

# District Budget

July 1, 2017 – June 30, 2018



**Worthington City School District**  
**200 East Wilson Bridge Road**  
**Worthington, Ohio Franklin County**  
**[www.worthington.k12.oh.us](http://www.worthington.k12.oh.us)**

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# WORTHINGTON CITY SCHOOL DISTRICT

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# WORTHINGTON SCHOOLS

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**Trent Bowers, Ed.D.**  
*Superintendent*

**Jeff McCuen**  
*Treasurer*

*Board of Education:*

**Jennifer Best**

**Julie Keegan**

**Marc Schare**

**Sam Shim**

**Charlie Wilson**

June 26, 2017

Members of the Board of Education and Citizens of the Worthington School District:

What a difference a year makes! At this time last year, we were just embarking on a year-long community engagement process to develop a master facility plan to address both capacity constraints and the condition of our aging facilities. That process has been amazing, thanks in large part to our community and task force members' participation in the process.

Ohio law limits the amount of debt a school district can have to 9% of assessed property value, which for us means we can issue approximately \$100 million in additional debt. Updated enrollment projections indicate our student population will grow by over 800 students during the next five years, and although we would love to be able to fund all desired projects and improve all our buildings, due to this debt limit, it became evident that capacity needed to be addressed during the first phase of the plan. Two outstanding options are currently under consideration, and we expect a final presentation to the Board this summer. Funding scenarios will then be developed to determine the timing and size of a future levy request.

Thus, the 2017-18 school-year will be a very exciting time our District! Not only will we approve this facility master plan, positioning our District for the long term, we will also begin a program review of our gifted education program.

After the passage of new Ohio Gifted Operating Standards last spring we determined that 2017-18 was the right time to convene a team of community members, teachers, and gifted experts to review and make recommendations for potential program delivery modifications in this area.

In addition for this school year we will continue to focus on five specific strategies designed to make certain that by 2020 80% of all students are proficient and or college and career ready on state and national assessments and that 80% of all students meet their individual growth goals in Language Arts and Math.

To accomplish the stated objective we will:

- Implement a system of continuously monitoring student progress and making instructional decisions through collaborative teams.
- Enhance the district culture of empathy and support through structured reflection and dialogue regarding current and desired practices.
- Use best practices to continuously develop and monitor student progress in the use of informational text to enhance academic achievement and growth.
- Use best practices to continuously develop and monitor student progress in the use of writing to make learning visible and enhance academic achievement and growth.
- Use formative instructional practices in all content areas that reflect the cognitive rigor needed for students to develop deeper critical thinking, problem-solving, and design thinking.

#### CURRENT ECONOMIC IMPACT ON THE BUDGET

The central Ohio and greater Columbus area economy continues to be strong and diverse, with major employers such as Battelle Memorial Institute, Ohio State University, Nationwide Insurance, American Electric Power, and Huntington Bank to name a few. Population estimates produced by the U.S. Census Bureau released in July 2016 show the greater Columbus area growing from 1.6 million people in 2010 to 2.0 million in 2016, or 20%, well above both the state and national averages of 2.2% and 14.0% respectively. The unemployment rate of Franklin County was 3.9% as of March 2017 according to ODJFS, one of the lowest in the state.

The City of Worthington in particular continues to experience substantial private sector interest in redevelopment of existing facilities and properties. Conveniently located north of Columbus, Worthington is home to many Ohio State University professors and employees, as well as major international employers such as Worthington Industries, Diamond Innovations, and Mettler Toledo. Home values continue to be strong within the District, and we currently predict a 10% increase in residential property values for the 2017 reappraisal performed by the county auditor every 6 years.

New restaurant, retail, and service offerings continue to be added to the recently renovated Shops at Worthington Place, and the City continues to review redevelopment plans on a 42 acre site in the heart of the City formerly operated as the United Methodist Children's Home. In addition, the Ohio Department of Transportation has almost completed its \$95 million renovation of the I-270/US23 interchange that will greatly improve traffic flow and safety as well as improve automotive and pedestrian access to and from Worthington's northern gateway, and ODOT is well underway in its renovation of the I-270/315 interchange just to the west, which will further improve traffic flow. We encourage you to visit the City of Worthington's economic development webpage at [businessworthington.org](http://businessworthington.org).

## IMMEDIATE FINANCIAL CONDITION

The current local economy is strong, and correspondingly our operating budget for the near-term is stable, as illustrated in the most recent five-year financial forecast located on page 33. This is a direct result of tremendous voter support of an incremental operating levy and bond request in November 2012, as well state funding changes that impacted our District in a positive manner. A healthy fund balance is projected throughout the next five years.

Long term contracts with both labor unions were successfully negotiated through June 30, 2020, providing modest 2% increases to base wages while gaining hiring, evaluation, and work schedule flexibility for management. We feel the agreements are in the best interest of all parties.

Our self-funded employee health insurance fund continues to maintain a healthy reserve balance. Claims are running at budget, and although we do not expect to have a third consecutive decrease in premium rates, any increase due to medical inflation should be reasonable and within 5%.

We have secured fixed utility contracts for several years for natural gas and electricity, and installed a state of the art fiber network that connects our 21 locations with 10 gigabit internet service. This will provide the District plenty of bandwidth to implement standards and any online assessments that may occur in the near future.

## LONG TERM FINANCIAL CONDITION

The near-term financial condition is strong, yet long-term operating challenges remain. Although not yet approved at the time of this document, latest biennial state budget projections for FY18 & FY19 indicate our District losing over \$1 million each year. This is mainly the result of the phase out of reimbursements for tangible taxes that the State eliminated in 2006, along with a cap on our basic state aid (we are projecting to receive \$3.5 million less than the funding formula indicates we are entitled to next year due to this overall funding cap). Our last operating levy was approved in 2012, and even though home values are projected to increase 10% during the 2017 county reappraisal, property tax laws in Ohio protect homeowners and our revenue is mainly flat. Our costs begin to outpace our flat revenue levels beginning this year, creating a structural deficit in future years that will erode current fund balances. Discussions will begin soon on how to address that long term deficit.

Our last capital bond issue, approved by voters in 2012, provided \$40 million to fund bus replacements, deferred maintenance, technology, and equipment replacement. As you can see on page 77, only \$7.1 million remains, and due to overall debt capacity constraints discussed earlier, a potential new funding source will need developed for continued bus, technology, and equipment replacement, either as part of the larger bond issue related to the master facility plan, or in the form of operating or permanent improvement levy funds.

## ABOUT THIS DOCUMENT

This proposed 2017-18 budget document is intended to illustrate to all stakeholders, in an understandable manner, how District resources are being utilized to meet its goals and accomplish its mission. We hope this document helps to create a more open and transparent picture of the District so that informed decisions can be made and resources can be effectively allocated.


The document is prepared on a budgetary basis of accounting for the period July 1, 2017 to June 30, 2018 and includes all funds under the direct control of the District. This basis of accounting is different than the District's CAFR which is prepared on a GAAP basis. The major differences are:

- A. Revenues are recorded when received in cash (budget basis) as opposed to when susceptible to accrual (GAAP basis);
- B. Expenditures are recorded when encumbered (budget basis) as opposed to when the liability is incurred (GAAP basis);
- C. Encumbrances are recorded as the equivalent of expenditures (budget basis) as opposed to a reservation of fund balance (GAAP basis); and
- D. Investments are recorded at cost (budget basis) as opposed to fair value (GAAP basis).

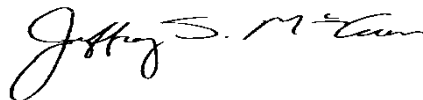
This document received the GFOA Certificate of Achievement for Distinguished Budget Presentation Award for the 2016-17 fiscal year, the 7<sup>th</sup> consecutive year the District received this prestigious award. Although this award is valid for one year only, we believe that our current document continues to meet the program's requirements and are submitting it to the GFOA again for consideration.

We invite you to explore this document so that you can gain a thorough understanding of the District's financial picture. Feel free to contact our offices with any questions at 614-450-6000.

Respectfully submitted,



Trent Bowers, Superintendent



Jeff McCuen, Treasurer



# Introductory Section



Thomas Worthington High School Boys Track team won the 2017 State Championship in Division I

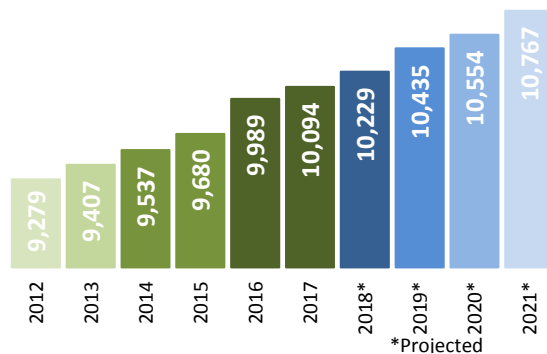
## **WORTHINGTON CITY SCHOOL DISTRICT**

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The mission of Worthington Schools is to empower a community of learners who will change the world. This is a broad and audacious goal, but one that will occur in both large and small ways. Part of our vision statement to accomplish that goal is to be responsible and transparent with our community's resources, since over 70% of our operating dollars come from local taxpayers. We hope this document accomplishes part of that goal.

Our student population is growing, having gone from 9,279 in 2012 to over 10,000 in the current year, and as the graph to the right illustrates, we are projecting to add several hundred more in the next few years. This is great for our community and our schools, but does provide significant operating challenges in the near term, most notably with capacity constraints. Our master facility community engagement process is almost complete, and a long term capital plan will be approved soon, which you can read more about on page 78. However, in the near term, we will be placing modular units at a few locations to accommodate students, and project to increase staff as well.

### Student Enrollment

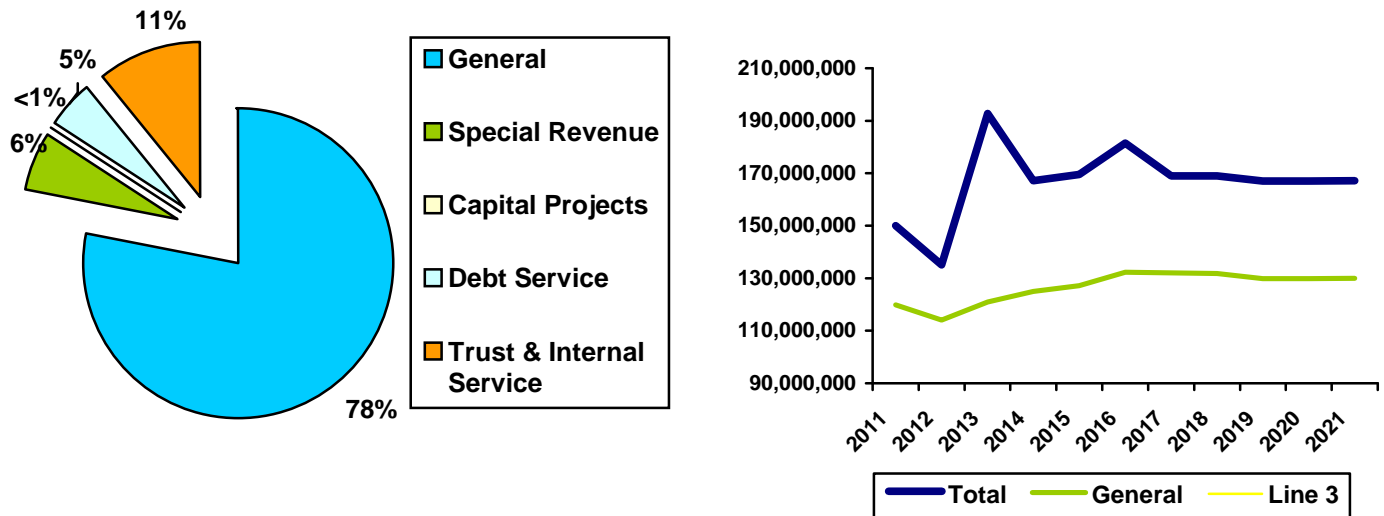


Major highlights of the budget for the 17-18 school year include:

- Total revenues of the General Fund, the District's main operating fund, are projected to remain flat at \$131.8 million while total expenditures are projected to increase \$6.2 million, or 5.0%, totaling \$130.2 million, creating an increase in fund balance of \$1.5 million.
- We project 12 additional staff members in 17-18 to address special needs and enrollment growth of approximately 135 students, as well as state mandated reduction in preschool class size from 16 to 12.
- Capital budget includes \$5.8 million in major capital expenditures: 4-5 replacement busses and vans, replacement of laptops with Chromebooks at the elementary level, track resurfacing at the high schools, auxiliary gym floor replacement at WKHS, and chiller/boiler replacements at several buildings.
- Debt service revenue will remain flat, with property tax collection of 3.8 mills, as the District maintains its promise of "no new millage" during the 2012 capital bond issue campaign.

## Executive Summary - Revenue Analysis

### Total 2018 Projected Revenues All Funds: \$168.9 Million



Revenue of all 25 District funds for 2018 is projected to total \$168.9 million, no change from the prior year. That decrease is a result of the following:

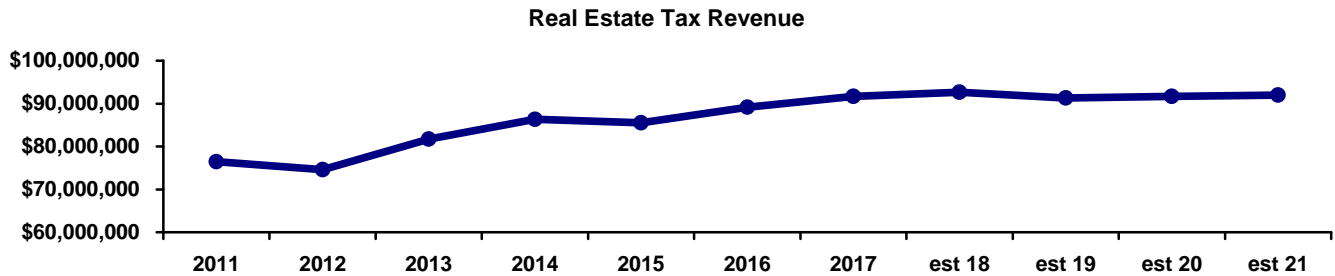
- General Fund total revenue is projected to remain flat at \$131.8 million. Slight increases in property tax revenue due to higher reappraised values help to offset a decrease in tangible personal property tax reimbursements from the state.
- Special revenue funds are projected to total \$10.3 million, an increase of \$0.6 million, mainly the result of carryover of 2017 unused allocations. Federal grant allocations are expected to remain stable, and the District is not aware of any new grants available in FY18 at this time.
- Internal Service fund revenue is expected to remain flat, the result of the second half of calendar year 2017's 6.7% decrease in insurance premium rates offset by a projected 5% increase for calendar year 2018. Claims are running fairly close to current year estimates, and we project a 5% inflationary increase in premiums for 2018 at this time. Workers Compensation premium rates are expected to remain the same.

A detailed analysis of each fund category follows.

### General Fund

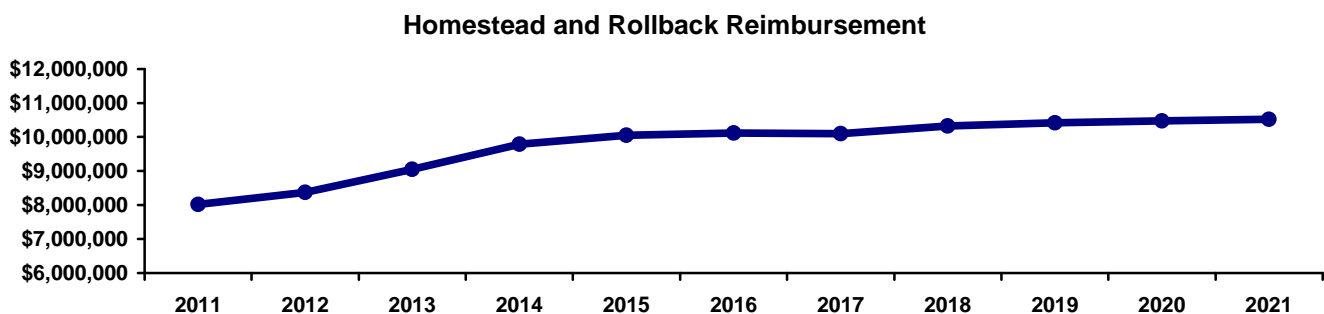
The three main sources of General Fund operating revenue are real estate property taxes (and Homestead & Rollback Reimbursement), tangible personal property taxes (and reimbursement), and basic state aid. A detailed analysis of each category follows.

