

Glen Ellyn School District 41

493 N. Main Street
Glen Ellyn, IL 60137



*Annual
Budget*

2016-17

Glen Ellyn School District 41

Ignite passion. Inspire excellence. Imagine possibilities.



793 North Main Street, Glen Ellyn, IL 60137

September 6, 2016

President, Members of the Board of Education, and Citizens of Glen Ellyn School District 41,
Glen Ellyn, Illinois 60137

The Fiscal Year 2016-2017 annual budget for Glen Ellyn School District 41 (the District) is submitted for your review. This budget presents the District's finance and operations plan, and all necessary disclosures.

Budget Presentation

The budget includes all Governmental Funds of the District. The budget presents the District's finance and operations plan and reflects the financial support of the goals and objectives of the District.

The budget document is the primary vehicle to present the financial plan and the result of the operations of the District.

Budgets and financial projections are snapshots using the latest available information. School finance is conducted in a dynamic environment. Financial planning and management are affected by internal and external events. Some of these factors are listed below:

- Future state and federal legislation affecting state aid and other factors
- Interest rates
- Enrollment growth or decline and the changes in personnel needed to accommodate the students
- Special education services needed for educationally or physically challenged students
- Number of retirees and related benefits
- Medical insurance benefits
- Property tax variables

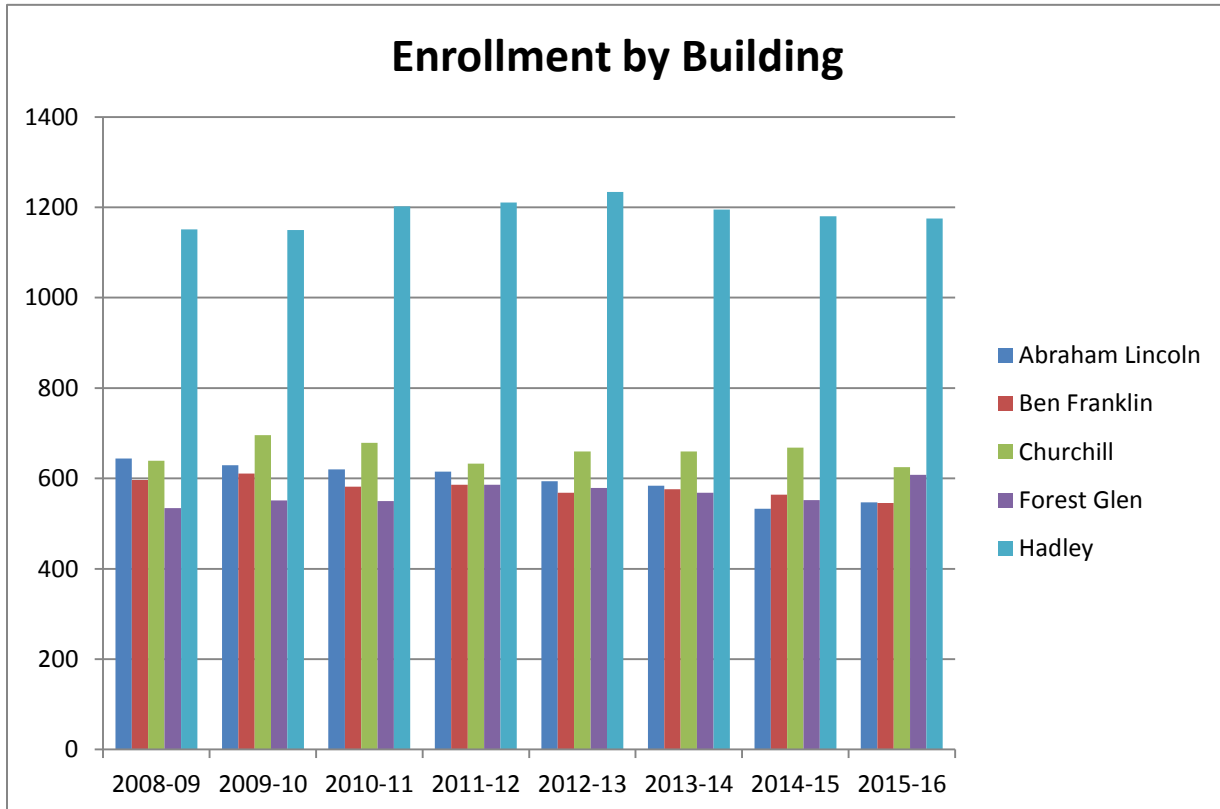
The District has compiled this budget using the most recent information available and historical estimates for unknown items. The budget will be updated prior to final adoption in September as new information becomes available.

The State of Illinois provides guidance on the grouping of expenditure and revenue categories. The Illinois Program Account Manual (IPAM) is the source for this guidance. The District will be realigning budget expenditures to comply with this guidance. This will take some time as revenue and expenditure budgets are realigned. Specifically, the levy will need to be adjusted to accommodate recording appropriate salaries in the Operations & Maintenance Fund and in the Transportation Fund. These expenses are currently reflected in the Education Fund.

The District provides budget allocations to the buildings based on a per-pupil amount. Other areas of the budget, such as salaries and benefits, capital expenditures and construction projects are based on need and contractual agreements. The allocation per elementary building is \$140 per pupil and \$185 per-pupil for Hadley.

Student Enrollment Trends

Below is a summary of historical enrollment trends by building. The district has experienced relatively stable enrollment over the past several years.



	Abraham Lincoln	Ben Franklin	Churchill	Forest Glen	Hadley	Total Enrollment
2008-09	644	597	639	534	1151	3565
2009-10	629	611	696	551	1150	3637
2010-11	620	582	679	550	1202	3633
2011-12	615	586	633	586	1211	3631
2012-13	594	568	660	579	1234	3635
2013-14	584	576	660	568	1195	3583
2014-15	533	564	668	552	1180	3497
2015-16	547	546	625	608	1175	3501

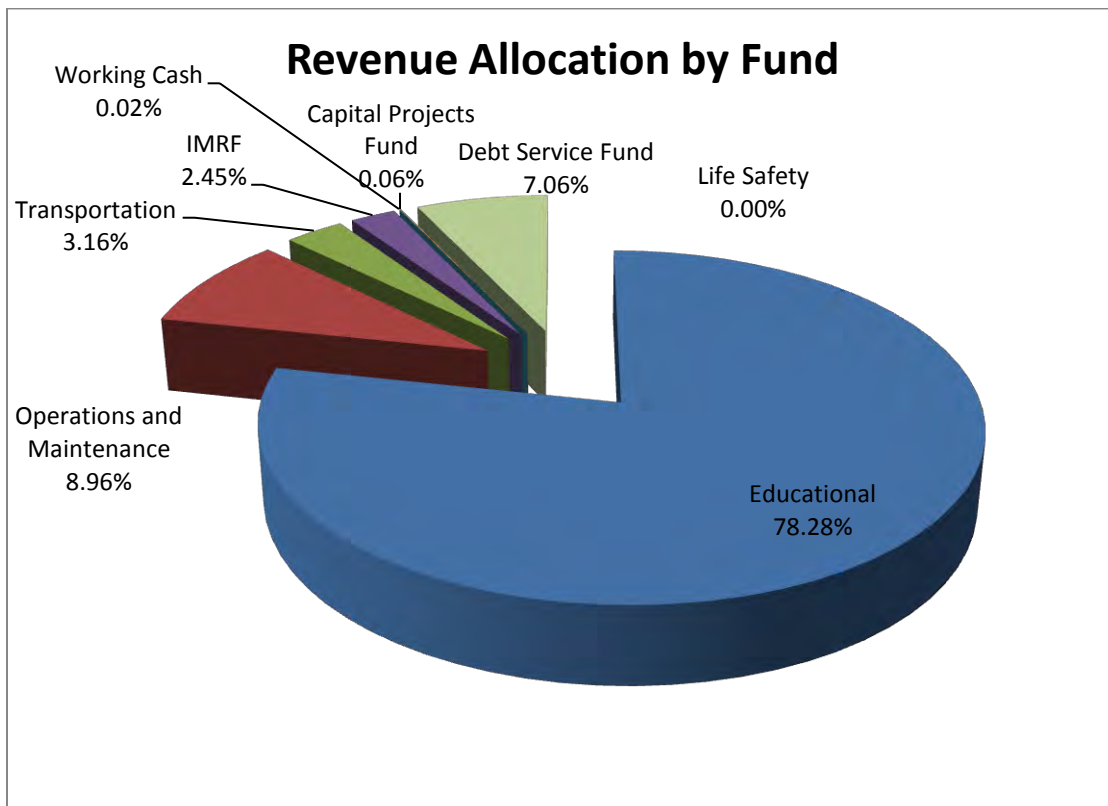
The District occasionally conducts a demographic study. An updated enrollment study has been completed by Kasarda and will be reviewed by the Board of Education at the September Board of Education meeting.

Governmental Funds

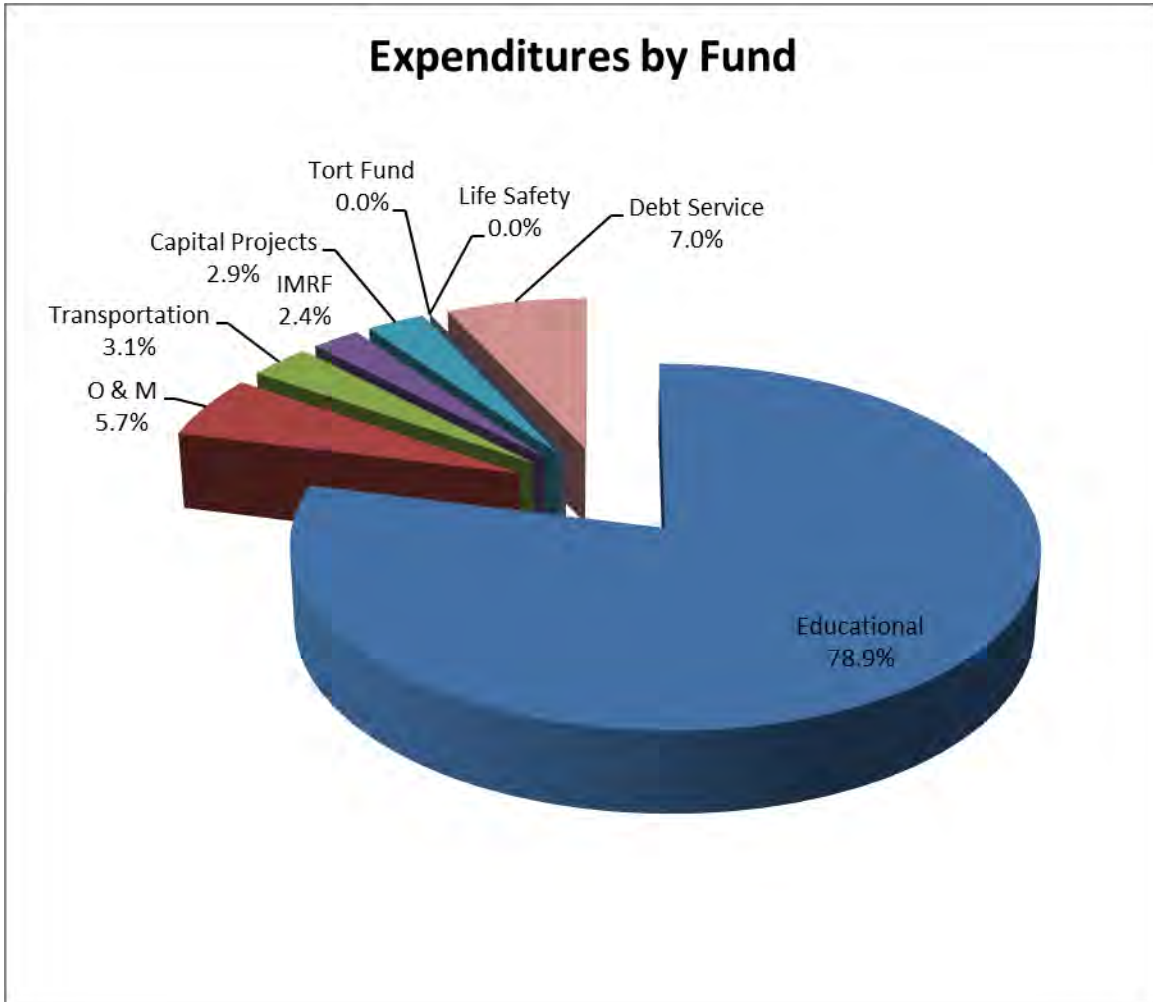
The Governmental Funds analysis is a compilation of all District funds combined together. The compilation of the total funds is for discussion purposes only due to restrictions that exist limiting the use of some funds and the ability to transfer dollars between funds.

Governmental Funds Summary by Fund

The District receives the majority of its revenue and also expends the majority of the budget from the Educational Fund. Revenue for the Educational Fund is 78.28% of the total and the Operations and Maintenance Fund is 8.96% of the total.



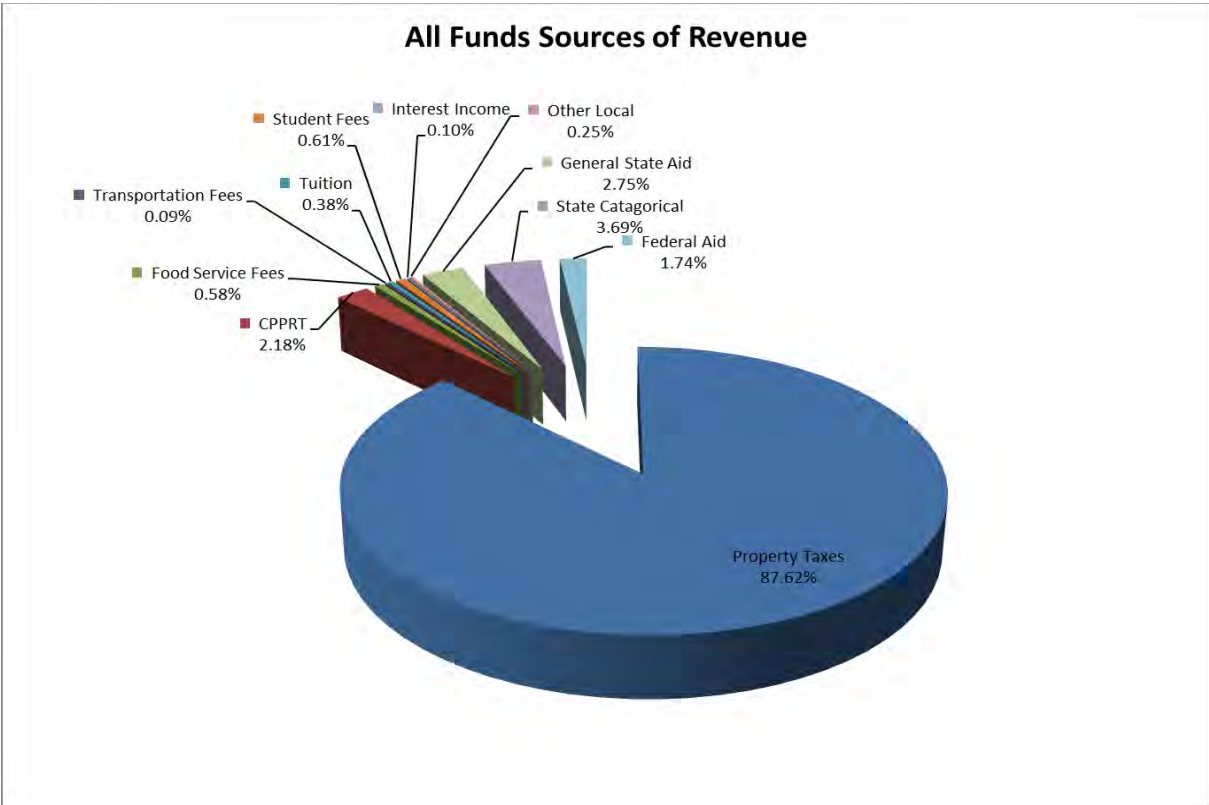
Expenditures in the Educational Fund are 78.9% of the total and expenditures in the Operation & Maintenance Fund (O&M) are 5.7% of total expenditures.



All Governmental Funds Revenues

The district receives 87.62% of the total revenue from local property taxes. General State Aid comprises 2.75% of total revenue and state categorical aid is 3.69% of total revenue. Federal aid is 1.74%. The other largest source of revenue is Corporate Personal Property Replacement Taxes (CPPRT). The following chart reflects total revenue for all funds.

	Property		Interest	Other			Total
	Taxes	CPPRT ¹		Local	State	Federal	
Educational	36,393,000	1,018,875	34,000	871,150	2,265,689	923,660	41,506,374
Operations and Maintenance	4,680,000	-	1,000	71,054	-	-	4,752,054
Transportation	1,224,500	-	500	48,500	403,268	-	1,676,768
Working Cash	1,170	-	10,000	-	-	-	11,170
IMRF	1,158,000	137,530	1,000	-	-	-	1,296,530
Total Operating Funds	43,456,670	1,156,405	46,500	990,704	2,668,957	923,660	49,242,896
Capital Projects Fund	-	-	5,000	25,000	-	-	30,000
Tort Fund	1,170	-	-	-	-	-	1,170
Life Safety	-	-	-	-	-	-	-
Debt Service Fund	3,000,000	-	500	-	745,078	-	3,745,578
Total	46,457,840	1,156,405	52,000	1,015,704	3,414,035	923,660	53,019,644



Individual funds receive different types of revenue. The table below reflects the different sources of revenue received in each fund.

Fund	Property Taxes	CPPRT ¹	Interest Income	Other Local Sources		
				State	Federal	
Educational	87.7%	2.5%	0.1%	2.1%	5.5%	2.2%
Operations and Maintenance	98.5%	0.0%	0.0%	1.5%	0.0%	0.0%
Transportation	73.0%	0.0%	0.0%	2.9%	24.1%	0.0%
Working Cash	10.5%	0.0%	89.5%	0.0%	0.0%	0.0%
IMRF	89.3%	10.6%	0.1%	0.0%	0.0%	0.0%
Total Operating Funds	88.2%	2.3%	0.1%	2.0%	5.4%	1.9%
Capital Projects Fund	0.0%	0.0%	16.7%	83.3%	0.0%	0.0%
Tort Fund	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Life Safety	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Debt Service	80.1%	0.0%	0.0%	0.0%	19.9%	0.0%
Total Governmental²	87.6%	2.2%	0.1%	1.9%	6.4%	1.7%

1) Corporate Personal Property Replacement Taxes

2) Governmental Accounting Standards defines Governmental Funds as including all of the funds indicated in this report and excludes fiduciary funds such as Student Activity funds.

Several adjustments have been made to major categories of revenue, such as:

- The 2016 Education Fund tax levy will be reduced and there is a corresponding increase in the Operations & Maintenance Fund and the Retirement Fund (IMRF). The additional funds are needed to cover anticipated expenses. This is analyzed on an annual basis.
- General state aid will be reduced in the Education Fund and the Debt Service Fund will see an increase in this income category to cover the expenses for the technology leases and debt certificates. This process will eliminate the need to transfer money from fund to fund on an annual basis. The exact amount will fluctuate annually.

Local Property Taxes

The operating fund's largest source of revenue, 88.2%, is property taxes. Since 1991, schools in DuPage County have been subject to the Property Tax Extension Limitation Law (PTELL) or "tax caps." Unfortunately, the tax cap formula does not take into account changes in a school district's budgetary needs, but limits the increase in taxes to the lesser of 5% or the rate of inflation as measured by the Consumer Price Index (CPI-U) issued by the Department of Labor for the month of December. In addition, the tax cap formula allows for an increase above the CPI-U for new construction.

