

EXECUTIVE SUMMARY

The Executive Summary is the first major section of the school budget document. It highlights important information contained in the budget. Users may rely on this section for an overview of what can be found in the rest of the document.



PARK HILL SCHOOL DISTRICT

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Kansas City, Missouri 64153

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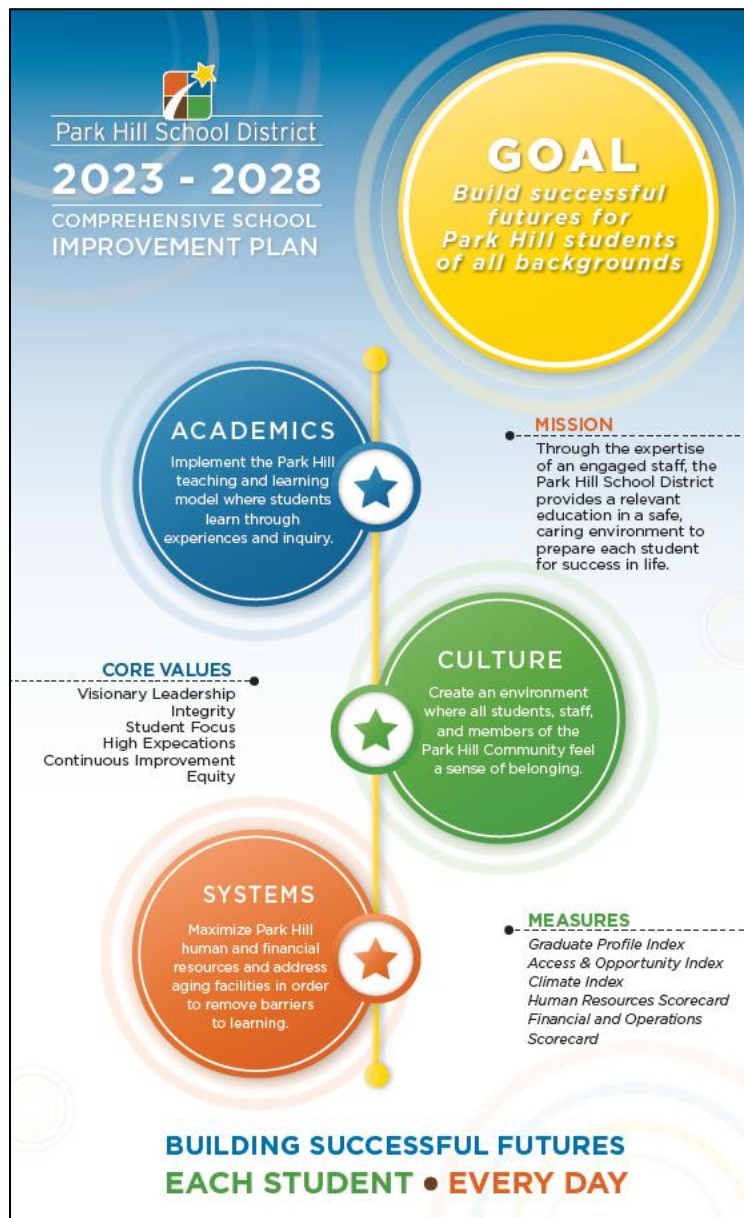
Park Hill School District

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EXECUTIVE SUMMARY—ORGANIZATIONAL COMPONENT

DISTRICT VISION, MISSION, VALUES, AND GOALS

Park Hill School District’s culture of high expectations and continuous improvement is guided by the tenets of a professional learning community with a shared vision, mission, and values. The district focuses on identified strategic focus areas and articulated goals within a five-year strategic plan that are aligned with student and stakeholder requirements/expectations. Staff members utilize collective inquiry, collaborative teams, and an action orientation to accomplish the goals of the district.



The Board of Education and senior leaders have defined the vision, mission, and values of the school district.

The vision of the district is:

Building Successful Futures • Each Student • Every Day

The mission is:

Through the expertise of an engaged staff, the Park Hill School District provides a relevant education in a safe, caring environment to prepare each student for success in life.

These are the core values of the district:

**Visionary Leadership
Integrity
Student Focus
High Expectations
Continuous Improvement
Equity**

The Missouri Department of Elementary and Secondary Education (DESE) requires a five-year strategic plan for each public school district in Missouri. These plans are called Comprehensive School Improvement Plans (CSIPs). The current five-year plan was adopted by the Board of Education in spring 2023 with goals, objectives, and actions to take place through the 2023–2028 school years. The goals of the 2023–2028 CSIP are monitored quarterly by the Board of Education with revisions occurring because of input from the CSIP team based on results or progress toward goals.

The goals of the 2023–2028 CSIP have been identified as

ACADEMICS: Implement the Park Hill teaching and learning model where students learn through experiences and inquiry.

CULTURE: Create an environment where all members of the Park Hill community feel a sense of belonging.

SYSTEMS: Maximize Park Hill human and financial resources and address aging facilities to remove learning barriers.

Further details of the 2023–2028 CSIP, including measurable objectives and actions, can be found in the [Organizational Section](#) of this document beginning on page 47.

BUDGET PROCESS AND TIMELINE

The Park Hill School District has developed systematic and repeatable budget processes to prepare the annual budget. The process includes the work of the Board of Education, district administration, and district staff throughout the school year.

BUDGET PROCESS

Federal, state, and local guidelines set the foundation for the budget development process. The process begins in November of each year with the preparation of the budget calendar and preliminary enrollment projections. These enrollment forecasts are used extensively during the budget development stage to determine the allocation of available resources, including staffing, services, and supplies. The Board of Education has the responsibility of adopting the budget no later than June 30.

The budgeting process is composed of three major phases: Development, Implementation, and Monitoring. The Budget Development phase aligns the budget plan to assure that optimum fund balances are maintained, provide a reasonable staff compensation plan, maintain a reasonable tax collection rate, provide for a stable per pupil expenditure, and contingency planning. The recommended budget is in line with established assumptions and district priorities based on the district's strategic plan in the Budget Implementation phase. In the last phase, the Budget Monitoring phase, information is compiled and analyzed to assess the performance of each individual campus and department as well as the district as a whole.

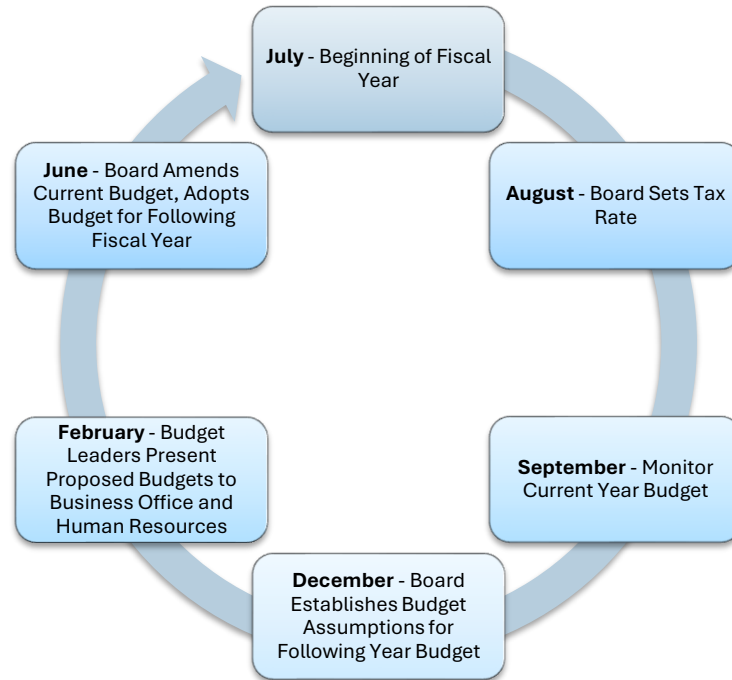
Training workshops and budget reviews are held with principals and department heads to guide them in developing their budget. Each school receives a basic allotment per student to be used for supplies, materials, equipment, staff development, and other appropriate instructional costs.

The Human Resources Department plays an important role assisting the Business Office in the budget process as they develop salary estimates utilizing established staffing guidelines. Personnel units, Full Time Employees (FTEs), are allocated to each campus based on student membership following local class size and staffing ratios, and state mandated ratios, as applicable.

Following the initial budget development process and through a series of work sessions with the Superintendent and Board of Education, a final budget proposal is recommended to the Board of Education at the last public Board meeting in June. Implementation of the budget begins on July 1, the first day of the fiscal year.

BUDGET TIMELINE/CYCLE

The preparation and approval of a district budget is a cyclical 12-month process, oriented around the first day of the district's fiscal year, July 1. State law requires Board of Education approval of the budget prior to July 1. Below is a graphic depicting the cyclical nature of budget preparation and approval.



A Budget Calendar that includes the details of the budget monitoring, preparation, and approval process can be found in the [Organizational Section](#) of this document beginning on page 47.

CHANGES IN BUDGET PROCESS AND POLICIES

Key budget processes and timelines (as described previously) are largely unchanged from prior years. Continuous improvement in processes is made annually by the Business Office after reviewing feedback from district staff and budgetary performance measures.

Members of the Business Office manage budget processes. District administrators (i.e., directors, principals), with oversight from the Business Office, manage individual budget units (i.e., programs, schools). School bookkeepers and administrative assistants conduct day-to-day budget management.

ALLOCATION OF HUMAN AND FINANCIAL RESOURCES

The allocation of resources to schools and programs begins with establishing funds available for the budget year. Targets for the ending year's operating, capital, and debt service fund balances have been established by the Board of Education. These targets serve as guidelines for the total amount of funds that can be spent in the proposed budget year.

As in previous years, school-based decision recommendations were incorporated into the financial planning process. Schools and programs are provided an allocation, which includes the previous year's breakdown, a forecast of 2025-2026 enrollment by school or program, and new allocations for each building. The school principal then allocates the amounts to specific departments based on feedback from faculty members, either directly or through a representative such as a grade-level department chairperson and/or faculty advisory committee.

For schools, per-pupil allocations are made for supplies, services (i.e., field trips), and equipment based on multiple factors, including these:

- Projected student enrollment by grade
- Student enrollment count in special programs such as Special Education, English Language Development (ELD), and Gifted
- Students who qualify for free and reduced lunch through the National School Lunch Program
- Students participating in high school extra-curricular activities (i.e., clubs, teams, etc.)

Program budgets are zero-based with the program leaders proposing new budgets based on district goals and identified needs.

All proposed budgets are reviewed, revised, and ultimately approved by senior leaders and the Board of Education to ensure alignment with district goals.

During the budget review process, budget leaders request additional allocations, if necessary, to support the goals and vision of the school and school district. In addition, capital improvement and maintenance requests are submitted at this time. All budget allocations and requests for each school and program are maintained in an electronic budget system.

Capital budgeting takes place throughout the school year as inventories are reviewed, growth issues are defined, and specific building needs are presented. Upon review of building specific needs and staff input, the building/program administrator presents a prioritized capital expenditure proposal to the Assistant Superintendent for Business and Technology for review and approval. This process usually takes place during budget reviews in January through March of each year. Unfunded capital requests are tabled for future consideration.

Staff salaries and benefits, which account for more than 70% of the operating expenditures of the district, are budgeted based on current staffing combined with anticipated staff additions. School board policy regarding class size plays a significant role in anticipating staff additions as each school and class cohort are analyzed for the possibility of an increase or decrease in staff for the following year. This provides the Park Hill School District with a salary and benefit budget that closely aligns with actual expenditures, allowing for more accurate salary projections for future years. To provide support for the students, the district employs over 1,800 teachers, support personnel, and administrators.

School board policy regarding class size plays a significant role in anticipating certified staff additions; each school and class cohort are analyzed for the possibility of an increase or decrease in staff for the following year. For the 2023-2024 school year, the student-to-classroom teacher ratio was 16:1 and student-to-administrator ratio 178:1 (this data lags a year because DESE publishes this information after the conclusion of each school year; 2024-2025 data is expected to be available in September 2024). Benchmark comparisons for this and other data is provided in the [Park Hill School District Performance Results](#) portion of this document within the [Informational Section](#).

As a part of the district's agreement with teachers, the district has established the following class size guidelines for specific grade levels:

- No more than 23 students for kindergarten and grade 1
- No more than 25 students for grades 2 through 3
- No more than 27 students for grades 4 through 6
- No more than 30 students for grades 7 through 12, except when state recommendations indicate a larger allowable class size

It is recognized that a smaller class size may need to be considered in some special situations.

Additions to support staff are based on input from district staff and quantifiable service demands (i.e., work orders, overtime requests) on an annual basis during the budgeting process.

The district has centralized the staffing process through the district office, with individual school leaders working collaboratively with administration on staffing budgets. Funds for employee salaries and benefits are not included in allocations to schools because these funds are budgeted and spent from district-level accounts.

PARK HILL BOARD OF EDUCATION

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Daryl Terwilleger



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*Term Begins July 15, 2025

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Brandy Woodley



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Tina Freeman





Park Hill School District

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2025-2026 PARK HILL SENIOR ADMINISTRATIVE OFFICIALS



Superintendent of Schools
Dr. Michael Kimbrel



**Assistant Superintendent
Academic Services**
Dr. Jasmine Briedwell



**Assistant Superintendent
Quality and Student Services**
Dr. Jaime Dial



**Assistant Superintendent
Human Resources**
Dr. Amy Dillon



**Assistant Superintendent
Business**
Dr. Paul Kelly



Park Hill School District

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EXECUTIVE SUMMARY—FINANCIAL COMPONENT

Missouri state statutes require school districts to prepare an annual budget to provide a definite financial policy for the direction of business operations of a school district. The district Board of Education is required to formally adopt this budget in June prior to the beginning of the new school term on July 1.

FISCAL YEAR

Fiscal years for all public-school districts in Missouri begin on July 1 and run through June 30. Because school years follow the same timeframe, fiscal years and school years are used interchangeably throughout the budget. For example, 2024-2025 is used to describe the school year and fiscal year for the term July 1, 2024, through June 30, 2025.

CURRENT FINANCIAL CONDITION

The Park Hill School District has established key performance indicators tied to balances in each fund to monitor financial performance and condition. The district evaluates budget performance by these KPIs and includes forecasts for three fiscal years beyond the budget year to detail both short and long-term financial sustainability.

While the State of Missouri does not regulate fund balances for public school districts, the Park Hill School District Board of Education has established guidelines for fund balances that demonstrate sound financial stewardship and long-term sustainability for district taxpayers.

