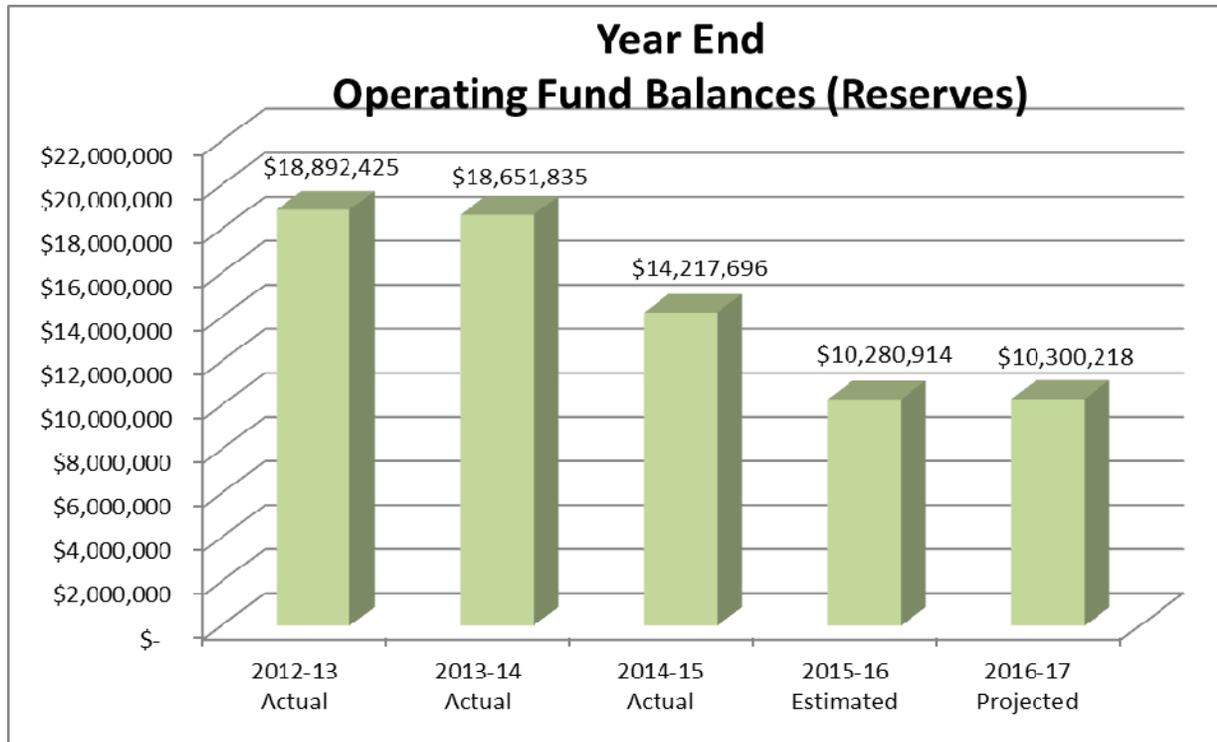
1. Expenditures are projected to be greater than revenue in each month except December and January.
2. The high point of the fund balance will be January, just after majority of the property taxes are received.
3. The fund balance decreases each month except December and January. The fund balance is at its lowest in November, just before tax revenues are received and is projected to be a negative \$4.4 million in November 2016.
4. The fund balance is necessary to help pay operating expenses and avoid borrowing until property taxes are received.



Board policy requires the District's beginning Operating Fund Balance of each fiscal year to be at least 20% of the expenditure budget (approximately \$14.0 million). This allows the District to meet expenditure needs without borrowing through November when property tax collections begin. November is usually the low point of the District's fund balance. Some short term borrowing will likely be needed in the fall of 2016.

The District is projecting an ending Operating Fund balance of \$10,280,914 for 2015-16 or 16.36% of the projected 2016-17 Operating Fund expenditures.

<b>Operating Fund Balance</b>	
2012-13 Actual	\$ 18,892,425
2013-14 Actual	\$ 18,651,835
2014-15 Actual	\$ 14,217,696
2015-16 Estimated (16.0%)	\$ 10,280,914
2016-17 Projected (16.0%)	\$ 10,300,218



In order to be fiscally responsible and meet the needs of students, the Kirkwood School District's finances are based on a multi-year operating cycle, which is standard for most school districts and is based on the following:

- The operating cycle begins when the voters pass an operating tax increase, which generates additional revenue.
- The District must control increases in expenses in order to maintain a surplus in operating revenue. Surplus revenue is then allocated to the operating fund balance, which is built up in order to offset costs in the latter part of the operating cycle. A district will typically ask the community for an operating tax increase every five years. In Kirkwood, high property values and careful management of expenditures have extended the operating cycle beyond the five-year mark.
- In the fall of 2015, the District placed Prop A on the ballot. Prop A was defeated. In December 2015, the Board of Education approved a cost savings proposal to address the budgetary needs and reduce expenditures. The proposal included \$1 million in cuts from the 2015-16 fiscal year and \$4 million in cuts from the 2016-17 fiscal year resulting in a balanced budget for 2016-17 and financial stability in the near future.

As illustrated above, the District is at the end of the multi-year operating cycle.





**K I R K W O O D**  
**S C H O O L D I S T R I C T**

# **2016-2017 BUDGET**

## **FINANCIAL SECTION**



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# Financial Section

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## Section A

The Financial Section includes two sections of financial data.

**Section A** – includes the following funds used by the District.

- Operating
- Activity Accounts
- Maintenance
- Technology
- Kirkwood Early Childhood Center (KECC)
- Debt Service
- Construction
- Proposition I
- Total – All Funds

Expenditures are categorized by “Function,” a code that indicates the action, purpose, or program such as elementary instruction, media services, operation of plant, etc.

Expenditures are further categorized by “Object,” a term that indicates the service or commodity obtained, such as salaries, benefits, supplies, equipment, etc. (See pages 54-59 for the expenditures by “Object”).

**Section B** - uses the same financial data from the funds listed in Section A and reports the data by the General, Special Revenue, Debt Service and Capital Projects in accordance with Chapter 67 RSMo, Section 67.010, of the Missouri State Statutes.

**Operating Fund**  
**Revenue, Expenditures, & Fund Balance**

**Operating Revenues by Object**

<b>Object</b>	<b>Description</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Dollar</b>	<b>Percent</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>	<b>Variance</b>	<b>Variance</b>
<b>Local Revenue</b>						
5111	Current Taxes	43,664,711	45,131,294	45,605,703	474,409	1.05%
5112	Delinquent Taxes	237,365	-	705,243	705,243	100.00%
5113	School District Trust Fund (Prop C)	4,505,480	4,648,000	4,804,500	156,500	3.37%
5114	Financial Institution Tax	263,287	333,168	300,000	(33,168)	-9.96%
5115	M & M Surtax	1,871,619	1,871,730	1,871,700	(30)	0.00%
5116	In Lieu of Tax	-	-	-	-	0.00%
5131	Transportation Fees From Patrons	7,293	8,000	8,000	-	0.00%
5140	Earnings on Investments	67,917	90,000	90,000	-	0.00%
5150	Food Service Program	823,355	936,700	901,322	(35,378)	-3.78%
5180	Community Services	-	-	-	-	0.00%
5190	VTS (Deseg) Program	1,399,817	1,108,000	916,000	(192,000)	-17.33%
5190	Transfer Payments	1,413,226	1,237,500	194,000	(1,043,500)	-84.32%
5190	Vista School	118,000	121,400	121,400	-	0.00%
5190	Other - From Local Sources	234,678	150,000	150,000	-	0.00%
	Local - Subtotal	54,606,748	55,635,792	55,667,868	32,076	0.06%
<b>County Revenue</b>						
5211	Fines, Escheats, Etc.	59,430	55,240	55,240	-	0.00%
5221	State Assessed Utilities	829,166	860,065	860,065	-	0.00%
5237	Other - County	2,222	-	-	-	0.00%
	County - Subtotal	890,818	915,305	915,305	-	0.00%
<b>State Revenue</b>						
5311	Basic Formula - State Monies	764,067	937,925	969,475	31,550	3.36%
5312	Transportation	185,012	160,000	160,000	-	0.00%
5314	Early Childhood Special Education	1,484,143	1,662,202	1,747,600	85,398	5.14%
5319	Basic Formula - Classroom Trust	1,894,693	1,953,818	2,013,525	59,707	3.06%
5324	Educational Screening Prog/PAT	182,290	180,000	180,000	-	0.00%
5332	Vocational/Technical Aid	6,887	-	-	-	0.00%
5333	Food Service - State	8,276	6,700	8,276	1,576	23.52%
5359	Vocational Enhancement Grant	45,153	-	-	-	0.00%
5382	MO Preschool Project Grant	95,000	80,000	78,500	(1,500)	-1.88%
5397	Other - State	11,368	3,300	-	(3,300)	-100.00%
	State - Subtotal	4,676,889	4,983,945	5,157,376	173,431	3.48%
<b>Federal Revenue</b>						
5427	Perkins	19,162	38,785	38,785	-	0.00%
5442	Early Childhood Special Education	230,254	192,000	194,000	2,000	1.04%
5445	School Lunch Program	387,954	356,000	317,377	(38,623)	-10.85%
5446	School Breakfast Program	124,243	106,000	91,555	(14,445)	-13.63%
5451	Title I - ESEA	360,594	353,073	325,000	(28,073)	-7.95%
5462	Title III, ELL	7,367	8,838	-	(8,838)	-100.00%
5465	Title II, Part A, ESEA	117,281	163,544	140,000	(23,544)	-14.40%
5497	Other - Federal	-	-	-	-	0.00%
	Federal - Subtotal	1,246,855	1,218,240	1,106,717	(111,523)	-9.15%
<b>Total Operating Revenues</b>		<b>61,421,310</b>	<b>62,753,282</b>	<b>62,847,266</b>	<b>93,984</b>	<b>0.15%</b>

**Operating Expenditures by Function**

<u>Function</u>	<u>Description</u>	<u>2014-15 Actual</u>	<u>2015-16 Estimated</u>	<u>2016-17 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
<b>Instructional Expenditures</b>						
1110	Elementary	16,497,424	17,211,455	16,059,605	(1,151,850)	-6.69%
1130	Middle/Junior High	8,200,096	8,555,754	8,303,006	(252,748)	-2.95%
1150	Senior High	12,365,091	12,331,381	11,640,106	(691,275)	-5.61%
1191	Summer School (Regular)	139,793	124,030	112,824	(11,206)	-9.03%
1220	Special Education	1,949,169	1,864,925	1,806,287	(58,638)	-3.14%
1280	Early Childhood Special Education	1,776,859	1,734,202	1,836,202	102,000	5.88%
1300	Vocational Instruction	46,284	-	-	-	0.00%
1400	Student Activities	1,248,294	1,247,623	1,179,593	(68,030)	-5.45%
1941	Contracted Education Services	80,194	76,818	76,818	-	0.00%
	Total Instruction (K-12 only)	42,303,204	43,146,188	41,014,441	(2,131,747)	-4.94%
<b>Support Services</b>						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	2,433,442	2,433,263	2,160,956	(272,307)	-11.19%
2130-2190	Health, Psych, Speech, and Audio	497,849	509,421	497,328	(12,093)	-2.37%
2210	Improvement of Instruction	476,039	463,777	457,822	(5,955)	-1.28%
2214	Professional Development	113,334	52,749	52,749	-	0.00%
2220-2290	Media Services (Library)	1,789,181	1,736,905	1,154,212	(582,693)	-33.55%
2310	Board of Education Services	193,283	181,386	183,122	1,736	0.96%
2320	Executive Administration	1,525,289	1,438,218	1,282,665	(155,553)	-10.82%
2400	Building Level Administration	5,084,902	5,248,951	4,843,625	(405,326)	-7.72%
2510	Business, Fiscal, Internal Service	994,854	1,006,365	963,808	(42,557)	-4.23%
2540	Operation of Plant	7,193,489	7,153,768	6,990,869	(162,899)	-2.28%
2546	Security Services	510,085	514,943	483,649	(31,294)	-6.08%
2551	Pupil Transportation, Contracted	873,690	840,318	884,159	43,841	5.22%
2555	Payment to Other Districts- Non-Disabled Trans.	59,051	48,460	48,460	-	0.00%
2559	Early Childhood Special Education Trans. Serv.	77,343	120,000	120,000	-	0.00%
2561	Food Services	1,321,813	1,403,128	1,343,530	(59,598)	-4.25%
	Total Support Services	23,143,644	23,151,652	21,466,954	(1,684,698)	-7.28%
<b>Non- Instruction/Support Services</b>						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	342,917	325,040	300,296	(24,744)	-7.61%
4000	Facilities Acquisition & Construction	-	36,413	-	(36,413)	0.00%
5100	Principal	64,555	29,183	44,183	15,000	51.40%
5200	Interest	1,129	1,588	2,088	500	31.49%
5300	Other (Fin Fees, Etc.)	-	-	-	-	0.00%
	Total Non- Instruction/Support	408,601	392,224	346,567	(45,657)	-11.64%
<b>Total Operating Expenditures</b>		<b>65,855,449</b>	<b>66,690,064</b>	<b>62,827,962</b>	<b>(3,862,102)</b>	<b>-5.79%</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>		<b>(4,434,139)</b>	<b>(3,936,782)</b>	<b>19,304</b>	<b>3,956,086</b>	<b>-100.49%</b>
<b>Beginning Fund Balance</b>		<b>18,651,835</b>	<b>14,217,696</b>	<b>10,280,914</b>	<b>(3,936,782)</b>	<b>-27.69%</b>
<b>Ending Fund Balance</b>		<b>14,217,696</b>	<b>10,280,914</b>	<b>10,300,218</b>	<b>19,304</b>	<b>0.19%</b>

**Activity Accounts Fund**  
 (Not Funded by Property Taxes)  
**Revenue, Expenditures, & Fund Balance**

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Local Revenue Detail</b>						
5170	Activity Revenues	2,053,241	1,852,865	1,998,625	145,760	7.87%
5180	Community Services	-	-	-	-	0.00%
	Local - Subtotal	<u>2,053,241</u>	<u>1,852,865</u>	<u>1,998,625</u>	<u>145,760</u>	<u>7.87%</u>
<b>Expenditures by Function</b>						
<u>Function</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
1400	Student Activities	1,772,869	1,801,100	1,998,625	197,525	10.97%
3000	Community Services	-	-	-	-	0.00%
4000	Facilities Acquisition & Construction	241,237	-	-	-	0.00%
		<u>2,014,106</u>	<u>1,801,100</u>	<u>1,998,625</u>	<u>197,525</u>	<u>10.97%</u>
<b>Excess of Revenues Over/(Under) Expenditures</b>		39,135	51,765	-	(51,765)	-100.00%
<b>Beginning Fund Balance</b>		1,652,880	1,692,015	1,743,780	51,765	3.06%
<b>Ending Fund Balance</b>		<u><u>1,692,015</u></u>	<u><u>1,743,780</u></u>	<u><u>1,743,780</u></u>	<u><u>-</u></u>	<u><u>0.00%</u></u>

**Maintenance Fund**  
**Revenue, Expenditures, & Fund Balance**

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
5111	Current Taxes	2,410,950	2,526,876	2,553,440	26,564	1.05%
5112	Delinquent Taxes	13,130	-	39,486	39,486	100.00%
5190	Other Local	-	-	-	-	0.00%
	Local - Subtotal	2,424,080	2,526,876	2,592,926	66,050	2.61%
<b>Expenditures by Function</b>						
<u>Function</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
2542	Facility Maintenance Staff & Supplies	-	-	388,976	388,976	100.00%
4000	Facility Maintenance and Improvements	3,870,384	1,916,000	2,731,024	815,024	42.54%
	Total Expenditures	3,870,384	1,916,000	3,120,000	1,204,000	62.84%
<b>Excess of Revenues Over/(Under) Expenditures</b>		(1,446,304)	610,876	(527,074)	(1,137,950)	-186.28%
<b>Beginning Fund Balance</b>		2,910,785	1,464,481	2,075,357	610,876	41.71%
<b>Ending Fund Balance</b>		1,464,481	2,075,357	1,548,283	(527,074)	-25.40%

**Technology Fund**  
**Revenue, Expenditures, & Fund Balance**

<u>Object</u>	<u>Description</u>	2014-15	2015-16	2016-17	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
5111	Current Taxes	2,410,950	2,526,876	2,553,440	26,564	1.05%
5112	Delinquent Taxes	13,130	-	39,486	39,486	100.00%
	Local - Subtotal	2,424,080	2,526,876	2,592,926	66,050	2.61%
<b>Expenditures by Function</b>						
<u>Function</u>	<u>Description</u>	2014-15	2015-16	2016-17	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
2227-2228	Media Services	2,542,756	2,502,060	2,514,083	12,023	0.48%
5100	Principal	42,793	40,351	40,351	-	0.00%
5200	Interest	-	2,442	2,442	-	0.00%
	<b>Total Expenditures</b>	2,585,549	2,544,853	2,556,876	12,023	0.47%
<b>Excess of Revenues Over/(Under) Expenditures</b>		(161,469)	(17,977)	36,050	54,027	-300.53%
<b>Beginning Fund Balance</b>		1,989,139	1,827,670	1,809,693	(17,977)	-0.98%
<b>Ending Fund Balance</b>		1,827,670	1,809,693	1,845,743	36,050	1.99%

## Kirkwood Early Childhood Fund

(Not Funded by Property Taxes)

### Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
5140	Interest	1,306	3,000	3,000	-	0.00%
5180	Community Services	3,051,135	3,306,160	3,560,443	254,283	7.69%
5497	Other Federal	24,947	20,000	20,000	-	0.00%
	<b>Total Revenue</b>	<b>3,077,388</b>	<b>3,329,160</b>	<b>3,583,443</b>	<b>254,283</b>	<b>7.64%</b>
<b>Expenditures by Function</b>						
<u>Function</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
3000	Community Services	3,105,842	3,327,959	3,379,700	51,741	1.55%
	<b>Total Expenditures</b>	<b>3,105,842</b>	<b>3,327,959</b>	<b>3,379,700</b>	<b>51,741</b>	<b>1.55%</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>		(28,454)	1,201	203,743	202,542	16864.45%
<b>Beginning Fund Balance</b>		641,341	612,887	614,088	1,201	0.20%
<b>Ending Fund Balance</b>		<b>612,887</b>	<b>614,088</b>	<b>817,831</b>	<b>203,743</b>	<b>33.18%</b>

**Debt Service Fund**  
**Revenue, Expenditures, & Fund Balance**

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
5111	Current Taxes	4,399,983	4,611,559	4,639,062	27,503	0.60%
5112	Delinquent Taxes	23,963	-	71,738	71,738	100.00%
5140	Interest	15,811	15,000	15,000	-	0.00%
5143	Premium on Sale of Bonds	-	-	-	-	0.00%
5190	Other Local Revenue	-	-	-	-	0.00%
5221	State Assessed Utilities	114,996	115,920	115,000	(920)	-0.79%
5497	Other Federal Revenue	455,861	428,591	395,834	(32,757)	-7.64%
5692	Refunding Bonds	-	-	-	-	0.00%
	<b>Total Revenue</b>	<b>5,010,614</b>	<b>5,171,070</b>	<b>5,236,634</b>	<b>65,564</b>	<b>1.27%</b>

