



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



2015-2016
BUDGET

June 2015

“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 Ms. Jeanette Tendai, Assistant Superintendent for Human Resources and Administration, by calling 314-213-6103.”

TABLE OF CONTENTS

Board Of Education 2015-2016	Page 4
Introductory Section	Page 8
Executive Summary.....	Page 10
Budget Presentation.....	Page 18
Revenue Budget.....	Page 20
Expenditure Budget.....	Page 28
Operating Fund Balance	Page 39
Financial Section	Page 42
Section A	Page 44
a.) Revenue, Expenditures & Fund Balance	Page 45
Operating Fund.....	Page 45
Activity Accounts Fund.....	Page 47
Maintenance Fund	Page 48
Technology Fund.....	Page 49
KECC Fund	Page 50
Debt Service Fund	Page 51
Construction Fund	Page 52
Proposition I Fund	Page 53
Total All Funds	Page 54
b.) Expenditures by Object	Page 56
Operating Fund.....	Page 56
Activity Accounts Fund.....	Page 57
Maintenance Fund	Page 57
Technology Fund.....	Page 58
KECC Fund	Page 59
Debt Service Fund	Page 60
Construction Fund	Page 60
Proposition I Fund	Page 60
Total All Funds	Page 61
Section B	Page 62
a.) Revenue by Object	Page 63
General Fund	Page 63
Special Revenue Fund	Page 64
Debt Service Fund	Page 65
Capital Projects Fund	Page 66
Total All Funds.....	Page 67
b.) Expenditures by Function	Page 68
General Fund	Page 68
Special Revenue Fund	Page 69
Debt Service Fund	Page 70

Capital Projects Fund	Page 71
Total All Funds.....	Page 72
c.) Expenditures by Object	Page 73
General Fund	Page 73
Special Revenue Fund.....	Page 74
Debt Service Fund	Page 75
Capital Projects Fund	Page 76
Total All Funds.....	Page 77
d.) Projected Fund Balances FY 2015-2016.....	Page 78

Informational Section	Page 80
Strategic Plan.....	Page 82
Organizational Chart	Page 84
Budget Development Process.....	Page 85
Budget Administration & Management Process	Page 87
Revenue Committee Report	Page 89
Enrollment History & Projections	Page 94
Nine Years of Staffing Level Data	Page 95
Salary Schedules 2015-2016	Page 96
Ten Years of Taxable Property Values, Tax Rates, and Collections	Page 99
Ten Years of Unadjusted Assessed Valuations	Page 100
Ten Years of Assessed Valuation, Property Tax Rates and Collections	Page 101
Ten Years of Tax Rates	Page 102
Bond Amortization Schedule (GO Debt Schedule).....	Page 103
Bond Amortization Schedule (LHR Bonds).....	Page 104

Glossary	Page 106
-----------------------	-----------------



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

2015-2016 BUDGET

BOARD OF EDUCATION

BOARD OF EDUCATION

2015-2016



E. J. Miller
President



Darnel Frost
Vice President



Marie Kelly
Secretary



Julie Backer
Director



Angie Bernardi
Director



Bret Heinrich
Director



Janna Pearman Jacobs
Director



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

2015-2016 BUDGET

INTRODUCTORY SECTION

Executive Summary

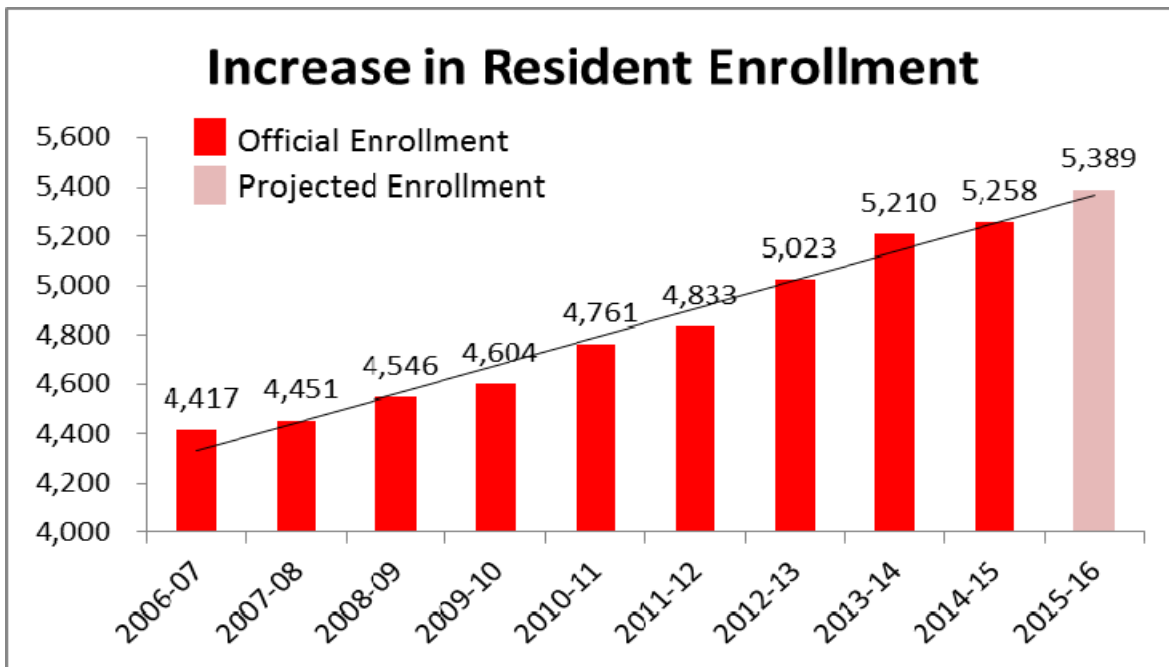
Kirkwood School District (KSD) is one of the top performing school districts in the state of Missouri, serving approximately 5,600 students. Its mission is to "...develop students who will add value to our dynamic world using knowledge, character and problem solving skills."

- Kirkwood School District is "Accredited with Distinction" scoring 97.5 on the Missouri School Improvement Program (MSIP) Annual Performance Report (APR).
- Kirkwood High School (KHS) was ranked No. 3 for the state of Missouri on the U.S. News and World Report's "Annual List of the Top Performing High Schools".
- North Glendale Elementary School received the National Blue Ribbon Award from the U.S. Department of Education. North Glendale joins Blue Ribbon Schools Keysor Elementary School (2013), North Kirkwood Middle School (1998) and Westchester Elementary School (2007).
- The Nipher Middle School orchestra qualified to perform at the 68th Annual Midwest Clinic at the McCormick Place West in Chicago, IL.
- KHS Class of 2014 graduation rate was 98.9%, the highest graduation rate in school history and achieved an average ACT composite test score of 24.1. The national average ACT composite score is 21.0 and Missouri is 21.8.
- Kirkwood School District teachers average 14 years teaching experience and 86% hold master's degrees or higher.

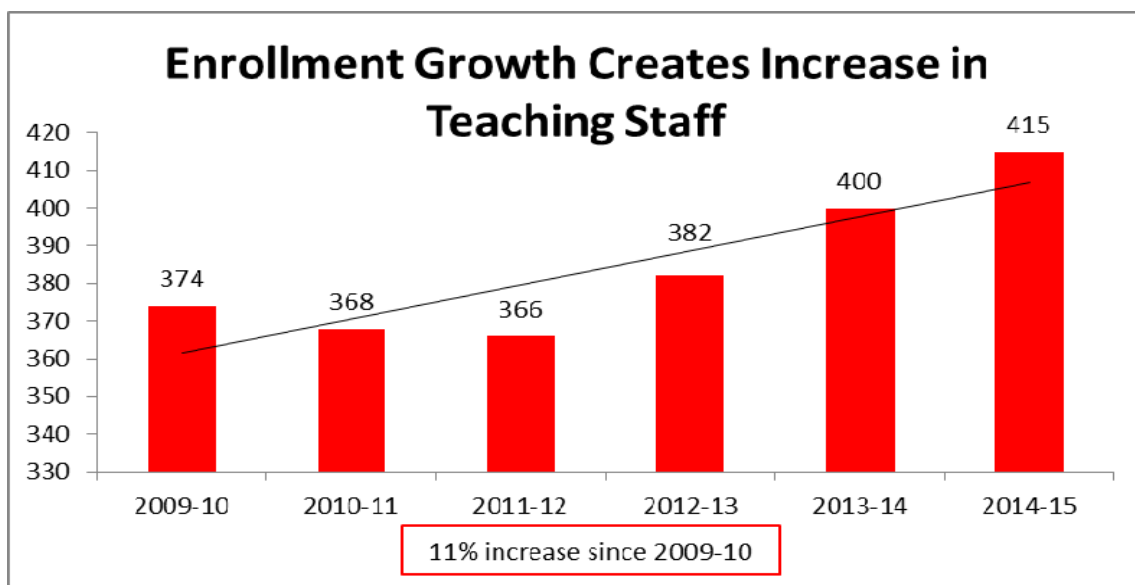
KSD is fortunate to have strong community support that places education and the success of every student as a top priority. The District is also fortunate to receive financial support from the Kirkwood School District Foundation which has provided over \$3.7 million since 1989 for educational programs and major projects that would not have been possible without the help of the Foundation.

In April 2014, the District received 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). The facility will be named "The Walker Natatorium" and construction is expected to be complete the fall of 2015. 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. The District continues to work with the Kirkwood School District Foundation to set up an endowment fund to help pay for the operating expense of the natatorium. Building rental funds will also be used to pay for operating expenses.

Because of the many successes mentioned, Kirkwood has become a “destination” District. Families are moving into the attendance area to send their children to our schools. Resident student enrollment continues to increase, as illustrated below.

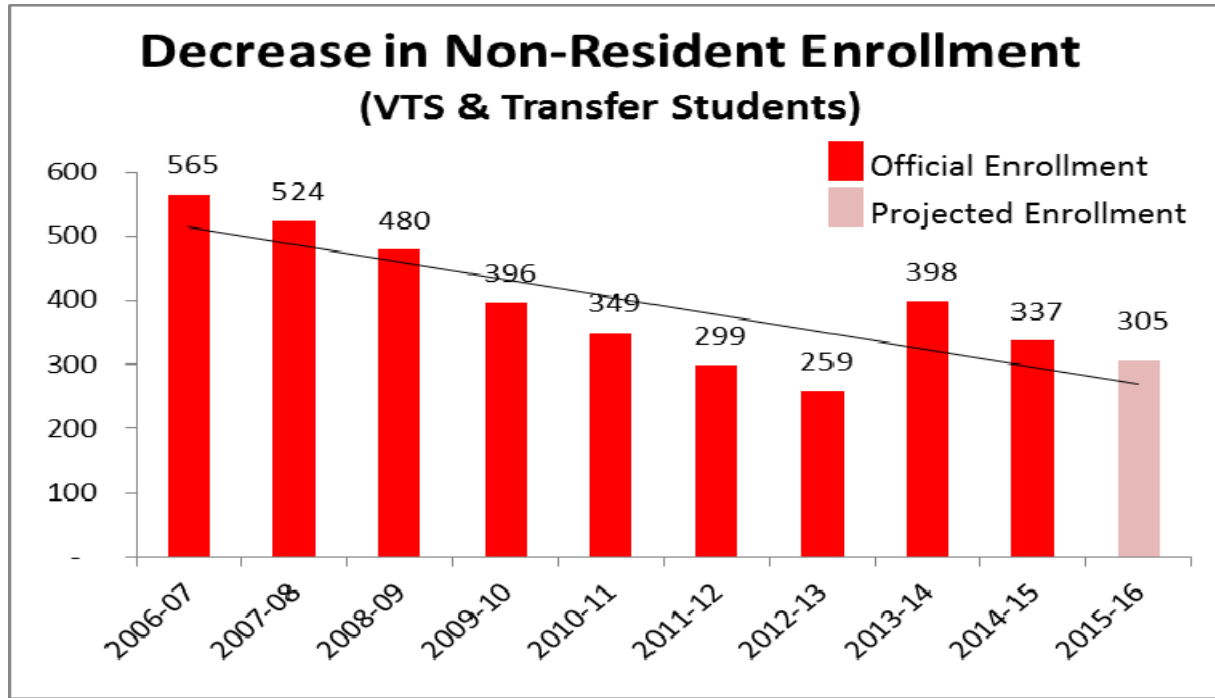


Since 2009-10, official enrollment has increased by approximately 600 students (14%). Student enrollment is the key factor that drives our operating budget, because it has a direct impact on staffing. In order to continue to provide high quality educational programs and to maintain the Board of Education recommended class sizes, the District has hired additional staff, including teaching and support staff.



The District has hired 41 additional teachers since 2009-10 (11% increase in teaching staff) due to the enrollment growth.

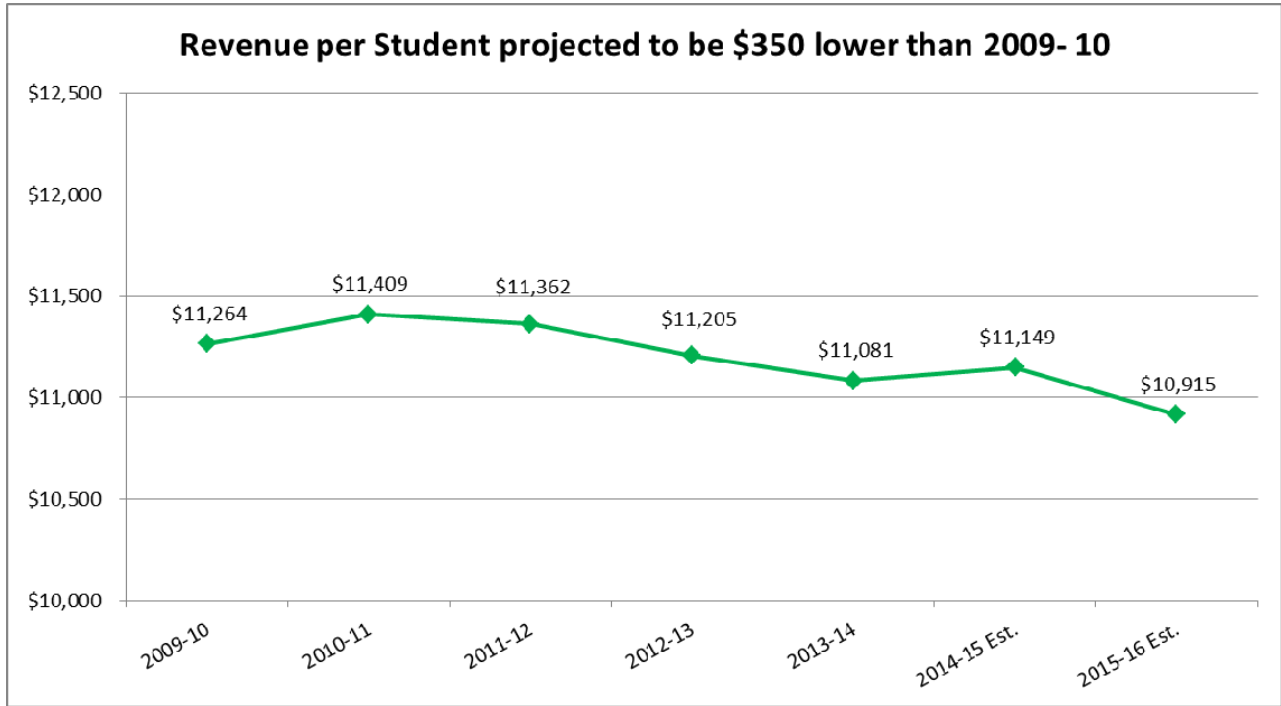
During the same period when resident enrollment has been increasing, non-resident official enrollment has been decreasing.



Non-resident enrollment includes students enrolled in the Voluntary Transfer Program (VTS) from the City of St. Louis and students from unaccredited school districts of Riverview Gardens and Normandy Schools' Collaborative. The funding for the VTS Program is scheduled to end after the 2018-19 fiscal year, and the District is no longer accepting new students into this program. VTS enrollment is declining approximately 20-30 students each year as students graduate.

Since 2013-14, the District has adhered to state law and welcomed students from Riverview Gardens School District and Normandy Schools' Collaborative. Currently 132 students participate in the transfer program and the District receives approximately \$12,000 per student, the full tuition cost to educate each student.

The District's total operating revenues are projected to decrease approximately \$225,000 in 2015-16 and revenue per student is estimated to be approximately \$350 less than it was in 2009-10.

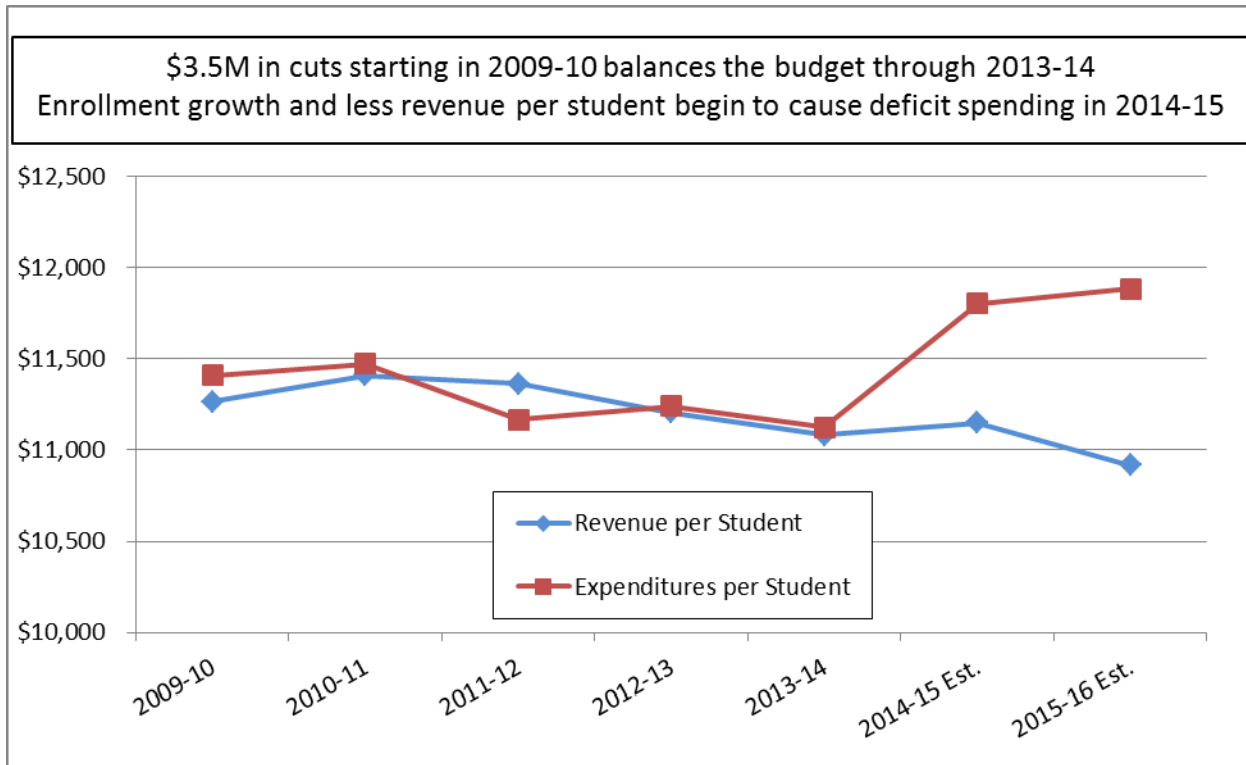


The District receives very little state funding to help pay to educate our children. For each additional resident student, the District receives approximately \$1,500 in revenue (\$552 in State Formula and \$940 in Prop C funds); however, it costs the District approximately \$12,000 per year to educate each student. Because of this, the District relies heavily on property taxes to support our schools. Approximately 75% of the District's operating revenue comes from property taxes.

St. Louis County released preliminary property assessed values in March for 2015. Property values in Kirkwood are estimated to increase 5% in 2015. Missouri Law limits how much school districts can increase their property tax revenue by the lower of the Consumer Price Index (CPI), an inflationary index, or the increase in property assessments. **The CPI for 2015 is less than 1%, so the District will be allowed to increase its tax revenue by less than 1%, which will cause tax rates to drop by approximately 20 cents for 2015.**

Careful planning and fiscal management have enabled the District to balance its budget over the last few years. In 2009-10 revenues fell below expenditures and the District made \$3.5M in cuts to balance the budget. Savings from an Early Retirement Program and reductions in non-classroom positions made up most of the cuts. School supply and program budgets were cut 10% and have been frozen since and will be cut another 5% in 2015-16, saving the District approximately \$225,000.

Salaries and benefits comprise 86% of the operating budget. The District has added teaching staff because of the enrollment growth, and with only minor increases in revenue, the District is beginning to deficit spend, as illustrated below.



The District is expecting a \$3.5M deficit for 2014-15 and a \$5.0M deficit in 2015-16. The District will use the Operating Fund Balance (Reserves) to offset the deficit, which is part of the District’s financial planning; however, this is not sustainable for the long term. District administration and the Board of Education will work with the community to discuss the possibility of an operating tax referendum for the November 2015 ballot in order to maintain the quality education its community has come to expect for its students.

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 2015-16 revenue budget is \$83,178,195 (All Funds) and the expenditure budget is \$87,592,619 (All Funds including construction expenditures). 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 \$62,153,826 consisting of:

- \$55,431,666 (89%) from local sources, primarily consisting of current taxes.
- \$907,000 (1%) from county sources, primarily state assessed utilities.
- \$4,678,160 (8%) from state sources, primarily from State Formula and Early Childhood Special Education payments.
- \$1,137,000 (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 \$67,661,559 consisting of:

- \$58,648,927 (87%) Salaries and Benefits
- \$4,809,446 (7%) Purchased Services
- \$3,883,999 (6%) Supplies
- \$242,332 (<1%) Capital Outlay
- \$76,855 (<1%) Principal and interest on copier leases

The 2015-16 projected ending fund balance is \$9,501,757. 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 – 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 \$1,852,865 and expenditures are projected to be \$1,852,865. Projected ending fund balance is \$1,452,880.

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 \$2,597,386 and expenditures are projected to be \$1,916,000. Projected ending fund balance is \$1,533,076.

Technology Fund – funded with a dedicated \$0.20 tax levy to be used for maintaining and purchasing technology equipment. Revenues are projected to be \$2,597,386 and expenditures are projected to be \$2,544,853. Projected ending fund balance is \$1,698,415.

Kirkwood Early Childhood Center (KECC) Fund– 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 \$3,301,000 and expenditures are projected to be \$3,299,799. Projected ending fund balance is \$584,097.

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 2015). Other revenue sources include interest, federal interest subsidy and railroad/utility tax revenue. Revenues are projected to be \$5,284,070 and expenditures are projected to be \$5,021,677. Projected ending fund balance is \$4,986,287.