Tax Year	CPI-U (Previous December)
2008	4.1
2009	0.1
2010	2.7
2011	1.5
2012	3.0
2013	1.7
2014	1.5
2015	0.8
2016	0.7
2017	<i>Released in January of 2017</i>

The following chart demonstrates that the 2014 tax collections are at the same level of tax collections as in prior years. The 2016-17 budget has been developed based on this information.

Tax Year	% of Tax Collections
2005	99.9%
2006	99.4%
2007	98.9%
2008	99.5%
2009	99.8%
2010	99.9%
2011	99.5%
2012	99.6%
2013	99.6%
2014	99.8%

Corporate Personal Property Replacement Taxes (CPPRT)

Funds that have personal property replacement taxes as a revenue source are the Educational and the Retirement Fund. CPPRT is driven by the health of the state's economy. The following table identifies the most recent collections of CPPRT, which is slightly more (5.6%) than the same time period last year:

Fiscal Year	CPPRT
2008-09	\$1,058,667
2009-10	\$879,032
2010-11	\$1,084,377
2011-12	\$956,391
2012-13	\$1,012,238
2013-14	\$1,060,856
2014-15	\$1,110,382
2015-16 (as of May 2016)	\$1,022,244

Other Local Revenue

Other local revenue includes investment income, all student fees, lunch fees and other miscellaneous revenues. Other Local revenue is expected to decrease by \$446,295 to more accurately reflect actual dollars collected.

State Revenue

Currently, the General State Aid (GSA) formula is designed to ensure that all students in Illinois have access to educational services valued at a basic "foundation level." The GSA formula factors a local school district's wealth (Equalized Assessed Valuation per student) and then categorizes each Illinois school district into one of three classifications:

GSA Classification	Number of Schools in Illinois
	Per Classification
Foundation Formula	618 Schools (72.5%)
Alternate Formula	175 Schools (20.5%)
Flat Grant	59 Schools (6.9%)

The 2015-16 foundation level is \$6,119; the Illinois State Board of Education (ISBE) prorated this amount by 92.1%. District 41 is an alternate formula district and receives approximately \$350 per student (based on the prior year's average daily attendance).

An adjustment has been made in the allocation of GSA to accommodate the payment of district unsecured debt. The Illinois State Board of Education requires the payment of unsecured debt from the Debt Service Fund but does not allow for a revenue source within the debt service fund. In past years, transfers have been made from the Educational and

Operations & Maintenance Funds to cover this expense. GSA is an approved use for this expense. A portion of 2016-17 GSA has been allocated to the debt service fund.

Other state resources are special education private facility, children requiring special education services, personnel, summer school, bi-lingual, early childhood, and transportation (*regular and vocational education*).

Federal Revenue

The Educational Fund currently receives the following federal revenues: national school lunch program (lunch & breakfast), IDEA, Title I Low Income, Title II Teacher Quality, Title III Emergency Immigration, and Medicaid.

All Governmental Funds Expenditures

The overall expenditure budget for all funds, including transfers, will decrease by 3.34% or \$1,804,308, excluding inter-fund transfers. Capital Outlay is budgeted to be the largest decrease in total spending.

	2015-16 Budget	2016-17 Budget	\$ Δ	% Δ
Salaries	28,571,726	30,268,097	1,696,371	5.94%
Benefits	5,599,590	5,961,923	362,333	6.47%
Purchased Svcs	6,239,083	6,020,147	-218,936	-3.51%
Supplies/Matls	2,284,412	2,231,177	-53,235	-2.33%
Capital Outlay	5,620,380	2,915,844	-2,704,536	-48.12%
Dues/Fees/Tuition	5,722,170	4,835,865	-886,305	-15.49%
	54,037,361	52,233,053	-1,804,308	-3.34%

Salaries are expected to increase by \$1,696,371 or 5.94% from the 2015-16 budget. All salary line items are aligned with collective bargaining and work agreements.

The following identifies a few of the budgeted salary changes that contribute to this increase:

- Administrative salary increases are budgeted to increase, 1.0% returning staff; this does not mean all administrators will receive a 1.0% increase but allows the Superintendent to increase salaries based on performance. The overall increase in this category is 1.28%
- It is important to know that certain support staff have been reassigned to the correct employee category which has caused percentage changes that appear abnormal, particularly in Business Services.
 - Exempt staff (*object code 1190 + 148.60%*),
 - Office support staff (*object code 1160 -32.47%*),
 - Parent coordinator (*object code 1140 – 100%*),
- All exempt staff have been budgeted at 1.0%.
- AFSCME salaries (*Aide, Office Support, and Custodial & Maintenance Staff*) have been budgeted at 1.5%. There is a reduction in aides of 3.5 FTE due to a decrease in Title 1 funding.
- GEEA salary increases are budgeted for all returning staff per the negotiated agreement (2.14%). The overall increase averages 4.81%. Factors to consider:
 - Fourteen GEEA retirements (2015-16 cost \$1,585,917)
 - Replacement cost for retirees is \$798,000 for a savings of \$797,917.
 - An increase in certified staff of 11.1 FTE

The benefit area is expected to increase by \$362,333 or 6.47%. The increase is driven by the increases in health insurance and additional staff. The health insurance renewal is 0.7% increase for the HMO premium, 5.5% rate increase for the PPO premium and 1.1% increase for the dental premium.

Purchased Services are anticipated to decrease by \$218,936 or 3.51% overall. The Property Casualty and Liability Insurance renewal effective July 1, 2016 reflects an overall increase of 1.34% or \$1,529. The cost of the Workers' Compensation insurance has increased by 18.70% or \$33,014. The large increase in the Workers' Compensation insurance is due to claims experience.

Total supplies are projected to decrease by \$53,235 or 2.33%.

Capital equipment and capital improvements are projected to decrease by \$2,704,536 or 48.1%.

The "other" expense area includes membership dues, other miscellaneous fees, principal and interest payment, tuitions to other schools, and private placements for the District's special needs students. It is expected to decrease by \$886,305 or 15.49%. Principal and interest payments are expected to decrease by \$735,000.

Individually, the Educational Fund will see a 3.46% increase in expenditures, the Operations and Maintenance Fund will see a decrease of 4.86% and the Capital Project Fund will realize an overall decrease in planned projects of 68.86%.

Other Financial Indicators

Illinois State Board of Education Financial Profile

The goal of the financial profile is to objectively assess the financial health of all school districts in order for the public to gain a better understanding of where their schools rank in comparison to others. This is done through a process of benchmarking five indicators for school districts. The highest ranking given by the state board is “4.0 Recognition.”

Fiscal Year	ISBE Financial Profile Designation	ISBE Financial Profile Score
2015	Financial Recognition	3.65
2014	Financial Recognition	3.65
2013	Financial Recognition	4.00
2012	Financial Recognition	4.00
2011	Financial Recognition	4.00
2010	Financial Recognition	4.00
2009	Financial Recognition	3.65
2008	Financial Recognition	3.65
2007	Financial Recognition	3.55
2006	Financial Review	3.20
2005	Financial Review	3.20

Rating Services

- Moody’s has moved to the Global Rating System, meaning that they are now rating issuers on the likelihood of default, not their more stringent municipal rating. The current rating given by Moody’s is “Aa2” (2010).
- Moody’s is known for favoring strong financial management and fund balances.

Illinois State Board of Education Budget Requirements

Glen Ellyn School District 41's budgeting and reporting requirements are mandated by article 23 of the Illinois Administrative, Part 100, which establishes requirements for school district budgets and accounts as required by Section 2-3.27 of the School Code. The general requirements include:

- a. Each school board shall use an appropriate set of journals and ledgers for the recording, summarization, and control of transactions and shall use the double-entry bookkeeping method and a fund accounting system.
- b. Each school board shall establish and maintain the number and types of funds necessitated by the nature and scope of its operations.
- c. Each chart of accounts shall incorporate at least the following dimensions:
 - 1) Fund or fund group
 - 2) Balance sheet accounts
 - 3) Revenue sources
 - 4) Expenditure purposes of functions; and
 - 5) Expenditure objects
- d. Each school board shall use the account codes assigned by the State Superintendent of Education.

The Illinois State Board of Education (ISBE) publishes the account code criteria in the Illinois Program Accounting Manual (IPAM). Glen Ellyn School District 41 complies with the requirements set forth in IPAM and presents the budget in detail by fund, function and object. The District exceeds the IPAM requirements by recording line item details directly into the online computer system and requiring budget managers to monitor their budget areas by accessing the computer system online. In addition, the Illinois State Board of Education requires the District to submit and publish the District budget in the ISBE School District Budget Form. The ISBE School District Budget Form for fiscal year 2014-2015 can be found on the District webpage at www.d41.org.

District Background

District 41 is known for high academic achievement, a strong sense of community and active family involvement. We value what we have in common, learn from our differences and honor diversity in language culture and ability. We serve about 3,600 children from Pre-Kindergarten through eighth grade in four elementary schools and one junior high school.

We serve parts of Carol Stream, Glendale Heights, Glen Ellyn, Lombard, and Wheaton. Our boundaries go roughly from Route 53 on the east, President Street on the west, Roosevelt Road (Route 38) on the south and North Avenue (Route 64) on the north. Our graduates attend Glenbard West High School in Glenbard District 87.

Our Vision

Ignite passion. Inspire excellence. Imagine possibilities.

Our Mission

We embrace the future with optimism, working in partnership with our community on behalf of our children. We develop intellect, engage creatively, foster responsibility, and build positive and collaborative relationships to enable all children to thrive in a changing and increasingly global society.

Our Values

Our values are the cornerstones of our learning community and direct the actions we take; we must model, teach and live them throughout the district.

- We expect honesty, integrity and ethical behavior of all members of our learning community.
- We empower every child to become a self-directed lifelong learner capable of creative and critical thinking.
- We emphasize written and oral skills which are essential to success, timeless in their importance and are the basis of future learning.
- We encourage flexibility and adaptability knowing they are necessary to succeed in a global and diverse society.
- We leverage our resources and technology to create powerful and equitable educational environments and experiences for all learners.

Learning

The District 41 Learner Characteristics guide everything we do within our learning community, and represent our goals for all learners, both children and adults. Our students do well on national, state and local measures of achievement, performing in the top 6% of the state, according to a 2013 independent study. Our comprehensive curriculum is similar to that of other high-performing districts, and includes Language Arts, Math, Science, Social Science, Art, Music and Physical Education. Spanish starts in first grade, and there is a dual-language option that begins in kindergarten. In addition, Hadley Junior High students receive instruction in

Technology, Health, Life Skills, Study Skills and Foreign Language. Hadley also offers a range of electives; examples of these are band, orchestra, drama, cooking, and lego-robotics.

District 41 Learner Characteristics

Habits and Attitudes:

a person with these habits and attitudes is someone who is...

Curious

Creative

Resilient in the face of challenges

Able to embrace change

Adaptable

Collaborative

Open to diverse viewpoints and experiences

Respectful of others

Respectful of the environment

Compassionate

Optimistic

Nurturing

Challenge seeking

Engaged and enthusiastic

Future oriented with a global perspective

Intrinsically motivated

Skills and Applications:

a person with these skills and applications is someone who can...

Solve complex problems

Make connections between present and future opportunities

Think critically, reflectively

Communicate effectively using a variety of media and technology

Communicate effectively to a variety of audiences

Utilize multiple literacy skills in learning

Utilize organizational skills to enhance learning

Mediate conflict peacefully

Pursue a healthy lifestyle

Appreciate beauty and the arts

Advocate for oneself and others

Apply current learning to new situations

Synthesize multiple pieces of information to create new information

Assume responsibility for learning

Programs and Services

We offer many programs and services to meet the needs of all learners, such as English Learners (EL) and Special Education services. In addition to highly skilled teachers, professionals such as Math, Literacy and Advanced and Enrichment Specialists; Problem-Based Learning Coaches; Social Workers; Psychologists; School Nurses; Counselors; Aides and others work together to provide support as needed. We also reach out to families with services such as translation, parenting classes and bilingual technology instruction.



Board of Education

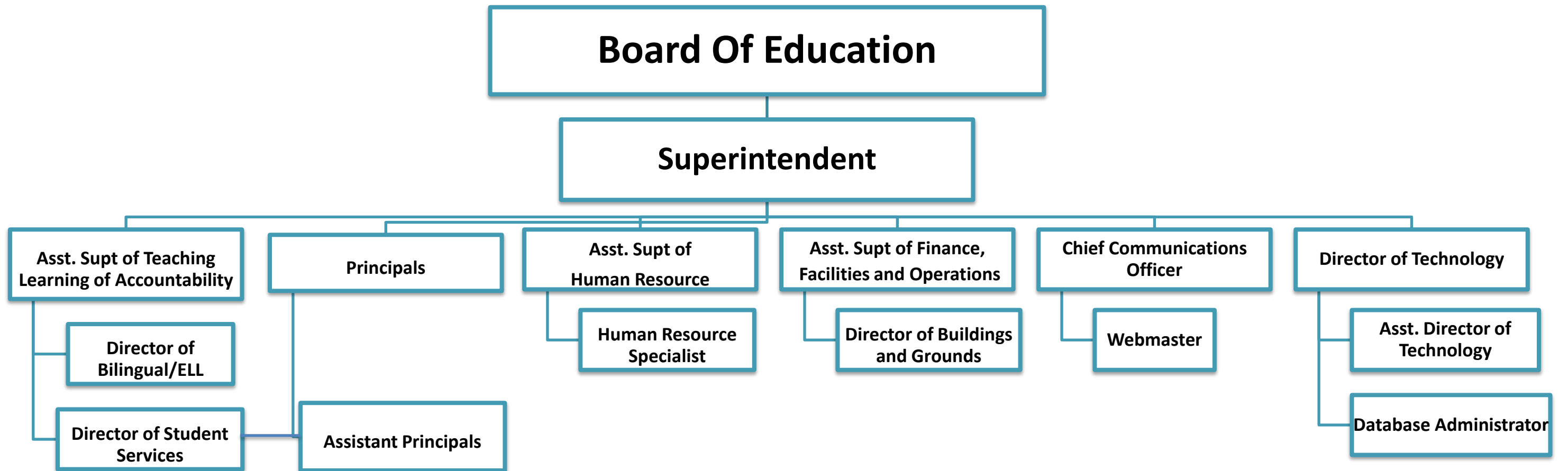
		<u>Term Expires</u>
Erica Nelson	President	April 2019
Drew Ellis	Vice President	April 2017
Stephanie Clark	Secretary	April 2019
Joe Bochenski	Member	April 2017
Kurt Buchholz	Member	April 2019
Willie DiFabio	Member	April 2017
Patrick Escalante	Member	April 2017

Administration

Dr. Paul Gordon	Superintendent of Schools
Karen Carlson	Assistant Superintendent for Teaching, Learning, Accountability
Michelle Gallo	Director of Student Services
Katie McCluskey	Director of Bilingual/ELL Services
Cheryl L. Witham	Assistant Superintendent for Finance, Facilities & Operations
Erika Krehbiel	Chief Communications Officer
Marci Conlin	Assistant Superintendent of Human Resources
Dave Scarmardo	Director of Building and Grounds
Mike Wood	Director of Technology
Jim Videlka	Assistant Director of Technology
Mary Hornacek	Principal
Michelle Shabaker	Assistant Principal
Linda Schweikhofer	Principal
Chuck Brewster	Assistant Principal
Jeff Burke	Principal
Sarah Rodriguez	Assistant Principal
Scott Klespitz	Principal
Melissa Groot	Assistant Principal
Steven Diveley	Principal
Jill Amrhein	Assistant Principal
Bob Guzzetti	Assistant Principal

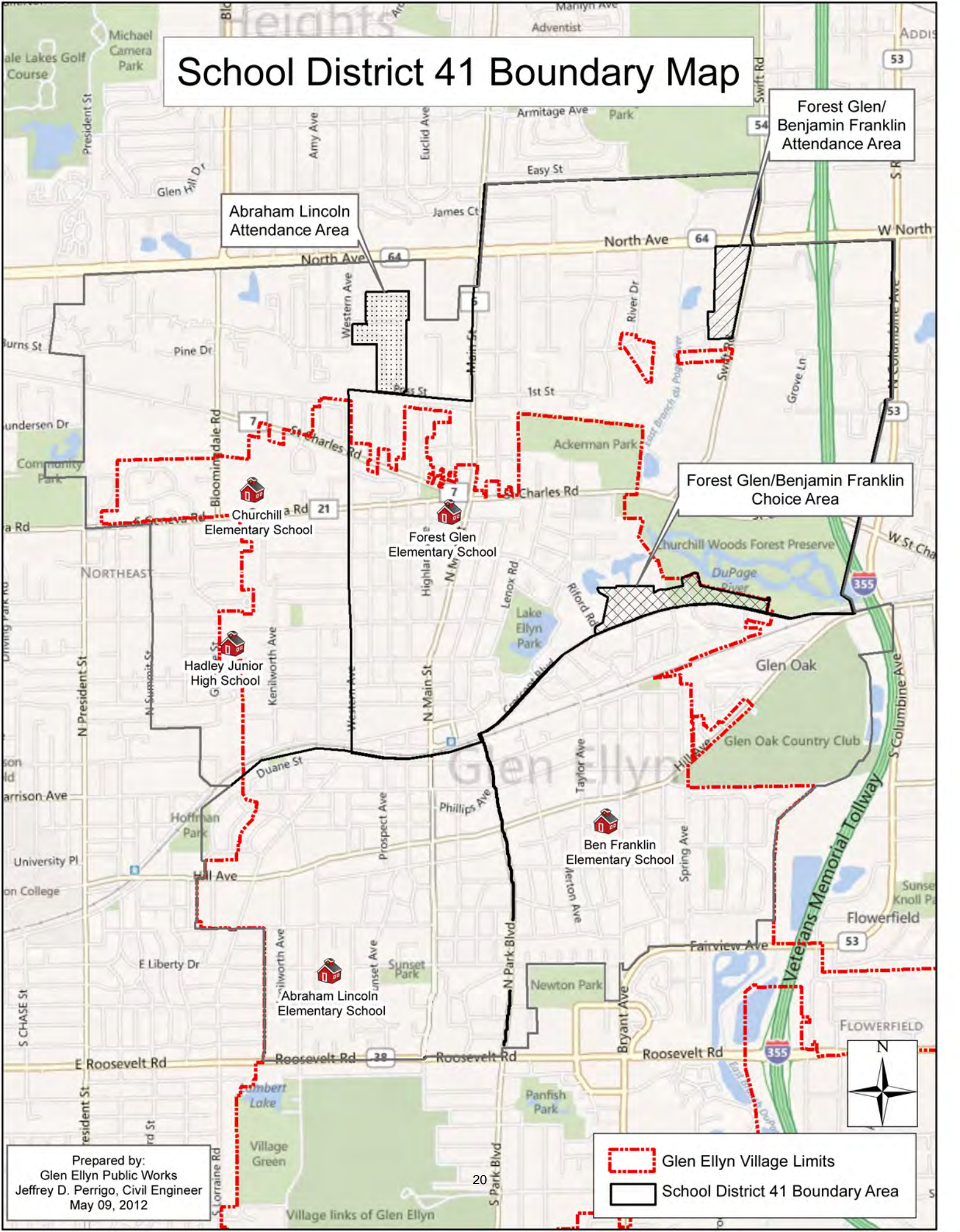
GLEN ELLYN SCHOOL DISTRICT 41 ORGANIZATIONAL CHART

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Reviewed: February 11, 2013
Revisions Approved: February 25, 2013, February 8, 2016

School District 41 Boundary Map




Abraham Lincoln Attendance Area

Forest Glen/
Benjamin Franklin Attendance Area

Forest Glen/Benjamin Franklin Choice Area

Prepared by:
Glen Ellyn Public Works
Jeffrey D. Perrigo, Civil Engineer
May 09, 2012

 Glen Ellyn Village Limits
 School District 41 Boundary Area

INDIVIDUAL FUND EXPENDITURE BUDGETS

Educational Fund (10)

Purpose: *The most varied and the largest volume of transactions will be recorded in the Educational Fund. This is mostly because the Educational Fund covers transactions that are not specifically covered in another fund. Certain expenditures that must be charged to this fund include the direct costs of instruction, health and attendance services, lunch programs, all costs of administration, and related insurance costs. Certain other revenues that must be credited to this fund include taxes levied in this fund, tuition and textbook rentals.*

Revenue Review

Significant budget challenges presently exist in the State of Illinois. As of this report, there is still no State budget in place and school districts are not certain of the amount of State funding to expect next school year.