**Expenditures by Function**

<u>Function</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
5100	Principal	3,510,000	3,675,000	3,830,000	155,000	4.22%
5200	Interest	1,447,918	1,343,177	1,220,013	(123,164)	-9.17%
5300	Other (Fin Fees, Etc.)	662	3,500	3,500	-	0.00%
	<b>Total Expenditures</b>	<b>4,958,580</b>	<b>5,021,677</b>	<b>5,053,513</b>	<b>31,836</b>	<b>0.63%</b>
	<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>52,034</b>	<b>149,393</b>	<b>183,121</b>	<b>33,728</b>	<b>22.58%</b>
	<b>Beginning Fund Balance</b>	<b>4,617,823</b>	<b>4,669,857</b>	<b>4,819,250</b>	<b>149,393</b>	<b>3.20%</b>
	<b>Ending Fund Balance</b>	<b>4,669,857</b>	<b>4,819,250</b>	<b>5,002,371</b>	<b>183,121</b>	<b>3.80%</b>

**Construction Fund**  
 (Not Funded by Property Taxes)  
Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
5140	Interest	-	-	-	-	0.00%
5190	Donation-Walker Foundation	5,706,528	5,238,472	-	(5,238,472)	-100.00%
5611	Sale of Bonds	-	-	-	-	0.00%
	<b>Total Revenue</b>	<b>5,706,528</b>	<b>5,238,472</b>	<b>-</b>	<b>(5,238,472)</b>	<b>-100.00%</b>
<b>Expenditures by Function</b>						
<u>Function</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
4000	Facilities Acquisition & Construction	-	-	-	-	0.00%
4000	Walker Natatorium	5,610,053	5,238,472	-	(5,238,472)	-100.00%
	<b>Total Expenditures</b>	<b>5,610,053</b>	<b>5,238,472</b>	<b>-</b>	<b>(5,238,472)</b>	<b>-100.00%</b>
	<b>Excess of Revenues Over/(Under) Expenditures</b>	<b>96,475</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
	<b>Beginning Fund Balance</b>	<b>(96,475)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
	<b>Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

**Proposition I Fund**  
**Revenue, Expenditures, & Fund Balance**

<u>Object</u>	<u>Description</u>	2014-15	2015-16	2016-17	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
5111	Current Taxes	2,410,950	2,526,876	2,553,440	26,564	1.05%
5112	Delinquent Taxes	13,130	-	39,486	39,486	100.00%
5140	Interest Earnings	-	-	-	-	0.00%
5610	Sale of Bonds	-	-	-	-	0.00%
	Local - Subtotal	2,424,080	2,526,876	2,592,926	66,050	2.61%

**Expenditures by Function**

<u>Function</u>	<u>Description</u>	2014-15	2015-16	2016-17	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
4000	Facility Acquisition and Construction	2,598,024	-	-	-	0.00%
5100	Principal	1,615,000	1,680,000	1,730,000	50,000	2.98%
5200	Interest	855,150	818,590	762,590	(56,000)	-6.84%
5300	Other (Fin Fees, Etc.)	5,946	3,000	4,000	1,000	33.33%
	Total Expenditures	5,074,120	2,501,590	2,496,590	(5,000)	-0.20%
<b>Excess of Revenues Over/(Under) Expenditures</b>		(2,650,040)	25,286	96,336	71,050	280.99%
<b>Beginning Fund Balance</b>		2,639,943	(10,097)	15,189	25,286	-250.43%
<b>Ending Fund Balance</b>		(10,097)	15,189	111,525	96,336	634.25%

**Total All Funds**  
**Revenue, Expenditures, & Fund Balance**

**Revenues by Object - All Funds**

<u>Object</u>	<u>Description</u>	2014-15	2015-16	2016-17	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
<b>Local Revenue</b>						
5111	Current Taxes	55,297,544	57,323,481	57,905,085	581,604	1.01%
5112	Delinquent Taxes	300,718	-	895,439	895,439	100.00%
5113	School District Trust Fund (Prop C)	4,505,480	4,648,000	4,804,500	156,500	3.37%
5114	Financial Institution Tax	263,287	333,168	300,000	(33,168)	-9.96%
5115	M & M Surtax	1,871,619	1,871,730	1,871,700	(30)	0.00%
5116	In Lieu of Tax	-	-	-	-	0.00%
5131	Transportation Fees From Patrons	7,293	8,000	8,000	-	0.00%
5140	Earnings on Investments	85,034	108,000	108,000	-	0.00%
5143	Premium on Sale of Bond	-	-	-	-	0.00%
5150	Food Service Program	823,355	936,700	901,322	(35,378)	-3.78%
5170	Activity Revenues	2,053,241	1,852,865	1,998,625	145,760	7.87%
5180	Community Services	3,051,135	3,306,160	3,560,443	254,283	7.69%
5190	VTS (Deseg) Program	1,399,817	1,108,000	916,000	(192,000)	-17.33%
5190	Transfer Payments	1,413,226	1,237,500	194,000	(1,043,500)	-84.32%
5190	Vista School	118,000	121,400	121,400	-	0.00%
5190	Donation-Walker Foundation	5,706,528	5,238,472	-	(5,238,472)	-100.00%
5190	Other - From Local Sources	234,678	150,000	150,000	-	0.00%
	Local - Subtotal	77,130,955	78,243,476	73,734,514	(4,508,962)	-5.76%
<b>County Revenue</b>						
5211	Fines, Escheats, Etc.	59,430	55,240	55,240	-	0.00%
5221	State Assessed Utilities	944,162	975,985	975,065	(920)	-0.09%
5237	Other - County	2,222	-	-	-	0.00%
	County - Subtotal	1,005,814	1,031,225	1,030,305	(920)	-0.09%
<b>State Revenue</b>						
5311	Basic Formula - State Monies	764,067	937,925	969,475	31,550	3.36%
5312	Transportation	185,012	160,000	160,000	-	0.00%
5314	Early Childhood Special Education	1,484,143	1,662,202	1,747,600	85,398	5.14%
5319	Basic Formula - Classroom Trust	1,894,693	1,953,818	2,013,525	59,707	3.06%
5324	Educational Screening Prog/PAT	182,290	180,000	180,000	-	0.00%
5332	Vocational/Technical Aid	6,887	-	-	-	0.00%
5333	Food Service - State	8,276	6,700	8,276	1,576	23.52%
5359	Vocational Enhancement Grant	45,153	-	-	-	0.00%
5382	MO Preschool Project Grant	95,000	80,000	78,500	(1,500)	-1.88%
5397	Other - State	11,368	3,300	-	(3,300)	100.00%
	State - Subtotal	4,676,889	4,983,945	5,157,376	173,431	3.48%
<b>Federal Revenue</b>						
5427	Perkins Grant	19,162	38,785	38,785	-	0.00%
5442	Early Childhood Special Education - Federal	230,254	192,000	194,000	2,000	1.04%
5445	School Lunch Program	387,954	356,000	317,377	(38,623)	-10.85%
5446	School Breakfast Program	124,243	106,000	91,555	(14,445)	-13.63%
5451	Title I - ESEA	360,594	353,073	325,000	(28,073)	-7.95%
5462	Title III, ELL	7,367	8,838	-	(8,838)	-100.00%
5465	Title II, Part A, ESEA	117,281	163,544	140,000	(23,544)	-14.40%
5497	Other - Federal	480,808	448,591	415,834	(32,757)	-7.30%
	Federal - Subtotal	1,727,663	1,666,831	1,522,551	(144,280)	-8.66%
<b>Other Revenue</b>						
5610	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue - Subtotal	-	-	-	-	0.00%
<b>Total Revenue - All Funds</b>		<b>84,541,321</b>	<b>85,925,477</b>	<b>81,444,746</b>	<b>(4,480,731)</b>	<b>-5.21%</b>

**Expenditures by Function - All Funds**

<u>Function</u>	<u>Description</u>	<u>2014-15 Actual</u>	<u>2015-16 Estimated</u>	<u>2016-17 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
<b>Instructional Expenditures</b>						
1110	Elementary	16,497,424	17,211,455	16,059,605	(1,151,850)	-6.69%
1130	Middle/Junior High	8,200,096	8,555,754	8,303,006	(252,748)	-2.95%
1150	Senior High	12,365,091	12,331,381	11,640,106	(691,275)	-5.61%
1191	Summer School (Regular)	139,793	124,030	112,824	(11,206)	-9.03%
1220	Special Education	1,949,169	1,864,925	1,806,287	(58,638)	-3.14%
1280	Early Childhood Special Education	1,776,859	1,734,202	1,836,202	102,000	5.88%
1300	Vocational Instruction	46,284	-	-	-	0.00%
1400	Student Activities	3,021,163	3,048,723	3,178,218	129,495	4.25%
1941	Contracted Education Services	80,194	76,818	76,818	-	0.00%
1999	Total Instruction (K-12 only)	44,076,073	44,947,288	43,013,066	(1,934,222)	-4.30%
<b>Support Services</b>						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	2,433,442	2,433,263	2,160,956	(272,307)	-11.19%
2130-2190	Health, Psych, Speech, and Audio	497,849	509,421	497,328	(12,093)	-2.37%
2210	Improvement of Instruction	476,039	463,777	457,822	(5,955)	-1.28%
2214	Professional Development	113,334	52,749	52,749	-	0.00%
2220-2290	Media Services (Library)	4,331,937	4,238,965	3,668,295	(570,670)	-13.46%
2310	Board of Education Services	193,283	181,386	183,122	1,736	0.96%
2320	Executive Administration	1,525,289	1,438,218	1,282,665	(155,553)	-10.82%
2400	Building Level Administration	5,084,902	5,248,951	4,843,625	(405,326)	-7.72%
2510	Business, Fiscal, Internal Service	994,854	1,006,365	963,808	(42,557)	-4.23%
2540	Operation of Plant	7,193,489	7,153,768	7,379,845	226,077	3.16%
2546	Security Services	510,085	514,943	483,649	(31,294)	-6.08%
2551	Pupil Transportation, Contracted	873,690	840,318	884,159	43,841	5.22%
2555	Payment to Other Districts- Non-Disabled Trans.	59,051	48,460	48,460	-	0.00%
2559	Early Childhood Special Education Trans. Serv.	77,343	120,000	120,000	-	0.00%
2561	Food Services	1,321,813	1,403,128	1,343,530	(59,598)	-4.25%
2998	Total Support Services	25,686,400	25,653,712	24,370,013	(1,283,699)	-5.00%
<b>Non- Instruction/Support Services</b>						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	3,448,759	3,652,999	3,679,996	26,997	0.74%
4000	Facilities Acquisition & Construction	6,709,645	1,952,413	2,731,024	778,611	39.88%
4000	Walker Natatorium	5,610,053	5,238,472	-	(5,238,472)	-100.00%
5100	Principal	5,232,348	5,424,534	5,644,534	220,000	4.06%
5200	Interest	2,304,197	2,165,797	1,987,133	(178,664)	-8.25%
5300	Other (Fin Fees, Etc.)	6,608	6,500	7,500	1,000	15.38%
9998	Total Non- Instruction/Support	23,311,610	18,440,715	14,050,187	(4,390,528)	-23.81%
<b>Total Expenditures - All Funds</b>		<b>93,074,083</b>	<b>89,041,715</b>	<b>81,433,266</b>	<b>(7,608,449)</b>	<b>-8.54%</b>
<b>Excess of Revenues Over/(Under) Expenditures</b>		<b>(8,532,762)</b>	<b>(3,116,238)</b>	<b>11,480</b>	<b>3,127,718</b>	<b>-100.37%</b>
<b>Beginning Fund Balance - All Funds</b>		<b>33,007,271</b>	<b>24,474,509</b>	<b>21,358,271</b>	<b>(3,116,238)</b>	<b>-12.73%</b>
<b>Ending Fund Balance - All Funds</b>		<b>24,474,509</b>	<b>21,358,271</b>	<b>21,369,751</b>	<b>11,480</b>	<b>0.05%</b>

**Operating Fund**  
**Expenditures by Object**

<b>Object</b>	<b>Description</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Dollar</b>	<b>Percent</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>	<b>Variance</b>	<b>Variance</b>
<b>Salary &amp; Employee Benefits</b>						
6100	Certified Salaries	35,973,699	36,831,451	34,548,367	(2,283,084)	-6.20%
6150	Non-Certified Salaries	8,471,971	8,703,188	7,844,995	(858,193)	-9.86%
	Salaries-Subtotal	44,445,670	45,534,639	42,393,362	(3,141,277)	-6.90%
6211	Teacher Retirement	5,463,165	5,576,187	5,220,190	(355,997)	-6.38%
6221	Non-Teacher Retirement	598,678	623,290	567,375	(55,915)	-8.97%
6231	OASDI (Social Security)	672,876	647,874	578,878	(68,996)	-10.65%
6232	Medicare	612,298	654,741	607,719	(47,022)	-7.18%
6240-6270	Employee Insurance	4,881,482	5,206,422	4,922,598	(283,824)	-5.45%
	Employee Benefits - Subtotal	12,228,499	12,708,514	11,896,760	(811,754)	-6.39%
<b>Purchased Services</b>						
6311	Tuition	70,905	71,818	71,818	-	0.00%
6312-6314	Professional Services	39,014	49,212	60,958	11,746	23.87%
6315	Audit Services	21,000	21,500	21,500	-	0.00%
6316,						
6318-9	Technical Services	397,968	406,404	419,664	13,260	3.26%
6317	Legal Services	120,462	115,000	115,000	-	0.00%
6330-6339	Property/Contracted Services	824,436	789,682	751,137	(38,545)	-4.88%
6341	Contracted Transportation	929,348	948,573	985,777	37,204	3.92%
6342	Other Contracted Pupil Transportation	80,737	62,035	69,862	7,827	12.62%
6343-6349	Travel	216,795	126,511	141,925	15,414	12.18%
6351	Property Insurance	824,638	849,377	891,846	42,469	5.00%
6360-6390	Other Purchased Services	1,337,330	1,201,089	1,091,779	(109,310)	-9.10%
	Purchased Services-Subtotal	4,862,633	4,641,201	4,621,266	(19,935)	-0.43%
<b>Supplies</b>						
6410	General Supplies	1,181,511	996,123	1,044,893	48,770	4.90%
6430	Regular Textbooks	382,771	169,321	242,179	72,858	43.03%
6440	Library Books	53,300	44,937	33,425	(11,512)	-25.62%
6450	Periodicals	13,561	13,011	12,072	(939)	-7.22%
6471	Food Services Supplies	434,569	476,625	488,640	12,015	2.52%
6480	Energy Supplies/Services	1,804,268	1,854,694	1,887,087	32,393	1.75%
6490	Other Supplies	1,717	3,000	3,000	-	0.00%
	Supplies - Subtotal	3,871,697	3,557,711	3,711,296	153,585	4.32%
<b>Capital Outlay</b>						
6520	Building Improvements	-	36,413	-	(36,413)	-100.00%
6530	Site Improvements	-	-	-	-	0.00%
6541	Equipment-General	130,417	70,193	74,959	4,766	6.79%
6542	Equipment-Instructional	250,849	110,622	84,048	(26,574)	-24.02%
6551	Vehicles	-	-	-	-	0.00%
	Capital Outlay-Subtotal	381,266	217,228	159,007	(58,221)	-26.80%
<b>Other Objects</b>						
6610	Principal	64,555	29,183	44,183	15,000	51.40%
6620	Interest	1,129	1,588	2,088	500	31.49%
6630	Financing Fees	-	-	-	-	0.00%
	Other Objects-Subtotal	65,684	30,771	46,271	15,500	50.37%
<b>Total Operating Fund Expenditures</b>		<b>65,855,449</b>	<b>66,690,064</b>	<b>62,827,962</b>	<b>(3,862,102)</b>	<b>-5.79%</b>

## Activity Accounts Fund

(Not Funded by Property Taxes)

### Expenditures by Object

<u>Object</u>	<u>Description</u>	<u>2014-15 Actual</u>	<u>2015-16 Estimated</u>	<u>2016-17 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
<b>Salary &amp; Employee Benefits</b>						
6100	Certified Salaries	49,099	55,000	55,000	-	0.00%
6150	Non-Certified Salaries	160,290	201,590	205,090	3,500	1.74%
	Salaries-Subtotal	<u>209,389</u>	<u>256,590</u>	<u>260,090</u>	<u>3,500</u>	<u>1.36%</u>
6211	Teacher Retirement	9,275	8,000	8,000	-	0.00%
6221	Non-Teacher Retirement	10,984	13,450	13,450	-	0.00%
6231	OASDI (Social Security)	10,283	15,650	13,175	(2,475)	-15.81%
6232	Medicare	2,997	3,710	3,710	-	0.00%
6240-6270	Employee Insurance	15,207	20,900	20,900	-	0.00%
	Employee Benefits - Subtotal	<u>48,746</u>	<u>61,710</u>	<u>59,235</u>	<u>(2,475)</u>	<u>-4.01%</u>
6360-6390	Other Purchased Services	-	40,000	40,000	-	0.00%
6410	General Supplies	1,502,734	1,411,800	1,608,300	196,500	13.92%
6530	Site Improvements	253,237	31,000	31,000	-	0.00%
Total Activity Accounts Fund Expenditures		<u><u>2,014,106</u></u>	<u><u>1,801,100</u></u>	<u><u>1,998,625</u></u>	<u><u>197,525</u></u>	<u><u>10.97%</u></u>

## Maintenance Fund

### Expenditures by Object

<u>Object</u>	<u>Description</u>	<u>2014-15 Actual</u>	<u>2015-16 Estimated</u>	<u>2016-17 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
<b>Salary &amp; Employee Benefits</b>						
6100	Certified Salaries	-	-	-	-	0.00%
6150	Non-Certified Salaries	111,756	113,257	250,370	137,113	121.06%
	Salaries-Subtotal	<u>111,756</u>	<u>113,257</u>	<u>250,370</u>	<u>137,113</u>	<u>121.06%</u>
6211	Teacher Retirement	-	-	-	-	0.00%
6221	Non-Teacher Retirement	8,379	8,572	19,313	10,741	125.30%
6231	OASDI (Social Security)	6,873	7,022	15,522	8,500	121.05%
6232	Medicare	1,608	1,642	3,631	1,989	121.13%
6240-6270	Employee Insurance	10,984	11,700	31,340	19,640	167.86%
	Employee Benefits - Subtotal	<u>27,844</u>	<u>28,936</u>	<u>69,806</u>	<u>40,870</u>	<u>141.24%</u>
6400	Maintenance Supplies	-	-	68,800	68,800	100.00%
6520	Building Improvements	3,730,784	1,773,807	2,731,024	957,217	53.96%
Total Maintenance Fund Expenditures		<u><u>3,870,384</u></u>	<u><u>1,916,000</u></u>	<u><u>3,120,000</u></u>	<u><u>1,204,000</u></u>	<u><u>62.84%</u></u>