Below are the guidelines the district has used to monitor the unrestricted fund balances in each of the district's four major funds:

Fund Code - Name	Key Performance Indicator Target / Guideline
100 - General (Incidental) Fund	A fund balance of 18 to 22% of previous year's operating expenditures at the end of the school year
200 - Special Revenue (Teachers) Fund	A fund balance of \$0 at the end of the school year
300 - Debt Service Fund	A fund balance that is a "reasonable reserve" no higher than the next calendar year's debt payment, and no lower than 50% of the average of the following two fiscal year's known debt payments
400 - Capital Projects Fund	A fund balance of 65 to 85% of the average of the three prior year's capital expenditures (non-bond) at the end of the school year

The Board of Education has recently adjusted the KPI in Fund 400 - Capital Projects Fund. Effective with the 2025-2026 budget, the KPI for Fund 400 - Capital Projects Fund will be **"A fund balance of \$3.5 to \$6.5 million at the end of the school year."**

ENDING FUND BALANCES

The district anticipates ending the 2024-2025 school year and opening the 2025-2026 school year with the following fund balances:

JUNE 30, 2025 – ESTIMATED

Fund Code – Name	Target	Performance	Condition
100 - General (Incidental) Fund	18 to 22% of Prior Year Operating Expenditures	23.1% \$46.0 million	✗ KPI Not Met Balance Exceeds Target
200 - Special Revenue (Teachers) Fund	\$0 (Zeroed Out at Conclusion of Each Year)	0.0% \$0.0 million	✓ KPI Met
300 - Debt Service Fund	> 50% the average of the following two fiscal year's known debt payments	54.6% \$12.6 million	✓ KPI Met
400 - Capital Projects Fund	65 to 85% of Prior Years Capital (Subfund 404) Expenditures	185.4% \$20.3 million	✗ KPI Not Met Balance Exceeds Target

The table summarizes estimated ending fund balances for the 2024–2025 school year across the district's primary funds. Fund 100 – General (Incidental) Fund is projected to end the year at 23.1% of the prior year operating expenditures, exceeding the Board's target range of 18% to 22%. This overage was intentionally built to support the startup operating costs associated with opening Angeline Washington Elementary School in August 2025.

Fund 200 – Special Revenue (Teachers) Fund is expected to be zeroed out as required, and both Fund 200 and Fund 300 – Debt Service Fund meet their respective performance targets.

Fund 400 – Capital Projects Fund shows a balance of 185.0%, significantly above the target range of 65% to 85%. This overage is also intentional, reflecting accumulated reserves from prior years designated to supplement capital project needs as outlined in the April 2022 Proposition I bond initiative. The district is planning to use these fund balances in future years as well to fund facility improvements throughout the district in support of the CSIP (strategic plan) to maximize financial resources to address aging facilities in order to remove barriers to learning.

These fund balance positions reflect deliberate fiscal planning to ensure readiness for key operational and capital priorities in 2025–2026.

JUNE 30, 2025 - BUDGETED

The district anticipates ending the 2025-2026 school year with the following unrestricted fund balances:

Fund Code – Name	Target	Performance	Condition
100 - General (Incidental) Fund	18 to 22%	18.0% \$39.8 million	✓ KPI Met
200 - Special Revenue (Teachers) Fund	\$0 (Zeroed Out at Conclusion of Each Year)	0.0% \$0.0 million	✓ KPI Met
300 - Debt Service Fund	> 50% the average of the following two fiscal year's known debt payments	54.5% \$13.8 million	✓ KPI Met
400 - Capital Projects Fund	\$3.5 to \$6.5 million	24.1% \$3.5 million	✓ KPI Met

The Board of Education has recently adjusted the KPI in Fund 400 - Capital Projects Fund. Effective with the 2025-2026 budget, the KPI for Fund 400 - Capital Projects Fund will be “A fund balance of \$3.5 to \$6.5 million at the end of the school year.”

The table outlines the district’s anticipated unrestricted fund balances at the close of the 2025–2026 school year. All four major funds—General (Incidental), Special Revenue (Teachers), Debt Service, and Capital Projects—are projected to meet their respective Key Performance Indicators established by the Board of Education.

The General Fund (Fund 100) is budgeted to end at 18.0% of prior year operating expenditures, within the Board’s target range of 18% to 22%. The decrease from the prior year’s 23.1% fund balance was a planned and strategic use of reserves to offset one-time startup operating costs for Angeline Washington Elementary School.

The Capital Projects Fund (Fund 400) is projected at \$3.5 million, meeting the updated KPI range of \$3.5 to \$6.5 million. This reduction reflects the deliberate drawdown of reserves built up in previous years to fund capital improvements included in the April 2022 Proposition I bond initiative.

These fund balance levels reflect careful financial planning that aligns with long-term priorities and supports the district’s commitment to operational excellence, capital investment, and fiscal responsibility.

OVERVIEW OF DISTRICT TOTAL REVENUE

The Park Hill School District budget reports Total Revenue by Fund and by Operating Funds. *Total Revenue by Fund* reports include the four funds required by Missouri State law for school districts: 100 - General (Incidental) Fund, 200 - Special Revenue (Teachers) Fund, 300 - Debt Service Fund, and 400 – Capital Projects Fund. Revenue detail is included to report the major sources of revenue and the proportion of those sources to the whole.

TOTAL REVENUE BY FUND

The table below compares the total revenue budget by fund, utilizing actual values for 2023-2024, estimated year-end figures for 2024-2025, and budgeted values for 2025-2026. In addition, the percent of revenue in the 2025-2026 budget is presented by fund as well as the change from the 2024-2025 estimated values to the 2025-2026 budget. A discussion of the year-over-year (YoY) changes is provided beneath the table.

Fund	2023-2024 Actual	2024-2025 Estimated	2025-2026 Budget	% of Revenue	Δ Prior Year	
100 - General	142,943,776	138,984,217	148,935,664	38.45%	+9,951,447	▲
200 - Special Revenue	56,065,827	64,027,160	65,714,034	16.97%	+1,686,874	▲
300 - Debt	15,166,894	14,804,197	22,502,539	5.81%	+7,698,342	▲
400 - Capital	15,984,706	99,701,880	150,153,350	38.77%	+50,451,470	▲
TOTAL	230,161,204	317,517,454	387,305,587	100.00%	+69,788,133	▲

The 2025–2026 revenue budget reflects significant new investment, largely driven by voter-approved bond and levy measures. The most substantial gains are concentrated in the Capital and Debt Service Funds, supporting long-term facility improvements and repayment of voter-authorized debt. Continued modest growth in the General Fund supports operational stability and staff compensation.

Total revenue for the Park Hill School District is projected to increase from \$317.5 million in 2024–2025 to \$387.3 million in 2025–2026—an increase of approximately \$69.8 million, or 22.0% year-over-year. This marks the highest total revenue level in the five-year period and represents a pivotal shift in financial activity as major bond-funded projects move from planning to implementation.

The most significant increase is in the Capital Projects Fund, which grows by \$50.5 million—from \$99.7 million to \$150.2 million. This increase is primarily due to the issuance of \$128 million in general obligation bonds under Proposition O, approved by voters in April 2025. These funds will support new construction, primarily the Phase I replacement of Park Hill High School, along with field improvements and facility additions scheduled to begin in 2025–2026.

The General Fund increases by \$10.0 million, or 7.2%, rising from \$138.98 million to \$148.94 million. This growth is supported by increased local revenue following the successful passage of Proposition G, which added 10 cents to the operating tax levy. The General Fund comprises 38.45% of total 2025–2026 revenue and supports day-to-day operations, including salaries, benefits, transportation, and instructional resources.

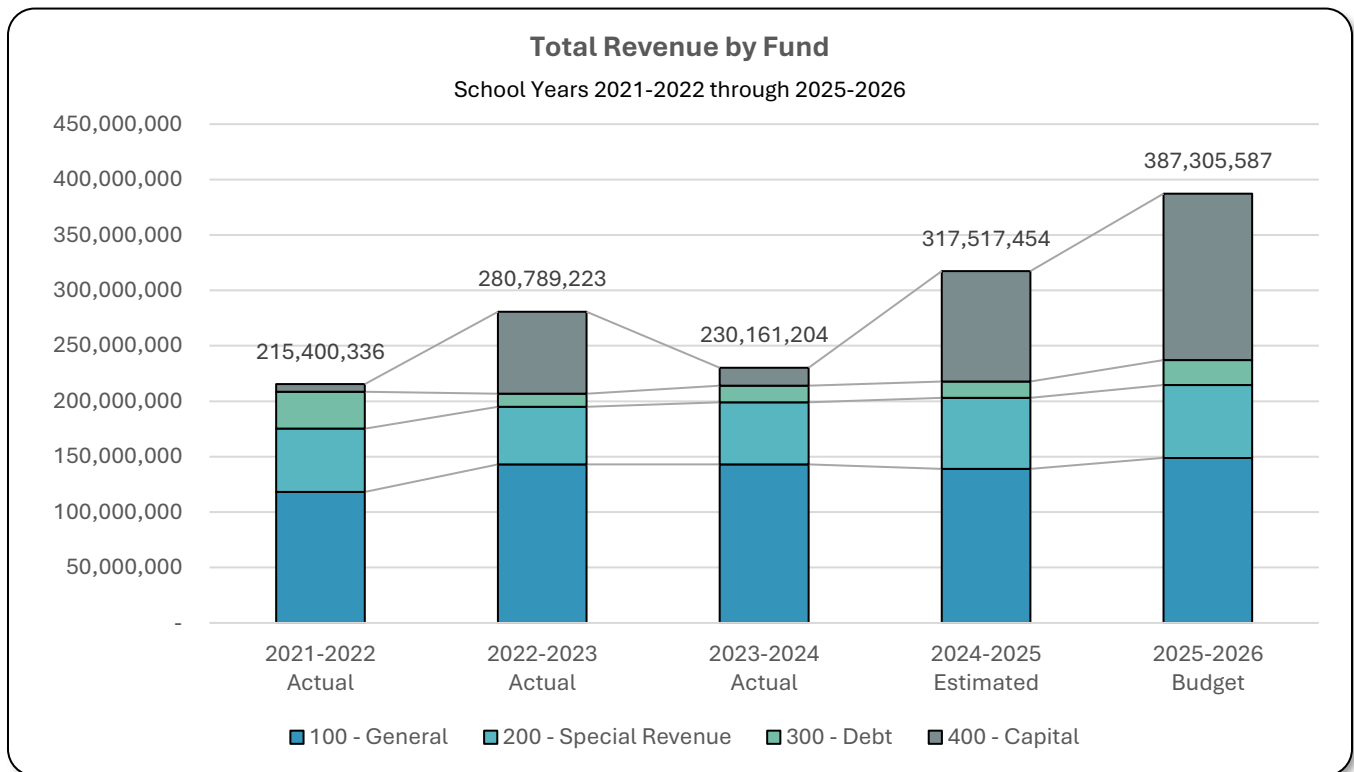
The Special Revenue Fund shows a year-over-year increase of \$1.7 million, or 2.6%, primarily driven by stable state formula aid, transportation funding, and federal reimbursements. This fund is fully supported by operating transfers from the General Fund to meet the statutory requirement for a zero-ending balance.

Finally, the Debt Service Fund increases by \$7.7 million, or 52.0%, from \$14.8 million to \$22.5 million. This increase reflects the Board-approved adjustment to the debt service levy, made to fund repayment of the newly issued general obligation bonds under Proposition O.

Overall, the 2025–2026 revenue plan reflects a transition to active investment in district infrastructure and instructional capacity, while maintaining financial strength in support of Park Hill’s strategic goals.

FIVE-YEAR COMPARISON - TOTAL REVENUE BY FUND (CHART)

The chart below represents total revenue by fund since the 2021-2022 school year. The 2024-2025 values are estimates, and the 2025-2026 values are budgeted values.



The chart illustrates total revenue by fund for the Park Hill School District from 2021–2022 through the 2025–2026 budget year. Total revenue is projected to reach \$387.3 million in 2025–2026, the highest level in the five-year span. This represents an increase of approximately \$69.8 million (22.0%) from the 2024–2025 estimate of \$317.5 million, driven primarily by growth in the Capital Fund following the issuance of \$128 million in general obligation bonds under Proposition O.

The General Fund demonstrates steady, incremental growth across the five years, reflecting consistent support for day-to-day operations and recent gains from the voter-approved 10-cent operating levy increase under Proposition G. Revenue in the Special Revenue Fund remains relatively stable, bolstered by reliable state and federal funding streams. The Debt Service Fund shows a notable increase in 2025–2026, corresponding to higher levy revenue needed to support repayment of newly issued bonds.

Overall, the chart highlights a strategic pivot from steady operational funding to substantial capital investment, aligning with the community’s support for long-term facility improvements and modernization efforts across the district.

SIGNIFICANT REVENUE TRENDS, EVENTS, AND INITIATIVES

The Park Hill School District is projecting a significant year-over-year increase in total revenue for the 2025–2026 fiscal year. This growth is driven primarily by voter-approved initiatives and the issuance of new general obligation bonds, supported by increases in property tax collections and several key state and federal funding sources. While some revenue categories show modest declines, the overall change represents a strategic infusion of funding aligned with the district’s long-term capital and operational goals. These trends directly support Objective 3 of the CSIP—Systems—which calls for maximizing financial resources and addressing aging facilities to remove barriers to learning.

A \$51.0 million increase in 5611 – Sale of Bonds follows voter approval of Proposition O in April 2025. The district plans to issue \$128 million in general obligation bonds in Fall 2025 to support Phase 1 of the Park Hill High School replacement, outdoor field upgrades, and expansions at Chinn, Line Creek, and Southeast Elementary Schools. This follows a \$77 million bond sale (Series 2024) to complete projects under Proposition I (Aging Facilities) in the prior year.

A \$13.0 million increase in 5111 – Taxes, Current Ad Valorem reflects growth in assessed valuation and a revised tax rate of \$5.7955, which includes adjustments approved under Proposition G and Proposition O. This increase assumes 3% growth in aggregate assessed values.

A \$5.4 million increase in 5143 – Premium on Bonds Sold represents the anticipated premium received from investors purchasing the Series 2025 bonds above their face value, providing additional capital funding.

A \$1.1 million increase in 5113 – School District Trust Fund (Proposition C) is due to higher statewide sales tax collections, distributed to districts based on weighted average daily attendance (WADA). The district’s WADA is also expected to increase due to Summer School attendance growth, as well as growth in weighted populations of students. The weighted categories include Free or Reduced-Price Lunch (FRL), Individualized Education Plans (IEP) and Limited English Proficiency (LEP) students.