#### Real Estate Property Taxes



The District's main source of revenue is real estate property taxes, accounting for 70% of total projected 2018 operating revenue. The graph above shows collections gradually increasing from 2012 to 2016, which is the result of an incremental levy approved in November 2012. The levy added 4.9 mills in 2013, with an additional mill in 2014, and finally continuing permanently at 6.9 mills in 2015. This results in total collections of \$90 million in FY17 and beyond. This stair stepping effect is created because Ohio law states that no matter what the change in value of property is, the total dollar amount collected will not increase from the year in which the levy was first passed (except for 4.5 inside mills which do get growth). Therefore, unless a District passes a new levy or has tremendous growth (Worthington is very mature with little land to develop), real estate revenues flatten out. The small increase in 2017 is the result of settlements the District received related to commercial property valuation challenges, and is one-time revenue.

Homestead and rollback reimbursements are linked to property taxes and are the result of tax credits the State provides to eligible homeowners on the first 12.5% of owner occupied residential property values and to senior citizens. The State currently reimburses the District the amount that otherwise would have been collected from the homeowner. The projections follow closely to real estate revenues above, with the District projected to receive \$10.3 million in 2018.



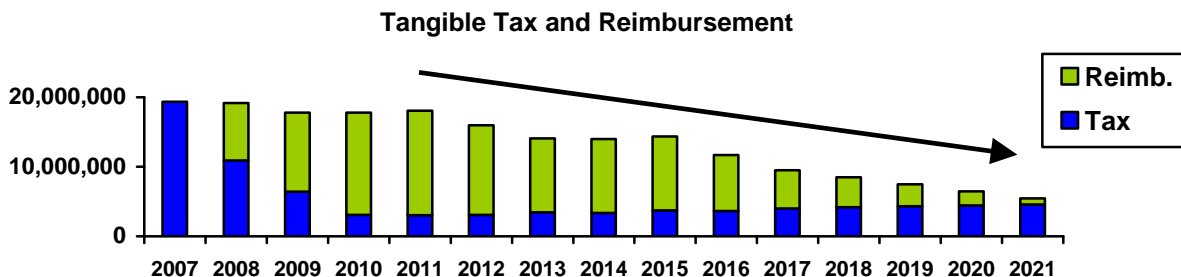
In 2013 the state eliminated this 12.5% rollback provision for any new levies moving forward, and also placed an income threshold for future qualifying senior citizen's homestead exemption. This means the state no longer pays a portion of the property owner's tax bill for new levies. While the net effect of this to total District revenue is zero, it does place more of the burden of education on the local taxpayer, and may hinder any future levy request.

## Executive Summary - Revenue Analysis

### Tangible Personal Property Tax Reimbursement

Tangible personal property taxes, which are assessed on the equipment and inventory used in business, were eliminated by the state in 2005 (except for public utility property) in an effort to increase business growth in Ohio. However, school districts were dependent on this source of revenue, with our District receiving approximately \$18 million annually from TPP. In an effort to lessen the impact, the State decided to gradually phase out this tax over 4 years (6 years for telecommunications equipment) and to “hold harmless” Districts by reimbursing them the funds they would have collected had the tax still remained in effect.

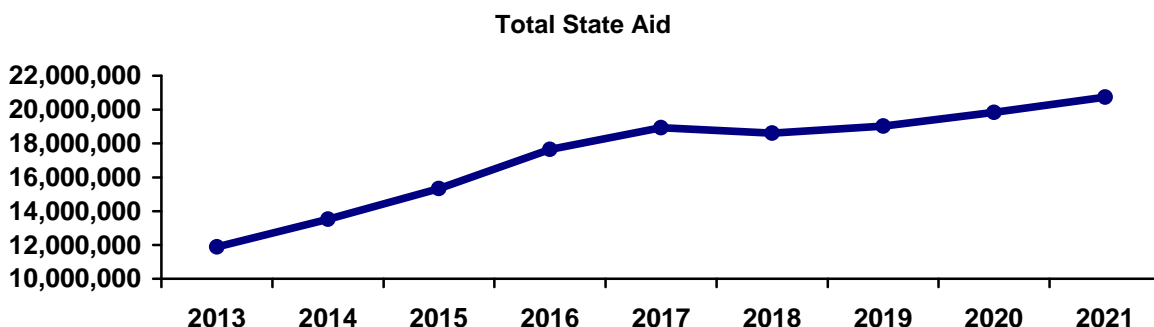
In response to the economic recession and deficit in the 2011-12 state budget, the phase-out of this reimbursement was accelerated, and the District lost \$2.2 million in FY12 and another \$2.2 million in FY13. The 2014-15 state biennial budget maintained the reimbursement for FY14 and FY15 at \$10.6 million, but the 2016-17 budget resumed the phase-out, and the District received \$8.0 million in FY16 and only \$5.4 million in FY17. Thankfully, senate bill 208 amended the 16-17 state budget bill and prolonged the original phase-out. However, we still project to receive only \$4.2 million in FY18, gradually reducing to \$0 in FY22 and beyond, based on the latest information currently available regarding the 18-19 state budget. We have seen a small uptick in the value of telephone, electric, and gas properties, growing at about 3% annually.



### State Aid

State aid is the third major component of funding for our District and is projected to total \$18.6 million in FY18, a decrease of \$0.3 million from the prior year. The educational funding formula was restructured as part of the 2014-15 state budget bill, and our District benefited by receiving “capped” maximum annual increases of 6.25% in FY14, 10.5% in FY15, and 7.5% in FY16 and FY17. However, because adequate resources do not exist to fully fund the formula, FY18 total projected state aid of \$18.6 million is \$3.5 million less than the formulary amount due to an expected 5% capped increase for years 2018 and 2019, which could be less when finalized.

This increase is offset by the loss of the “TPP Supplement”. Senate Bill 208 added approximately \$1.2 million in FY17 as supplemental aid to certain districts that were heavily impacted by the elimination of the tangible personal property tax and reimbursement as discussed earlier. While we are very grateful for these additional funds, we anticipate the supplement will not continue in FY18 and beyond.



A smaller portion of this category also includes Medicaid reimbursement of eligible services as well as funding from a portion of the state’s casino revenues and special education cost reimbursement.

### **Debt Service Fund**

Total revenue for the Debt Service Fund for 2018 is projected to be \$8.2 million, which is consistent with 2017 levels. Tax rates will remain at 3.8 mills as promised when voters approved the 2012 capital bond issue, and eventually will begin to decline as the debt is paid off. We do not anticipate refunding any outstanding debt during 2018 as we did in 2016, as most eligible debt has already been refunded. The District's bond rating was reaffirmed at Aa1 by Moody's during its 2016 refunding.

### **Capital Projects Funds**

The two capital projects funds are the Permanent Improvements Fund and the Building Fund. The District completed an energy conservation project, authorized under House Bill 264, in the PI fund during FY16 utilizing a low interest loan from the State of Ohio Department of Development's Energy Loan Fund. This loan will be repaid by the general fund through utility cost savings. The District does not have a PI levy currently in effect, therefore we do not anticipate any revenue in this fund in 2018.

The Building Fund accounts for any capital bond levy proceeds and related expenses. The District issued \$40 million of new debt in 2013 as approved by voters in November 2012, with the proceeds being used over a five year period from FY13 to FY17 to fund various capital needs. The only projected revenue is \$50,000 in interest income related to the unspent proceeds, which is a decrease from the prior year due to balances being spent down. Please turn to pages 76-79 for a more detailed analysis of the District's capital plan, including the facility master planning process currently underway. Any proceeds from future debt issuances related to that plan would be accounted for in this fund.

### **Special Revenue Funds**

Special revenue funds are used to account for specific revenue sources that are legally restricted to expenditures for certain purposes. These mostly include all local, state, and federal grants as well as athletics and food services. Total revenue of all 18 current special revenue funds is projected at \$10.3 million, slightly higher than prior year due to carryover of unused allocations. These are mostly formulary state and federal grants that are relatively stable. The largest of the special revenue funds, the Food Service Fund, is expected to maintain similar revenue totals as meal prices are not changing. For a more detailed analysis of each special revenue fund please turn to pages 80-98 of the Financial Section of this document.

### **Internal Service Funds**

The District maintains 3 internal service funds, an Intra-District services fund that accounts for an all-day kindergarten program as well as an in-house copy center, a Workers Compensation Self-Insurance Fund, and an Employee Health Benefit Self-Insurance Fund. Revenue for the all-day kindergarten program is expected to remain consistent, as the rate for 2017-18 will be unchanged at \$330 per month and we expect similar enrollment levels. Revenue for the copy center is also expected to remain consistent.

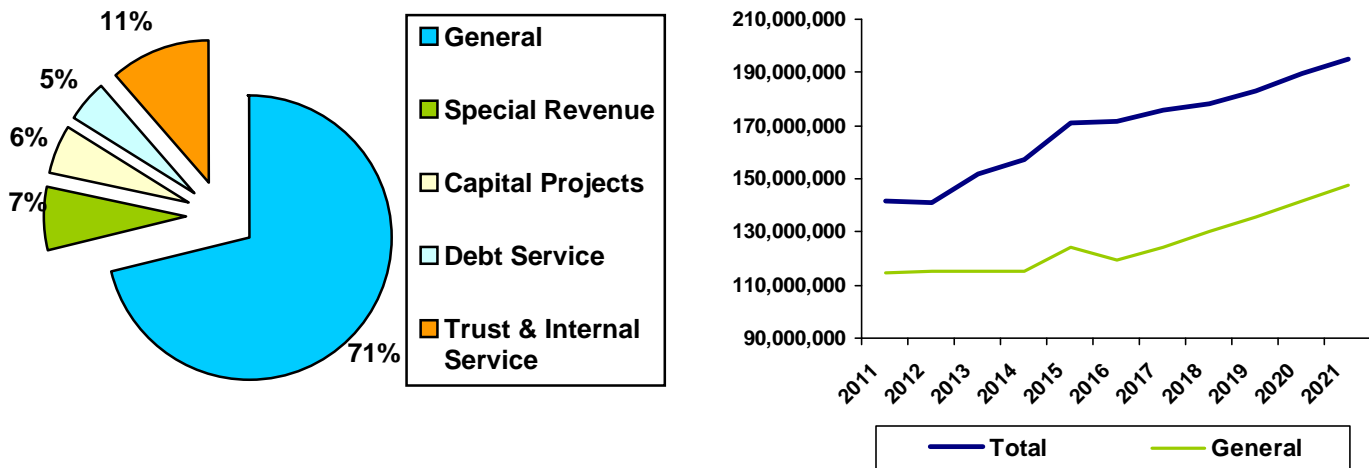
Revenue for the Workers Compensation Fund is expected to increase slightly to correspond with an increase in total wage estimates. The rate is expected to remain consistent at 0.8% of covered payroll. This should allow the cash balance reserve to be maintained at a target of approximately \$1.2 to \$1.4 million, which represents three catastrophic claims above stop-loss reinsurance amount of \$400,000.

Revenue for the Medical Self-Insurance Fund is projected to total \$16 million for FY18, a slight decrease from the prior year, which represents the second half of calendar year 2017's premium decrease of 6.7% combined with a projected first half of calendar year 2018 premium increase of 5%. We will be examining claims over the next several months, which have been currently running on budget, and will set premiums accordingly in the fall for 2018, with the dual goal of maintaining stability in premium costs as well as ensuring sufficient reserves are maintained to cover catastrophic events.



## Executive Summary - Expenditure Analysis

### Total 2018 Budgeted Expenditures All Funds: \$175.8 Million



Expenditures of all 25 current District funds for 2018 are projected to total \$175.8 million, an increase of \$12.4 million from the prior year. The increase is the result of the following:

- General Fund expenditures are projected to increase a total of \$6.2 million. Projected salaries and benefits account for \$4.2 million of this increase and include 2% base wage increases and longevity steps as negotiated with both unions, as well as 12 additional staff to support enrollment increases and special education needs.
- Debt service fund expenditures are projected to remain consistent at \$8.2 million as the District pays down its debt.
- Special Revenue Funds total expenditures are budgeted to increase \$4.1 million, although \$3 million of that is in a rotary fund that accounts for facility rental activities and is appropriated in case of emergency, but nothing is planned at this time. Federal and state grants are expected to have remaining carryover balances spent down in FY18.

Long term, as the graph above illustrates, operating expenditures gradually rise over the next five years. Total expenditures mirror this increase, since all other funds are projected to remain stable, with the exception of the capital projects fund which is projected to decrease by \$7.7 million unless a new bond or permanent improvement levy is passed.

A detailed analysis of each fund category follows.

### General Fund

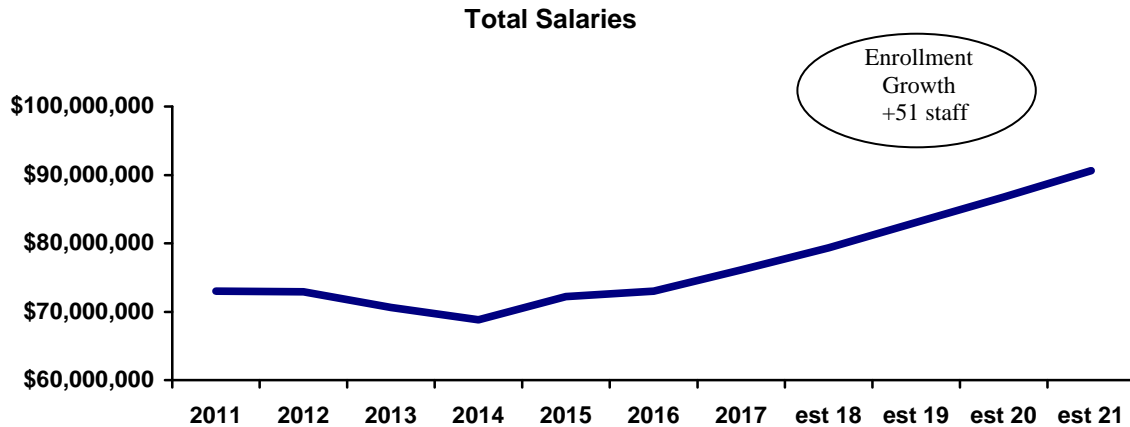
General Fund expenditures for 2018 are budgeted at \$130.2 million, which represents an increase of \$6.2 million from the prior year, or 5%. The majority of the District's General Fund expenditures are related to salaries and fringe benefits, which account for 84% of total expenditures. The District successfully negotiated long-term labor agreements with both unions through fiscal year 2020, which include 2% annual base wage increases as well as longevity step increases. The district also moved to contain fringe benefit costs by going self-insured for employee medical costs, resulting in decreases in premium costs for the past two years.



## Executive Summary - Expenditure Analysis

### Salaries

The graph below illustrates projected wage costs over the next five years. Total salaries gradually decreased from 2011 to 2014 mainly due to a significant number of retirements during those years. However, the majority of retirement-eligible staff has done so, and we do not expect significant retirements in future years. In addition, enrollment growth creates the need for an additional 51 staff members over the five years.