	Budget FY 15-16	Budget FY 16-17	\$ Δ	% Δ
Property Taxes	37,270,902	36,393,000	-877,902	-2.36%
CPPRT	975,000	1,018,875	43,875	4.50%
Other Local Revenue	1,355,320	871,150	-484,170	-35.72%
Interest Income	40,000	34,000	-6,000	-15.00%
State Sources	2,984,333	2,265,689	-718,644	-24.08%
Federal Sources	877,279	923,660	46,381	5.29%
	43,502,834	41,506,374	-1,996,460	-4.59%

The current summaries of budgeted revenues are:

- Total Educational Fund revenues are anticipated to decrease by \$1,996,460 or 4.59%.
- Property taxes have the greatest impact on the variance and are expected to decrease by \$877,902 or 2.36%. As previously mentioned, property taxes are restricted by the tax cap legislation.
- Corporate Personal Property Replacement Taxes (CPPRT) is expected to increase by \$43,875 or 4.5%. The budget adjustment is based on estimates from the Illinois Department of Revenue.
- Interest income will decrease by \$6,000 or 15.0% and is based on the current year's earnings.

- Student fees and Other Local Revenue will decrease by \$484,170 or 35.72%. The decrease is due to the change in special education tuition received, refund of prior year expenditures and miscellaneous income.
- State & Federal Revenues:
 - a. General State Aid (GSA) is expected to remain the same. However, the effect on the Education Fund is a reduction of \$515,144. This amount has been transferred to the Debt Service Fund for the technology leases and debt certificates.
 - b. Other state revenue will decrease slightly by \$203,500 or 11.58%. This area will be adjusted once the 2015-16 claims have been submitted at the end of the fiscal year.
 - c. Federal revenues are estimated to increase by \$46,381 or 5.29%. This area will be adjusted once the District is notified of the new allocations.

Expenditure Review

The increase in the Educational Fund expenditures for FY 2017 is estimated to be \$1,376,480 or a 3.46% increase. This increase is primarily related to an increase in salaries and benefits offset by a reduction in purchased services, capital outlay and other expenses.

Educational Fund Expenses	FY 2016 Budget	FY 2017 Budget	% Δ	\$ Δ
Salaries	\$ 28,571,726	\$ 30,268,097	\$ 1,696,371	5.94%
Employee Benefits	4,454,626	\$ 4,689,472	234,846	5.27%
Purchased Services	2,953,830	\$ 2,787,038	(166,792)	-5.65%
Supplies & Materials	1,397,122	\$ 1,344,427	(52,695)	-3.77%
Capital Outlay	366,000	\$ 181,100	(184,900)	-50.52%
Other Objects	2,068,215	\$ 1,917,865	(150,350)	-7.27%
Total Expenditures	<u>\$ 39,811,519</u>	<u>\$ 41,187,999</u>	<u>\$ 1,376,480</u>	<u>3.46%</u>

Salary:

The salary budget of \$30,268,097 is the largest category in the Educational Fund budget and accounts for 73.5% of the total Educational Fund budget. The salary budget is estimated to increase by \$1,696,371 or 5.94% over the 2015-16 budget.

Staffing Comparison

The 2016-2017 data includes all projected staff positions for the upcoming school year including those that have not been posted or filled. The 2015-2016 data reflects actual staff employed for the school year. The total Full-Time Equivalent (FTE) staff will increase by 23.5FTE over the current year actual staffing.

There are increases in the following areas:

- Special education resource staff and speech pathologists
- Special education aides
- Regular education
- Physical education
- Part-time elementary orchestra
- ESL certified staff
- Food service support staff

Part of the increase is related to some positions being filled for part of the year last year and are expected to be filled all year next year, an example is the Asst. Superintendent position.

Staffing Changes for FY 2017	FTE
Special Education Student Needs	
Teacher-Blended classrooms	0.50
Instructional Aides	9.00
Resources Teachers	2.00
Clerical Support	0.50
Speech Services	1.50
Sub Total	13.50
General Education	
Class size-Certified Teachers	4.0
Physical Education Teacher	0.8
Orchestra Teacher	0.3
Sub Total	5.1
Pupil Support Services-ESL/Dual	2.0
Food Service	2.3
Grand Total	22.9

Special Education

The increase in special education is attributed to the students and their individual needs. In addition, staff reviewed various IEPs and made recommendations to increase the number of minutes to support students. The largest increase is in the area of special education aides. Last year the budget included 34.0 FTE and 32.0 were used for special education aides. This year the budget includes 43.0 FTE. Currently, IEP teams throughout the district have determined the need for 38.0 FTEs due to our student's IEPs. We also know we will have additional needs as the school year progresses. The remaining 5.0 FTE for aides will be held for a contingency due to student needs which may develop during the school year. The district offices will include 0.5 FTE for clerical support of special education transportation.

Regular Education

Class size in regular education at some of the elementary schools has presented a need for two additional first grade teachers, one at Lincoln and one at Franklin. Churchill is receiving an additional 0.8 FTE for physical education due to the number of students and sections needed and to support the shift of Adaptive PE to our PE teachers. The budget also includes an additional 0.3 FTE for orchestra due to the number of students registered for the program.

Pupil Support Services

As Dual Language moves to third grade at Churchill the budget account for 1.0 FTE additional dual language teacher. In addition, the budget includes 1.0 FTE for ESL services at Churchill, Franklin and Forest Glen while reducing at Lincoln. The overall difference in FTE for these ESL services is 2.0.

Other staffing FTE changes include the reduction of one certified school nurse and a reduction in 5.0 FTE health aides with a 5.0 increase in registered nurses.

Employee Group	Classification	FY 2015-16 Actual FTE	FY 2016-17 Budget FTE	Δ FTE
Administration		10.4	11.0	0.6
	District Level	11.0	11.0	0.0
	Building Level	21.4	22.0	0.6
	Sub-Total			
Exempt				
	Directors and Managers	3.3	3.3	0.0
	Administrative Assistants & Specialists	7.0	7.0	0.0
	Registered Nurse	0.0	5.0	5.0
	Technology	3.0	3.0	0.0
	Sub-Total	13.3	18.3	5.0
Certified (GEEA)				
	Regular Education, ESL and Dual Language Teachers	195.26	201.3	6.0
	Special Education Teachers	26.7	26.0	-0.7
	School Nurse	3.0	2.0	-1.0
	Student Support, Coaches and Specialists.	40.0	46.3	6.3
	Sub-Total	265.0	275.6	10.6
Non-Certified (AFSCME)				
	Clerical	15.27	16.0	0.7
	Food Service	10.7	13.0	2.3
	Health Services Aides	5.0	0.0	-5.0
	Instructional Aides	59.0	68.0	9.0
	Custodial	26.38	26.6	0.2
	Sub-Total	116.4	123.6	7.3
	Grand Total	416.1	439.5	23.5

Benefits:

The benefit area is the second largest category of the Educational Fund budget. The benefit line item accounts for 11.4% of the total Educational Fund budget and is anticipated to increase by 5.27% or \$234,846.

Purchased Services, Supplies and Capital Outlay:

The areas of purchased services, supplies and capital outlay account for 10.54% of the total Educational Fund budget and are expected to decrease by approximately \$404,387. Purchased services pay for staff development, the food service contract, and legal fees. Supplies and capital outlay provide the needed resources for student learning.

Other Objects

The Other object category accounts for 4.68% of the total Educational Fund budget and is expected to decrease by \$150,350. The major expenditure (\$1,800,000) in this category is associated with special education services.

The charts below summarize the Education Fund expenditures by program area.

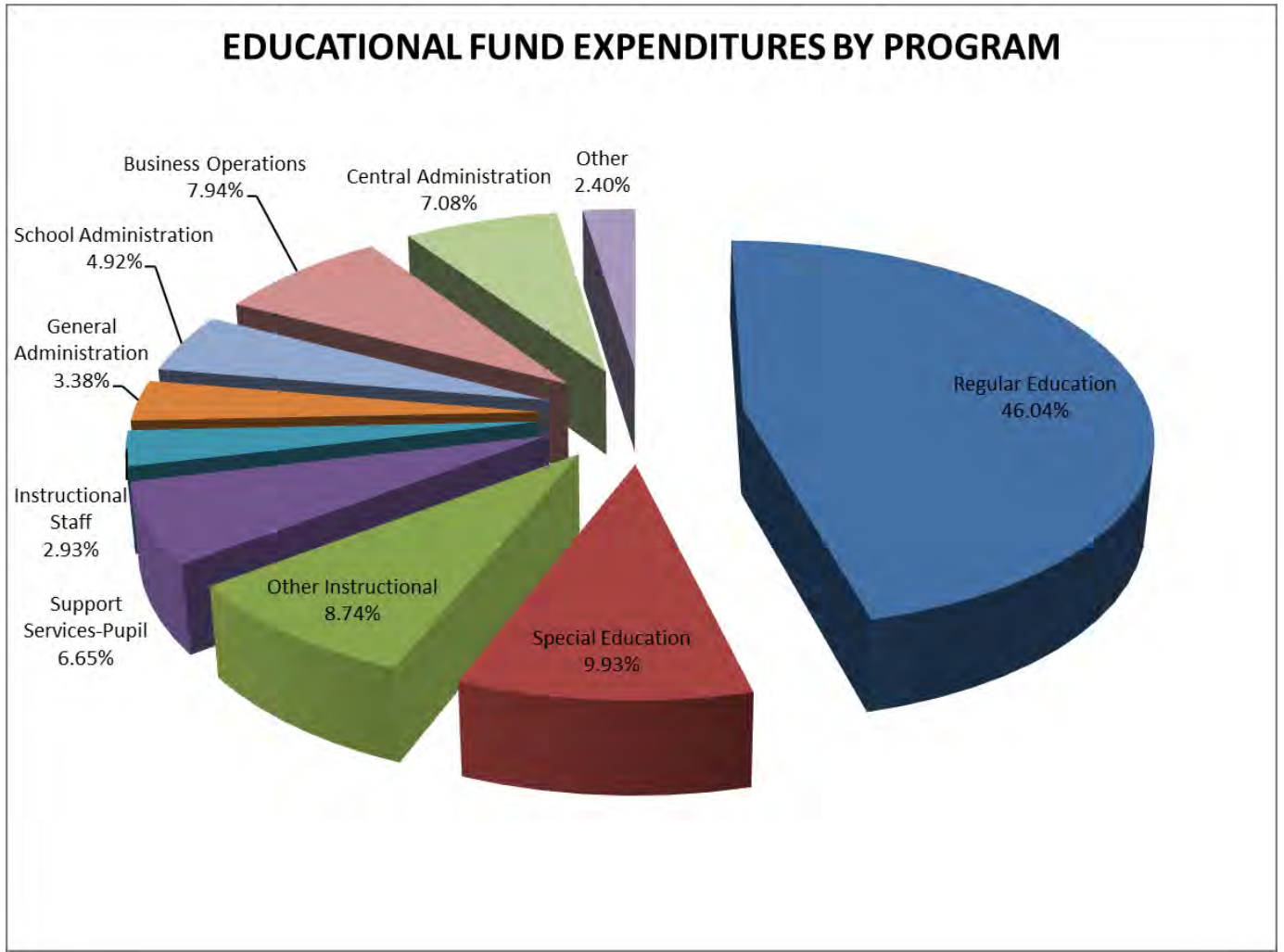
Regular education includes regular classrooms and regular pre-K programs. Special Education includes all K-5 and Pre-K special education classroom services. Other Instructional includes Interscholastic, summer school, gifted programs bilingual and tuition programs. Support Services-Pupil includes social workers, Guidance, health services, psychological, and speech services. Instructional Staff includes media, testing and assessment and teaching and learning services. General administration includes Board of Education, Superintendent Office and other general administration support. School administration includes administrative support in each building. Business Operations includes finance, O & M, pupil transportation, and food service. Central administration includes technology, data processing and human resources.

Educational Fund Comparative Analysis by Program						
Expenditures	FY 2016	FY 2017	% of Total	\$ Δ	% Δ	
Regular Education	\$ 18,541,874	\$ 18,963,365	46.04%	\$ 421,491	2.27%	
Special Education	3,817,379	4,089,628	9.93%	\$ 272,249	7.13%	
Other Instructional	2,893,754	3,601,297	8.74%	\$ 707,543	24.45%	
Support Services-Pupil	2,032,011	2,737,110	6.65%	\$ 705,099	34.70%	
Instructional Staff	1,271,406	1,206,792	2.93%	\$ (64,614)	-5.08%	
General Administration	1,364,784	1,392,340	3.38%	\$ 27,556	2.02%	
School Administration	1,914,569	2,024,850	4.92%	\$ 110,281	5.76%	
Business Operations	2,952,818	3,268,398	7.94%	\$ 315,580	10.69%	
Central Administration	3,432,479	2,915,993	7.08%	\$ (516,486)	-15.05%	
Other	1,590,445	988,226	2.40%	\$ (602,219)	-37.86%	
	\$ 39,811,519	\$ 41,187,999	100.00%	\$ 1,376,480	3.46%	

The largest decrease in expenditures will be in Central Administration, 15.05% or \$516,486 and Other Services 37.86% or \$602,219. The reduction in Central Administration relates to the Technology area. There will be significant reduction in principal and interest payments for capital leases. There will also be a reduction in capital expenditures. In the Other category there will be a reduction in tuition costs.

Additional spending in the Business Operations area relates to a realignment of salary expenses in the custodial and maintenance, food service and support staff. As previously mentioned, these costs have been re-categorized and in some cases the budget has been corrected to accurately reflect historical spending. This accounts for an increase of \$219,000. There are also planned expenditures for food service equipment of \$25,000, and a budget adjustment for banking/credit card fees for accepting on-line credit card payments of \$23,000.

The chart below summarizes the Educational Fund Expenditures by Program area in pie chart format and is the same data as the table above.



An historical comparison of detailed expenditure by program area follows. This report reflects spending in the Educational Fund only.

**EDUCATION FUND EXPENDITURES
BY PROGRAM AREA**

Fund	Function Level2	Object	Actual 2013	Actual 2014	Actual 2015	Budget 2016	Budget 2017
Education							
	1100 Regular Programs						
		100 Salaries	\$38,663,235	\$39,789,273	\$44,315,207	\$41,666,397	\$41,326,243
		200 Employee Benefits	\$17,630,371	\$18,121,390	\$18,294,688	\$18,541,874	\$18,963,365
		300 Purchased Services	\$14,881,432	\$15,283,697	\$15,712,594	\$15,829,131	\$16,241,243
		400 Supplies & Materials	\$1,890,626	\$1,952,471	\$1,965,782	\$1,996,340	\$1,973,480
		500 Capital Outlay	\$93,969	\$89,403	\$57,703	\$73,070	\$124,500
		600 Other Objects	\$709,541	\$716,564	\$489,050	\$595,133	\$595,842
			\$42,673	\$59,827	\$67,838	\$46,000	\$25,900
			\$12,130	\$19,428	\$1,721	\$2,200	\$2,400
	1200 Special Education/Remedial Programs						
		100 Salaries	\$3,454,855	\$3,860,424	\$3,866,552	\$3,817,379	\$4,089,628
		200 Employee Benefits	\$2,836,596	\$3,147,287	\$3,143,388	\$3,042,172	\$3,334,227
		300 Purchased Services	\$586,073	\$659,631	\$658,451	\$625,987	\$691,571
		400 Supplies & Materials	\$11,725	\$6,243	\$41,501	\$88,895	\$10,800
		500 Capital Outlay	\$20,461	\$47,263	\$23,212	\$56,325	\$49,030
			\$0	\$0	\$0	\$4,000	\$4,000
	1500 Interscholastic Programs						
		100 Salaries	\$137,780	\$140,260	\$128,719	\$143,899	\$128,360
		200 Employee Benefits	\$98,668	\$106,830	\$102,296	\$109,499	\$95,132
		300 Purchased Services	\$990	\$986	\$1,116	\$0	\$978
		400 Supplies & Materials	\$8,411	\$9,071	\$9,184	\$12,500	\$11,000
		500 Capital Outlay	\$25,447	\$18,737	\$12,478	\$15,200	\$14,500
		600 Other Objects	\$514	\$816	\$0	\$2,500	\$2,500
			\$3,750	\$3,820	\$3,645	\$4,200	\$4,250
	1600 Summer & Gifted Programs						
		100 Salaries	\$527,809	\$506,936	\$415,777	\$422,618	\$494,866
		200 Employee Benefits	\$470,474	\$457,903	\$376,808	\$387,981	\$453,262
		300 Purchased Services	\$57,247	\$48,883	\$38,969	\$33,957	\$40,724
		400 Supplies & Materials	\$0	\$150	\$0	\$0	\$200
			\$88	\$0	\$0	\$680	\$680
			\$1,590,703	\$1,767,706	\$1,626,942	\$1,727,237	\$1,978,071
	1800 Bilingual Programs						
		100 Salaries	\$1,295,457	\$1,456,650	\$1,363,355	\$1,373,602	\$1,702,320
		200 Employee Benefits	\$195,983	\$258,608	\$225,173	\$284,932	\$199,148
		300 Purchased Services	\$56,060	\$37,761	\$27,791	\$52,498	\$53,048
		400 Supplies & Materials	\$42,703	\$14,559	\$10,593	\$15,965	\$23,315
		600 Other Objects	\$500	\$128	\$30	\$240	\$240
			\$681,984	\$840,690	\$777,644	\$600,000	\$1,000,000
		600 Other Objects	\$681,984	\$840,690	\$777,644	\$600,000	\$1,000,000
			\$2,313,676	\$2,082,394	\$2,133,174	\$2,032,011	\$2,737,110
	1900 Truant Alternative & Optional Programs						
		100 Salaries	\$1,995,756	\$1,803,576	\$1,848,548	\$1,762,053	\$2,404,496
		200 Employee Benefits	\$289,468	\$248,675	\$241,502	\$246,578	\$260,484
		300 Purchased Services	\$12,960	\$5,182	\$30,688	\$4,550	\$54,200
		400 Supplies & Materials	\$15,492	\$18,494	\$12,436	\$17,830	\$16,930
		500 Capital Outlay	\$0	\$6,467	\$0	\$1,000	\$1,000
	2100 Support Services - Pupils						