A \$878.3 thousand increase in 5311 – Basic Formula – State Monies results from updated formula allocations based on the district’s enrollment and attendance data.

A \$604.2 thousand decrease in 5198 – Miscellaneous Local Revenue is attributed to the absence of one-time or irregular local receipts present in the previous year.

A \$574.8 thousand increase in 5141 – Earnings from Temporary Deposits reflects favorable investment returns due to higher interest rates and positive cash balances, particularly in funds from the Series 2025 (Proposition O) bond sale planned for Fall 2025.

A \$436.5 thousand decrease in 5451 – Title I stems from formula adjustments by the federal government for the students eligible for Title I services, as well as the use of one-time carryover funds in the prior year which inflated the allocation for that year.

A \$340.1 thousand increase in 5412 – Medicaid is tied to increased reimbursements for eligible medical services provided to students, and a late repayment for Medicaid reimbursement originally planned in the prior year.

A \$307.0 thousand increase in 5445 – National School Lunch Program reflects higher federal reimbursement rates and increased participation in school meals. The prior year saw a decrease in overall participation due to the large number of snow/Alternative Method of Instruction (AMI) remote school days.

A \$258.6 thousand decrease in 5174 – Revenue from Enterprise Activities is due to planned lower revenue from student events, rentals, and similar non-instructional services.

A \$242.0 thousand decrease in 5441 – IDEA Entitlement Funds, Part B IDEA reflects changes in special education funding allocations from federal sources.

A \$200.7 thousand decrease in 5422 – ARP ESSER III Funds marks the conclusion of federal COVID-19 relief funding, previously used for teacher tuition reimbursements and learning recovery initiatives.

A \$197.3 thousand decrease in 5651 – Sale of Property/Equipment/Supplies results from fewer scheduled technology and equipment disposals during this phase of the replacement cycle.

OVERVIEW OF DISTRICT TOTAL EXPENDITURES

The Park Hill School District budget reports total expenditures by fund. These reports include the four funds required by Missouri State law for school districts: 100 - *General (Incidental) Fund*, 200 - *Special Revenue (Teachers) Fund*, 300 - *Debt Service Fund*, and 400 - *Capital Projects Fund*. Expenditure detail is included to report the major expenditures and the proportion of those sources to the whole.

TOTAL EXPENDITURES BY FUND

The table below compares the total expenditure budget by fund, utilizing actual values for 2023–2024, estimated year-end figures for 2024–2025, and budgeted values for 2025–2026. In addition, the percent of revenue in the 2025–2026 budget is presented by fund as well as the change from the 2024–2025 estimated values to the 2025–2026 budget. A discussion of the year-over-year changes is provided beneath the table.

Fund	2023-2024 Actual	2024-2025 Estimate	2025-2026 Budget	2025-2026 % of Expenditures	2025-2026 Δ Prior Year
100 - General	81,047,308	86,615,429	97,671,181	32.36%	+14,113,036 ▲
200 - Special Revenue	108,142,876	112,733,351	123,085,404	40.78%	+8,543,631 ▲
300 - Debt	13,511,589	16,156,618	21,305,673	7.06%	+5,149,055 ▲
400 - Capital	52,439,638	96,499,872	59,771,337	19.80%	-38,777,666 ▼
TOTAL	255,141,412	312,005,270	301,833,595	100.00%	-10,971,944 ▼

The table presents Park Hill School District’s expenditure budget by fund for 2025–2026, compared to actual values for 2023–2024 and estimated totals for 2024–2025. Total expenditures are budgeted at \$301.8 million, reflecting a \$11.0 million decrease from the 2024–2025 estimate of \$312.0 million.

The most significant change occurs in the Capital Fund (Fund 400), which decreases by \$38.8 million from the prior year. This decline reflects the completion of major Proposition I projects, most notably the construction of Angeline Washington Elementary School, which is scheduled to open in August 2025. Although projects under Proposition O begin in 2025–2026, the majority of related capital outlays are expected to occur in future years.

In contrast, the General Fund (Fund 100) shows the largest increase, rising by \$14.1 million, or 16.3%. This increase supports expanded operating costs tied to opening a new elementary school, salary increases made possible by the passage of Proposition G, and inflationary adjustments for transportation, utilities, and instructional services.

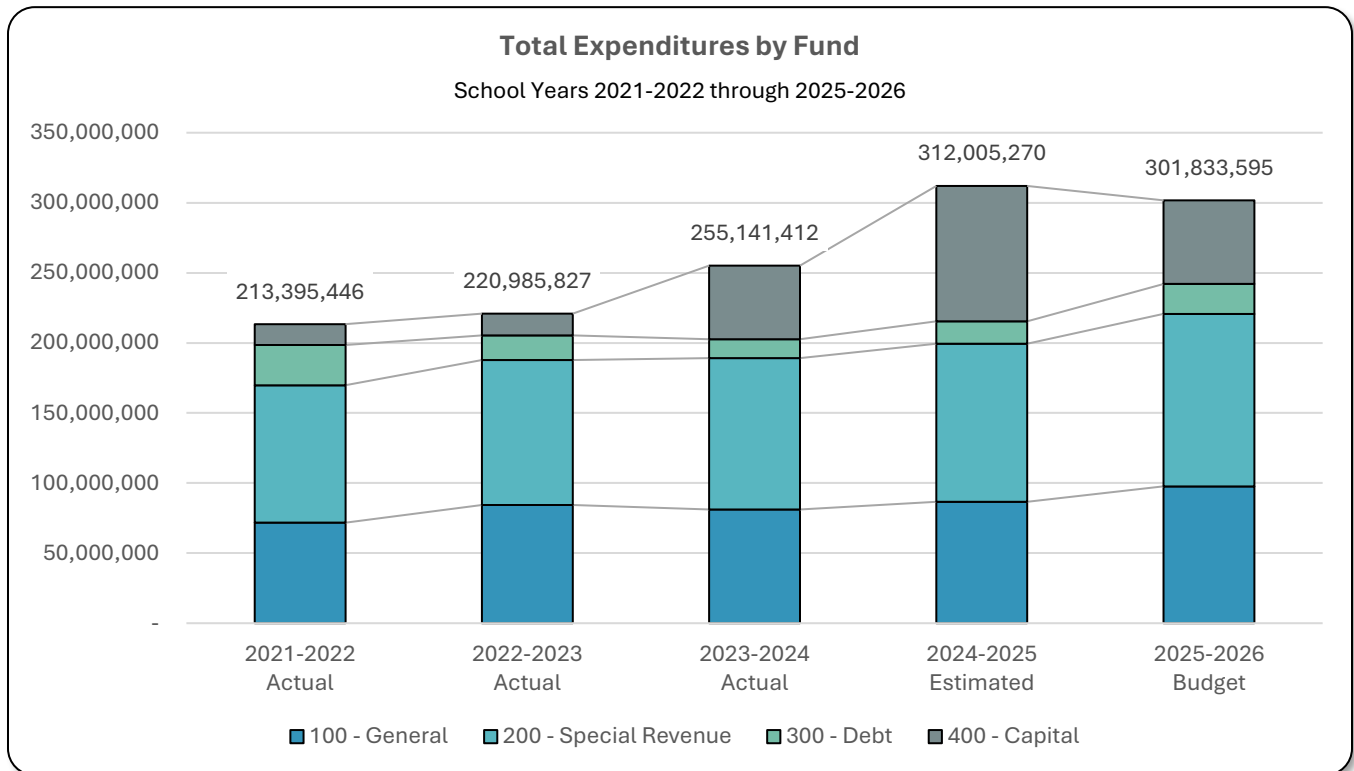
The Special Revenue Fund (Fund 200) increases by \$8.5 million, reflecting enhanced compensation for certified staff and additional staffing investments aligned with the district’s academic and equity initiatives. This fund primarily supports salaries, benefits, and tuition for students attending programs in other districts.

The Debt Service Fund (Fund 300) grows by \$5.1 million, driven by increased principal and interest obligations on existing bonds from Proposition I and the anticipated start of payments related to Proposition O bonds issued in Fall 2025.

Overall, the 2025–2026 budget reflects a shift from capital construction toward sustained investment in people, programs, and long-term financial obligations—aligning with the district’s strategic goal to build successful futures for all students.

FIVE-YEAR COMPARISON - TOTAL EXPENDITURES BY FUND (CHART)

The chart below illustrates Park Hill School District’s total expenditures by fund from the 2021–2022 school year through the 2025–2026 adopted budget. It highlights the changing distribution of expenditures across the four major funds: General, Special Revenue, Debt Service, and Capital.



In the 2025–2026 budget, total expenditures are projected at \$301.8 million, reflecting a \$11.0 million decrease from the 2024–2025 estimate of \$312.0 million.

This overall reduction is primarily driven by a \$38.8 million decrease in Capital Fund (Fund 400) spending, as several major construction projects funded through Proposition I reach completion—including Angeline Washington Elementary School, which is scheduled to open in August 2025. Although planning and preliminary work for Proposition O (approved by voters in April 2025) will begin during the 2025–2026 school year, most related expenditures are expected in future years.

While capital expenditures decline, General Fund (Fund 100) spending increases significantly, rising from \$86.6 million to \$97.7 million—a \$14.1 million or 16.3% increase. This growth supports expanded staffing and instructional operations related to the new elementary school and enhanced compensation made possible by the 10-cent operating levy increase approved under Proposition G.

The Special Revenue Fund (Fund 200) also increases, reaching \$123.1 million in 2025–2026. This reflects rising expenditures for teacher salaries, benefits, and tuition payments to other districts. As required by Missouri law, this fund is used exclusively for instructional staff compensation and must end the year with a zero fund balance through transfers from the General Fund.

Meanwhile, the Debt Service Fund (Fund 300) grows to \$21.3 million, a \$5.1 million increase over 2024–2025. This reflects principal and interest payments on existing Proposition I bonds and the initial debt service on new bonds to be issued under Proposition O.

Overall, the 2025–2026 budget reflects a strategic pivot away from intensive capital construction toward sustaining high-quality educational services, meeting long-term debt obligations, and reinforcing staff support and student learning. This budget aligns with Park Hill’s strategic goal to “Build successful futures for Park Hill students of all backgrounds” and advances the district’s Comprehensive School Improvement Plan (CSIP) by supporting academic inquiry, strengthening systems and operations, and fostering a culture of belonging across all schools and programs.

TOTAL EXPENDITURES BY SUBFUND

The four major district funds are composed over various subfunds:

Fund	Subfunds
100 - General (Incidental) Fund	101 - Operating Subfund 105 - Student Activities/Trust Subfund 107 - Food Service/Enterprise Subfund 111 - Community Services/Enterprise Subfund
200 - Special Revenue (Teachers) Fund	202 - Special Revenue (Teachers) Subfund
300 - Debt Service Fund	303 - Debt Service Subfund
400 - Capital Projects Fund	404 - Regular Capital Outlay Subfund 408 - Bond Proceeds’ Capital Outlay Subfund

The table below compares the total expenditure budget by subfund, utilizing actual values for 2023–2024, estimated year-end figures for 2024–2025, and budgeted values for 2025–2026. In addition, the percent of expenditures in the 2025–2026 budget is presented by fund, as well as the change from the 2024–2025 estimated values to the 2025–2026 budget. A discussion of the year-over-year changes is provided beneath the table.

Subfund	2023-2024 Actual	2024-2025 Estimate	2025-2026 Budget	2025-2026 % of Expenditures	2025-2026 Δ Prior Year
101 - Operating	69,508,225	74,529,699	83,727,817	27.74%	+9,198,118 ▲
105 - Student Activity	1,810,782	1,827,005	1,826,907	0.61%	-98 ▲
107 - Food Service	6,571,946	6,994,153	8,669,944	2.87%	+1,675,791 ▲
111 - Community Services	3,156,355	3,264,572	3,446,513	1.14%	+181,941 ▲
202 - Teachers	108,142,876	112,733,351	123,085,404	40.78%	+10,352,053 ▲
303 - Debt Service	13,511,589	16,156,618	21,305,673	7.06%	+5,149,055 ▲
404 - Regular Capital	12,900,664	7,623,553	23,111,815	7.66%	+15,488,262 ▲
408 - Bond Capital	39,538,973	88,876,319	36,659,522	12.15%	-52,216,797 ▼
TOTAL	255,141,412	312,005,270	301,833,595	100.00%	-10,171,675 ▼

SIGNIFICANT EXPENDITURE TRENDS, EVENTS, AND INITIATIVES

Total expenditures for the Park Hill School District are budgeted at \$301.8 million in 2025–2026, reflecting an \$11.0 million decrease from the 2024–2025 estimate. The most significant trends, events, and initiatives driving these expenditure changes are:

A \$43.0 million decrease in 6521 – Buildings reflects the completion of major capital improvement projects funded through Proposition I, including the construction of Angeline Washington Elementary School, scheduled to open in August 2025. While Proposition O projects begin in 2025–2026, most related expenditures are expected in future years.

A \$9.0 million increase in 6541 – Regular Equipment supports the purchase of facility and instructional equipment, such as furnishings, playgrounds, and program-specific materials associated with the opening of new buildings and program expansions.

A \$6.1 million increase in 6111 – Regular Salaries provides for new staffing—including at Angeline Washington Elementary—and compensation improvements made possible by the passage of Proposition G. This investment in human capital supports the district strategic goals by fostering staff retention and attracting high-quality educators.

A \$4.9 million increase in 6621 – Interest – Bonded Indebtedness accounts for interest payments on Series 2024 and Series 2025 bonds issued under Proposition O, as the district initiates the next phase of its long-range facility plan.

A \$2.8 million increase in 6151 – Classified Salaries – Regular results from the addition of support staff across the district, including at Angeline Washington Elementary. The increase also incorporates Board-approved raises funded through Proposition G, and the filling of previously vacant positions to support operations districtwide. This spending bolsters operational continuity and ensuring clean, safe, and welcoming schools in line with the district’s commitment to student well-being under Objective 2.

A \$1.8 million decrease in 6531 – Improvements Other Than Buildings reflects the planned wrap-up of sitework and infrastructure upgrades under Proposition I, a major milestone in addressing aging facilities under the Systems objective.

A \$1.6 million increase in 6319 – Other Professional Services includes expanded contracted services such as the security services added for Elementary Schools, professional development services, and planning support. These initiatives contribute to student and staff well-being goals within the strategic plan.

A \$1.5 million increase in 6241 – Employee Insurance is due to a 5% increase in Board-paid health insurance premiums for employees.