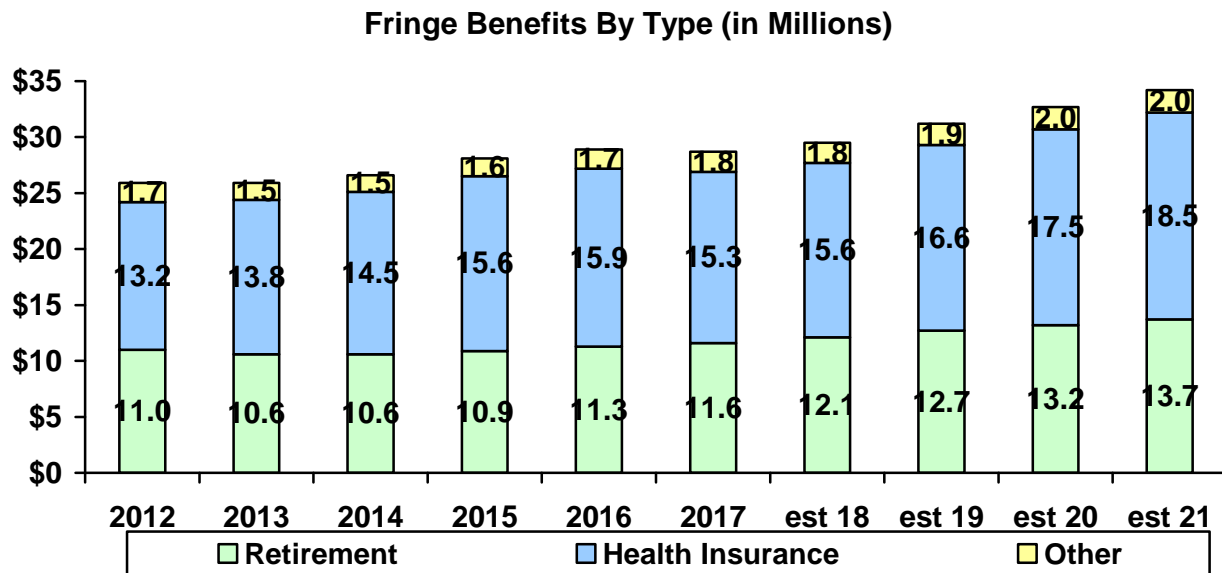


General Fund salaries are budgeted at \$79.4 million, an increase of \$3.3 million from 2017. This is a result of the several factors:

- An increase of 12 FTE, which includes 6 special education staff, mainly due to a state-mandated reduction in class size limits at the preschool, 4 teachers to address enrollment growth, and 2 bus drivers for enrollment growth.
- Staff base wage increases of 2% annually as part of both negotiated labor agreements as well as longevity step increases which range from 0 to 5% depending on years of service.
- Savings of approximately \$0.6 million due to 14 certified retirees at the end of 2017 expected to be filled with entry level teachers with lower salaries in 2018. Severance payments in 2017 are also projected to decrease \$0.3 million since the District has turned over a large portion of retirement-eligible staff the last few years and we only expect a few retirements annually in future years.

### Fringe Benefits

Fringe benefits are budgeted at \$29.6 million, an increase of \$0.9 million, or 3.2%, from the prior year. Major expenditures in this category, as illustrated below, include retirement contributions and medical insurance.



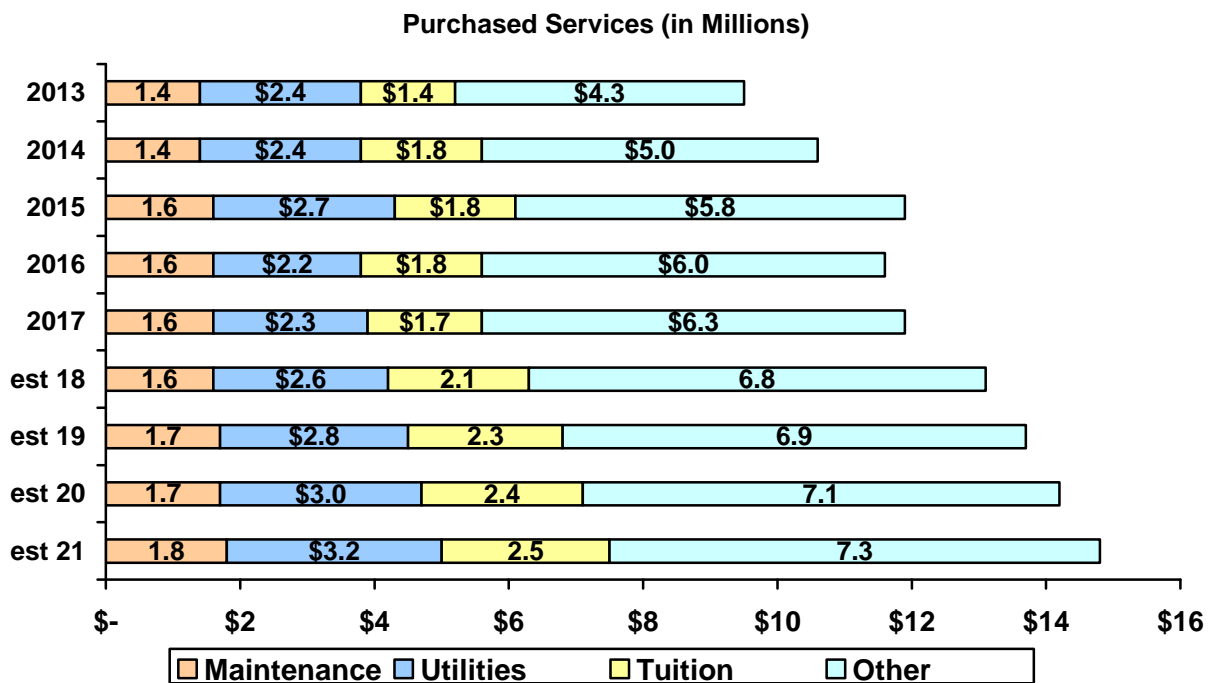
## Executive Summary - Expenditure Analysis

Retirement contributions are budgeted at \$12.1 million and represent the District's share of annual contributions into the state retirement systems, which by law is currently set at 14% of the employee's wages. This represents a slight increase of \$0.5 million from the prior year and is directly related to wage increases and 12 additional staff.

Employee health insurance is the other major component of this category, and is budgeted at \$15.6 million, a slight increase of \$0.3 million from the prior year. The District currently pays 14% of the monthly health insurance premium for full-time certified staff and 10% for full-time classified staff. We are in the fourth year of being self-funded for employee medical claims, and the first three years had very favorable claims experience, leading to annual decreases in premium costs of 8.0% for 2016 and another 6.7% for 2017. Claims have been running at budget during calendar year 2017, and we currently project a modest 5% increase for calendar year 2018 due to medical cost inflation. In addition, the District will pay 100% of vision insurance for eligible staff beginning in January 2018, adding approximately \$50,000 in costs for fiscal year 2018.

Other benefits include Workers Compensation insurance premiums and Medicare payments. Both of these are directly related to gross payroll and therefore will increase in correlation to salaries. The workers compensation premium rate is expected to remain stable at 0.8% of covered payroll, a result of savings achieved through self-funding the plan several years ago.

### Purchased Services



Purchased services include utilities, repairs and maintenance, tuition paid to other districts and organizations that resident students attend teacher substitutes, and other services, which mainly consist of teacher substitutes provided by the Educational Service Center as well as consultant services such as legal and technical. The graph above illustrates purchased services by major category.

Total purchased services for 2018 are budgeted at \$13.1 million, an increase of \$1.3 million from the prior year. Utilities are budgeted to increase \$0.3 million. Long term negotiated contracts are in place for electric and gas as part of a consortium with other school districts. However, 2016 & 2017 were mild winters, creating savings of approximately \$0.4 million that we don't expect to continue into 2018. Tuition to other entities, mainly special-needs specific programs, is budgeted to increase \$0.4 million, as the cost of the College Credit Plus program implemented by Ohio in 2016 continues to increase. The Other Purchased Services category includes legal fees, consultants, substitute teachers, contracted health services, and specialized transportation services. Substitute

## Executive Summary - Expenditure Analysis

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teachers are budgeted at \$1.9 million, consistent with prior year. We have budgeted for a 3% inflationary increase in these other areas.

### Supplies and Materials

Supplies are budgeted at \$4.4 million and represent an increase of \$0.5 million from the prior year. Recent updates to curriculum have created a large increase in material needs in previous years that will be reduced in future years. FY18 includes \$1.3 million in this area, with \$0.5 million for math content and \$0.4 million for language arts materials. Buildings are also given a supply budget of between \$63-\$98 per student depending on grade level, with an additional \$38-\$48 per qualifying special needs, ESL, or economically disadvantaged student. This totals \$0.9 million for FY18. In addition, buildings are allowed to carryover unused supply funds from the previous year, which total \$0.4 million from 2017. This area is expected to decrease \$0.8 million over the next few years as the curriculum becomes fully adopted and textbooks have been updated.

### Other Expenditures

Other expenditures are budgeted at \$2.0 million, with \$1.5 million budgeted for auditor and treasurer tax collection fees.

Non-operating expenditures include a \$1.2 million transfer to the Debt Service fund for principal and interest on the District's operating debt, including energy conservation notes and certificates of participation. These principal and interest payments are made with operating cost savings and not tax revenue.

### Debt Service Fund

Expenditures of the debt service fund are projected to total \$8.2 million, consistent with prior year. Total outstanding debt at the beginning of budget year 2018 is \$64.8 million, a decrease of \$5.5 million, the result of principal payments during FY17. The budget for 2018 includes principal payments of \$4.7 million and interest payments of \$3.4 million. For a more detailed analysis of Debt Service schedules and calculations, see page 74-75 of the financial section of this document.

### Capital Projects Funds

The two capital projects funds are the Permanent Improvements Fund and the Building Fund. Total expenditures of PI fund are budgeted at \$0.7 million, which is the entire remaining balance from prior year's land sales and energy rebates. These funds are being appropriated in case of emergency, but nothing is planned at this point, and any project will follow all applicable competitive bidding requirements should the funds be needed.

The Building Fund has a beginning available fund balance of \$7.1 million remaining from the issuance of \$40 million capital improvement bonds in 2013. Fiscal year 2017 was the final year of that 5 year plan, so the entire remaining balance is appropriated for this summer's projects, with the exception of \$2.1 million in contingency funds and interest accumulation. Major projects include track resurfacing at both high schools, chiller/boiler replacement at Kilbourne Middle School, Worthington Park Elementary, and Granby Elementary, auxiliary gym floor replacement at WKHS, 4-5 new buses, and replacement of elementary laptops with chromebooks. For a complete listing of potential capital projects, please visit the District's website at [www.worthington.k12.oh.us](http://www.worthington.k12.oh.us), or turn to page 76-79 for further details on the District's capital plan and budget.

### Special Revenue Funds

Special revenue funds are used to account for specific revenue sources that are legally restricted to expenditures for certain purposes. These mostly include all local, state, and federal grants as well as athletics and food services. Total budgeted expenditures are \$13.3 million, an increase of \$4.1 million from the prior year. The increase is mainly the result of an available fund balance of \$3 million in the Special Rotary fund from facility rental income that is being appropriated in case of emergency. Federal and state grant funds have timing

## Executive Summary - Expenditure Analysis

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restrictions which can fluctuate from year to year. In total, 81.7 FTE are projected to be funded through various special revenue funds at a budgeted cost of \$4.5 million in salaries and \$1.7 million in benefits. Each fund is unique and we encourage you to review the financial section beginning on page 80 for a description and analysis of each special revenue fund.

### **Internal Service Funds**

The District maintains 3 internal service funds, an Intra-District services fund that accounts for the all-day kindergarten program as well as an in-house copy center, a Workers Compensation Self Insurance Fund, and an Employee Health Benefit Self Insurance Fund that was created January 1, 2014 when the District became self-insured for employee medical benefits.

Expenditures for the all-day kindergarten program are expected to increase 5% and reflect negotiated wage increases for staff. Actual staff levels will be finalized once enrollment in the program is solidified later this summer. In addition, available balances in copy center accounts are budgeted to replace equipment and purchase additional supplies if needed.

Expenditures for the Workers Compensation Self Insurance Fund are budgeted at \$660,000, an increase of \$347,451. This includes an additional \$359,855 appropriated for potential claims if they arise, but we expect claims to remain consistent from prior years. Stop-loss premium costs and third party administrative costs are expected to increase slightly for inflation as well.

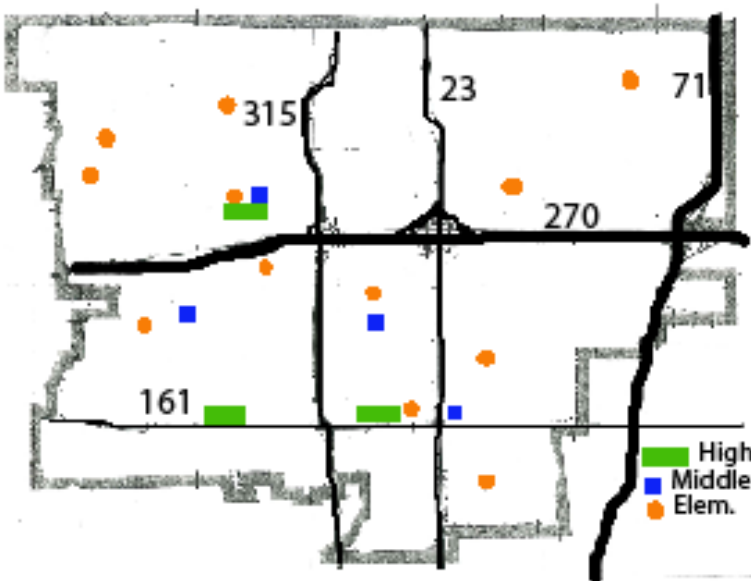
Expenditures for the Medical Self Insurance Fund are budgeted at \$15.8 million, flat from the prior year. We expect third party administrative costs to increase 5-7% for inflation, while stop loss reinsurance costs to decrease 6% due to the District's participation in a consortium with 3 other districts, leveraging costs. Management and the Insurance Committee will continue to monitor all aspects of the funds, including reviewing claims, plan design, and appropriate stop loss coverage levels to attempt to mitigate any cost increases while maintaining sufficient reserves.

### District Profile

The Worthington City School District operates as an independent political subdivision of the State of Ohio subject to provisions of the Ohio Constitution and Ohio Revised Code. As such, there is no authority to have a charter or adopt local laws. The District is not a part of, or under the control of, the City of Worthington.

The District encompasses approximately 20 square miles and includes all of the City of Worthington and Village of Riverlea, as well as portions of the City of Columbus and Perry and Sharon Townships. It is entirely located within Franklin County.

Currently, the District operates 11 elementary schools, 1 preschool, 3 middle schools, 2 high schools, as well as two alternative high settings and an alternative middle school setting. A five member Board of Education governs operations over an appointed Superintendent and Treasurer.



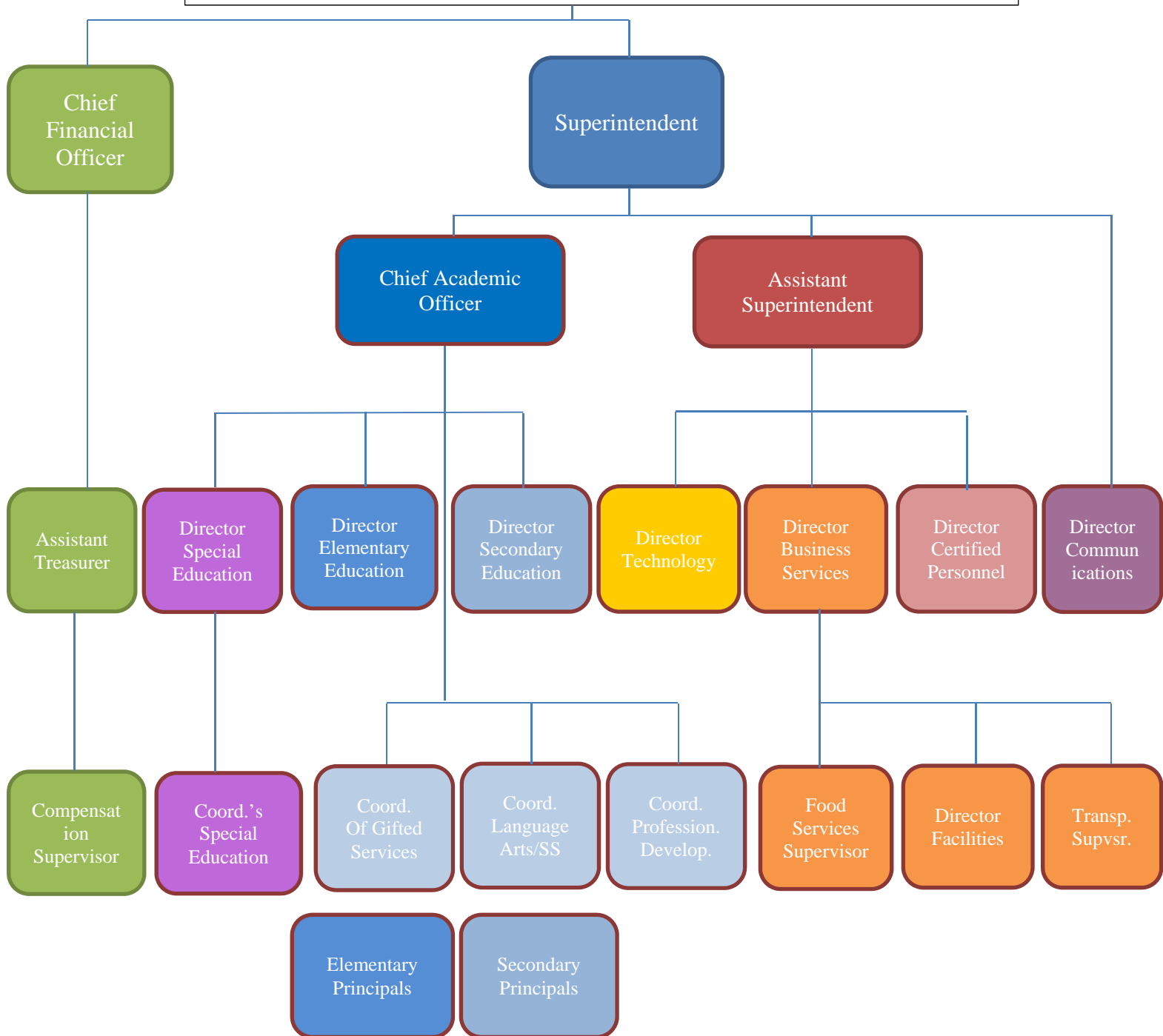
### Social and Economic Setting

The District contains a well balanced mix of residential and commercial properties. Easy access to Interstates 270 and 71 and State Routes 23 and 315 have attracted multinational corporations including Worthington Industries, Sandvik Hyperion, Anheuser Busch, Liebert Corp., and Anthem Blue Cross. Smaller quaint shops and restaurants dot downtown High Street. A mixture of luxurious home developments and newer condominium and apartment complexes allows for residential options for a range of family incomes. The Worthington

Community Center and the Parks and Recreation Department maintain top notch facilities and offerings to accommodate a well-balanced lifestyle. Worthington Libraries have continuously been nationally recognized as a top 10 library in the United States. All these factors as well as the short driving distance to Ohio State University, the Columbus Zoo and Aquarium, Polaris Fashion Place, and many other shops and restaurants make residing in the Worthington School District very attractive to potential homeowners and families.