**EDUCATION FUND EXPENDITURES
BY PROGRAM AREA**

Fund	Function Level2	Object	Actual					Budget				
			2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
2200 Support Services - Instructional Staff												
		100 Salaries	\$1,497,062	\$1,349,140	\$1,181,569	\$1,271,406	\$1,271,406	\$897,136	\$1,271,406	\$1,206,792	\$1,206,792	
		200 Employee Benefits	\$1,020,701	\$1,036,616	\$914,784	\$919,959	\$919,959	\$168,516	\$919,959	\$168,516	\$168,516	
		300 Purchased Services	\$157,058	\$157,905	\$143,443	\$136,779	\$136,779	\$71,990	\$136,779	\$71,990	\$71,990	
		400 Supplies & Materials	\$151,315	\$77,795	\$65,376	\$146,084	\$146,084	\$66,650	\$146,084	\$66,650	\$66,650	
		500 Capital Outlay	\$158,433	\$76,318	\$57,817	\$65,834	\$65,834	\$2,000	\$65,834	\$2,000	\$2,000	
		600 Other Objects	\$8,712	\$0	\$0	\$2,000	\$2,000	\$500	\$2,000	\$500	\$500	
			\$843	\$506	\$149	\$750	\$750	\$500	\$750	\$500	\$500	
2300 Support Services - General Administration												
		100 Salaries	\$1,386,130	\$1,379,468	\$1,306,618	\$1,364,784	\$1,364,784	\$446,786	\$1,364,784	\$446,786	\$446,786	
		200 Employee Benefits	\$583,336	\$27,808	\$537,123	\$486,505	\$486,505	\$213,807	\$486,505	\$213,807	\$213,807	
		300 Purchased Services	\$218,435	\$207,577	\$189,720	\$217,675	\$217,675	\$605,604	\$217,675	\$605,604	\$605,604	
		400 Supplies & Materials	\$546,962	\$594,577	\$542,360	\$605,604	\$605,604	\$30,700	\$605,604	\$30,700	\$30,700	
		500 Capital Outlay	\$18,487	\$26,699	\$14,352	\$30,700	\$30,700	\$1,300	\$30,700	\$1,300	\$1,300	
		600 Other Objects	\$0	\$0	\$0	\$1,300	\$1,300	\$23,000	\$1,300	\$23,000	\$23,000	
			\$18,910	\$22,807	\$23,063	\$23,000	\$23,000	\$25,500	\$23,000	\$25,500	\$25,500	
2400 Support Services - School Administration												
		100 Salaries	\$1,911,535	\$1,869,625	\$1,899,934	\$1,914,569	\$1,914,569	\$2,024,850	\$1,914,569	\$2,024,850	\$2,024,850	
		200 Employee Benefits	\$1,518,406	\$1,496,311	\$1,521,456	\$1,533,250	\$1,533,250	\$461,363	\$1,533,250	\$461,363	\$461,363	
		300 Purchased Services	\$383,527	\$365,470	\$371,888	\$361,319	\$361,319	\$12,000	\$361,319	\$12,000	\$12,000	
		400 Supplies & Materials	\$6,910	\$5,265	\$4,523	\$12,000	\$12,000	\$1,500	\$12,000	\$1,500	\$1,500	
		600 Other Objects	\$860	\$310	\$707	\$1,500	\$1,500	\$6,500	\$1,500	\$6,500	\$6,500	
			\$1,832	\$2,269	\$1,360	\$6,500	\$6,500	\$3,268,398	\$6,500	\$3,268,398	\$3,268,398	
			\$3,125,815	\$3,066,936	\$3,143,956	\$2,952,818	\$2,952,818	\$2,067,123	\$2,952,818	\$2,067,123	\$2,067,123	
2500 Support Services - Business												
		100 Salaries	\$1,895,551	\$1,920,801	\$1,962,160	\$1,842,271	\$1,842,271	\$431,932	\$1,842,271	\$431,932	\$431,932	
		200 Employee Benefits	\$362,260	\$382,304	\$355,557	\$394,204	\$394,204	\$650,893	\$394,204	\$650,893	\$650,893	
		300 Purchased Services	\$783,052	\$694,482	\$714,188	\$650,893	\$650,893	\$25,250	\$650,893	\$25,250	\$25,250	
		400 Supplies & Materials	\$47,809	\$32,308	\$64,126	\$25,250	\$25,250	\$28,700	\$25,250	\$28,700	\$28,700	
		500 Capital Outlay	\$0	\$734	\$2,920	\$3,700	\$3,700	\$59,500	\$3,700	\$59,500	\$59,500	
		600 Other Objects	\$37,143	\$36,307	\$45,005	\$36,500	\$36,500	\$59,500	\$36,500	\$59,500	\$59,500	
			\$2,615,543	\$2,924,375	\$2,861,441	\$3,432,479	\$3,432,479	\$2,915,993	\$3,432,479	\$2,915,993	\$2,915,993	
2600 Support Services - Central												
		100 Salaries	\$990,826	\$1,058,678	\$1,070,778	\$973,608	\$973,608	\$1,009,485	\$973,608	\$1,009,485	\$1,009,485	
		200 Employee Benefits	\$129,921	\$132,572	\$144,663	\$150,010	\$150,010	\$176,347	\$150,010	\$176,347	\$176,347	
		300 Purchased Services	\$539,616	\$1,043,481	\$1,056,668	\$1,236,481	\$1,236,481	\$524,830	\$1,236,481	\$524,830	\$524,830	
		400 Supplies & Materials	\$412,881	\$366,272	\$424,383	\$572,055	\$572,055	\$305,000	\$572,055	\$305,000	\$305,000	
		500 Capital Outlay	\$537,377	\$313,697	\$134,769	\$305,500	\$305,500	\$194,825	\$305,500	\$194,825	\$194,825	
		600 Other Objects	\$4,922	\$9,675	\$30,180	\$194,825	\$194,825	\$0	\$194,825	\$0	\$194,825	
			\$17,415	\$15,822	\$0	\$0	\$0	\$0	\$15,822	\$0	\$15,822	
			\$17,415	\$15,822	\$0	\$0	\$0	\$0	\$15,822	\$0	\$15,822	
2900 Other Support Services												
		300 Purchased Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

**EDUCATION FUND EXPENDITURES
BY PROGRAM AREA**

Fund	Function Level2	Object	Actual 2013	Actual 2014	Actual 2015	Budget 2016	Budget 2017
3000	Community Services						
		100 Salaries	\$166,028	\$160,082	\$364,938	\$1,200	\$7,000
		200 Employee Benefits	\$130,113	\$110,122	\$307,924	\$0	\$0
		300 Purchased Services	\$23,641	\$20,426	\$38,124	\$1,200	\$0
		400 Supplies & Materials	\$9,188	\$28,818	\$17,215	\$0	\$2,000
		500 Capital Outlay	\$692	\$716	\$1,675	\$0	\$5,000
			\$2,394	\$0	\$0	\$0	\$0
3100	Community Services		\$0	\$0	\$0	\$36,900	\$30,634
		100 Salaries	\$0	\$0	\$0	\$19,860	\$19,860
		200 Employee Benefits	\$0	\$0	\$0	\$0	\$624
		300 Purchased Services	\$0	\$0	\$0	\$17,040	\$10,000
		400 Supplies & Materials	\$0	\$0	\$0	\$0	\$150
3500	Community Services		\$0	\$0	\$0	\$3,375	\$3,375
		300 Purchased Services	\$0	\$0	\$0	\$3,375	\$3,375
3700	Community Services		\$0	\$0	\$0	\$0	\$21,689
		300 Purchased Services	\$0	\$0	\$0	\$0	\$21,689
3800	Community Services		\$0	\$0	\$0	\$298,970	\$125,528
		100 Salaries	\$0	\$0	\$0	\$291,835	\$53,540
		200 Employee Benefits	\$0	\$0	\$0	\$5,645	\$70,498
		300 Purchased Services	\$0	\$0	\$0	\$840	\$840
		400 Supplies & Materials	\$0	\$0	\$0	\$650	\$650
4100	Payments to Other Govt. Units (In-State)		\$6,383	\$0	\$53,795	\$50,000	\$0
		300 Purchased Services	\$6,383	\$0	\$53,795	\$50,000	\$0
4200	Payments to Other Govt. Units - Tuition (In-State)		\$1,331,691	\$1,386,024	\$1,154,452	\$1,200,000	\$800,000
		600 Other Objects	\$1,331,691	\$1,386,024	\$1,154,452	\$1,200,000	\$800,000
8100	Transfer to Other Funds		\$0	\$0	\$4,300,000	\$0	\$0
		600 Other Objects	\$0	\$0	\$4,300,000	\$0	\$0
8400	Transfer to Debt Service Capital Lease Principal		\$248,162	\$296,363	\$185,032	\$191,200	\$133,187
		600 Other Objects	\$248,162	\$296,363	\$185,032	\$191,200	\$133,187
8500	Transfer to Debt Service Capital Lease Interest		\$20,293	\$21,638	\$17,522	\$11,400	\$5,057
		600 Other Objects	\$20,293	\$21,638	\$17,522	\$11,400	\$5,057
8600	Transfer to Debt Service Revenue Bond Principal		\$0	\$0	\$322,000	\$0	\$0
		600 Other Objects	\$0	\$0	\$322,000	\$0	\$0
8700	Transfer to Debt Service Revenue Bond Interest		\$0	\$0	\$280,454	\$0	\$0
		600 Other Objects	\$0	\$0	\$280,454	\$0	\$0
8800	Transfer to Capital Projects Fund		\$0	\$0	\$0	\$1,652,278	\$0
		600 Other Objects	\$0	\$0	\$0	\$1,652,278	\$0

Operations & Maintenance Fund (20)

Purpose: *All costs of maintaining, improving, or repairing school buildings and property, renting buildings and property for school purposes, or for the payment of premiums for insurance on school buildings are charged to the Operations and Maintenance Fund and paid from the tax levied for that purpose. Salaries and benefits for staff are charged to the Education Fund.*

Revenue Review

The anticipated increase in revenues is \$1,519,012 or 46.98%. The increase is driven by an anticipated shift in dollars levied. Property taxes have the greatest impact on the variance, and, as previously mentioned, are restricted by the tax cap legislation.

Expenditure Review

Salary

No salaries are charged to this fund.

Benefits

No employee benefits are charged to this fund.

Purchased Services

In addition to architect and other engineering fees, the purchased services area covers the following types of expenses: repair and maintenance of equipment, telephones, water fees, and crossing guards. There will be a decrease of 5.76% in this category.

Supplies

The supply area covers the following types of expenses: gasoline for District vehicles, natural gas, electricity, and custodial and maintenance supplies.

Capital Outlay

The capital outlay area covers the expenses for equipment and furniture. There is a planned decrease in spending of 8.93%.

Bond and Interest Fund (30)

Purpose: *Bonds are generally issued to finance the construction of buildings, but may also be issued for other purposes. Taxes are levied to provide cash to retire these bonds and to pay related interest. To protect the bondholders, these tax collections must be accounted for in the Debt Service Fund and maintained in separate bond and interest accounts for each bond issue.*

Revenue Review

The levy in this fund has been increased to correspond to the debt repayment schedule. All District 41's current obligations will be retired with the 2016 tax levy.

A shift of general state aid from the education fund to the debt service fund is a result of the unsecured debt for technology leases and the debt certificates.

Expenditure Review

The expenditures from the debt service fund are for the principal and interest on outstanding debt.

Transportation Fund (40)

Purpose: *Costs of transportation, including the purchase of vehicles and insurance on buses, are to be paid from this fund. Moneys received for transportation purposes from any source must be deposited into this fund.*

Revenue Review

Revenues are anticipated to increase by 24.06% or \$325,201. The increase is driven by an anticipated shift in dollars levied. Property taxes have the greatest impact on the variance, and, as previously mentioned, are restricted by the tax cap legislation.

The state transportation reimbursement claim has two separate reimbursement formulas, one for regular education and one for special education transportation.

Expenditure Review

The expenditure budget is expected to increase by 14.55% or \$206,257. The increase is a result of both regular transportation and special education services being bid during the 2015-16 fiscal year.

Municipal Retirement / Social Security/Medicare Fund (50)

Purpose: *This fund is created if a separate tax is levied for the school district's share of municipal retirement / social security benefits for covered employees or a separate tax is levied for the purpose of providing resources for the District's share of Social Security and/or Medicare only payments for covered employees. If any of these taxes are not levied, payments for such purposes shall be charged to the fund where the salaries are charged.*

Revenue Review

Revenues are anticipated to increase by 5.29%. The increase is driven by an anticipated shift in dollars levied.

Other revenue types include: CPPRT and interest income. The State of Illinois requires a portion of CPPRT revenue to be deposited into the IMRF fund.

Expenditure Review

The Medicare portion of the Social Security rate is charged to all certified staff.

Illinois Municipal Retirement Fund (IMRF) and Social Security are charged to all support staff.

Capital Projects Fund (60)

Purpose: *If a capital improvement tax is levied in accordance with Section 17-2.3 of the Illinois School Code (105 ILCS 5/17-2.3, the moneys received from such levy shall be accumulated until spent for the capital improvements described in the resolution and on the ballot, per Section 17-2.3.*

Revenue Review

Interest income is the only source of revenue in this fund.

Expenditure Review

Expenditures which would ordinarily be charged to the Operations and Maintenance Fund, but are required to be charged to the Capital Projects Fund, include the actual construction costs, builder's risk insurance, purchase of land and other site costs, landscaping, parking lots, sidewalks, utility connections, etc., and other items directly related to the construction project. These types of construction expenditures will be recognized in this fund going forward. Planned projects for this summer include: 1) Churchill parking lot and sidewalk improvements, playground equipment, and demolition of the portable classrooms; 2) Forest Glen cubby replacement; 3) Ben Franklin bathroom improvements, playground upgrades and cubby replacement; 4) Hadley sound system, roofing and masonry, locker upgrades and 5) district-wide improvements to fire panels and Tux cards replacement.

Working Cash Fund (70)

Purpose: *If a separate tax is levied for working cash purposes or if bonds are sold for this purpose, this fund shall be created. Cash available in this fund may be loaned to any fund for which taxes are levied.*

Revenue Review

Revenues in the working cash fund are expected to increase by 0.14%.

Expenditure Review

There are no expenditures in this fund.

Tort Immunity Fund (80)

Purpose: *This fund is created if taxes are levied or bonds are sold for tort immunity or tort judgment purposes. The tort immunity fund provides for the risk management activities of the District. Insurance policies such as workers compensation, property casualty, and school board legal liability are the major expenditures of this fund.*

Revenue Review

Revenues in the Tort Immunity Fund are expected to increase by 1.39%. The main revenue source is property taxes.

Expenditure Review

Currently all expenditures for this fund are charged to the Education Fund.

Operating Fund Balances

The Operating Funds (Educational, O & M, Transportation, Working Cash and Tort) are projected to have a 30.16% fund balance at the end of the fiscal year. According to Administrative Procedures 4:20, the administration is required to make a recommendation to the Board of Education regarding the fund balances. Due to the current state of public school funding in the Illinois and the current list of maintenance and repair items needed for the buildings, it is recommended that the district use the fund balances to meet operational needs if the State of Illinois reduces district aid. If the fund balances are not needed to meet an operational shortfall, than the administration recommends the use of the funds next summer for deferred maintenance and repair items.

FUND BALANCE ADMINISTRATIVE PROCEDURE

4:20AP Operational Services Administrative Procedure - Fiscal Philosophy

Fiscal Philosophy Administrative Procedures:

The Superintendent or his designee shall develop the district budget within the following guidelines:

1. The budget shall provide for the continued delivery of high quality educational programs aligned with long-range priorities without deficit spending.
2. The budget shall provide for educating students in safe and secure facilities, which are maintained and updated to best serve the learning needs of students.
3. The district shall maintain staffing patterns that align with class size targets and state or federally mandated requirements.
4. The unreserved fund balance as of June 30 of each fiscal year on a fully accrued basis (Education, Tort, Working Cash, Operations and Maintenance and Transportation) shall be maintained at 25% of operating expenses in order to continue to provide the community with uninterrupted programs or services, to maintain the highest financial rating the state offers, and to maintain a high investment rating. Under no circumstances should the fund balance be maintained at less than 10% of the preceding year's operating expenditures without approval of the full Board and a written rationale for reducing the reserve below 10%.

If fund balances are reduced below 25% of operating expenses:

- A budget plan will be implemented to annually increase the fund balance to reach 25% of operating expenditures
- If a one-time expenditure is requested, requiring the use of the fund balances, a written rationale for the expenditure first must be presented to the Finance Committee for review of the expenditure using an established criterion-based rubric, which includes a plan to restore the fund balance, and then to the full Board of Education for approval. If the unreserved fund balances cannot be maintained at the specified levels due to changes in anticipated revenues the administration shall provide the board with alternative operating recommendations.
- Early tax revenues received by the District prior to July 1 of the fiscal year for which they are intended shall not be expended until the new fiscal year commences.

If the fund balance exceeds 25% of operating funds:

A plan will be made based on Board approval of recommendations from the superintendent and the Finance Committee.

Budget Summary by Fund- Government Funds

	Operational Maintenance	Operations & Maintenance	Debt Service	Transportation	Municipal Retirement	Capital Projects	Working Cash	Tort Fund	Life Safety	Total FY 2017 Budget	Total FY 2016 Budget
REVENUES											
Local Sources	\$38,317,025	\$4,752,054	\$3,000,500	\$1,273,500	\$1,296,530	\$30,000	\$11,170	\$1,170	\$0	\$48,681,949	\$47,991,578
State Sources	\$2,265,689	\$0	\$745,078	\$403,268	\$0	\$0	\$0	\$0	\$0	\$3,414,035	\$3,381,130
Federal Sources	\$923,660	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$923,660	\$877,279
Total Revenues	\$41,506,374	\$4,752,054	\$3,745,578	\$1,676,768	\$1,296,530	\$30,000	\$11,170	\$1,170	\$0	\$53,019,644	\$52,249,987
EXPENDITURES											
<i>Instruction</i>											
Regular Programs	\$18,963,365	\$0	\$0	\$0	\$224,850	\$0	\$0	\$0	\$0	\$19,188,215	\$18,760,238
Special Ed Programs	\$4,089,628	\$0	\$0	\$0	\$220,919	\$0	\$0	\$0	\$0	\$4,310,547	\$4,025,161
Other Instructional Programs	\$3,601,297	\$0	\$0	\$0	\$51,688	\$0	\$0	\$0	\$0	\$3,652,985	\$2,943,783
Pupil Support	\$2,737,110	\$0	\$0	\$0	\$50,952	\$0	\$0	\$0	\$0	\$2,788,062	\$2,074,482
Instructional Staff	\$1,206,792	\$0	\$0	\$1,255	\$46,005	\$0	\$0	\$0	\$0	\$1,254,052	\$1,308,342
General Administration	\$1,392,340	\$0	\$0	\$0	\$45,265	\$0	\$0	\$0	\$0	\$1,437,605	\$1,405,533
School Administration	\$2,024,850	\$0	\$0	\$0	\$85,546	\$0	\$0	\$0	\$0	\$2,110,396	\$1,981,303
Business Services	\$3,268,398	\$2,979,200	\$0	\$1,622,454	\$361,238	\$1,519,665	\$0	\$0	\$0	\$9,750,955	\$12,322,688
Central	\$2,915,993	\$0	\$0	\$0	\$161,619	\$0	\$0	\$0	\$0	\$3,077,612	\$3,587,595
Other Supporting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$361,630
Community Services	\$188,226	\$0	\$0	\$0	\$24,369	\$0	\$0	\$0	\$0	\$212,595	\$364,901
Payments to Other Districts and Gov't Units	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000	\$1,250,000
Debt Service	\$0	\$0	\$2,870,928	\$0	\$0	\$0	\$0	\$0	\$0	\$2,870,928	\$2,276,375
Principal Interest	\$0	\$0	\$779,101	\$0	\$0	\$0	\$0	\$0	\$0	\$779,101	\$1,375,330
Total Expenditures	\$41,187,999	\$2,979,200	\$3,650,029	\$1,623,709	\$1,272,451	\$1,519,665	\$0	\$0	\$0	\$52,233,053	\$54,037,361

OTHER FINANCING SOURCES (USES)