A \$1.4 million increase in 6211 – Teachers’ Retirement stems from the 14.5% state-mandated contribution rate applied to a higher certified salary base, and additional certified FTE.

A \$1.3 million increase in 6161 – Classified Salaries – Part-Time supports expanded part-time staffing needs for nutrition services, custodial, and instructional support, as well as pay increases funded by Proposition G.

A \$1.1 million increase in 6112 – Certificated Administrators reflects added leadership positions to support the opening of Angeline Washington, instructional expansion, and operational management. This increase also includes pay increases funded by Proposition G. This aligns with Systems strategies to maintain strong operational leadership and ensure implementation of CSIP goals.

A \$1.1 million increase in 6631 – Fees – Bonded Indebtedness includes issuance and administrative fees related to the upcoming Proposition O bond sale planned for Fall, 2025.

A \$801.7 thousand increase in 6431 – Textbooks supports scheduled curriculum adoptions and academic resource updates across content areas.

A \$596.3 thousand increase in 6131 – Supplemental Pay reflects stipends and extended contracts tied to academic and extracurricular programs. This increase also includes pay increases funded by Proposition G. Supplemental Pay supports stipends, extracurricular programs, and extended learning opportunities that foster student engagement and achievement, promoting a positive culture of belonging and support.

A \$1.1 million decrease in 6341 – Contracted Pupil Transportation To and From School is due to some route consolidation and adjustments to vendor contracts following route optimization. The decrease also reflects a higher than anticipated amount spent in the prior year due to mistimed invoicing of services from First Student.

SUMMARY OF 2025-2026 BUDGET

2025-2026 BUDGETED OPENING AND ENDING UNRESTRICTED FUND BALANCES

The table below shows the budgeted opening and ending unrestricted fund balances for each of Park Hill School District's four major funds for the 2025–2026 fiscal year. Unrestricted funds represent the portion of each fund's balance that is not legally restricted for a specific purpose and is available for general use in alignment with the district's strategic and operational priorities. These balances serve as a key financial indicator of the district's flexibility and capacity to respond to unforeseen needs, support long-term planning, and maintain fiscal stability. The table reflects revenue, expenditures, and transfers that occur within the fiscal year, along with each fund's projected year-end status and alignment with Board-approved key performance indicators. For this table, only funds targeted for bond projects (Subfund 408) are considered "restricted" and are excluded.

The table below shows opening and ending fund balances for all major funds. Opening (July 1, 2025) and Ending (June 30, 2026) balances are estimated. The total revenue, expenditures, and transfers reflect budgeted amounts within the 2025-2026 budget.

FUND	100 - General (Incidental) Fund	200 - Special Revenue (Teachers) Fund	300 - Debt Service Fund	400 - Capital Projects Fund	Total
Opening Fund Balance July 1, 2025	45,958,810	0	12,570,518	20,251,879	78,781,207
Revenue	+148,935,664	+65,714,034	+22,502,539	+6,351,567	+243,503,804
Expenditures	-97,671,181	-123,085,404	-21,305,673	-23,111,815	-265,174,073
Transfer From	-57,379,741	0	0	0	-57,379,741
Transfer To	0	+57,371,370	0	+8,371	+57,379,741
Ending Fund Balance June 30, 2026	39,843,552	0	13,767,383	3,500,000	57,110,935
Ending Unrestricted Fund Balance %	18.0%	0.0%	54.5%	24.1%	
KPI Status	✓ KPI Met	✓ KPI Met	✓ KPI Met	✓ KPI Met	

The table summarizes the 2025–2026 opening and ending unrestricted fund balances across Park Hill’s four major funds. Total fund balances are projected to decrease from \$78.7 million to \$57.1 million, driven largely by planned transfers and expenditures supporting key strategic initiatives.

The General Fund ends the year with a \$39.8 million balance, or 18.0% of prior year expenditures—within the Board’s target range of 18–22%. A \$57.3 million transfer from the General Fund to the Special Revenue Fund is planned to support teacher salaries and benefits, leaving Fund 200 with a \$0 balance, consistent with Missouri school finance practices.

The Debt Service Fund ends with a \$13.7 million balance (54.5%), well above the minimum required to meet bond obligations. The Capital Projects Fund maintains a \$3.5 million balance after planned investments in facility upgrades, including support for Proposition I closeout projects and early-phase work on Proposition O.

All fund balance KPIs are met, reflecting the district’s strategic use of reserves to fund operations, maintain financial stability, and advance the CSIP priorities of improving academic access, supporting staff, and addressing facility needs.

UNRESTRICTED FUND BALANCE DISCUSSION

The following section provides a detailed discussion of the 2025–2026 unrestricted fund balances for each of the district’s major funds. These narratives explain the purpose, projected activity, and financial strategy behind each fund, with a focus on maintaining alignment with Board policy, legal requirements, and the district’s strategic goals.

100 – General (Incidental) Fund. The fiscal year-end balance of \$39.8 million in the 100 – General (Incidental) Fund is within the Board of Education’s target range of 18–22%, ending the year at 18.0% of prior-year operating expenditures. This is consistent with financial best practices, as most district revenue (e.g., local property taxes) is deposited into this fund. As allowed under Missouri law, the district utilizes the “Zero Teachers Fund Balance Transfer” to move funding from the General Fund to the 200 – Special Revenue (Teachers) Fund in order to fully support teacher salaries and benefits.

In 2025–2026, a transfer of \$57.4 million from the General Fund to the Teachers Fund is budgeted, which fully offsets expenditures in the Teachers Fund. The General Fund is expected to open the year on July 1, 2025, with a balance of \$46.0 million and end the year with \$39.8 million. This reflects a strategic use of reserves to support staffing needs associated with the opening of Angeline Washington Elementary School and an average 8.2% salary increase made possible through the passage of Proposition G.

200 – Special Revenue (Teachers) Fund. This fund is budgeted to open and close the 2025–2026 fiscal year with a zero balance, in accordance with Missouri school finance practices. Transfers from the General Fund cover all expenditures related to teacher and certified staff salaries, benefits, and tuition payments to other school districts. This structure ensures accurate reporting and supports transparency in instructional spending.

300 – Debt Service Fund. The Debt Service Fund is expected to open the 2025–2026 school year with a balance of \$12.6 million and close with a projected ending balance of \$13.8 million—a level considered a “reasonable balance” by the Missouri State Auditor. These funds are restricted for the repayment of principal and interest on outstanding general obligation bonds and cannot be transferred for other uses. The increase in activity reflects ongoing payments on Proposition I bonds and the first payments on new bonds issued under Proposition O.

400 – Capital Projects Fund. The unrestricted fund balance in the Capital Projects Fund is projected to decline from \$20.3 million at the beginning of the year to \$3.5 million at year-end. This planned reduction reflects the final expenditures of Proposition I funds and the initiation of early-phase Proposition O projects. A transfer of \$8,371 from the General Fund is budgeted, consistent with Missouri’s “greater of \$162,326 or $7\% \times \text{SAT} \times \text{WADA}$ ” transfer allowance. Although the fund balance is lower than in previous years, it still meets the district’s KPI target and reflects a deliberate drawdown to support the CSIP objective of maximizing resources to address aging facilities and remove barriers to learning.

BUDGET FORECAST—ALL FUNDS

Forecasts are made for three years beyond the budget year to give the Board of Education a clearer picture of the long-term financial health of the district. These multi-year projections enable the Board and district leadership to make informed, strategic decisions that benefit students, staff, and the community. Forecasting is not just a technical exercise—it is a vital tool for anticipating opportunities, preparing for challenges, and ensuring sustainable operations. More specifically, monitoring forecasts assists the district in . . .

Planning for the Future. School budgets are impacted by long-term trends, such as enrollment shifts, staffing needs, and inflation. Forecasting helps anticipate future needs for resources, facilities, and instructional programming, allowing the district to align investments with student growth and academic priorities.

Strategic Decision-Making. Multi-year forecasting enables thoughtful planning for large initiatives like school construction, technology upgrades, and curriculum investments. This forward-looking approach ensures the district is prepared for projects before they become urgent or financially burdensome.

Personnel Planning. Staffing decisions account for the majority of district spending. Forecasting helps determine when and where new teachers or support staff will be needed, aiding in the management of salary, benefits, and workforce planning—especially in response to growth or school openings.

Financial Stability. Public school funding is influenced by local tax revenues, state aid, and economic conditions. Forecasting prepares the district to navigate uncertain revenue periods by identifying potential shortfalls early and developing contingency plans to preserve educational quality.

Building Public Trust. Forecasting promotes transparency and accountability. When the community sees that the district is planning not just for today—but for the next five years—it reinforces confidence in how tax dollars are being managed to support student success.

TOTAL REVENUE FORECASTS BY FUND

The table below compares the total revenue budget and forecasts by fund, utilizing estimated values for 2024–2025, budgeted values for 2025–2026, and three school years of revenue forecasts.

Fund	2024-2025 Estimated	2025-2026 Budget	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
100 - General	138,984,217	148,935,664	156,686,874	159,963,989	165,081,073
200 - Special Revenue	64,027,160	65,714,034	70,042,898	72,714,760	75,202,491
300 - Debt	14,804,197	22,502,539	24,363,822	27,339,140	28,005,158
400 - Capital	99,701,880	150,153,350	6,387,628	8,186,319	5,761,767
Total	317,517,454	387,305,587	257,481,222	268,204,208	274,050,489

The table presents total revenue forecasts by fund for the Park Hill School District from 2024–2025 through 2028–2029. Revenue peaks in 2025–2026 at \$387.3 million, largely due to the \$128 million bond authorization under Proposition O, reflected in the \$151.1 million Capital Fund revenue. As bond proceeds are a one-time source, total revenue is projected to decrease significantly in 2026–2027 and stabilize through 2028–2029.

General Fund and Special Revenue Fund revenues show steady, moderate growth over the forecast period, reflecting expected increases in assessed valuation, local tax revenue, and state funding adjustments tied to enrollment trends.

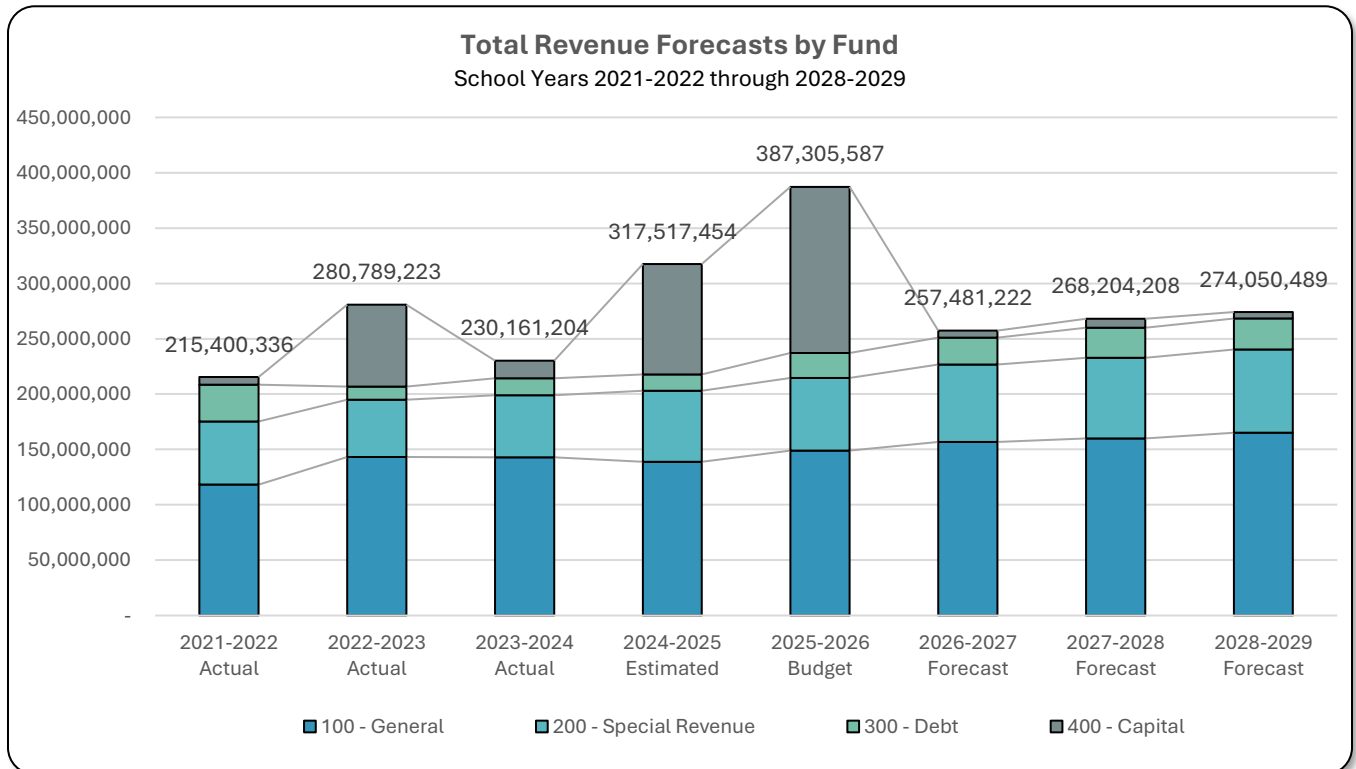
The Debt Service Fund also increases gradually as new bonds from Proposition O result in higher debt payments and corresponding tax collections.

The forecast highlights a typical funding pattern for capital projects—revenue is received upfront, while expenditures are spread over several years. Overall, the table demonstrates a return to stable, operational funding levels following a period of significant one-time revenue, supporting long-term planning for staffing, programs, and financial sustainability.

Detail on forecasted values appears in the [Financial Section](#) of the document.

EIGHT YEAR TOTAL REVENUE BY FUND (INCLUDES FORECASTS)

The chart below reflects total revenue by fund for the three prior school years, an estimate for 2024-2025, budgeted values for 2025-2026, and forecasts for three school years ending with the 2028-2029 school year.



The chart illustrates Park Hill School District’s total revenue by fund over eight school years, including three prior years (2021–2024), the 2025–2026 adopted budget, and three forecast years through 2028–2029. Total revenue peaks in 2025–2026 at \$387.3 million, driven by \$128 million in bond proceeds from Proposition O, reflected in the large spike in the Capital Fund (gray segment).

Following this peak, total revenue levels return to operational norms, with projections between \$257 million and \$274 million from 2026–2027 through 2028–2029. This pattern reflects the one-time nature of bond revenue, while General,

Special Revenue, and Debt Service funds show steady growth consistent with rising assessed valuations, enrollment adjustments, and scheduled debt payments.