# Citizens of Worthington School District

## Elected 5 Member Board of Education







# OUR MISSION

- To empower a community of learners who will change the world.

# OUR VISION

- We will engage each student with diverse opportunities to maximize every student's potential.
- We will provide a safe environment where every student can grow intellectually, emotionally, socially & physically.
- We will provide consistent communication and promote dialogue with our community.
- We will be responsible and transparent with our community's resources.

## **Mission, Vision, and Goals – Specific Areas of Focus**

### **District Improvement and Focus Areas**

In order to achieve the District's main goal of maximizing every student's potential, as outlined on the previous page, the main specific goal that the Department of Academic Achievement developed is that, by 2020, the district will implement research-best practices to ensure that 80% or more of all students are proficient and/or college/career ready on state or national assessments and that 80% or more of all students meet their individual growth goals in ELA and Math. In order to meet that goal, we developed four main strategies, with a timeline of progress under each strategy as follows:

### **Strategies to Reach the Goal**

#### **1. Create a culture of empathy and support**

- a. Stage 1 (16-17) - Build structures and beliefs to support the change;
  - i. Provided monthly professional development to all district administrators and members of the Department of Academic Achievement;
  - ii. Poverty simulation at WESP Professional Day;
  - iii. Review and update building PBIS (Positive Behavior Intervention And Support) plans;
  - iv. Administration of the Student Experience Survey 4-12
- b. Stage 2 (17-18) - Implement instructional shifts and changes and collect baseline data to monitor progress;
  - i. Provide support and direction to buildings in the development/implementation of a PD plan to enhance the culture of empathy and support in their building;
  - ii. Model and support the use of PBIS, BLT's monitor data;
  - iii. Administration of the Student Experience Survey 4-12
- c. Stage 3 (18-19) - Target support and professional development to ensure fidelity of implementation of instructional shifts and changes;

#### **2. Increase achievement in all content areas through development of skills in reading informational text**

- a. Stage 1 (16-17) - Build structures and beliefs to support the change;
  - i. Progress monitoring processes were included in every elementary CIP using a common rubric across all grade levels aligned to state testing standards. Student progress was measured at 3-4 points throughout the school year.
  - ii. Elementary book rooms were installed in each elementary school and enhanced with increased informational text titles, K-6
  - iii. Informational text was included in every professional learning event K-12, to emphasize the importance of analyzing text
  - iv. Professional development focused on processing informational text through writing was implemented across all levels/content
  - v. A survey of all staff was conducted to gather information about how much instructional time is spent with informational text and how it is supported
- b. Stage 2 (17-18) - Implement instructional shifts and changes and collect baseline data to monitor progress;
  - i. Additional informational texts added to instructional book rooms
  - ii. Progress monitoring continued at Elementary Level; developed for secondary, and reported through TBT process
  - iii. AAPD to conduct K-12 classroom instructional "rounds" to add observation data to survey data to construct District Baseline Summary of IT use



- iv. Instructional coaches implementing systemic literacy training throughout 2017-18, emphasis to include use of IT
  - c. Stage 3 (18-19) - Target support and professional development to ensure fidelity of implementation of instructional shifts and changes;
    - i. Development of a model for including informational text in all content/subject areas as a primary source for learning
    - ii. Document instructional and student achievement levels/growth of staff and students
- 3. Increase achievement in all content areas by developing skills in writing to make learning visible**
  - a. Stage 1 (16-17) - Build structures and beliefs to support the change;
    - i. Progress monitoring processes developed and implemented as part of each elementary school's CIP using specific rubrics aligned to state testing standards and focused on argumentative writing with textual evidence
    - ii. Writing frameworks shared and developed in math (modeling/reasoning) content through monitored SLO (K-6) and Science Writing Heuristic shared with science classes at multiple levels
    - iii. District-wide focus on the power of writing to demonstrate learning, including many related arts classes
  - b. Stage 2 (17-18) - Implement instructional shifts and changes and collect baseline data to monitor progress;
    - i. Instructional frameworks with common assessment rubrics (Lucy Caulkins) to be implemented K-6 (narrative, opinion/argument); specific PD for grades K-3
    - ii. Professional Development to be created specifically for grades 4-10 on writing structures that make thinking visible
    - iii. K-12 Writing About Reading rubrics to be developed and implemented across all content areas
  - c. Stage 3 (18-19) - Target support and professional development to ensure fidelity of implementation of instructional shifts and changes;
- 4. Increase the level of cognitive rigor of instruction across all levels and areas of content.**
  - a. Stage 1 (16-17) - Build structures and beliefs to support the change;
    - i. District leaders will provide professional development to all staff on cognitive rigor, Depth of Knowledge (DOK), and its application and alignment to the classroom instruction, FIP, curriculum mapping, learning targets, and assessments.
    - ii. AAPD Leaders will embed DOK, as expressed through cognitive rigor, in the WorthU LLA 2017
  - b. Stage 2 (17-18) - Implement instructional shifts and changes and collect baseline data to monitor progress;
    - i. District leaders will provide concrete examples of shifts and lessons that incorporate deeper levels of learning to promote increased cognitive rigor.
    - ii. Create reflection forms for teachers to self-assess their planning and implementation of cognitive rigor in the classroom.
  - c. Stage 3 (18-19) - Target support and professional development to ensure fidelity of implementation of instructional shifts and changes

## Budget Process, Guiding Policies, and Timeline

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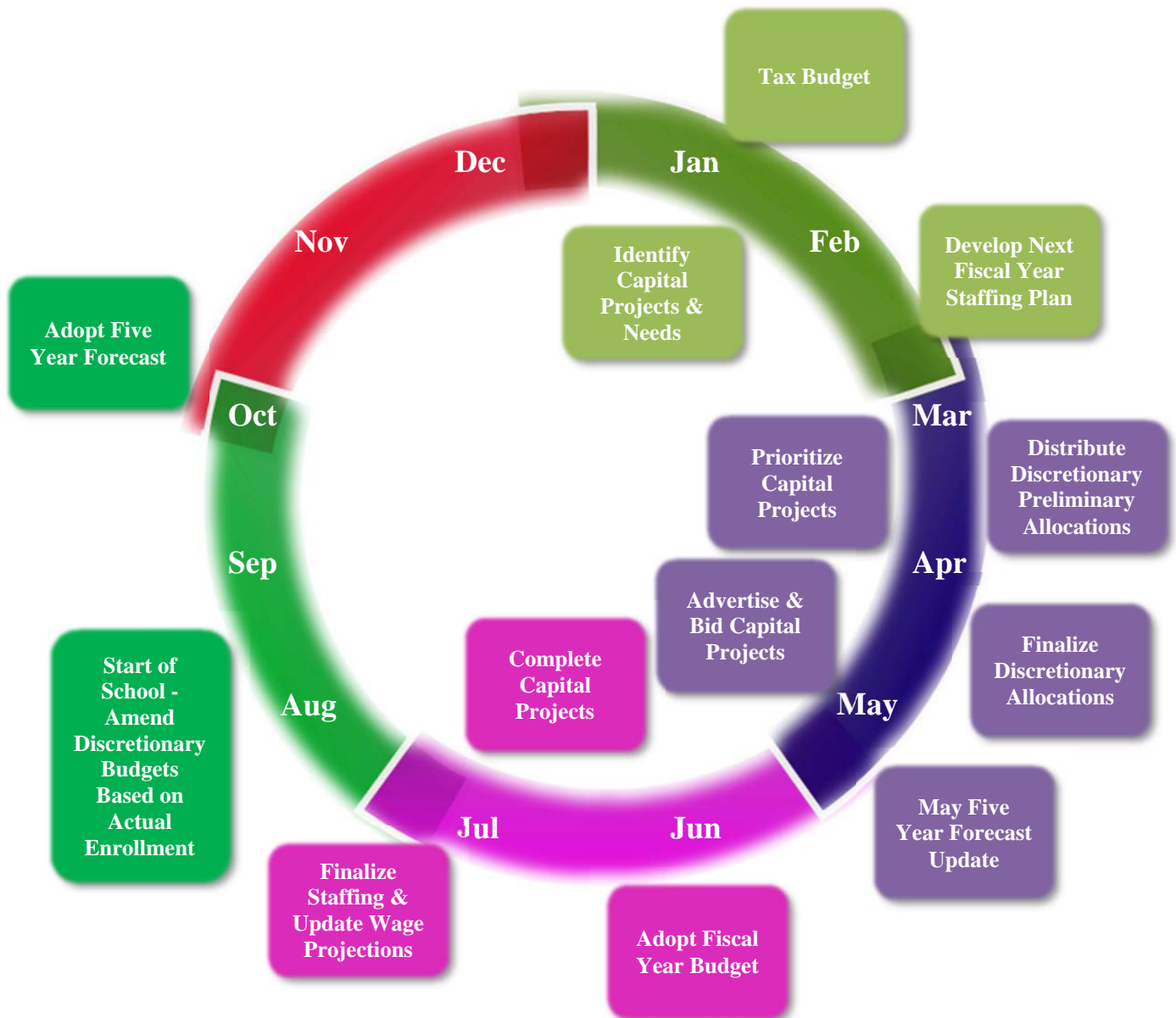
The Ohio Revised Code provides strict regulation over the budgetary process for local school districts, which occurs on an annual basis. The chart at the right illustrates the timeline and cyclical nature of the various steps in the budget process. All budget documents are prepared using the cash basis of accounting, which recognizes both receipts and disbursements when they are received and paid for, respectively. This is different than the full accrual basis of accounting that the annual audited financial statements are prepared using, in which revenues are recorded when earned and expenses when the liability is incurred, regardless of the timing of the payment. Local school board policies further guide how the budget is developed. A full copy of these policies can be found in this document beginning on page 111, and we will summarize them in the following process narrative.

Policy DBD indicates that budget planning shall be a continuing process involving broad participation by administrators, supervisors, and other persons as needs. This is illustrated in the circular depiction of the budget timeframe on the next page. Careful attention is paid to both the short and long term goals of the District as well as the overall mission when developing the annual budget. Policy DA further indicates the extent and quality of learning programs are directly dependent on the funding provided by the efficient management of District funds. Thus the board has the following goals when developing the budget:

1. to engage in thorough advance planning, with staff and community involvement, in order to develop budgets and to guide expenditures to achieve the greatest educational returns for the dollars expended;
2. to establish levels of funding that will provide quality education for the District's students;
3. to use the best available techniques for budget development and management;
4. to provide timely and appropriate information to all staff with fiscal management responsibilities;
5. to establish effective procedures for accounting, reporting, business, purchasing and delivery, payroll, payment of vendors and contractors, and all other areas of fiscal management.

School districts by law must have a balanced budget. A balanced budget in this definition does not necessarily mean that revenues equal or exceed expenditures, but rather that estimated resources, including beginning available fund balance, must equal or exceed estimated expenditures. Thus, a board cannot appropriate amounts that it does not have sufficient resources to cover. In addition, Policy DCA recognizes the need to maintain sufficient year end balances to minimize undesirable programmatic reductions or changes, and guides the long-term focus by initiating budgetary actions or proposed levy to voters when the unreserved fund balance in the third year of the current forecast is projected to be less than 1/12 of annual expenditures.

With these goals and policies in mind, the chart at the right illustrates the annual budget process for our District. Major events are listed, and each one is explained further on the following page. The District's fiscal year begins July 1 and ends June 30. The operating budget timeline is illustrated on the outside of the circle, and the capital budget timeline is illustrated on the inside of the circle.



## **Budget Process, Guiding Policies, and Timeline**

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### **Tax Budget (January)**

The first major document prepared is the tax budget, which becomes the legal basis for the establishment of tax rates by the County Auditor. Every January, the District prepares the tax budget, which lists the financial resources available and expenditures required over the succeeding calendar year. The District outlines operating revenues and expenses, as well as debt service obligations. The county budget commission uses this document to prepare taxing rates and amounts, which the local school board then approves by April 1. Property taxes in Ohio are one year in arrears; thus approval of these rates and amounts in April will result in collections beginning the following January.

### **Develop Next Year Staffing Plan (March)**

Members of the administration meet to review new student and kindergarten registrations to date and updated enrollment projections, as well as known retirements, resignations and course offerings and needs, and develop a preliminary plan for staffing for the following fiscal year, as well as update long range projections for staffing needs. This serves as the basis for updated wage and benefit costs as part of the May five year forecast update.

### **Distribute Preliminary Discretionary Allocations (March)**

Building discretionary budgets (non-wage budgets) are based on a fixed dollar amount per pupil, along with an additional weighted dollar amount per special needs pupil, economically disadvantaged pupil, and English language learners. Principals are given flexibility to determine how those resources are utilized, whether services, supplies, or capital outlay, and submit their budget requests to the Superintendent for approval. Department budgets are based on needs from the prior year and adjusted for needs for the upcoming year. Department leaders submit requests which are approved by the Superintendent. This serves as the basis for the updated service, supply, and capital costs as part of the May five year forecast update.

### **Finalize Discretionary Allocations (April)**

Building and department discretionary budgets are returned to the Superintendent, who reviews any requests for changes in funding levels, and forwards approved copies to the Treasurer's department. The Treasurer uses the updated numbers to compile the following year's budgets as part of the five year forecast update.

### **Five Year Forecast Update (May)**

A detailed five year forecast for the general operating fund must be approved by the Board every October, as discussed in detail below. However, the forecast is updated annually each May, the purpose of which is to amend the current year budget if necessary, but more importantly to update the revenue projections for the following fiscal year, which then serves as the basis for the following fiscal year's appropriations resolution due July 1.

### **Adopt Budget/Appropriations Resolution (June)**

A certificate of estimated resources as well as an appropriations resolution must be on file and approved by the County Auditor's office before any funds can be obligated, but not later than October 1. However, the start of the fiscal year is July 1. Thus, ORC allows a local Board to pass a temporary appropriations resolution, if they so choose, to fund ongoing operations, until a permanent one can be approved in October. As discussed above, our District uses the previous May forecast update to serve as the basis for the following fiscal year's permanent appropriations resolution, which is approved each June, and does not pass a temporary resolution. The budget may be amended during the year to reflect changes to the estimates as information becomes available. The legal level of budgetary control is at the fund and 1 digit object level for the General Fund, and at the fund level for all other funds. All funds, with the exception of agency funds, must have an annual budget.

## Budget Process, Guiding Policies, and Timeline

### Finalize Staffing/Update Wage Projections (August)

Prior to the first day of school, Human Resources finalizes staffing levels based on actual enrollment, as well contract adjustments for any educational attainment or changes that staff may have obtained during the summer. The first pay in the new contract year is processed on August 25. Using this first updated payroll information, the Treasurer's department reviews and adjusts wage and benefit projections, which will serve as a basis for the October five year forecast.