## Technology Fund

### Expenditures by Object

<u>Object</u>	<u>Description</u>	2014-15	2015-16	2016-17	Dollar	Percent
		<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>	<u>Variance</u>	<u>Variance</u>
<b>Salary &amp; Employee Benefits</b>						
6100	Certified Salaries	45,209	45,697	-	(45,697)	-100.00%
6150	Non-Certified Salaries	805,832	772,406	1,006,621	234,215	30.32%
	Salaries-Subtotal	851,041	818,103	1,006,621	188,518	23.04%
6211	Teacher Retirement	17,560	17,510	-	(17,510)	-100.00%
6221	Non-Teacher Retirement	54,152	51,548	77,695	26,147	50.72%
6231	OASDI (Social Security)	49,027	46,484	62,285	15,801	33.99%
6232	Medicare	12,044	11,628	14,722	3,094	26.61%
6240-6270	Employee Insurance	103,855	98,157	127,079	28,922	29.47%
	Employee Benefits - Subtotal	236,638	225,327	281,781	56,454	25.05%
<b>Purchased Services</b>						
6312-6314	Professional Services	6,900	-	-	-	0.00%
6330-6339	Property/Contracted Services	227,825	287,327	288,726	1,399	0.49%
6343-6349	Travel	288	611	300	(311)	-50.90%
6360-6390	Other Purchased Services	68,593	166,020	122,892	(43,128)	-25.98%
	Purchased Services-Subtotal	303,606	453,958	411,918	(42,040)	-9.26%
<b>Supplies</b>						
6410	General Supplies	846,569	348,027	190,069	(157,958)	-45.39%
6450	Periodicals	-	120	-	(120)	-100.00%
	Supplies - Subtotal	846,569	348,147	190,069	(158,078)	-45.41%
<b>Capital Outlay</b>						
6541	Equipment-General	180,393	512,762	586,024	73,262	14.29%
6542	Equipment-Instructional	124,509	143,763	37,670	(106,093)	-73.80%
	Capital Outlay-Subtotal	304,902	656,525	623,694	(32,831)	-5.00%
<b>Other Objects</b>						
6610	Principal	42,793	40,351	40,351	-	0.00%
6620	Interest	-	2,442	2,442	-	0.00%
	Other Objects-Subtotal	42,793	42,793	42,793	-	0.00%
Total Technology Fund Expenditures		2,585,549	2,544,853	2,556,876	12,023	0.47%

## Kirkwood Early Childhood Center (KECC) Fund

(Not Funded by Property Taxes)

### Expenditures by Object

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Salary &amp; Employee Benefits</b>						
6100	Certified Salaries	365,405	361,899	361,899	-	0.00%
6150	Non-Certified Salaries	1,732,259	1,805,300	1,888,301	83,001	4.60%
	Salaries-Subtotal	2,097,664	2,167,199	2,250,200	83,001	3.83%
6211	Teacher Retirement	101,331	97,450	94,000	(3,450)	-3.54%
6221	Non-Teacher Retirement	93,499	115,500	118,050	2,550	2.21%
6231	OASDI (Social Security)	114,512	119,200	118,450	(750)	-0.63%
6232	Medicare	29,653	33,060	41,925	8,865	26.81%
6240-6270	Employee Insurance	293,856	338,400	322,525	(15,875)	-4.69%
	Employee Benefits - Subtotal	632,851	703,610	694,950	(8,660)	-1.23%
<b>Purchased Services</b>						
6312-6314	Professional Services	-	500	500	-	0.00%
6316,						
6318-6319	Technical Services	16,387	18,500	8,900	(9,600)	-51.89%
6330-6339	Property/Contracted Services	70,594	81,400	78,300	(3,100)	-3.81%
6342	Other Contracted Pupil Transportation	10,321	11,200	11,200	-	0.00%
6343-6349	Travel	2,512	7,500	6,500	(1,000)	-13.33%
6360-6390	Other Purchased Services	5,207	13,000	23,000	10,000	76.92%
	Purchased Services-Subtotal	105,021	132,100	128,400	(3,700)	-2.80%
<b>Supplies</b>						
6410	General Supplies	225,373	246,050	226,050	(20,000)	-8.13%
6450	Periodicals	-	100	100	-	0.00%
6480	Energy Supplies/Services	41,353	75,000	75,000	-	0.00%
6490	Other Supplies	364	1,400	1,000	(400)	-28.57%
	Supplies - Subtotal	267,090	322,550	302,150	(20,400)	-6.32%
<b>Capital Outlay</b>						
6541	Equipment-General	579	500	1,000	500	100.00%
6542	Equipment-Instructional	2,637	2,000	3,000	1,000	50.00%
	Capital Outlay-Subtotal	3,216	2,500	4,000	1,500	60.00%
Total KECC Fund Expenditures		<u>3,105,842</u>	<u>3,327,959</u>	<u>3,379,700</u>	<u>51,741</u>	1.55%

**Debt Service Fund**  
**Expenditures by Object**

<b>Object</b>	<b>Description</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Dollar</b>	<b>Percent</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>	<b>Variance</b>	<b>Variance</b>
6610	Principal	3,510,000	3,675,000	3,830,000	155,000	4.22%
6620	Interest	1,447,918	1,343,177	1,220,013	(123,164)	-9.17%
6631	Other (Fin Fees, Etc.)	662	3,500	3,500	-	0.00%
6631	Bond Issuance Fees	-	-	-	-	0.00%
Total Debt Service Fund Expenditures		<u>4,958,580</u>	<u>5,021,677</u>	<u>5,053,513</u>	<u>31,836</u>	0.63%

**Construction Fund**  
**(Not Funded by Property Taxes)**  
**Expenditures by Object**

<b>Object</b>	<b>Description</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Dollar</b>	<b>Percent</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>	<b>Variance</b>	<b>Variance</b>
6520	Building Improvements	-	-	-	-	0.00%
6520	Walker Natatorium	5,610,053	5,238,472	-	(5,238,472)	-100.00%
Total Construction Fund Expenditures		<u>5,610,053</u>	<u>5,238,472</u>	<u>-</u>	<u>(5,238,472)</u>	-100.00%

**Proposition I Fund**  
**Expenditures by Object**

<b>Object</b>	<b>Description</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Dollar</b>	<b>Percent</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>	<b>Variance</b>	<b>Variance</b>
6520	Home Bleacher Project	1,601,175	-	-	-	0.00%
6520	Band/Journalism/Atlas Project	996,850	-	-	-	0.00%
6610	Principal	1,615,000	1,680,000	1,730,000	50,000	2.98%
6620	Interest	855,150	818,590	762,590	(56,000)	-6.84%
6631	Other (Fin Fees, Etc.)	5,945	3,000	4,000	1,000	33.33%
6520	Reserve - Facility Improvements	-	-	-	-	0.00%
Total Proposition I Fund Expenditures		<u>5,074,120</u>	<u>2,501,590</u>	<u>2,496,590</u>	<u>(5,000)</u>	-0.20%

**Total All Funds**  
**Expenditures by Object**

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Salary &amp; Employee Benefits</b>						
6100	Certified Salaries	36,433,412	37,294,047	34,965,266	(2,328,781)	-6.24%
6150	Non-Certified Salaries	11,282,108	11,595,741	11,195,377	(400,364)	-3.45%
	Salaries-Subtotal	47,715,520	48,889,788	46,160,643	(2,729,145)	-5.58%
6211	Teacher Retirement	5,591,331	5,699,147	5,322,190	(376,957)	-6.61%
6221	Non-Teacher Retirement	765,692	812,360	795,883	(16,477)	-2.03%
6231	OASDI (Social Security)	853,571	836,230	788,310	(47,920)	-5.73%
6232	Medicare	658,600	704,781	671,707	(33,074)	-4.69%
6240-6270	Employee Insurance	5,305,384	5,675,579	5,424,442	(251,137)	-4.42%
	Employee Benefits - Subtotal	13,174,578	13,728,097	13,002,532	(725,565)	-5.29%
<b>Purchased Services</b>						
6311	Tuition	70,905	71,818	71,818	-	0.00%
6312-6314	Professional Services	45,914	49,712	61,458	11,746	23.63%
6315	Audit Services	21,000	21,500	21,500	-	0.00%
6316,						
6318-9	Technical Services	414,355	424,904	428,564	3,660	0.86%
6317	Legal Services	120,462	115,000	115,000	-	0.00%
6330-6339	Property/Contracted Services	1,122,855	1,158,409	1,118,163	(40,246)	-3.47%
6341	Contracted Transportation	929,348	948,573	985,777	37,204	3.92%
6342	Other Contracted Pupil Transportation	91,058	73,235	81,062	7,827	10.69%
6343-6349	Travel	219,595	134,622	148,725	14,103	10.48%
6351	Property Insurance	824,638	849,377	891,846	42,469	5.00%
6360-6390	Other Purchased Services	1,411,130	1,420,109	1,277,671	(142,438)	-10.03%
	Purchased Services-Subtotal	5,271,260	5,267,259	5,201,584	(65,675)	-1.25%
<b>Supplies</b>						
6410	General Supplies	3,756,187	3,002,000	3,138,112	136,112	4.53%
6430	Regular Textbooks	382,771	169,321	242,179	72,858	43.03%
6440	Library Books	53,300	44,937	33,425	(11,512)	-25.62%
6450	Periodicals	13,561	13,231	12,172	(1,059)	-8.00%
6471	Food Services Supplies	434,569	476,625	488,640	12,015	2.52%
6480	Energy Supplies/Services	1,845,621	1,929,694	1,962,087	32,393	1.68%
6490	Other Supplies	2,081	4,400	4,000	(400)	-9.09%
	Supplies - Subtotal	6,488,090	5,640,208	5,880,615	240,407	4.26%
<b>Capital Outlay</b>						
6520	Building Improvements	6,328,809	1,810,220	2,731,024	920,804	50.87%
6520	Walker Natatorium	5,610,053	5,238,472	-	(5,238,472)	-100.00%
6530	Site Improvements	253,237	31,000	31,000	-	0.00%
6541	Equipment-General	311,389	583,455	661,983	78,528	13.46%
6542	Equipment-Instructional	377,995	256,385	124,718	(131,667)	-51.36%
6551	Vehicles	-	-	-	-	0.00%
	Capital Outlay-Subtotal	12,881,483	7,919,532	3,548,725	(4,370,807)	-55.19%
<b>Other Objects</b>						
6610	Principal	5,232,348	5,424,534	5,644,534	220,000	4.06%
6620	Interest	2,304,197	2,165,797	1,987,133	(178,664)	-8.25%
6631	Other (Fin Fees, Etc.)	6,607	6,500	7,500	1,000	15.38%
	Other Objects-Subtotal	7,543,152	7,596,831	7,639,167	42,336	0.56%
<b>Total Expenditures - All Funds</b>		<b>93,074,083</b>	<b>89,041,715</b>	<b>81,433,266</b>	<b>(7,608,449)</b>	<b>-8.54%</b>

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# Financial Section

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## Section B

**Section B** - uses the same financial data from the funds listed in Section A and reports the data by the General, Special Revenue, Debt Service and Capital Projects in accordance with Chapter 67 RSMo, Section 67.010, of the Missouri State Statutes.

**General Fund**  
**Revenue by Object**

<u>Object</u>	<u>Description</u>	2014-15 <u>Actual</u>	2015-16 <u>Estimated</u>	2016-17 <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Local Revenue Detail</b>						
5111	Current Taxes	9,911,413	4,435,036	8,875,677	4,440,641	100.13%
5112	Delinquent Taxes	54,057	-	97,431	97,431	100.00%
5113	School District Trust Fund (Prop C)	1,303,874	2,905,000	3,002,813	97,813	3.37%
5114	Financial Institution Tax	263,287	333,168	300,000	(33,168)	-9.96%
5115	M & M Surtax	-	1,871,730	1,871,700	(30)	0.00%
5116	In Lieu of Tax	-	-	-	-	0.00%
5131	Transportation Fees From Patrons	7,293	8,000	8,000	-	0.00%
5140	Earnings on Investments	55,401	33,000	33,000	-	0.00%
5150	Food Service Program	823,355	936,700	901,322	(35,378)	-3.78%
5170	Student Activities	2,053,241	1,852,865	1,998,625	145,760	7.87%
5180	Community Services	3,051,135	3,306,160	3,560,443	254,283	7.69%
5190	VTS (Deseg) Program	1,399,817	1,108,000	916,000	(192,000)	-17.33%
5190	Transfer Payments	1,413,226	1,237,500	194,000	(1,043,500)	-84.32%
5190	Vista School	118,000	121,400	121,400	-	0.00%
5190	Other - From Local Sources	234,678	150,000	150,000	-	0.00%
	Local - Subtotal	20,688,777	18,298,559	22,030,411	3,731,852	20.39%
<b>County Revenue Detail</b>						
5211	Fines, Escheats, Etc.	-	-	-	-	0.00%
5221	State Assessed Utilities	156,047	105,975	105,975	-	0.00%
5237	Other - County	2,222	-	-	-	0.00%
	County - Subtotal	158,269	105,975	105,975	-	0.00%
<b>State Revenue Detail</b>						
5311	Basic Formula - State Monies	191,017	234,480	242,369	7,889	3.36%
5312	Transportation	185,012	160,000	160,000	-	0.00%
5314	Early Childhood Special Education	674,543	736,480	789,915	53,435	7.26%
5319	Basic Formula - Classroom Trust Fund	-	1,953,818	2,013,525	59,707	3.06%
5324	Educational Screening Prog/PAT	182,290	180,000	180,000	-	0.00%
5332	Vocational/Technical Aid	6,887	-	-	-	0.00%
5333	Food Service - State	8,276	6,700	8,276	1,576	23.52%
5382	MO Preschool Project Grant	95,000	27,600	18,900	(8,700)	-31.52%
5397	Other - State	11,368	3,300	-	(3,300)	-100.00%
	State - Subtotal	1,354,393	3,302,378	3,412,985	110,607	3.35%
<b>Federal Revenue Detail</b>						
5427	Perkins	4,162	15,440	38,785	23,345	151.20%
5442	Early Childhood Special Education	115,127	79,000	87,688	8,688	11.00%
5445	School Lunch Program	387,954	356,000	317,377	(38,623)	-10.85%
5446	School Breakfast Program	124,243	106,000	91,555	(14,445)	-13.63%
5451	Title I - ESEA	13,703	18,459	16,992	(1,467)	-7.95%
5462	Title III, ELL	7,367	8,838	-	(8,838)	-100.00%
5465	Title II, Part A, ESEA	102,269	98,094	74,550	(23,544)	-24.00%
5497	Other - Federal	24,947	20,000	20,000	-	0.00%
	Federal - Subtotal	779,772	701,831	646,947	(54,884)	-7.82%
<b>Other Revenue Detail</b>						
5611	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	-	-	-	-	0.00%
<b>Total General Fund Revenue</b>		<b>22,981,211</b>	<b>22,408,743</b>	<b>26,196,318</b>	<b>3,787,575</b>	<b>16.90%</b>

**Special Revenue Fund**  
**Revenue by Object**

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Local Revenue Detail</b>						
5111	Current Taxes	36,164,247	42,296,529	38,382,350	(3,914,179)	-9.25%
5112	Delinquent Taxes	196,438	-	633,363	633,363	100.00%
5113	School District Trust Fund (Prop C)	3,201,606	1,743,000	1,801,687	58,687	3.37%
5114	Financial Institution Tax	-	-	-	-	0.00%
5115	M & M Surtax	1,871,619	-	-	-	0.00%
5116	In Lieu of Tax	-	-	-	-	0.00%
5131	Transportation Fees From Patrons	-	-	-	-	0.00%
5140	Earnings on Investments	10,243	55,000	55,000	-	0.00%
5150	Food Service Program	-	-	-	-	0.00%
5170	Student Activities	-	-	-	-	0.00%
5180	Community Services	-	-	-	-	0.00%
5190	Other - From Local Sources	-	-	-	-	0.00%
	Local - Subtotal	41,444,153	44,094,529	40,872,400	(3,222,129)	-7.31%
<b>County Revenue Detail</b>						
5211	Fines, Escheats, Etc.	59,430	55,240	55,240	-	0.00%
5221	State Assessed Utilities	569,378	659,533	659,533	-	0.00%
5237	Other - County	-	-	-	-	0.00%
	County - Subtotal	628,808	714,773	714,773	-	0.00%
<b>State Revenue Detail</b>						
5311	Basic Formula - State Monies	573,050	703,445	727,106	23,661	3.36%
5312	Transportation	-	-	-	-	0.00%
5314	Early Childhood Special Education	809,600	925,722	957,685	31,963	3.45%
5319	Basic Formula - Classroom Trust Fund	1,894,693	-	-	-	0.00%
5324	Educational Screening Prog/PAT	-	-	-	-	0.00%
5332	Vocational/Technical Aid	-	-	-	-	0.00%
5333	Food Service - State	-	-	-	-	0.00%
5382	MO Preschool Project Grant	-	52,400	59,600	7,200	13.74%
5397	Other - State	-	-	-	-	0.00%
	State - Subtotal	3,277,343	1,681,567	1,744,391	62,824	3.74%
<b>Federal Revenue Detail</b>						
5427	Perkins	-	-	-	-	0.00%
5442	Early Childhood Special Education - Federal	115,127	113,000	106,312	(6,688)	-5.92%
5445	School Lunch Program	-	-	-	-	0.00%
5446	School Breakfast Program	-	-	-	-	0.00%
5451	Title I - ESEA	346,891	334,614	308,008	(26,606)	-7.95%
5462	Title III, ELL	-	-	-	-	0.00%
5465	Title II, Part A, ESEA	15,012	65,450	65,450	-	0.00%
5497	Other - Federal	-	-	-	-	0.00%
	Federal - Subtotal	477,030	513,064	479,770	(33,294)	-6.49%
<b>Other Revenue Detail</b>						
5611	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	-	-	-	-	0.00%
<b>Total Special Fund Revenue</b>		<b>45,827,334</b>	<b>47,003,933</b>	<b>43,811,334</b>	<b>(3,192,599)</b>	<b>-6.79%</b>