The chart demonstrates the district’s use of long-term forecasting to plan for sustainable operations beyond the temporary infusion of bond funds. It also reinforces the need to distinguish recurring revenue used for day-to-day operations from non-recurring capital funding, supporting financial stability and strategic decision-making aligned with the district’s long-range goals.

TOTAL EXPENDITURE FORECASTS BY FUND

The table below compares the total expenditure budget and forecasts by fund, utilizing estimated values for 2024–2025, budgeted values for 2025–2026, and three school years of expenditure forecasts.

Fund	2024-2025 Estimated	2025-2026 Budget	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
100 - General	86,615,429	97,671,181	100,801,673	102,634,839	105,838,197
200 - Special Revenue	112,733,351	123,085,404	124,566,830	129,119,179	132,817,787
300 - Debt	16,156,618	21,305,673	24,713,948	25,772,499	26,194,099
400 - Capital	96,499,872	59,771,337	58,878,714	64,519,386	25,808,666
Total	312,005,270	301,833,595	308,961,165	322,045,903	290,658,749

The table displays Park Hill School District’s total expenditure forecasts by fund from 2024–2025 through 2028–2029, including the adopted budget for 2025–2026. Total expenditures are budgeted at \$301.8 million for 2025–2026, reflecting a \$10.2 million decrease from the prior year estimate of \$312.0 million. This decline is primarily due to a reduction in Capital Fund spending, which drops from \$96.5 million in 2024–2025 to \$59.8 million in 2025–2026 as Proposition I projects conclude and Proposition O initiatives begin initial phases.

From 2026–2027 forward, expenditures rise again, reaching \$308.9 million in 2026–2027 and peaking at \$322.0 million in 2027–2028 before declining to \$290.7 million in 2028–2029. This trend reflects the scheduled phasing of capital project expenditures aligned with long-range facility improvements and voter-authorized bond funding.

The General Fund (operational spending) shows consistent growth, increasing from \$97.7 million in 2025–2026 to \$105.8 million by 2028–2029, reflecting investments in staffing, compensation, instructional resources, and operational support—particularly in connection with new schools and districtwide initiatives.

The Special Revenue Fund, used for teacher salaries and benefits, follows a similar growth trajectory, climbing from \$123.1 million in 2025–2026 to \$132.8 million in 2028–2029. This rise supports continued staffing expansion and compensation adjustments tied to academic programming and strategic plan priorities.

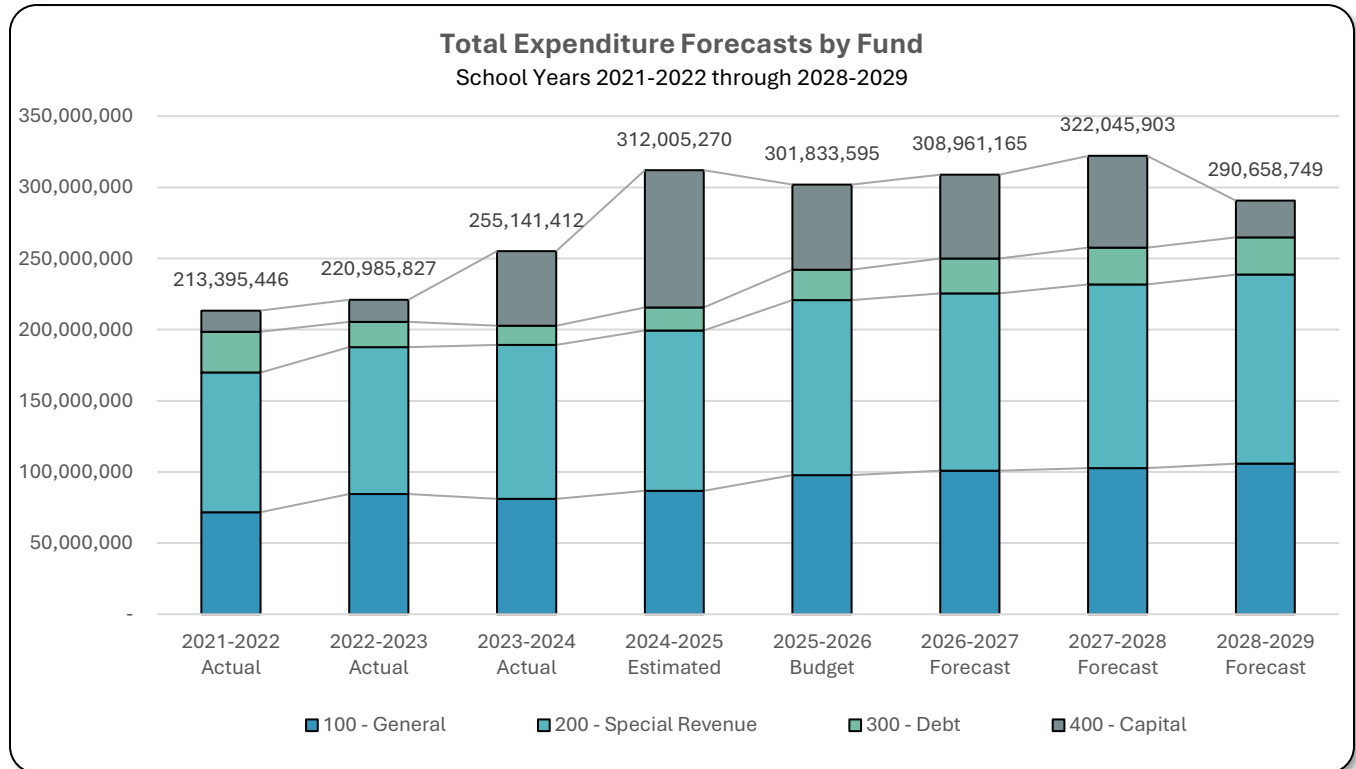
Debt Service Fund expenditures increase steadily from \$21.3 million in 2025–2026 to \$26.2 million in 2028–2029 as payments on Proposition O bonds ramp up, reflecting scheduled principal and interest obligations tied to the 2025 bond issuance.

Overall, the expenditure forecast illustrates responsible, phased financial planning—transitioning from major capital outlays to sustained operational growth—and reinforces Park Hill’s strategic focus on investing in people, programs, and facilities over time.

Detail on forecasted values appears in the [Financial Section](#) of the document.

EIGHT YEAR TOTAL EXPENDITURES BY FUND (INCLUDES FORECASTS)

The chart below reflects total expenditures by fund for the three prior school years, an estimate for 2024–2025, budgeted values for 2025–2026, and forecasts for three school years ending with the 2028–2029 school year.



The chart illustrates Park Hill School District’s total expenditures by fund over eight school years, from 2021–2022 actuals through 2028–2029 forecasts. Total expenditures peak in 2024–2025 at \$312.0 million, primarily due to capital outlay from Proposition I projects. In 2025–2026, expenditures drop to \$301.8 million as those projects conclude and early Proposition O initiatives begin.

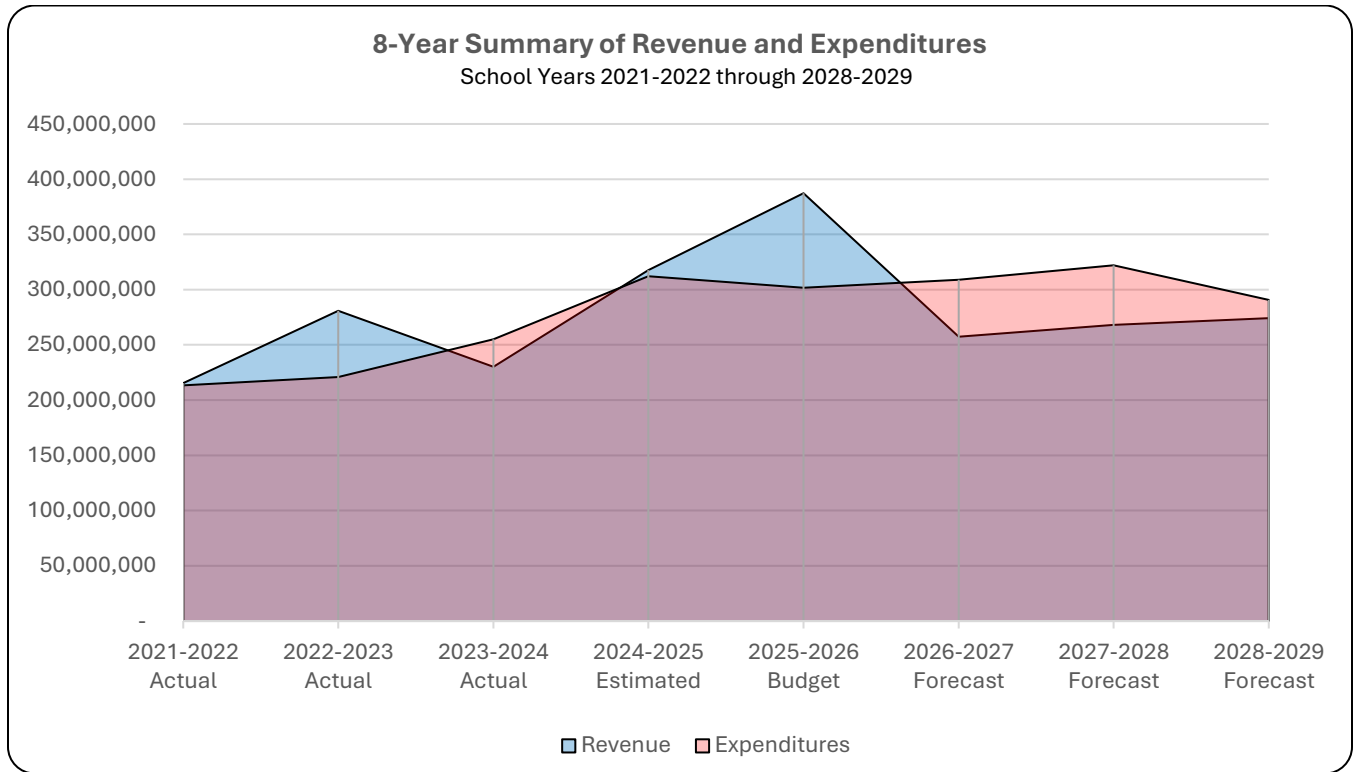
The chart highlights a strategic shift from capital spending to operational growth. Capital Fund expenditures decline significantly beginning in 2025–2026, while General and Special Revenue Funds steadily increase, reflecting rising personnel costs—including an 8.2% average salary increase supported by Proposition G—and the opening of Angeline Washington Elementary School.

Expenditures begin to rise again in 2026–2027, reaching \$309.0 million, and continue growing to \$322.0 million in 2027–2028, coinciding with the ramp-up of Proposition O construction activity. By 2028–2029, expenditures decline to \$290.7 million, reflecting the scheduled wind-down of major project phases and a return to stable operating growth.

Overall, the chart demonstrates a well-balanced financial strategy that supports facility modernization while maintaining operational sustainability. It reflects how the district uses long-term planning to align spending with voter-approved initiatives, enrollment growth, and the strategic objectives outlined in the CSIP.

EIGHT YEAR SUMMARY OF REVENUE AND EXPENDITURES (INCLUDES FORECASTS)

It is common for expenditures to occur after revenue is collected. This often crosses fiscal years, particularly with bond projects where revenue is collected at the time of the sale of bonds, and expenditures occur in years after the sale as the approved projects are being constructed.



The chart provides an eight-year summary of Park Hill School District's revenue and expenditures from 2021–2022 through the 2028–2029 forecast. A key feature of the chart is the sharp increase in revenue in 2025–2026, when revenue peaks at approximately \$387.3 million. This spike is driven by the \$128 million bond authorization under Proposition O, which results in a notable increase in revenue due to the timing of the bond sale. This creates a temporary surplus, as expenditures for bond-funded projects are distributed across future years.

From 2026–2027 through 2028–2029, expenditures are projected to exceed revenue, reflecting the planned use of previously collected bond proceeds to fund major capital improvements and facility upgrades. This pattern is typical in school district capital planning, where revenue is received up front through bond sales and expenditures continue over multiple years during construction.

Overall, the chart reflects a strategic financial approach that balances one-time capital investments with sustainable operating expenditures. Revenue and expenditures remain closely aligned over the forecast period, supporting the district's long-term commitment to fiscal responsibility and the strategic objectives outlined in the CSIP.

PROJECTED UNRESTRICTED ENDING FUND BALANCES BY FUND

Unrestricted fund balance totals appear in the table below. Forecasted transfers between funds are included in the values. Additional detail on fund balances, including the dollar amount of transfers, restricted funds, and unrestricted funds can be found on page 110.

Fund	2024-2025 Estimated	2025-2026 Budget	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
100 - General (Incidental) Fund	45,958,810	39,843,552	41,204,821	42,129,552	43,757,132
200 - Special Revenue (Teachers) Fund	0	0	0	0	0
300 - Debt Service Fund	12,570,517	13,767,383	13,417,257	14,983,898	16,794,957
400 - Capital Projects Fund	20,251,877	3,500,000	3,622,579	3,764,828	3,909,181
Total	78,781,204	57,110,935	58,244,657	60,878,278	64,461,270

The table displays projected ending fund balances for Park Hill School District through 2028–2029, reflecting forecasted transfers and activity in each fund. Total fund balances are expected to decline from \$78.8 million in 2024–2025 to \$57.1 million in 2025–2026, primarily due to planned capital spending and a significant transfer from the General Fund to the Special Revenue Fund to support teacher salaries.