### Amend Discretionary Budgets for Start of School (September)

After the first few weeks of school, building discretionary budgets are updated based on actual enrollment as well as actual total number of special needs students, English language learners, and economically disadvantaged students. Department budgets are amended if necessary due to unforeseen circumstances.

### Adopt Five Year Forecast (October)

A detailed five year forecast for the general operating fund must be approved by the Board every October. This serves as the basis for planning into the future. Board Policy DCA recognizes the need to maintain sufficient year end balances to minimize undesirable programmatic reductions or changes, and guides the long-term focus by initiating budgetary actions or proposed levy to voters when the unreserved fund balance in the third year of the current forecast is projected to be less than 1/12 of annual expenditures. Therefore when the forecast is adopted in October, if the third year projects a low balance, the board will begin discussions with management on a plan of action.

### Capital Budget Process (Annual)

A Capital Budget is maintained by Facilities Management that outlines major capital projects and replacement assets for the next five years. A detailed listing of the upcoming year's projects and needs is provided to the Treasurer around January and incorporated into the annual budget process. Funds for these projects are usually from bond issuances but can also be from permanent improvement monies or general operating dollars. Projects are prioritized and finalized around March, so that any architectural drawings can begin and bidding and award of contracts can occur around May or June, as a short summer window exists to complete projects.

In the current year, Worthington is going through a large scale master facility planning process. That processed started with an evaluation of all current buildings by the Ohio School Facilities Commission. A series of public meetings have occurred, and options are being vetted and will be presented to the board this summer. An updated long term plan, including funding options, will be developed soon.

### Administration, Monitoring, and Amendment of the Budget

The District utilizes the Uniform School Accounting System to monitor, control, and report all financial activity. USAS is an interactive, online budgetary and accounting control system maintained by the State of Ohio. A requisition is entered and then approved by the Treasurer as to the proper coding and availability of funds, which results in a purchase order or encumbrance. Utilizing the encumbrance system prevents the over-expenditure of each budget line item. At the close of the fiscal year, encumbrances are carried over while the unencumbered funds are subject to re-appropriation in the next fiscal year. Reports are provided to the Board each month detailing compliance and comparison with the approved budget. Both expenditures and revenues are monitored closely so that any necessary changes to the budget may be presented to the board for approval. Transfers within the general fund budget object codes may be made by the Treasurer so long as they remain within the same object level. Transfers occurring between object levels must be approved by the Board. For all remaining funds, transfers may be made among any account codes so long as the total does not exceed board approved appropriations for that fund as a whole.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Worthington City School District  
Ohio**

For the Fiscal Year Beginning

**July 1, 2016**

*Jeffrey R. Brown*

Executive Director



# Financial Section



The Worthington Cardinals won the Middle School State Championship in Boys' Lacrosse

## **WORTHINGTON CITY SCHOOL DISTRICT**

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This budget document includes 22 governmental funds, 3 proprietary funds, and 1 fiduciary trust fund. The District also maintains 2 agency funds for student activities and other activities which is not required to be budgeted and therefore excluded from this report.

### **Governmental Funds**

**General Fund:** Accounts for the day to day operations of the District, which includes all revenues not designated for other purposes, such as property taxes and state basic aide. The legal level of control is by 1 level object.

**Debt Service Fund:** Accounts for all resources and payment of general obligation bond and note principal, interest, and related costs. Resources are from taxes levied on properties to pay down debt. The legal level of control is at the fund level.

**Special Revenue Funds:** Account for all resources from specific sources that are legally restricted to expenditures for specified purposes. The District has 18 such funds, most of which are state and federal grant funds. Detailed descriptions of each fund can be found in the financial section of this book. The legal level of control is at the fund level.

**Capital Project Funds:** Account for financial resources to be used for the acquisition and/or construction of major capital facilities and equipment purchases. The District has 2 such funds, the Permanent Improvement Fund, which accounts for any energy conservation projects and proceeds from any land or building sales, and also the Building Fund, which accounts for revenues generated through the issuance of bonds. The legal level of control is at the fund level.

### **Proprietary Funds**

**Intra-District Services Fund:** An internal service fund used to account for operations of the copy center, which provides goods and services to other funds on a cost-reimbursement basis to the various funds including the General Fund. The legal level of control is at the fund level.

**Workers' Compensation Self Insurance Fund:** An internal service fund used to account for the proceeds from premiums and claims related to the District's workers compensation insurance. A premium is charged to the fund that each employee is paid out of. The legal level of control is at the fund level.

**Medical Self Insurance Fund:** An internal service fund used to account for the proceeds from premiums and claims and stop loss insurance related to the District's medical insurance. A premium is charged to the fund that each employee is paid out of. The legal level of control is at the fund level.

### **Fiduciary Fund**

**Private Purpose Trust Fund:** Accounts for funds set aside for scholarship purposes. The income from such funds may be expended in accordance with the trust agreement, but the principal must remain intact. The legal level of control is at the fund level.

## All Funds Budget Summary

Fund	Actual Fiscal Year 2015-2016				Actual Fiscal Year 2016-2017		
	Beginning Balance	Actual Revenues	Actual Expenses	Ending Balance	Actual Revenues	Actual Expenses	Ending Balance
<b>General:</b>							
Local Prop. Taxes		\$ 92,937,661			\$ 95,685,390		
State Formula Aid		16,309,496			17,386,666		
Other Intergovmntl.		19,491,841			17,053,463		
Other Revenues		3,497,994			1,870,905		
Salaries			73,001,845			76,066,212	
Benefits			28,911,533			28,711,365	
Purchased Svcs			11,450,245			11,874,043	
Supplies			3,017,890			3,928,478	
Capital Outlay			357,795			310,125	
Other			1,799,288			1,861,554	
Non Operating			1,103,566			1,279,513	
<b>Total General</b>	66,965,057	132,236,992	119,642,162	79,559,887	131,996,424	124,031,290	87,525,021
<b>Bond Retirement</b>	3,639,450	18,131,335	17,730,469	4,040,316	8,398,321	8,214,255	4,224,382
<b>Capital Projects</b>							
Perm Improvements	902,155	2,003,957	2,061,483	844,629	-	45,967	798,662
Building	18,433,380	204,898	7,470,733	11,167,545	178,139	4,247,970	7,097,714
<i>Capital Projects Total</i>	19,335,535	2,208,855	9,532,216	12,012,174	178,139	4,293,937	7,896,376
<b>Special Revenue</b>							
Food Service	408,123	3,288,660	2,957,964	738,819	3,535,060	3,133,620	1,140,259
Other Local Sources	31,829	3,530	5,050	30,309	2,544	5,550	27,303
Uniform Sch. Supplies	79,212	375,038	352,312	101,938	362,834	393,692	71,080
Special Rotary	2,549,829	532,316	222,879	2,859,266	469,411	248,907	3,079,770
Public School Support	722,349	552,067	681,399	593,017	561,420	510,077	644,360
Other Local Grants	4,890	47,525	45,929	6,486	40,851	17,401	29,936
District Mng. Activities	268,802	675,132	586,956	356,978	746,560	702,475	401,063
Auxiliary Services	46,304	984,495	810,922	219,877	1,006,498	1,066,227	160,148
Data Commun.	-	30,600	30,600	-	30,600	30,600	-
Straight A	250	92,124	92,287	87	33,032	33,102	17
Other State Grants	584	27,490	27,008	1,066	29,176	29,682	560
Spec Ed IDEA	33,921	1,716,610	1,697,779	52,752	1,782,829	1,814,132	21,449
Vocation Education	729	41,765	42,430	64	36,108	35,945	227
Limited English Prof.	103	105,865	104,300	1,668	119,413	121,000	81
Disadv. Children	19,052	876,371	869,544	25,879	836,471	857,615	4,735
Spec Ed Preschool	383	25,196	24,878	701	24,150	24,804	47
Improving Tchr Quality	2,493	157,706	150,208	9,991	150,541	160,500	32
Other Federal Grants	-	578	578	-	1,000	1,000	-
<i>Special Revenue Totals</i>	4,168,853	9,533,068	8,703,023	4,998,898	9,768,498	9,186,329	5,581,067
<b>Internal Service</b>							
Intra-District Svcs	513,136	1,863,744	1,551,960	824,920	1,739,548	1,502,985	1,061,483
Workers Comp Insur.	1,071,107	631,685	339,214	1,363,578	660,027	312,549	1,711,056
Medical Self Insurance	7,939,974	16,848,134	13,800,798	10,987,310	16,155,644	15,845,003	11,297,951
<i>Internal Service Totals</i>	9,524,217	19,343,563	15,691,972	13,175,808	18,555,219	17,660,537	14,070,490
Priv. Purp Trust	125,863	1,115	900	126,078	1,225	1,000	126,303
<b>Total All Funds</b>	\$ 103,758,975	\$ 181,454,928	\$ 171,300,742	\$ 113,913,161	\$ 168,897,826	\$ 163,387,348	\$ 119,423,639

Proposed Budget Fiscal Year 2017-2018					
Estimated Revenues	Percentage Change from Prior Year	Estimated Expenses	Percentage Change from Prior Year	Ending Balance	Fund Balance as a Percentage of Expenses
\$ 96,829,614	1.20%				
17,342,220	-0.26%				
15,878,843	-6.89%				
1,692,775	-9.52%				
		79,366,677	4.34%		
		29,635,875	3.22%		
		13,113,300	10.44%		
		4,456,051	13.43%		
		349,876	12.82%		
		2,001,718	7.53%		
		1,283,313	0.30%		
131,743,452	-0.19%	130,206,810	4.98%	89,061,663	68.40%
8,282,356	-1.38%	8,251,334	0.45%	4,255,404	51.57%
-	0.00%	775,000	1585.99%	23,662	3.05%
50,000	-71.93%	5,001,231	17.73%	2,146,483	42.92%
50,000	-71.93%	5,776,231	34.52%	2,170,145	37.57%
3,469,800	-1.85%	3,460,000	10.42%	1,150,059	33.24%
3,251	27.79%	5,220	-5.95%	25,334	485.33%
366,040	0.88%	437,035	11.01%	85	0.02%
516,500	10.03%	2,459,625	888.17%	1,136,645	46.21%
474,044	-15.56%	1,005,798	97.19%	112,606	11.20%
1,500	0.00%	31,436	80.66%	-	0.00%
799,875	7.14%	1,040,703	48.15%	160,235	15.40%
1,012,550	0.60%	1,172,698	9.99%	-	0.00%
30,600	0.00%	30,600	0.00%	-	0.00%
28,113	0.00%	28,130	0.00%	-	0.00%
30,654	5.07%	31,214	5.16%	-	0.00%
2,200,942	23.45%	2,222,391	22.50%	-	0.00%
42,096	16.58%	42,323	17.74%	-	0.00%
146,881	23.00%	146,962	21.46%	-	0.00%
1,003,856	20.01%	1,008,591	17.60%	-	0.00%
32,240	33.50%	32,287	30.17%	-	0.00%
164,737	9.43%	164,769	2.66%	-	0.00%
-	-100.00%	-	-100.00%	-	0.00%
10,323,679	5.68%	13,319,782	45.00%	2,584,964	19.41%
1,757,400	1.03%	1,748,461	16.33%	1,070,422	61.22%
670,000	1.51%	660,000	111.17%	1,721,056	260.77%
16,096,230	-0.37%	15,829,372	-0.10%	11,564,809	73.06%
18,523,630	-0.17%	18,237,833	3.27%	14,356,287	78.72%
1,043	-14.86%	1,000	0.00%	126,346	12634.60%
\$ 168,924,160	0.02%	\$ 175,792,990	7.59%	\$ 112,554,809	64.03%

## Department/Fund Matrix

	General	Debt Service	Permanent Improvement	Building	Food Service	Other Local Sources	Uniform School Supply	Rotary	Public School Support	Other Local Grants	District Managed Activities	Auxiliary Services	Data Communications Support	Straight A	Miscellaneous State Grants	Special Education IDEA Grant	Vocational Education Grant	Title III Limited English Proficiency Grant	Title I Economically Disadvantaged Pupils Grant	Special Education Preschool Grant	Title II-A Improving Teacher Quality Grant	Miscellaneous Federal Grants	Intra-District Services	Workers Compensation Self-Insurance	Medical Self-Insurance	Private Purpose Trust
High Schools	√		√	√	√	√	√		√	√		√	√	√	√	√	√	√			√	√	√	√	√	√
Middle Schools	√		√	√	√	√	√		√	√		√	√	√	√	√	√	√			√	√	√	√	√	
Elementary Schools	√		√	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√		√	√	√	√	
Superintendent	√			√																			√	√	√	
Treasurer	√	√		√				√	√														√	√	√	
Board of Education	√																						√	√	√	
Assistant Superintendent	√			√																			√	√	√	
Communications	√			√																			√	√	√	
Computer Services	√			√					√				√				√						√	√	√	
Teaching and Learning	√			√																	√		√	√	√	
Gifted	√			√																			√	√	√	
English Language Learning	√			√																			√	√	√	
Assessment	√			√					√														√	√	√	
Summer School	√			√																			√	√	√	
Elementary Education	√			√																			√	√	√	
Secondary Education	√			√																			√	√	√	
Band and Orchestra	√			√					√														√	√	√	
School Support and Safety	√			√																			√	√	√	
Business Services	√			√																			√	√	√	
Human Resources	√			√				√															√	√	√	
Professional Development	√			√													√	√	√		√		√	√	√	
ESPDC	√			√																			√	√	√	
Special Education	√			√					√							√				√			√	√	√	
Facility Maintenance	√		√	√				√	√														√	√	√	
Transportation	√			√					√														√	√	√	
Miscellaneous	√																						√	√	√	

This table shows the relationship between the departments and the funds where monies are spent in able to support their operations and goals.

**WORTHINGTON CITY SCHOOL DISTRICT**  
**Franklin County**

Schedule of Revenues, Expenditures and Changes in Fund Balances  
For the Fiscal Years Ended June 30, 2014, 2015, 2016  
Forecasted Fiscal Year Ending June 30, 2017 through 2021