Construction Fund – temporary fund used to pay for the construction projects approved with the passage of the Proposition 1 bond issue and The Walker Natatorium to be built on the KHS campus.

In December 2010, the District issued \$33,575,000 of Taxable General Obligation Bonds (Build America Bonds) Series 2010. Proceeds of the bonds were used for the purpose of providing funds to (1) pay a portion of the costs of acquiring, constructing, renovating, repairing, improving, furnishing and equipping school sites, land, buildings, and related facilities in the District, including (a) constructing and/or renovating classrooms to accommodate kindergarten at all five elementary schools, (b) constructing science classrooms at both middle schools, and (c) making safety improvements at District schools, and (2) pay the costs of issuance related to the Bonds. The remaining funds were used during the 2013-14 fiscal year to pay for the 2013 summer projects.

In April 2014, The Earl E. and Myrtle E. Walker Foundation approved a \$10,000,000 grant to build a competitive pool on the KHS campus with construction starting in the summer of 2014. 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. It is estimated that \$2,794,276 of the grant will be spent during 2015-16 for completion of the natatorium in August 2015.

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 \$2,597,386 and expenditures are projected to be \$2,501,590.

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 able to provide high quality educational programs and achieve the before-mentioned successes due in part to its strong financial position and healthy fund balances. However, operating expenditures are projected to exceed revenue and typically continue to do so with “Hold Harmless” school districts which do not receive increases in state funding. The District continuously seeks to make expenditure cuts to preserve its fund balance. The District cut approximately \$3,700,000 in operating expenditures since 2010. These cuts included approximately \$2,000,000 in salaries and benefits from the 2011-12 budget and \$500,000 from the 2009-10, 2010-11, and 2013-14 fiscal years. Some of the cuts included the elimination of furniture and equipment allocations to the schools and a 10% cut in the operating allocations for all schools and departments which have not been reinstated for 2015-16. An additional 5% cut in school supply and program budgets totaling approximately \$225,000 has been implemented for 2015-16. The District continues to evaluate any open staff position, considering it for elimination.

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, low class sizes, well-maintained and state-of-the-art facilities, large tax revenue base and healthy fund balances. In order for the District to continue offering an invaluable educational experience, it must closely monitor expenditures and seek measures to increase efficiencies while reducing costs.

BUDGET PRESENTATION

The budget for the Kirkwood School District R-7's fiscal year 2015-16 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 2015-16 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 (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 99 students, resulting in a projected enrollment of 5,694 for 2015-16. This forecast of enrollments 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.

St. Louis County released preliminary property assessed values in March for 2015. Property values in Kirkwood are estimated to increase 5% in 2015. Missouri Law limits how much school districts can increase their property tax revenue by the lower of the Consumer Price Index (CPI), an inflationary index, or the increase in property assessments. **The CPI for 2015 is less than 1%, so the District will be allowed to increase its tax revenue by less than 1%, which will cause tax rates to drop by approximately 20 cents for 2015.**

In an effort to project the tax rate for 2015, the District has assumed a \$64.7 million increase in the assessed value of the properties in the district, due to reassessment, and a 20 cent reduction to the residential and commercial tax rates. As a result, the following data has been generated.

Predicted Assessed Valuation: \$1,323,394,680

	Operating Tax Levy	Debt Service Tax Levy	Total Tax Levy
Residential Property	\$3.6954	\$0.3650	\$4.0604
Agricultural Property	\$2.8298	\$0.3650	\$3.1948
Commercial Property	\$4.9523	\$0.3650	\$5.3173
Personal Property	\$4.5195	\$0.3650	\$4.8845
Blended Rate	\$4.0375	\$0.3650	\$4.4025

These figures are projections only and in no way should they be used as firm tax figures for 2015-16.

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 2015-16 to decrease approximately \$225,000 from the prior year. The Revenue Committee recommendations can be found on page 89.

Revenue Budget

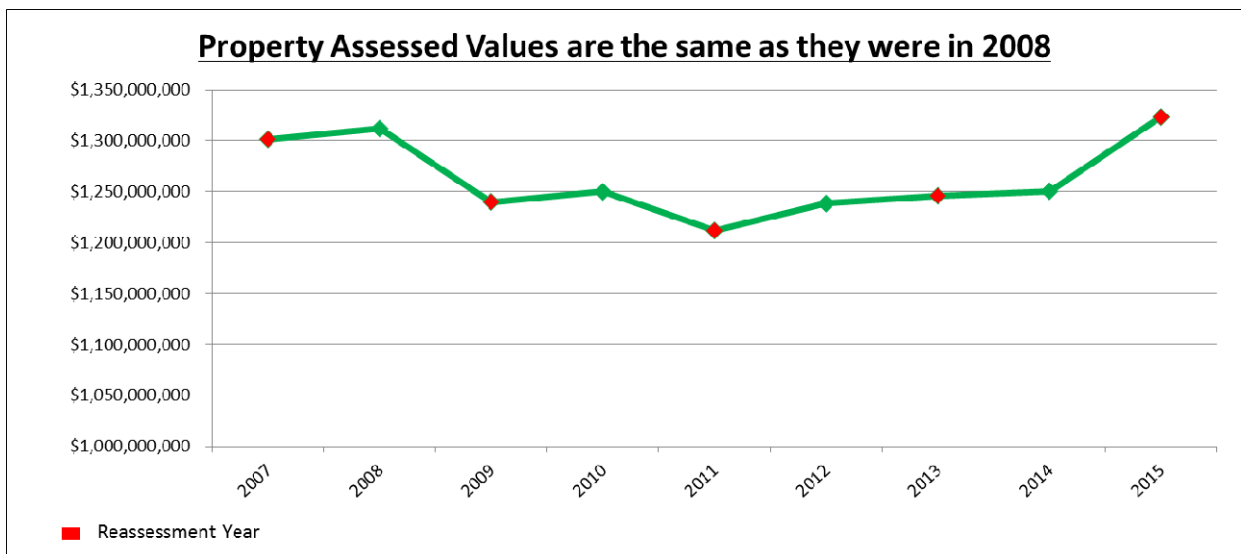
Operating Revenue

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 – 80% of the local operating revenue and 71% of the total operating revenue.

St. Louis County released preliminary property assessed values in March for 2015. Property values in Kirkwood are estimated to increase 5% in 2015. Missouri Law limits how much school districts can increase their property tax revenue by the lower of the Consumer Price Index (CPI), an inflationary index, or the increase in property assessments. **The CPI for 2015 is less than 1%, so the District will be allowed to increase its tax revenue by less than 1%, which will cause tax rates to drop by approximately 20 cents for 2015.**

In fact, the District has received virtually no tax revenue increase due to reassessment since 2007, as illustrated below.



Current Taxes - The District projects Current Taxes of \$44,358,006 for 2015-16, an increase of approximately \$133,000. The projection assumes the tax rates will be set at the authorized level, 97% collection rate, and a conservative growth due to new construction.

Delinquent Taxes - amounts derived from prior years' property taxes. Each year the District receives approximately half of the unpaid taxes due as of June 30th. The District projects \$697,000 for 2015-16, an increase of \$142,527.

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 2014-15 is \$931. The District is using \$940 per pupil for the 2015-16 budget projection of \$4,648,000, an increase of \$90,000.

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 \$250,000 for 2015-16, a decrease of \$13,287.

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 \$1,935,960 for 2015-2016, an increase of \$37,960.

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 2015-16.

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 2015-16.

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 \$936,700, an increase of \$10,700.

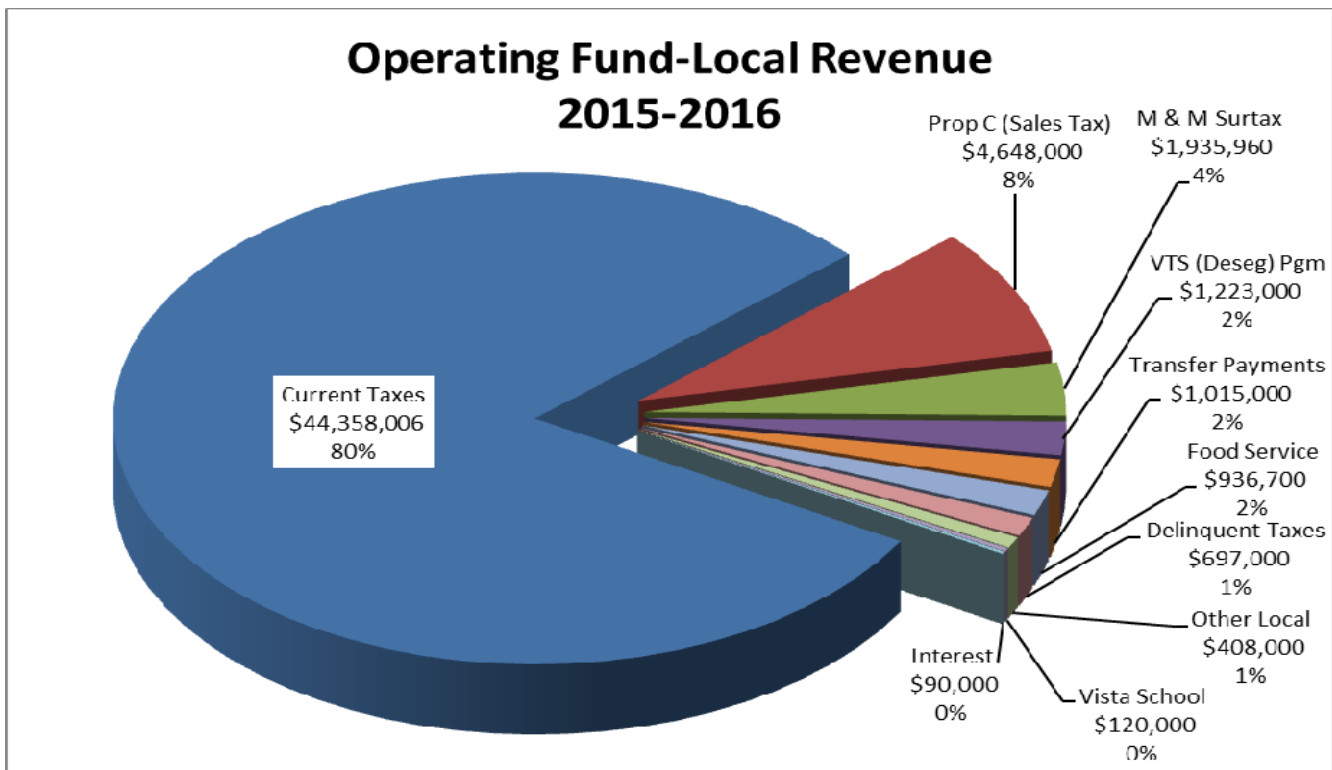
Voluntary Transfer Student (VTS) Program - the Voluntary Interdistrict Choice Corporation (VICC) oversees the implementation of the metropolitan desegregation program, with the responsibility of facilitating transfers of city students to suburban school districts. Districts who accept transfer students are reimbursed for the cost of educating those students, up to \$7,250 per student. The District is projecting \$1,223,000 for 2015-16, a decrease of \$141,000, 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 projecting a total of 140 students from Riverview Gardens School District and Normandy Schools' Collaborative for the 2015-16 school year. The state legislature may revise the Student Transfer Law and cap tuition payments from unaccredited schools. For planning purposes, the District is assuming the same tuition rate as used for the VTS Program, \$7,250. The District is projecting revenues to be \$1,015,000 for 2015-2016, a decrease of \$329,000.

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 \$120,000, an increase of \$2,000.

Other Local Revenue - the District is projecting revenues of \$150,000, a decrease of \$21,000. The 2015-2016 projected miscellaneous revenue consists of the following:

1. Copy Center revenue \$30,000.
2. E-Rate reimbursements \$45,000.
3. Other miscellaneous revenue \$75,000. 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 2015-16 is \$907,000.

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.

Due to state funding problems, the District’s per student allocation is expected to be cut by 4% for 2015-16. The District used a 96% proration and estimates \$722,000 in “Basic Formula-State Monies” revenue and \$1,983,000 in “Basic Formula-Classroom Trust”, totaling \$2,705,000 for 2015-16.

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 \$1,549,000 and the Federal portion to be \$192,000, totaling \$1,741,000 for 2015-16.

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 expects to find out in July if grant funds will be available for 2015-16.

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 2015-16 is \$108,160 a decrease of \$15,870.

Other state revenues such as Transportation, Educational Screening for Parents as Teachers Program, and Food Service are projected to decrease approximately \$500 totaling \$316,000.

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

Medicaid - amounts received as a reimbursement for expenditures relating to direct services to eligible children. The District is projecting \$0 for 2015-16.

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

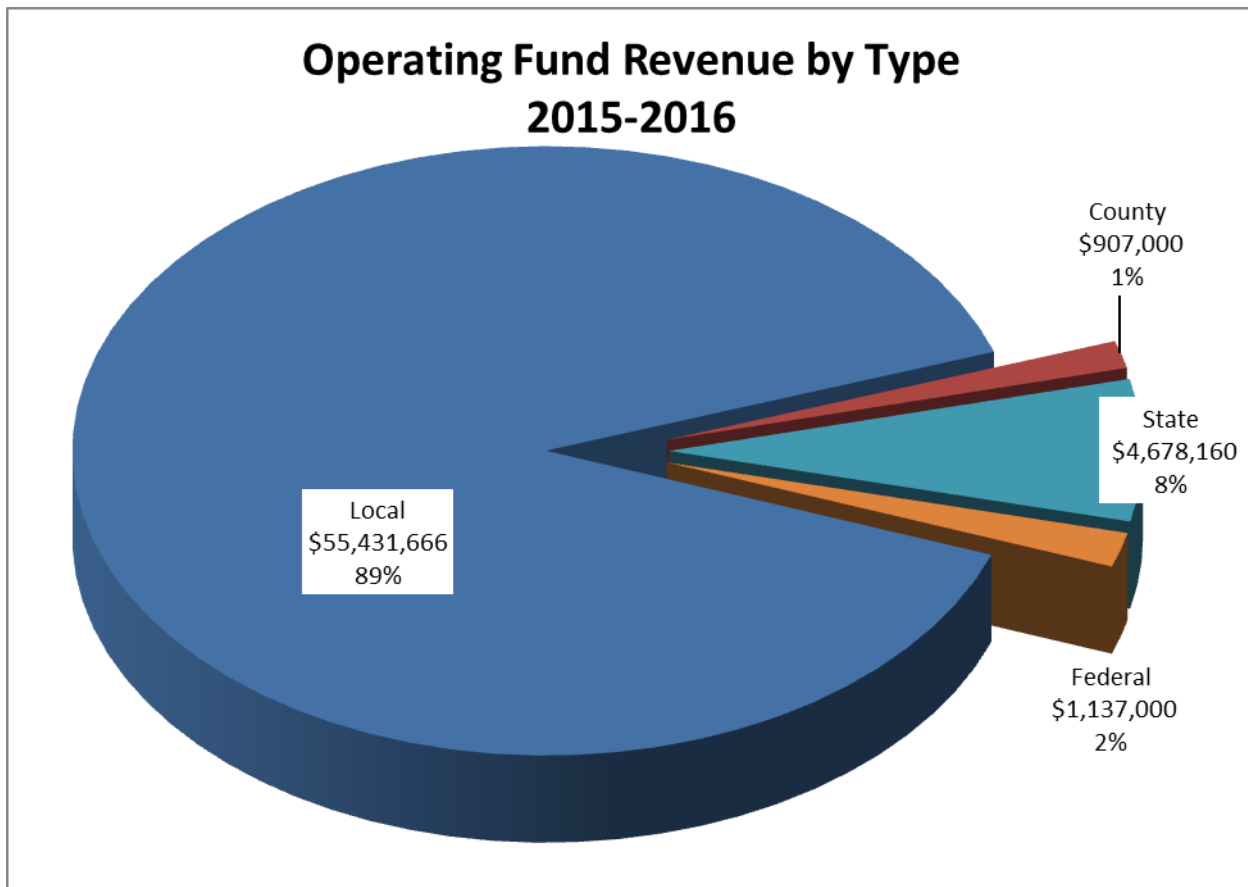
National School Lunch/Breakfast Program - is a federally assisted meal program operating in public and non-profit private schools and residential child care institutions. This program provides nutritionally balanced, low-cost or free lunches to children each school day. The District is projecting \$356,000 from the lunch program and

\$106,000 from the breakfast program for 2015-16, a total increase of approximately \$9,000 due to projected federal reimbursement rates.

Title I, ESEA - amounts received to help educationally disadvantaged students meet high academic standards. The District is projecting \$320,000 for 2015-16, a decrease of approximately \$51,000 from 2014-15. Any unspent funds from 2014-15 will be carried over to 2015-16.

Title II, Part A - amounts received for professional development and for improving the academic achievement of students. The District is projecting \$140,000 for 2015-16, a decrease of approximately \$47,000. Any unspent funds from 2014-15 will be carried over to 2015-16.

Title III, ELL - amounts received for teaching English to limited English proficient children and for immigrant children. The District is projecting \$13,000 for 2015-16, a decrease of approximately \$5,000.



Operating Revenue Changes		
from FY 2014-15 to FY 2015-16		
	2015-16 Budget	Change from 2014-15
Local Revenue		
Current Taxes	\$ 44,358,006	\$ 133,087
Delinquent Taxes	697,000	142,527
School District Trust Fund (Prop C)	4,648,000	90,000
Financial Institution Tax	250,000	(13,287)
M & M Surtax	1,935,960	37,960
In Lieu of Tax	-	-
Transportation Fees From Patrons	8,000	-
Earnings on Investments	90,000	-
Food Service Program	936,700	10,700
Community Services	-	-
VTS (Deseg) Program	1,223,000	(141,000)
Transfer Payments	1,015,000	(329,000)
Vista School	120,000	2,000
Other - From Local Sources	150,000	(21,000)
Local - Subtotal	55,431,666	(88,013)
County Revenue		
Fines, Escheats, Etc.	65,000	5,570
State Assessed Utilities	842,000	17,000
Other - County	-	(6,639)
County - Subtotal	907,000	15,931
State Revenue		
Basic Formula - State Monies	722,000	(155,403)
Transportation	160,000	-
Early Childhood Special Education	1,549,000	22,600
Basic Formula - Classroom Trust	1,983,000	162,231
Educational Screening Prog/PAT	146,000	-
Vocational/Technical Aid	-	-
Food Service - State	6,700	-
Vocational Enhancement Grant	-	(46,284)
MO Preschool Project Grant	108,160	(15,870)
Other - State	3,300	(500)
State - Subtotal	4,678,160	(33,226)
Federal Revenue		
Medicaid	-	-
Basic Formula - Stabilization- ARRA	-	-
Basic Formula - Gov't Services - ARRA	-	-
Classroom Trust Fund - Jobs Bill	-	-
Perkins	10,000	(30,314)
Early Childhood Special Education	192,000	4,000
School Lunch Program	356,000	7,000
School Breakfast Program	106,000	2,000
Title I - ESEA	320,000	(50,919)
Title I-A, ARRA	-	-
Title IV, Drug Free Schools	-	-
Title III, ELL	13,000	(5,000)
Title II, Part A, ESEA	140,000	(46,947)
Title II-D	-	-
National & Community Services Trust Act	-	-
IDEA, Part B (611) - ARRA	-	-
Other - Federal	-	-
Federal - Subtotal	1,137,000	(120,180)
Total Change in Operating Revenue	\$ 62,153,826	\$ (225,488)

Other Revenue [Non-Operating Funds]

Activity Accounts Fund

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 interest revenue from the pool endowment fund and pool rental revenue will be \$250,000, which is included in the budget. The District is projecting \$1,852,865 for 2015-16.

Maintenance Fund

The Maintenance Fund has a dedicated \$0.20 tax levy that the District projects will generate approximately \$2,567,386 in Current Tax revenue for 2015-16, an increase of \$125,481. In addition, the District is projecting \$30,000 in Delinquent Tax revenue for 2015-16.

Technology Fund

The Technology Fund has a dedicated \$0.20 tax levy that the District projects will generate approximately \$2,567,386 in Current Tax revenue for 2015-16, an increase of \$125,481. In addition, the District is projecting \$30,000 in Delinquent Tax revenue for 2015-16.

Kirkwood Early Childhood Center (KECC) Fund

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 \$3,301,000 for 2015-16, an increase of \$99,292.

Debt Service Fund

The District is projecting a \$0.365 Debt Service tax rate for 2015-16, which is projected to generate \$4,685,479 in Current Tax revenue. The District is also projecting \$60,000 in Delinquent Taxes, \$15,000 in Interest, and \$95,000 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 8.7% (\$43,000) due to the sequestration cuts. The projected reimbursement is \$428,591 for 2015-16 and is reported as federal revenue.

Construction Fund

In April 2014, The Earl E. and Myrtle E. Walker Foundation approved a \$10,000,000 grant 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. A budget of \$2,794,276 remains to be spent in fiscal year 2015-2016 and construction is slated to be completed by August 2015.

Proposition I Fund

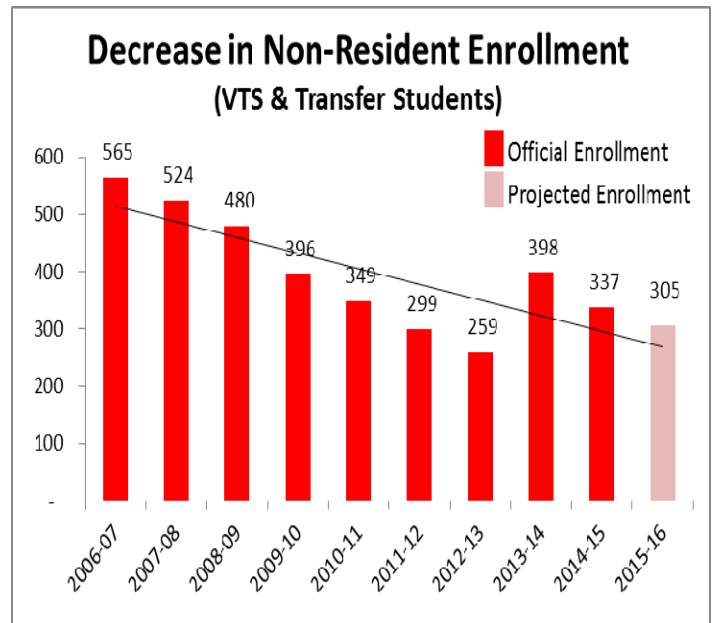
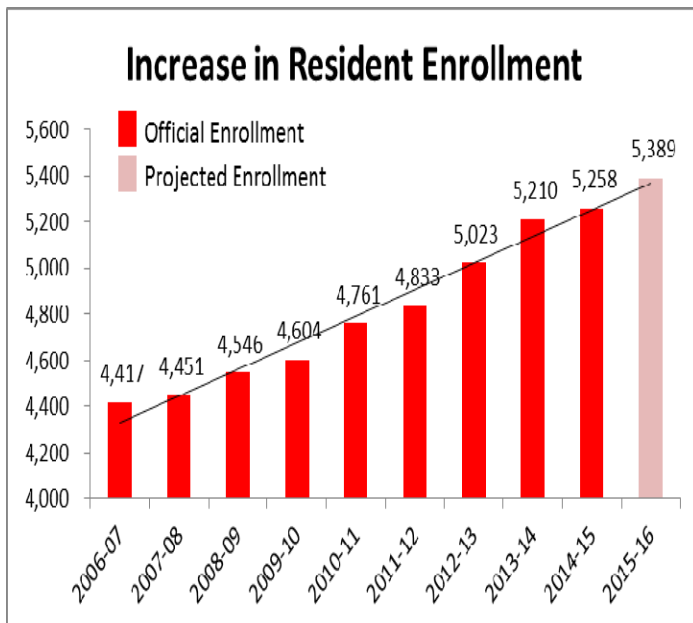
The Proposition I Fund has a dedicated \$0.20 tax levy that the District projects will generate approximately \$2,567,386 in Current Tax revenue for 2015-16, an increase of \$125,481. In addition, the District is projecting \$30,000 in Delinquent Tax revenue for 2015-16.