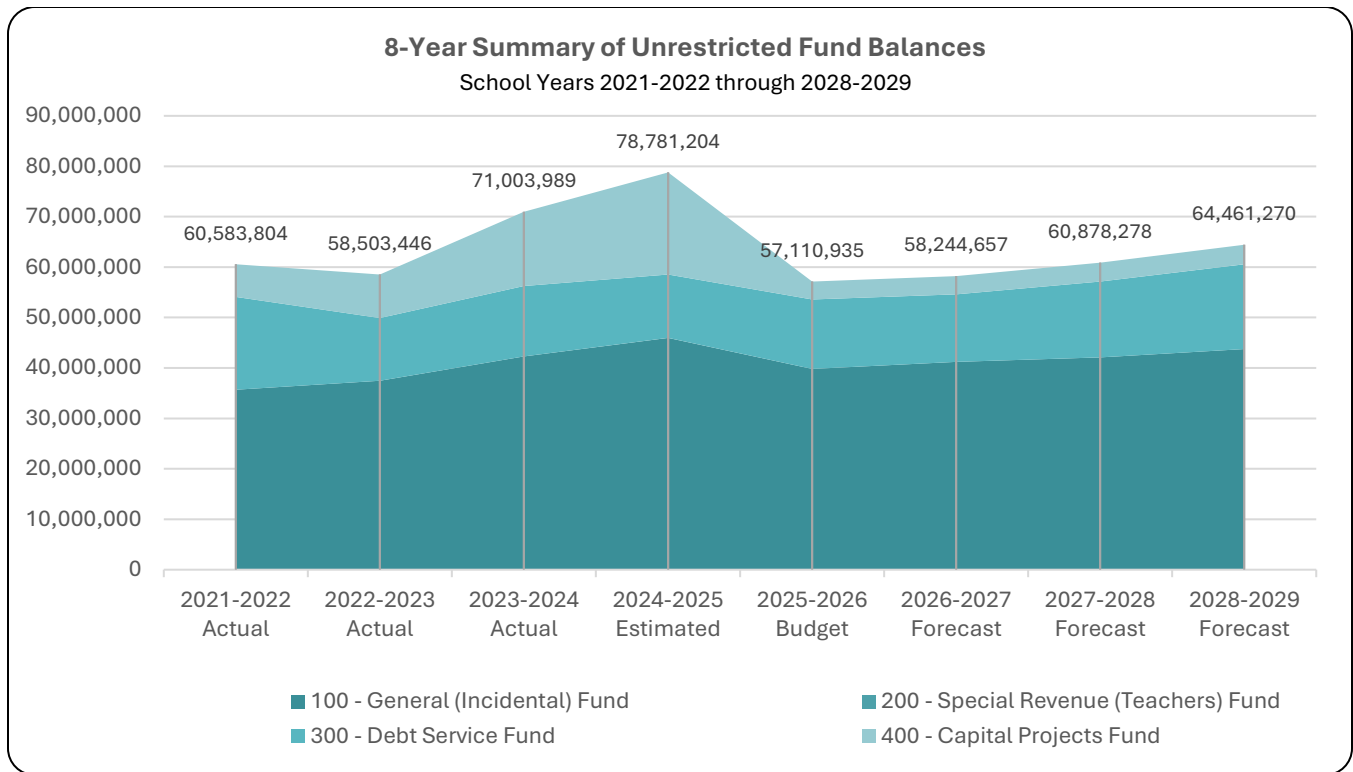
Fund balances then begin to stabilize and gradually increase, with totals reaching \$64.5 million by 2028–2029, indicating a return to long-term sustainability following the initial implementation of Propositions G and O. The General Fund remains within the Board’s 18–22% fund balance target, with projected balances ranging between \$39.8 million and \$43.8 million in future years, helping to maintain operational flexibility and stability.

The Debt Service Fund shows modest but steady growth over time, aligned with scheduled bond repayment activity. The Capital Projects Fund drops to \$3.5 million in 2025–2026 and holds steady, reflecting the planned use of capital funds to support facility improvements such as annual upkeep and long-term maintenance.

Overall, the table reflects a fiscally responsible drawdown of reserves to support strategic investment in infrastructure and staffing, followed by a projected recovery in fund balances. This trajectory demonstrates strong alignment with the district’s CSIP and long-range financial planning efforts.

EIGHT YEAR SUMMARY OF UNRESTRICTED FUND BALANCES (INCLUDES FORECASTS)

The chart below reflects fund balances by fund for the three prior school years, an estimate for 2024-2025, budgeted values for 2025-2026, and forecasts for three school years ending with the 2028-2029 school year. No fund balance is planned for *Fund 200 – Special Revenue (Teachers) Fund* as it is zeroed out at the end of each fiscal year via the state-approved transfer from the *Fund 100 – General (Incidental) Fund*.



The chart displays Park Hill School District’s unrestricted fund balances from 2021–2022 actuals through 2028–2029 forecasts. Fund balances peak in 2024–2025 at \$78.8 million, driven by accumulated reserves and delayed capital spending as Proposition I projects near completion. In 2025–2026, total balances decrease to \$57.1 million, reflecting a planned drawdown of reserves to fund staff compensation, support the opening of Angeline Washington Elementary, and begin initial work on Proposition O capital projects.

The General Fund maintains a consistent balance throughout the period, staying within the Board-approved 18–22% guideline, which supports operational stability. The Special Revenue Fund shows a \$0 balance each year, in line with Missouri regulations requiring it to be zeroed out via transfers from the General Fund.

The Capital Projects Fund drops to \$3.5 million in 2025–2026 and holds steady, reflecting the planned use of capital funds for improvements such as annual upkeep and maintenance of facilities. The Debt Service Fund grows modestly over time, aligned with bond repayment schedules.

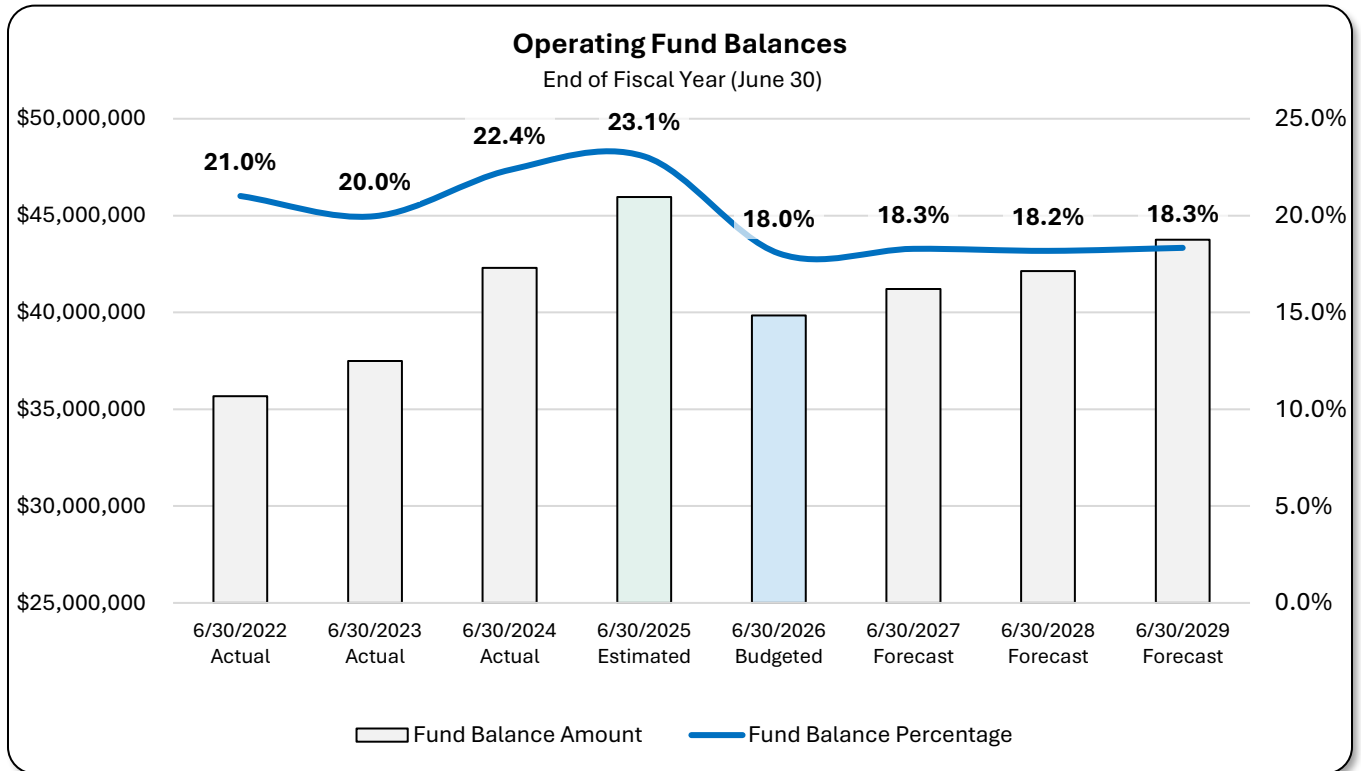
Overall, the chart reflects a strategic use of reserves, followed by gradual fund balance recovery—demonstrating prudent financial planning aligned with long-range goals and the district’s commitment to sustainability.

UNRESTRICTED FUND BALANCES

The Board of Education has established a guideline of maintaining a June 30 (end of fiscal year) operating fund balance between 18–22% of prior year operating expenditures. This guideline is applied during the development of the budget, with the expectation that the operating fund balance at the conclusion of the budget year falls within this approved range. In some years, this requires a deficit operating budget to spend down operating balances accumulated from prior years.

100 - GENERAL (INCIDENTAL) FUND

The graph below reflects the fund balances for *Fund 100 – General (Incidental) Fund* for the three prior school years, an estimate for 2024–2025, budgeted values for 2025–2026, and forecasts for the following three school years ending with the 2028–2029 school year. The Board of Education has established a KPI of maintaining a fund balance of 18 to 22% of previous year’s operating expenditures at the end of the school year.



The chart displays the projected and historical Operating Fund Balances (Fund 100 – General Fund) for Park Hill School District from 2021–2022 through 2028–2029. Both the fund balance amount and its percentage of prior-year operating expenditures are shown, with the district’s Board-approved target range set at 18% to 22%.

Fund balances increased steadily through 2024–2025, peaking at \$47.5 million (23.1%), supported by strong local revenues and delayed spending. In 2025–2026, the fund balance is projected to decline to \$39.8 million (18.0%) as the district implements salary increases averaging 8.2%, staffs a new elementary school, and absorbs additional operating costs following the passage of Proposition G.

The fund balance then stabilizes across the forecast period, maintaining around 18.0% to 18.3% annually from 2026–2027 through 2028–2029, aligning with the district’s Key Performance Indicator (KPI). This trend reflects a deliberate strategy to use reserves for strategic investments while preserving financial stability and operational flexibility.

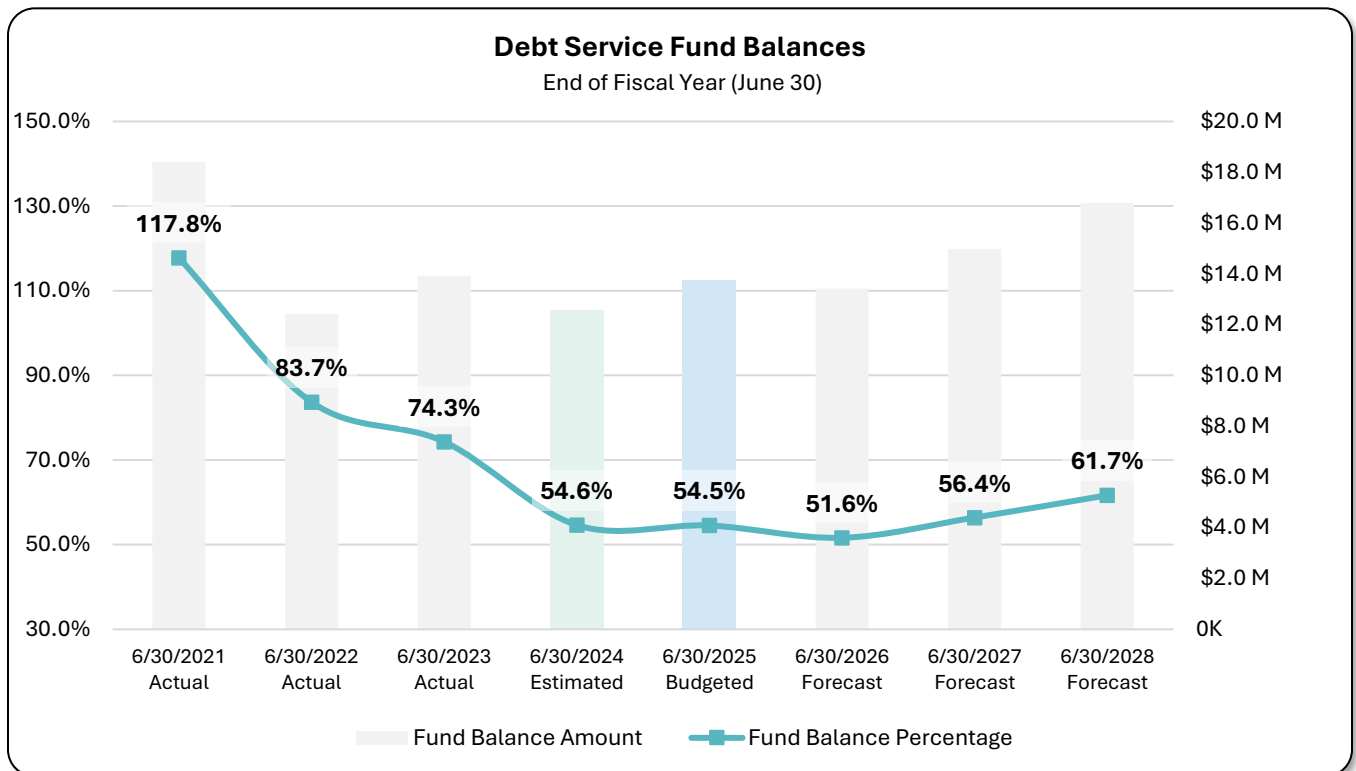
Overall, the chart demonstrates the district’s effective use of long-range planning to maintain healthy fund reserves while addressing rising costs and growth-related needs—supporting its mission to build successful futures for all students.

300 – DEBT SERVICE FUND

The graph below reflects the fund balances for *Fund 300 – Debt Service Fund* for the three prior school years, an estimate for 2024–2025, budgeted values for 2025–2026, and forecasts for following three school years ending with the 2028–2029 school year. In Missouri, school districts cannot transfer money from the debt service fund to other funds. Funds in this account are specifically designated for debt service and cannot be used for other purposes. The Missouri State Auditor doesn't provide a single, fixed amount for a "reasonable reserve" in the debt service fund for public school districts. Instead, they recommend a balance that considers two factors:

1. Payments Required for the Next Calendar Year: This ensures enough money is readily available to cover upcoming debt service obligations.
2. Reasonable Reserve of the Following Year's Payment: This allows for some flexibility and avoids the need for immediate tax increases or spending cuts if there are unforeseen circumstances in the following year.

The percentages used for the following graph reflect the percentage of debt service fund balance of an average of the next two fiscal years debt payments. An informal guideline established by the district is no less than 50%.