**Debt Service Fund**  
**Revenue by Object**

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Local Revenue Detail</b>						
5111	Current Taxes	4,399,982	4,611,559	4,639,062	27,503	0.60%
5112	Delinquent Taxes	23,963	-	71,738	71,738	100.00%
5113	School District Trust Fund (Prop C)	-	-	-	-	0.00%
5114	Financial Institution Tax	-	-	-	-	0.00%
5115	M & M Surtax	-	-	-	-	0.00%
5116	In Lieu of Tax	-	-	-	-	0.00%
5131	Transportation Fees From Patrons	-	-	-	-	0.00%
5140	Earnings on Investments	15,811	15,000	15,000	-	0.00%
5143	Premium on Sale of Bonds	-	-	-	-	0.00%
5150	Food Service Program	-	-	-	-	0.00%
5170	Student Activities	-	-	-	-	0.00%
5180	Community Services	-	-	-	-	0.00%
5190	Other - From Local Sources	-	-	-	-	0.00%
	Local - Subtotal	4,439,756	4,626,559	4,725,800	99,241	2.15%
<b>County Revenue Detail</b>						
5211	Fines, Escheats, Etc.	-	-	-	-	0.00%
5221	State Assessed Utilities	114,996	115,920	115,000	(920)	-0.79%
5237	Other - County	-	-	-	-	0.00%
	County - Subtotal	114,996	115,920	115,000	(920)	-0.79%
<b>State Revenue Detail</b>						
5311	Basic Formula - State Monies	-	-	-	-	0.00%
5312	Transportation	-	-	-	-	0.00%
5314	Early Childhood Special Education	-	-	-	-	0.00%
5319	Basic Formula - Classroom Trust Fund	-	-	-	-	0.00%
5324	Educational Screening Prog/PAT	-	-	-	-	0.00%
5332	Vocational/Technical Aid	-	-	-	-	0.00%
5333	Food Service - State	-	-	-	-	0.00%
5397	Other - State	-	-	-	-	0.00%
	State - Subtotal	-	-	-	-	0.00%
<b>Federal Revenue Detail</b>						
5427	Perkins	-	-	-	-	0.00%
5442	Early Childhood Special Education - Federal	-	-	-	-	0.00%
5445	School Lunch Program	-	-	-	-	0.00%
5446	School Breakfast Program	-	-	-	-	0.00%
5451	Title I - ESEA	-	-	-	-	0.00%
5462	Title III, ELL	-	-	-	-	0.00%
5465	Title II, Part A, ESEA	-	-	-	-	0.00%
5497	Other - Federal	455,861	428,591	395,834	(32,757)	-7.64%
	Federal - Subtotal	455,861	428,591	395,834	(32,757)	-7.64%
<b>Other Revenue Detail</b>						
5611	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	-	-	-	-	0.00%
<b>Total Debt Service Fund Revenue</b>		<b>5,010,613</b>	<b>5,171,070</b>	<b>5,236,634</b>	<b>65,564</b>	<b>1.27%</b>

**Capital Projects Fund**  
**Revenue by Object**

<u>Object</u>	<u>Description</u>	2014-15 <u>Actual</u>	2015-16 <u>Estimated</u>	2016-17 <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Local Revenue Detail</b>						
5111	Current Taxes	4,821,901	5,980,357	6,007,996	27,639	0.46%
5112	Delinquent Taxes	26,261	-	92,907	92,907	100.00%
5113	School District Trust Fund (Prop C)	-	-	-	-	0.00%
5114	Financial Institution Tax	-	-	-	-	0.00%
5115	M & M Surtax	-	-	-	-	0.00%
5116	In Lieu of Tax	-	-	-	-	0.00%
5131	Transportation Fees From Patrons	-	-	-	-	0.00%
5140	Earnings on Investments	3,579	5,000	5,000	-	0.00%
5150	Food Service Program	-	-	-	-	0.00%
5170	Student Activities	-	-	-	-	0.00%
5180	Community Services	-	-	-	-	0.00%
5190	Donation - Walker Foundation	5,706,528	5,238,472	-	(5,238,472)	-100.00%
5190	Other - From Local Sources	-	-	-	-	0.00%
	Local - Subtotal	10,558,269	11,223,829	6,105,903	(5,117,926)	-45.60%
<b>County Revenue Detail</b>						
5211	Fines, Escheats, Etc.	-	-	-	-	0.00%
5221	State Assessed Utilities	103,741	94,557	94,557	-	0.00%
5237	Other - County	-	-	-	-	0.00%
	County - Subtotal	103,741	94,557	94,557	-	0.00%
<b>State Revenue Detail</b>						
5311	Basic Formula - State Monies	-	-	-	-	0.00%
5312	Transportation	-	-	-	-	0.00%
5314	Early Childhood Special Education	-	-	-	-	0.00%
5319	Basic Formula - Classroom Trust Fund	-	-	-	-	0.00%
5324	Educational Screening Prog/PAT	-	-	-	-	0.00%
5332	Vocational/Technical Aid	-	-	-	-	0.00%
5333	Food Service - State	-	-	-	-	0.00%
5359	Vocational Enhancement Grant	45,153	-	-	-	0.00%
5382	MO Preschool Project Grant	-	-	-	-	0.00%
5397	Other - State	-	-	-	-	0.00%
	State - Subtotal	45,153	-	-	-	0.00%
<b>Federal Revenue Detail</b>						
5427	Perkins	15,000	23,345	-	(23,345)	-100.00%
5442	Early Childhood Special Education - Federal	-	-	-	-	0.00%
5445	School Lunch Program	-	-	-	-	0.00%
5446	School Breakfast Program	-	-	-	-	0.00%
5451	Title I - ESEA	-	-	-	-	0.00%
5462	Title III, ELL	-	-	-	-	0.00%
5465	Title II, Part A, ESEA	-	-	-	-	0.00%
5497	Other - Federal	-	-	-	-	0.00%
	Federal - Subtotal	15,000	23,345	-	(23,345)	-100.00%
<b>Other Revenue Detail</b>						
5611	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	-	-	-	-	0.00%
<b>Total Capital Projects Fund Revenue</b>		<b>10,722,163</b>	<b>11,341,731</b>	<b>6,200,460</b>	<b>(5,141,271)</b>	<b>-45.33%</b>

**Total Revenue - All Funds**  
**Revenue by Object**

<u>Object</u>	<u>Description</u>	2014-15 <u>Actual</u>	2015-16 <u>Estimated</u>	2016-17 <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Local Revenue Detail</b>						
5111	Current Taxes	55,297,543	57,323,481	57,905,085	581,604	1.01%
5112	Delinquent Taxes	300,719	-	895,439	895,439	100.00%
5113	School District Trust Fund (Prop C)	4,505,480	4,648,000	4,804,500	156,500	3.37%
5114	Financial Institution Tax	263,287	333,168	300,000	(33,168)	-9.96%
5115	M & M Surtax	1,871,619	1,871,730	1,871,700	(30)	0.00%
5116	In Lieu of Tax	-	-	-	-	0.00%
5131	Transportation Fees From Patrons	7,293	8,000	8,000	-	0.00%
5140	Earnings on Investments	85,034	108,000	108,000	-	0.00%
5143	Premium on Sale of Bonds	-	-	-	-	0.00%
5150	Food Service Program	823,355	936,700	901,322	(35,378)	-3.78%
5170	Student Activities	2,053,241	1,852,865	1,998,625	145,760	7.87%
5180	Community Services	3,051,135	3,306,160	3,560,443	254,283	7.69%
5190	VTS (Deseg) Program	1,399,817	1,108,000	916,000	(192,000)	-17.33%
5190	Transfer Payments	1,413,226	1,237,500	194,000	(1,043,500)	-84.32%
5190	Vista School	118,000	121,400	121,400	-	0.00%
5190	Donation - Walker Foundation	5,706,528	5,238,472	-	(5,238,472)	-100.00%
5190	Other - From Local Sources	234,678	150,000	150,000	-	0.00%
	Local - Subtotal	77,130,955	78,243,476	73,734,514	(4,508,962)	-5.76%
<b>County Revenue Detail</b>						
5211	Fines, Escheats, Etc.	59,430	55,240	55,240	-	0.00%
5221	State Assessed Utilities	944,162	975,985	975,065	(920)	-0.09%
5237	Other - County	2,222	-	-	-	0.00%
	County - Subtotal	1,005,814	1,031,225	1,030,305	(920)	-0.09%
<b>State Revenue Detail</b>						
5311	Basic Formula - State Monies	764,067	937,925	969,475	31,550	3.36%
5312	Transportation	185,012	160,000	160,000	-	0.00%
5314	Early Childhood Special Education	1,484,143	1,662,202	1,747,600	85,398	5.14%
5319	Basic Formula - Classroom Trust Fund	1,894,693	1,953,818	2,013,525	59,707	3.06%
5324	Educational Screening Prog/PAT	182,290	180,000	180,000	-	0.00%
5332	Vocational/Technical Aid	6,887	-	-	-	0.00%
5333	Food Service - State	8,276	6,700	8,276	1,576	23.52%
5359	Vocational Enhancement Grant	45,153	-	-	-	0.00%
5382	MO Preschool Project Grant	95,000	80,000	78,500	(1,500)	-1.88%
5397	Other - State	11,368	3,300	-	(3,300)	-100.00%
	State - Subtotal	4,676,889	4,983,945	5,157,376	173,431	3.48%
<b>Federal Revenue Detail</b>						
5427	Perkins	19,162	38,785	38,785	-	0.00%
5442	Early Childhood Special Education - Federal	230,254	192,000	194,000	2,000	1.04%
5445	School Lunch Program	387,954	356,000	317,377	(38,623)	-10.85%
5446	School Breakfast Program	124,243	106,000	91,555	(14,445)	-13.63%
5451	Title I - ESEA	360,594	353,073	325,000	(28,073)	-7.95%
5462	Title III, ELL	7,367	8,838	-	(8,838)	-100.00%
5465	Title II, Part A, ESEA	117,281	163,544	140,000	(23,544)	-14.40%
5497	Other - Federal	480,808	448,591	415,834	(32,757)	-7.30%
	Federal - Subtotal	1,727,663	1,666,831	1,522,551	(144,280)	-8.66%
<b>Other Revenue Detail</b>						
5611	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	-	-	-	-	0.00%
<b>Total Revenue All Funds</b>		<b>84,541,321</b>	<b>85,925,477</b>	<b>81,444,746</b>	<b>(4,480,731)</b>	<b>-5.21%</b>

**General Fund**  
**Expenditures by Function**

<u>Function</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Instructional Expenditures</b>						
1110	Elementary	371,339	320,240	384,914	64,674	20.20%
1130	Middle/Junior High	248,307	152,480	178,450	25,970	17.03%
1150	Senior High	1,059,466	958,538	691,904	(266,634)	-27.82%
1191	Summer School (Regular)	26,034	31,602	26,480	(5,122)	-16.21%
1220	Special Education	147,108	93,198	90,465	(2,733)	-2.93%
1280	Early Childhood Special Education	695,042	715,980	764,480	48,500	6.77%
1300	Vocational Instruction	-	-	-	-	0.00%
1400	Student Activities	2,240,085	2,174,898	2,313,415	138,517	6.37%
1941	Contracted Education Services	80,194	76,818	76,818	-	0.00%
	Total Instruction	4,867,575	4,523,754	4,526,926	3,172	0.07%
<b>Support Services</b>						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	177,047	227,712	233,551	5,839	2.56%
2130-2190	Health, Psych, Speech, and Audio	494,373	509,421	497,328	(12,093)	-2.37%
2210	Improvement of Instruction	231,886	203,331	207,549	4,218	2.07%
2214	Professional Development	15,175	12,754	12,754	-	0.00%
2220-2290	Media Services (Library)	2,961,095	2,534,954	2,328,859	(206,095)	-8.13%
2310	Board of Education Services	193,283	181,386	183,122	1,736	0.96%
2320	Executive Administration	991,910	903,434	953,807	50,373	5.58%
2400	Building Level Administration	2,477,977	2,634,876	2,503,063	(131,813)	-5.00%
2510	Business, Fiscal, Internal Service	986,123	988,168	963,808	(24,360)	-2.47%
2540	Operation of Plant	7,160,378	7,332,921	7,539,370	206,449	2.82%
2546	Security Services	509,673	514,943	483,649	(31,294)	-6.08%
2551	Pupil Transportation, Contracted	884,011	851,518	895,359	43,841	5.15%
2555	Payment to Other Districts for Non-Disabled Trans.	59,051	48,460	48,460	-	0.00%
2559	Early Childhood Special Education Trans. Serv.	77,343	120,000	120,000	-	0.00%
2561	Food Services	1,321,813	1,403,128	1,343,530	(59,598)	-4.25%
	Total Support Services	18,541,138	18,467,006	18,314,209	(152,797)	-0.83%
<b>Non- Instruction/Support Services</b>						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	3,295,948	3,523,390	3,545,193	21,803	0.62%
4000	Facilities Acquisition & Construction	241,237	-	-	-	0.00%
5100	Principal	-	-	-	-	0.00%
5200	Interest	-	-	-	-	0.00%
5300	Other (Fin Fees, Etc.)	-	-	-	-	0.00%
	Total Non- Instruction/Support	3,537,185	3,523,390	3,545,193	21,803	0.62%
<b>Total General Fund Expenditures</b>		<b>26,945,898</b>	<b>26,514,150</b>	<b>26,386,328</b>	<b>(127,822)</b>	<b>-0.48%</b>

**Special Revenue Fund**  
**Expenditures by Function**

<u>Function</u>	<u>Description</u>	<u>2014-15 Actual</u>	<u>2015-16 Estimated</u>	<u>2016-17 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
<b>Instructional Expenditures</b>						
1110	Elementary	16,044,914	16,847,556	15,630,131	(1,217,425)	-7.23%
1130	Middle/Junior High	7,914,000	8,401,338	8,124,556	(276,782)	-3.29%
1150	Senior High	11,187,872	11,328,903	10,904,952	(423,951)	-3.74%
1191	Summer School (Regular)	113,759	92,428	86,344	(6,084)	-6.58%
1220	Special Education	1,802,061	1,771,727	1,715,822	(55,905)	-3.16%
1280	Early Childhood Special Education	1,081,817	1,018,222	1,071,722	53,500	5.25%
1300	Vocational Instruction	-	-	-	-	0.00%
1400	Student Activities	776,540	672,725	666,178	(6,547)	-0.97%
1941	Contracted Education Services	-	-	-	-	0.00%
	Total Instruction	38,920,963	40,132,899	38,199,705	(1,933,194)	-4.82%
<b>Support Services</b>						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	2,255,368	2,205,551	1,927,405	(278,146)	-12.61%
2130-2190	Health, Psych, Speech, and Audio	-	-	-	-	0.00%
2210	Improvement of Instruction	243,745	252,599	242,303	(10,296)	-4.08%
2214	Professional Development	98,159	39,995	39,995	-	0.00%
2220-2290	Media Services (Library)	1,056,068	1,039,087	708,103	(330,984)	-31.85%
2310	Board of Education Services	-	-	-	-	0.00%
2320	Executive Administration	526,151	529,284	322,858	(206,426)	-39.00%
2400	Building Level Administration	2,584,390	2,611,381	2,335,474	(275,907)	-10.57%
2510	Business, Fiscal, Internal Service	-	-	-	-	0.00%
2540	Operation of Plant	-	-	-	-	0.00%
2546	Security Services	-	-	-	-	0.00%
2551	Pupil Transportation, Contracted	-	-	-	-	0.00%
2555	Payment to Other Districts for Non-Disabled Trans.	-	-	-	-	0.00%
2559	Early Childhood Special Education Trans. Serv.	-	-	-	-	0.00%
2561	Food Services	-	-	-	-	0.00%
	Total Support Services	6,763,881	6,677,897	5,576,138	(1,101,759)	-16.50%
<b>Non- Instruction/Support Services</b>						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	142,490	118,409	123,603	5,194	4.39%
4000	Facilities Acquisition & Construction	-	-	-	-	0.00%
5100	Principal	-	-	-	-	0.00%
5200	Interest	-	-	-	-	0.00%
5300	Other (Fin Fees, Etc.)	-	-	-	-	0.00%
	Total Non- Instruction/Support	142,490	118,409	123,603	5,194	4.39%
<b>Total Special Revenue Fund Expenditures</b>		<b>45,827,334</b>	<b>46,929,205</b>	<b>43,899,446</b>	<b>(3,029,759)</b>	<b>-6.46%</b>

**Debt Service Fund**  
**Expenditures by Function**

<u>Function</u>	<u>Description</u>	<u>2014-15 Actual</u>	<u>2015-16 Estimated</u>	<u>2016-17 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
<b>Instructional Expenditures</b>						
1110	Elementary	-	-	-	-	0.00%
1130	Middle/Junior High	-	-	-	-	0.00%
1150	Senior High	-	-	-	-	0.00%
1191	Summer School (Regular)	-	-	-	-	0.00%
1220	Special Education	-	-	-	-	0.00%
1280	Early Childhood Special Education	-	-	-	-	0.00%
1300	Vocational Instruction	-	-	-	-	0.00%
1400	Student Activities	-	-	-	-	0.00%
1941	Contracted Education Services	-	-	-	-	0.00%
	Total Instruction	-	-	-	-	0.00%
<b>Support Services</b>						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	-	-	-	-	0.00%
2130-2190	Health, Psych, Speech, and Audio	-	-	-	-	0.00%
2210	Improvement of Instruction	-	-	-	-	0.00%
2214	Professional Development	-	-	-	-	0.00%
2220-2290	Media Services (Library)	-	-	-	-	0.00%
2310	Board of Education Services	-	-	-	-	0.00%
2320	Executive Administration	-	-	-	-	0.00%
2400	Building Level Administration	-	-	-	-	0.00%
2510	Business, Fiscal, Internal Service	-	-	-	-	0.00%
2540	Operation of Plant	-	-	-	-	0.00%
2546	Security Services	-	-	-	-	0.00%
2551	Pupil Transportation, Contracted	-	-	-	-	0.00%
2555	Payment to Other Districts for Non-Disabled Trans.	-	-	-	-	0.00%
2559	Early Childhood Special Education Trans. Serv.	-	-	-	-	0.00%
2561	Food Services	-	-	-	-	0.00%
	Total Support Services	-	-	-	-	0.00%
<b>Non- Instruction/Support Services</b>						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	-	-	-	-	0.00%
4000	Facilities Acquisition & Construction	-	-	-	-	0.00%
5100	Principal	3,510,000	3,675,000	3,830,000	155,000	4.22%
5200	Interest	1,447,918	1,343,177	1,220,013	(123,164)	-9.17%
5300	Other (Fin Fees, Etc.)	662	3,500	3,500	-	0.00%
9998	Total Non- Instruction/Support	4,958,580	5,021,677	5,053,513	31,836	0.63%
<b>Total Debt Service Fund Expenditures</b>		<b>4,958,580</b>	<b>5,021,677</b>	<b>5,053,513</b>	<b>31,836</b>	<b>0.63%</b>