Expenditure Budget

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 2015-16, salaries and benefits are projected to comprise 87% 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 teaching positions since 2009-10. If the enrollment projections for 2015-16 materialize, and depending on how that effects classroom sizes, 4 additional full time teaching positions may be needed. During the same time period, non-resident enrollment has decreased.



The District is currently receiving the full tuition cost, approximately \$12,000 per student, to educate the transfer students from Riverview Gardens School District and Normandy Schools' Collaborative.

A. Salaries and Benefits (87% of Operating Expenditures)

Salaries and benefits are projected to be \$58,648,927, an increase of \$1,921,587 from 2014-15.

\$1,577,202 of the increase is for salaries and \$344,385 is for benefits. Benefits include insurance, retirement, social security, and Medicare. Medical insurance is projected to increase 7%. The rates for retirement, social security, and medicare did not change; however, the matching contributions from the District will increase because of salary increases.

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 increased on average 3.0% for 2015-16, which include an average wage increase of 2.4%. All packages are one year agreements and are projected to increase a total of \$1,500,750.
- Teacher Contingency – the District has established a contingency totaling \$312,000 for an additional 4.0 full-time equivalent (FTE) teachers, should enrollment increase throughout the summer.
- Early Childhood Special Education (ECSE) – projected increase of \$40,795. The state pays 100% of the cost of this program.
- Administration Vacation Buyback – projected increase \$47,492. The District expects three administrators to retire at the end of the 2015-16 fiscal year. The 2014-15 budget included funds for one retiring administrator.

Salary and Benefits Projections - Operating Funds

	Operating Budget 2015-16	Change From 2014-15
Salary & Benefit Packages:		
Administration Salary & Benefit Package	\$ 4,235,189	\$ 69,514
Certified Salary & Benefit Package	40,190,905	1,118,736
Support Salary & Benefit Package	10,653,492	328,278
Less: Support Staff Paid by the Technology Fund	(35,560)	(1,053)
Less: Support Staff Paid by the Activity Fund	(137,816)	(5,174)
Less: Support Staff Paid by the Maintenance Fund	(142,193)	(9,551)
Staffing Changes:		
Contingency - 4.0 FTE	312,000	312,000
Other Salary & Benefits:		
Early Childhood Special Ed	1,583,600	40,795
Food Service	686,216	(2,225)
Substitute Teachers	500,044	9,388
Parents as Teachers	180,805	-
Jump Start/ Extended School Year Programs	122,343	646
Stipends	98,583	7,355
Unemployment Insurance	20,000	-
Admin Retirement Insurance	40,000	8,000
Admin Retiree Vacation Buyback	72,792	47,792
Admin Retiree Incentive Program	37,104	-
After School Program	37,818	(1,990)
Custodial & Maintenance - Overtime/Subs	65,693	5,300
Substitutes - Support Staff	59,374	1,758
Admin Sick Day Buyback	15,218	2,018
Title II A	51,000	(10,000)
6th Grade Camps	2,320	-
Total Operating Salary & Benefits	\$ 58,648,927	\$ 1,921,587

B. Purchased Services (7% of Operating Expenditures)

Purchased Services are projected to be \$4,809,446, a decrease of \$191,233. 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 \$407,865, a decrease of \$1,735.

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 \$818,002 for 2015-16, a decrease of \$77,691.

Contracted Transportation – the District is under contract with First Student who provides transportation services for students. The District is projecting \$941,220 for 2015-16, an increase of \$15,955.

Property Insurance – coverage includes general liability, vehicle, school board liability, worker's compensation, equipment breakdown, and a treasurer's bond. The District is projecting \$849,377 for 2015-16, an increase of \$24,739.

Other Purchased Services – the District is projecting \$1,221,833 for 2015-16, a decrease of \$98,601. The projected expenditures include:

- \$350,771 School Resource Officers
- \$73,604 Dues & Memberships
- \$118,097 Tuition Reimbursements
- \$117,003 Telephone Services
- \$70,989 Program Services (ECSE, Atlas, & Vista)
- \$59,121 Postage
- \$64,376 Student Services
- \$16,826 Printing Services
- \$351,046 Other Purchased Services – funds allocated by the various schools and departments for services.

C. Supplies (6% of Operating Expenditures)

Supplies are projected to be \$3,883,999, an increase of \$44,258. The following represents the majority of the supplies:

General Supplies – the District is projecting \$1,286,930 for 2015-16, a decrease of \$75,714. The projected expenditures include:

- \$478,943 Instructional Supplies
- \$205,540 Maintenance Supplies
- \$102,920 Copy Center Supplies
- \$78,286 Custodial Supplies
- \$86,174 Carryover Funds – as a cost saving measure, schools and departments were allowed to carryover up to 10% of the previous year's operating allocation.

- \$38,488 Office Supplies
- \$24,834 Food Supplies – food & beverage purchases, not part of the Food Service Program
- \$20,169 Computer Supplies
- \$12,227 Clinic Supplies
- \$16,684 Professional Development Supplies
- \$22,800 Instructional Technology Supplies
- \$199,865 Other General Supplies

Textbooks – includes textbooks and workbooks. The District is projecting \$190,718 for 2015-16, a decrease of \$9,409.

Food Service – includes food, paper, and cleaning supplies used for the school lunch and breakfast program. The District is projecting \$476,625, an increase of \$39,233.

Energy Supplies/Services – includes natural gas, electric, and gasoline. The District is projecting \$1,862,051, an increase of \$94,949 for 2015-16. 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. An energy analysis was conducted and a “retro-commissioning” project will be implemented at North Kirkwood Middle School (NKMS) in the 2015-16 fiscal year. The annual energy savings is estimated to be 10% of NKMS’ current annual electric charge plus 20% of its current annual gas charge. The Resource Committee will continue to research the “retro-commissioning” benefits for other school district sites.

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 HVAC units, 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:

- \$1,512,520 Electric
- \$309,812 Natural Gas
- \$39,719 Gasoline – used for District vehicles and equipment

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

Capital Outlay purchases are projected to be \$242,332, a decrease of \$130,673. The following represents the majority of the Capital Outlay:

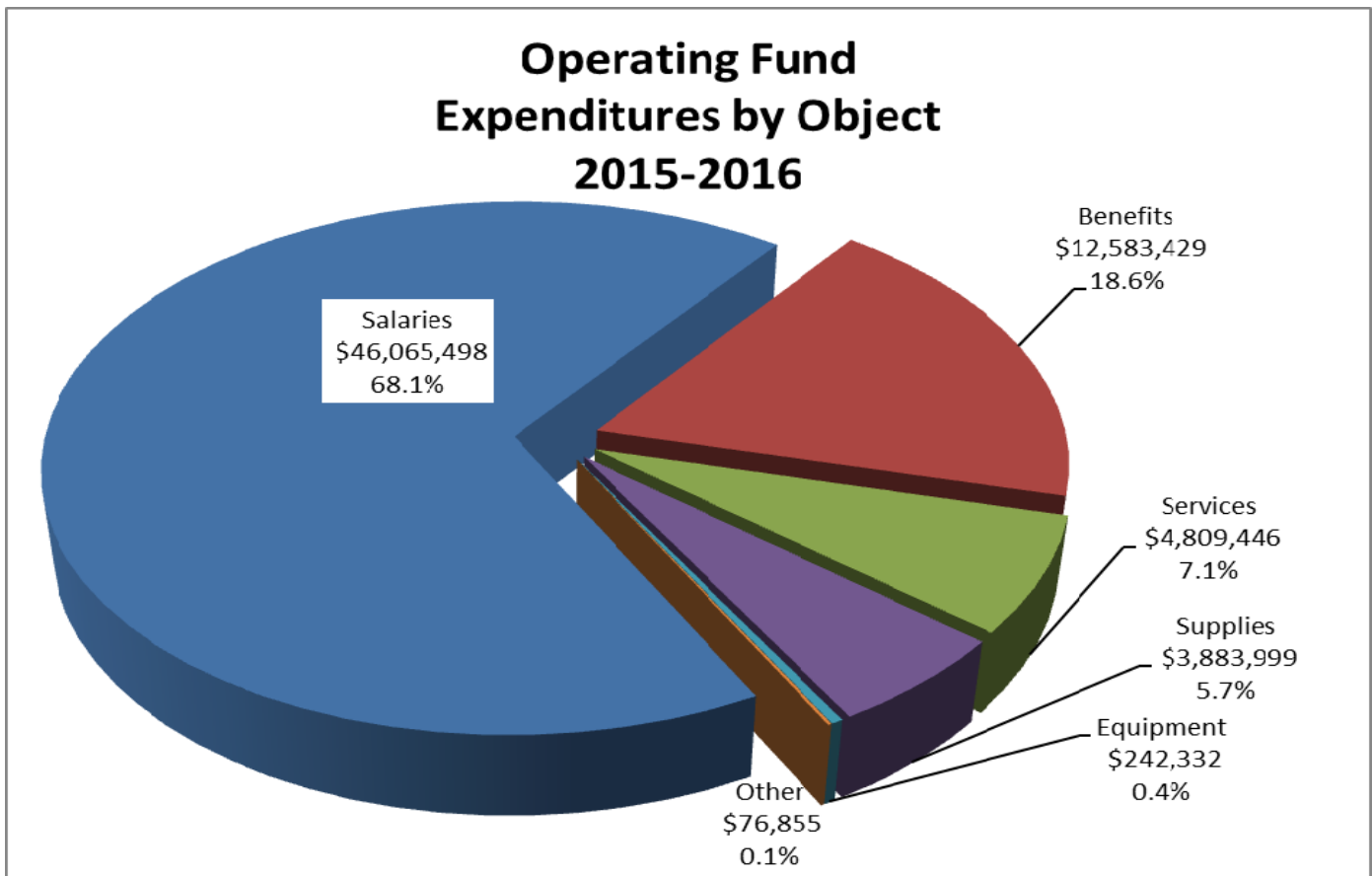
General Equipment – includes office, maintenance, custodial, security, and copier equipment. The District is projecting \$152,811, a decrease of \$19,600.

Instructional Equipment – includes science equipment, music instruments, photography equipment, PE equipment, etc. The District is projecting \$89,521 for 2015-16, a decrease of \$111,073.

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)

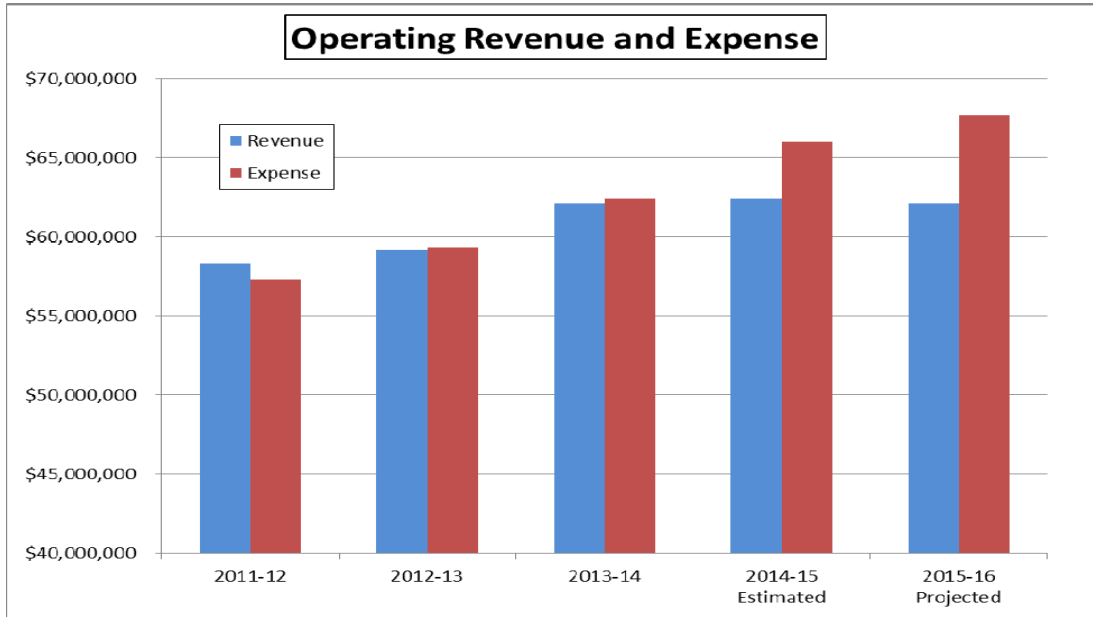
Principal and interest charges are projected to be \$76,855, a decrease of \$4,045. The District leases copiers for its copy center and walk-up copiers located in the schools, administration building, and warehouse.



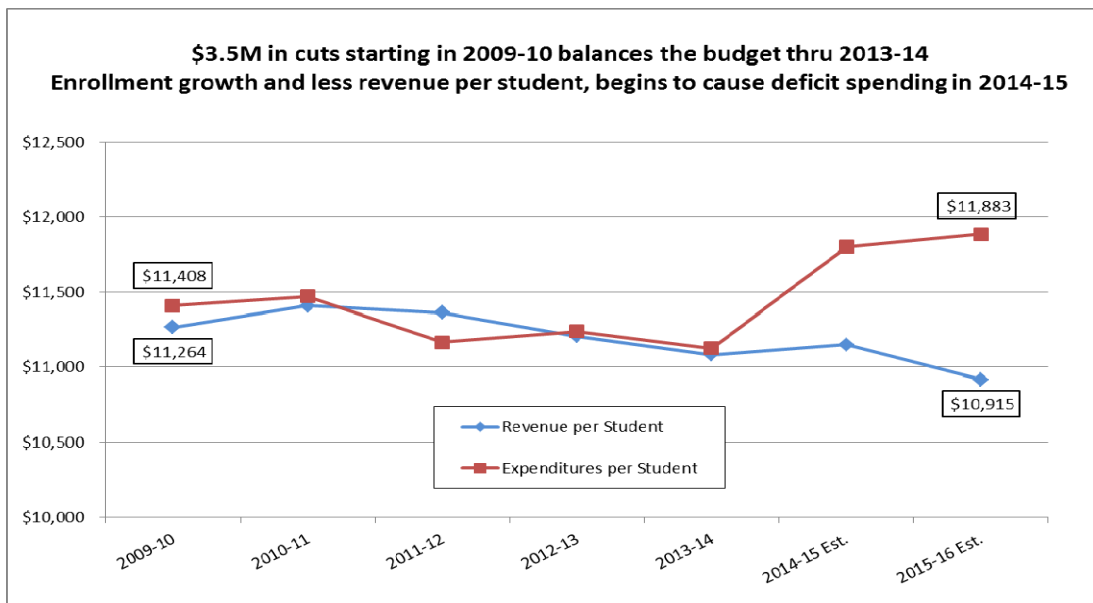
Expenditure Budget Changes for 2015-16 (Operating Fund)

Additions			
Certified Salary & Benefit Package			\$ 1,118,736
Contingency - 4.0 FTE Teachers (contracts will be issued if enrollment increases)			312,000
Support Salary & Benefit Package			312,500
Utilities			93,347
Administration Salary & Benefit Package			69,514
Admin Retiree Vacation/Sick Day Buyback			49,810
Student Food Service Operation			38,095
Property & Liability Insurance			24,739
Student Transportation			19,819
Substitute Teachers			9,388
Administration Retiree Insurance			8,000
Jump Start/Extended School Year Program			4,037
Total Additions			2,059,985
Reductions			
Cut program/school/dept budgets by 5%			(198,644)
"MyLunchMoney" fees (credit card fees for on-line meal payments)			(15,000)
Cut mileage reimbursement rates from 57.5 cents to 40 cents per mile			(6,235)
School/Department Alloc. (mainly due to changes in carryover amts from year to year)			(57,286)
School Resource Officers/Security Guards			(10,447)
Education Plus dues			(4,978)
Grants:			
Title I		(23,964)	
Title II		(46,947)	
Title III		(417)	
Vocational Enhancement		(46,284)	
Perkins		(30,314)	
MO Preschool Project		(15,870)	
Early Childhood Special Education		40,795	
AT&T		(4,000)	
MO Department of Conservation		(500)	
		(127,501)	(127,501)
Total Reductions			(420,091)
Grand Total Add/(Reductions)			\$ 1,639,894
Other Proposed Reductions and Restrictions:			
* Travel reductions - all travel, especially out-of-state travel, will be restricted along with reduction in meal & mileage reimbursements.			
* Food purchases for meetings will be reduced. If necessary, food will be provided by Chartwells, the District's food service company.			
* District cell phones will be eliminated and certain employees who must use their personal cell phone for business purposes, will receive a reimbursement for a portion of the cost. Phones will need to be purchased by the employee.			
* Travel restrictions are expected to reduce substitute teachers needed for professional leave saving approximately \$5,000.			

The District has made significant expenditure cuts totaling \$3.5M over the last few years enabling it to avoid deficit spending and increase its fund balance by approximately \$1.0M. Another \$225,000 in cuts will be made for the 2015-16 fiscal year. Student enrollment growth has created the need for additional teachers and security staff, which, combined with relatively flat revenues, leads to expected deficits starting with the 2014-15 fiscal year.



The District began making cuts in 2009-10 when expenditures were greater than revenues, balancing the budget through 2013-14. Revenue per student is projected to be \$350 less (-3%) than it was in 2009-10. Since 2009-10, the District has hired 41 additional teachers (11% increase in teaching staff) to meet the enrollment growth plus additional security staff. Expenditure cuts and careful financial management have enabled the spending per pupil to increase only 4%, since 2009-10.



Other Expenditures [Non-Operating Funds]

Activity Accounts Fund

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 \$1,852,865 in expenditures for 2015-16.

Maintenance Fund

The Maintenance Fund's projected expenditures total to \$1,916,000 for 2015-16. These funds will be used as listed on the following page.

2015-16 MAINTENANCE FUND EXPENDITURE BUDGET

<u>Asphalt/Concrete</u>		
Patch/Repair	\$100,000	
Tillman Utility Pole/Entrance	250,000	
Total Asphalt/Concrete		350,000
<u>Athletic Fields</u>		
Seeding/Fertilizer/Chemicals	60,000	
Tillman - Track	25,000	
Total Athletic Fields		85,000
<u>Building Improvements</u>		
General Maintenance*	426,000	
NGL - add'l classroom in old café	125,000	
KHS Pride Center (add'l \$180K donation for the proj)	125,000	
Total Building Improvements		676,000
<u>Playgrounds</u>		
Repair/Equipment Replacement	30,000	
NGL - ADA Improvements (PTO is donating add'l \$50K)	30,000	
Total Playgrounds		60,000
<u>Roofing</u>		
Inspections/Repairs		10,000
<u>Mechanical</u>		
HVAC Units - NKMS	250,000	
Elevator Modernization - Nip & Til	150,000	
Fire Protect-5yr code compliance	35,000	
Head End Room AC - KHS	35,000	
Exterior Lighting Improvements	125,000	
Energy Improvements	40,000	
Total Mechanical		635,000
<u>Safety & Security</u>		
Cameras & Access Controls		100,000
Grand Total		\$1,916,000

Technology Fund

The Technology Fund's projected expenditures total \$2,544,853 for 2015-16, a decrease of \$271,709. 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

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 \$3,299,799 in expenditures for 2015-16, an increase of \$39,645. The increase is due to increases in salaries and benefits, the majority of which will be offset by the increase in revenue. Most of these funds are used to pay the salaries and benefits of the employees who work in the Early Childhood Center and the Adventure Club programs.

Debt Service Fund

Debt Service expenditures are determined by the principal and interest payment schedules on outstanding General Obligation Bonds. The principal payments for 2015-16 total \$3,675,000; interest payments total \$1,343,177 and debt service fees are projected to be \$3,500. Total projected expenditures total \$5,021,677. 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 \$43,000 or 8.7% of the interest subsidy due to the District.

Construction Fund

In December 2010, the District issued \$33,575,000 of Taxable General Obligation Bonds (Build America Bonds) Series 2010. Many of these projects began in the summer of 2011 and were completed during the 2012-13 fiscal year. Other projects were identified and completed in the summer of 2012 and 2013.

In April 2014, the District received an \$11,000,000 donation for the construction of a natatorium. \$1,000,000 was an anonymous donation and \$10,000,000 was granted from The Earl E. and Myrtle E. Walker Foundation to build a competitive pool on the campus of Kirkwood High School (KHS) starting in the summer of 2014. It's estimated that \$2,794,276 of the grant will be spent during 2015-16 for the completion of the natatorium in August 2015.

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 Kirkwood High School, 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.