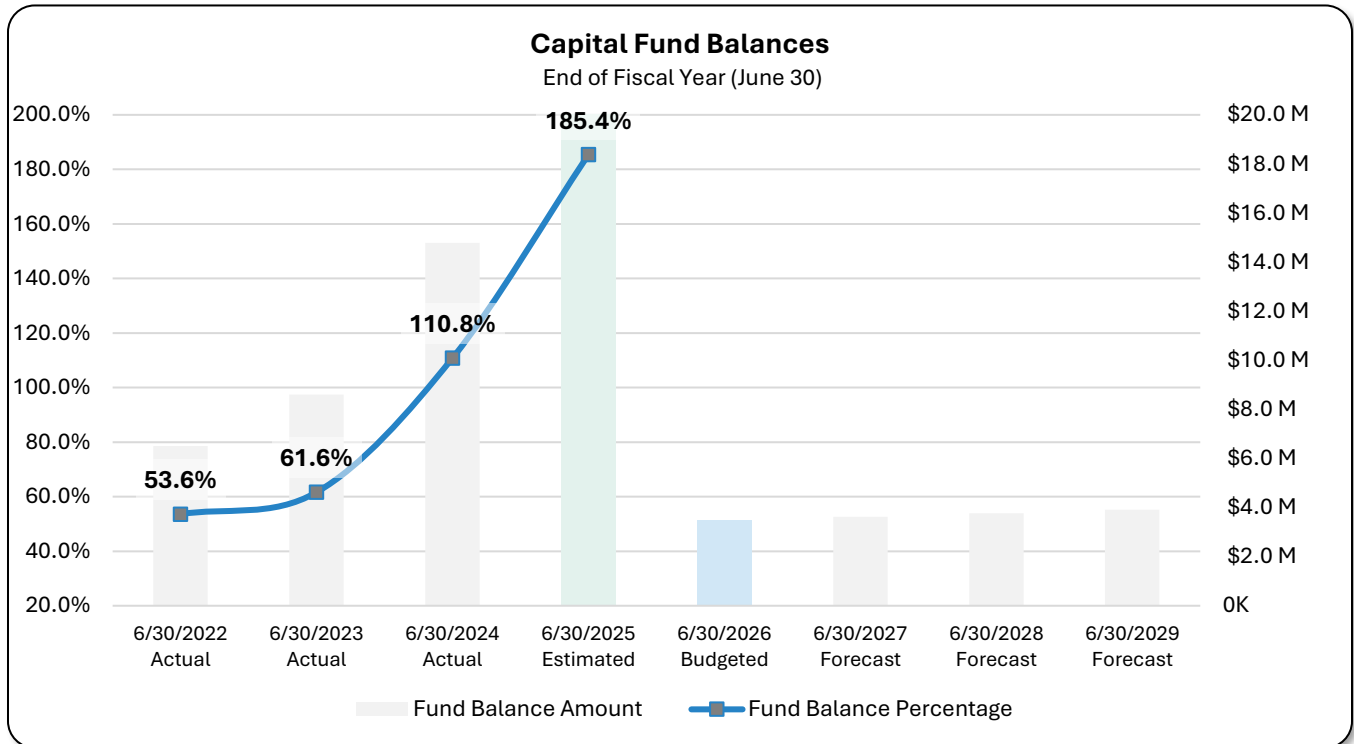
The chart displays the projected and actual fund balances for Fund 300 – Debt Service Fund from 2021 through 2028, along with their percentages relative to the average of the next two years’ scheduled debt payments. The Missouri State Auditor does not prescribe a fixed minimum balance, but Park Hill School District has established an informal guideline of at least 50%.

The fund balance was notably high in earlier years—117.8% in 2021—due to the timing of bond issuances and deferred expenditures. As debt service obligations increased with the addition of Proposition I (2022) and Proposition O (2025) bond payments, the district has strategically drawn down reserves, with the balance projected to reach 53.2% in 2025 and fluctuate between 51.6% and 61.7% from 2026 to 2028.

These levels remain within or near the district’s internal target and reflect prudent financial planning that ensures coverage of upcoming payments while maintaining a reasonable reserve for flexibility. The trajectory indicates the district’s commitment to managing long-term debt responsibly while avoiding sharp tax rate increases or unexpected budget cuts. The fund remains financially sound and aligned with state recommendations.

400 - CAPITAL PROJECTS FUND

Beginning with the 2025–2026 budget, the Park Hill School District Board of Education updated its key performance indicator (KPI) for the Capital Projects Fund (Fund 400). Rather than using a percentage-based reserve target, the new KPI calls for an ending fund balance between \$3.5 million and \$6.5 million, providing a fixed range that aligns more directly with projected capital needs. Fund 400 supports critical facility maintenance, technology infrastructure, and one-time capital needs without relying on voter-approved bond revenue.



The chart shows actual, estimated, and forecasted Capital Projects Fund balances from 2022 through 2029. Fund balances grew sharply through 2024–2025, peaking at 185.4% of the prior three years’ average capital expenditures, due to unspent Proposition I funds and limited project activity.

In 2025–2026, the fund balance drops to the new KPI target of \$3.5 million, and remains steady through the forecast period, reflecting the planned use of reserves for capital upkeep and the initial stages of Proposition O projects. This drawdown aligns with the district’s strategy to fund ongoing capital needs—such as roof repairs, technology refresh cycles, and facility maintenance—while maintaining a healthy reserve.

The updated KPI offers a more practical, sustainable framework for long-term capital planning and ensures alignment with the district’s commitment to maintaining high-quality learning environments.

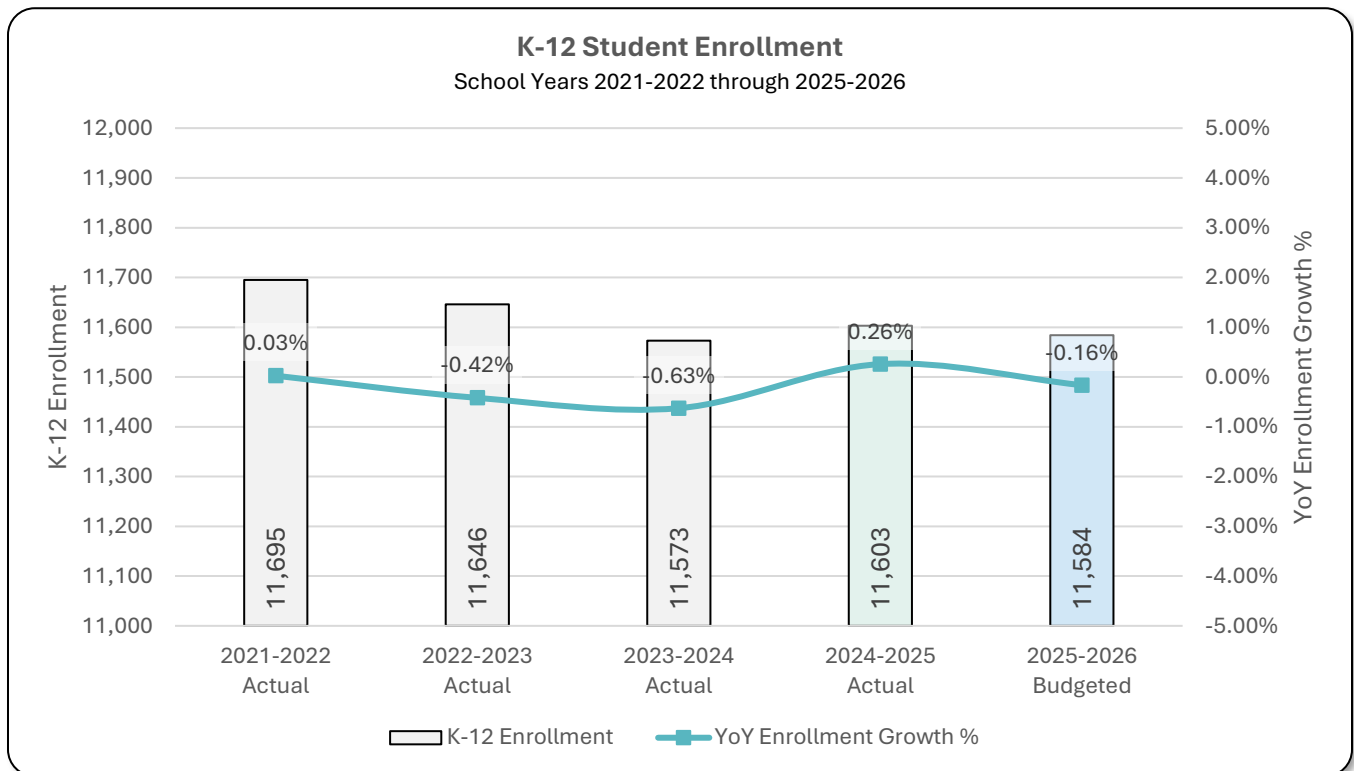
EXECUTIVE SUMMARY—INFORMATIONAL COMPONENT

STUDENT ENROLLMENT TRENDS AND FORECAST

The Missouri Department of Elementary and Secondary Education (DESE) defines the official annual enrollment count as the number of students in grades K–12 enrolled on the last Wednesday in September. This official enrollment figure is used consistently throughout the budget to represent annual enrollment.

HISTORICAL ENROLLMENT GROWTH (GRAPH)

The following graph shows actual or projected K–12 enrollment for the Park Hill School District from 2021–2022 through 2025–2026. Enrollment was 11,695 students in 2021–2022 and declined in the two subsequent years, reaching 11,573 students in 2023–2024. For 2024–2025, enrollment rebounded slightly to 11,603 students (a 0.26% increase). The 2025–2026 budget is based on a projected enrollment of 11,584, a slight decrease of 0.16% from the prior year.



The chart reflects a period of relative enrollment stability, with minor year-to-year fluctuations. While the district experienced slight declines from 2021 to 2023, enrollment began to recover in 2024–2025. The small projected dip in 2025–2026 is not unusual in a mature, built-out suburban district like Park Hill and does not suggest a long-term decline.

This trend reinforces the importance of conservative enrollment forecasting in financial planning, ensuring that staffing and resource allocations remain aligned with student needs while avoiding over-expansion during periods of flat or declining enrollment.

ENROLLMENT AND FUTURE PROJECTIONS BY SCHOOL AND GRADE LEVEL

Accurate enrollment projections are critical to many district operations, including budgeting, staffing, program planning, and long-range facility needs. Each spring, the Park Hill School District produces updated enrollment forecasts using a combination of cohort growth models (three- and five-year averages) and housing construction trends. These models provide a reliable basis for estimating student counts across grade levels and planning for future years.

K–12 ENROLLMENT PROJECTIONS

The table below reflects actual enrollment from 2021–2022 through 2024–2025 and the budgeted enrollment for 2025–2026, which is 11,584 students. This projection is slightly lower than the 11,603 students used in the 2024–2025 budget and reflects a minor year-over-year decline of 0.16%.

Grade Level	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Actual	2025-2026 Budgeted
Elementary Schools	5,140	5,083	5,029	5,058	5,065
K	822	802	778	783	790
1	842	830	828	815	814
2	868	855	860	838	831
3	852	847	879	885	847
4	878	863	829	873	895
5	878	886	855	864	888
Middle Schools	2,838	2,800	2,709	2,667	2,661
6	937	898	897	866	873
7	943	939	875	912	865
8	958	963	937	889	923
High Schools	3,717	3,763	3,835	3,878	3,858
9	989	976	987	978	936
10	939	977	984	999	978
11	876	935	948	965	984
12	913	875	916	936	960
TOTAL	11,695	11,646	11,573	11,603	11,584

Enrollment trends in the Park Hill School District have remained relatively stable over the past five years, with modest fluctuations. The elementary level (K–5) is projected to grow slightly in 2025–2026 to 5,065 students, up from 5,058, with particularly stable enrollment in grades 1–4. Middle school enrollment is forecasted at 2,661, a slight decline from the previous year but consistent with recent trends. High school enrollment remains strong at 3,858, driven by robust cohorts in grades 11 and 12.

Overall, the projections reflect a steady enrollment environment, which enables the district to maintain efficient staffing and resource allocation. The consistency in student counts also supports long-range capital planning and financial forecasting, ensuring alignment with the district’s strategic goals and facilities plan. These projections help drive accurate budgeting for revenue sources such as the Basic Formula, Proposition C, and building-level allocations.

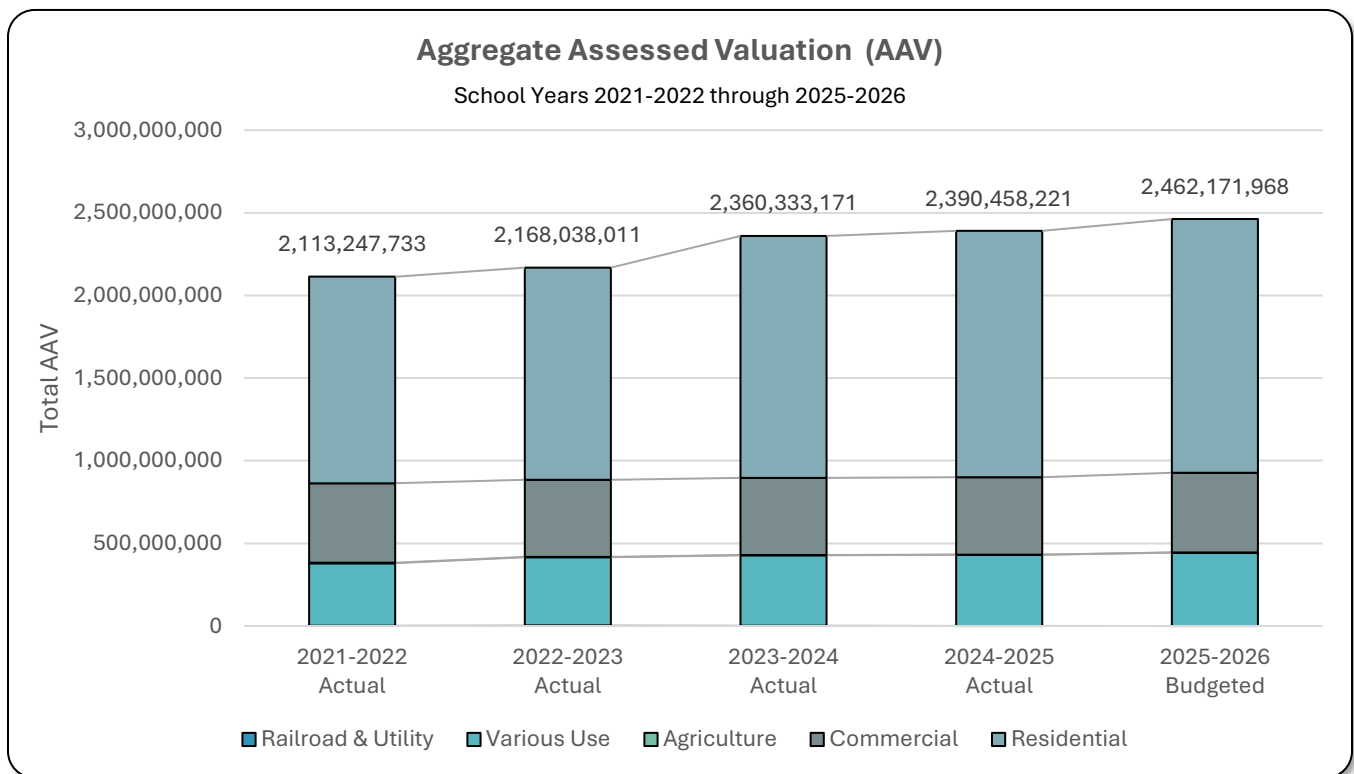
The Park Hill School District annually updates enrollment projections in a report to the Board of Education and public made in the Spring of each year. The Demographic Profile and Enrollment Projections is published on the district website at <https://www.parkhill.k12.mo.us/about/data-and-records>.