	Actual				Forecasted				
	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Average Change	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021
<b>Revenues</b>									
General Property Tax (Real Estate)	\$ 86,311,963	\$ 85,531,300	\$ 89,146,645	1.7%	\$93,554,108	\$90,774,388	\$91,328,297	\$91,640,618	\$91,954,501
Tangible Personal Property	3,356,219	3,723,873	3,791,016	6.4%	\$4,005,083	\$4,181,426	\$4,306,868	\$4,436,074	\$4,569,156
Unrestricted State Grants-in-Aid	13,174,036	14,655,732	16,802,004	12.9%	\$17,941,099	\$17,848,086	\$18,258,891	\$19,066,846	\$19,971,047
Restricted State Grants-in-Aid	339,362	673,339	849,194	62.3%	\$910,808	\$762,563	\$761,442	\$764,165	\$762,955
Property Tax Allocation	20,424,617	20,685,098	18,150,139	-5.5%	\$15,517,594	\$14,610,414	\$13,572,115	\$12,491,477	\$11,411,098
All Other Revenues	1,089,314	1,340,803	1,586,939	20.7%	\$1,830,000	\$1,635,000	\$1,535,000	\$1,385,000	\$1,235,000
<b>Total Revenues</b>	<b>\$ 124,695,511</b>	<b>\$ 126,610,145</b>	<b>\$ 130,325,937</b>	<b>2.2%</b>	<b>\$ 133,758,692</b>	<b>\$ 129,811,877</b>	<b>\$ 129,762,613</b>	<b>\$ 129,784,180</b>	<b>\$ 129,903,757</b>
<b>Other Financing Sources</b>									
Advances-In	\$ 180,000	\$ 21,500	\$ 1,836,300	4176.4%	\$ 3,600	\$ -	\$ -	\$ -	\$ -
All Other Financing Sources	54,865	546,588	74,758	405.0%	\$14,975	\$14,975	\$14,975	\$14,975	\$14,975
<b>Total Other Financing Sources</b>	<b>\$ 234,865</b>	<b>\$ 568,088</b>	<b>\$ 1,911,058</b>	<b>189.1%</b>	<b>\$ 18,575</b>	<b>\$ 14,975</b>	<b>\$ 14,975</b>	<b>\$ 14,975</b>	<b>\$ 14,975</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 124,930,376</b>	<b>\$ 127,178,233</b>	<b>\$ 132,236,995</b>	<b>2.9%</b>	<b>\$ 133,777,267</b>	<b>\$ 129,826,852</b>	<b>\$ 129,777,588</b>	<b>\$ 129,799,155</b>	<b>\$ 129,918,732</b>
<b>Expenditures</b>									
Personal Services	\$ 68,800,687	\$ 72,205,995	\$ 73,001,845	3.0%	\$76,115,079	\$79,366,677	\$83,068,676	\$86,745,782	\$90,621,885
Employees' Retirement/Insurance Benefits	26,557,038	28,069,838	28,939,917	4.4%	\$28,749,173	\$29,635,875	\$31,206,063	\$32,757,550	\$34,418,000
Purchased Services	10,662,866	11,855,112	11,609,334	4.6%	\$12,229,898	\$13,134,800	\$13,699,504	\$14,287,433	\$14,899,597
Supplies and Materials	3,357,022	2,964,733	3,317,360	0.1%	\$4,547,826	\$4,431,551	\$3,829,048	\$4,040,619	\$4,413,138
Capital Outlay	312,042	563,702	282,089	15.3%	\$269,592	\$349,876	\$360,372	\$371,183	\$382,318
Other Objects	1,801,312	1,797,688	1,794,841	-0.2%	\$1,928,130	\$2,004,718	\$2,034,204	\$2,055,911	\$2,078,143
<b>Total Expenditures</b>	<b>\$ 111,490,967</b>	<b>\$ 117,457,068</b>	<b>\$ 118,945,386</b>	<b>3.3%</b>	<b>\$ 123,839,698</b>	<b>\$ 128,923,497</b>	<b>\$ 134,197,867</b>	<b>\$ 140,258,478</b>	<b>\$ 146,813,081</b>
<b>Other Financing Uses</b>									
Operating Transfers-Out	\$ 1,101,619	\$ 877,670	\$ 1,099,966	2.5%	\$1,236,713	\$1,283,313	\$1,322,284	\$1,352,031	\$523,202
Advances-Out	21,500	1,836,300	3,600	4170.6%	-	-	-	-	-
<b>Total Other Financing Uses</b>	<b>\$ 1,123,119</b>	<b>\$ 2,713,970</b>	<b>\$ 1,103,566</b>	<b>41.2%</b>	<b>\$ 1,236,713</b>	<b>\$ 1,283,313</b>	<b>\$ 1,322,284</b>	<b>\$ 1,352,031</b>	<b>\$ 523,202</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 112,614,086</b>	<b>\$ 120,171,038</b>	<b>\$ 120,048,952</b>	<b>3.3%</b>	<b>\$ 125,076,411</b>	<b>\$ 130,206,810</b>	<b>\$ 135,520,151</b>	<b>\$ 141,610,509</b>	<b>\$ 147,336,283</b>
<b>Sources over (under) Expenditures and Other Financing Uses</b>	<b>\$ 12,316,290</b>	<b>\$ 7,007,195</b>	<b>\$ 12,188,043</b>	<b>15.4%</b>	<b>\$ 8,700,856</b>	<b>\$ (379,958)</b>	<b>\$ (5,742,563)</b>	<b>\$ (11,811,354)</b>	<b>\$ (17,417,551)</b>
Cash Balance July 1 - Excluding Proposed Renewal/Replacement and New Levies	\$ 50,295,720	\$ 62,612,010	\$ 69,619,205	17.8%	\$ 81,807,248	\$ 90,508,104	\$ 90,128,146	\$ 84,385,583	\$ 72,574,229
<b>Cash Balance June 30</b>	<b>\$ 62,612,010</b>	<b>\$ 69,619,205</b>	<b>\$ 81,807,248</b>	<b>14.3%</b>	<b>\$ 90,508,104</b>	<b>\$ 90,128,146</b>	<b>\$ 84,385,583</b>	<b>\$ 72,574,229</b>	<b>\$ 55,156,677</b>
<b>Estimated Encumbrances June 30</b>	<b>\$ 1,392,502</b>	<b>\$ 2,654,151</b>	<b>\$ 2,247,362</b>	<b>37.6%</b>	<b>\$ 1,400,000</b>	<b>\$ 1,400,000</b>	<b>\$ 1,400,000</b>	<b>\$ 1,400,000</b>	<b>\$ 1,400,000</b>
<b>Reservation of Fund Balance</b>									
Budget Reserve	\$ 5,335,958	\$ 9,771,874	\$ 13,817,810	62.3%	\$ 17,473,766	\$ 21,763,480	\$ 24,920,479	\$ 26,944,764	\$ 27,836,334
Property Tax Advances	7,205,330	5,626,200	5,154,100	-15.2%	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000
<b>Subtotal</b>	<b>12,541,288</b>	<b>15,398,074</b>	<b>18,971,910</b>	<b>23.0%</b>	<b>24,973,766</b>	<b>29,263,480</b>	<b>32,420,479</b>	<b>34,444,764</b>	<b>35,336,334</b>
<b>Unreserved Fund Balance June 30</b>	<b>\$ 48,678,220</b>	<b>\$ 51,566,980</b>	<b>\$ 60,587,976</b>	<b>11.7%</b>	<b>\$ 64,134,338</b>	<b>\$ 59,464,666</b>	<b>\$ 50,565,104</b>	<b>\$ 36,729,465</b>	<b>\$ 18,420,343</b>
<b>ADM Forecasts</b>									
Kindergarten - October Count	776	733	724	-3.4%	742	727	801	765	817
Grades 1-12 - October Count	8,623	8,708	9,010	2.2%	9,106	9,256	9,388	9,543	9,704

The five year forecast for the general fund of the District, as updated and approved May 9, 2017, is shown above. The current 2017-18 fiscal year budget agrees to the May forecast, and certain assumptions and estimates are used in years 2019 through 2021. These assumptions and notes can be found on the District website <https://www.worthington.k12.oh.us/domain/65>.

Board Policy DCA recognizes the need to maintain sufficient year end balances to minimize undesirable programmatic reductions or changes, and guides the long-term focus by initiating budgetary actions or proposed levy to voters when the unreserved fund balance in the third year of the current forecast is projected to be less than 1/12 of annual expenditures. As the forecast illustrates, the District has a healthy fund balance in the third year of the current forecast, although expenditures begin to outpace revenues, leading to an erosion of that fund balance in future years that will need to be addressed.

## Long Term Forecast

Much attention is paid to the General Fund, since it is the main operating fund, but long range planning is a useful tool for managing all fund types. The chart below illustrates each of the major fund types of the District, and using some basic assumptions, outlines whether a “positive operating balance” will be achieved. A positive operating balance is defined simply as revenues equaling or exceeding expenditures. Ohio law requires each fund’s expenditures not to exceed revenues and beginning fund balance, so even though some of the funds may indicate “no” in the chart below, that simply means that decisions will need made, as outlined in the comments section, so that when the time comes, expenditures do not exceed revenues. We are using this only as a planning and information tool.

Fund Name	Will a "positive operating balance" be achieved?			Comments
	2017-18	2018-19	2019-20	
General Fund	Yes	No	No	Operating expenditures begin to exceed revenues in FY18, but available carryover balances are adequate to cover the shortfall in the near term. This is the general norm for school districts in Ohio, where property tax laws do not allow for inflationary growth, forcing districts to periodically return to voters for additional revenue, which we anticipate sometime in the next 2-3 years.
Debt Service Fund	Yes	Yes	Yes	We assume property tax values will increase slightly, and outstanding debt will be paid down. Ohio property tax laws sets the annual tax rate equal to annual debt payment obligations.
Special Revenue Funds	Yes	No	No	Most special revenues funds will have positive operating balance with the exception of some federal grant funds, such as Title I & Title VIB, since employees paid from those funds are entitled to negotiated raises that typically outpace flat grant revenue. We have accounted for this in the general operating fund's future year salary estimates.
Capital Project Funds	Yes	No	No	The District does not have a PI levy in effect, and without voter approval of future bond proceeds, revenue in capital projects funds will be 0. Expenditures in 2017-18 include residual balances of the 2012 bond issue, which will be spent down. Approximately \$4 million in annual bus replacements, technology equipment, and maintenance equipment will need to be funded by a future bond issue or permanent improvement levy, or through the general operating fund, or eliminated.
Internal Service Funds	Yes	Yes	Yes	Forecast assumes modest 5% premium increases for the District's self-insurance fund to offset inflationary medical costs. Small increases in tuition may need to be made in the All Day Kindergarten program in future years to offset base wage and benefit increases.

# General Fund



Karlee Scott, a Worthington Kilbourne Senior, received the coveted appointment as a cadet at the United States Military Academy at West Point.

## **WORTHINGTON CITY SCHOOL DISTRICT**

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Appropriations	Salaries	Benefits	Purchased Svcs	Supplies	New Capital Outlay	Miscellaneous	Totals
Regular Instruction	\$ 41,749,047	\$ 15,149,714	\$ 2,981,855	\$ 2,538,377	\$ 123,056	\$ 6,004	\$ 62,548,053
Special Instruction	11,091,244	4,253,155	728,500	59,304	13,000	2,900	16,148,103
Vocational Instruction	220,912	83,060	815,000	-	-	-	1,118,972
Adult/Continuing Instruction	-	-	1,000	1,800	-	-	2,800
Other Instruction	219,000	37,746	16,500	27,000	-	-	300,246
Subtotal Instructional Services	53,280,203	19,523,675	4,542,855	2,626,481	136,056	8,904	80,118,174
Pupil Support	5,133,549	1,749,179	714,580	72,482	2,300	500	7,672,590
Instructional Staff Support	3,298,109	1,244,347	1,268,050	192,308	128,350	63,402	6,194,566
Board of Education	17,125	1,460	4,000	100	-	39,000	61,685
Administration	6,041,798	2,910,208	506,066	107,823	15,100	31,200	9,612,195
Fiscal & Business Services	929,051	358,765	790,300	10,500	-	1,856,512	3,945,128
Operation & Maintenance	5,092,406	2,213,568	4,502,031	823,457	41,000	2,200	12,674,662
Transportation	2,973,323	924,208	518,260	606,000	5,000	-	5,026,791
Central Support	893,206	393,001	199,158	2,700	7,000	-	1,495,065
Subtotal Support Services	24,378,567	9,794,736	8,502,445	1,815,370	198,750	1,992,814	46,682,682
Extracurricular Activities	1,707,907	317,464	68,000	14,200	15,070	-	2,122,641
Transfers Out	-	-	-	-	-	1,283,313	1,283,313
<b>Grand Totals</b>	<b>\$ 79,366,677</b>	<b>\$ 29,635,875</b>	<b>\$ 13,113,300</b>	<b>\$ 4,456,051</b>	<b>\$ 349,876</b>	<b>\$ 3,285,031</b>	<b>\$ 130,206,810</b>

## High Schools

The District operates 2 traditional high schools, Thomas Worthington on the east side of the Olentangy River and Worthington Kilbourne on the west side. Thomas is the original high school and was opened in 1951 while Kilbourne was opened in 1991. The District also operates a small alternative high school, Linworth, which serves the needs of non-traditional students, as well as a second non-traditional high school environment called Worthington Academy which has a blended learning focus and is located in a wing of the Phoenix Middle School building.

	2015 -16			
	Actual	2016-17 Actual	2017-18 Budget	% Change
<u>Thomas Worthington HS</u>				
Salaries	\$ 9,774,014	\$ 10,235,606	\$ 10,836,037	6%
Benefits	3,854,952	3,847,305	4,027,210	5%
Purchased Services	9,164	26,936	39,420	46%
Supplies & Materials	141,695	111,211	141,505	27%
Capital Outlay	47,575	37,750	30,500	-19%
Miscellaneous	4,193	5,963	6,204	4%
Maintenance Services (Utilities)	421,903	410,885	450,958	10%
Maintenance Supplies	43,736	51,204	43,979	-14%
Total	\$ 14,297,232	\$ 14,726,860	\$ 15,575,813	6%
<u>Worthington Kilbourne HS</u>				
Salaries	\$ 8,952,486	\$ 8,940,256	\$ 9,340,306	4%
Benefits	3,530,935	3,360,416	3,471,321	3%
Purchased Services	20,351	24,752	48,000	94%
Supplies & Materials	106,414	87,601	195,055	123%
Capital Outlay	5,268	8,278	14,000	69%
Miscellaneous	815	505	2,000	296%
Maintenance Services (Utilities)	477,096	419,438	457,326	9%
Maintenance Supplies	39,983	43,227	40,000	-7%
Total	\$ 13,133,348	\$ 12,884,473	\$ 13,568,008	5%
<u>Linworth Alternative HS</u>				
Salaries	\$ 876,250	\$ 917,912	\$ 958,021	4%
Benefits	345,600	345,020	356,048	3%
Purchased Services	8,976	3,249	12,200	276%
Supplies & Materials	13,165	4,570	31,039	579%
Capital Outlay	-	-	-	0%
Miscellaneous	-	-	-	0%
Maintenance Services (Utilities)	40,111	35,957	39,714	10%
Maintenance Supplies	2,549	3,193	4,000	25%
Total	\$ 1,286,651	\$ 1,309,901	\$ 1,401,022	7%
<u>Worthington Academy</u>				
Salaries	\$ 257,840	\$ 310,255	\$ 323,793	4%
Benefits	101,694	116,617	120,338	3%
Purchased Services	639	3,161	3,375	7%
Supplies & Materials	5,832	9,714	7,043	-27%
Capital Outlay	660	1,493	1,500	0%
Miscellaneous	-	-	-	0%
Total	\$ 366,665	\$ 441,240	\$ 456,049	3%
<u>Total All High Schools</u>				
Salaries	\$ 19,860,590	\$ 20,404,029	\$ 21,458,157	5%
Benefits	7,833,181	7,669,358	7,974,917	4%
Purchased Services	39,130	58,098	102,995	77%
Supplies & Materials	267,106	213,096	374,642	76%
Capital Outlay	53,503	47,521	46,000	-3%
Miscellaneous	5,008	6,468	8,204	27%
Maintenance Services (Utilities)	939,110	866,280	947,998	9%
Maintenance Supplies	86,268	97,624	87,979	-10%
Total	\$ 29,083,896	\$ 29,362,474	\$ 31,000,892	6%

The total high school budget for 2018 is \$31.1 million, which represents an increase of 6% from the prior year. Staff salaries are budgeted for an increase of 2% to the base with additional amounts budgeted for longevity step increases. The increases to salaries will cause an increase to benefits for retirement, workers compensation and other related benefits along with a projected increase in premiums of 5% in January 2018.

	2018 Budgeted FTE				Total
	Thomas	Kilbourne	Linworth	Academy	
Principals/Asst. Principals	4.00	3.00	1.00	0.50	8.50
Athletic Director	1.00	1.00	-	-	2.00
Counselors	5.00	4.00	0.50	-	9.50
Librarian	1.00	1.00	-	-	2.00
Regular Teachers	80.34	61.23	8.50	4.00	154.07
Special Ed Teachers	15.80	11.33	-	-	27.13
Vocational Ed Teachers	2.00	-	-	-	2.00
Other Educational Assgn.	2.00	2.00	-	-	4.00
Psychologists	1.40	1.20	0.40	-	3.00
Nurses	1.00	0.80	-	-	1.80
Physical Therapist	-	0.07	-	-	0.07
Speech & Lang. Therapists	0.80	1.00	-	-	1.80
Occupational Thrpst	0.26	0.07	-	-	0.33
Weight Room Tech	0.50	0.50	-	-	1.00
Secretaries	9.00	8.00	1.00	0.50	18.50
Aides/Assistants	10.91	11.97	-	-	22.88
Stagecraft Tech	1.00	-	-	-	1.00
Custodians	9.62	8.00	0.63	-	18.25
Attendants	2.69	0.87	-	-	3.56
Total 2018 Budgeted FTE	<u>148.32</u>	<u>116.04</u>	<u>12.03</u>	<u>5.00</u>	<u>281.39</u>
<u>Changes</u>					
Teachers	<u>1.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1.00</u>
Net Change	<u>1.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1.00</u>
2017 Actual FTE	<u>147.32</u>	<u>116.04</u>	<u>12.03</u>	<u>5.00</u>	<u>280.39</u>

#### Budget Highlights

- > Base wage increases of 2% and potential longevity step increases, as well as a 5% estimated insurance increase in calendar year 2018.
- > Increase of 1.0 FTE for anticipated enrollment growth.
- > Building discretionary supply budget held constant at \$98/student with additional \$48/student for special needs and economically disadvantaged

#### Goals

- > Continue to implement instruction exhibits a deeper level of Depth of Knowledge and critical thinking.
- > Continue to embed Literacy in our school by utilizing informational text and writing across the content in all areas and at all levels.
- > Continue to create a Culture of Empathy and support that scaffolds all students' academic, social, and emotional success.