## Capital Projects Fund

### Expenditures by Function

<u>Function</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Instructional Expenditures</b>						
1110	Elementary	81,171	43,659	44,560	901	2.06%
1130	Middle/Junior High	37,789	1,936	-	(1,936)	-100.00%
1150	Senior High	121,366	43,940	43,250	(690)	-1.57%
1191	Summer School (Regular)	-	-	-	-	0.00%
1220	Special Education	-	-	-	-	0.00%
1280	Early Childhood Special Education	-	-	-	-	0.00%
1300	Vocational Instruction	46,284	-	-	-	0.00%
1400	Student Activities	4,538	-	-	-	0.00%
1941	Contracted Education Services	-	-	-	-	0.00%
	Total Instruction	<u>291,148</u>	<u>89,535</u>	<u>87,810</u>	<u>(1,725)</u>	<u>-1.93%</u>
<b>Support Services</b>						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	1,027	-	-	-	0.00%
2130-2190	Health, Psych, Speech, and Audio	3,476	-	-	-	0.00%
2210	Improvement of Instruction	408	7,847	7,970	123	1.57%
2214	Professional Development	-	-	-	-	0.00%
2220-2290	Media Services (Library)	314,773	664,924	631,333	(33,591)	-5.05%
2310	Board of Education Services	-	-	-	-	0.00%
2320	Executive Administration	7,228	5,500	6,000	500	9.09%
2400	Building Level Administration	22,535	2,694	5,088	2,394	88.86%
2510	Business, Fiscal, Internal Service	8,731	18,197	-	(18,197)	-100.00%
2540	Operation of Plant	33,111	21,947	39,100	17,153	78.16%
2546	Security Services	412	-	-	-	0.00%
2551	Pupil Transportation, Contracted	-	-	-	-	0.00%
2555	Payment to Other Districts for Non-Disabled Trans.	-	-	-	-	0.00%
2559	Early Childhood Special Education Trans. Serv.	-	-	-	-	0.00%
2561	Food Services	-	-	-	-	0.00%
	Total Support Services	<u>391,701</u>	<u>721,109</u>	<u>689,491</u>	<u>(31,618)</u>	<u>-4.38%</u>
<b>Non- Instruction/Support Services</b>						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	-	-	-	-	0.00%
4000	Facilities Acquisition & Construction	6,468,409	1,952,413	2,731,024	778,611	39.88%
4000	Walker Natatorium	5,606,440	5,238,472	-	(5,238,472)	-100.00%
5100	Principal	1,722,348	1,749,534	1,814,534	65,000	3.72%
5200	Interest	856,279	822,620	767,120	(55,500)	-6.75%
5300	Other (Fin Fees, Etc.)	5,946	3,000	4,000	1,000	33.33%
9998	Total Non- Instruction/Support	<u>14,659,422</u>	<u>9,766,039</u>	<u>5,316,678</u>	<u>(4,449,361)</u>	<u>-45.56%</u>
<b>Total Capital Projects Fund Expenditures</b>		<u><u>15,342,271</u></u>	<u><u>10,576,683</u></u>	<u><u>6,093,979</u></u>	<u><u>(4,482,704)</u></u>	<u><u>-42.38%</u></u>

**Total - All Funds**  
**Expenditures by Function**

<u>Function</u>	<u>Description</u>	<u>2014-15 Actual</u>	<u>2015-16 Estimated</u>	<u>2016-17 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
<b>Instructional Expenditures</b>						
1110	Elementary	16,497,424	17,211,455	16,059,605	(1,151,850)	-6.69%
1130	Middle/Junior High	8,200,096	8,555,754	8,303,006	(252,748)	-2.95%
1150	Senior High	12,368,704	12,331,381	11,640,106	(691,275)	-5.61%
1191	Summer School (Regular)	139,793	124,030	112,824	(11,206)	-9.03%
1220	Special Education	1,949,169	1,864,925	1,806,287	(58,638)	-3.14%
1300	Vocational Instruction	1,776,859	1,734,202	1,836,202	102,000	5.88%
1280	Early Childhood Special Education	46,284	-	-	-	0.00%
1400	Student Activities	3,021,163	2,847,623	2,979,593	131,970	4.63%
1941	Contracted Education Services	80,194	76,818	76,818	-	0.00%
	Total Instruction	44,079,686	44,746,188	42,814,441	(1,931,747)	-4.32%
<b>Support Services</b>						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	2,433,442	2,433,263	2,160,956	(272,307)	-11.19%
2130-2190	Health, Psych, Speech, and Audio	497,849	509,421	497,328	(12,093)	-2.37%
2210	Improvement of Instruction	476,039	463,777	457,822	(5,955)	-1.28%
2214	Professional Development	113,334	52,749	52,749	-	0.00%
2220-2290	Media Services (Library)	4,331,936	4,238,965	3,668,295	(570,670)	-13.46%
2310	Board of Education Services	193,283	181,386	183,122	1,736	0.96%
2320	Executive Administration	1,525,289	1,438,218	1,282,665	(155,553)	-10.82%
2400	Building Level Administration	5,084,902	5,248,951	4,843,625	(405,326)	-7.72%
2510	Business, Fiscal, Internal Service	994,854	1,006,365	963,808	(42,557)	-4.23%
2540	Operation of Plant	7,193,489	7,354,868	7,578,470	223,602	3.04%
2546	Security Services	510,085	514,943	483,649	(31,294)	-6.08%
2551	Pupil Transportation, Contracted	884,011	851,518	895,359	43,841	5.15%
2555	Payment to Other Districts for Non-Disabled Trans.	59,051	48,460	48,460	-	0.00%
2559	Early Childhood Special Education Trans. Serv.	77,343	120,000	120,000	-	0.00%
2561	Food Services	1,321,813	1,403,128	1,343,530	(59,598)	-4.25%
	Total Support Services	25,696,720	25,866,012	24,579,838	(1,286,174)	-4.97%
<b>Non- Instruction/Support Services</b>						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	3,438,438	3,641,799	3,668,796	26,997	0.74%
4000	Facilities Acquisition & Construction	6,709,646	1,952,413	2,731,024	778,611	39.88%
4000	Walker Natatorium	5,606,440	5,238,472	-	(5,238,472)	-100.00%
5100	Principal	5,232,348	5,424,534	5,644,534	220,000	4.06%
5200	Interest	2,304,197	2,165,797	1,987,133	(178,664)	-8.25%
5300	Other (Fin Fees, Etc.)	6,608	6,500	7,500	1,000	15.38%
	Total Non- Instruction/Support	23,297,677	18,429,515	14,038,987	(4,390,528)	-23.82%
<b>Total Expenditures - All Funds</b>		<b>93,074,083</b>	<b>89,041,715</b>	<b>81,433,266</b>	<b>(7,608,449)</b>	<b>-8.54%</b>

**General Fund**  
**Expenditures by Object**

<b>Object</b>	<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Estimated</b>	<b>2016-17 Projected</b>	<b>Dollar Variance</b>	<b>Percent Variance</b>
<b>Salary &amp; Employee Benefits</b>						
	6100 Certified Salaries	506,476	496,788	497,844	1,056	0.21%
	6150 Non-Certified Salaries	11,129,321	11,427,503	11,144,993	(282,510)	-2.47%
	Salaries-Subtotal	11,635,797	11,924,291	11,642,837	(281,454)	-2.36%
	6211 Teacher Retirement	127,466	121,271	103,650	(17,621)	-14.53%
	6221 Non-Teacher Retirement	755,332	803,788	795,883	(7,905)	-0.98%
	6231 OASDI (Social Security)	718,562	726,223	690,383	(35,840)	-4.94%
	6232 Medicare	156,892	170,758	176,314	5,556	3.25%
6240-6270	Employee Insurance	1,706,938	1,897,837	1,854,662	(43,175)	-2.27%
	Employee Benefits - Subtotal	3,465,190	3,719,877	3,620,892	(98,985)	-2.66%
<b>Purchased Services</b>						
	6311 Tuition	70,905	71,818	71,818	-	0.00%
6312-6314	Professional Services	45,914	49,712	61,458	11,746	23.63%
	6315 Audit Services	21,000	21,500	21,500	-	0.00%
6316, 6318-9	Technical Services	414,355	424,904	428,564	3,660	0.86%
	6317 Legal Services	120,462	115,000	115,000	-	0.00%
6330-6339	Property/Contracted Services	1,122,855	1,178,409	1,138,163	(40,246)	-3.42%
	6341 Contracted Transportation	929,348	948,573	985,777	37,204	3.92%
	6342 Other Contracted Pupil Transportation	91,058	73,235	81,062	7,827	10.69%
6343-6349	Travel	219,595	134,622	148,725	14,103	10.48%
	6351 Property Insurance	824,638	849,377	891,846	42,469	5.00%
6360-6390	Other Purchased Services	1,233,305	1,302,428	1,257,671	(44,757)	-3.44%
	Purchased Services-Subtotal	5,093,435	5,169,578	5,201,584	32,006	0.62%
<b>Supplies</b>						
	6410 General Supplies	3,759,801	2,892,000	3,028,112	136,112	4.71%
	6430 Regular Textbooks	382,771	169,321	242,179	72,858	43.03%
	6440 Library Books	53,300	44,937	33,425	(11,512)	-25.62%
	6450 Periodicals	13,561	13,231	12,172	(1,059)	-8.00%
	6471 Food Services Supplies	434,569	476,625	488,640	12,015	2.52%
	6480 Energy Supplies/Services	1,845,622	2,039,694	2,072,087	32,393	1.59%
	6490 Other Supplies	2,082	4,400	4,000	(400)	-9.09%
	Supplies - Subtotal	6,491,706	5,640,208	5,880,615	240,407	4.26%
<b>Capital Outlay</b>						
	6520 Building Improvements	49,592	-	-	-	0.00%
	6530 Site Improvements	203,645	-	-	-	0.00%
	6541 Equipment-General	3,149	46,800	37,000	(9,800)	-20.94%
	6542 Equipment-Instructional	3,384	13,396	3,400	(9,996)	-74.62%
	6551 Vehicles	-	-	-	-	0.00%
	Capital Outlay-Subtotal	259,770	60,196	40,400	(19,796)	-32.89%
<b>Other Objects</b>						
	6610 Principal	-	-	-	-	0.00%
	6620 Interest	-	-	-	-	0.00%
	6630 Financing Fees	-	-	-	-	0.00%
	Other Objects-Subtotal	-	-	-	-	0.00%
<b>Total General Fund Expenditures</b>		<b>26,945,898</b>	<b>26,514,150</b>	<b>26,386,328</b>	<b>(127,822)</b>	<b>-0.48%</b>

**Special Revenue Fund**  
**Expenditures by Object**

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Salary &amp; Employee Benefits</b>						
	6100 Certified Salaries	35,961,691	36,843,761	34,512,422	(2,331,339)	-6.33%
	6150 Non-Certified Salaries	6,275	8,480	5,384	(3,096)	-36.51%
	Salaries-Subtotal	35,967,966	36,852,241	34,517,806	(2,334,435)	-6.33%
	6211 Teacher Retirement	5,463,865	5,577,876	5,218,540	(359,336)	-6.44%
	6221 Non-Teacher Retirement	1,981	-	-	-	0.00%
	6231 OASDI (Social Security)	128,136	102,984	97,927	(5,057)	-4.91%
	6232 Medicare	500,100	532,381	495,393	(36,988)	-6.95%
6240-6270	Employee Insurance	3,587,462	3,766,042	3,569,780	(196,262)	-5.21%
	Employee Benefits - Subtotal	9,681,544	9,979,283	9,381,640	(597,643)	-5.99%
<b>Purchased Services</b>						
	6311 Tuition	-	-	-	-	0.00%
6312-6314	Professional Services	-	-	-	-	0.00%
	6315 Audit Services	-	-	-	-	0.00%
6316, 6318-9	Technical Services	-	-	-	-	0.00%
	6317 Legal Services	-	-	-	-	0.00%
6330-6339	Property/Contracted Services	-	-	-	-	0.00%
	6341 Contracted Transportation	-	-	-	-	0.00%
	6342 Other Contracted Pupil Transportation	-	-	-	-	0.00%
6343-6349	Travel	-	-	-	-	0.00%
	6351 Property Insurance	-	-	-	-	0.00%
6360-6390	Other Purchased Services	177,824	97,681	-	(97,681)	-100.00%
	Purchased Services-Subtotal	177,824	97,681	-	(97,681)	-100.00%
<b>Supplies</b>						
	6410 General Supplies	-	-	-	-	0.00%
	6430 Regular Textbooks	-	-	-	-	0.00%
	6440 Library Books	-	-	-	-	0.00%
	6450 Periodicals	-	-	-	-	0.00%
	6471 Food Services Supplies	-	-	-	-	0.00%
	6480 Energy Supplies/Services	-	-	-	-	0.00%
	6490 Other Supplies	-	-	-	-	0.00%
	Supplies - Subtotal	-	-	-	-	0.00%
<b>Capital Outlay</b>						
	6520 Building Improvements	-	-	-	-	0.00%
	6530 Site Improvements	-	-	-	-	0.00%
	6541 Equipment-General	-	-	-	-	0.00%
	6542 Equipment-Instructional	-	-	-	-	0.00%
	6551 Vehicles	-	-	-	-	0.00%
	Capital Outlay-Subtotal	-	-	-	-	0.00%
<b>Other Objects</b>						
	6610 Principal	-	-	-	-	0.00%
	6620 Interest	-	-	-	-	0.00%
	6630 Financing Fees	-	-	-	-	0.00%
	Other Objects-Subtotal	-	-	-	-	0.00%
<b>Total Special Revenue Fund Expenditures</b>		<b>45,827,334</b>	<b>46,929,205</b>	<b>43,899,446</b>	<b>(3,029,759)</b>	<b>-6.46%</b>

**Debt Service Fund**  
**Expenditures by Object**

<u>Object</u>	<u>Description</u>	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Estimated</u>	<u>2016-17</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
<b>Salary &amp; Employee Benefits</b>						
	6100 Certified Salaries	-	-	-	-	0.00%
	6150 Non-Certified Salaries	-	-	-	-	0.00%
	Salaries-Subtotal	-	-	-	-	0.00%
	6211 Teacher Retirement	-	-	-	-	0.00%
	6221 Non-Teacher Retirement	-	-	-	-	0.00%
	6231 OASDI (Social Security)	-	-	-	-	0.00%
	6232 Medicare	-	-	-	-	0.00%
6240-6270	Employee Insurance	-	-	-	-	0.00%
	Employee Benefits - Subtotal	-	-	-	-	0.00%
<b>Purchased Services</b>						
	6311 Tuition	-	-	-	-	0.00%
6312-6314	Professional Services	-	-	-	-	0.00%
	6315 Audit Services	-	-	-	-	0.00%
6316, 6318-9	Technical Services	-	-	-	-	0.00%
	6317 Legal Services	-	-	-	-	0.00%
6330-6339	Property/Contracted Services	-	-	-	-	0.00%
	6341 Contracted Transportation	-	-	-	-	0.00%
	6342 Other Contracted Pupil Transportation	-	-	-	-	0.00%
6343-6349	Travel	-	-	-	-	0.00%
	6351 Property Insurance	-	-	-	-	0.00%
6360-6390	Other Purchased Services	-	-	-	-	0.00%
	Purchased Services-Subtotal	-	-	-	-	0.00%
<b>Supplies</b>						
	6410 General Supplies	-	-	-	-	0.00%
	6430 Regular Textbooks	-	-	-	-	0.00%
	6440 Library Books	-	-	-	-	0.00%
	6450 Periodicals	-	-	-	-	0.00%
	6471 Food Services Supplies	-	-	-	-	0.00%
	6480 Energy Supplies/Services	-	-	-	-	0.00%
	6490 Other Supplies	-	-	-	-	0.00%
	Supplies - Subtotal	-	-	-	-	0.00%
<b>Capital Outlay</b>						
	6520 Building Improvements	-	-	-	-	0.00%
	6530 Site Improvements	-	-	-	-	0.00%
	6541 Equipment-General	-	-	-	-	0.00%
	6542 Equipment-Instructional	-	-	-	-	0.00%
	6551 Vehicles	-	-	-	-	0.00%
	Capital Outlay-Subtotal	-	-	-	-	0.00%
<b>Other Objects</b>						
	6610 Principal	3,510,000	3,675,000	3,830,000	155,000	4.22%
	6620 Interest	1,447,918	1,343,177	1,220,013	(123,164)	-9.17%
	6630 Financing Fees	662	3,500	3,500	-	0.00%
	Other Objects-Subtotal	4,958,580	5,021,677	5,053,513	31,836	0.63%
<b>Total Debt Service Fund Expenditures</b>		<b>4,958,580</b>	<b>5,021,677</b>	<b>5,053,513</b>	<b>31,836</b>	<b>0.63%</b>

**Capital Projects Fund**  
**Expenditures by Object**

<b>Object</b>	<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Estimated</b>	<b>2016-17 Projected</b>	<b>Dollar Variance</b>	<b>Percent Variance</b>
<b>Salary &amp; Employee Benefits</b>						
	6100 Certified Salaries	-	-	-	-	0.00%
	6150 Non-Certified Salaries	111,756	113,257	-	(113,257)	-100.00%
	Salaries-Subtotal	111,756	113,257	-	(113,257)	-100.00%
	6211 Teacher Retirement	-	-	-	-	0.00%
	6221 Non-Teacher Retirement	8,379	8,572	-	(8,572)	-100.00%
	6231 OASDI (Social Security)	6,873	7,022	-	(7,022)	-100.00%
	6232 Medicare	1,608	1,642	-	(1,642)	-100.00%
6240-6270	Employee Insurance	10,984	11,700	-	(11,700)	-100.00%
	Employee Benefits - Subtotal	27,844	28,936	-	(28,936)	-100.00%
<b>Purchased Services</b>						
	6311 Tuition	-	-	-	-	0.00%
6312-6314	Professional Services	-	-	-	-	0.00%
	6315 Audit Services	-	-	-	-	0.00%
6316, 6318-9	Technical Services	-	-	-	-	0.00%
	6317 Legal Services	-	-	-	-	0.00%
6330-6339	Property/Contracted Services	-	-	-	-	0.00%
	6341 Contracted Transportation	-	-	-	-	0.00%
	6342 Other Contracted Pupil Transportation	-	-	-	-	0.00%
6343-6349	Travel	-	-	-	-	0.00%
	6351 Property Insurance	-	-	-	-	0.00%
6360-6390	Other Purchased Services	-	-	-	-	0.00%
	Purchased Services-Subtotal	-	-	-	-	0.00%
<b>Supplies</b>						
	6410 General Supplies	-	-	-	-	0.00%
	6430 Regular Textbooks	-	-	-	-	0.00%
	6440 Library Books	-	-	-	-	0.00%
	6450 Periodicals	-	-	-	-	0.00%
	6471 Food Services Supplies	-	-	-	-	0.00%
	6480 Energy Supplies/Services	-	-	-	-	0.00%
	6490 Other Supplies	-	-	-	-	0.00%
	Supplies - Subtotal	-	-	-	-	0.00%
<b>Capital Outlay</b>						
	6520 Building Improvements	6,328,808	1,810,220	2,731,024	920,804	50.87%
	6520 Walker Natatorium	5,606,440	5,238,472	-	(5,238,472)	-100.00%
	6530 Site Improvements	-	-	-	-	0.00%
	6541 Equipment-General	308,240	567,655	655,983	88,328	15.56%
	6542 Equipment-Instructional	374,610	242,989	121,318	(121,671)	-50.07%
	6551 Vehicles	-	-	-	-	0.00%
	Capital Outlay-Subtotal	12,618,098	7,859,336	3,508,325	(4,351,011)	-55.36%
<b>Other Objects</b>						
	6610 Principal	1,722,348	1,749,534	1,814,534	65,000	3.72%
	6620 Interest	856,279	822,620	767,120	(55,500)	-6.75%
	6630 Financing Fees	5,946	3,000	4,000	1,000	33.33%
	Other Objects-Subtotal	2,584,573	2,575,154	2,585,654	10,500	0.41%
<b>Total Capital Projects Fund Expenditures</b>		<b>15,342,271</b>	<b>10,576,683</b>	<b>6,093,979</b>	<b>(4,482,704)</b>	<b>-42.38%</b>