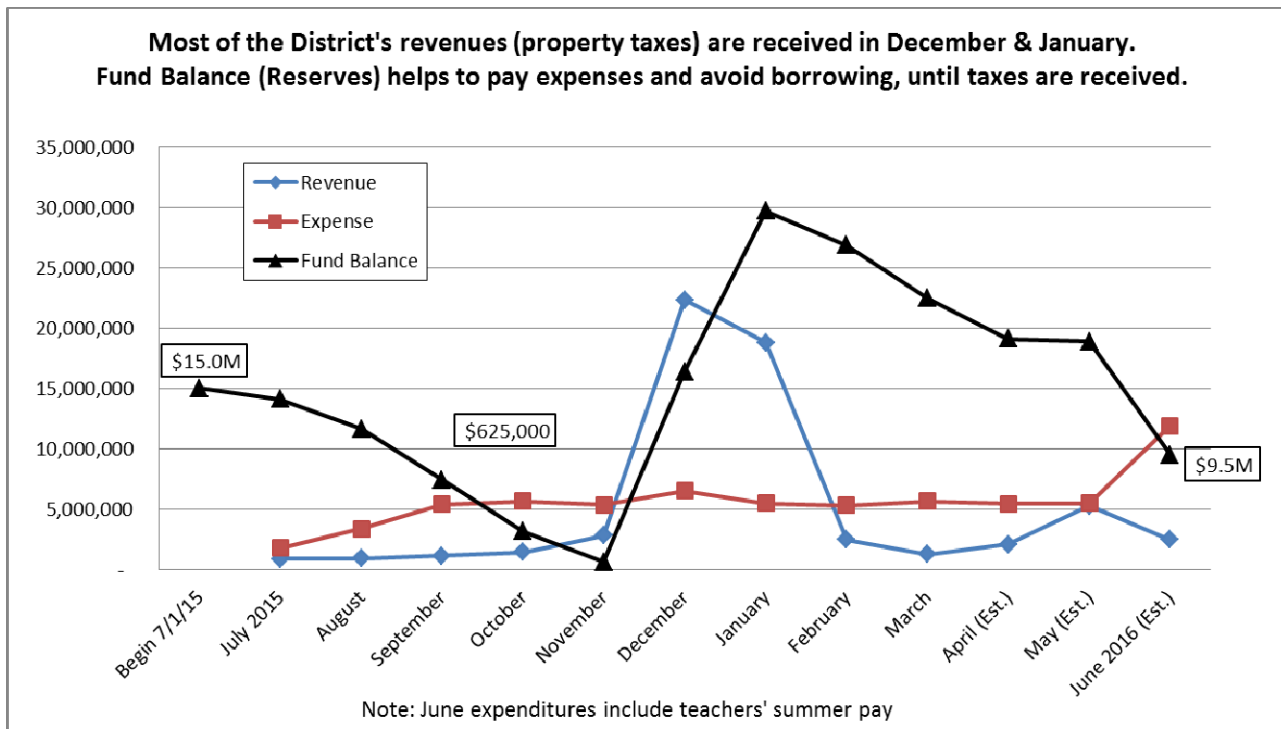
Expenditures for 2015-2016 are projected to be \$2,501,590 which is a decrease of \$2,533,575. \$1,680,000 is for principal, \$818,590 for interest and \$3,000 for associated financial fees.

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:

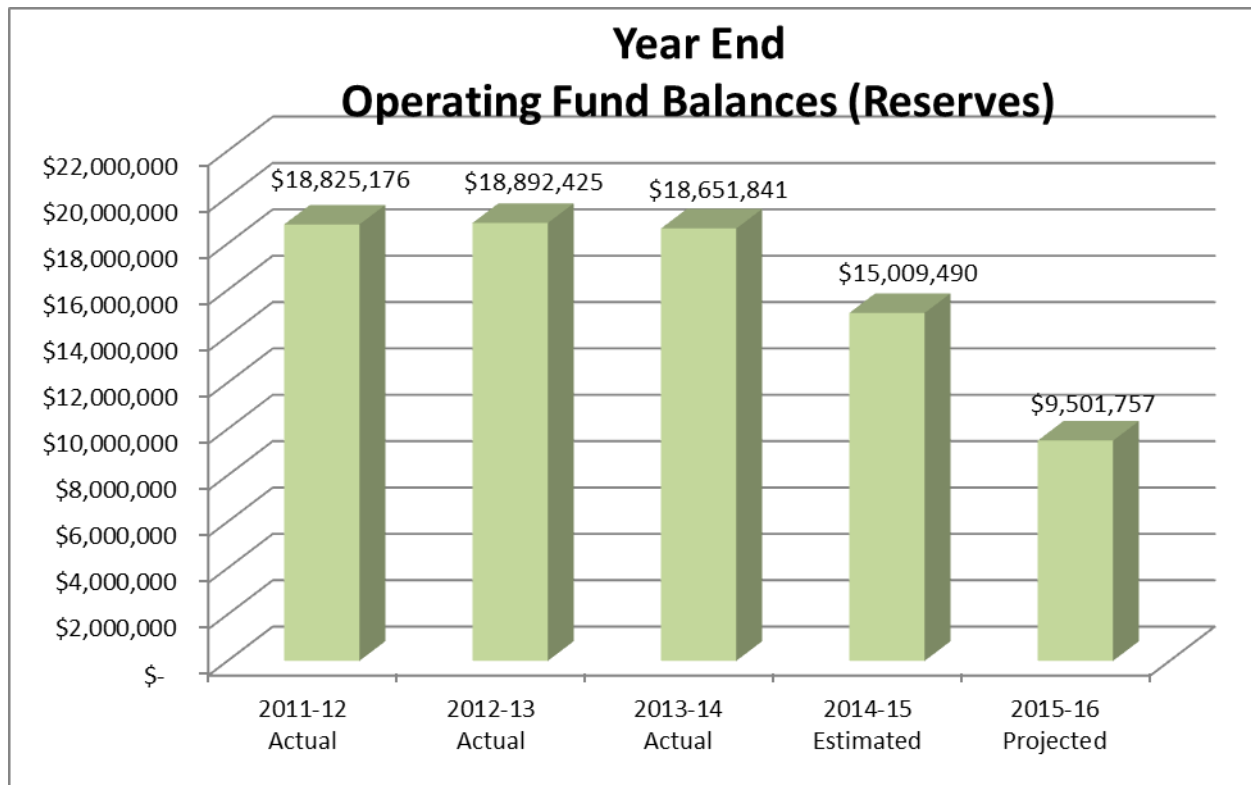
1. Expenditures are projected to be greater than revenue in each month except December and January.
2. The high point of the fund balance will be January, just after majority of the property taxes are received.
3. The fund balance decreases each month except December and January. The fund balance is at its lowest in November, just before tax revenues are received and is projected to be \$625,000 in November 2015.
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 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.

The District is projecting an ending Operating Fund balance of \$15,009,490 for 2014-15 or 22.19% of the projected 2015-16 Operating Fund expenditures.

Operating Fund Balance	
2011-12 Actual	\$ 18,825,176
2012-13 Actual	\$ 18,892,425
2013-14 Actual	\$ 18,651,841
2014-15 Estimated (22.19%)	\$ 15,009,490
2015-16 Projected (14.04%)	\$ 9,501,757



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. The District has cut operating expenses by \$3.7 million since 2011, despite an increase in enrollment of approximately 600 students over the past five years.
- 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.

As illustrated above, the District is nearing 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

2015-2016 BUDGET

FINANCIAL SECTION

Financial Section

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 56-61 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

<u>Object</u>	<u>Description</u>	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
Local Revenue						
5111	Current Taxes	43,765,733	44,224,919	44,358,006	133,087	0.30%
5112	Delinquent Taxes	702,177	554,473	697,000	142,527	25.70%
5113	School District Trust Fund (Prop C)	4,188,159	4,558,000	4,648,000	90,000	1.97%
5114	Financial Institution Tax	238,130	263,287	250,000	(13,287)	-5.05%
5115	M & M Surtax	1,904,134	1,898,000	1,935,960	37,960	2.00%
5116	In Lieu of Tax	4,076	-	-	-	0.00%
5131	Transportation Fees From Patrons	5,124	8,000	8,000	-	0.00%
5140	Earnings on Investments	49,881	90,000	90,000	-	0.00%
5150	Food Service Program	917,381	926,000	936,700	10,700	1.16%
5180	Community Services	-	-	-	-	0.00%
5190	VTS (Deseg) Program	1,616,055	1,364,000	1,223,000	(141,000)	-10.34%
5190	Transfer Payments	1,763,605	1,344,000	1,015,000	(329,000)	-24.48%
5190	Vista School	114,040	118,000	120,000	2,000	1.69%
5190	Other - From Local Sources	218,039	171,000	150,000	(21,000)	-12.28%
	Local - Subtotal	55,486,534	55,519,679	55,431,666	(88,013)	-0.16%
County Revenue						
5211	Fines, Escheats, Etc.	104,277	59,430	65,000	5,570	9.37%
5221	State Assessed Utilities	754,852	825,000	842,000	17,000	2.06%
5237	Other - County	-	6,639	-	(6,639)	-100.00%
	County - Subtotal	859,129	891,069	907,000	15,931	1.79%
State Revenue						
5311	Basic Formula - State Monies	642,763	877,403	722,000	(155,403)	-17.71%
5312	Transportation	161,808	160,000	160,000	-	0.00%
5314	Early Childhood Special Education	1,477,314	1,526,400	1,549,000	22,600	1.48%
5319	Basic Formula - Classroom Trust	1,958,433	1,820,769	1,983,000	162,231	8.91%
5324	Educational Screening Prog/PAT	164,261	146,000	146,000	-	0.00%
5332	Vocational/Technical Aid	6,138	-	-	-	0.00%
5333	Food Service - State	6,556	6,700	6,700	-	0.00%
5359	Vocational Enhancement Grant	-	46,284	-	(46,284)	-100.00%
5382	MO Preschool Project Grant	92,152	124,030	108,160	(15,870)	-12.80%
5397	Other - State	-	3,800	3,300	(500)	-13.16%
	State - Subtotal	4,509,425	4,711,386	4,678,160	(33,226)	-0.71%
Federal Revenue						
5412	Medicaid	8,032	-	-	-	0.00%
5422	Basic Formula - Stabilization- ARRA	-	-	-	-	0.00%
5424	Basic Formula - Gov't Services - ARRA	-	-	-	-	0.00%
5425	Classroom Trust Fund - Jobs Bill	-	-	-	-	0.00%
5427	Perkins	1,870	40,314	10,000	(30,314)	-75.19%
5442	Early Childhood Special Education	164,146	188,000	192,000	4,000	2.13%
5445	School Lunch Program	379,064	349,000	356,000	7,000	2.01%
5446	School Breakfast Program	112,736	104,000	106,000	2,000	1.92%
5451	Title I - ESEA	432,296	370,919	320,000	(50,919)	-13.73%
5456	Title I-A, ARRA	-	-	-	-	0.00%
5461	Title IV, Drug Free Schools	-	-	-	-	0.00%
5462	Title III, ELL	15,349	18,000	13,000	(5,000)	-27.78%
5465	Title II, Part A, ESEA	176,153	186,947	140,000	(46,947)	-25.11%
5466	Title II-D	-	-	-	-	0.00%
5473	National & Community Services Trust Act	-	-	-	-	0.00%
5493	IDEA, Part B (611) - ARRA	-	-	-	-	0.00%
5497	Other - Federal	-	-	-	-	0.00%
	Federal - Subtotal	1,289,646	1,257,180	1,137,000	(120,180)	-9.56%
Total Operating Revenues		62,144,734	62,379,314	62,153,826	(225,488)	-0.36%

Operating Expenditures by Function

Function	Description	2013-14 Actual	2014-15 Estimated	2015-16 Projected	Dollar Variance	Percent Variance
Instructional Expenditures						
1110	Elementary	15,252,178	16,783,026	17,419,957	636,931	3.80%
1130	Middle/Junior High	7,937,840	8,056,464	8,226,149	169,685	2.11%
1150	Senior High	11,567,366	12,366,642	12,731,801	365,159	2.95%
1191	Summer School (Regular)	130,073	138,582	147,063	8,481	6.12%
1220	Special Education	1,685,771	1,964,087	1,951,872	(12,215)	-0.62%
1280	Early Childhood Special Education	1,634,116	1,620,755	1,661,550	40,795	2.52%
1300	Vocational Instruction	-	46,284	-	(46,284)	-100.00%
1400	Athletics	1,233,018	1,257,156	1,276,059	18,903	1.50%
1941	Contracted Education Services	96,820	76,818	76,818	-	0.00%
	Total Instruction (K-12 only)	39,537,182	42,309,814	43,491,269	1,181,455	2.79%
Support Services						
2110	Attendance	2,118	-	-	-	0.00%
2120	Guidance	2,341,212	2,511,426	2,539,994	28,568	1.14%
2130-2190	Health, Psych, Speech, and Audio	505,670	511,402	514,277	2,875	0.56%
2210	Improvement of Instruction	487,766	487,551	487,124	(427)	-0.09%
2214	Professional Development	98,848	92,884	92,700	(184)	-0.20%
2220-2290	Media Services (Library)	1,676,755	1,836,597	1,823,567	(13,030)	-0.71%
2310	Board of Education Services	120,576	182,667	181,386	(1,281)	-0.70%
2320	Executive Administration	1,454,331	1,489,969	1,489,715	(254)	-0.02%
2400	Building Level Administration	4,941,665	5,060,127	5,299,016	238,889	4.72%
2510	Business, Fiscal, Internal Service	1,047,670	1,008,100	997,389	(10,711)	-1.06%
2540	Operation of Plant	6,959,914	7,143,662	7,346,427	202,765	2.84%
2546	Security Services	467,585	524,200	516,753	(7,447)	-1.42%
2551	Pupil Transportation, Contracted	819,720	852,194	865,900	13,706	1.61%
2555	Payment to Other Districts- Non-Disabled Trans.	46,125	47,278	48,460	1,182	2.50%
2559	Early Childhood Special Education Trans. Serv.	80,281	120,000	120,000	-	0.00%
2561	Food Services	1,435,399	1,365,033	1,403,128	38,095	2.79%
	Total Support Services	22,485,635	23,233,090	23,725,836	492,746	2.12%
Non- Instruction/Support Services						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	259,413	397,861	367,599	(30,262)	-7.61%
4000	Facilities Acquisition & Construction	65,000	-	-	-	0.00%
5100	Principal	35,216	76,500	72,675	(3,825)	-5.00%
5200	Interest	2,872	4,400	4,180	(220)	-5.00%
5300	Other (Fin Fees, Etc.)	-	-	-	-	0.00%
	Total Non- Instruction/Support	362,501	478,761	444,454	(34,307)	-7.17%
Total Operating Expenditures		62,385,318	66,021,665	67,661,559	1,639,894	2.48%
Excess of Revenues Over/(Under) Expenditures		(240,584)	(3,642,351)	(5,507,733)	(1,865,382)	51.21%
Beginning Fund Balance		18,892,425	18,651,841	15,009,490	(3,642,351)	-19.53%
Ending Fund Balance		18,651,841	15,009,490	9,501,757	(5,507,733)	-36.70%

Activity Accounts Fund
Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Local Revenue Detail						
5170	Activity Revenues	1,746,890	1,800,000	1,852,865	52,865	2.94%
5180	Community Services	-	-	-	-	0.00%
	Local - Subtotal	1,746,890	1,800,000	1,852,865	52,865	2.94%
Expenditures by Function						
<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
1400	Student Activity	1,586,883	1,600,000	1,852,865	252,865	15.80%
3000	Community Services	-	-	-	-	0.00%
4000	Facilities Acquisition & Construction	-	400,000	-	(400,000)	-100.00%
		1,586,883	2,000,000	1,852,865	(147,135)	-7.36%
Excess of Revenues Over/(Under) Expenditures		160,007	(200,000)	-	200,000	-100.00%
Beginning Fund Balance		1,492,873	1,652,880	1,452,880	(200,000)	-12.10%
Ending Fund Balance		1,652,880	1,452,880	1,452,880	-	0.00%

Maintenance Fund
Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
5111	Current Taxes	2,427,922	2,441,905	2,567,386	125,481	5.14%
5112	Delinquent Taxes	38,954	31,400	30,000	(1,400)	-4.46%
5190	Other Local	-	-	-	-	0.00%
	Local - Subtotal	2,466,876	2,473,305	2,597,386	124,081	5.02%
Expenditures by Function						
<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
4000	Facility Maintenance and Improvements	2,527,874	4,532,400	1,916,000	(2,616,400)	-57.73%
	Total Expenditures	2,527,874	4,532,400	1,916,000	(2,616,400)	-57.73%
Excess of Revenues Over/(Under) Expenditures		(60,998)	(2,059,095)	681,386	2,740,481	-133.09%
Beginning Fund Balance		2,971,783	2,910,785	851,690	(2,059,095)	-70.74%
Ending Fund Balance		2,910,785	851,690	1,533,076	681,386	80.00%

Technology Fund
Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
5111	Current Taxes	2,427,922	2,441,905	2,567,386	125,481	5.14%
5112	Delinquent Taxes	38,954	31,400	30,000	(1,400)	-4.46%
	Local - Subtotal	2,466,876	2,473,305	2,597,386	124,081	5.02%
Expenditures by Function						
<u>Function</u>	<u>Description</u>	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
2227-2228	Media Services	2,529,543	2,773,769	2,502,060	(271,709)	-9.80%
5100	Principal	-	42,793	40,351	(2,442)	-5.71%
5200	Interest	-	-	2,442	2,442	100.00%
	Total Expenditures	2,529,543	2,816,562	2,544,853	(271,709)	-9.65%
Excess of Revenues Over/(Under) Expenditures		(62,667)	(343,257)	52,533	395,790	-115.30%
Beginning Fund Balance		2,051,806	1,989,139	1,645,882	(343,257)	-17.26%
Ending Fund Balance		1,989,139	1,645,882	1,698,415	52,533	3.19%

Kirkwood Early Childhood Fund
Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
5140	Interest	1,328	3,000	3,000	-	0.00%
5180	Community Services	2,910,962	3,178,708	3,278,000	99,292	3.12%
5497	Other Federal	25,067	20,000	20,000	-	0.00%
	Total Revenue	2,937,357	3,201,708	3,301,000	99,292	3.10%
Expenditures by Function						
<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
3000	Community Services	3,200,150	3,260,154	3,299,799	39,645	1.22%
	Total Expenditures	3,200,150	3,260,154	3,299,799	39,645	1.22%
	Excess of Revenues Over/(Under) Expenditures	(262,793)	(58,446)	1,201	59,647	-102.05%
	Beginning Fund Balance	904,135	641,342	582,896	(58,446)	-9.11%
	Ending Fund Balance	641,342	582,896	584,097	1,201	0.21%

Debt Service Fund
Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	2013-14 Actual	2014-15 Estimated	2015-16 Projected	Dollar Variance	Percent Variance
5111	CURRENT TAXES	4,430,958	4,456,421	4,685,479	229,058	5.14%
5112	DELINQUENT TAXES	71,090	57,334	60,000	2,666	4.65%
5140	INTEREST	14,483	15,000	15,000	-	0.00%
5143	PREMIUM ON SALE OF BONDS	-	-	-	-	0.00%
5190	OTHER LOCAL REVENUE	354	-	-	-	0.00%
5221	STATE ASSESSED UTILITIES	112,448	90,000	95,000	5,000	5.56%
5497	OTHER FEDERAL REVENUE	452,420	448,735	428,591	(20,144)	-4.49%
5692	REFUNDING BONDS	-	-	-	-	0.00%
	Total Revenue	5,081,753	5,067,490	5,284,070	216,580	4.27%

Expenditures by Function

<u>Function</u>	<u>Description</u>	2013-14 Actual	2014-15 Estimated	2015-16 Projected	Dollar Variance	Percent Variance
5100	Principal	3,325,000	3,510,000	3,675,000	165,000	4.70%
5200	Interest	1,614,168	1,447,918	1,343,177	(104,741)	-7.23%
5300	Other (Fin Fees, Etc.)	504	3,500	3,500	-	0.00%
	Total Expenditures	4,939,672	4,961,418	5,021,677	60,259	1.21%
Excess of Revenues Over/(Under) Expenditures		142,081	106,072	262,393	156,321	147.37%
Beginning Fund Balance		4,475,741	4,617,822	4,723,894	106,072	2.30%
Ending Fund Balance		4,617,822	4,723,894	4,986,287	262,393	5.55%

Construction Fund
Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
5140	Interest	523	-	-	-	0.00%
5190	Donation-Walker Foundation	-	8,205,724	2,794,276	(5,411,448)	-65.95%
5611	Sale of Bonds	-	-	-	-	0.00%
	Total Revenue	523	8,205,724	2,794,276	(5,411,448)	-65.95%
Expenditures by Function						
<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
4000	Facilities Acquisition & Construction	919,142	-	-	-	0.00%
4000	Walker Natatorium	96,475	8,109,249	2,794,276	(5,314,973)	-65.54%
	Total Expenditures	1,015,617	8,109,249	2,794,276	(5,314,973)	-65.54%
	Excess of Revenues Over/(Under) Expenditures	(1,015,094)	96,475	-	(96,475)	-100.00%
	Beginning Fund Balance	918,619	(96,475)	-	96,475	-100.00%
	Ending Fund Balance	(96,475)	-	-	-	0.00%

Proposition I Fund
Revenue, Expenditures, & Fund Balance

<u>Object</u>	<u>Description</u>	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
5111	Current Taxes	2,427,922	2,441,905	2,567,386	125,481	5.14%
5112	Delinquent Taxes	38,954	31,400	30,000	(1,400)	-4.46%
5140	Interest Earnings	30	-	-	-	0.00%
5610	Sale of Bonds	3,615,471	-	-	-	0.00%
	Local - Subtotal	6,082,377	2,473,305	2,597,386	124,081	5.02%

Expenditures by Function

<u>Function</u>	<u>Description</u>	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
4000	Facility Acquisition and Construction	1,873,351	2,559,861	-	(2,559,861)	-100.00%
5100	Principal	890,000	1,615,000	1,680,000	65,000	4.02%
5200	Interest	624,904	855,157	818,590	(36,567)	-4.28%
5300	Other (Fin Fees, Etc.)	54,178	5,146	3,000	(2,146)	-41.70%
	Total Expenditures	3,442,433	5,035,164	2,501,590	(2,533,574)	-50.32%
Excess of Revenues Over/(Under) Expenditures		2,639,944	(2,561,859)	95,796	2,657,655	-103.74%
Beginning Fund Balance		-	2,639,944	78,085	(2,561,859)	-97.04%
Ending Fund Balance		2,639,944	78,085	173,881	95,796	122.68%