## Middle Schools

The District operates 3 traditional middle schools and 1 alternative middle school program called Phoenix.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
<u>Kilbourne Middle School</u>				
Salaries	\$ 2,855,288	\$ 3,145,943	\$ 3,284,332	4%
Benefits	1,126,149	1,182,480	1,220,621	3%
Purchased Services	990	4,558	5,000	10%
Supplies & Materials	39,277	36,457	44,745	23%
Capital Outlay	-	17,505	5,000	-71%
Maintenance Services (Utilities)	107,639	108,776	119,002	9%
Maintenance Supplies	14,948	15,911	15,000	-6%
<b>Total</b>	<b>\$ 4,144,291</b>	<b>\$ 4,511,630</b>	<b>\$ 4,693,700</b>	<b>4%</b>
<u>McCord Middle School</u>				
Salaries	\$ 3,580,340	\$ 3,684,221	\$ 3,841,900	4%
Benefits	1,412,116	1,384,806	1,427,841	3%
Purchased Services	4,224	3,284	23,500	616%
Supplies & Materials	42,838	37,267	28,842	-23%
Capital Outlay	4,918	11,879	3,800	-68%
Maintenance Services (Utilities)	114,445	111,940	123,272	10%
Maintenance Supplies	14,488	14,027	15,000	7%
<b>Total</b>	<b>\$ 5,173,369</b>	<b>\$ 5,247,424</b>	<b>\$ 5,464,155</b>	<b>4%</b>
<u>Worthingway Middle School</u>				
Salaries	\$ 2,989,505	\$ 3,111,609	\$ 3,278,119	5%
Benefits	1,179,086	1,169,575	1,218,312	4%
Purchased Services	2,012	6,234	4,450	-29%
Supplies & Materials	31,278	23,857	34,633	45%
Capital Outlay	9,650	13,423	14,006	4%
Maintenance Services (Utilities)	101,176	99,463	109,559	10%
Maintenance Supplies	11,998	9,306	12,000	29%
<b>Total</b>	<b>\$ 4,324,705</b>	<b>\$ 4,433,467</b>	<b>\$ 4,671,079</b>	<b>5%</b>
<u>Phoenix Alternative Middle School</u>				
Salaries	\$ 1,486,441	\$ 1,552,373	\$ 1,621,772	4%
Benefits	586,265	583,498	602,731	3%
Purchased Services	2,501	3,837	4,400	15%
Supplies & Materials	22,482	14,365	12,085	-16%
Capital Outlay	286	892	300	-66%
Maintenance Services (Utilities)	103,991	95,195	103,247	8%
Maintenance Supplies	12,933	10,342	13,000	26%
<b>Total</b>	<b>\$ 2,214,899</b>	<b>\$ 2,260,502</b>	<b>\$ 2,357,535</b>	<b>4%</b>
<u>Grand Totals Middle Schools</u>				
Salaries & Benefits	\$ 15,215,190	\$ 15,814,505	\$ 16,495,628	4%
Services, Supplies, & Outlay	160,456	173,558	180,761	4%
Maintenance	481,618	464,960	510,080	10%
<b>Total</b>	<b>\$ 15,857,264</b>	<b>\$ 16,453,023</b>	<b>\$ 17,186,469</b>	<b>4%</b>

The total middle school budget for 2018 is \$17.2 million, which represents an increase of 4%. The following chart illustrates budgeted FTE at each building.

	2018 Budgeted FTE				
	KMS	McCord	Worthingway	Phoenix	Total
Principal/Asst. Principal	1.00	2.00	1.00	0.50	4.50
Counselors	1.00	2.30	1.00	0.50	4.80
Librarian	1.00	-	1.00	-	2.00
Regular Teachers	22.43	28.53	26.73	15.12	92.81
Special Ed Teachers	9.10	7.32	5.20	1.13	22.75
Other Educational	1.00	-	1.00	-	2.00
Psychologists	0.20	0.93	0.40	0.40	1.93
Nurses	0.25	0.37	1.00	0.20	1.82
Physical Therapist	0.12	-	-	0.10	0.22
Spch & Lang. Therapists	-	-	-	0.70	0.70
Occupational Thrpst	0.40	0.25	0.25	0.07	0.97
Secretaries	2.00	2.00	2.00	0.50	6.50
Aides/Assistants	7.13	5.28	2.56	1.84	16.81
Custodians	3.00	2.63	2.63	2.00	10.26
Attendants	-	-	0.38	-	0.38
Total 2018 FTE	48.63	51.61	45.15	23.06	168.45
<u>Changes:</u>					
Regular Ed Teachers	-	-	1.00	-	1.00
Total Changes	-	-	1.00	-	1.00
2017 Actual FTE	48.63	51.61	44.15	23.06	167.45

#### Budget Highlights

- > Base wage increases of 2% and potential longevity step increases, as well as a 5% estimated insurance increase in calendar year 2018.
- > Building discretionary supply budget held constant at \$88/student with additional \$48/student for special needs and economically disadvantaged
- > Increase of 1.0 FTE for anticipated enrollment growth.

#### Goals

- > Create a culture of empathy and support that scaffolds students' academic, social, and emotional success.
- > Implement instruction that reflects teacher understanding of Depth of Knowledge such that students exhibit higher level critical thinking.
- > Use informational text in all content areas and all levels so that students read to learn and extrapolate information that extends learning.
- > Implement instruction that provides students with opportunities to make their thinking visible through writing in all content and at all levels.

## Elementary Schools

The District operates 11 traditional elementary schools and 1 preschool, Sutter Park. Attendance is determined by boundaries. Total Elementary budget is \$48.9 million, which is an increase of 5%. Building budgets will be adjusted later in the summer when final enrollment has been occurred.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
<u>Bluffsvue Elementary</u>				
Salaries	\$ 2,730,804	\$ 2,922,943	\$ 3,053,971	4%
Benefits	1,077,052	1,098,660	1,135,007	3%
Purchased Services	1,378	1,122	1,900	69%
Supplies & Materials	38,955	32,190	32,116	0%
Capital Outlay	4,780	52	3,000	5669%
Maintenance Services (Utilities)	93,137	90,012	98,344	9%
Maintenance Supplies	13,966	15,620	14,000	-10%
<b>Total</b>	<b>\$ 3,960,072</b>	<b>\$ 4,160,599</b>	<b>\$ 4,338,338</b>	<b>4%</b>
<u>Brookside Elementary</u>				
Salaries	\$ 2,133,257	\$ 2,253,587	\$ 2,353,932	4%
Benefits	841,374	847,066	874,838	3%
Purchased Services	10,496	8,330	11,150	34%
Supplies & Materials	9,471	19,720	22,013	12%
Capital Outlay	539	11,939	2,000	-83%
Maintenance Services (Utilities)	64,794	63,820	71,638	12%
Maintenance Supplies	12,863	11,984	13,000	8%
<b>Total</b>	<b>\$ 3,072,794</b>	<b>\$ 3,216,446</b>	<b>\$ 3,348,571</b>	<b>4%</b>
<u>Colonial Hills Elementary</u>				
Salaries	\$ 2,219,222	\$ 2,272,480	\$ 2,396,890	5%
Benefits	875,280	854,168	\$ 890,803	4%
Purchased Services	709	490	2,150	339%
Supplies & Materials	25,233	44,366	33,330	-25%
Capital Outlay	674	-	1,350	100%
Maintenance Services (Utilities)	67,901	63,529	70,090	10%
Maintenance Supplies	11,938	9,366	12,000	28%
<b>Total</b>	<b>\$ 3,200,957</b>	<b>\$ 3,244,399</b>	<b>\$ 3,406,613</b>	<b>5%</b>
<u>Evening Street Elementary</u>				
Salaries	\$ 2,540,596	\$ 2,692,163	\$ 2,812,541	4%
Benefits	1,002,032	1,011,916	1,045,280	3%
Purchased Services	886	1,643	2,000	22%
Supplies & Materials	23,472	34,711	50,784	46%
Capital Outlay	-	449	600	34%
Maintenance Services (Utilities)	73,975	72,441	80,480	11%
Maintenance Supplies	11,907	12,310	12,000	-3%
<b>Total</b>	<b>\$ 3,652,868</b>	<b>\$ 3,825,633</b>	<b>\$ 4,003,685</b>	<b>5%</b>

## Elementary Schools

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
<u>Granby Elementary</u>				
Salaries	\$ 2,619,371	\$ 2,622,690	\$ 2,739,436	4%
Benefits	1,033,102	985,803	1,018,110	3%
Purchased Services	923	1,090	4,325	297%
Supplies & Materials	26,304	24,940	83,835	236%
Capital Outlay	-	2,389	2,000	-16%
Maintenance Services (Utilities)	69,145	73,068	79,544	9%
Maintenance Supplies	16,902	13,828	17,000	23%
<b>Total</b>	<b>\$ 3,765,747</b>	<b>\$ 3,723,808</b>	<b>\$ 3,944,250</b>	<b>6%</b>
<u>Liberty Elementary</u>				
Salaries	\$ 2,985,069	\$ 3,008,259	\$ 3,142,481	4%
Benefits	1,177,336	1,130,729	1,167,902	3%
Purchased Services	1,028	1,563	1,455	-7%
Supplies & Materials	23,466	41,463	63,220	52%
Capital Outlay	-	-	-	0%
Maintenance Services (Utilities)	104,031	101,401	111,333	10%
Maintenance Supplies	14,902	9,411	15,000	59%
<b>Total</b>	<b>\$ 4,305,832</b>	<b>\$ 4,292,826</b>	<b>\$ 4,501,391</b>	<b>5%</b>
<u>Slate Hill Elementary</u>				
Salaries	\$ 2,960,411	\$ 3,101,514	\$ 3,239,636	4%
Benefits	1,167,611	1,165,781	1,204,009	3%
Purchased Services	955	895	1,600	79%
Supplies & Materials	54,357	46,042	55,744	21%
Capital Outlay	-	-	2,000	100%
Maintenance Services (Utilities)	85,192	84,178	91,430	9%
Maintenance Supplies	12,931	10,246	13,000	27%
<b>Total</b>	<b>\$ 4,281,457</b>	<b>\$ 4,408,656</b>	<b>\$ 4,607,419</b>	<b>5%</b>
<u>Sutter Park Preschool**</u>				
Salaries	\$ 1,853,669	\$ 1,954,520	\$ 2,236,439	14%
Benefits	731,102	734,655	831,172	13%
Purchased Services	-	-	-	0%
Supplies & Materials	-	-	-	0%
Capital Outlay	-	-	-	0%
Maintenance Services (Utilities)	55,743	53,623	58,961	10%
Maintenance Supplies	9,902	6,127	10,000	63%
<b>Total</b>	<b>\$ 2,650,416</b>	<b>\$ 2,748,925</b>	<b>\$ 3,136,572</b>	<b>14%</b>

\*\* Sutter Parks discretionary budget is reported in the special rotary fund on page 84 since it is supported through charges for services.



## Elementary Schools

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
<u>Wilson Hill</u>				
Salaries	\$ 2,732,116	\$ 2,901,333	\$ 3,029,839	4%
Benefits	1,077,569	1,090,538	1,126,038	3%
Purchased Services	407	1,548	1,100	-29%
Supplies & Materials	17,794	25,818	45,584	77%
Capital Outlay	8,726	22,644	4,500	-80%
Maintenance Services (Utilities)	62,842	59,417	65,469	10%
Maintenance Supplies	12,914	14,370	13,000	-10%
<b>Total</b>	<b>\$ 3,912,368</b>	<b>\$ 4,115,668</b>	<b>\$ 4,285,530</b>	<b>4%</b>
<u>Worthington Estates</u>				
Salaries	\$ 3,342,626	\$ 3,374,239	\$ 3,524,617	4%
Benefits	1,318,359	1,268,291	1,309,923	3%
Purchased Services	910	626	1,300	108%
Supplies & Materials	59,049	27,944	80,519	188%
Capital Outlay	-	1,936	650	-66%
Maintenance Services (Utilities)	84,322	100,641	110,821	10%
Maintenance Supplies	17,154	14,558	17,000	17%
<b>Total</b>	<b>\$ 4,822,420</b>	<b>\$ 4,788,235</b>	<b>\$ 5,044,830</b>	<b>5%</b>
<u>Worthington Hills</u>				
Salaries	\$ 2,661,453	\$ 2,814,985	\$ 3,021,798	7%
Benefits	1,049,699	1,058,082	1,123,050	6%
Purchased Services	2,474	918	1,550	69%
Supplies & Materials	29,308	31,718	35,866	13%
Capital Outlay	-	-	-	0%
Maintenance Services (Utilities)	78,723	78,572	86,979	11%
Maintenance Supplies	12,930	12,009	13,000	8%
<b>Total</b>	<b>\$ 3,834,587</b>	<b>\$ 3,996,284</b>	<b>\$ 4,282,243</b>	<b>7%</b>
<u>Worthington Park</u>				
Salaries	\$ 2,654,257	\$ 2,722,024	\$ 2,843,178	4%
Benefits	1,046,861	1,023,140	1,056,666	3%
Purchased Services	7,490	5,787	6,300	9%
Supplies & Materials	47,906	49,979	37,793	-24%
Capital Outlay	2,082	964	1,000	4%
Maintenance Services (Utilities)	80,206	82,969	91,323	10%
Maintenance Supplies	12,997	12,502	13,000	4%
<b>Total</b>	<b>\$ 3,851,799</b>	<b>\$ 3,897,365</b>	<b>\$ 4,049,260</b>	<b>4%</b>
<u>Grand Totals All Elementary</u>				
Salaries & Benefits	\$ 43,830,228	\$ 44,909,566	\$ 47,177,556	5%
Services, Supplies, & Outlay	399,772	443,276	592,734	34%
Maintenance	1,081,317	1,066,002	1,178,412	11%
<b>Total</b>	<b>\$ 45,311,317</b>	<b>\$ 46,418,844</b>	<b>\$ 48,948,702</b>	<b>5%</b>

The following chart illustrates budgeted staffing by building

	B l u f f s	B r o o k	C o l H	E v e S t	G r a n b y	L i b e r t y	S l a t e	W i l s o n	E s t a t e s	H i l l s	W P a r k	S u t t e r	T o t a l
Principal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12.00
Counselors	1.00	0.40	-	0.50	0.50	0.50	1.00	0.60	1.00	0.50	1.00	-	7.00
Librarian	1.00	1.00	0.80	1.00	1.00	1.20	1.00	1.00	1.00	1.00	1.00	-	11.00
Regular Teachers	24.48	17.48	21.20	26.40	23.57	27.83	28.03	25.40	31.90	25.75	22.90	-	274.94
Special Ed Teachers	7.20	5.00	5.00	2.20	5.12	4.70	6.10	4.60	7.00	5.30	8.00	18.00	78.22
Other Educational Assgn.	-	-	-	-	-	-	0.50	-	-	-	-	-	0.50
Psychologists	0.40	0.33	0.80	0.40	0.40	0.34	0.40	0.40	0.60	0.60	0.20	1.50	6.37
Nurses	0.25	0.25	0.25	0.25	0.25	0.25	-	0.25	-	0.38	-	0.25	2.38
Physical Therapist	0.05	0.08	-	0.04	0.04	0.03	0.04	-	0.15	-	-	0.75	1.18
Spch & Lang. Thrpst	0.50	0.50	-	0.90	-	0.60	0.60	0.50	0.50	-	0.40	1.00	5.50
Occupational Thrpst	0.40	0.27	0.20	0.20	0.25	0.25	0.07	0.25	0.50	0.35	0.25	0.60	3.59
Secretaries	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12.00
Aides/Assistants	5.12	5.12	3.06	2.00	5.03	3.94	6.22	4.53	5.24	4.44	4.54	13.82	63.06
Custodians	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.50	2.50	2.00	2.00	2.00	26.00
Crossing Guard	0.25	-	-	-	-	0.31	-	-	-	-	-	-	0.56
Attendants	-	2.63	-	-	-	-	-	-	-	-	-	-	2.63
2018 Budgeted FTE	44.65	37.06	35.31	37.89	40.16	43.95	47.96	43.03	52.39	42.32	42.29	39.92	506.93
Changes:													
Special Ed Teacher	-	-	-	-	-	-	-	-	-	-	-	3.00	3.00
Special Ed Aide	-	-	-	-	-	-	-	-	-	-	-	2.00	2.00
Regular Ed Teachers	-	-	1.00	-	-	-	-	-	-	2.00	-	-	3.00
Net Change	-	-	1.00	-	-	-	-	-	-	2.00	-	5.00	8.00
2017 Actual FTE	44.65	37.06	34.31	37.89	40.16	43.95	47.96	43.03	52.39	40.32	42.29	34.92	498.93

The above budgeted staffing is based on current year enrollment. We will adjust staffing at the end of summer based on actual enrollment.