Other Financing Sources and Transfers In	\$0	\$0	\$138,244	\$0	\$0	\$1,450,000	\$0	\$0	\$0	\$1,588,244	\$2,453,128
Other Financing Uses and Transfers Out	(\$138,244)	(\$1,450,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$1,588,244)	(\$2,453,128)
Total Other Financing Sources (Uses)	(\$138,244)	(\$1,450,000)	\$138,244	\$0	\$0	\$1,450,000	\$0	\$0	\$0	\$0	\$0
Net Change in Fund Balance	\$180,131	\$322,854	\$233,793	\$53,059	\$24,079	(\$39,665)	\$11,170	\$1,170	\$0	\$786,591	(\$1,787,374)
Fund Balances, Beginning of Year	\$10,358,903	\$1,623,731	\$780,418	\$260,495	\$728,433	\$3,563	\$619,928	\$8,459	\$0	\$14,383,930	\$16,171,304
Fund Balances, End of Year	\$10,539,034	\$1,946,585	\$1,014,211	\$313,554	\$752,512	(\$36,102)	\$631,098	\$9,629	\$0	\$15,170,521	\$14,383,930

All Governmental Funds

	ACTUAL FY 2013	ACTUAL FY 2014	ACTUAL FY 2015	BUDGET FY 2016	BUDGET FY 2017	Δ%	Δ%
REVENUES							
Local Sources	\$40,964,922	\$44,980,281	\$46,340,319	\$47,991,578	\$48,681,949	3.56%	1.44%
State Sources	\$3,666,717	\$3,320,330	\$3,616,066	\$3,381,130	\$3,414,035	-6.50%	0.97%
Federal Sources	\$902,423	\$755,548	\$885,254	\$877,279	\$923,660	-0.90%	5.29%
TOTAL REVENUES	\$45,534,062	\$49,056,159	\$50,841,639	\$52,249,987	\$53,019,644	2.77%	1.47%
EXPENDITURES							
Salary	\$27,717,316	\$28,406,279	\$28,861,214	\$28,571,726	\$30,268,097	-1.00%	5.94%
Non-Salary	\$19,591,102	\$21,951,351	\$29,282,398	\$25,465,635	\$21,964,956	-13.03%	-13.75%
TOTAL EXPENDITURES	\$47,308,418	\$50,357,630	\$58,143,612	\$54,037,361	\$52,233,053	-7.06%	-3.34%

EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$1,774,356)	(\$1,301,471)	(\$7,301,973)	(\$1,787,374)	\$786,591		
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OTHER FINANCING SOURCES/USES							
Transfers In / Other Financing Sources	\$679,826	\$7,560,581	\$12,105,008	\$2,453,128	\$1,588,244		
Transfers Out / Other Financing Uses	(\$268,455)	(\$318,001)	(\$12,105,008)	(\$2,453,128)	(\$1,588,244)		
TOTAL OTHER FIN. SOURCES/USES	\$411,371	\$7,242,580	\$0	\$0	\$0		

EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$1,362,985)	\$5,941,109	(\$7,301,973)	(\$1,787,374)	\$786,591		
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BEGINNING FUND BALANCE	\$18,895,153	\$17,532,168	\$23,473,277	\$16,171,304	\$14,383,930		
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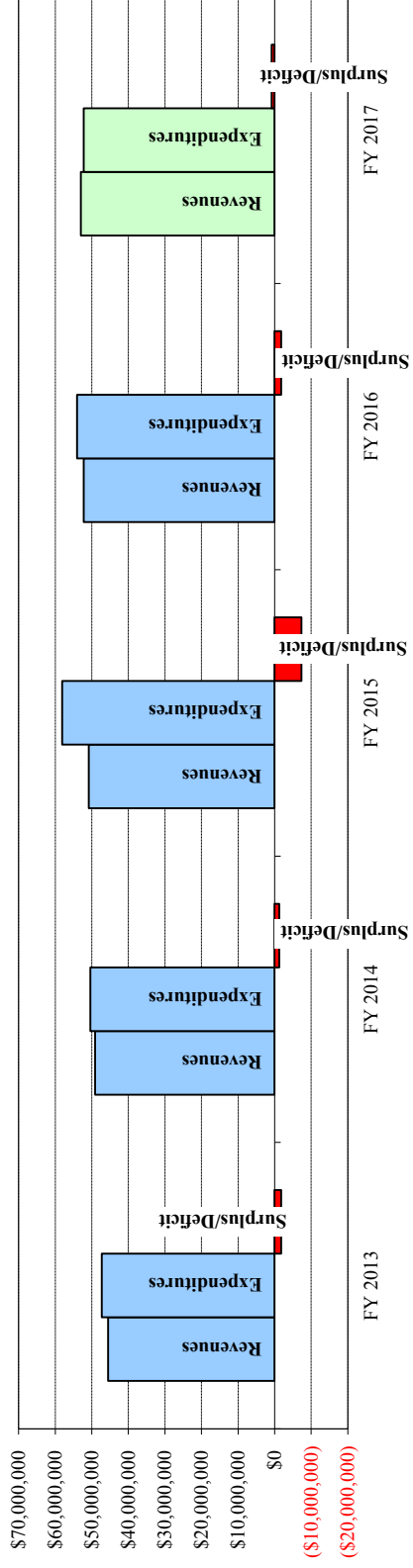
PROJECTED YEAR-END FUND BALANCE	\$17,532,168	\$23,473,277	\$16,171,304	\$14,383,930	\$15,170,521	-11.05%	5.47%
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FUND BALANCE AS % OF EXPENDITURES	37.06%	46.61%	27.81%	26.62%	29.04%		
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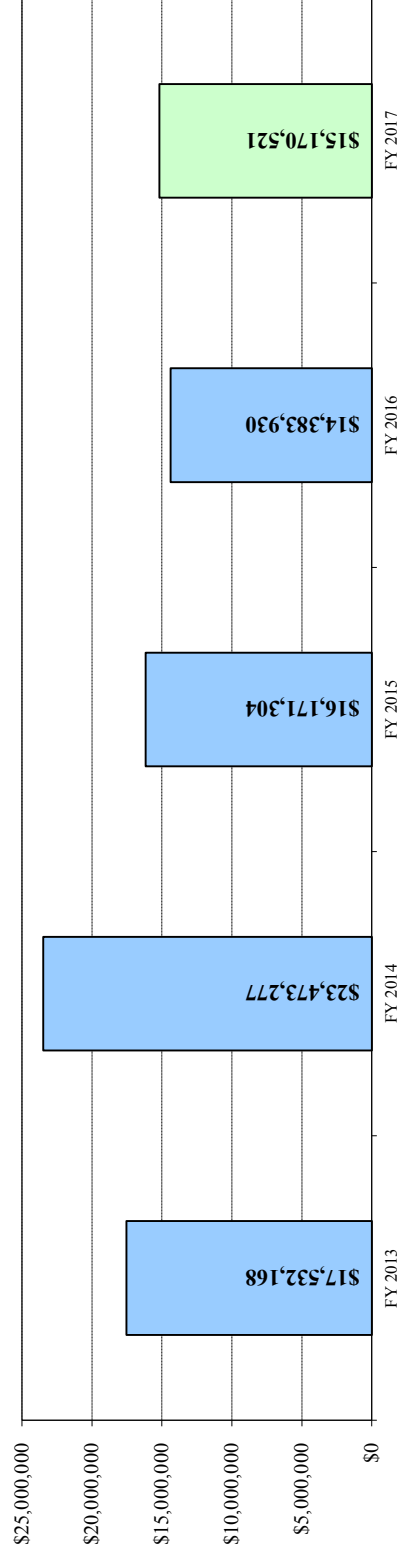
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	4.45	5.59	3.34	3.19	3.49		
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All Governmental Funds

Revenues vs. Expenditures



Year-end Fund Balance



Operating Funds

(Education, O & M, Transportation, Working Cash, Tort)

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
REVENUES									
Local Sources	\$39,712,087	\$40,849,439	2.86%	\$42,205,147	3.32%	\$43,841,342	3.88%	\$44,354,919	1.17%
State Sources	\$3,666,717	\$3,320,330	-9.45%	\$3,616,066	8.91%	\$3,381,130	-6.50%	\$2,668,957	-21.06%
Federal Sources	\$882,004	\$755,548	-14.34%	\$885,254	17.17%	\$877,279	-0.90%	\$923,660	5.29%
TOTAL REVENUES	\$44,260,808	\$44,925,317	1.50%	\$46,706,467	3.96%	\$48,099,751	2.98%	\$47,947,536	-0.32%
EXPENDITURES									
Salary	\$27,717,316	\$28,406,279	2.49%	\$28,861,214	1.60%	\$28,571,726	-1.00%	\$30,268,097	5.94%
Non-Salary	\$15,451,899	\$17,025,591	10.18%	\$14,121,104	-17.06%	\$15,788,676	11.81%	\$15,522,811	-1.68%
TOTAL EXPENDITURES	\$43,169,215	\$45,431,870	5.24%	\$42,982,318	-5.39%	\$44,360,402	3.21%	\$45,790,908	3.22%

EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$1,091,593	(\$506,553)		\$3,724,149		\$3,739,349		\$2,156,628	
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OTHER FINANCING SOURCES/USES									
Transfers In / Other Financing Sources	\$411,371	\$242,580		\$4,300,000		\$0		\$0	
Transfers Out / Other Financing Uses	(\$268,455)	(\$318,001)		(\$12,105,008)		(\$2,453,128)		(\$1,588,244)	
TOTAL OTHER FIN. SOURCES/USES	\$142,916	(\$75,421)	-152.77%	(\$7,805,008)	10248.59%	(\$2,453,128)	-68.57%	(\$1,588,244)	-35.26%

EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$1,234,509	(\$581,974)		(\$4,080,859)		\$1,286,221		\$568,384	
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BEGINNING FUND BALANCE	\$15,013,619	\$16,248,128	8.22%	\$15,666,154		\$11,585,295		\$12,871,516	
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PROJECTED YEAR-END FUND BALANCE	\$16,248,128	\$15,666,154	-3.58%	\$11,585,295	-26.05%	\$12,871,516	11.10%	\$13,439,900	4.42%
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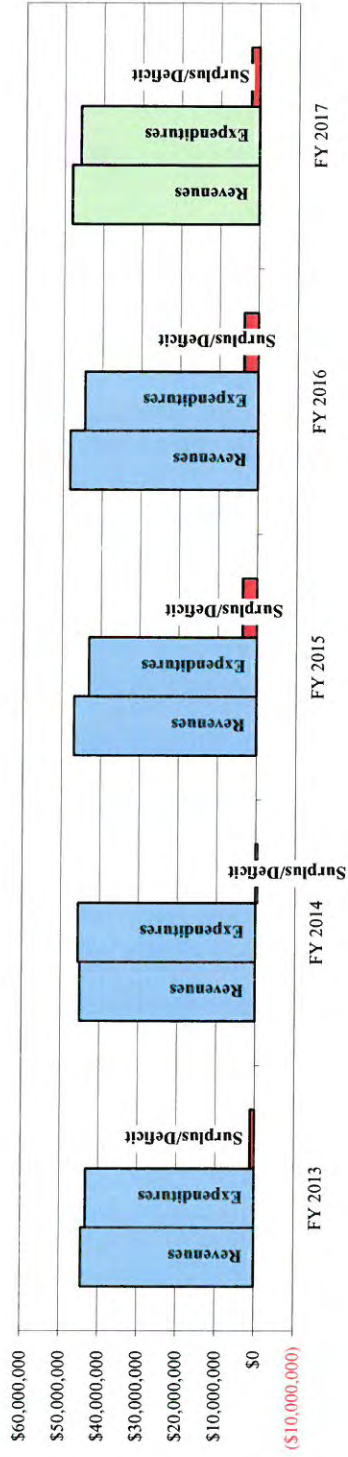
FUND BALANCE AS % OF EXPENDITURES	37.64%	34.48%		26.95%		29.02%		29.35%	
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FUND BALANCE AS # OF MONTHS OF EXPENDITURES	4.52	4.14		3.23		3.48		3.52	
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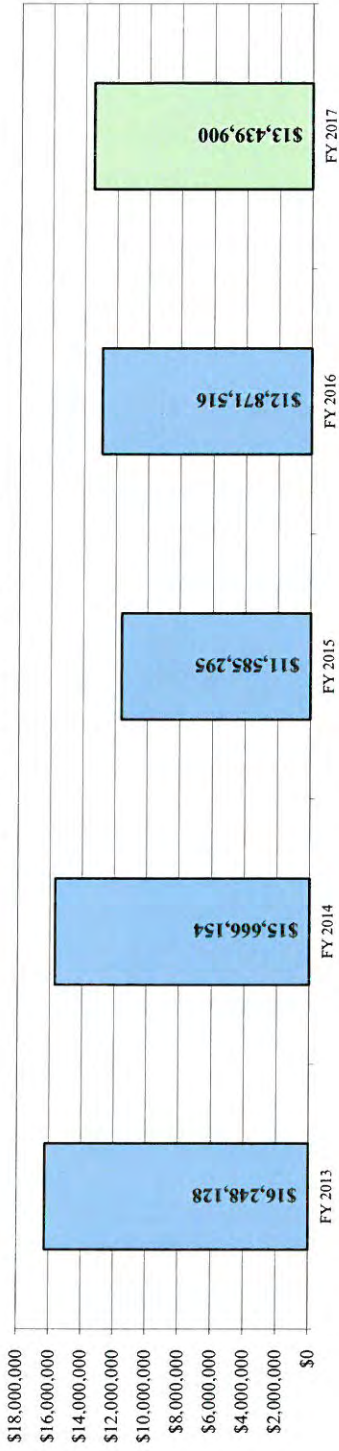
Operating Funds

(Education, O & M, Transportation, Working Cash, Tort)

Revenues vs. Expenditures



Year-end Fund Balance

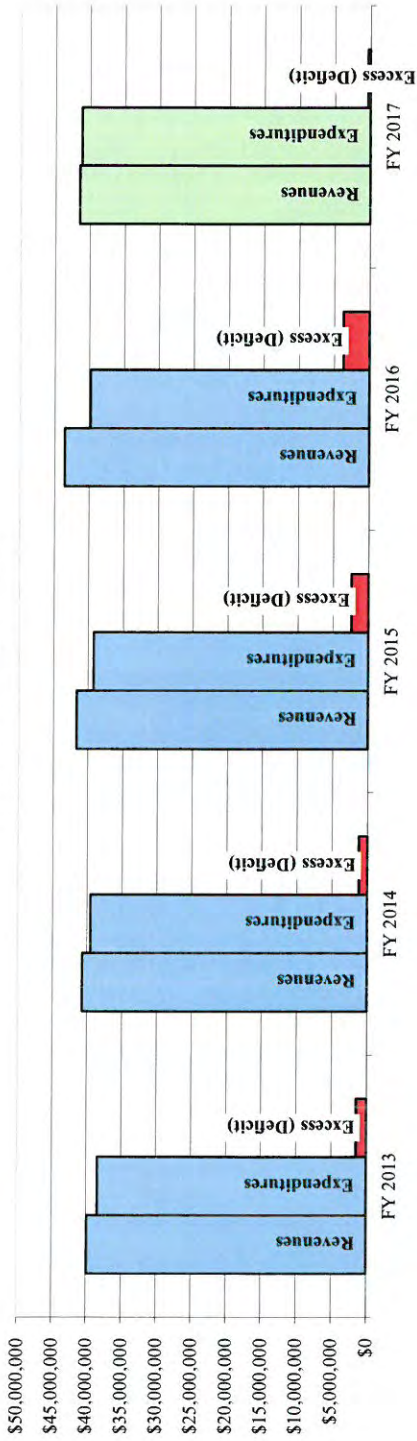


Educational Fund

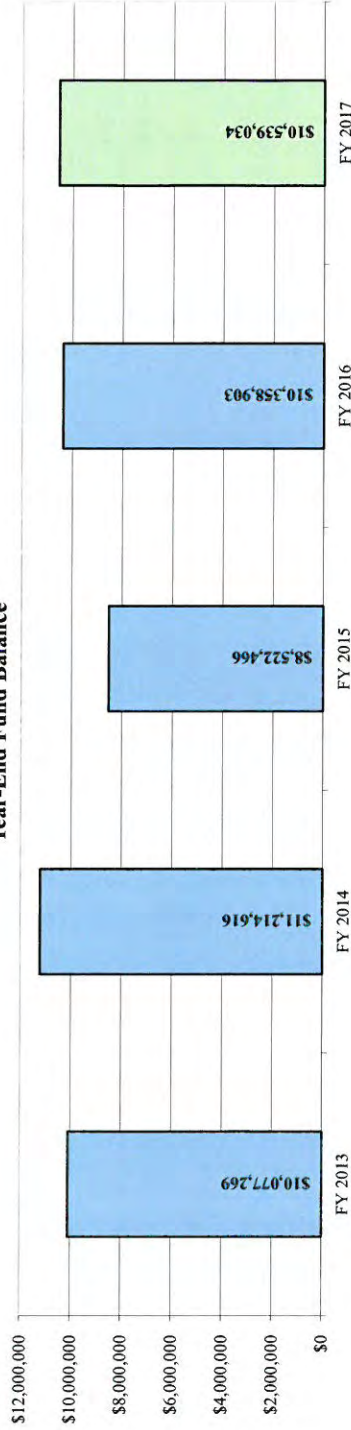
	ACTUAL FY 2013	ACTUAL FY 2014	ACTUAL FY 2015	BUDGET FY 2016	BUDGET FY 2017	Δ%	Δ%
REVENUES							
Local Sources	\$35,881,027	\$37,009,621	\$37,541,594	\$39,641,222	\$38,317,025	5.59%	-3.34%
State Sources	\$3,094,895	\$2,918,871	\$3,196,209	\$2,984,333	\$2,265,689	-6.63%	-24.08%
Federal Sources	\$882,004	\$755,548	\$885,254	\$877,279	\$923,660	-0.90%	5.29%
TOTAL REVENUES	\$39,857,926	\$40,684,040	\$41,623,057	\$43,502,834	\$41,506,374	4.52%	-4.59%
EXPENDITURES							
Salary	\$27,717,316	\$28,406,279	\$28,861,214	\$28,571,726	\$30,268,097	-1.00%	5.94%
Non-Salary	\$10,677,464	\$11,064,993	\$10,348,985	\$11,239,793	\$10,919,902	8.61%	-2.85%
TOTAL EXPENDITURES	\$38,394,780	\$39,471,272	\$39,210,199	\$39,811,519	\$41,187,999	1.53%	3.46%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$1,463,146	\$1,212,768	\$2,412,858	\$3,691,315	\$318,375		
OTHER FINANCING SOURCES/USES							
Transfers In / Other Financing Sources	\$411,371	\$242,580	\$0	\$0	\$0		
Transfers Out / Other Financing Uses	(\$268,455)	(\$318,001)	(\$5,105,008)	(\$1,854,878)	(\$138,244)		
TOTAL OTHER FIN. SOURCES/USES	\$142,916	(\$75,421)	(\$5,105,008)	(\$1,854,878)	(\$138,244)	-63.67%	-92.55%
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$1,606,062	\$1,137,347	(\$2,692,150)	\$1,836,437	\$180,131		
BEGINNING FUND BALANCE	\$8,471,207	\$10,077,269	\$11,214,616	\$8,522,466	\$10,358,903		
PROJECTED YEAR-END FUND BALANCE	\$10,077,269	\$11,214,616	\$8,522,466	\$10,358,903	\$10,539,034	21.55%	1.74%
FUND BALANCE AS % OF EXPENDITURES	26.25%	28.41%	21.74%	26.02%	25.59%		
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	3.15	3.41	2.61	3.12	3.07		