Total All Funds
Revenue, Expenditures, & Fund Balance

Revenues by Object - All Funds

<u>Object</u>	<u>Description</u>	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
Local Revenue						
5111	Current Taxes	55,480,457	56,007,055	56,745,643	738,588	1.32%
5112	Delinquent Taxes	890,129	706,007	847,000	140,993	19.97%
5113	School District Trust Fund (Prop C)	4,188,159	4,558,000	4,648,000	90,000	1.97%
5114	Financial Institution Tax	238,130	263,287	250,000	(13,287)	-5.05%
5115	M & M Surtax	1,904,134	1,898,000	1,935,960	37,960	2.00%
5116	In Lieu of Tax	4,076	-	-	-	0.00%
5131	Transportation Fees From Patrons	5,124	8,000	8,000	-	0.00%
5140	Earnings on Investments	66,245	108,000	108,000	-	0.00%
5143	Premium on Sale of Bond	-	-	-	-	0.00%
5150	Food Service Program	917,381	926,000	936,700	10,700	1.16%
5170	Activity Revenues	1,746,890	1,800,000	1,852,865	52,865	2.94%
5180	Community Services	2,910,962	3,178,708	3,278,000	99,292	3.12%
5190	VTS (Deseg) Program	1,616,055	1,364,000	1,223,000	(141,000)	-10.34%
5190	Transfer Payments	1,763,605	1,344,000	1,015,000	(329,000)	-24.48%
5190	Vista School	114,040	118,000	120,000	2,000	1.69%
5190	Donation-Walker Foundation	-	8,205,724	2,794,276	(5,411,448)	-65.95%
5190	Other - From Local Sources	218,393	171,000	150,000	(21,000)	-12.28%
	Local - Subtotal	72,063,780	80,655,781	75,912,444	(4,743,337)	-5.88%
County Revenue						
5211	Fines, Escheats, Etc.	104,277	59,430	65,000	5,570	9.37%
5221	State Assessed Utilities	867,300	915,000	937,000	22,000	2.40%
5237	Other - County	-	6,639	-	(6,639)	-100.00%
	County - Subtotal	971,577	981,069	1,002,000	20,931	2.13%
State Revenue						
5311	Basic Formula - State Monies	642,763	877,403	722,000	(155,403)	-17.71%
5312	Transportation	161,808	160,000	160,000	-	0.00%
5314	Early Childhood Special Education	1,477,314	1,526,400	1,549,000	22,600	1.48%
5319	Basic Formula - Classroom Trust	1,958,433	1,820,769	1,983,000	162,231	8.91%
5324	Educational Screening Prog/PAT	164,261	146,000	146,000	-	0.00%
5332	Vocational/Technical Aid	6,138	-	-	-	0.00%
5333	Food Service - State	6,556	6,700	6,700	-	0.00%
5359	Vocational Enhancement Grant	-	46,284	-	(46,284)	-100.00%
5382	MO Preschool Project Grant	92,152	124,030	108,160	(15,870)	-12.80%
5397	Other - State	-	3,800	3,300	(500)	100.00%
	State - Subtotal	4,509,425	4,711,386	4,678,160	(33,226)	-0.71%
Federal Revenue						
5412	Medicaid	8,032	-	-	-	0.00%
5422	Basic Formula - Stabilization- ARRA	-	-	-	-	0.00%
5424	Basic Formula - Gov't Services - ARRA	-	-	-	-	0.00%
5425	Classroom Trust Fund - Jobs Bill	-	-	-	-	0.00%
5427	Perkins Grant	1,870	40,314	10,000	(30,314)	-75.19%
5442	Early Childhood Special Education - Federal	164,146	188,000	192,000	4,000	2.13%
5445	School Lunch Program	379,064	349,000	356,000	7,000	2.01%
5446	School Breakfast Program	112,736	104,000	106,000	2,000	1.92%
5451	Title I - ESEA	432,296	370,919	320,000	(50,919)	-13.73%
5456	Title I-A, ARRA	-	-	-	-	0.00%
5461	Title IV, Drug Free Schools	-	-	-	-	0.00%
5462	Title III, ELL	15,349	18,000	13,000	(5,000)	-27.78%
5465	Title II, Part A, ESEA	176,153	186,947	140,000	(46,947)	-25.11%
5466	Title II-D	-	-	-	-	0.00%
5473	National & Community Services Trust Act	-	-	-	-	0.00%
5493	IDEA, Part B (611) - ARRA	-	-	-	-	0.00%
5497	Other - Federal	477,487	468,735	448,591	(20,144)	-4.30%
	Federal - Subtotal	1,767,133	1,725,915	1,585,591	(140,324)	-8.13%
Other Revenue						
5610	Sale of Bonds	3,615,471	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue - Subtotal	3,615,471	-	-	-	0.00%
Total Revenue - All Funds		82,927,386	88,074,151	83,178,195	(4,895,956)	-5.56%

Expenditures by Function - All Funds

<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Instructional Expenditures						
1110	Elementary	15,252,178	16,783,026	17,419,957	636,931	3.80%
1130	Middle/Junior High	7,937,840	8,056,464	8,226,149	169,685	2.11%
1150	Senior High	11,567,366	12,366,642	12,731,801	365,159	2.95%
1191	Summer School (Regular)	130,073	138,582	147,063	8,481	6.12%
1220	Special Education	1,685,771	1,964,087	1,951,872	(12,215)	-0.62%
1280	Early Childhood Special Education	1,634,116	1,620,755	1,661,550	40,795	2.52%
1300	Vocational Instruction	-	46,284	-	(46,284)	-100.00%
1400	Athletics	2,819,901	2,857,156	3,128,924	271,768	9.51%
1941	Contracted Education Services	96,820	76,818	76,818	-	0.00%
1999	Total Instruction (K-12 only)	41,124,065	43,909,814	45,344,134	1,434,320	3.27%
Support Services						
2110	Attendance	2,118	-	-	-	0.00%
2120	Guidance	2,341,212	2,511,426	2,539,994	28,568	1.14%
2130-2190	Health, Psych, Speech, and Audio	505,670	511,402	514,277	2,875	0.56%
2210	Improvement of Instruction	487,766	487,551	487,124	(427)	-0.09%
2214	Professional Development	98,848	92,884	92,700	(184)	-0.20%
2220-2290	Media Services (Library)	4,206,298	4,610,366	4,325,627	(284,739)	-6.18%
2310	Board of Education Services	120,576	182,667	181,386	(1,281)	-0.70%
2320	Executive Administration	1,454,331	1,489,969	1,489,715	(254)	-0.02%
2400	Building Level Administration	4,941,665	5,060,127	5,299,016	238,889	4.72%
2510	Business, Fiscal, Internal Service	1,047,670	1,008,100	997,389	(10,711)	-1.06%
2540	Operation of Plant	6,959,914	7,143,662	7,346,427	202,765	2.84%
2546	Security Services	467,585	524,200	516,753	(7,447)	-1.42%
2551	Pupil Transportation, Contracted	819,720	852,194	865,900	13,706	1.61%
2555	Payment to Other Districts- Non-Disabled Trans.	46,125	47,278	48,460	1,182	2.50%
2559	Early Childhood Special Education Trans. Serv.	80,281	120,000	120,000	-	0.00%
2561	Food Services	1,435,399	1,365,033	1,403,128	38,095	2.79%
2998	Total Support Services	25,015,178	26,006,859	26,227,896	221,037	0.85%
Non- Instruction/Support Services						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	3,459,563	3,658,015	3,667,398	9,383	0.26%
4000	Facilities Acquisition & Construction	5,385,367	7,492,261	1,916,000	(5,576,261)	-74.43%
4000	Walker Natatorium	96,475	8,109,249	2,794,276	(5,314,973)	-65.54%
5100	Principal	4,250,216	5,244,293	5,468,026	223,733	4.27%
5200	Interest	2,241,944	2,307,475	2,168,389	(139,086)	-6.03%
5300	Other (Fin Fees, Etc.)	54,682	8,646	6,500	(2,146)	-24.82%
9998	Total Non- Instruction/Support	15,488,247	26,819,939	16,020,589	(10,799,350)	-40.27%
Total Expenditures - All Funds		81,627,490	96,736,612	87,592,619	(9,143,993)	-9.45%
Excess of Revenues Over/(Under) Expenditures		1,299,896	(8,662,461)	(4,414,424)	4,248,037	-49.04%
Beginning Fund Balance - All Funds		31,707,382	33,007,278	24,344,817	(8,662,461)	-26.24%
Ending Fund Balance - All Funds		33,007,278	24,344,817	19,930,393	(4,414,424)	-18.13%

Operating Fund
Expenditures by Object

Object	Description	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
Salary & Employee Benefits						
6100	Certified Salaries	34,137,712	35,953,001	37,259,199	1,306,198	3.63%
6150	Non-Certified Salaries	8,284,276	8,535,295	8,806,299	271,004	3.18%
	Salaries-Subtotal	42,421,988	44,488,296	46,065,498	1,577,202	3.55%
6211	Teacher Retirement	5,139,919	5,423,989	5,587,485	163,496	3.01%
6221	Non-Teacher Retirement	583,790	606,375	615,738	9,363	1.54%
6231	OASDI (Social Security)	646,125	645,969	662,330	16,361	2.53%
6232	Medicare	579,035	648,875	658,343	9,468	1.46%
6240-6270	Employee Insurance	4,372,292	4,913,836	5,059,533	145,697	2.97%
	Employee Benefits - Subtotal	11,321,161	12,239,044	12,583,429	344,385	2.81%
Purchased Services						
6311	Tuition	75,177	71,818	71,818	-	0.00%
6312-6314	Professional Services	30,655	59,313	62,021	2,708	4.57%
6315	Audit Services	19,500	21,000	21,500	500	2.38%
6316,						
6318-9	Technical Services	296,769	409,600	407,865	(1,735)	-0.42%
6317	Legal Services	78,745	115,457	115,000	(457)	-0.40%
6330-6339	Property/Contracted Services	776,831	895,693	818,002	(77,691)	-8.67%
6341	Contracted Transportation	861,497	925,265	941,220	15,955	1.72%
6342	Other Contracted Pupil Transportation	84,630	96,306	95,340	(966)	-1.00%
6343-6349	Travel	204,047	261,155	205,470	(55,685)	-21.32%
6351	Property Insurance	712,048	824,638	849,377	24,739	3.00%
6360-6390	Other Purchased Services	1,354,714	1,320,434	1,221,833	(98,601)	-7.47%
	Purchased Services-Subtotal	4,494,613	5,000,679	4,809,446	(191,233)	-3.82%
Supplies						
6410	General Supplies	1,092,247	1,362,644	1,286,930	(75,714)	-5.56%
6430	Regular Textbooks	180,932	200,127	190,718	(9,409)	-4.70%
6440	Library Books	51,474	54,130	51,335	(2,795)	-5.16%
6450	Periodicals	14,597	15,346	13,340	(2,006)	-13.07%
6471	Food Services Supplies	472,596	437,392	476,625	39,233	8.97%
6480	Energy Supplies/Services	1,863,590	1,767,102	1,862,051	94,949	5.37%
6490	Other Supplies	2,099	3,000	3,000	-	0.00%
	Supplies - Subtotal	3,677,535	3,839,741	3,883,999	44,258	1.15%
Capital Outlay						
6520	Building Improvements	-	-	-	-	0.00%
6530	Site Improvements	65,000	-	-	-	0.00%
6541	Equipment-General	183,317	172,411	152,811	(19,600)	-11.37%
6542	Equipment-Instructional	182,204	200,594	89,521	(111,073)	-55.37%
6551	Vehicles	1,412	-	-	-	0.00%
	Capital Outlay-Subtotal	431,933	373,005	242,332	(130,673)	-35.03%
Other Objects						
6610	Principal	35,216	76,500	72,675	(3,825)	-5.00%
6620	Interest	2,872	4,400	4,180	(220)	-5.00%
6630	Financing Fees	-	-	-	-	0.00%
	Other Objects-Subtotal	38,088	80,900	76,855	(4,045)	-5.00%
Total Operating Fund Expenditures		62,385,318	66,021,665	67,661,559	1,639,894	2.48%

Activity Accounts Fund
Expenditures by Object

<u>Object</u>	<u>Description</u>	2013-14 <u>Actual</u>	2014-15 <u>Estimated</u>	2015-16 <u>Projected</u>	Dollar <u>Variance</u>	Percent <u>Variance</u>
Salary & Employee Benefits						
6100	Certified Salaries	50,715	55,000	55,000	-	0.00%
6150	Non-Certified Salaries	168,693	170,000	244,880	74,880	44.05%
	Salaries-Subtotal	219,408	225,000	299,880	74,880	33.28%
6211	Teacher Retirement	9,622	8,000	8,000	-	0.00%
6221	Non-Teacher Retirement	11,579	10,500	16,735	6,235	59.38%
6231	OASDI (Social Security)	10,841	11,000	15,650	4,650	42.27%
6232	Medicare	3,148	3,200	4,300	1,100	34.38%
6240-6270	Employee Insurance	14,372	13,000	29,000	16,000	123.08%
	Employee Benefits - Subtotal	49,562	45,700	73,685	27,985	61.24%
6360-6390	Other Purchased Services	450	-	40,000	40,000	100.00%
6410	General Supplies	1,286,624	1,298,300	1,408,300	110,000	8.47%
6530	Site Improvements	30,839	431,000	31,000	(400,000)	-92.81%
Total Activity Accounts Fund Expenditures		1,586,883	2,000,000	1,852,865	(147,135)	-7.36%

Maintenance Fund
Expenditures by Object

<u>Object</u>	<u>Description</u>	2013-14 <u>Actual</u>	2014-15 <u>Estimated</u>	2015-16 <u>Projected</u>	Dollar <u>Variance</u>	Percent <u>Variance</u>
Salary & Employee Benefits						
6100	Certified Salaries	-	-	-	-	0.00%
6150	Non-Certified Salaries	111,401	110,448	113,257	2,809	2.54%
	Salaries-Subtotal	111,401	110,448	113,257	2,809	2.54%
6211	Teacher Retirement	-	-	-	-	0.00%
6221	Non-Teacher Retirement	7,994	8,335	8,572	237	2.84%
6231	OASDI (Social Security)	6,853	6,850	7,022	172	2.51%
6232	Medicare	1,603	1,605	1,642	37	2.31%
6240-6270	Employee Insurance	10,358	11,050	11,700	650	5.88%
	Employee Benefits - Subtotal	26,808	27,840	28,936	1,096	3.94%
6520	Building Improvements	2,389,665	4,394,112	1,773,807	(2,620,305)	-59.63%
Total Maintenance Fund Expenditures		2,527,874	4,532,400	1,916,000	(2,616,400)	-57.73%

Technology Fund

Expenditures by Object

<u>Object</u>	<u>Description</u>	2013-14	2014-15	2015-16	Dollar	Percent
		<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>	<u>Variance</u>	<u>Variance</u>
Salary & Employee Benefits						
6100	Certified Salaries	-	45,210	45,697	487	1.08%
6150	Non-Certified Salaries	863,827	746,445	816,190	69,745	9.34%
	Salaries-Subtotal	863,827	791,655	861,887	70,232	8.87%
6211	Teacher Retirement	10,184	16,991	17,510	519	3.05%
6221	Non-Teacher Retirement	58,842	51,336	59,231	7,895	15.38%
6231	OASDI (Social Security)	52,157	46,721	54,167	7,446	15.94%
6232	Medicare	12,198	11,577	13,328	1,751	15.12%
6240-6270	Employee Insurance	100,866	97,216	123,329	26,113	26.86%
	Employee Benefits - Subtotal	234,247	223,841	267,565	43,724	19.53%
Purchased Services						
6312-6314	Professional Services	-	6,900	-	(6,900)	-100.00%
6330-6339	Property/Contracted Services	261,549	281,151	267,327	(13,824)	-4.92%
6343-6349	Travel	747	900	1,000	100	11.11%
6360-6390	Other Purchased Services	81,521	77,910	78,695	785	1.01%
	Purchased Services-Subtotal	343,817	366,861	347,022	(19,839)	-5.41%
Supplies						
6410	General Supplies	957,838	910,163	326,941	(583,222)	-64.08%
6450	Periodicals	82	120	120	-	0.00%
	Supplies - Subtotal	957,920	910,283	327,061	(583,222)	-64.07%
Capital Outlay						
6541	Equipment-General	41,332	204,997	552,762	347,765	169.64%
6542	Equipment-Instructional	88,400	276,132	145,763	(130,369)	-47.21%
	Capital Outlay-Subtotal	129,732	481,129	698,525	217,396	45.18%
Other Objects						
6610	Principal	-	42,793	40,351	(2,442)	-5.71%
6620	Interest	-	-	2,442	2,442	100.00%
	Other Objects-Subtotal	-	42,793	42,793	-	0.00%
Total Technology Fund Expenditures		2,529,543	2,816,562	2,544,853	(271,709)	-9.65%

Kirkwood Early Childhood Center (KECC) Fund
Expenditures by Object

Object	Description	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
Salary & Employee Benefits						
6100	Certified Salaries	331,704	371,900	361,899	(10,001)	-2.69%
6150	Non-Certified Salaries	1,675,148	1,768,378	1,804,800	36,422	2.06%
	Salaries-Subtotal	2,006,852	2,140,278	2,166,699	26,421	1.23%
6211	Teacher Retirement	87,144	103,350	97,500	(5,850)	-5.66%
6221	Non-Teacher Retirement	91,603	111,000	115,500	4,500	4.05%
6231	OASDI (Social Security)	111,562	119,970	120,300	330	0.28%
6232	Medicare	28,315	31,656	32,500	844	2.67%
6240-6270	Employee Insurance	297,854	309,000	319,000	10,000	3.24%
	Employee Benefits - Subtotal	616,478	674,976	684,800	9,824	1.46%
Purchased Services						
6312-6314	Professional Services	170	500	500	-	0.00%
6316,						
6318-6319	Technical Services	15,154	22,500	17,400	(5,100)	-22.67%
6330-6339	Property/Contracted Services	77,049	79,800	78,800	(1,000)	-1.25%
6342	Other Contracted Pupil Transportation	9,645	12,400	10,000	(2,400)	-19.35%
6343-6349	Travel	4,348	4,500	6,500	2,000	44.44%
6360-6390	Other Purchased Services	9,681	13,500	16,000	2,500	18.52%
	Purchased Services-Subtotal	116,047	133,200	129,200	(4,000)	-3.00%
Supplies						
6410	General Supplies	219,047	231,600	239,000	7,400	3.20%
6450	Periodicals	-	100	100	-	0.00%
6480	Energy Supplies/Services	49,131	75,000	75,000	-	0.00%
6490	Other Supplies	1,075	1,000	1,000	-	0.00%
	Supplies - Subtotal	269,253	307,700	315,100	7,400	2.40%
Capital Outlay						
6541	Equipment-General	189,357	1,000	1,000	-	0.00%
6542	Equipment-Instructional	2,163	3,000	3,000	-	0.00%
	Capital Outlay-Subtotal	191,520	4,000	4,000	-	0.00%
Total KECC Fund Expenditures		3,200,150	3,260,154	3,299,799	39,645	1.22%

Debt Service Fund
Expenditures by Object

Object	Description	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
6610	Principal	3,325,000	3,510,000	3,675,000	165,000	4.70%
6620	Interest	1,614,168	1,447,918	1,343,177	(104,741)	-7.23%
6631	Other (Fin Fees, Etc.)	504	3,500	3,500	-	0.00%
6631	Bond Issuance Fees	-	-	-	-	0.00%
Total Debt Service Fund Expenditures		<u>4,939,672</u>	<u>4,961,418</u>	<u>5,021,677</u>	<u>60,259</u>	1.21%

Construction Fund
Expenditures by Object

Object	Description	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
6520	Building Improvements	919,142	-	-	-	0.00%
6520	Walker Natatorium	96,475	8,109,249	2,794,276	(5,314,973)	-65.54%
Total Construction Fund Expenditures		<u>1,015,617</u>	<u>8,109,249</u>	<u>2,794,276</u>	<u>(5,314,973)</u>	-65.54%

Proposition I Fund
Expenditures by Object

Object	Description	2013-14	2014-15	2015-16	Dollar	Percent
		Actual	Estimated	Projected	Variance	Variance
6520	Home Bleacher Project	1,660,201	1,563,012	-	(1,563,012)	-100.00%
6520	Band/Journalism/Atlas Project	213,150	996,850	-	(996,850)	-100.00%
6610	Principal	890,000	1,615,000	1,680,000	65,000	4.02%
6620	Interest	624,904	855,157	818,590	(36,567)	-4.28%
6631	Other (Fin Fees, Etc.)	54,178	5,146	3,000	(2,146)	-41.70%
6520	Reserve - Facility Improvements	-	-	-	-	0.00%
Total Proposition I Fund Expenditures		<u>3,442,433</u>	<u>5,035,165</u>	<u>2,501,590</u>	<u>(2,533,575)</u>	-50.32%

Total All Funds
Expenditures by Object

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Salary & Employee Benefits						
6100	Certified Salaries	34,520,131	36,425,111	37,721,795	1,296,684	3.56%
6150	Non-Certified Salaries	11,103,345	11,330,566	11,785,426	454,860	4.01%
	Salaries-Subtotal	<u>45,623,476</u>	<u>47,755,677</u>	<u>49,507,221</u>	<u>1,751,544</u>	<u>3.67%</u>
6211	Teacher Retirement	5,246,869	5,552,330	5,710,495	158,165	2.85%
6221	Non-Teacher Retirement	753,808	787,546	815,776	28,230	3.58%
6231	OASDI (Social Security)	827,538	830,510	859,469	28,959	3.49%
6232	Medicare	624,299	696,913	710,113	13,200	1.89%
6240-6270	Employee Insurance	4,795,742	5,344,102	5,542,562	198,460	3.71%
	Employee Benefits - Subtotal	<u>12,248,256</u>	<u>13,211,401</u>	<u>13,638,415</u>	<u>427,014</u>	<u>3.23%</u>
Purchased Services						
6311	Tuition	75,177	71,818	71,818	-	0.00%
6312-6314	Professional Services	30,825	66,713	62,521	(4,192)	-6.28%
6315	Audit Services	19,500	21,000	21,500	500	2.38%
6316,						
6318-9	Technical Services	311,923	432,100	425,265	(6,835)	-1.58%
6317	Legal Services	78,745	115,457	115,000	(457)	-0.40%
6330-6339	Property/Contracted Services	1,115,429	1,256,644	1,164,129	(92,515)	-7.36%
6341	Contracted Transportation	861,497	925,265	941,220	15,955	1.72%
6342	Other Contracted Pupil Transportation	94,275	108,706	105,340	(3,366)	-3.10%
6343-6349	Travel	209,142	266,555	212,970	(53,585)	-20.10%
6351	Property Insurance	712,048	824,638	849,377	24,739	3.00%
6360-6390	Other Purchased Services	1,446,366	1,411,844	1,356,528	(55,316)	-3.92%
	Purchased Services-Subtotal	<u>4,954,927</u>	<u>5,500,740</u>	<u>5,325,668</u>	<u>(175,072)</u>	<u>-3.18%</u>
Supplies						
6410	General Supplies	3,555,756	3,802,707	3,261,171	(541,536)	-14.24%
6430	Regular Textbooks	180,932	200,127	190,718	(9,409)	-4.70%
6440	Library Books	51,474	54,130	51,335	(2,795)	-5.16%
6450	Periodicals	14,679	15,566	13,560	(2,006)	-12.89%
6471	Food Services Supplies	472,596	437,392	476,625	39,233	8.97%
6480	Energy Supplies/Services	1,912,721	1,842,102	1,937,051	94,949	5.15%
6490	Other Supplies	3,174	4,000	4,000	-	0.00%
	Supplies - Subtotal	<u>6,191,332</u>	<u>6,356,024</u>	<u>5,934,460</u>	<u>(421,564)</u>	<u>-6.63%</u>
Capital Outlay						
6520	Building Improvements	5,182,158	6,953,974	1,773,807	(5,180,167)	-74.49%
6520	Walker Natatorium	96,475	8,109,249	2,794,276	(5,314,973)	-65.54%
6530	Site Improvements	95,839	431,000	31,000	(400,000)	-92.81%
6541	Equipment-General	414,006	378,408	706,573	328,165	86.72%
6542	Equipment-Instructional	272,767	479,726	238,284	(241,442)	-50.33%
6551	Vehicles	1,412	-	-	-	0.00%
	Capital Outlay-Subtotal	<u>6,062,657</u>	<u>16,352,357</u>	<u>5,543,940</u>	<u>(10,808,417)</u>	<u>-66.10%</u>
Other Objects						
6610	Principal	4,250,216	5,244,293	5,468,026	223,733	4.27%
6620	Interest	2,241,944	2,307,475	2,168,389	(139,086)	-6.03%
6631	Other (Fin Fees, Etc.)	54,682	8,646	6,500	(2,146)	-24.82%
	Other Objects-Subtotal	<u>6,546,842</u>	<u>7,560,414</u>	<u>7,642,915</u>	<u>82,501</u>	<u>1.09%</u>
Total Expenditures - All Funds		<u><u>81,627,490</u></u>	<u><u>96,736,613</u></u>	<u><u>87,592,619</u></u>	<u><u>(9,143,994)</u></u>	<u><u>-9.45%</u></u>