**Total - All Funds**  
**Expenditures by Object**

<b>Object</b>	<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Estimated</b>	<b>2016-17 Projected</b>	<b>Dollar Variance</b>	<b>Percent Variance</b>
<b>Salary &amp; Employee Benefits</b>						
	6100 Certified Salaries	36,468,167	37,340,549	35,010,266	(2,330,283)	-6.24%
	6150 Non-Certified Salaries	11,247,352	11,549,240	11,150,377	(398,863)	-3.45%
	Salaries-Subtotal	47,715,519	48,889,789	46,160,643	(2,729,146)	-5.58%
	6211 Teacher Retirement	5,591,331	5,699,147	5,322,190	(376,957)	-6.61%
	6221 Non-Teacher Retirement	765,692	812,360	795,883	(16,477)	-2.03%
	6231 OASDI (Social Security)	853,571	836,229	788,310	(47,919)	-5.73%
	6232 Medicare	658,600	704,781	671,707	(33,074)	-4.69%
6240-6270	Employee Insurance	5,305,384	5,675,579	5,424,442	(251,137)	-4.42%
	Employee Benefits - Subtotal	13,174,578	13,728,096	13,002,532	(725,564)	-5.29%
<b>Purchased Services</b>						
	6311 Tuition	70,905	71,818	71,818	-	0.00%
6312-6314	Professional Services	45,914	49,712	61,458	11,746	23.63%
	6315 Audit Services	21,000	21,500	21,500	-	0.00%
6316, 6318-9	Technical Services	414,355	424,904	428,564	3,660	0.86%
	6317 Legal Services	120,462	115,000	115,000	-	0.00%
6330-6339	Property/Contracted Services	1,122,855	1,178,409	1,138,163	(40,246)	-3.42%
	6341 Contracted Transportation	929,348	948,573	985,777	37,204	3.92%
	6342 Other Contracted Pupil Transportation	91,058	73,235	81,062	7,827	10.69%
6343-6349	Travel	219,595	134,622	148,725	14,103	10.48%
	6351 Property Insurance	824,638	849,377	891,846	42,469	5.00%
6360-6390	Other Purchased Services	1,411,129	1,400,109	1,257,671	(142,438)	-10.17%
	Purchased Services-Subtotal	5,271,259	5,267,259	5,201,584	(65,675)	-1.25%
<b>Supplies</b>						
	6410 General Supplies	3,759,801	2,892,000	3,028,112	136,112	4.71%
	6430 Regular Textbooks	382,771	169,321	242,179	72,858	43.03%
	6440 Library Books	53,300	44,937	33,425	(11,512)	-25.62%
	6450 Periodicals	13,561	13,231	12,172	(1,059)	-8.00%
	6471 Food Services Supplies	434,569	476,625	488,640	12,015	2.52%
	6480 Energy Supplies/Services	1,845,622	2,039,694	2,072,087	32,393	1.59%
	6490 Other Supplies	2,082	4,400	4,000	(400)	-9.09%
	Supplies - Subtotal	6,491,706	5,640,208	5,880,615	240,407	4.26%
<b>Capital Outlay</b>						
	6520 Building Improvements	6,378,400	1,810,220	2,731,024	920,804	50.87%
	6520 Walker Natatorium	5,606,440	5,238,472	-	(5,238,472)	-100.00%
	6530 Site Improvements	203,645	-	-	-	0.00%
	6541 Equipment-General	311,389	614,455	692,983	78,528	12.78%
	6542 Equipment-Instructional	377,994	256,385	124,718	(131,667)	-51.36%
	6551 Vehicles	-	-	-	-	0.00%
	Capital Outlay-Subtotal	12,877,868	7,919,532	3,548,725	(4,370,807)	-55.19%
<b>Other Objects</b>						
	6610 Principal	5,232,348	5,424,534	5,644,534	220,000	4.06%
	6620 Interest	2,304,197	2,165,797	1,987,133	(178,664)	-8.25%
	6630 Financing Fees	6,608	6,500	7,500	1,000	15.38%
	Other Objects-Subtotal	7,543,153	7,596,831	7,639,167	42,336	0.56%
<b>Total Expenditures - All Funds</b>		<b>93,074,083</b>	<b>89,041,715</b>	<b>81,433,266</b>	<b>(7,608,449)</b>	<b>-8.54%</b>

## Projected Fund Balances FY 2016-17

	<u>General (Incidental)</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>Total</u>
Projected Beginning Fund Balances, July 1, Budget Year	14,448,475	-	4,819,250	2,090,546	21,358,271
Projected Revenues	26,196,318	43,811,334	5,236,634	6,200,460	81,444,746
Projected Revenues and Balances	40,644,793	43,811,334	10,055,884	8,291,006	102,803,017
Projected Expenditures	26,386,328	43,899,446	5,053,513	6,093,979	81,433,266
Excess of Revenue and Balances Over (Under) Expenditures	14,258,465	(88,112)	5,002,371	2,197,027	21,369,751
Projected Transfer In (Out)	(88,112)	88,112	-	-	-
Projected Ending Balances, June 30, Budget Year	14,170,353	-	5,002,371	2,197,027	21,369,751





**K I R K W O O D**  
**S C H O O L D I S T R I C T**

# **2016-2017 BUDGET**

# **INFORMATIONAL SECTION**

## **INFORMATIONAL SECTION**

This last section of the Kirkwood School District R-7 budget contains information on past and future budgets and factors influencing the proposed budget. The purpose of this informational section is to assist in putting the proposed budget into context. The District believes that this section will provide information which will explain the past budget decisions that have laid the foundation for the proposed budget.

The contents of the Informational Section include:

1. Strategic plan
2. Organizational chart
3. Budget development process
4. Budget administration and management process
5. Revenue Committee Report
6. Enrollment history and projections
7. Nine years' staffing level data
8. Salary schedules 2016-2017
9. Ten years of assessed valuations
10. Ten years of assessed valuation, property tax rates and collections
11. Ten years of tax rates
12. Bond amortization schedule (GO Debt schedule)
13. Bond amortization schedule (LHR bonds)

## **STRATEGIC PLAN**

The 2013-2016 Strategic Plan of the District, composed of the missions, beliefs, parameters, objectives and strategies, drives the allocation of human and financial resources into the budget. The plan was originally approved by the Board of Education on August 19, 2013, and is reviewed annually in May with nearly 200 individuals participating in the development and review of the various action plans.

### **Mission Statement:**

The Mission of the Kirkwood School District is to “develop students who will add value to our dynamic world using knowledge, character and problem solving skills.”

### **Our Vision:**

*We will succeed when all our students and graduates:*

- Take an active role in improving our community
- Seek to understand and communicate multiple perspectives or points of view
- Act in ways that promote physical, mental, and emotional health
- Communicate effectively about a wide range of topics with a diverse audience
- Participate in designing and making decisions about their learning
- Have the knowledge and skills necessary to succeed beyond graduation

### **Learning Principles:**

*As a learning institution, we commit to ensuring all learners are provided with:*

1. High expectations for achievement and success in school and in life, as demonstrated by words and actions
2. A rigorous, high-quality curriculum
3. Classroom environments that reflect research-based best practices in instruction, including:
  - Feedback that is specific, ongoing, and based on multiple forms of assessment
  - Strategies that help students understand their own thinking processes
  - Direct instruction in vocabulary and application of knowledge
  - Learning experiences matched to students’ readiness, including opportunities for acceleration when appropriate
4. High quality teachers in every classroom who
  - Participate in ongoing professional development that includes job-embedded instructional coaching
  - Exhibit understanding of the content and practices they teach
  - Demonstrate strong relationships with all students
  - Collaborate with colleagues, parents, and the community
  - Utilize various forms of assessment data to inform practice
5. High quality administrators who

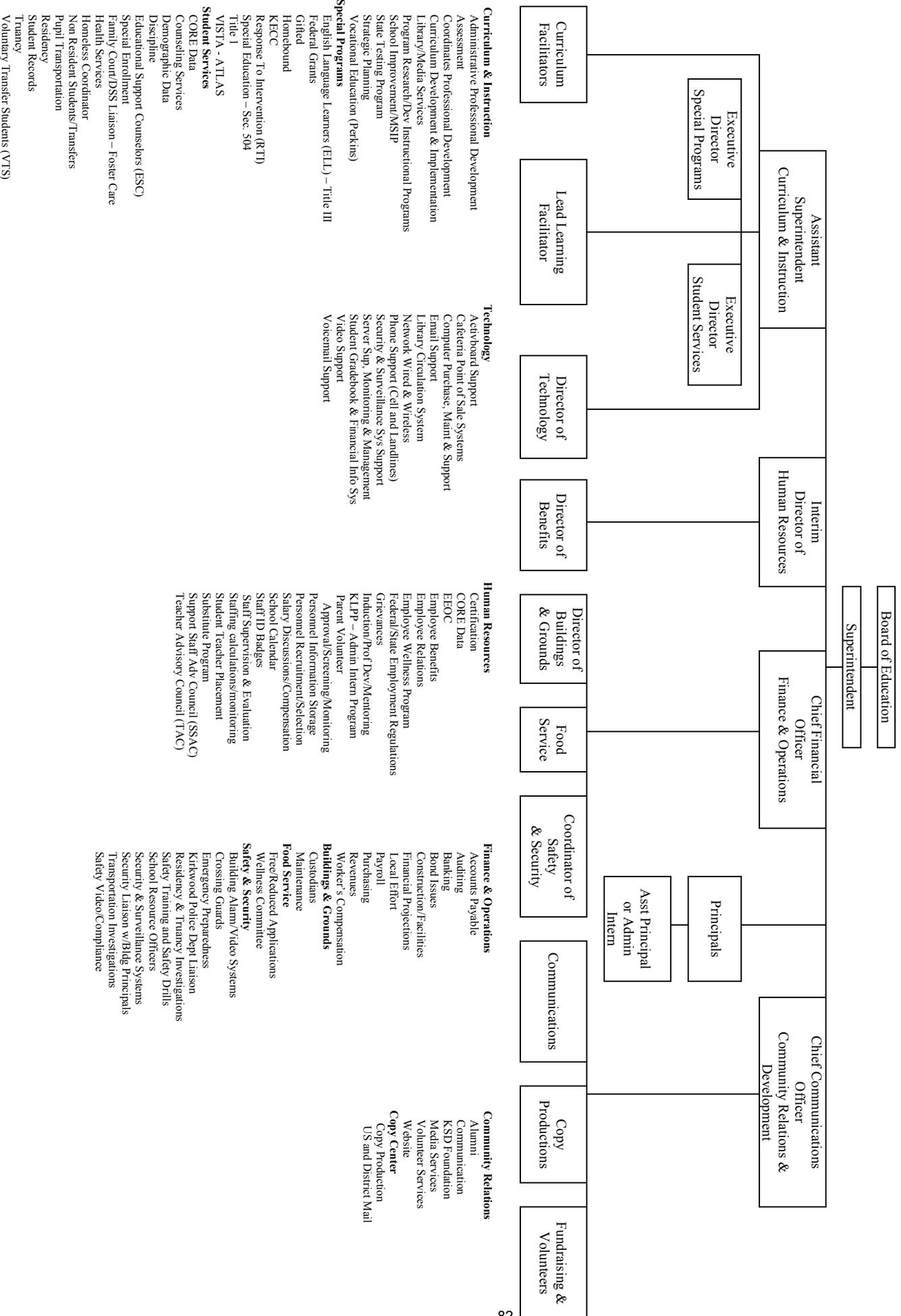
- Model lifelong learning by participating in ongoing professional development
  - Form strong relationships with staff, students, parents, and the community
6. Flexibility in schedules, disciplines, age-based expectations, learning environments, instructional resources, and other variables

**Commitments:**

*To accomplish our mission, the Kirkwood School District is committed to:*

- Providing a safe, secure, and inclusive environment in every school building
- Establishing and maintaining positive relationships with students, parents, and the community that promote trust and collaboration
- Ensuring all students have equitable and reliable access to current and emerging technologies and digital resources, with connectivity for all students, teachers, staff, and school leaders
- Providing the supports students need to be physically, socially, and emotionally healthy.

# Organizational Chart



## **BUDGET DEVELOPMENT PROCESS**

The budget process can be disaggregated conceptually into a five step process that includes: planning, preparation, adoption, implementation, and evaluation. The process is driven by two major objectives -- to provide every child in the District with the best possible educational opportunities and to maximize the use of available resources. Within this framework, the Board of Education attempts to balance the educational needs of students and the resources available to the District from local, county, state, and federal sources. The product, the Kirkwood School District's budget that details the revenues and expenditures to support educational programs and services, is a delicate balance of choices.

### **Budget Planning**

Budget planning begins in November for the fiscal year that begins each July 1. A budget planning calendar is presented to the Board. The calendar includes the important activities in the budgeting process and the dates on which important decisions are scheduled to be made. Evaluation of the prior fiscal years' budgets is always taken into consideration when planning the coming fiscal year's budgets.

### **Preparation of the Operating Budget**

The preparation of the budget is the process of defining service levels such as the course offerings in the educational program, projecting student enrollment, developing staffing allocations, estimating expenditure needs to support programs and services, and projecting available revenues. The process begins when the Executive Director of Student Services provides a five year forecast of enrollment to the Board. This establishes an important assumption on which per pupil expenditure appropriations, instructional staffing allocations, and service levels are based.

Since salaries and fringe benefits constitute the largest part of the operating budget (86%), the Board and administration give careful consideration to staffing allocations for both instructional and non-instructional positions to provide for defined service levels. The professional staffing needed to support the educational program is a function of both the projected student enrollment, the programs offered by the District, the pupil to teacher ratio guidelines, and the District budget.

### **Preparation of the Non-Operating Funds Funds which include:**

Activity Accounts, KECC, Maintenance Fund, Technology Fund, Construction, Proposition i, and Debt Service Budgets. The budget development process for these budgets proceeds concurrently with the above process for the development of the operating budget.

The Kirkwood Early Childhood Center budget is prepared carefully so that no District operating funds are necessary to subsidize the KECC operations. This is also the case for the Food Service budget. Both of these budgets are planned by the administrator in charge; all salaries, benefits and operating expenditures are planned within their own predicted revenues.

Maintenance Fund funds are generated by a \$.20 property tax and are to be used for maintenance items and facility improvements. The Director of Buildings and Grounds, along with the Chief Financial Officer, develops the Dedicated Maintenance Fund Five-Year Plan.

Technology Fund funds are generated by a \$.20 property tax and are used for the establishment and operation of technology in the District. The Technology Fund budget is planned jointly by the Superintendent, Assistant Superintendent of Curriculum and Instruction, Chief Financial Officer, Director of Technology Services and the entire technology staff.

The debt service budget is planned by the Chief Financial Officer and follows a bond amortization schedule which is included in the Informational Section of this document.

Budget Adoption, Implementation, and Evaluation

A preliminary draft of the 2016-17 budget will be presented to the Board of Education on May 16, 2016. A public budget hearing will occur on June 6, 2016 at which time the 2016-17 budget will be discussed by the Board of Education and presented to the community. Adoption of the budget will occur on June 13, 2016, and be implemented on July 1. The final step in the budget process is the evaluation of the financial plan. The results of operations for the fiscal year are set forth annually in the District's Annual Secretary of the Board Report to the State of Missouri and in the audited Financial Statements.

## **BUDGET ADMINISTRATION AND MANAGEMENT PROCESS**

Budget administration and management is the process of regulating expenditures during the fiscal year to ensure that they do not exceed authorized amounts and that they are used for intended, proper, and legal purposes. The management of the budget is accomplished in a variety of ways: monitoring program implementation; controlling expenditures; tracking revenue receipts; making corrections in expenditure allocations to reflect changes in costs, service levels or plans; and reporting to the Board and public on fiscal operations and status.

During the preparation of the budget, the document itself serves as the vehicle for planning and resource allocation decisions in the District. After the budget is adopted by the Board and the appropriations made to the various accounts, it then becomes the major fiscal management tool for administering and controlling expenditures. There are, however, other budget administration and management issues important to the budget process discussed below.

### **Organization for Budget Management**

The decision-making philosophy and organizational structure of the District for budgeting combines elements of the management team and school site management concepts. It is an approach between centralization and decentralization in philosophy and structure. Many of the decisions in the District are formulated by management teams with the responsibility for budget control at the building or department level (such as student services or transportation). For example, the Administrative Council, which is composed of central office and building administrators, reviews the projected revenues and expenditures and comes to consensus regarding per pupil expenditure allocations at the buildings, furniture and equipment allocations, along with adjustments in overall spending to accommodate the projected revenues.

The expenditure and revenue plans are coordinated by the finance office to keep the District's total expenditures within the revenue plan. Budgetary allocations to buildings, departments and programs are monitored by those specific administrators with the designated responsibility.

### **Expenditure Control and Approvals**

For management control purposes, the operating budget of the District is disaggregated into various unit budgets. An administrator is accountable for the management of the financial resources approved by the Board for each of these units in the operating budget. The Assistant Superintendent of Curriculum and Instruction and the Director of Technology are responsible for the Technology Fund budget. The Director of Buildings and Grounds is responsible for the Maintenance Fund budget. Thus, every expenditure appropriation in the District's budget is assigned to an administrator who is accountable for the proper outflow of resources.

Each administrator must give preliminary on-line approval to the encumbrance of funds within his/her respective unit budget. The finance office checks to see that the funds are being expended in accordance with District purchasing procedures and legal requirements. Administrative regulations require that all purchase orders be screened to verify availability of funds, proper accounting, and compliance with legal purchasing procedures. The Chief Financial Officer carefully monitors comparisons between budget and actual expenditures to maintain cost control and to ensure against overspending.

### Encumbrance Control

Another important component in the District's financial control and reporting system is the encumbrance of funds. Encumbrances are obligations in the form of purchase orders, contracts, or other expenditures chargeable to an appropriation and for which part of the appropriation is reserved. The purpose for the encumbrance of funds is to ensure that obligations are recognized as soon as financial commitments are made. Otherwise, the accounting system would only record actual amounts entered into the expenditure accounts, not those that are planned or anticipated. In short, the encumbrance of funds is an important control measure to prevent the inadvertent over expenditure of budget appropriations due to lack of information about future commitments. For budgetary purposes, appropriations lapse at fiscal year-end and most outstanding encumbrances at year-end are cancelled.