Educational Fund

Revenues vs. Expenditures



Year-End Fund Balance

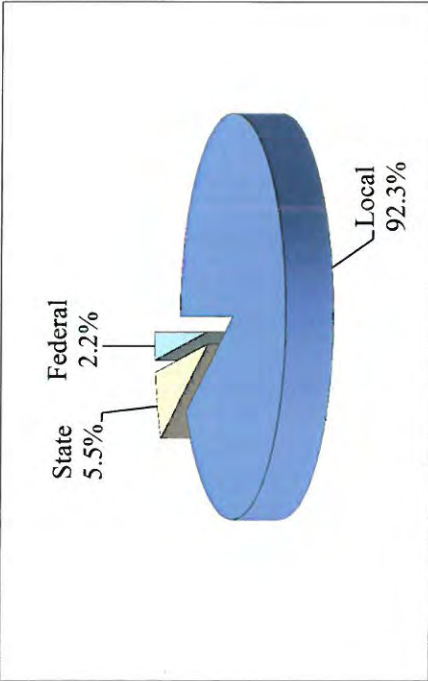


Education Fund Revenues By Source

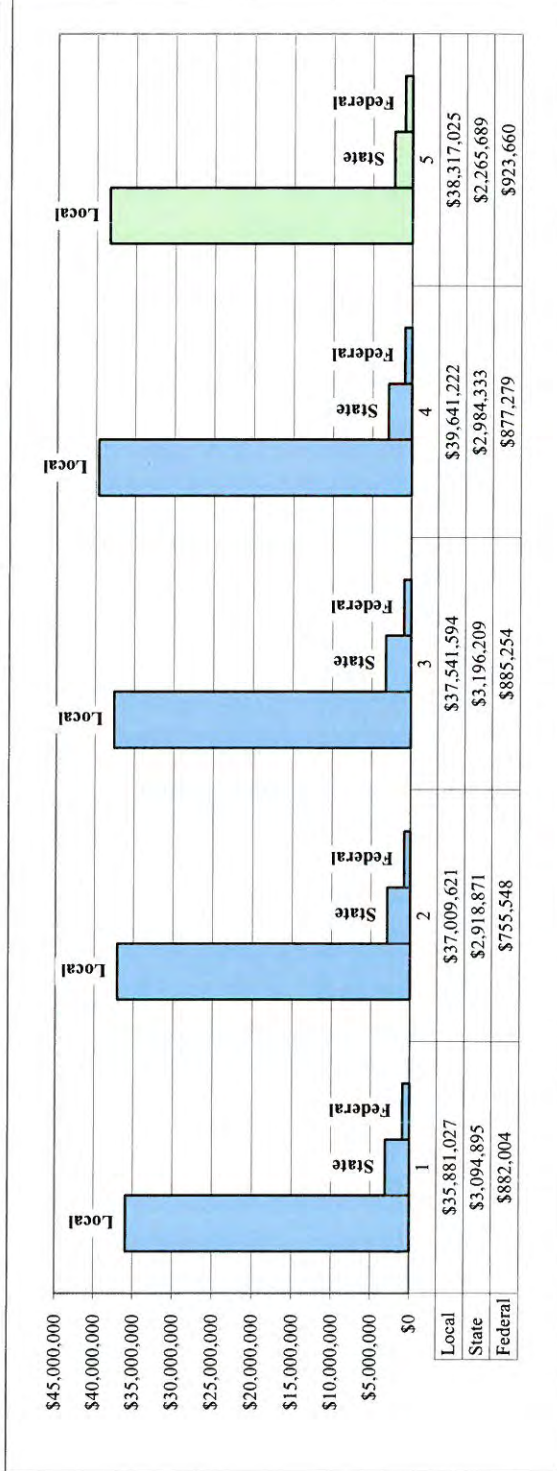
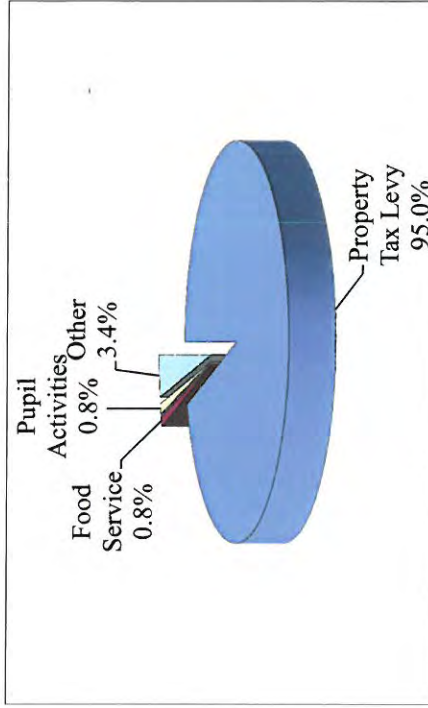
	ACTUAL FY 2013	ACTUAL FY 2014	ACTUAL FY 2015	BUDGET FY 2016	BUDGET FY 2017	Δ%	Δ%
LOCAL							
Property Tax Levy	\$33,926,754	\$35,279,803	\$35,457,008	\$37,270,902	\$36,393,000	5.12%	-2.36%
Corporate Personal Property Replacement Tax	\$874,708	\$923,326	\$972,852	\$975,000	\$1,018,875	0.22%	4.50%
Tuition	\$215,710	\$74,625	\$341,208	\$480,500	\$201,000	40.82%	-58.17%
Food Service	\$368,538	\$308,928	\$261,297	\$447,600	\$309,000	71.30%	-30.97%
Pupil Activities	\$373,595	\$347,708	\$341,050	\$405,700	\$325,150	18.96%	-19.85%
Interest on Investments	\$50,478	\$39,269	\$58,476	\$40,000	\$34,000	-31.60%	-15.00%
Other Local Revenues	\$71,244	\$35,962	\$109,703	\$21,520	\$36,000	-80.38%	67.29%
TOTAL LOCAL REVENUES	\$35,881,027	\$37,009,621	\$37,541,594	\$39,641,222	\$38,317,025	5.59%	-3.34%
STATE							
General State Aid	\$1,263,991	\$1,328,398	\$1,394,647	\$1,227,290	\$712,146	-12.00%	-41.97%
Special Education	\$1,599,159	\$1,441,575	\$1,510,051	\$1,434,970	\$1,374,852	-4.97%	-4.19%
Other State Revenues	\$231,745	\$148,898	\$291,511	\$322,073	\$178,691	10.48%	-44.52%
TOTAL STATE REVENUES	\$3,094,895	\$2,918,871	\$3,196,209	\$2,984,333	\$2,265,689	-6.63%	-24.08%
FEDERAL							
Restricted Grants-In-Aid	\$882,004	\$755,548	\$885,254	\$877,279	\$923,660	-0.90%	5.29%
TOTAL FEDERAL REVENUES	\$882,004	\$755,548	\$885,254	\$877,279	\$923,660	-0.90%	5.29%
TOTAL REVENUES	\$39,857,926	\$40,684,040	\$41,623,057	\$43,502,834	\$41,506,374	4.52%	-4.59%

Education Fund Revenues By Source

FY 2017 Revenue By Source



FY 2017 Local Revenue Analysis



Education Fund Expenditures By Function

	ACTUAL FY 2013	ACTUAL FY 2014	ACTUAL FY 2015	BUDGET FY 2016	BUDGET FY 2017	Δ%	Δ%
INSTRUCTION							
Regular Programs	\$17,534,993	\$17,923,393	\$18,079,122	\$18,313,025	\$18,854,486	1.29%	2.96%
Pre-K Programs	\$95,378	\$197,997	\$215,566	\$228,849	\$108,879	6.16%	-52.42%
Special Education Programs	\$3,016,908	\$3,228,690	\$3,280,003	\$3,065,517	\$3,248,511	-6.54%	5.97%
Special Education Pre-K Programs	\$437,947	\$631,734	\$586,549	\$751,862	\$841,117	28.18%	11.87%
Co-Curricular Programs	\$137,780	\$140,260	\$128,719	\$143,899	\$128,360	11.79%	-10.80%
Summer School Programs	\$9,107	\$0	\$29	\$1,000	\$1,000	3348.28%	0.00%
Gifted Programs	\$518,702	\$506,936	\$415,748	\$421,618	\$493,866	1.41%	17.14%
Bilingual Programs	\$1,590,703	\$1,767,706	\$1,626,942	\$1,727,237	\$1,978,071	6.16%	14.52%
Truant Alternative/Optional Programs / Other	\$681,984	\$840,690	\$777,644	\$600,000	\$1,000,000	-22.84%	66.67%
TOTAL INSTRUCTION	\$24,023,502	\$25,237,406	\$25,110,322	\$25,253,007	\$26,654,290	0.57%	5.55%

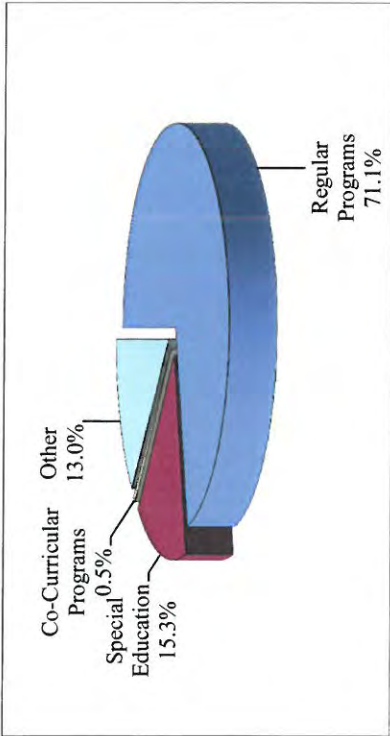
	ACTUAL FY 2013	ACTUAL FY 2014	ACTUAL FY 2015	BUDGET FY 2016	BUDGET FY 2017	Δ%	Δ%
SUPPORT SERVICES							
Pupils	\$2,313,676	\$2,082,394	\$2,133,174	\$2,032,011	\$2,737,110	-4.74%	34.70%
Instructional Staff	\$1,493,713	\$1,348,140	\$1,181,569	\$1,271,406	\$1,206,792	7.60%	-5.08%
General Administration	\$1,389,479	\$1,380,468	\$1,306,618	\$1,364,784	\$1,392,340	4.45%	2.02%
School Administration	\$1,911,535	\$1,869,625	\$1,899,934	\$1,914,569	\$2,024,850	0.77%	5.76%
Business Operations	\$3,125,815	\$3,066,936	\$3,143,956	\$2,952,818	\$3,268,398	-6.08%	10.69%
Central Administration	\$2,615,543	\$2,924,375	\$2,861,441	\$3,432,479	\$2,915,993	19.96%	-15.05%
Other	\$17,415	\$15,822	\$0	\$0	\$0		
TOTAL SUPPORT SERVICES	\$12,867,176	\$12,687,760	\$12,526,692	\$12,968,067	\$13,545,483	3.52%	4.45%

OTHER EXPENDITURES	\$1,504,102	\$1,546,106	\$1,573,185	\$1,590,445	\$988,226	1.10%	-37.86%
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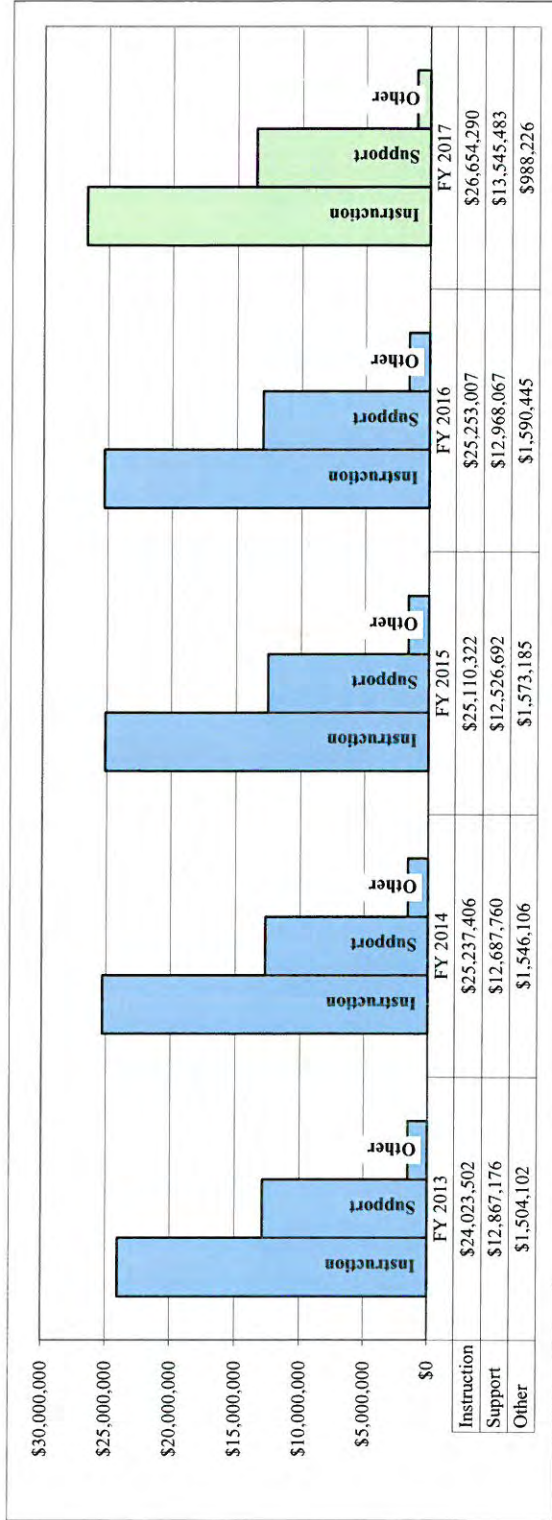
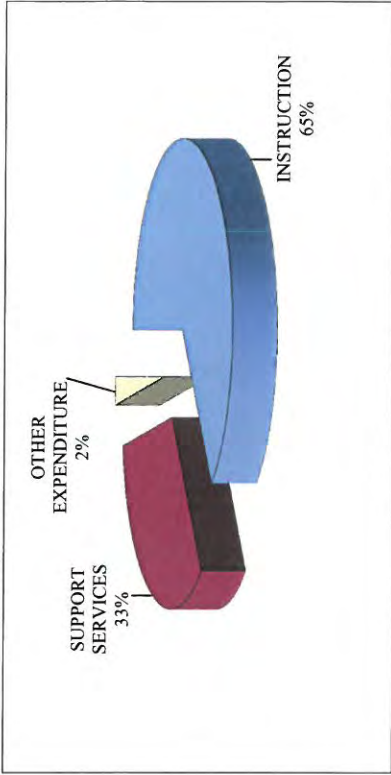
TOTAL EXPENDITURES	\$38,394,780	\$39,471,272	\$39,210,199	\$39,811,519	\$41,187,999	1.53%	3.46%
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Education Fund Expenditures By Function

FY 2017 Instructional Expenditures Analysis



Expenditure Analysis for FY 2017

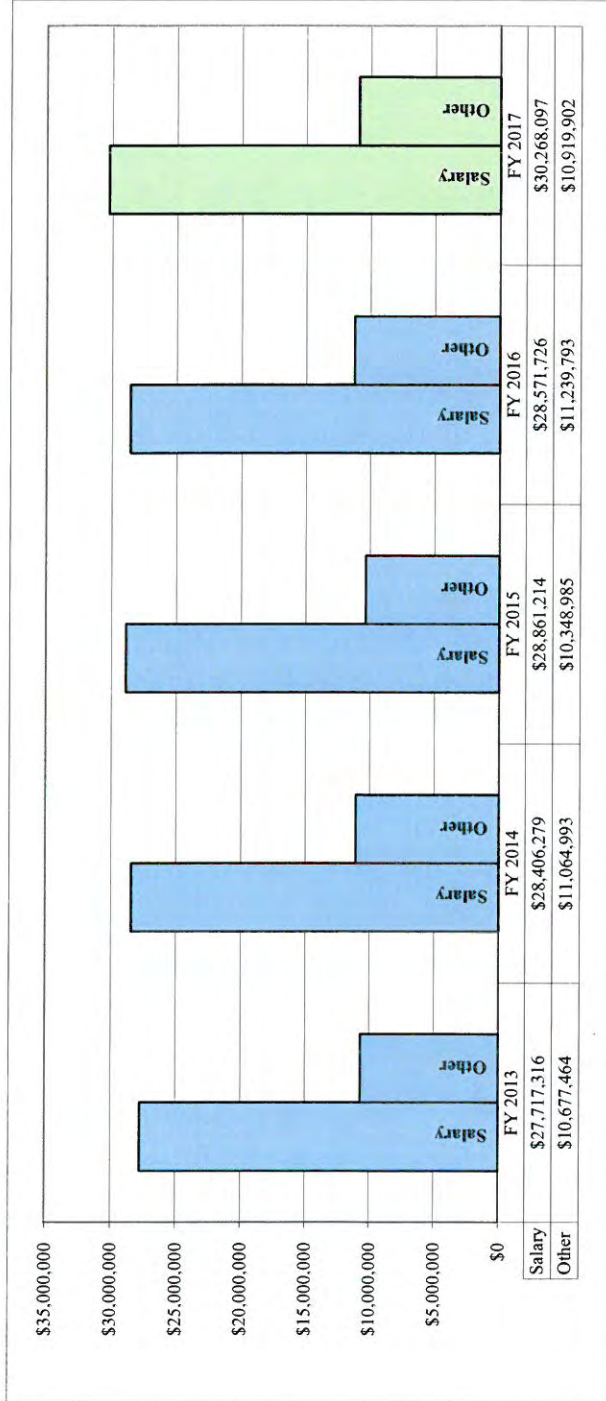
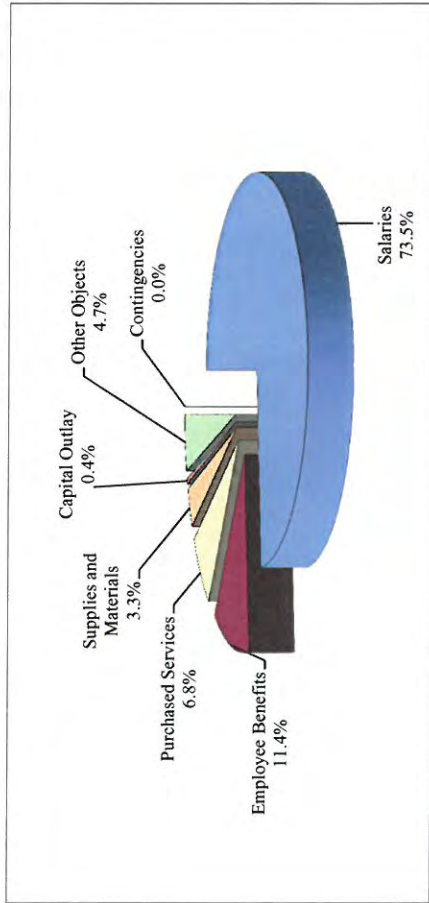


Education Fund Expenditures By Object

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
SALARY COSTS	\$27,717,316	\$28,406,279	2.49%	\$28,861,214	1.60%	\$28,571,726	-1.00%	\$30,268,097	5.94%
OTHER NON-SALARY COSTS									
EMPLOYEE BENEFITS	\$4,295,229	\$4,435,508	3.27%	\$4,374,388	-1.38%	\$4,454,626	1.83%	\$4,689,472	5.27%
PURCHASED SERVICES	\$2,243,966	\$2,608,050	16.23%	\$2,620,992	0.50%	\$2,953,830	12.70%	\$2,787,038	-5.65%
SUPPLIES AND MATERIALS	\$1,452,894	\$1,318,240	-9.27%	\$1,110,829	-15.73%	\$1,397,122	25.77%	\$1,344,427	-3.77%
CAPITAL OUTLAY	\$591,670	\$381,541	-35.51%	\$205,527	-46.13%	\$366,000	78.08%	\$181,100	-50.52%
OTHER OBJECTS	\$2,093,705	\$2,321,654	10.89%	\$2,037,249	-12.25%	\$2,068,215	1.52%	\$1,917,865	-7.27%
CONTINGENCIES	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER NON-SALARY COSTS	\$10,677,464	\$11,064,993	3.63%	\$10,348,985	-6.47%	\$11,239,793	8.61%	\$10,919,902	-2.85%
TOTAL COSTS	\$38,394,780	\$39,471,272	2.80%	\$39,210,199	-0.66%	\$39,811,519	1.53%	\$41,187,999	3.46%