PARK HILL SCHOOL DISTRICT TAX BASE

Because local property taxes are the district’s single largest revenue source, the Aggregate Assessed Valuation (AAV) of property is a foundational element in budget development. The AAV represents the total taxable value of all property within the district and has grown significantly over time—from approximately \$1.3 billion in 2007 to over \$2.4 billion in recent years. This trend reflects sustained residential and commercial development across Platte County.

For the 2025–2026 budget, the district used a budgeted AAV of \$2.462 billion, representing a 3.0% increase over the prior year’s actual AAV of \$2.390 billion. While 2025 is a reassessment year—which typically results in noticeable valuation increases—the Platte County Assessor has recently announced that assessed values will reflect no increase over the prior year. This guidance became available after the 2025–2026 budget was presented to the Board of Education, and the budget reflects the most current information available at the time of adoption.

The Platte County Assessor and Clerk of the County Court will finalize assessment values prior to the district setting the tax rate in August 2025.



The chart illustrates steady growth in AAV from \$2.113 billion in 2021–2022 to a projected \$2.462 billion in 2025–2026. Most of this growth is attributable to increases in residential and commercial property values, which continue to comprise the largest portion of the district’s tax base.

While the assessor’s unexpected decision to freeze values in 2025 may affect final revenue, the district’s use of timely data and conservative growth assumptions helps safeguard financial stability. This situation highlights the need for adaptive forecasting and close collaboration with county officials during budget development.

TAX RATE SUMMARY

The Park Hill School District currently levies property taxes in three funds:

Fund 100 – General (Incidental) Fund
 Fund 300 – Debt Service Fund
 Fund 400 – Capital Projects Fund

As is typical in Missouri, the district does not levy a tax in Fund 200 – Special Revenue (Teachers) Fund, as necessary revenues are transferred from Fund 100 to cover salary-related expenses. Fund 200 receives additional support from state and federal revenue sources.

For the 2025–2026 budget, the total projected tax rate is \$5.7955 per \$100 of assessed valuation. This reflects increases following the successful passage of Proposition G and Proposition O in April 2025.

Proposition G authorized a \$0.10 increase in the operating levy, aimed at improving teacher and staff compensation. The projected tax rate for Fund 100 – General Fund is \$4.8354 for 2025–2026.

Proposition O authorized the issuance of \$128 million in general obligation bonds for major facility improvements. To fund debt repayment, the Fund 300 – Debt Service Fund rate is projected to increase to \$0.8601.

The Fund 400 – Capital Projects Fund levy is set at \$0.1000, reflecting a reduction from 2024–2025, consistent with the transition from Proposition I to Proposition O projects.

Under Missouri law, the district's tax rate is officially adopted at a tax rate hearing held each August. The Board of Education sets the tax rate based on final assessed valuation and state-calculated ceiling rates, which may require adjustments up or down to comply with legal limits.

The chart below reflects the district's tax rates for the past four years and the projected rate for 2025–2026.

Fund	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Actual	2025-2026 Budgeted
100 - General (Incidental) Fund	4.2046	4.7978	4.5353	4.4671	4.8354
200 - Special Revenue (Teachers) Fund	0.0000	0.0000	0.0000	0.0000	0.0000
300 - Debt Service Fund	0.9909	0.4967	0.5602	0.5601	0.8601
400 - Capital Projects Fund	0.2000	0.1010	0.3000	0.3683	0.1000
Total	5.3955	5.3955	5.3955	5.3955	5.7955

PERSONNEL RESOURCE CHANGES

The staffing plan for the 2025–2026 school year was developed by Human Resources in collaboration with district administration and the Board of Education. The 2025–2026 budget reflects targeted staffing increases to support strategic growth areas, respond to enrollment trends, and align with the district’s Comprehensive School Improvement Plan (CSIP)—specifically the objective to maximize human resources to remove barriers to learning. All figures represent Full-Time Equivalents (FTEs).

Work Group	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Actual	2025-2026 Budgeted
Administrator	68.0	71.0	71.0	73.0	79.0
Community Services	46.5	51.1	40.1	46.0	59.0
Instructional Support	202.5	204.9	236.4	260.2	267.4
Office Staff	116.1	116.8	118.8	124.1	129.1
Operations	220.2	224.0	226.9	232.2	234.1
Other Support	41.2	47.1	48.7	48.7	50.3
Student Health	31.9	29.5	29.6	30.7	33.2
Student Nutrition	72.3	66.9	73.3	76.2	78.0
Substitute Workers	5.7	5.1	12.7	13.4	52.6
Teacher	952.4	949.4	970.4	978.5	1,004.7
Total FTE	1,756.7	1,765.9	1,827.8	1,883.0	1,987.4

The 2025–2026 budget includes a total of 1,987.4 FTEs, marking an increase of 104.4 FTEs from the 2024–2025 actual count (1,883.0). The largest increase occurs in the Teacher category, which grows by 25.9 FTEs, bringing the total number of teaching staff to 1,004.7—the highest level in five years. This reflects the district’s continued investment in maintaining class size standards and addressing instructional needs as part of its academic CSIP objective. In addition, the overall increase in staff is the result of opening Angeline Washington Elementary.

Administrative staff increases by 6.0 FTEs, supporting expanded leadership capacity and building-level management. Student Nutrition and Student Health also show moderate increases, consistent with enhanced efforts to support student wellness and operational needs.

Other notable increases include Office Staff (+5.3 FTEs), Community Services (+13.0 FTEs), and Instructional Support (+7.4 FTEs)—all of which contribute to system-wide stability and improved service delivery. A reduction of 0.7 FTEs is noted in Substitute Workers, due to the district’s continued shift toward consistent staffing models.

Overall, this staffing plan demonstrates a strategic expansion of personnel to meet academic, operational, and wellness priorities while supporting student success across all levels.

A detailed accounting of the staffing FTE counts for school years 2021-2022 through 2028-2029, including an explanation of major shifts from the current year, appears in the [Informational Section](#) of this document beginning on page 199.

CHANGES IN DEBT

The Park Hill School District's outstanding debt reflects voter-supported investments in long-term capital improvements to district facilities. In April 2022, voters approved Proposition I, authorizing the issuance of \$137.0 million in general obligation bonds to fund new construction, renovations, equipment purchases, and land acquisition. The district structured the bond issuance in two phases:

- \$60 million was sold in January 2023 (Series 2023)
- The remaining \$77 million was sold in Fall 2024 (Series 2024)

These issuances significantly increased the district's total debt obligation in 2024–2025 and subsequent years, as shown in the table below.

In April 2025, voters approved Proposition O, authorizing \$128 million in new bonds. This funding supports the Phase 1 replacement of Park Hill High School, stadium and field improvements at Park Hill South, additions to Chinn, Line Creek, and Southeast Elementary Schools, safety upgrades, and land acquisition. The 2025–2026 budget includes the sale of all \$128 million in bonds, which is the primary driver of the increase in debt obligations for that year.

Payment Type	2021-2022 June 30, 2022 Actual	2022-2023 June 30, 2023 Actual	2023-2024 June 30, 2024 Actual	2024-2025 June 30, 2025 Actual	2025-2026 June 30, 2026 Budgeted
Outstanding Principal	140,440,000	195,470,000	190,100,000	261,275,000	381,710,000

The district's outstanding principal rose from \$140.4 million in 2021–2022 to a projected \$381.7 million in 2025–2026, a reflection of the phased issuance of voter-approved bonds. The most significant increase occurs between 2024–2025 and 2025–2026—a jump of over \$120 million—corresponding to the initial issuance under Proposition O.

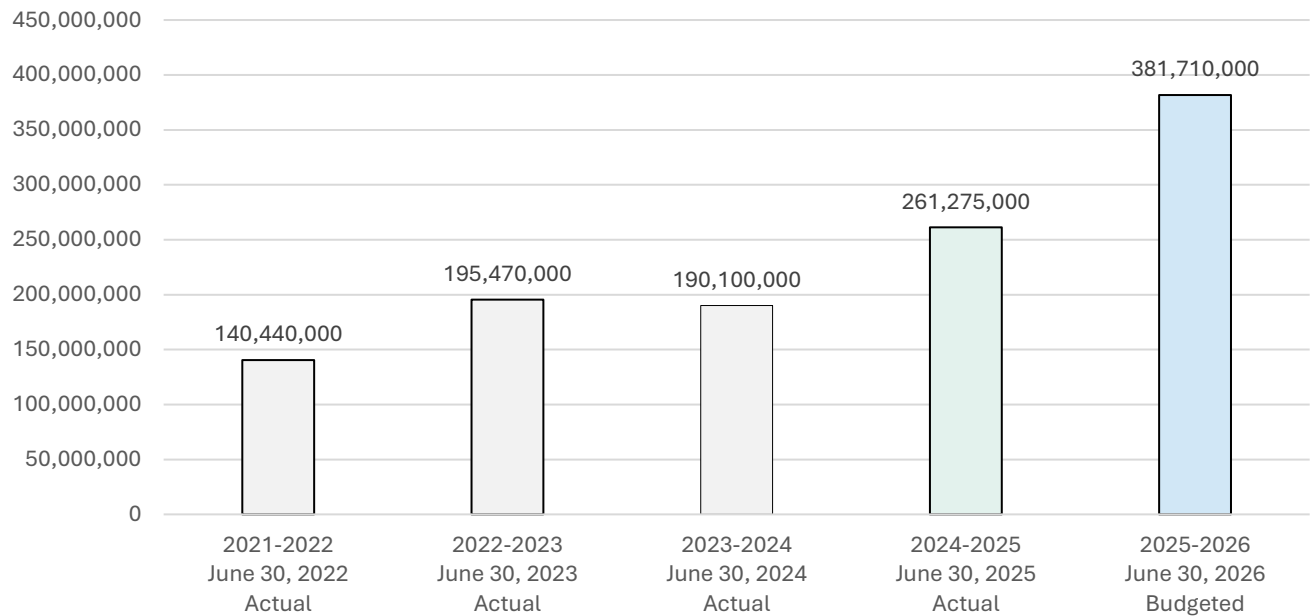
This increased debt load is consistent with the district's long-range facilities planning and demonstrates the community's strong support for educational infrastructure investments. The district will continue to manage debt responsibly through its annual debt service levy and financial forecasting.

CHANGES IN DEBT (GRAPH)

The graph below depicts the district outstanding debt at the end of each fiscal year (June 30). The June 30, 2025, value includes an estimate after the sale of \$77 million authorized by voters in April 2022. The June 30, 2025, amount also includes a repayment of existing debt previously scheduled during the school year.

Changes in Debt (Outstanding Principal on General Obligation Bonds)

School Years 2020-2021 through 2024-2025



In Missouri, a school district's legal debt limit is calculated as 15% of the Aggregate Assessed Valuation (AAV). The AAV for the 2024-2025 school year is estimated to be \$2.42 billion. The legal debt limit for the district is estimated to be \$361 million, leaving an estimate of \$121 million in debt capacity on June 30, 2025.

The district generates debt service revenue via the 300 - Debt Service Fund tax rate to pay debt accumulated after the sale of general obligation bonds authorized by the district voters in previous school years. The table below summarizes the outstanding principal as of July 1, 2024 (opening Fiscal Year 2025) for bonds sold in previous years:

Bond Series	Purpose	Outstanding Principal July 1, 2025
Series 2016	Refinance of a portion of Series 2011 bonds.	6,975,000
Series 2017	Construction of Walden Middle School, Hopewell Elementary School, the Support Services and Transportation Center, and LEAD Innovation Studio. Other capital improvements in technology, safety, and building infrastructure.	70,580,000
Series 2018	Second series of bonds from the April 2017, bond issue. \$23.3 million of \$110 million authorized by voters.	21,395,000
Series 2020	Refinance a portion of Series 2012 bonds.	19,040,000
Series 2023	First series of bonds from the April 5, 2022, bond issue. \$60 million of the \$137 million approved by voters. Construction of Elementary School #12. Improvements to elementary school playgrounds. Addition to Russell Jones Education Center. Renovations to Park Hill High School and Park Hill South High School gymnasiums, fine arts, and fields. Renovations at all schools	58,720,000

	and the Aquatic Center. Other capital improvements in technology, safety, and building infrastructure.	
Series 2024	Second series of bonds, \$77 million, from the April 2022 bond issue.	77,000,000
Series 2025	Planned sale of \$128 million in Fall 2024. Phase 1 replacement of Park Hill High School, stadium and field improvements at Park Hill South, additions to Chinn, Line Creek, and Southeast Elementary Schools, safety upgrades, and land acquisition.	128,000,000
Total Outstanding Principal (July 1, 2025)		381,710,000

Debt payments (principal and interest) are due in September and March of each fiscal year. Currently, debt payments are scheduled to be made through Fall 2045. Expenditures for principal and interest average \$24.9 million per fiscal year for the next five years.

With guidance from the district’s financial advisors, the district will structure the new debt over time as to maintain the district’s total tax rate of \$5.7955 rate per \$100 of the assessed valuation of real and personal property, resulting in no tax increase for district taxpayers beyond what was last approved by voters in April 2025. District staff and financial advisors will also consider assessed valuation growth, the bond market, interest rates, and interest rate risk to determine the size and number of the future bond sales.

A full accounting of the debt service fund balance for school years 2021-2022 through 2028-2029 appears in the [Financial Section](#) of this document on page 177. The district’s bond amortization schedule can be found on page 202 of this document.