Financial Section

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>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Local Revenue Detail						
5111	Current Taxes	10,017,611	4,729,610	3,702,258	(1,027,352)	-21.72%
5112	Delinquent Taxes	160,722	119,451	65,800	(53,651)	-44.91%
5113	School District Trust Fund (Prop C)	2,617,599	2,848,750	2,905,000	56,250	1.97%
5114	Financial Institution Tax	238,130	263,287	250,000	(13,287)	-5.05%
5115	M & M Surtax	-	1,898,000	1,935,960	37,960	2.00%
5116	In Lieu of Tax	700	-	-	-	0.00%
5131	Transportation Fees From Patrons	5,124	8,000	8,000	-	0.00%
5140	Earnings on Investments	31,256	33,000	33,000	-	0.00%
5150	Food Service Program	917,381	926,000	936,700	10,700	1.16%
5170	Student Activities	1,746,890	1,800,000	1,852,865	52,865	2.94%
5180	Community Services	2,910,962	3,178,708	3,278,000	99,292	3.12%
5190	VTS (Deseg) Program	1,616,055	1,364,000	1,223,000	(141,000)	-10.34%
5190	Transfer Payments	1,763,605	1,344,000	1,015,000	(329,000)	-24.48%
5190	Vista School	114,040	118,000	120,000	2,000	1.69%
5190	Other - From Local Sources	218,039	171,000	150,000	(21,000)	-12.28%
	Local - Subtotal	22,358,114	18,801,806	17,475,583	(1,326,223)	-7.05%
County Revenue Detail						
5211	Fines, Escheats, Etc.	-	-	-	-	0.00%
5221	State Assessed Utilities	130,986	142,000	170,000	28,000	19.72%
5237	Other - County	-	4,723	-	(4,723)	-100.00%
	County - Subtotal	130,986	146,723	170,000	23,277	15.86%
State Revenue Detail						
5311	Basic Formula - State Monies	160,691	219,350	180,000	(39,350)	-17.94%
5312	Transportation	161,808	160,000	160,000	-	0.00%
5314	Early Childhood Special Education	671,439	606,950	611,200	4,250	0.70%
5319	Basic Formula - Classroom Trust Fund	-	1,820,769	1,983,000	162,231	8.91%
5324	Educational Screening Prog/PAT	164,261	146,000	146,000	-	0.00%
5332	Vocational/Technical Aid	6,138	-	-	-	0.00%
5333	Food Service - State	6,556	6,700	6,700	-	0.00%
5382	MO Preschool Project Grant	22,152	124,030	108,160	(15,870)	-12.80%
5397	Other - State	-	3,800	3,300	(500)	-13.16%
	State - Subtotal	1,193,045	3,087,599	3,198,360	110,761	3.59%
Federal Revenue Detail						
5412	Medicaid	8,032	-	-	-	0.00%
5422	Basic Formula - Stabilization- ARRA	-	-	-	-	0.00%
5424	Basic Formula - Gov't Services - ARRA	-	-	-	-	0.00%
5425	Classroom Trust Fund - Jobs Bill	-	-	-	-	0.00%
5427	Perkins	1,870	25,314	10,000	(15,314)	-60.50%
5442	Early Childhood Special Education	82,073	77,314	79,000	1,686	2.18%
5445	School Lunch Program	379,064	349,000	356,000	7,000	2.01%
5446	School Breakfast Program	112,736	104,000	106,000	2,000	1.92%
5451	Title I - ESEA	16,427	36,058	32,000	(4,058)	-11.25%
5456	Title I-A, ARRA	-	-	-	-	0.00%
5461	Title IV, Drug Free Schools	-	-	-	-	0.00%
5462	Title III, ELL	15,349	18,000	13,000	(5,000)	-27.78%
5465	Title II, Part A, ESEA	153,605	125,947	89,000	(36,947)	-29.34%
5466	Title II-D	-	-	-	-	0.00%
5473	National & Community Services Trust	-	-	-	-	0.00%
5493	IDEA, Part B (611) - ARRA	-	-	-	-	0.00%
5497	Other - Federal	25,067	20,000	20,000	-	0.00%
	Federal - Subtotal	794,223	755,633	705,000	(50,633)	-6.70%
Other Revenue Detail						
5611	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	-	-	-	-	0.00%
Total General Fund Revenue		24,476,368	22,791,761	21,548,943	(1,242,818)	-5.45%

Special Revenue Fund
Revenue by Object

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Local Revenue Detail						
5111	Current Taxes	36,176,045	41,177,649	42,296,529	1,118,880	2.72%
5112	Delinquent Taxes	580,408	412,422	649,000	236,578	57.36%
5113	School District Trust Fund (Prop C)	1,570,560	1,709,250	1,743,000	33,750	1.97%
5114	Financial Institution Tax	-	-	-	-	0.00%
5115	M & M Surtax	1,890,587	-	-	-	0.00%
5116	In Lieu of Tax	2,891	-	-	-	0.00%
5131	Transportation Fees From Patrons	-	-	-	-	0.00%
5140	Earnings on Investments	12,945	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	40,233,436	43,354,321	44,743,529	1,389,208	3.20%
County Revenue Detail						
5211	Fines, Escheats, Etc.	104,277	59,430	65,000	5,570	9.37%
5221	State Assessed Utilities	540,858	585,000	576,000	(9,000)	-1.54%
5237	Other - County	-	-	-	-	0.00%
	County - Subtotal	645,135	644,430	641,000	(3,430)	-0.53%
State Revenue Detail						
5311	Basic Formula - State Monies	482,072	658,053	542,000	(116,053)	-17.64%
5312	Transportation	-	-	-	-	0.00%
5314	Early Childhood Special Education	805,875	919,450	937,800	18,350	2.00%
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	1,287,947	1,577,503	1,479,800	(97,703)	-6.19%
Federal Revenue Detail						
5412	Medicaid	-	-	-	-	0.00%
5422	Basic Formula - Stabilization- ARRA	-	-	-	-	0.00%
5424	Basic Formula - Gov't Services - ARRA	-	-	-	-	0.00%
5425	Classroom Trust Fund - Jobs Bill	-	-	-	-	0.00%
5427	Perkins	-	-	-	-	0.00%
5442	Early Childhood Special Education - Federal	82,073	110,686	113,000	2,314	2.09%
5445	School Lunch Program	-	-	-	-	0.00%
5446	School Breakfast Program	-	-	-	-	0.00%
5451	Title I - ESEA	415,869	334,861	288,000	(46,861)	-13.99%
5456	Title I-A, ARRA	-	-	-	-	0.00%
5461	Title IV, Drug Free Schools	-	-	-	-	0.00%
5462	Title III, ELL	-	-	-	-	0.00%
5465	Title II, Part A, ESEA	22,548	61,000	51,000	(10,000)	-16.39%
5466	Title II-D	-	-	-	-	0.00%
5473	National & Community Services Trust Act	-	-	-	-	0.00%
5493	IDEA, Part B (611) - ARRA	-	-	-	-	0.00%
5497	Other - Federal	-	-	-	-	0.00%
	Federal - Subtotal	520,490	506,547	452,000	(54,547)	-10.77%
Other Revenue Detail						
5611	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	-	-	-	-	0.00%
Total Special Fund Revenue		42,687,008	46,082,801	47,316,329	1,233,528	2.68%

Debt Service Fund
Revenue by Object

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Local Revenue Detail						
5111	Current Taxes	4,430,958	4,456,421	4,685,479	229,058	5.14%
5112	Delinquent Taxes	71,090	57,334	60,000	2,666	4.65%
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	354	-	-	-	0.00%
5131	Transportation Fees From Patrons	-	-	-	-	0.00%
5140	Earnings on Investments	14,483	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	4,516,885	4,528,755	4,760,479	231,724	5.12%
County Revenue Detail						
5211	Fines, Escheats, Etc.	-	-	-	-	0.00%
5221	State Assessed Utilities	112,448	90,000	95,000	5,000	5.56%
5237	Other - County	-	-	-	-	0.00%
	County - Subtotal	112,448	90,000	95,000	5,000	5.56%
State Revenue Detail						
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%
Federal Revenue Detail						
5412	Medicaid	-	-	-	-	0.00%
5422	Basic Formula - Stabilization- ARRA	-	-	-	-	0.00%
5424	Basic Formula - Gov't Services - ARRA	-	-	-	-	0.00%
5425	Classroom Trust Fund - Jobs Bill	-	-	-	-	0.00%
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%
5456	Title I-A, ARRA	-	-	-	-	0.00%
5461	Title IV, Drug Free Schools	-	-	-	-	0.00%
5462	Title III, ELL	-	-	-	-	0.00%
5465	Title II, Part A, ESEA	-	-	-	-	0.00%
5466	Title II-D	-	-	-	-	0.00%
5473	National & Community Services Trust Act	-	-	-	-	0.00%
5493	IDEA, Part B (611) - ARRA	-	-	-	-	0.00%
5497	Other - Federal	452,420	448,735	428,591	(20,144)	-4.49%
	Federal - Subtotal	452,420	448,735	428,591	(20,144)	-4.49%
Other Revenue Detail						
5611	Sale of Bonds	-	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	-	-	-	-	0.00%
Total Debt Service Fund Revenue		5,081,753	5,067,490	5,284,070	216,580	4.27%

Capital Projects Fund
Revenue by Object

<u>Object</u>	<u>Description</u>	2013-14 <u>Actual</u>	2014-15 <u>Estimated</u>	2015-16 <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Local Revenue Detail						
5111	Current Taxes	4,855,845	5,643,375	6,061,377	418,002	7.41%
5112	Delinquent Taxes	77,907	116,800	72,200	(44,600)	-38.18%
5113	School District Trust Fund (Prop C)	-	-	-	-	0.00%
5114	Financial Institution Tax	-	-	-	-	0.00%
5115	M & M Surtax	13,547	-	-	-	0.00%
5116	In Lieu of Tax	485	-	-	-	0.00%
5131	Transportation Fees From Patrons	-	-	-	-	0.00%
5140	Earnings on Investments	7,561	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	-	8,205,724	2,794,276	(5,411,448)	-65.95%
5190	Other - From Local Sources	-	-	-	-	0.00%
	Local - Subtotal	4,955,345	13,970,899	8,932,853	(5,038,046)	-36.06%
County Revenue Detail						
5211	Fines, Escheats, Etc.	-	-	-	-	0.00%
5221	State Assessed Utilities	83,008	98,000	96,000	(2,000)	-2.04%
5237	Other - County	-	1,916	-	(1,916)	-100.00%
	County - Subtotal	83,008	99,916	96,000	(3,916)	-3.92%
State Revenue Detail						
5311	Basic Formula - State Monies	-	-	-	-	0.00%
5312	Transportation	-	-	-	-	0.00%
5314	Early Childhood Special Education	-	-	-	-	0.00%
5319	Basic Formula - Classroom Trust Fund	1,958,433	-	-	-	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	-	46,284	-	(46,284)	-100.00%
5382	MO Preschool Project Grant	70,000	-	-	-	0.00%
5397	Other - State	-	-	-	-	0.00%
	State - Subtotal	2,028,433	46,284	-	(46,284)	-100.00%
Federal Revenue Detail						
5412	Medicaid	-	-	-	-	0.00%
5422	Basic Formula - Stabilization- ARRA	-	-	-	-	0.00%
5424	Basic Formula - Gov't Services - ARRA	-	-	-	-	0.00%
5425	Classroom Trust Fund - Jobs Bill	-	-	-	-	0.00%
5427	Perkins	-	15,000	-	(15,000)	-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%
5456	Title I-A, ARRA	-	-	-	-	0.00%
5461	Title IV, Drug Free Schools	-	-	-	-	0.00%
5462	Title III, ELL	-	-	-	-	0.00%
5465	Title II, Part A, ESEA	-	-	-	-	0.00%
5466	Title II-D	-	-	-	-	0.00%
5473	National & Community Services Trust Act	-	-	-	-	0.00%
5493	IDEA, Part B (611) - ARRA	-	-	-	-	0.00%
5497	Other - Federal	-	-	-	-	0.00%
	Federal - Subtotal	-	15,000	-	(15,000)	-100.00%
Other Revenue Detail						
5611	Sale of Bonds	3,615,471	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	3,615,471	-	-	-	0.00%
Total Capital Projects Fund Revenue		10,682,257	14,132,099	9,028,853	(5,103,246)	-36.11%

Total Revenue - All Funds
Revenue by Object

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Local Revenue Detail						
5111	Current Taxes	55,480,459	56,007,055	56,745,643	738,588	1.32%
5112	Delinquent Taxes	890,127	706,007	847,000	140,993	19.97%
5113	School District Trust Fund (Prop C)	4,188,159	4,558,000	4,648,000	90,000	1.97%
5114	Financial Institution Tax	238,130	263,287	250,000	(13,287)	-5.05%
5115	M & M Surtax	1,904,134	1,898,000	1,935,960	37,960	2.00%
5116	In Lieu of Tax	4,430	-	-	-	0.00%
5131	Transportation Fees From Patrons	5,124	8,000	8,000	-	0.00%
5140	Earnings on Investments	66,245	108,000	108,000	-	0.00%
5143	Premium on Sale of Bonds	-	-	-	-	0.00%
5150	Food Service Program	917,381	926,000	936,700	10,700	1.16%
5170	Student Activities	1,746,890	1,800,000	1,852,865	52,865	2.94%
5180	Community Services	2,910,962	3,178,708	3,278,000	99,292	3.12%
5190	VTS (Deseg) Program	1,616,055	1,364,000	1,223,000	(141,000)	-10.34%
5190	Transfer Payments	1,763,605	1,344,000	1,015,000	(329,000)	-24.48%
5190	Vista School	114,040	118,000	120,000	2,000	1.69%
5190	Donation - Walker Foundation	-	8,205,724	2,794,276	(5,411,448)	-65.95%
5190	Other - From Local Sources	218,039	171,000	150,000	(21,000)	-12.28%
	Local - Subtotal	72,063,780	80,655,781	75,912,444	(4,743,337)	-5.88%
County Revenue Detail						
5211	Fines, Escheats, Etc.	104,277	59,430	65,000	5,570	9.37%
5221	State Assessed Utilities	867,300	915,000	937,000	22,000	2.40%
5237	Other - County	-	6,639	-	(6,639)	-100.00%
	County - Subtotal	971,577	981,069	1,002,000	20,931	2.13%
State Revenue Detail						
5311	Basic Formula - State Monies	642,763	877,403	722,000	(155,403)	-17.71%
5312	Transportation	161,808	160,000	160,000	-	0.00%
5314	Early Childhood Special Education	1,477,314	1,526,400	1,549,000	22,600	1.48%
5319	Basic Formula - Classroom Trust Fund	1,958,433	1,820,769	1,983,000	162,231	8.91%
5324	Educational Screening Prog/PAT	164,261	146,000	146,000	-	0.00%
5332	Vocational/Technical Aid	6,138	-	-	-	0.00%
5333	Food Service - State	6,556	6,700	6,700	-	0.00%
5359	Vocational Enhancement Grant	-	46,284	-	(46,284)	-100.00%
5382	MO Preschool Project Grant	92,152	124,030	108,160	(15,870)	-12.80%
5397	Other - State	-	3,800	3,300	(500)	-13.16%
	State - Subtotal	4,509,425	4,711,386	4,678,160	(33,226)	-0.71%
Federal Revenue Detail						
5412	Medicaid	8,032	-	-	-	0.00%
5422	Basic Formula - Stabilization- ARRA	-	-	-	-	0.00%
5424	Basic Formula - Gov't Services - ARRA	-	-	-	-	0.00%
5425	Classroom Trust Fund - Jobs Bill	-	-	-	-	0.00%
5427	Perkins	1,870	40,314	10,000	(30,314)	-75.19%
5442	Early Childhood Special Education - Federal	164,146	188,000	192,000	4,000	2.13%
5445	School Lunch Program	379,064	349,000	356,000	7,000	2.01%
5446	School Breakfast Program	112,736	104,000	106,000	2,000	1.92%
5451	Title I - ESEA	432,296	370,919	320,000	(50,919)	-13.73%
5456	Title I-A, ARRA	-	-	-	-	0.00%
5461	Title IV, Drug Free Schools	-	-	-	-	0.00%
5462	Title III, ELL	15,349	18,000	13,000	(5,000)	-27.78%
5465	Title II, Part A, ESEA	176,153	186,947	140,000	(46,947)	-25.11%
5466	Title II-D	-	-	-	-	0.00%
5473	National & Community Services Trust Act	-	-	-	-	0.00%
5493	IDEA, Part B (611) - ARRA	-	-	-	-	0.00%
5497	Other - Federal	477,487	468,735	448,591	(20,144)	-4.30%
	Federal - Subtotal	1,767,133	1,725,915	1,585,591	(140,324)	-8.13%
Other Revenue Detail						
5611	Sale of Bonds	3,615,471	-	-	-	0.00%
5692	Refunding Bonds	-	-	-	-	0.00%
	Other Revenue Subtotal	3,615,471	-	-	-	0.00%
Total Revenue All Funds		82,927,386	88,074,151	83,178,195	(4,895,956)	-5.56%

General Fund
Expenditures by Function

<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Instructional Expenditures						
1110	Elementary	362,360	404,508	356,260	(48,248)	-11.93%
1130	Middle/Junior High	110,680	174,643	177,018	2,375	1.36%
1150	Senior High	903,567	1,074,887	1,059,664	(15,223)	-1.42%
1191	Summer School (Regular)	28,444	27,157	31,694	4,537	16.71%
1220	Special Education	133,569	162,229	132,667	(29,562)	-18.22%
1280	Early Childhood Special Education	629,119	643,655	670,450	26,795	4.16%
1300	Vocational Instruction	-	-	-	-	0.00%
1400	Athletics	2,033,378	2,175,601	2,178,635	3,034	0.14%
1941	Contracted Education Services	96,820	76,818	76,818	-	0.00%
	Total Instruction	4,297,937	4,739,498	4,683,206	(56,292)	-1.19%
Support Services						
2110	Attendance	2,118	-	-	-	0.00%
2120	Guidance	182,242	250,066	248,199	(1,867)	-0.75%
2130-2190	Health, Psych, Speech, and Audio	505,670	507,402	510,277	2,875	0.57%
2210	Improvement of Instruction	237,757	229,486	221,476	(8,010)	-3.49%
2214	Professional Development	12,079	16,781	15,942	(839)	-5.00%
2220-2290	Media Services (Library)	3,134,621	3,053,728	2,541,524	(512,204)	-16.77%
2310	Board of Education Services	120,576	182,667	181,386	(1,281)	-0.70%
2320	Executive Administration	943,432	961,000	954,931	(6,069)	-0.63%
2400	Building Level Administration	2,500,340	2,588,135	2,670,282	82,147	3.17%
2510	Business, Fiscal, Internal Service	1,036,180	987,375	987,396	21	0.00%
2540	Operation of Plant	6,883,827	7,105,057	7,517,432	412,375	5.80%
2546	Security Services	466,471	523,435	516,753	(6,682)	-1.28%
2551	Pupil Transportation, Contracted	829,366	864,594	875,900	11,306	1.31%
2555	Payment to Other Districts for Non-Disabled Trans.	46,125	47,278	48,460	1,182	2.50%
2559	Early Childhood Special Education Trans. Serv.	80,281	120,000	120,000	-	0.00%
2561	Food Services	1,435,399	1,365,033	1,403,128	38,095	2.79%
	Total Support Services	18,416,484	18,802,037	18,813,086	11,049	0.06%
Non- Instruction/Support Services						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	3,360,628	3,497,704	3,506,650	8,946	0.26%
4000	Facilities Acquisition & Construction	-	400,000	-	(400,000)	-100.00%
5100	Principal	-	-	-	-	0.00%
5200	Interest	-	-	-	-	0.00%
5300	Other (Fin Fees, Etc.)	-	-	-	-	0.00%
	Total Non- Instruction/Support	3,360,628	3,897,704	3,506,650	(391,054)	-10.03%
Total General Fund Expenditures		26,075,049	27,439,239	27,002,942	(436,297)	-1.59%

Special Revenue Fund
Expenditures by Function

<u>Function</u>	<u>Description</u>	<u>2013-14 Actual</u>	<u>2014-15 Estimated</u>	<u>2015-16 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
Instructional Expenditures						
1110	Elementary	14,852,382	16,321,097	17,032,697	711,600	4.36%
1130	Middle/Junior High	7,787,762	7,858,700	8,049,131	190,431	2.42%
1150	Senior High	10,537,185	11,199,317	11,626,137	426,820	3.81%
1191	Summer School (Regular)	101,629	111,425	115,369	3,944	3.54%
1220	Special Education	1,550,922	1,801,858	1,819,205	17,347	0.96%
1280	Early Childhood Special Education	1,004,997	977,100	991,100	14,000	1.43%
1300	Vocational Instruction	-	-	-	-	0.00%
1400	Athletics	777,345	681,555	697,424	15,869	2.33%
1941	Contracted Education Services	-	-	-	-	0.00%
	Total Instruction	36,612,222	38,951,052	40,331,063	1,380,011	3.54%
Support Services						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	2,157,970	2,259,110	2,291,795	32,685	1.45%
2130-2190	Health, Psych, Speech, and Audio	-	-	-	-	0.00%
2210	Improvement of Instruction	247,628	250,895	257,678	6,783	2.70%
2214	Professional Development	86,769	76,103	76,758	655	0.86%
2220-2290	Media Services (Library)	926,385	1,050,672	1,064,578	13,906	1.32%
2310	Board of Education Services	-	-	-	-	0.00%
2320	Executive Administration	509,760	523,469	529,284	5,815	1.11%
2400	Building Level Administration	2,417,764	2,440,632	2,614,425	173,793	7.12%
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	6,346,276	6,600,881	6,834,518	233,637	3.54%
Non- Instruction/Support Services						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	80,129	147,911	150,748	2,837	1.92%
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	80,129	147,911	150,748	2,837	1.92%
Total Special Revenue Fund Expenditures		43,038,627	45,699,844	47,316,329	1,616,485	3.54%