Education Fund Expenditures By Object

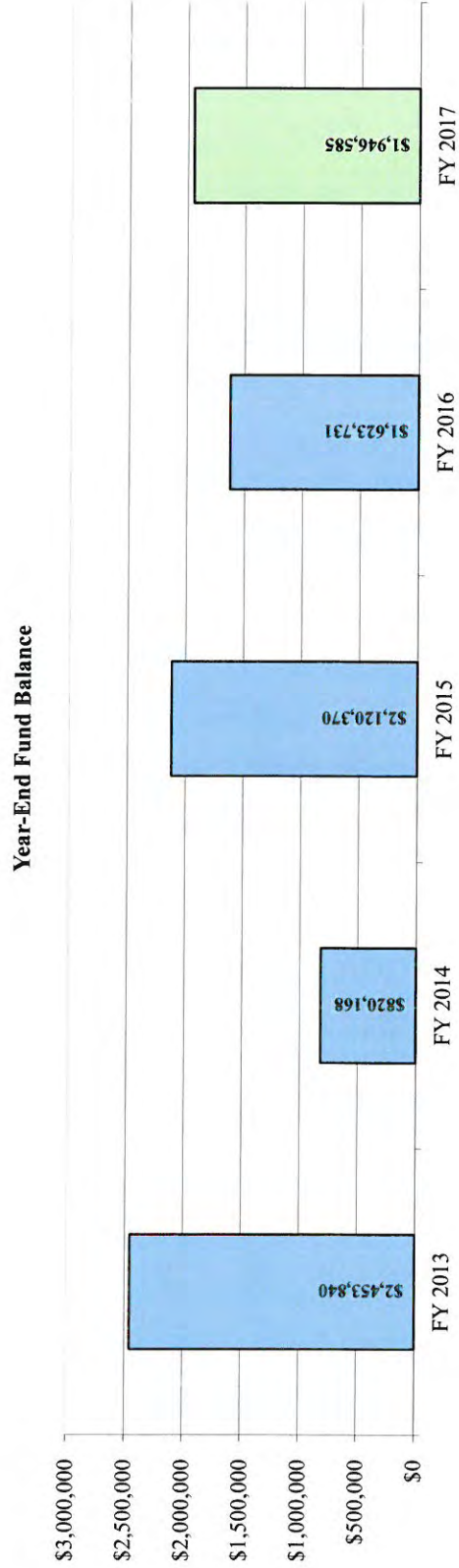
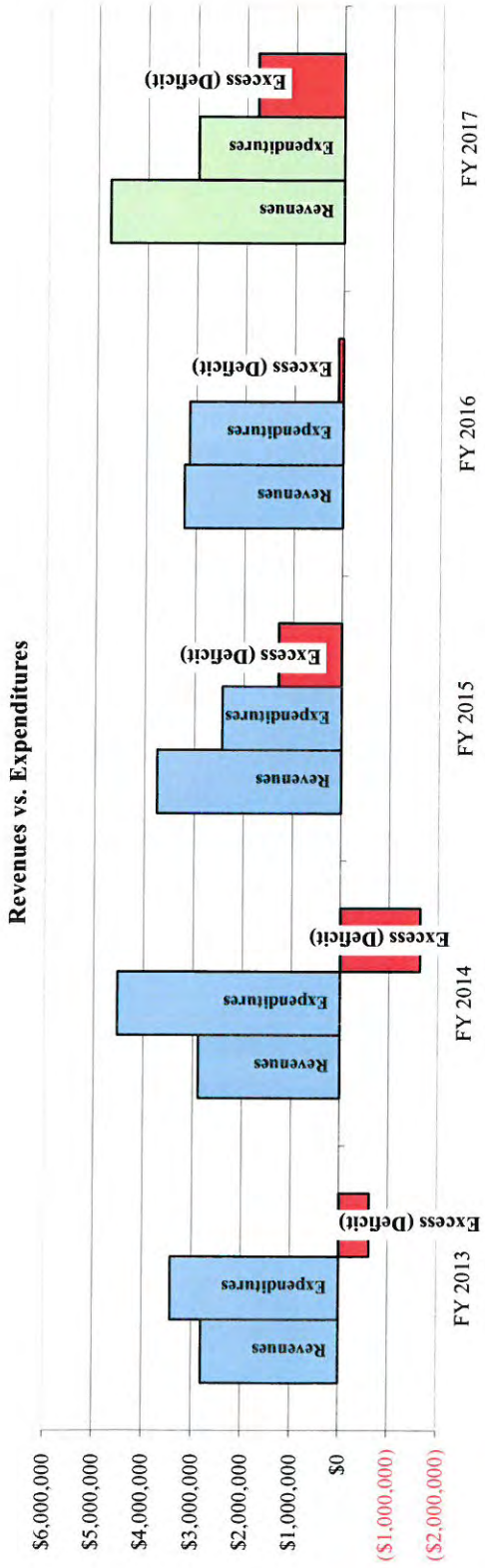
FY 2017 Categorical Expenditures



Operations and Maintenance Fund

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
REVENUES									
Local Sources	\$2,754,198	\$2,884,694	4.74%	\$3,738,690	29.60%	\$3,233,042	-13.52%	\$4,752,054	46.98%
State Sources	\$50,000	\$0	-100.00%	\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$2,804,198	\$2,884,694	2.87%	\$3,738,690	29.60%	\$3,233,042	-13.52%	\$4,752,054	46.98%
EXPENDITURES									
Salary	\$0	\$0		\$0		\$0		\$0	
Non-Salary	\$3,420,586	\$4,518,366	32.09%	\$2,438,488	-46.03%	\$3,131,431	28.42%	\$2,979,200	-4.86%
TOTAL EXPENDITURES	\$3,420,586	\$4,518,366	32.09%	\$2,438,488	-46.03%	\$3,131,431	28.42%	\$2,979,200	-4.86%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$616,388)	(\$1,633,672)		\$1,300,202		\$101,611		\$1,772,854	
OTHER FINANCING SOURCES/USES									
Transfers In / Other Financing Sources	\$0	\$0		\$4,300,000		\$0		\$0	
Transfers Out / Other Financing Uses	\$0	\$0		(\$4,300,000)		(\$598,250)		(\$1,450,000)	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		(\$598,250)		(\$1,450,000)	142.37%
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$616,388)	(\$1,633,672)		\$1,300,202		(\$496,639)		\$322,854	
BEGINNING FUND BALANCE	\$3,070,228	\$2,453,840	-20.08%	\$820,168	-20.08%	\$2,120,370		\$1,623,731	
PROJECTED YEAR-END FUND BALANCE	\$2,453,840	\$820,168	-66.58%	\$2,120,370	158.53%	\$1,623,731	-23.42%	\$1,946,585	19.88%
FUND BALANCE AS % OF EXPENDITURES	71.74%	18.15%		86.95%		51.85%		65.34%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	8.61	2.18		10.43		6.22		7.84	

Operations and Maintenance Fund



Operations and Maintenance Fund

Revenues By Source

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
LOCAL									
Property Tax Levy	\$2,693,391	\$2,865,047	6.37%	\$3,696,844	29.03%	\$3,176,042	-14.09%	\$4,680,000	47.35%
Interest on Investments	\$6,467	\$2,911	-54.99%	\$3,667	25.97%	\$9,000	145.43%	\$1,000	-88.89%
Other Local Revenues	\$54,340	\$16,736	-69.20%	\$38,179	128.13%	\$48,000	25.72%	\$71,054	48.03%
TOTAL LOCAL REVENUES	\$2,754,198	\$2,884,694	4.74%	\$3,738,690	29.60%	\$3,233,042	-13.52%	\$4,752,054	46.98%

STATE

TOTAL STATE REVENUES	\$0	-100.00%	\$0	\$0
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FEDERAL

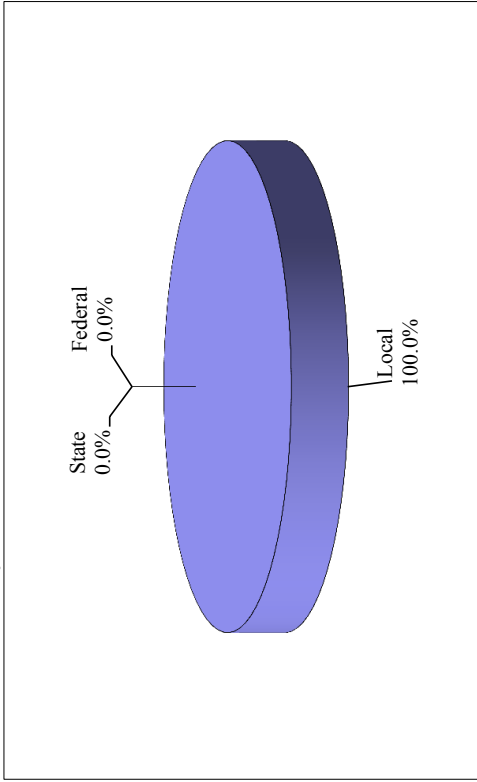
TOTAL FEDERAL REVENUES	\$0	\$0
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TOTAL REVENUES

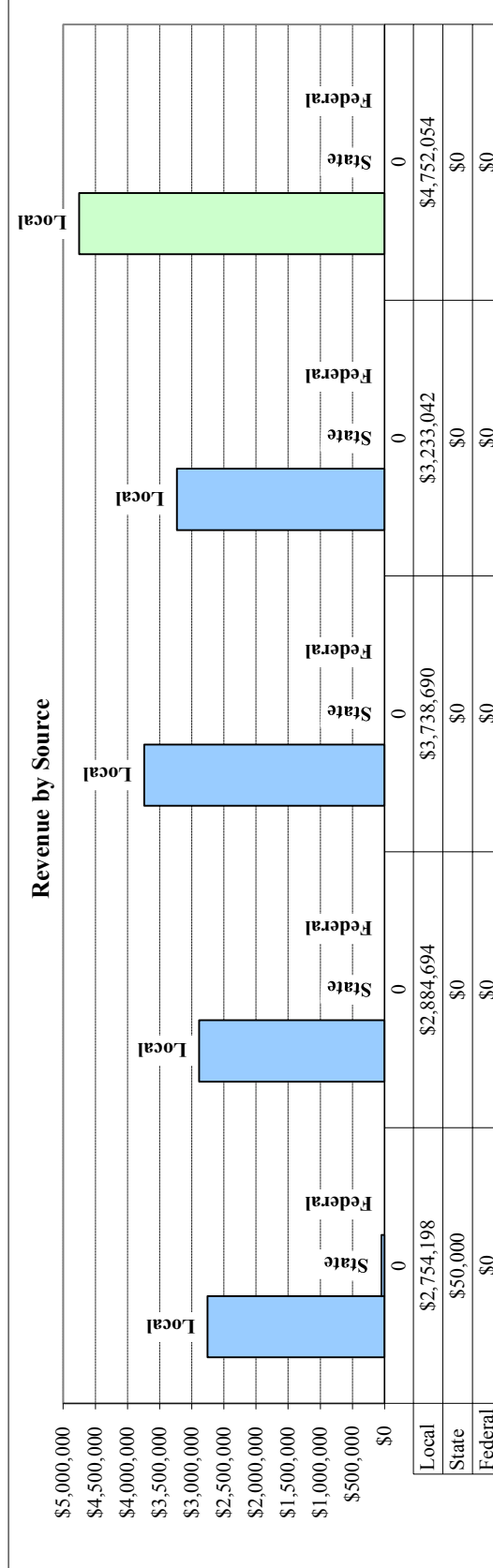
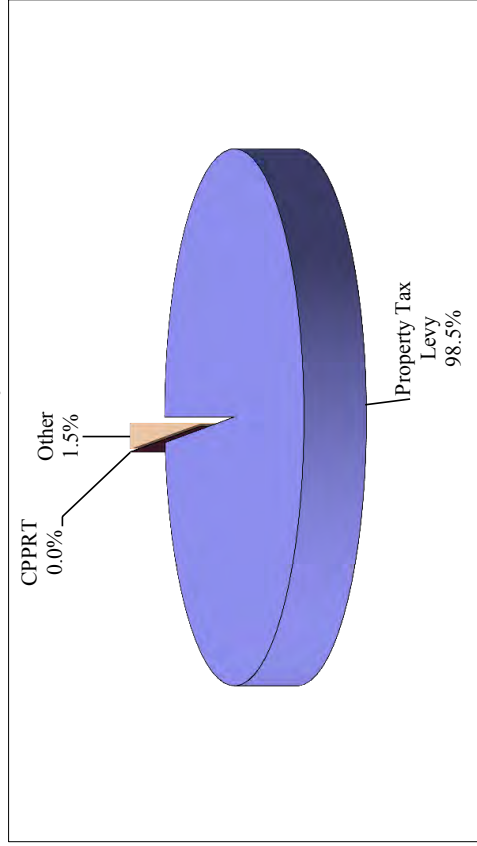
TOTAL REVENUES	\$2,804,198	\$2,884,694	2.87%	\$3,738,690	29.60%	\$3,233,042	-13.52%	\$4,752,054	46.98%
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Operations and Maintenance Fund Revenues By Source

Revenues Analysis for FY 2017



FY 2017 Local Revenue Analysis

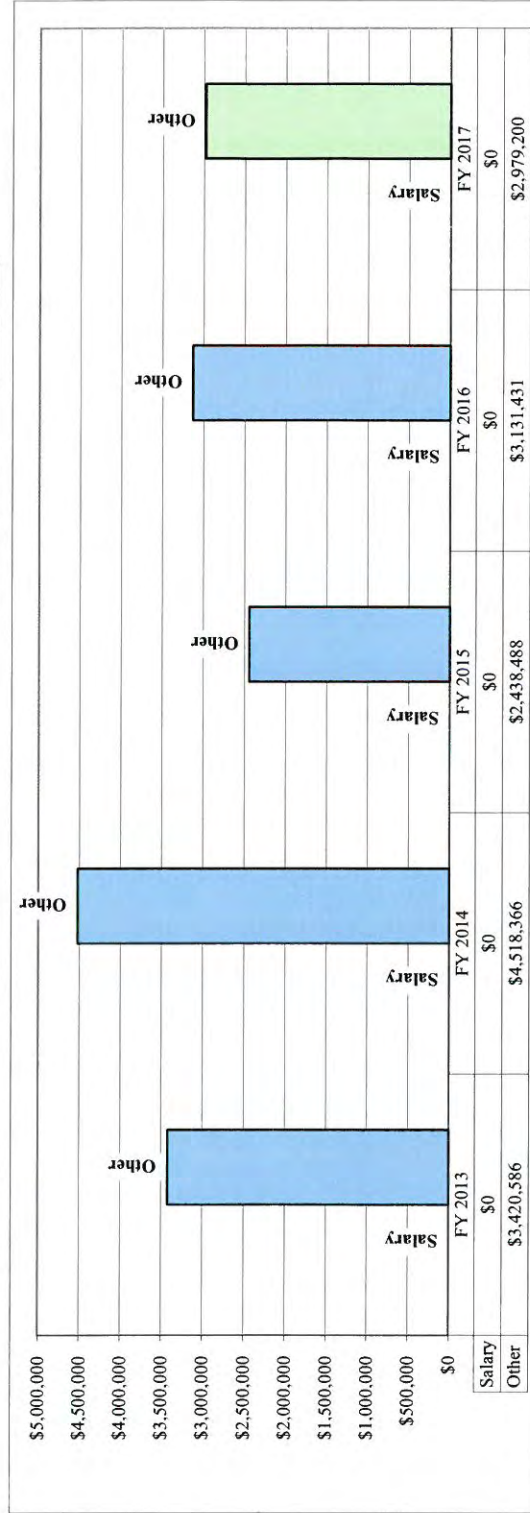
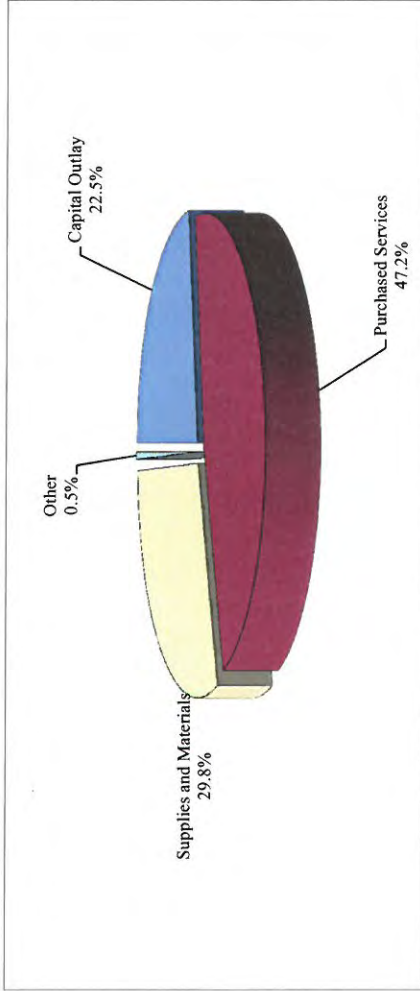


Operations and Maintenance Fund Expenditures By Object

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
SALARY COSTS	\$0	\$0		\$0		\$0		\$0	
OTHER NON-SALARY COSTS									
EMPLOYEE BENEFITS	\$0	\$40		\$0	-100.00%	\$0		\$0	
PURCHASED SERVICES	\$1,245,605	\$1,396,272	12.10%	\$931,395	-33.29%	\$1,492,921	60.29%	\$1,406,950	-5.76%
SUPPLIES AND MATERIALS	\$1,003,308	\$1,014,622	1.13%	\$796,547	-21.49%	\$887,290	11.39%	\$886,750	-0.06%
CAPITAL OUTLAY	\$1,171,381	\$2,107,432	79.91%	\$668,994	-68.26%	\$735,720	9.97%	\$670,000	-8.93%
OTHER OBJECTS	\$292	\$0	-100.00%	\$41,552		\$15,500	-62.70%	\$15,500	0.00%
NON-CAPITALIZED EQUIPMENT	\$0	\$0		\$0		\$0		\$0	
CONTINGENCIES	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER NON-SALARY COSTS	\$3,420,586	\$4,518,366	32.09%	\$2,438,488	-46.03%	\$3,131,431	28.42%	\$2,979,200	-4.86%
TOTAL COSTS	\$3,420,586	\$4,518,366	32.09%	\$2,438,488	-46.03%	\$3,131,431	28.42%	\$2,979,200	-4.86%