### Management Information and Reporting for Control

The District maintains an interactive, on-line budgetary accounting system that provides reports to assist administrators in administering, monitoring and controlling the implementation of the budget. The information from the accounting information system is important and relevant in evaluating the financial condition of the District and the fiscal performance of the administrators.

The reports produced from the accounting system are designed for specific District needs and to meet state and federal reporting requirements. Among the most important of the documents are expenditure reports which are prepared by unit (building, department). Revenue reports are also prepared that track receipts against budgeted figures.

While revenue and expenditure reports are primarily for internal use for management control, the District also prepares the Annual Secretary of the Board Report to detail the results of operations. This report is produced at the end of the fiscal year and provides an evaluation tool for the operation of our programs and services. In addition, the District undergoes an annual audit by a private accounting firm. This analysis of financial reports is generated at the end of each fiscal year and is presented to the Board of Education, along with a report of the auditors' comments and recommendations to management.

## **Revenue Committee Report**

TO: Kirkwood Board of Education, Superintendent and Chief Financial Officer  
FROM: Revenue Committee for the Kirkwood School District  
DATE: May 2, 2016  
SUBJECT: 2016-17 Revenue Projections

The Revenue Committee's mission is to provide guidance and advice regarding projected revenues. To do this, the Committee reviews various factors and assumptions affecting the District that impact the District's revenues.

The Committee met in February, March and April to review projections for the 2016-17 fiscal year. Revenue items that are considered significant or that fluctuate the greatest from year to year were discussed and the following assumptions were made:

**OPERATING FUND REVENUE – Total projection for 2016-17 is \$62,847,266, an increase of \$93,984.**

### **LOCAL REVENUE**

1. Current Taxes
  - a. 2016 is a non-reassessment year. Projections were made assuming no increase in assessed values of existing properties and \$7.5M in new construction assessed value which will generate approximately \$277,000 of additional property tax revenue for the Operating Fund.
  - b. Assumes a 97% collection rate, the 10 year average for local tax collections.
  - c. Assumes the 2016 tax rates will be set at the Authorized Tax Rate Ceilings.
  - d. Aberdeen Heights Recoupment – In March 2016, St. Louis County withheld approximately \$900,000 in property taxes from the District and refunded most of this to Aberdeen Heights. The projection for next year assumes the District will be able to recoup most of this refund. It is estimated that the 2016 residential property tax rate will increase approximately 10 cents resulting from the refunds made to Aberdeen Heights. The recoupment rate is a one-time increase that will go away in 2017.
  - e. Total projected amount for current taxes is \$45,605,703.
2. Proposition C - This sales tax is dependent upon consumer activity throughout the state and is allocated to schools based on their students' average attendance hours (ADA). The committee has projected an increase of 1% for 2016-17 with an ADA payment of approximately \$948/student. Projected amount is \$4,804,500.

### 3. Transfer Payments

- a. The District is currently receiving its full tuition rate, approximately \$12,400 per student, from both Riverview and Normandy School Districts. There is a strong possibility of Riverview Gardens receiving provisional accreditation for the 2016-2017 school year. If this happens, these students may no longer attend the Kirkwood School District.
  - b. The Committee is projecting 24 students who, in this situation, may be allowed to complete the fifth grade, eighth grade, or twelfth grade before returning to Riverview Gardens. The Committee is estimating Riverview Gardens School District will agree to only pay its state funding of approximately \$6,400/student for these students multiplied by the attendance rate resulting in a projection of \$132,000. The students would need to provide their own transportation.
  - c. The Committee is projecting \$62,000 in tuition payments from Normandy School District. This is based on 6 students multiplied by the rate \$12,000 per year multiplied by an attendance rate of 86%.
  - d. Total projected amount for transfer payments is \$194,000, a decrease of \$1,043,500.
4. VTS (Deseg) Payments – this revenue was based on projected enrollment of 140 students times \$7,000 per student less \$64,000 in Title I funding for these students. The enrollment projection for next year was determined by taking the current VTS enrollment minus seniors. Projected amount is \$916,000.

## STATE REVENUE

### 1. State Formula Payment

- a. For the prior few years, the State has paid the District 94%-96% of its full State Formula allocation. The District is receiving 100% of its State Formula payment for the current fiscal year.
  - b. The Formula payment for 2016-17 is projected to be 100% of the full allocation which equals \$2,983,000 calculated based on projected resident ADA of 5,229 students.
2. Early Childhood Special Education (ECSE) revenue is fully funded by the state. Each year the state pays the school district 100% of the previous year's ECSE expenditures. Projected amount is \$1,747,600.

## FEDERAL REVENUE

Federal revenues consist of Title grants, ECSE, Perkins grant and the child nutrition program. Each year, unspent Title grant funds are carried over into the next fiscal year. The Committee projects federal revenue to decrease approximately \$112,000 in 2016-17, if there are no funds carried over from 2015-16. Projected amount is \$1,106,717.

In addition to these assumptions, resident student enrollment has increased 787 students (approximately 17%) since 2009-10 and this trend is expected to continue over the next few years. Student enrollment has a direct impact on District staffing and the expenditure budget. Since 2009-10, the District has hired 47 additional teachers due to enrollment growth, and expects to need additional teaching staff if the trend continues; however, due to budget shortfalls, the District will instead eliminate positions beginning with the current year. The District did not replace 12 open support staff positions during the 2015-16 school year, and in 2016-17 it will eliminate 3 administrator positions, 25 teaching positions, and the equivalent hours of 15 additional full time support staff positions.

The District relies heavily on local property taxes to fund the education of our students. The District receives approximately \$1,500 per student from the state educational formula and sales tax revenue combined; however, it costs the District approximately \$12,000 per year to educate each student.

The Fund Balance (Reserve) is expected to decrease approximately \$3.9M in 2015-16 and will be below the 20% level required by Board policy.

## **ACTIVITY ACCOUNT FUND REVENUE – Total projection for 2016-17 is \$1,998,625.**

This Fund is used to record revenue from outside sources such as fund-raising activities, facility rental fees, soda machine commissions, etc. The District estimates interest revenue from the pool endowment fund and pool rental revenue will be approximately \$175,000, which is included in the budget.

## **MAINTENANCE FUND REVENUE – Total projection for 2016-17 is \$2,592,926.**

This Fund has a dedicated \$0.20 tax levy. The projection assumes 1) no increase in assessed values of existing properties, 2) 97% collection rate, and 3) its proportional share of new construction revenue and recoupment, as mentioned in “Local Revenues #1 Current Taxes”.

## **TECHNOLOGY FUND REVENUE – Total projection for 2016-17 is \$2,592,926.**

This Fund has a dedicated \$0.20 tax levy. The projection assumes 1) no increase in assessed values of existing properties, 2) 97% collection rate, and 3) its proportional share of new construction revenue and recoupment, as mentioned in “Local Revenues #1 Current Taxes”.

## **KIRKWOOD EARLY CHILDHOOD FUND – Total projection for 2016-17 is \$3,583,443.**

This Fund is used to account for the District’s preschool program, Adventure Club program, and Summer Adventure Club program. The projection is based on tuition rates approved by the Board and estimated enrollment.

**DEBT SERVICE FUND – Total projection for 2016-17 is \$5,236,634.**

The revenue in this fund is used to pay the principal and interest due on outstanding General Obligation Bonds. The projection assumes 1) no increase in assessed values of existing properties, 2) 97% collection rate, and 3) its proportional share of new construction revenue and recoupment, as mentioned in “Local Revenues #1 Current Taxes”.

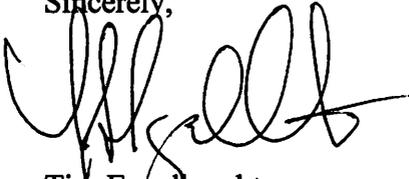
**PROPOSITION I FUND – Total projection for 2016-17 is \$2,592,926.**

This fund has a dedicated \$0.20 tax levy. The projection assumes 1) no increase in assessed values of existing properties, 2) 97% collection rate, and 3) its proportional share of new construction revenue and recoupment, as mentioned in “Local Revenues #1 Current Taxes”.

**TOTAL REVENUE (ALL FUNDS) – Projection for 2016-17 is \$81,444,746.**

On an aggregate basis over the last three years (FY 13 – FY 15), the Revenue Committee’s projections on revenues have been conservative but on target, having an average variance of approximately 1% or less from the actual revenues received. The variances were: 1.2% for FY 13, -1.0% for FY 14, and 0.3% for FY 15. FY 16 is expected to have a 1.0% variance.

Sincerely,



Tim Engelbrecht  
Revenue Committee Chairman

**2016-17 Revenue Projections**

	<b>Revenue Committee Recommendation</b>
<b>Operating Fund</b>	
<b>Local Revenue</b>	
Current Taxes	\$ 45,605,703
Delinquent Taxes	705,243
Prop C	4,804,500
Financial Institution Taxes	300,000
Merch & Manu Taxes	1,871,700
Interest	90,000
Food Service	901,322
VTS (Deseg) Program	916,000
Transfer Payments	194,000
VISTA School	121,400
Miscellaneous	158,000
	<b>\$ 55,667,868</b>
<b>County Revenue</b>	<b>\$ 915,305</b>
<b>State Revenue</b>	
Basic Formula	\$ 2,983,000
Transportation	160,000
Early Childhood Special Ed	1,747,600
Parents as Teachers	180,000
MO Preschool Project Grant	78,500
Food Service	8,276
	<b>\$ 5,157,376</b>
<b>Federal Revenue</b>	
Perkins	\$ 38,785
Early Childhood Special Ed	194,000
Food Service	408,932
Title I	325,000
Title II	140,000
	<b>\$ 1,106,717</b>
<b>Total Operating Fund</b>	<b>\$ 62,847,266</b>
<b>Maintenance Fund</b>	<b>2,592,926</b>
<b>Technology Fund</b>	<b>2,592,926</b>
<b>Proposition I Fund</b>	<b>2,592,926</b>
<b>Debt Service Fund</b>	<b>5,236,634</b>
<b>Funds Not Supported by Property Taxes:</b>	
<b>Activity Accounts Fund</b>	<b>1,998,625</b>
<b>KECC Fund</b>	<b>3,583,443</b>
<b>Grand Total - All Funds</b>	<b>\$ 81,444,746</b>

**ACKNOWLEDGMENTS**

We appreciate the fiscal support provided by the Kirkwood School District R-7 Board of Education and the community for the development, implementation and maintenance of an excellent educational program for the children of the District. We also appreciate the guidance provided by the Revenue Committee which spends hours giving its guidance. The committee members are listed below.

**Chair**

Tim Engelbrecht

**Teacher Representatives**

Mike Havener  
David Jackson

**Parents/Community Representatives**

Bill Bauer  
Matthew Biere  
Jim Clodfelter  
Eric Cowan  
Alan Hopefl  
Jake Sturdy

**Support Staff Representatives**

Scott Haarmann

**Board Representatives**

Janna Pearman Jacobs  
Darnel Frost

**Administrator Representatives**

Ginger Cayce  
Michael Romay  
Tom Williams

Respectfully submitted,



Thomas Williams, Ph.D.  
Superintendent  
Kirkwood School District R-7



Michael Romay, CPA  
Chief Financial Officer  
Kirkwood School District R-7

## Enrollment History and Projections

The following chart represents enrollment history since 1986-1987 and projected enrollment through the 2020-21 school year. Projecting enrollment is done each year by the Director of Student Services.

KIRKWOOD SCHOOL DISTRICT R-7

### **Student Enrollment-Historic and Projected**

<u>Year</u>	<u>Elementary</u>	<u>Middle</u>	<u>High School</u>	<u>Total</u>	<u>#change</u>	<u>%change</u>
<i>Historic</i>						
1986-87	2300	1080	1660	5040	*****	*****
1987-88	2378	1112	1547	5037	-3	-0.06%
1988-89	2538	1083	1450	5071	34	0.68%
1989-90	2626	1132	1430	5188	117	2.31%
1990-91	2673	1107	1483	5263	75	1.45%
1991-92	2717	1144	1468	5329	66	1.25%
1992-93	2612	1150	1436	5198	-131	-2.46%
1993-94	2549	1167	1426	5142	-56	-1.08%
1994-95	2533	1214	1455	5202	60	1.17%
1995-96	2441	1226	1471	5138	-64	-1.23%
1996-97	2383	1298	1497	5178	40	0.78%
1997-98	2247	1291	1538	5076	-102	-1.97%
1998-99	2185	1259	1617	5061	-15	-0.30%
1999-2000	2105	1225	1671	5001	-60	-1.48%
2000-2001	2016	1218	1750	4984	-17	-0.34%
2001-2002	2060	1228	1759	5047	63	1.26%
2002-2003	2110	1250	1741	5101	54	1.07%
2003-2004	2079	1220	1810	5109	8	0.16%
2004-2005	2087	1195	1745	5027	-82	-1.61%
2005-2006	2094	1151	1750	4995	-32	-0.64%
2006-2007	2115	1121	1746	4982	-13	-0.26%
2007-2008	2146	1145	1684	4975	-7	-0.14%
2008-2009	2174	1171	1681	5026	51	1.03%
2009-2010	2182	1188	1630	5000	-26	-0.52%
2010-2011	2204	1229	1677	5110	110	2.20%
2011-2012	2218	1205	1709	5132	22	0.43%
2012-2013	2361	1193	1728	5282	150	2.92%
2013-2014	2563	1221	1824	5608	326	6.17%
2014-2015	2563	1250	1782	5595	-13	-0.23%
2015-2016	2594	1315	1779	5688	93	1.66%
<i>Projected</i>						
2016-2017	2607	1349	1765	5721	33	0.58%
2017-2018	<b>2598</b>	<b>1337</b>	<b>1750</b>	5685	-36	<b>-0.63%</b>
2018-2019	<b>2602</b>	<b>1333</b>	<b>1749</b>	5684	-1	<b>-0.02%</b>
2019-2020	<b>2603</b>	<b>1339</b>	<b>1767</b>	5709	24	<b>0.44%</b>
2020-2021	<b>2600</b>	<b>1311</b>	<b>1799</b>	5710	26	<b>0.02%</b>

KIRKWOOD SCHOOL DISTRICT R-7  
 Nine Years' Staffing Level Data

Position	09-10		10-11		11-12		12-13		13-14		14-15		15-16		16-17		TOTAL FTE CHANGE Years 09-17
	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	Est FTE	Change	
Superintendent	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0.00
Asst Supr Curriculum & Instruction	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0.00
Asst Supr Fin & Operation/CFO	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0.00
Asst Supr Human Resources	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	-1.00
Directors	4	2	4	0	4	0	4	0	5	1	5	0	5	0	4	0	2.00
Principals	8	0	9	1	10	1	10	0	10	0	10	0	10	0	10	0	2.00
Assistant Principals	8	-1	8	0	8	0	8	0	8	0	8	0	8	0	7	0	-2.00
Certified Teachers	349.84	7.07	343.55	-6.29	343.45	-0.1	358.75	15.3	376.55	17.8	393.54	16.99	397.26	3.72	372.06	-25.2	29.29
Guidance	15	0	15	0	15	0	15	0	15	0	15	0	15	0	15	0	0.00
Library	9	0	9	0	7.42	-1.58	8.42	1	8.42	0	8.42	0	9	0.58	9	0	0.00
<b>Total Certified Staff</b>	<b>397.84</b>	<b>9.07</b>	<b>392.55</b>	<b>-5.29</b>	<b>390.87</b>	<b>-1.68</b>	<b>408.17</b>	<b>17.3</b>	<b>426.97</b>	<b>18.8</b>	<b>443.96</b>	<b>16.99</b>	<b>448.26</b>	<b>4.3</b>	<b>420.06</b>	<b>-28.2</b>	<b>31.29</b>

**Support Staff**

Position	09-10		10-11		11-12		12-13		13-14		14-15		15-16		16-17		TOTAL FTE CHANGE Years 09-17
	HRS	Change	HRS	Change	HRS	Change	HRS	Change	HRS	Change	HRS	Change	HRS	Change	Est HRS	Change	
Support Staff	1780.45	-15.45	1785.10	4.65	1660.00	-125.10	1660.00	0.00	1757.75	97.75	1796.38	38.63	1729.25	-67.13	1679.15	-50.10	-116.75

# Kirkwood School District

## 2016 - 17

Level	BA	BA+15	MA	MA+15	MA+35	PHD
1	\$43,000	\$43,330	\$46,000	\$49,200	\$54,500	\$60,000
2	\$43,752	\$44,058	\$47,019	\$50,185	\$55,588	\$61,200
3	\$44,420	\$44,763	\$48,001	\$51,194	\$56,620	\$62,433
4	\$44,846	\$45,021	\$49,230	\$52,281	\$57,823	\$63,445
5	\$45,445	\$45,714	\$50,381	\$53,708	\$59,045	\$64,726
6	\$46,060	\$46,445	\$51,508	\$54,848	\$60,257	\$66,111
7	\$46,536	\$47,128	\$52,702	\$55,869	\$61,553	\$67,467
8	\$46,917	\$47,710	\$53,749	\$56,891	\$62,659	\$68,530
9	\$47,389	\$48,645	\$55,106	\$58,002	\$63,806	\$69,135
10	\$48,129	\$50,008	\$56,514	\$59,552	\$65,102	\$70,676
11	\$49,302	\$52,001	\$58,158	\$61,313	\$66,999	\$72,723
12	\$50,657	\$53,971	\$60,002	\$63,025	\$68,786	\$74,141
13	\$54,831	\$56,445	\$66,103	\$69,801	\$75,276	\$80,921
14		\$58,348	\$67,812	\$71,025	\$76,493	\$82,339
15		\$59,372	\$69,001	\$72,251	\$77,780	\$83,731
16		\$60,372	\$70,115	\$73,435	\$79,053	\$84,146
17		\$60,937	\$71,115	\$74,035	\$79,453	\$85,512
18		\$61,006	\$74,412	\$77,188	\$82,731	\$89,205
19			\$75,716	\$78,627	\$84,272	\$90,767
20			\$76,901	\$79,998	\$85,743	\$92,284
21			\$77,901	\$80,998	\$86,743	\$92,684
22			\$78,630	\$81,550	\$87,347	\$93,293
23			\$85,509	\$88,040	\$94,408	\$99,672

After a teacher attains a Master’s Degree, he/she may move to the MA+35 category by attaining a Specialist Degree or completing a 35-hour planned program, including a 3-hour research methods course approved by his/her building principal and the Assistant Superintendent for Human Resources. Teachers moving into the district with hours beyond the Master’s Degree must establish a planned program with their principal to complete the required 35 hours. A minimum of 12 hours must be planned.

**QUALIFICATIONS FOR HORIZONTAL MOVEMENT**

If you have attained the appropriate hours to move on the salary schedule, you need to complete and submit the “Application for Horizontal Movement on the Salary Schedule” form with an official transcript to the Director of Benefits by September 30, or the following business day. You will receive an adjusted contract with the appropriate annual increase.