Debt Service Fund
Expenditures by Function

<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Instructional Expenditures						
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	Athletics	-	-	-	-	0.00%
1941	Contracted Education Services	-	-	-	-	0.00%
	Total Instruction	-	-	-	-	0.00%
Support Services						
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%
Non- Instruction/Support Services						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	-	-	-	-	0.00%
4000	Facilities Acquisition & Construction	-	-	-	-	0.00%
5100	Principal	3,325,000	3,510,000	3,675,000	165,000	4.70%
5200	Interest	1,614,168	1,447,918	1,343,177	(104,741)	-7.23%
5300	Other (Fin Fees, Etc.)	504	3,500	3,500	-	0.00%
9998	Total Non- Instruction/Support	4,939,672	4,961,418	5,021,677	60,259	1.21%
Total Debt Service Fund Expenditures		4,939,672	4,961,418	5,021,677	60,259	1.21%

Capital Projects Fund

Expenditures by Function

<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Instructional Expenditures						
1110	Elementary	37,436	57,421	31,000	(26,421)	-46.01%
1130	Middle/Junior High	39,398	23,121	-	(23,121)	-100.00%
1150	Senior High	126,614	92,438	46,000	(46,438)	-50.24%
1191	Summer School (Regular)	-	-	-	-	0.00%
1220	Special Education	1,280	-	-	-	0.00%
1280	Early Childhood Special Education	-	-	-	-	0.00%
1300	Vocational Instruction	-	46,284	-	(46,284)	-100.00%
1400	Athletics	9,177	-	-	-	0.00%
1941	Contracted Education Services	-	-	-	-	0.00%
	Total Instruction	<u>213,905</u>	<u>219,264</u>	<u>77,000</u>	<u>(142,264)</u>	<u>-64.88%</u>
Support Services						
2110	Attendance	-	-	-	-	0.00%
2120	Guidance	1,000	2,250	-	(2,250)	-100.00%
2130-2190	Health, Psych, Speech, and Audio	-	4,000	4,000	-	0.00%
2210	Improvement of Instruction	2,381	7,170	7,970	800	11.16%
2214	Professional Development	-	-	-	-	0.00%
2220-2290	Media Services (Library)	145,293	505,966	719,525	213,559	42.21%
2310	Board of Education Services	-	-	-	-	0.00%
2320	Executive Administration	1,139	5,500	5,500	-	0.00%
2400	Building Level Administration	23,561	31,360	14,309	(17,051)	-54.37%
2510	Business, Fiscal, Internal Service	11,490	20,725	9,993	(10,732)	-51.78%
2540	Operation of Plant	76,087	38,605	81,860	43,255	112.05%
2546	Security Services	1,114	765	-	(765)	-100.00%
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>262,065</u>	<u>616,341</u>	<u>843,157</u>	<u>226,816</u>	<u>36.80%</u>
Non- Instruction/Support Services						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	9,161	-	-	-	0.00%
4000	Facilities Acquisition & Construction	5,385,367	7,092,261	1,916,000	(5,176,261)	-72.98%
4000	Walker Natatorium	96,475	8,109,249	2,794,276	(5,314,973)	-65.54%
5100	Principal	925,216	1,734,293	1,793,026	58,733	3.39%
5200	Interest	627,776	859,557	825,212	(34,345)	-4.00%
5300	Other (Fin Fees, Etc.)	54,178	5,146	3,000	(2,146)	-41.70%
9998	Total Non- Instruction/Support	<u>7,098,173</u>	<u>17,800,506</u>	<u>7,331,514</u>	<u>(10,468,992)</u>	<u>-58.81%</u>
Total Capital Projects Fund Expenditures		<u><u>7,574,143</u></u>	<u><u>18,636,111</u></u>	<u><u>8,251,671</u></u>	<u><u>(10,384,440)</u></u>	<u><u>-55.72%</u></u>

Total - All Funds
Expenditures by Function

<u>Function</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Instructional Expenditures						
1110	Elementary	15,252,178	16,783,026	17,419,957	636,931	3.80%
1130	Middle/Junior High	7,937,840	8,056,464	8,226,149	169,685	2.11%
1150	Senior High	11,567,366	12,366,642	12,731,801	365,159	2.95%
1191	Summer School (Regular)	130,073	138,582	147,063	8,481	6.12%
1220	Special Education	1,685,771	1,964,087	1,951,872	(12,215)	-0.62%
1300	Vocational Instruction	1,634,116	1,620,755	1,661,550	40,795	2.52%
1280	Early Childhood Special Education	-	46,284	-	(46,284)	-100.00%
1400	Athletics	2,819,900	2,857,156	2,876,059	18,903	0.66%
1941	Contracted Education Services	96,820	76,818	76,818	-	0.00%
	Total Instruction	41,124,064	43,909,814	45,091,269	1,181,455	2.69%
Support Services						
2110	Attendance	2,118	-	-	-	0.00%
2120	Guidance	2,341,212	2,511,426	2,539,994	28,568	1.14%
2130-2190	Health, Psych, Speech, and Audio	505,670	511,402	514,277	2,875	0.56%
2210	Improvement of Instruction	487,766	487,551	487,124	(427)	-0.09%
2214	Professional Development	98,848	92,884	92,700	(184)	-0.20%
2220-2290	Media Services (Library)	4,206,299	4,610,366	4,325,627	(284,739)	-6.18%
2310	Board of Education Services	120,576	182,667	181,386	(1,281)	-0.70%
2320	Executive Administration	1,454,331	1,489,969	1,489,715	(254)	-0.02%
2400	Building Level Administration	4,941,665	5,060,127	5,299,016	238,889	4.72%
2510	Business, Fiscal, Internal Service	1,047,670	1,008,100	997,389	(10,711)	-1.06%
2540	Operation of Plant	6,959,914	7,143,662	7,599,292	455,630	6.38%
2546	Security Services	467,585	524,200	516,753	(7,447)	-1.42%
2551	Pupil Transportation, Contracted	829,366	864,594	875,900	11,306	1.31%
2555	Payment to Other Districts for Non-Disabled Trans.	46,125	47,278	48,460	1,182	2.50%
2559	Early Childhood Special Education Trans. Serv.	80,281	120,000	120,000	-	0.00%
2561	Food Services	1,435,399	1,365,033	1,403,128	38,095	2.79%
	Total Support Services	25,024,825	26,019,259	26,490,761	471,502	1.81%
Non- Instruction/Support Services						
1620-1690	Adult Continuing Education	-	-	-	-	0.00%
3000	Community Services	3,449,918	3,645,615	3,657,398	11,783	0.32%
4000	Facilities Acquisition & Construction	5,385,367	7,492,261	1,916,000	(5,576,261)	-74.43%
4000	Walker Natatorium	96,475	8,109,249	2,794,276	(5,314,973)	-65.54%
5100	Principal	4,250,216	5,244,293	5,468,026	223,733	4.27%
5200	Interest	2,241,944	2,307,475	2,168,389	(139,086)	-6.03%
5300	Other (Fin Fees, Etc.)	54,682	8,646	6,500	(2,146)	-24.82%
	Total Non- Instruction/Support	15,478,602	26,807,539	16,010,589	(10,796,950)	-40.28%
Total Expenditures - All Funds		81,627,491	96,736,612	87,592,619	(9,143,993)	-9.45%

General Fund
Expenditures by Object

Object	Description	2013-14 Actual	2014-15 Estimated	2015-16 Projected	Dollar Variance	Percent Variance
Salary & Employee Benefits						
	6100 Certified Salaries	460,259	526,662	500,882	(25,780)	-4.89%
	6150 Non-Certified Salaries	10,950,572	11,158,843	11,610,169	451,326	4.04%
	Salaries-Subtotal	11,410,831	11,685,505	12,111,051	425,546	3.64%
	6211 Teacher Retirement	109,966	126,279	127,917	1,638	1.30%
	6221 Non-Teacher Retirement	745,578	779,159	807,173	28,014	3.60%
	6231 OASDI (Social Security)	714,935	716,399	746,222	29,823	4.16%
	6232 Medicare	153,683	167,331	174,002	6,671	3.99%
6240-6270	Employee Insurance	1,705,323	1,754,275	1,820,749	66,474	3.79%
	Employee Benefits - Subtotal	3,429,485	3,543,443	3,676,063	132,620	3.74%
Purchased Services						
	6311 Tuition	75,177	71,818	71,818	-	0.00%
6312-6314	Professional Services	30,825	66,713	62,521	(4,192)	-6.28%
	6315 Audit Services	19,500	21,000	21,500	500	2.38%
6316, 6318-9	Technical Services	311,923	432,100	425,265	(6,835)	-1.58%
	6317 Legal Services	78,745	115,457	115,000	(457)	-0.40%
6330-6339	Property/Contracted Services	1,115,429	1,256,644	1,184,129	(72,515)	-5.77%
	6341 Contracted Transportation	861,497	925,265	941,220	15,955	1.72%
	6342 Other Contracted Pupil Transportation	94,275	108,706	105,340	(3,366)	-3.10%
6343-6349	Travel	209,142	266,555	212,970	(53,585)	-20.10%
	6351 Property Insurance	712,048	824,638	849,377	24,739	3.00%
6360-6390	Other Purchased Services	1,300,949	1,311,844	1,236,528	(75,316)	-5.74%
	Purchased Services-Subtotal	4,809,510	5,400,740	5,225,668	(175,072)	-3.24%
Supplies						
	6410 General Supplies	3,555,756	3,802,707	3,151,171	(651,536)	-17.13%
	6430 Regular Textbooks	180,932	200,127	190,718	(9,409)	-4.70%
	6440 Library Books	51,474	54,130	51,335	(2,795)	-5.16%
	6450 Periodicals	14,679	15,566	13,560	(2,006)	-12.89%
	6471 Food Services Supplies	472,596	437,392	476,625	39,233	8.97%
	6480 Energy Supplies/Services	1,912,720	1,842,102	2,047,051	204,949	11.13%
	6490 Other Supplies	3,174	4,000	4,000	-	0.00%
	Supplies - Subtotal	6,191,331	6,356,024	5,934,460	(421,564)	-6.63%
Capital Outlay						
	6520 Building Improvements	-	-	-	-	0.00%
	6530 Site Improvements	30,839	400,000	-	(400,000)	-100.00%
	6541 Equipment-General	199,493	45,129	47,300	2,171	4.81%
	6542 Equipment-Instructional	3,560	8,400	8,400	-	0.00%
	6551 Vehicles	-	-	-	-	0.00%
	Capital Outlay-Subtotal	233,892	453,529	55,700	(397,829)	-87.72%
Other Objects						
	6610 Principal	-	-	-	-	0.00%
	6620 Interest	-	-	-	-	0.00%
	6630 Financing Fees	-	-	-	-	0.00%
	Other Objects-Subtotal	-	-	-	-	0.00%
Total General Fund Expenditures		26,075,049	27,439,241	27,002,942	(436,299)	-1.59%

Special Revenue Fund
Expenditures by Object

<u>Object</u>	<u>Description</u>	<u>2013-14 Actual</u>	<u>2014-15 Estimated</u>	<u>2015-16 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
Salary & Employee Benefits						
	6100 Certified Salaries	34,094,397	35,948,450	37,270,913	1,322,463	3.68%
	6150 Non-Certified Salaries	6,850	11,275	12,000	725	6.43%
	Salaries-Subtotal	34,101,247	35,959,725	37,282,913	1,323,188	3.68%
	6211 Teacher Retirement	5,136,903	5,426,051	5,582,578	156,527	2.88%
	6221 Non-Teacher Retirement	236	52	31	(21)	-40.38%
	6231 OASDI (Social Security)	105,750	107,261	106,225	(1,036)	-0.97%
	6232 Medicare	469,013	527,977	534,469	6,492	1.23%
6240-6270	Employee Insurance	3,080,062	3,578,777	3,710,113	131,336	3.67%
	Employee Benefits - Subtotal	8,791,964	9,640,118	9,933,416	293,298	3.04%
Purchased Services						
	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	145,417	100,000	100,000	-	0.00%
	Purchased Services-Subtotal	145,417	100,000	100,000	-	0.00%
Supplies						
	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%
Capital Outlay						
	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%
Other Objects						
	6610 Principal	-	-	-	-	0.00%
	6620 Interest	-	-	-	-	0.00%
	6630 Financing Fees	-	-	-	-	0.00%
	Other Objects-Subtotal	-	-	-	-	0.00%
Total Special Revenue Fund Expenditures		43,038,628	45,699,843	47,316,329	1,616,486	3.54%

Debt Service Fund
Expenditures by Object

<u>Object</u>	<u>Description</u>	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Estimated</u>	<u>2015-16</u> <u>Projected</u>	<u>Dollar</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>
Salary & Employee Benefits						
	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%
Purchased Services						
	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%
Supplies						
	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%
Capital Outlay						
	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%
Other Objects						
	6610 Principal	3,325,000	3,510,000	3,675,000	165,000	4.70%
	6620 Interest	1,614,168	1,447,918	1,343,177	(104,741)	-7.23%
	6630 Financing Fees	504	3,500	3,500	-	0.00%
	Other Objects-Subtotal	4,939,672	4,961,418	5,021,677	60,259	1.21%
Total Debt Service Fund Expenditures		4,939,672	4,961,418	5,021,677	60,259	1.21%

Capital Projects Fund
Expenditures by Object

<u>Object</u>	<u>Description</u>	<u>2013-14 Actual</u>	<u>2014-15 Estimated</u>	<u>2015-16 Projected</u>	<u>Dollar Variance</u>	<u>Percent Variance</u>
Salary & Employee Benefits						
	6100 Certified Salaries	-	-	-	-	0.00%
	6150 Non-Certified Salaries	111,401	110,448	113,257	2,809	2.54%
	Salaries-Subtotal	111,401	110,448	113,257	2,809	2.54%
	6211 Teacher Retirement	-	-	-	-	0.00%
	6221 Non-Teacher Retirement	7,994	8,335	8,572	237	2.84%
	6231 OASDI (Social Security)	6,853	6,850	7,022	172	2.51%
	6232 Medicare	1,603	1,605	1,642	37	2.31%
6240-6270	Employee Insurance	10,358	11,050	11,700	650	5.88%
	Employee Benefits - Subtotal	26,808	27,840	28,936	1,096	3.94%
Purchased Services						
	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%
Supplies						
	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%
Capital Outlay						
	6520 Building Improvements	5,175,169	6,953,973	1,773,807	(5,180,166)	-74.49%
	6520 Walker Natatorium	96,475	8,109,249	2,794,276	(5,314,973)	-65.54%
	6530 Site Improvements	65,000	-	-	-	0.00%
	6541 Equipment-General	214,514	364,279	690,273	325,994	89.49%
	6542 Equipment-Instructional	276,195	471,326	229,884	(241,442)	-51.23%
	6551 Vehicles	1,412	-	-	-	0.00%
	Capital Outlay-Subtotal	5,828,765	15,898,827	5,488,240	(10,410,587)	-65.48%
Other Objects						
	6610 Principal	925,216	1,734,293	1,793,026	58,733	3.39%
	6620 Interest	627,776	859,557	825,212	(34,345)	-4.00%
	6630 Financing Fees	54,178	5,146	3,000	(2,146)	-41.70%
	Other Objects-Subtotal	1,607,170	2,598,996	2,621,238	22,242	0.86%
Total Capital Projects Fund Expenditures		7,574,144	18,636,111	8,251,671	(10,384,440)	-55.72%

Total - All Funds
Expenditures by Object

Object	Description	2013-14 Actual	2014-15 Estimated	2015-16 Projected	Dollar Variance	Percent Variance
Salary & Employee Benefits						
	6100 Certified Salaries	34,554,656	36,475,112	37,771,795	1,296,683	3.55%
	6150 Non-Certified Salaries	11,068,823	11,280,566	11,735,426	454,860	4.03%
	Salaries-Subtotal	45,623,479	47,755,678	49,507,221	1,751,543	3.67%
	6211 Teacher Retirement	5,246,869	5,552,330	5,710,495	158,165	2.85%
	6221 Non-Teacher Retirement	753,808	787,546	815,776	28,230	3.58%
	6231 OASDI (Social Security)	827,538	830,510	859,469	28,959	3.49%
	6232 Medicare	624,299	696,913	710,113	13,200	1.89%
6240-6270	Employee Insurance	4,795,743	5,344,102	5,542,562	198,460	3.71%
	Employee Benefits - Subtotal	12,248,257	13,211,401	13,638,415	427,014	3.23%
Purchased Services						
	6311 Tuition	75,177	71,818	71,818	-	0.00%
6312-6314	Professional Services	30,825	66,713	62,521	(4,192)	-6.28%
	6315 Audit Services	19,500	21,000	21,500	500	2.38%
6316, 6318-9	Technical Services	311,923	432,100	425,265	(6,835)	-1.58%
	6317 Legal Services	78,745	115,457	115,000	(457)	-0.40%
6330-6339	Property/Contracted Services	1,115,429	1,256,644	1,184,129	(72,515)	-5.77%
	6341 Contracted Transportation	861,497	925,265	941,220	15,955	1.72%
	6342 Other Contracted Pupil Transportation	94,275	108,706	105,340	(3,366)	-3.10%
6343-6349	Travel	209,142	266,555	212,970	(53,585)	-20.10%
	6351 Property Insurance	712,048	824,638	849,377	24,739	3.00%
6360-6390	Other Purchased Services	1,446,366	1,411,844	1,336,528	(75,316)	-5.33%
	Purchased Services-Subtotal	4,954,927	5,500,740	5,325,668	(175,072)	-3.18%
Supplies						
	6410 General Supplies	3,555,756	3,802,707	3,151,171	(651,536)	-17.13%
	6430 Regular Textbooks	180,932	200,127	190,718	(9,409)	-4.70%
	6440 Library Books	51,474	54,130	51,335	(2,795)	-5.16%
	6450 Periodicals	14,679	15,566	13,560	(2,006)	-12.89%
	6471 Food Services Supplies	472,596	437,392	476,625	39,233	8.97%
	6480 Energy Supplies/Services	1,912,720	1,842,102	2,047,051	204,949	11.13%
	6490 Other Supplies	3,174	4,000	4,000	-	0.00%
	Supplies - Subtotal	6,191,331	6,356,024	5,934,460	(421,564)	-6.63%
Capital Outlay						
	6520 Building Improvements	5,175,169	6,953,973	1,773,807	(5,180,166)	-74.49%
	6520 Walker Natatorium	96,475	8,109,249	2,794,276	(5,314,973)	-65.54%
	6530 Site Improvements	95,839	400,000	-	(400,000)	-100.00%
	6541 Equipment-General	414,007	409,408	737,573	328,165	80.16%
	6542 Equipment-Instructional	279,755	479,726	238,284	(241,442)	-50.33%
	6551 Vehicles	1,412	-	-	-	0.00%
	Capital Outlay-Subtotal	6,062,657	16,352,356	5,543,940	(10,808,416)	-66.10%
Other Objects						
	6610 Principal	4,250,216	5,244,293	5,468,026	223,733	4.27%
	6620 Interest	2,241,944	2,307,475	2,168,389	(139,086)	-6.03%
	6630 Financing Fees	54,682	8,646	6,500	(2,146)	-24.82%
	Other Objects-Subtotal	6,546,842	7,560,414	7,642,915	82,501	1.09%
Total Expenditures - All Funds		81,627,493	96,736,613	87,592,619	(9,143,994)	-9.45%

Projected Fund Balances FY 2015-16

	<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	18,691,148	-	4,723,894	929,775	24,344,817
Projected Revenues	21,548,943	47,316,329	5,284,070	9,028,853	83,178,195
Projected Revenues and Balances	40,240,091	47,316,329	10,007,964	9,958,628	107,523,012
Projected Expenditures	27,002,942	47,316,329	5,021,677	8,251,671	87,592,619
Excess of Revenue and Balances Over (Under) Expenditures	13,237,149	-	4,986,287	1,706,957	19,930,393
Projected Transfer In (Out)			-	-	-
Projected Ending Balances, June 30, Budget Year	<u>13,237,149</u>	<u>-</u>	<u>4,986,287</u>	<u>1,706,957</u>	<u>19,930,393</u>



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

2015-2016 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 & management process
5. Revenue Committee Report
6. Enrollment history and projections
7. Nine years of staffing level data
8. Salary schedules 2015-2016
9. Ten years of unadjusted assessed valuations.
10. Ten years of taxable property values, 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

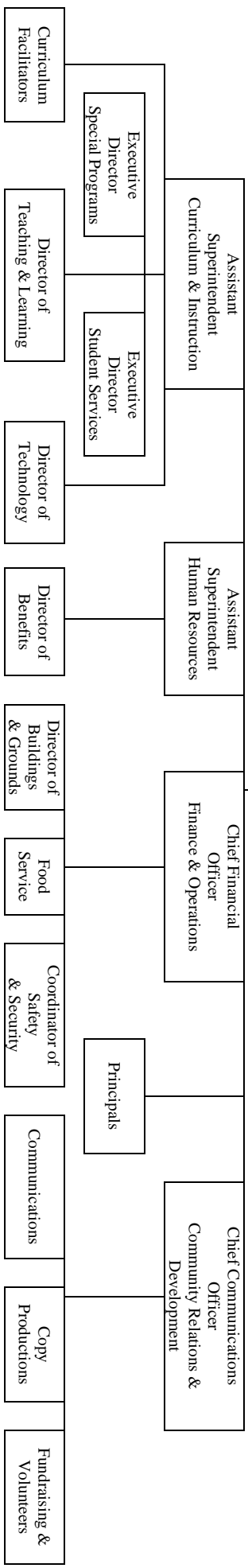
5. High quality administrators who
 - Model lifelong learning by participating in ongoing professional development
 - Form strong relationships with staff, students, parents, and the community
6. Flexibility in schedules, disciplines, age-based expectations, learning environments, instructional resources,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



Curriculum & Instruction

- Administrative Professional Development
- Assessment
- Coordinates Professional Development
- Curriculum Development & Implementation
- Library/Media Services
- Program Research/Dev Instructional Programs
- School Improvement/MSIP
- State Testing Program
- Strategic Planning
- Special Programs**
- English Language Learners (ELL) – Title III
- Federal Grants
- Gifted
- Homebound
- KECC
- Response To Intervention (RTI)
- Special Education – Sec. 504
- Title I
- VISTA - ATLAS
- Vocational Education (Perkins)

Technology

- Activityboard Support
- Cafeteria Point of Sale Systems
- Computer Purchase, Maint & Support
- Email Support
- Library Creation System
- Network Wired & Wireless
- Phone Support (Cell and Landlines)
- Security & Surveillance Sys Support
- Server Sup, Monitoring & Management
- Student Gradebook & Financial Info Sys
- Video Support
- Vocemall Support

Human Resources

- Board Policies
- Certification
- CORE Data
- EEOC
- Employee Benefits
- Employee Relations
- Employee Wellness Program
- Federal/State Employment Regulations
- Grievances
- Induction/Prof Dev/Mentoring
- KLPP – Admin Intern Program
- Parent Volunteer
- Approval/Screening/Monitoring
- Personnel Information Storage
- Personnel Recruitment/Selection
- Salary Discussions/Compensation
- School Calendar
- Staff ID Badges
- Staff Supervision & Evaluation
- Staffing calculations/monitoring
- Student Teacher Placement
- Substitute Program
- Support Staff Adv Council (SSAC)
- Teacher Advisory Council (TAC)

Finance & Operations

- Accounts Payable
- Auditing
- Banking
- Bond Issues
- Construction/Facilities
- Financial Projections
- Local Effort
- Payroll
- Purchasing
- Revenues
- Worker's Compensation
- Buildings & Grounds**
- Custodians
- Maintenance
- Food Service**
- Free/Reduced Applications
- Wellness Committee

Community Relations

- Alumni
- Communication
- KSD Foundation
- Media Services
- Volunteer Services
- Website
- Copy Center**
- Copy Production
- US and District Mail

Student Services

- CORE Data
- Counseling Services
- Demographic Data
- Discipline Hearings
- Educational Support Counselors (ESSC)
- Special Enrollment
- Family Court/DSS Liaison – Foster Care
- Health Services
- Homeless Coordinator
- Non Resident Students/Transfers
- Pupil Transportation
- Residency
- Student Records
- Truancy
- Voluntary Transfer Students (VTS)

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 KECC, Maintenance Fund, Technology Fund 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 2015-16 budget will be presented to the Board of Education on May 18, 2015. A public budget hearing will occur on June 1, 2015 at which time the 2015-16 budget will be discussed by the Board of Education and presented to the community. Adoption of the budget will occur on June 15, 2015, 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 6, 2015
SUBJECT: 2015-16 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 December, January and April to review projections for the 2015-16 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 2015-16 is \$62,153,826, a decrease of \$225,488.