Operations and Maintenance Fund Expenditures By Object

FY 2017 Categorical Expenditures

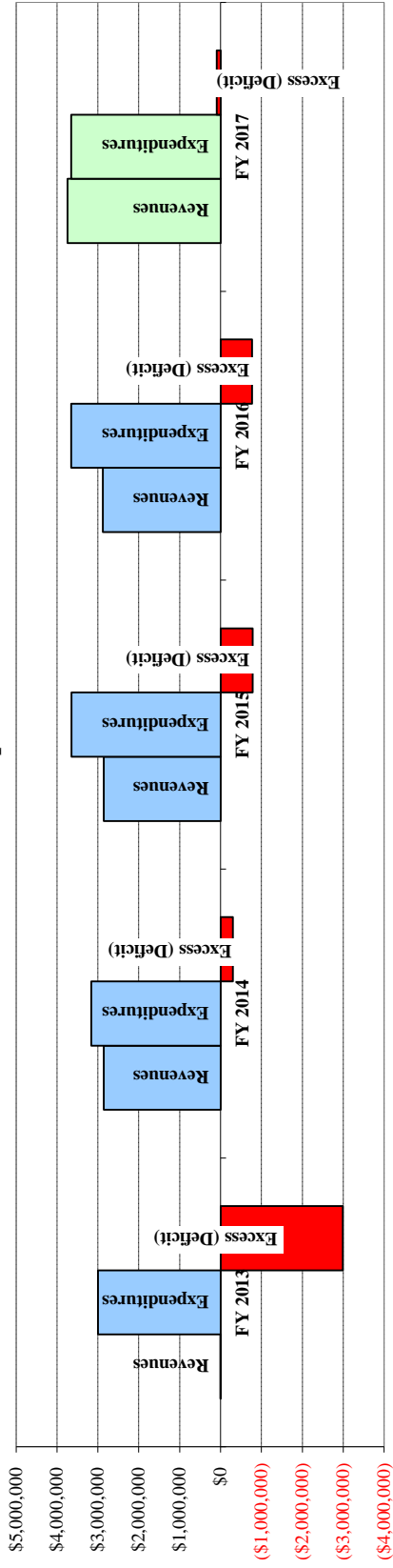


Bond and Interest Fund

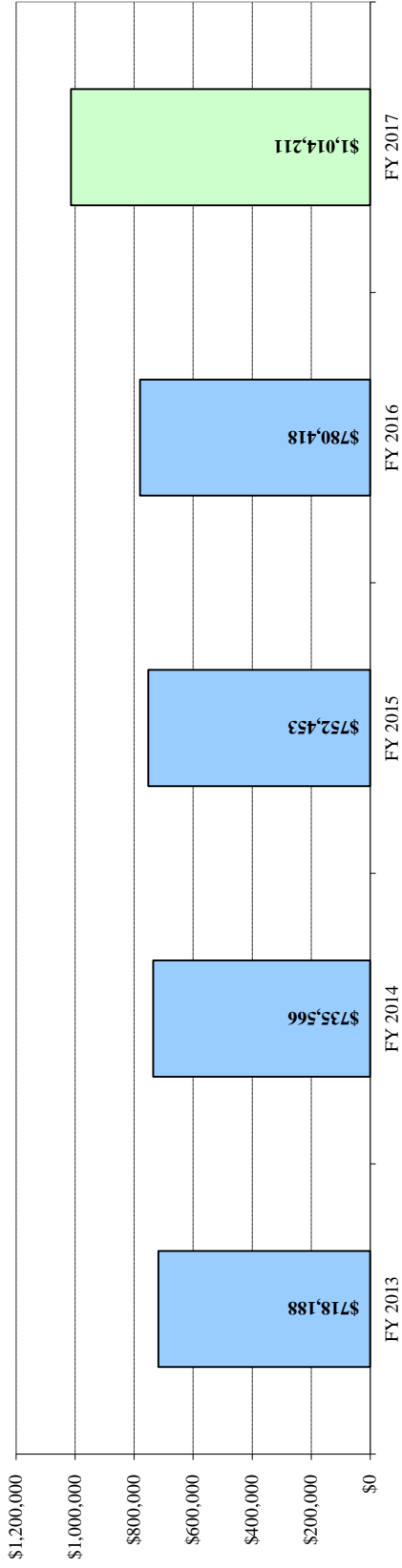
	ACTUAL FY 2013	ACTUAL FY 2014	ACTUAL FY 2015	BUDGET FY 2016	BUDGET FY 2017	Δ%	Δ%
REVENUES							
Local Sources	\$4,005	\$2,858,378	\$2,859,812	\$2,878,820	\$3,000,500	0.66%	4.23%
State Sources	\$0	\$0	\$0	\$0	\$745,078		
Federal Sources	\$0	\$0	\$0	\$0	\$0		
TOTAL REVENUES	\$4,005	\$2,858,378	\$2,859,812	\$2,878,820	\$3,745,578	0.66%	30.11%
EXPENDITURES							
Debt Services	\$2,996,605	\$3,159,001	\$3,647,933	\$3,651,705	\$3,650,029	0.10%	-0.05%
TOTAL EXPENDITURES	\$2,996,605	\$3,159,001	\$3,647,933	\$3,651,705	\$3,650,029	0.10%	-0.05%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$2,992,600)	(\$300,623)	(\$788,121)	(\$772,885)	\$95,549		
OTHER FINANCING SOURCES/USES							
Transfers In / Other Financing Sources	\$268,455	\$318,001	\$805,008	\$800,850	\$138,244	-0.52%	-82.74%
Transfers Out / Other Financing Uses	\$0	\$0	\$0	\$0	\$0		
TOTAL OTHER FIN. SOURCES/USES	\$268,455	\$318,001	\$805,008	\$800,850	\$138,244	-0.52%	-82.74%
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$2,724,145)	\$17,378	\$16,887	\$27,965	\$233,793		
BEGINNING FUND BALANCE	\$3,442,333	\$718,188	\$735,566	\$752,453	\$780,418		
PROJECTED YEAR-END FUND BALANCE	\$718,188	\$735,566	\$752,453	\$780,418	\$1,014,211	3.72%	29.96%
FUND BALANCE AS % OF EXPENDITURES	23.97%	23.28%	20.63%	21.37%	27.79%		
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	2.88	2.79	2.48	2.56	3.33		

Bond and Interest Fund

Revenues vs. Expenditures



Year-End Fund Balance

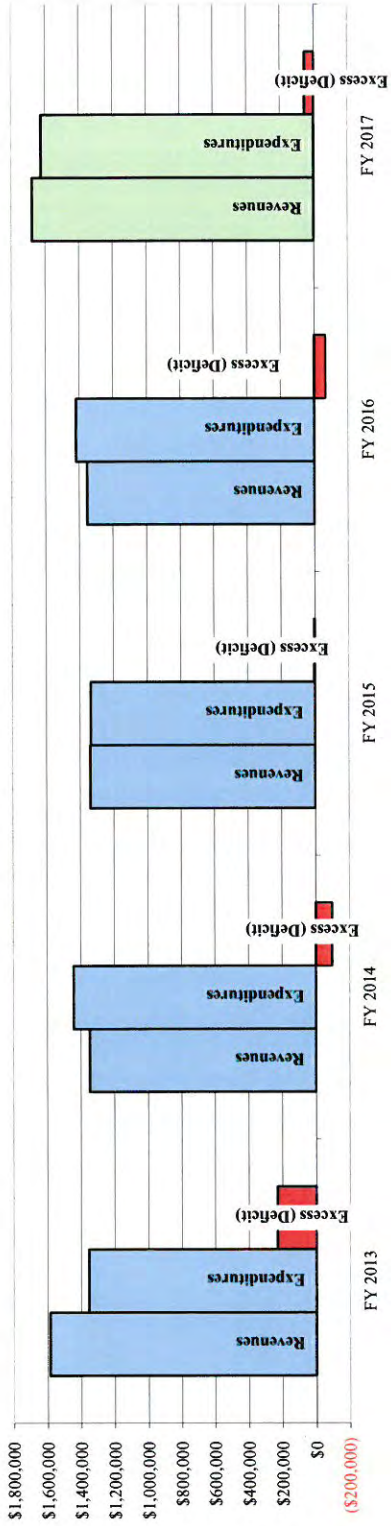


Transportation Fund

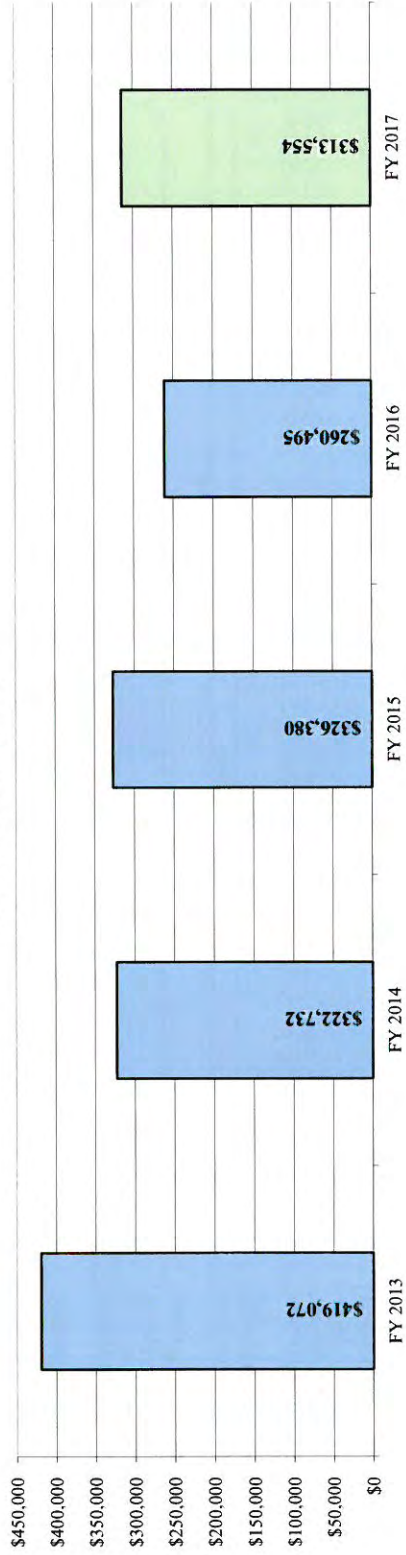
	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
REVENUES									
Local Sources	\$1,062,608	\$944,433	-11.12%	\$917,422	-2.86%	\$954,770	4.07%	\$1,273,500	33.38%
State Sources	\$521,822	\$401,459	-23.07%	\$419,857	4.58%	\$396,797	-5.49%	\$403,268	1.63%
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$1,584,430	\$1,345,892	-15.06%	\$1,337,279	-0.64%	\$1,351,567	1.07%	\$1,676,768	24.06%
EXPENDITURES									
Salary	\$0	\$0		\$0		\$0		\$0	
Non-Salary	\$1,353,849	\$1,442,232	6.53%	\$1,333,631	-7.53%	\$1,417,452	6.29%	\$1,623,709	14.55%
TOTAL EXPENDITURES	\$1,353,849	\$1,442,232	6.53%	\$1,333,631	-7.53%	\$1,417,452	6.29%	\$1,623,709	14.55%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$230,581	(\$96,340)		\$3,648		(\$65,885)		\$53,059	
OTHER FINANCING SOURCES/USES									
Transfers In / Other Financing Sources	\$0	\$0		\$0		\$0		\$0	
Transfers Out / Other Financing Uses	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$230,581	(\$96,340)		\$3,648		(\$65,885)		\$53,059	
BEGINNING FUND BALANCE	\$188,491	\$419,072	122.33%	\$322,732		\$326,380		\$260,495	
PROJECTED YEAR-END FUND BALANCE	\$419,072	\$322,732	-22.99%	\$326,380	1.13%	\$260,495	-20.19%	\$313,554	20.37%
FUND BALANCE AS % OF EXPENDITURES	30.95%	22.38%		24.47%		18.38%		19.31%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	3.71	2.69		2.94		2.21		2.32	

Transportation Fund

Revenues vs. Expenditures



Year-End Fund Balance



Municipal Retirement / Social Security Fund

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
REVENUES									
Local Sources	\$1,215,242	\$1,245,849	2.52%	\$1,242,958	-0.23%	\$1,231,416	-0.93%	\$1,296,530	5.29%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$20,419	\$0	-100.00%	\$0		\$0		\$0	
TOTAL REVENUES	\$1,235,661	\$1,245,849	0.82%	\$1,242,958	-0.23%	\$1,231,416	-0.93%	\$1,296,530	5.29%
EXPENDITURES									
Instruction - Employee Benefits	\$468,729	\$492,474	5.07%	\$483,518	-1.82%	\$476,175	-1.52%	\$497,457	4.47%
Support Services - Employee Benefits	\$653,527	\$660,757	1.11%	\$666,952	0.94%	\$645,333	-3.24%	\$750,625	16.32%
Other	\$20,342	\$17,492	-13.99%	\$22,620	14.25%	\$23,456	3.71%	\$24,369	3.84%
TOTAL EXPENDITURES	\$1,142,598	\$1,170,723	2.46%	\$1,173,090	0.20%	\$1,144,964	-2.40%	\$1,272,451	11.13%

EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$93,063	\$75,126		\$69,868		\$86,452		\$24,079	
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OTHER FINANCING SOURCES/USES									
Transfers In / Other Financing Sources	\$0	\$0		\$0		\$0		\$0	
Transfers Out / Other Financing Uses	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0	

EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$93,063	\$75,126		\$69,868		\$86,452		\$24,079	
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BEGINNING FUND BALANCE	\$403,924	\$496,987	23.04%	\$572,113	16.91%	\$641,981	12.50%	\$728,433	13.66%
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PROJECTED YEAR-END FUND BALANCE	\$496,987	\$572,113	15.12%	\$641,981	12.21%	\$728,433	13.47%	\$752,512	3.31%
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FUND BALANCE AS % OF EXPENDITURES	43.50%	48.87%		54.73%		63.62%		59.14%	
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FUND BALANCE AS # OF MONTHS OF EXPENDITURES	5.22	5.86		6.57		7.63		7.10	
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Capital Projects Fund

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
REVENUES								
Local Sources	\$33,588	\$26,615	-20.76%	\$32,402	\$40,000	23.45%	\$30,000	-25.00%
State Sources	\$0	\$0		\$0	\$0		\$0	
Federal Sources	\$0	\$0		\$0	\$0		\$0	
TOTAL REVENUES	\$33,588	\$26,615	-20.76%	\$32,402	\$40,000	23.45%	\$30,000	-25.00%
EXPENDITURES								
Salary	\$0	\$0		\$0	\$0		\$0	
Non-Salary	\$0	\$596,036		\$10,340,271	\$4,880,290	-52.80%	\$1,519,665	-68.86%
TOTAL EXPENDITURES	\$0	\$596,036		\$10,340,271	\$4,880,290	-52.80%	\$1,519,665	-68.86%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$33,588	(\$569,421)		(\$10,307,869)	(\$4,840,290)		(\$1,489,665)	
OTHER FINANCING SOURCES/USES								
Transfers In / Other Financing Sources	\$0	\$7,000,000		\$7,000,000	\$1,652,278		\$1,450,000	
Transfers Out / Other Financing Uses	\$0	\$0		\$0	\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$7,000,000	0.00%	\$7,000,000	\$1,652,278	-76.40%	\$1,450,000	-12.24%
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$33,588	\$6,430,579		(\$3,307,869)	(\$3,188,012)		(\$39,665)	
BEGINNING FUND BALANCE	\$35,277	\$68,865	95.21%	\$6,499,444	\$3,191,575		\$3,563	
PROJECTED YEAR-END FUND BALANCE	\$68,865	\$6,499,444	9337.95%	\$3,191,575	\$3,563	-99.89%	(\$36,102)	-1113.25%
FUND BALANCE AS % OF EXPENDITURES	0.00%	1090.44%		30.87%	0.07%		-2.38%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	0.00	130.85		3.70	0.01		(0.29)	

Working Cash Fund

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
REVENUES									
Levy	\$1,291	\$1,242	-3.80%	\$1,146	-7.73%	\$1,154	0.70%	\$1,170	1.39%
Interest on Investments	\$11,672	\$8,207	-29.69%	\$5,148	-37.27%	\$10,000	94.25%	\$10,000	0.00%
Other	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$12,963	\$9,449	-27.11%	\$6,294	-33.39%	\$11,154	77.22%	\$11,170	0.14%
OTHER FINANCING SOURCES/USES									
Transfers In / Other Financing Sources	\$0	\$0		\$0		\$0		\$0	
Transfers Out / Other Financing Uses	\$0	\$0		(\$2,700,000)		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		(\$2,700,000)		\$0	-100.00%	\$0	
BEGINNING FUND BALANCE	\$3,280,068	\$3,293,031	0.40%	\$3,302,480		\$608,774		\$619,928	
PROJECTED YEAR-END FUND BALANCE	\$3,293,031	\$3,302,480	0.29%	\$608,774	-81.57%	\$619,928	1.83%	\$631,098	1.80%

Tort Fund

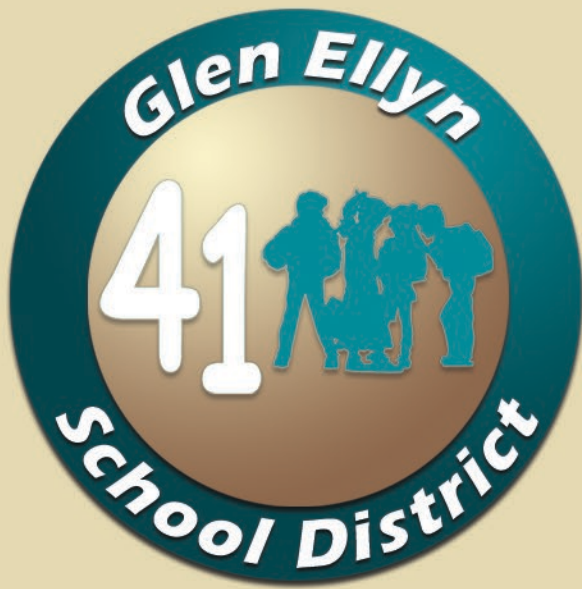
	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
REVENUES									
Local Sources	\$1,291	\$1,242	-3.80%	\$1,147	-7.65%	\$1,154	0.61%	\$1,170	1.39%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$1,291	\$1,242	-3.80%	\$1,147	-7.65%	\$1,154	0.61%	\$1,170	1.39%
EXPENDITURES									
Salary	\$0	\$0		\$0		\$0		\$0	
Non-Salary	\$0	\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$0	\$0		\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$1,291	\$1,242		\$1,147		\$1,154		\$1,170	
OTHER FINANCING SOURCES/USES									
Transfers In / Other Financing Sources	\$0	\$0		\$0		\$0		\$0	
Transfers Out / Other Financing Uses	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$1,291	\$1,242		\$1,147		\$1,154		\$1,170	
BEGINNING FUND BALANCE	\$3,625	\$4,916	35.61%	\$6,158		\$7,305		\$8,459	
PROJECTED YEAR-END FUND BALANCE	\$4,916	\$6,158	25.26%	\$7,305	18.63%	\$8,459	15.80%	\$9,629	13.83%

FUND BALANCE AS % OF EXPENDITURES #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!

FUND BALANCE AS # OF MONTHS OF EXPENDITURES #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!

Fire Prevention and Life Safety Fund

	ACTUAL FY 2013	ACTUAL FY 2014	Δ%	ACTUAL FY 2015	Δ%	BUDGET FY 2016	Δ%	BUDGET FY 2017	Δ%
REVENUES									
Local Sources	\$0	\$0		\$0		\$0		\$0	
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$0	\$0		\$0		\$0		\$0	
EXPENDITURES									
Salary	\$0	\$0		\$0		\$0		\$0	
Non-Salary	\$0	\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$0	\$0		\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$0	\$0		\$0		\$0		\$0	
OTHER FINANCING SOURCES/USES									
Transfers In / Other Financing Sources	\$0	\$0		\$0		\$0		\$0	
Transfers Out / Other Financing Uses	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$0	\$0		\$0		\$0		\$0	
BEGINNING FUND BALANCE	\$0	\$0		\$0		\$0		\$0	
PROJECTED YEAR-END FUND BALANCE	\$0	\$0		\$0		\$0		\$0	
FUND BALANCE AS % OF EXPENDITURES	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	



**Ignite passion.
Inspire excellence.
Imagine possibilities.**

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