In addition, the district will provide a \$3,000 annual stipend upon completion of the National Board Certification. The stipend will be paid for the life of the certification. This adjustment will be done in conjunction with the established date for horizontal movement. \*A Master's Degree must be earned prior to beginning work toward National Board Certification.



PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
0	0	8	16
1	7.65	8.72	9.65
2	7.78	8.962	10.14
3	8.19	9.422	10.64
4	8.68	9.98	11.29
5	9.19	10.57	11.95
6	9.54	11.22	12.89
7	10.20	11.99	13.77
8	10.92	12.83	14.75
9	11.69	13.72	15.77
10	12.24	14.70	17.14
11	13.22	15.88	18.52
12	14.28	17.14	20.00
13	15.42	18.51	21.60
14	16.82	20.18	23.56
15	17.96	21.99	26.03
16	19.57	23.97	28.37

STUDENT WORKER

THEATRE TECHNICIAN

EC ASSISTANT I

ADVENTURE CLUB EDUCATOR  
EC ASSISTANT II  
FOOD SERVICE ASSISTANT (KECC)

CUSTODIAN  
EC EDUCATOR I

CLASSROOM ASSISTANT  
DEVELOPMENTAL SCREENER  
FOOD SERVICE MANAGER (KECC)  
LEAD CUSTODIAN  
OFFICE ASSISTANT

EC EDUCATOR II  
INCLUSION ASSISTANT  
INSTRUCTIONAL INTERVENTION ASSISTANT  
LIBRARY MEDIA ASSISTANT  
PROGRAM ASSISTANT  
TECHNOLOGY ASSISTANT  
WALKING COUNSELOR

COPY CENTER OPERATOR  
DRIVER  
NURSE SCREENER  
OUTDOOR MAINTENANCE

HEAD CUSTODIAN ELEMENTARY  
SCHOOL SECRETARY I  
WAREHOUSE ASSISTANT

ACCOUNTS RECEIVABLE AND PURCHASING  
COPY CENTER SUPERVISOR  
DISTRICT SECRETARY II  
HEAD CUSTODIAN MIDDLE SCHOOL  
SCHOOL SECRETARY II

ACCOUNTS PAYABLE COORDINATOR  
ATHLETIC TRAINER  
AUTOMOTIVE MECHANIC



PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
16	19.57	23.97	28.37
	CARPENTER		
	EC TEACHER CERTIFIED		
	EXECUTIVE SECRETARY		
	HEAD CUSTODIAN HIGH SCHOOL		
	KHS BUDGET SPECIALIST		
	KHS EXECUTIVE SECRETARY		
	LAB TECHNICIAN		
	NIGHT CUSTODIAL SUPERVISOR/TRAINER		
	OUTDOOR MAINTENANCE CREW LEADER		
	PARENT EDUCATOR		
	PLUMBER		
	SUBSTITUTE COORDINATOR		
	TECHNICAL SERVICES COORDINATOR		
	TECHNOLOGY SPECIALIST LEVEL 1		
	VISUAL COMMUNICATIONS SPECIALIST		
17	21.52	26.36	31.21
	BUSINESS ASSISTANT		
	ELECTRICAL/COMM SYSTEMS TECH		
	HVAC TECHNICIAN		
	PAYROLL COORDINATOR		
	TECHNOLOGY SPECIALIST LEVEL 2		
18	23.67	29.02	34.33
	ADVENTURE CLUB SITE MANAGER		
	COMMUNICATIONS SPECIALIST		
	THEATRE & SPECIAL EVENTS MANAGER		
19	26.04	31.91	37.77
	DATABASE ADMINISTRATOR (GRADEBOOK)		
	DATABASE ADMINISTRATOR (PENTAMATION)		
	DAY SERVICE MANAGER		
	NIGHT SERVICE MANAGER		
	REGISTERED NURSE		
	SYSTEMS ENGINEER (SECURITY, WAN)		
	WAREHOUSE GROUNDS MANAGER		
20	28.91	35.42	41.93
	CUSTODIAL MANAGER		
	EXECUTIVE ASSISTANT		
	LEAD NURSE		
	OCCUPATIONAL THERAPIST		
	PHYSICAL THERAPIST		
21	32.19	39.30	47.15
	SENIOR SYSTEMS ENGINEER		
22	34.90	43.63	52.36
	COORDINATOR OF SAFETY & SECURITY		
	SPECIAL BUILDINGS & GROUNDS PROJECTS MANAGER		
23	39.09	48.85	58.65
	DIRECTOR OF ACCOUNTING		
	DIRECTOR OF BENEFITS		
	DIRECTOR OF BUILDING GROUNDS		
	DIRECTOR OF HUMAN RESOURCES (INTERIM)		
	DIRECTOR OF TECHNOLOGY SERVICES		
24	43.78	54.74	65.68
	CHIEF COMMUNICATIONS OFFICER		

**SUBSTITUTES**

SUB ADVENTURE CLUB EDUC.	\$ 11.69	SUB CUSTODIAN	\$ 12.24	SUB NURSE	\$ 26.04
SUB ASSISTANT	\$ 13.22	SUB EC EDUCATOR	\$ 14.28	SUB OFFICE PERSONNEL	\$ 16.82

## **Ten Years of Taxable Property Values, Tax Rates, and Collections**

The total assessed valuation of all taxable tangible property situated in the Kirkwood School District R-7, according to the assessments of December 31 in each of the following years, is listed in the following table. The table also sets forth tax collection information for the District for the current fiscal year (estimated) as well as the last nine fiscal years.

Property tax payers have the right under Missouri statutes to pay current tax liabilities to the county tax collector under protest. Current year tax bills must be paid to the county tax collector in full including any portion of the tax bill which may be disputed. The county tax collector holds all such disputed tax payments in the "Protested Tax Fund" of the county until such time as the dispute of the tax liability has been resolved. Units of government, including school districts, receive investment income on all tax payments received and held by the county pending disposition of taxpayer protests on current year tax collections. The county, however, may not remit disputed payments until either a) the disputed portion of the tax is resolved or b) the unit of government files a routine legal action to release disputed tax payments held by the county tax collector. Such legal action results in the immediate release of tax moneys being held in the Protested Tax Fund of the county. Such legal action is typically taken in the month of March and funds are received by the District by the end of the following month.

**Ten Years of Assessed Valuations**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
REAL ESTATE:										
RESIDENTIAL	736,630,770	900,643,200	911,274,080	851,475,000	857,497,820	840,742,450	857,774,430	855,270,340	861,246,470	896,421,600
COMMERCIAL	227,078,360	259,571,670	258,927,740	256,335,030	271,231,430	251,477,710	251,162,400	257,079,940	258,015,430	264,037,950
AGRICULTURAL	179,770	203,120	203,120	234,720	234,720	226,550	226,550	49,760	51,740	121,100
TOTAL REAL ESTATE	963,888,900	1,160,417,990	1,170,404,940	1,108,044,750	1,128,963,970	1,092,446,710	1,109,163,380	1,112,400,040	1,119,313,640	1,160,580,650
PERSONAL PROP:										
REGULAR	143,801,460	139,898,350	140,315,230	130,492,910	119,595,590	118,606,170	128,022,630	132,762,010	138,658,070	141,323,000
MANUFACT EQUIP	1,154,260	1,245,780	1,269,310	1,406,300	1,315,230	874,060	1,140,220	802,220	730,210	610,560
TOTAL PERSONAL	144,955,720	141,144,130	141,584,540	131,899,210	120,910,820	119,480,230	129,162,850	133,564,230	139,388,280	141,933,560
GRAND TOTAL	1,108,844,620	1,301,562,120	1,311,989,480	1,239,943,960	1,249,874,790	1,211,926,940	1,238,326,230	1,245,964,270	1,258,701,920	1,302,514,210
Increase From Prior Year	1.67%	17.38%	0.80%	-5.49%	0.80%	-3.04%	2.18%	0.62%	1.02%	3.48%

## Ten Years of Assessed Valuation, Property Tax Rates and Collections

Kirkwood School District R-7

Year	Assessed Valuation	TIF Deduction	Adjusted Assessed Valuation	Adjusted Tax Rate*	Total Taxes Levied	Tax Collection**	% Collected**
15-16	\$1,302,514,210	\$0	\$1,302,514,210	\$4.5371	\$59,096,372	\$57,323,481	97.00%
14-15	\$1,258,701,920	\$0	\$1,258,701,920	\$4.5872	\$57,739,174	\$55,297,545	95.77%
13-14	\$1,245,964,270	\$0	\$1,245,964,270	\$4.5702	\$56,943,059	\$55,480,456	97.43%
12-13	\$1,238,326,230	\$0	\$1,238,326,230	\$4.5667	\$56,550,644	\$55,348,852	97.87%
11-12	\$1,211,926,940	\$32,725,520	\$1,179,201,420	\$4.5433	\$53,574,658	\$52,066,609	97.19%
10-11	\$1,249,874,790	\$32,841,680	\$1,217,033,110	\$4.4170	\$53,756,352	\$51,476,758	95.76%
09-10	\$1,239,943,960	\$32,841,680	\$1,207,102,280	\$4.2163	\$50,895,053	\$49,233,704	96.74%
08-09	\$1,311,989,480	\$33,354,710	\$1,278,634,770	\$4.1174	\$52,646,508	\$50,974,913	96.82%
07-08	\$1,301,562,120	\$56,242,750	\$1,245,319,370	\$4.1150	\$51,244,892	\$49,889,379	97.35%
06-07	\$1,108,844,620	\$48,942,940	\$1,059,901,680	\$4.1650	\$44,144,905	\$42,827,046	97.01%

\*Adjusted tax rate is the "blended rate."

\*\*Tax collection for 2015-16 is estimated.

Assessed Valuations are Post Board of Equalization values used by the District when setting the tax rates.  
TIF Deduction is the amount of Assessed Valuation of the Tax Increment Financed Projects that is deducted from our District Assessed Valuation for tax purposes.

**Ten Years of Tax Rates**

Kirkwood School District R-7

<u>Year</u>	<u>Resident'l Real Estate</u>	<u>Commerc'l Real Estate</u>	<u>Agricultural Real Estate</u>	<u>Personal Property</u>	<u>Blended Rate</u>
2015-16	\$4.1377	\$5.7072	\$2.9202	\$4.8845	\$4.5371
2014-15	\$4.2524	\$5.5436	\$6.4082	\$4.8845	\$4.5872
2013-14	\$4.2546	\$5.4565	\$6.5385	\$4.8845	\$4.5702
2012-13	\$4.2841	\$5.4748	\$5.4338	\$4.8845	\$4.5667
2011-12	\$4.2878	\$5.4067	\$5.5146	\$4.7584	\$4.5433
2010-11	\$4.1869	\$5.0705	\$5.2628	\$4.7584	\$4.4170
2009-10	\$4.0842	\$4.6057	\$5.2722	\$4.3800	\$4.2163
2008-09	\$3.9219	\$4.7404	\$6.0424	\$4.3800	\$4.1174
2007-08	\$3.9895	\$4.6621	\$5.7622	\$4.1082	\$4.1150
2006-07	\$4.0338	\$4.7064	\$5.8065	\$4.1525	\$4.1650

The Debt Service tax rate of \$0.365 is included in the rates above and is applied to all taxpayers in the District on all property.

Tax rates are levied on each \$100 of assessed valuation of property.

**GO Bond Amortization Schedule**

**KIRKWOOD SCHOOL DISTRICT R-7  
GO BOND PAYMENT SCHEDULE**

<b>BANK OF NEW YORK 2010 Series</b>				<b>INTEREST SUBSIDY* 2010 Series</b>
<b>DUE</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>FISCAL YEAR TOTAL</b>	
08/15/2016		\$ 610,006.50		\$ 213,502.28
02/15/2017	\$ 3,830,000.00	\$ 610,006.50	\$ 5,050,013.00	\$ 213,502.28
08/15/2017		\$ 538,385.50		\$ 188,434.93
02/15/2018	\$ 4,010,000.00	\$ 538,385.50	\$ 5,086,771.00	\$ 188,434.93
08/15/2018		\$ 454,335.90		\$ 159,017.57
02/15/2019	\$ 4,120,000.00	\$ 454,335.90	\$ 5,028,671.80	\$ 159,017.57
08/15/2019		\$ 364,890.70		\$ 127,711.75
02/15/2020	\$ 4,330,000.00	\$ 364,890.70	\$ 5,059,781.40	\$ 127,711.75
08/15/2020		\$ 267,638.90		\$ 93,673.62
02/15/2021	\$ 4,460,000.00	\$ 267,638.90	\$ 4,995,277.80	\$ 93,673.62
08/15/2021		\$ 163,007.30		\$ 57,052.56
02/15/2022	\$ 4,690,000.00	\$ 163,007.30	\$ 5,016,014.60	\$ 57,052.56
08/15/2022		\$ 47,117.40		\$ 16,491.09
02/15/2023	\$ 1,815,000.00	\$ 47,117.40	\$ 1,909,234.80	\$ 16,491.09
Totals	\$ 27,255,000.00	\$ 4,890,764.40	\$ 32,145,764.40	\$ 1,711,767.60

\*Interest subsidy, paid to the District by the IRS, equal to 35% of the interest cost on the 2010 General Obligation Build America Bonds; however, the District is receiving about 93% of the amount due from the Federal Government.

**LHR Bond Amortization Schedule**

**KIRKWOOD SCHOOL DISTRICT R-7  
LEASEHOLD REVENUE BOND PAYMENT SCHEDULE**

DUE	2013 Series (Refunded the 2005 Series B)		2014 Series		TOTAL		FISCAL YEAR TOTAL
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
8/15/2016		\$ 354,775.00		\$ 26,520.00	\$ -	\$ 381,295.00	
2/15/2017	\$ 1,205,000.00	\$ 354,775.00	\$ 525,000.00	\$ 26,520.00	\$ 1,730,000.00	\$ 381,295.00	\$ 2,492,590.00
8/15/2017		\$ 324,650.00		\$ 21,270.00	\$ -	\$ 345,920.00	
2/15/2018	\$ 1,700,000.00	\$ 324,650.00	\$ 145,000.00	\$ 21,270.00	\$ 1,845,000.00	\$ 345,920.00	\$ 2,536,840.00
8/15/2018		\$ 282,150.00		\$ 19,820.00	\$ -	\$ 301,970.00	
2/15/2019	\$ 1,790,000.00	\$ 282,150.00	\$ 140,000.00	\$ 19,820.00	\$ 1,930,000.00	\$ 301,970.00	\$ 2,533,940.00
8/15/2019		\$ 246,350.00		\$ 18,420.00	\$ -	\$ 264,770.00	
2/15/2020	\$ 1,860,000.00	\$ 246,350.00	\$ 195,000.00	\$ 18,420.00	\$ 2,055,000.00	\$ 264,770.00	\$ 2,584,540.00
8/15/2020		\$ 199,850.00		\$ 16,470.00	\$ -	\$ 216,320.00	
2/15/2021	\$ 1,950,000.00	\$ 199,850.00	\$ 205,000.00	\$ 16,470.00	\$ 2,155,000.00	\$ 216,320.00	\$ 2,587,640.00
8/15/2021		\$ 151,100.00		\$ 14,420.00	\$ -	\$ 165,520.00	
2/15/2022	\$ 2,050,000.00	\$ 151,100.00	\$ 255,000.00	\$ 14,420.00	\$ 2,305,000.00	\$ 165,520.00	\$ 2,636,040.00
8/15/2022		\$ 120,350.00		\$ 11,615.00	\$ -	\$ 131,965.00	
2/15/2023	\$ 2,110,000.00	\$ 120,350.00	\$ 265,000.00	\$ 11,615.00	\$ 2,375,000.00	\$ 131,965.00	\$ 2,638,930.00
8/15/2023		\$ 88,700.00		\$ 8,501.25	\$ -	\$ 97,201.25	
2/15/2024	\$ 2,175,000.00	\$ 88,700.00	\$ 325,000.00	\$ 8,501.25	\$ 2,500,000.00	\$ 97,201.25	\$ 2,694,402.50
8/15/2024		\$ 45,200.00		\$ 4,438.75	\$ -	\$ 49,638.75	
2/15/2025	\$ 2,260,000.00	\$ 45,200.00	\$ 335,000.00	\$ 4,438.75	\$ 2,595,000.00	\$ 49,638.75	\$ 2,694,277.50
Total	\$ 17,100,000.00	\$ 3,626,250.00	\$ 2,390,000.00	\$ 282,950.00	\$ 19,490,000.00	\$ 3,909,200.00	\$ 23,399,200.00



**K I R K W O O D**  
**S C H O O L D I S T R I C T**

# **2016-2017 BUDGET**

## **GLOSSARY**

# **G** LOSSARY

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

**AMORTIZATION OF DEBT** - Gradual payment of an amount owed according to a specified schedule of times and amounts.

**APPRAISAL** - The act of making an estimate of value, particularly of the value of property, by systematic procedures that include physical examination, pricing and often engineering estimates. Also, the value established by estimating.

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

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

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

**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.

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

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

**ELIGIBLE PUPIL (EP)** - Average daily attendance (ADA) for the regular school term and summer school PLUS summer school ADA added a second time.

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

**ENROLLMENT** - Head count taken the last Wednesday of September and January of all resident and nonresident students K-12 in the enrollment center.

**EXPENDITURES** – a. Description of the different types of expenditures

- i. Expenditures by District Funds (operational, activity, maintenance, technology, debt service, KECC, construction, grand total)
- ii. Expenditures by Function and by DESE Funds (general, special trust, debt service, capital projects)
- iii. Expenditures by Object (salary/benefit, service, supply, equipment) and DESE fund

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

**HOLD HARMLESS** - Kirkwood is a “hold harmless” district, meaning the state froze its funding level to the district when the new formula went into effect. Under the current school funding formula enacted in 2007, about 150 districts would have taken a cut in state funding. Instead, they were “held harmless” in the formula and their state funding remained stable.

**INTERNAL CONTROL** - A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures.

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

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

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

**REVENUE**- a. Description of the different types of revenue

- i. Revenue by District Funds (operational, activity, maintenance, technology, debt service, kecc, grand total)
- ii. Revenue by Object (account) and by DESE Funds (general, special trust, debt service, capital projects) totaled by Source (local, county, state, federal)

**TAX** - Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. The term includes licenses and permits.

**TAX INCREMENT FINANCING -(TIF)** - Tax increment financing (sometimes referred to as “TIF”) is a statutory procedure available to municipalities in a number of states to encourage the redevelopment of “blighted” areas, as defined in the various state statutes. Typically, a TIF statute authorizes the governing body of a municipality to adopt a redevelopment plan providing for the redevelopment of a designated area and to use tax increment financing to fund the costs of redevelopment projects in the designated area. Tax increment financing involves the issuance of bonds or other obligations which are secured by a pledge of payments, in lieu of taxes, attributable to the increase in assessed valuation of taxable real property within the designated area resulting from redevelopment improvements.