LOCAL REVENUE

1. Current Taxes
 - a. St. Louis County issued the 2015 preliminary assessed valuations in March and property assessments are expected to increase 5%; however, Missouri Law limits how much districts can increase their property tax revenue by the lower of the Consumer Price Index (CPI), an inflationary index, or the increase in property assessments. The CPI for 2015 is 0.8%, so the District will see a minor increase in revenue from reassessments and will be required to reduce its tax rates for 2015 by approximately 20 cents.
 - b. Assumes a 97% collection rate, the 10 year average for local tax collections.
 - c. Assumes the 2015 tax rates will be set at the Authorized Tax Rate Ceiling.
 - d. Projected amount is \$44,358,006.
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 2015-16 with an ADA payment of approximately \$940/student. Projected amount is \$4,648,000.
3. Transfer Payments
 - a. The District is currently receiving its full tuition rate, approximately \$12,000 per student, from both Riverview and Normandy School Districts.
 - b. Missouri legislators are planning to rewrite the school transfer law which may include a reduced tuition formula.
 - c. Future projections assume the tuition rate will be \$7,250 per student, equal to the rate received for VTS students. Projected amount is \$1,015,000.
4. VTS – this revenue was based on projected enrollment of 179 students times \$7,250 per student less \$75,000 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 \$1,223,000.

STATE REVENUE

1. State Formula Payment
 - a. For the last few years, the State has paid the District 94%-96% of its full State Formula allocation. The District is receiving 96% of its State Formula payment for the current fiscal year.
 - b. The Formula payment for 2015-16 is projected to be 96% of the full allocation which equals \$2,705,000.
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 \$1,549,000.

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 \$120,000 in 2015-16, if there are no funds carried over from 2014-15.

In addition to these assumptions, resident student enrollment has increased 600 students or 14% over the last 5 years and this trend is expected to continue over the next few years. Projections show enrollment will increase another 400 students by the 2018-19 school year. Student enrollment has a direct impact on District staffing and the expenditure budget. Since 2009-10, the District has hired 41 additional teachers due to enrollment growth, and expects to need additional teaching staff if the trend continues.

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; however, it costs the District approximately \$12,000 per year to educate each student.

The Fund Balance (Reserve) is expected to decrease approximately \$5.0M in 2015-16 and below the 20% level, required by Board policy.

ACTIVITY ACCOUNT FUND REVENUE – Total projection for 2015-16 is \$1,852,865.

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 \$250,000, which is included in the budget.

MAINTENANCE FUND REVENUE – Total projection for 2015-16 is \$2,597,386.

This Fund has a dedicated \$0.20 tax levy. The projection is based on the preliminary assessed valuations received in March and a 97% collection rate.

TECHNOLOGY FUND REVENUE – Total projection for 2015-16 is \$2,597,386.

This Fund has a dedicated \$0.20 tax levy. The projection is based on the preliminary assessed valuations received in March and a 97% collection rate.

KIRKWOOD EARLY CHILDHOOD FUND – Total projection for 2015-16 is \$3,301,000.

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 2015-16 is \$5,284,070.

The revenue in this fund is used to pay the principal and interest due on outstanding General Obligation Bonds. The projection is based on the preliminary assessed valuations received in March and a 97% collection rate.

CONSTRUCTION FUND – Total projection for 2015-16 is \$2,794,276.

This Fund houses the remainder of the \$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). This project will be completed in the fall of 2015.

PROPOSITION I FUND – Total projection for 2015-16 is \$2,597,386.

This fund has a dedicated \$0.20 tax levy. The projection is based on the preliminary assessed valuations received in March and a 97% collection rate.

TOTAL REVENUE (ALL FUNDS) – Projection for 2015-16 is \$83,178,195.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Engelbrecht', with a long horizontal flourish extending to the right.

Tim Engelbrecht
Revenue Committee Chairman

2015-16 Revenue Projections

	Revenue Committee Recommendation
Operating Fund	
Local Revenue	
Current Taxes	\$ 44,358,006
Delinquent Taxes	697,000
Prop C	4,648,000
Financial Institution Taxes	250,000
Merch & Manu Taxes	1,935,960
Interest	90,000
Food Service	936,700
VTS (Deseg) Program	1,223,000
Transfer Payments	1,015,000
VISTA School	120,000
Miscellaneous	158,000
Total Local Revenue	\$ 55,431,666
County Revenue	\$ 907,000
State Revenue	
Basic Formula	\$ 2,705,000
Transportation	160,000
Early Childhood Special Ed	1,549,000
Parents as Teachers	146,000
MO Preschool Project Grant	108,160
Food Service	6,700
Miscellaneous	3,300
Total State Revenue	\$ 4,678,160
Federal Revenue	
Title I	\$ 320,000
Title II	140,000
Title III	13,000
Food Service	462,000
Early Childhood Special Ed	192,000
Miscellaneous	10,000
Total Federal Revenue	\$ 1,137,000
Total Operating Fund	\$ 62,153,826
Activity Accounts Fund	1,852,865
Maintenance Fund	2,597,386
Technology Fund	2,597,386
KECC Fund	3,301,000
Debt Service Fund	5,284,070
Construction Fund	2,794,276
Proposition I Fund	2,597,386
Grand Total - All Funds	\$ 83,178,195

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
Keith Price
Lisa Vecchio

Parents/Community Representatives

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

Support Staff Representatives

Scott Haarmann

Board Representatives

Julie Backer
Darnel Frost

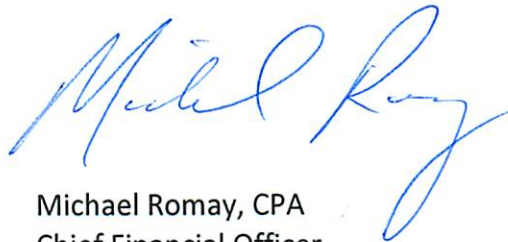
Administrator Representatives

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 2018-19 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%
<i>Projected</i>						
2015-2016	2621	1294	1779	5694	99	1.77%
2016-2017	2721	1332	1771	5824	130	2.28%
2017-2018	2759	1364	1763	5886	62	1.06%
2018-2019	2749	1438	1758	5945	121	2.08%

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

Position	07-08		08-09		09-10		10-11		11-12		12-13		13-14		14-15		15-16		TOTAL FTE CHANGE Years 08-16
	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	
Superintendent	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0.00
Asst Supt Curriculum & Instruction	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0.00
Asst Supt Fin & Operation/CFO	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0.00
Asst Supt Human Resources	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0.00
Directors	3	-1	2	0	2	0	2	0	2	0	2	0	3	1	3	0	3	0	0.00
Principals	9	8	8	-1	8	0	9	1	10	1	10	0	10	0	10	0	10	0	1.00
Assistant Principals	8	9	9	1	9	0	9	0	9	0	9	0	9	0	9	0	9	0	1.00
Certified Teachers	338.71	342.77	4.06	349.84	7.07	343.55	-6.29	343.45	-0.1	358.75	15.3	376.55	17.8	393.54	16.99	393.54	0	54.83	
Guidance	15	15	0	15	0	15	0	15	0	15	0	15	0	15	0	15	0	0.00	
Library	9	9	0	9	0	9	0	9	0	7.42	-1.58	8.42	1	8.42	0	8.42	0	0.58	
Total Certified Staff	386.71	388.77	2.06	396.84	8.07	391.55	-5.29	389.87	-1.68	407.17	17.3	425.97	18.8	442.96	16.99	443.54	0.58	56.83	

Support Staff

Position	07-08		08-09		09-10		10-11		11-12		12-13		13-14		14-15		15-16		TOTAL FTE CHANGE Years 07-15
	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	FTE	Change	
Support Staff	1819.33	1795.90	-23.4	1780.45	-15.45	1785.10	4.65	1660.00	-125.10	1660.00	0.00	1757.75	97.75	1796.38	38.63	1796.38	0.00	-22.95	

Kirkwood School District

2015 - 16

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	\$55,348	\$58,348	\$67,812	\$71,025	\$76,493	\$82,339
15	\$55,419	\$59,372	\$69,001	\$72,251	\$77,780	\$83,731
16	\$55,649	\$60,372	\$70,115	\$73,435	\$79,053	\$85,146
17	\$55,869	\$60,937	\$71,115	\$74,035	\$79,453	\$85,512
18	\$57,236	\$61,006	\$74,412	\$77,188	\$82,731	\$89,205
19	\$57,236	\$62,157	\$75,716	\$78,627	\$84,272	\$90,767
20	\$57,236	\$63,149	\$76,901	\$79,998	\$85,743	\$92,284
21	\$57,236	\$63,474	\$77,901	\$80,998	\$86,743	\$92,684
22	\$57,236	\$63,474	\$78,630	\$81,550	\$87,347	\$93,293
23	\$62,932	\$67,803	\$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
1	7.65	8.72	9.65
	STUDENT WORKER		
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
	THEATRE TECHNICIAN		
6	9.54	11.22	12.89
7	10.20	11.99	13.77
	EC ASSISTANT I		
8	10.92	12.83	14.75
9	11.69	13.72	15.77
	ADVENTURE CLUB EDUCATOR		
	EC ASSISTANT II		
	FOOD SERVICE ASSISTANT (KECC)		
10	12.24	14.70	17.14
	CUSTODIAN		
	EC EDUCATOR I		
11	13.22	15.88	18.52
	CLASSROOM ASSISTANT		
	DEVELOPMENTAL SCREENER		
	FOOD SERVICE MANAGER (KECC)		
	LEAD CUSTODIAN		
	OFFICE ASSISTANT		
12	14.28	17.14	20.00
	EC EDUCATOR II		
	INCLUSION ASSISTANT		
	INSTRUCTIONAL INTERVENTION ASSISTANT		
	LIBRARY MEDIA ASSISTANT		
	PROGRAM ASSISTANT		
	TECHNOLOGY ASSISTANT		
	WALKING COUNSELOR		
13	15.42	18.51	21.60
	COPY CENTER OPERATOR		
	DRIVER		
	NURSE SCREENER		
	OUTDOOR MAINTENANCE		
14	16.82	20.18	23.56
	HEAD CUSTODIAN ELEMENTARY		
	SCHOOL SECRETARY I		
	WAREHOUSE ASSISTANT		
15	17.96	21.99	26.03
	ACCOUNTS RECEIVABLE AND PURCHASING		
	COPY CENTER SUPERVISOR		
	DISTRICT SECRETARY II		
	HEAD CUSTODIAN MIDDLE SCHOOL		
	SCHOOL SECRETARY II		
16	19.57	23.97	28.37
	ACCOUNTS PAYABLE COORDINATOR		
	ATHLETIC TRAINER		
	AUTOMOTIVE MECHANIC		
	CARPENTER		
	EC TEACHER CERTIFIED		



PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
16	19.57	23.97	28.37
	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		
17	21.52	26.36	31.21
	ACCESS SYSTEMS TECHNICIAN/LOCKSMITH		
	BUSINESS ASSISTANT		
	ELECTRICAL/COMM SYSTEMS TECH		
	HVAC TECHNICIAN		
	MULTIMEDIA SPECIALIST		
	PAYROLL COORDINATOR		
	TECHNOLOGY SPECIALIST LEVEL 2		
18	23.67	29.02	34.33
	ADVENTURE CLUB SITE MANAGER		
	COMMUNICATIONS SPECIALIST		
	VISUAL COMMUNICATIONS SPECIALIST		
19	26.04	31.91	37.77
	DATABASE ADMINISTRATOR (GRADEBOOK)		
	DATABASE ADMINISTRATOR (PENTAMATION)		
	DAY SERVICE MANAGER		
	HUMAN RESOURCES SPECIALIST		
	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 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 Unadjusted Assessed Valuations

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
REAL ESTATE:										
RESIDENTIAL	719,741,070	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
COMMERCIAL	228,785,890	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
AGRICULTURAL	179,770	179,770	203,120	203,120	234,720	234,720	226,550	226,550	49,760	51,740
TOTAL REAL ESTATE	948,706,730	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
PERSONAL PROP:										
REGULAR	141,918,000	143,801,460	141,144,130	140,315,230	130,492,910	119,595,590	118,606,170	128,022,630	132,762,010	138,658,070
MANUFACT EQUIP	N/A*	1,154,260	N/A*	1,269,310	1,406,300	1,315,230	874,060	1,140,220	802,220	730,210
TOTAL PERSONAL	141,918,000	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
GRAND TOTAL	1,090,624,730	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
Increase From Prior Year		1.67%	17.38%	0.80%	-5.49%	0.80%	-3.04%	2.18%	0.62%	1.02%

* The county has combined the local railroad and utility assessments with the commercial assessments.

Ten Years of Assessed Valuation, Property Tax Rates and Collections
Kirkwood School District R-7

<u>Year</u>	<u>Assessed Valuation</u>	<u>TIF Deduction</u>	<u>Adjusted Assessed Valuation</u>	<u>Adjusted Tax Rate*</u>	<u>Total Taxes Levied</u>	<u>Tax Collection**</u>	<u>% Collected**</u>
14-15	\$1,258,701,920.00	\$0.00	\$1,258,701,920.00	\$4.5872	\$57,739,174.00	\$56,006,998.78	97.00%
13-14	\$1,245,964,270.00	\$0.00	\$1,245,964,270.00	\$4.5702	\$56,943,059.00	\$55,480,456.15	97.43%
12-13	\$1,238,326,230.00	\$0.00	\$1,238,326,230.00	\$4.5667	\$56,550,644.00	\$55,348,852.00	97.87%
11-12	\$1,211,926,940.00	\$32,725,520.00	\$1,179,201,420.00	\$4.5433	\$53,574,658.00	\$52,066,609.16	97.19%
10-11	\$1,249,874,790.00	\$32,841,680.00	\$1,217,033,110.00	\$4.4170	\$53,756,352.00	\$51,476,757.52	95.76%
09-10	\$1,239,943,960.00	\$32,841,680.00	\$1,207,102,280.00	\$4.2163	\$50,895,053.00	\$49,233,703.70	96.74%
08-09	\$1,311,989,480.00	\$33,354,710.00	\$1,278,634,770.00	\$4.1174	\$52,646,508.02	\$50,974,913.29	96.82%
07-08	\$1,301,562,120.00	\$56,242,750.00	\$1,245,319,370.00	\$4.1150	\$51,244,892.08	\$49,978,646.00	97.53%
06-07	\$1,108,844,620.00	\$48,942,940.00	\$1,059,901,680.00	\$4.1650	\$44,144,904.97	\$42,827,046.00	97.01%
05-06	\$1,090,624,730.00	\$50,819,450.00	\$1,039,805,280.00	\$3.9059	\$40,613,754.00	\$39,806,352.42	98.01%
04-05	\$952,713,020.00	\$38,029,010.00	\$914,684,010.00	\$3.8727	\$35,422,967.66	\$34,196,268.98	96.54%

*Adjusted tax rate is the "blended rate."

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.

**Tax collection for 2014-15 is estimated.

Ten Years of Tax Rates

Kirkwood School District R-7

<u>Year</u>	<u>Residential Real Estate</u>	<u>Commercial Real Estate</u>	<u>Agricultural Real Estate</u>	<u>Personal Property</u>	<u>Blended Rate</u>	<u>Debt Service</u>	<u>Total Resident' Real Estate</u>	<u>Total Commerci' Real Estate</u>	<u>Total Agricultural Real Estate</u>	<u>Total Personal Property</u>
2014-15	\$3.8874	\$5.1786	\$6.0432	\$4.5195	\$4.2052	\$0.3650	\$4.2524	\$5.5436	\$6.4082	\$4.8845
2013-14	\$3.8896	\$5.0915	\$6.1735	\$4.5195	\$4.2052	\$0.3650	\$4.2546	\$5.4565	\$6.5385	\$4.8845
2012-13	\$3.9191	\$5.1098	\$5.0688	\$4.5195	\$4.2017	\$0.3650	\$4.2841	\$5.4748	\$5.4338	\$4.8845
2011-12	\$3.9228	\$5.0417	\$5.1496	\$4.3934	\$4.1786	\$0.3650	\$4.2878	\$5.4067	\$5.5146	\$4.7584
2010-11	\$3.8219	\$4.7055	\$4.8978	\$4.3934	\$4.0520	\$0.3650	\$4.1869	\$5.0705	\$5.2628	\$4.7584
2009-10	\$3.7192	\$4.2407	\$4.9072	\$4.0150	\$3.8513	\$0.3650	\$4.0842	\$4.6057	\$5.2722	\$4.3800
2008-09	\$3.5569	\$4.3754	\$5.6774	\$4.0150	\$3.7524	\$0.3650	\$3.9219	\$4.7404	\$6.0424	\$4.3800
2007-08	\$3.6245	\$4.2971	\$5.3972	\$3.7432	\$3.7500	\$0.3650	\$3.9895	\$4.6621	\$5.7622	\$4.1082
2006-07	\$3.6688	\$4.3414	\$5.4415	\$3.7875	\$3.8000	\$0.3650	\$4.0338	\$4.7064	\$5.8065	\$4.1525
2005-06	\$3.3484	\$4.1318	\$5.0214	\$3.7455	\$3.5399	\$0.3660	\$3.7144	\$4.4978	\$5.3874	\$4.1115

The Debt Service tax rate 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**

DUE	BANK OF NEW YORK 2010 Series		UMB Bank 2011 Series (Refunded the 1999 and 2001 Series)		TOTAL		FISCAL YEAR TOTAL	INTEREST SUBSIDY* 2010 Series
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST		
08/15/2015		\$ 660,488.50		\$ 11,100.00		\$ 671,588.50		\$ 231,170.98
02/15/2016	\$ 2,935,000.00	\$ 660,488.50	\$ 740,000.00	\$ 11,100.00	\$ 3,675,000.00	\$ 671,588.50	\$ 5,018,177.00	\$ 231,170.98
08/15/2016		\$ 610,006.50				\$ 610,006.50		\$ 213,502.28
02/15/2017	\$ 3,830,000.00	\$ 610,006.50			\$ 3,830,000.00	\$ 610,006.50	\$ 5,050,013.00	\$ 213,502.28
08/15/2017		\$ 538,385.50				\$ 538,385.50		\$ 188,434.93
02/15/2018	\$ 4,010,000.00	\$ 538,385.50			\$ 4,010,000.00	\$ 538,385.50	\$ 5,086,771.00	\$ 188,434.93
08/15/2018		\$ 454,335.90				\$ 454,335.90		\$ 159,017.57
02/15/2019	\$ 4,120,000.00	\$ 454,335.90			\$ 4,120,000.00	\$ 454,335.90	\$ 5,028,671.80	\$ 159,017.57
08/15/2019		\$ 364,890.70				\$ 364,890.70		\$ 127,711.75
02/15/2020	\$ 4,330,000.00	\$ 364,890.70			\$ 4,330,000.00	\$ 364,890.70	\$ 5,059,781.40	\$ 127,711.75
08/15/2020		\$ 267,638.90				\$ 267,638.90		\$ 93,673.62
02/15/2021	\$ 4,460,000.00	\$ 267,638.90			\$ 4,460,000.00	\$ 267,638.90	\$ 4,995,277.80	\$ 93,673.62
08/15/2021		\$ 163,007.30				\$ 163,007.30		\$ 57,052.56
02/15/2022	\$ 4,690,000.00	\$ 163,007.30			\$ 4,690,000.00	\$ 163,007.30	\$ 5,016,014.60	\$ 57,052.56
08/15/2022		\$ 47,117.40				\$ 47,117.40		\$ 16,491.09
02/15/2023	\$ 1,815,000.00	\$ 47,117.40			\$ 1,815,000.00	\$ 47,117.40	\$ 1,909,234.80	\$ 16,491.09
Totals	\$30,190,000.00	\$6,211,741.40	\$740,000.00	\$22,200.00	\$30,930,000.00	\$6,233,941.40	\$ 37,163,941.40	\$2,174,109.56

*Interest subsidy, paid to the District by the IRS, equal to 35% of the interest cost on the 2010 General Obligation Build America Bonds

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	
8/15/2015		\$ 377,175.00		\$ 32,120.00	\$ -	\$ 409,295.00	
2/15/2016	\$ 1,120,000.00	\$ 377,175.00	\$ 560,000.00	\$ 32,120.00	\$ 1,680,000.00	\$ 409,295.00	\$ 2,498,590.00
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	\$ 18,220,000.00	\$ 4,380,600.00	\$ 2,950,000.00	\$ 347,190.00	\$ 21,170,000.00	\$ 4,727,790.00	\$ 25,897,790.00



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

2015-2016 BUDGET

GLOSSARY

G LOSSARY

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.