#### Budget Highlights

- > Base wage increases of 2% and potential longevity step increases, as well as a 5% estimated insurance increase in calendar year 2018.
- > Addition of 3 units to Sutter Park due to decrease in state mandated class sizes.
- > Building discretionary supply budget held constant at \$63/student with additional \$38/student for special needs and economically disadvantaged
- > Increase of 3 FTE at Colonial and Worthington Hills due to anticipated enrollment growth

#### Goals

- > Continue to implement instruction exhibits a deeper level of Depth of Knowledge and critical thinking.
- > Continue to embed Literacy in our school by utilizing informational text and writing across the content in all areas and at all levels.
- > Continue to create a Culture of Empathy and support that scaffolds all students' academic, social, and emotional success.

## Office of the Superintendent

The Superintendent's Office is responsible for the overall management of the District.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 209,831	\$ 218,093	\$ 225,280	3%
Benefits	82,759	81,976	83,725	2%
Purchased Services	51,529	60,343	71,800	19%
Supplies & Materials	5,122	1,800	6,000	233%
Capital Outlay	1,185	-	-	0%
Miscellaneous	20,527	22,847	29,000	27%
<b>Total</b>	<b>\$ 370,953</b>	<b>\$ 385,059</b>	<b>\$ 415,805</b>	<b>8%</b>

	<b>2015-16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Proposed</b>	<b>Change</b>
Full Time Equivalent Staff:				
Superintendent	1.00	1.00	1.00	0.00
Secretary	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	2.00	2.00	2.00	0.00

### Budget Highlights

- > Base wage increases of 2% and potential longevity step increases, as well as a 5% estimated insurance increase in calendar year 2018.
- > Purchased Services major items include \$8,000 in legal fees and \$21,000 for various administrator's professional memberships as well as \$48,600 for consultants

### Department Goals

- > Engage each student with diverse opportunities to maximize every student's potential
- > Provide a safe environment where every student can grow intellectually, socially and physically
- > Provide consistent communication and promote dialogue with our community
- > Be responsible and transparent with our community's resources

The Treasurer's Office performs all financial and business functions for the District including payroll, accounting, purchasing, inventory, and insurance. Tuition payments to other Districts as well as all tax collection fees are budgeted in this department as well.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 642,130	\$ 647,737	\$ 669,824	3%
Benefits	372,261	363,467	248,940	-32%
Purchased Services	3,327,192	3,468,059	3,635,800	5%
Supplies & Materials	9,810	9,807	273,054	2684%
Capital Outlay	-	-	-	0%
Miscellaneous	1,695,220	1,751,113	1,856,512	6%
<b>Total</b>	<b>\$ 6,046,613</b>	<b>\$ 6,240,183</b>	<b>\$ 6,684,130</b>	<b>7%</b>

	2015-16 Actual	2016-17 Actual	2017-18 Proposed	Change
<b>Full Time Equivalent Staff:</b>				
Treasurer	1.00	1.00	1.00	0.00
Asst. Treasurer	1.00	1.00	1.00	0.00
Accountant	1.00	1.00	1.00	0.00
Payroll	2.00	2.00	2.00	0.00
Receipts/Disbursements	3.00	3.00	3.00	0.00
Secretary	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	9.00	9.00	9.00	0.00

#### Budget Highlights

- > Fringe Benefits decreased \$140,000 due to tuition reimbursements being moved to the Professional Development Department
- > Purchased services include \$1.1 million in tuition to other entities, including Delaware Career Center as well as open enrollment to other districts and excess costs.
- > Purchased services also includes \$1.8 million for teacher substitutes obtained through the county ESC
- > Supplies includes \$260,000 for increased enrollment allocations to be distributed to buildings during the year
- > Miscellaneous includes \$1.5 million in property tax collection fees charged by the county auditor

#### Department Goals

- > Be responsible and transparent with our community's resources
- > Maintain clean audit opinion and GFOA recognition for CAFR, PAFR, and budget documents
- > Implement GFOA Best Budgeting Practices
- > Complete implementation of online workflow for invoice approval and processing, including mileage reimbursement

## Board of Education

The Board of Education is elected by the residents to govern the overall activity and mission of the District. Meeting are open to the public and generally occur on the 2nd and 4th Monday each month at the Worthington Education Center.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 15,000	\$ 14,875	\$ 17,125	15%
Benefits	5,916	5,591	6,364	14%
Purchased Services	2,532	3,160	4,000	27%
Supplies & Materials	(41)	-	100	100%
Capital Outlay	-	-	-	0%
Miscellaneous	73,013	73,853	102,402	39%
<b>Total</b>	<b>\$ 96,420</b>	<b>\$ 97,479</b>	<b>\$ 129,991</b>	<b>33%</b>

### Budget Highlights

- > Miscellaneous includes \$39,000 for various membership fees
- > Miscellaneous also includes \$63,400 for the ESCCO; fees are charged per student
- > Salaries fluctuate depending on annual attendance at meetings; rate to remain consistent

### Department Goals

- > Engage each student with diverse opportunities to maximize every student's potential
- > Provide a safe environment where every student can grow intellectually, socially and physically
- > Provide consistent communication and promote dialogue with our community
- > Be responsible and transparent with our community's resources

## Office of the Assistant Superintendent

The Assistant Superintendent manages the day to day operational activities of the District, including facilities, technology, transportation, and human resources.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 169,401	\$ 173,444	\$ 179,206	3%
Benefits	66,813	65,193	66,602	2%
Purchased Services	173,739	185,796	139,796	-25%
Supplies & Materials	27,029	40,621	49,350	21%
Capital Outlay	658	4,334	2,300	-47%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 437,640</b>	<b>\$ 469,388</b>	<b>\$ 437,254</b>	<b>-7%</b>

	2015-16 Actual	2016-17 Actual	2017-18 Proposed	Change
Full Time Equivalent Staff:				
Asst. Superintendent	1.00	1.00	1.00	0.00
Secretary	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.00</u>
Total FTE	1.75	1.75	1.75	0.00

### Budget Highlights

- > \$21,000 budgeted for safety and nursing supplies
- > Decrease of \$50,000 for legal fees due to collective bargaining unit negotiations occurring in FY17
- > Purchased services includes \$117,000 for legal services, \$15,000 for counseling services and \$12,000 for background check services

### Department Goals

- > To recruit, train and retain the best employees
- > To transport students to and from school in an efficient manner in clean/safe vehicles and procedures
- > Continue to support the teaching, learning and assessment process using technology
- > To assist in meeting student's educational, social and physical needs through a continual improvement process in the area of facilities and food service
- > To continue to improve our student safety program including safety plans/training, supervision schedules and camera coverage

## Communications Department

The Communications Department is responsible for all district correspondence with both the media as well as parents and staff. The department maintains the content of the District website as well as publishing numerous newsletters and electronic correspondence. Feedback is gathered through surveys and public meetings and then organized and shared with various departments so that informed decisions can be made.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 218,145	\$ 220,053	\$ 227,652	3%
Benefits	86,038	82,712	84,607	2%
Purchased Services	133,127	159,933	196,401	23%
Supplies & Materials	1,328	1,336	4,500	237%
Capital Outlay	-	-	-	0%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 438,638</b>	<b>\$ 464,034</b>	<b>\$ 513,160</b>	<b>11%</b>

	<b>2015-16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Proposed</b>	<b>Change</b>
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Web Design	1.00	1.00	1.00	0.00
Secretary	<u>1.16</u>	<u>1.16</u>	<u>1.16</u>	<u>0.00</u>
Total FTE	3.16	3.16	3.16	0.00

### Budget Highlights

> Purchased Services includes \$36,000 in communication consulting services, \$51,000 for website license and emergency notification system, and \$20,000 for design and distribution of newsletters and profiles.

### Department Goals

- > Provide consistent communication and dialogue with our community
- > Resources this year will be used to improve the mass email communication product the district uses to communicate with parents as well as continuing to improve the web and video communication product that promotes the school district
- > Community focus groups and surveys will be completed to support the ongoing facility and enrollment challenges that growth within the student population creates



## Computer Services Department

The computer services department provides consultation, development, training and support for instructional technology, management operations, including telecommunication circuits, phones, faxes, and district copiers. Department services include training for classroom teachers and management system as well as support for software, desktop/laptop, and printers. The department handles all system programming for EMIS, Federal Reporting, Human Resources, Students, Special Ed, Gifted, Athletics, Guidance, Grade Reporting and Event Scheduling to meet the management needs of the district.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 1,138,592	\$ 1,202,359	\$ 1,244,242	3%
Benefits	449,070	451,936	462,422	2%
Purchased Services	898,854	857,121	1,119,707	31%
Supplies & Materials	55,007	66,701	92,100	38%
Capital Outlay	137,634	81,959	156,000	90%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 2,679,157</b>	<b>\$ 2,660,076</b>	<b>\$ 3,074,471</b>	<b>16%</b>

	<b>2015-16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Proposed</b>	<b>Change</b>
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Tech Systems Support	4.00	4.00	4.00	0.00
Network Specialist	3.00	3.00	3.00	0.00
Instructional Integration Specialist	2.00	2.00	2.00	0.00
Digital Tech Support	1.00	1.00	1.00	0.00
Desktop Specialist	1.00	1.00	1.00	0.00
Database Specialist	1.00	1.00	1.00	0.00
EMIS Coordinator	1.00	2.00	2.00	0.00
Secretary	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	15.00	16.00	16.00	0.00

### Budget Highlights

- > Purchased Services include \$141,000 for copier maintenance costs, approximately \$0.9 million for consultant and technical services as well as software licensing and trainings, and \$60,000 for enhanced web filtering and Infinite Campus Welcome Center software.
- > Major hardware expenditures are funded from the Capital Improvement Bond Fund passed in 2012.

### Department Goals

- > Maintain daily operation of instructional and management technology
- > Provide professional development for instructional and management staff
- > Provide internet access, web filtering, and security

## Department of Academic Achievement

The Department of Academic Achievement (formerly Teaching & Learning) is responsible for the overall content and development of curriculum, instruction, and assessment. It oversees all federal grants such as Title I, II, III and IDEIA.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 429,654	\$ 452,536	\$ 467,037	3%
Benefits	169,459	170,097	173,574	2%
Purchased Services	9,185	12,766	38,500	202%
Supplies & Materials	741,679	1,615,129	1,338,379	-17%
Capital Outlay	34,467	29,762	25,000	-16%
Miscellaneous	325	325	500	54%
<b>Total</b>	<b>\$ 1,384,769</b>	<b>\$ 2,280,615</b>	<b>\$ 2,042,990</b>	<b>-10%</b>

	2015-16 Actual	2016-17 Actual	2017-18 Proposed	Change
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Coordinator	0.00	0.00	0.00	0.00
Teacher Leaders	3.00	3.00	3.00	0.00
Secretary	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	5.00	5.00	5.00	0.00

### Budget Highlights

- > Supplies include \$1.3 million, a decrease of \$0.3 million, for textbook and material expenses relating to the adoption of new standards, specifically in the areas of math (\$0.5 million) and language arts (\$0.3) in FY18

### Department Goals

- > Implement a system of continuously monitoring student progress and making instructional decisions through collaborative teams;
- > Enhance the culture and climate of empathy and support through structured reflection and dialogue regarding current and desired practices;
- > Utilize best practices to continuously develop and monitor student progress in the use of informational text to enhance academic achievement and growth;
- > Develop and monitor student progress in the use of writing to make learning visible and enhance academic achievement and growth;
- > Utilize instructional formative practices in all content areas that reflect the cognitive rigor needed for students to develop deeper critical thinking, problem-solving, and decision thinking.

## Gifted Education Department

The Gifted Services Department manages the district's Enriched Placement Program (EPP) for identified gifted students at the elementary and secondary levels. The Department offers a continuum of services including academic acceleration opportunities and enrichment programs such as Destination Imagination and Invention Convention. The Advanced Placement, SAT and ACT examinations are scheduled through the Gifted Services office.

	<b>2015 -16</b>				
	<b>Actual</b>	<b>2016-17</b>	<b>Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 169,456	\$	174,640	\$ 179,954	3%
Benefits	66,835		65,643	66,880	2%
Purchased Services	15,920		6,071	6,500	7%
Supplies & Materials	11,455		11,712	13,100	12%
Capital Outlay	-		-	-	0%
Miscellaneous	2,630		2,820	2,900	3%
<b>Total</b>	<b>\$ 266,296</b>	<b>\$</b>	<b>260,886</b>	<b>\$ 269,334</b>	<b>3%</b>

	<b>2015-16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Proposed</b>	<b>Change</b>
Full Time Equivalent Staff:				
Coordinator	1.00	1.00	1.00	0.00
Secretary	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	2.00	2.00	2.00	0.00

### Budget Highlights

- > Main items include supplies for gifted instruction as well as professional development expenses.
- > AP exam fees and expenses are budgeted in a separate Public School Support Fund on page 85 since they are maintained through a charge for service.

### Department Goals

- > Identify students as gifted in areas of superior cognitive ability, specific academic achievement, visual & performing arts, and creative thinking ability as indicated by Ohio Administrative Code 3301-51-15.
- > Provide quality gifted services as prescribed in OAC 3301-51-15 to students identified as gifted in the areas of superior cognitive ability and math for grades 3-6 and superior cognitive ability and reading for grades 7 & 8.
- > Deliver support and resources for general education teachers as needed to meet the academic as well as affective needs of the gifted learner in the regular classroom to encourage success and growth.
- > Provide support to students enrolled in AP courses and staff of AP courses to encourage success and academic growth of students

## ELL Department

The English Language Learning Department is responsible for ensuring proper services are provided for those students for which English is not their primary spoken language. Many additional services are provided through Federal Title III Grant funding.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 100,281	\$ 102,154	\$ 105,654	3%
Benefits	39,552	38,397	39,266	2%
Purchased Services	9,789	11,050	12,000	9%
Supplies & Materials	9,305	9,324	12,500	34%
Capital Outlay	-	-	-	0%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 158,927</b>	<b>\$ 160,925</b>	<b>\$ 169,420</b>	<b>5%</b>

	<b>2015-16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Proposed</b>	<b>Change</b>
Full Time Equivalent Staff:				
Coordinator	1.00	1.00	1.00	0.00
Secretary	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.00</u>
Total FTE	1.25	1.25	1.25	0.00

### Budget Highlights

- > Purchased services include \$7,500 for interpreters
- > Supplies include instructional materials such as dictionaries, learning aids, etc.
- > Individual building budgets also include ELL supplies, as well as the federal grant budget
- > ELA summer reading intervention is budgeted in the Intervention budget on page 56.

### Department Goals

- > Increase the percent of English Learners who show growth in English Proficiency as measured by the OELPA by growing at least one level in one year
- > Decrease the achievement gap of English Learners as measured by the state assessments of the Ohio Learning Standards.

## Department of Assessment

The Department of Assessment and Accountability, as part of the Department of Academic Achievement and Leadership, is responsible for all matters involving testing, including state mandated tests, district standardized testing, and all other district assessments.

	<b>2015 -16</b>				
	<b>Actual</b>	<b>2016-17</b>	<b>Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 46,741	\$	47,107	\$ 48,709	3%
Benefits	18,435		17,706	18,103	2%
Purchased Services	156,361		147,711	163,180	10%
Supplies & Materials	5,313		6,354	8,000	26%
Capital Outlay	-		-	-	0%
Miscellaneous	-		-	-	0%
<b>Total</b>	<b>\$ 226,850</b>	<b>\$</b>	<b>218,878</b>	<b>\$ 237,992</b>	<b>9%</b>

	<b>2015-16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Proposed</b>	<b>Change</b>
Full Time Equivalent Staff:				
Testing Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	1.00	1.00	1.00	0.00

### Budget Highlights

- > Purchased services include \$110,000 for Web based MAP testing as well as \$30,000 for scoring services

### Department Goals

- > Implement a balances assessment system which informs the district improvement plan and complies with federal and state rules and district expectations
- > Provide materials and resources to district and building staff to both administer and interpret test results effectively

## Summer Intervention

The Department of Summer Intervention provides a summer literacy intervention program to address the state mandated third grade reading guarantee. In order to ensure all students are reading at level, the District offers a multi-week literacy program during the summer. The Department also provides other credit recovery and remedial coursework as part of an updated summer program, as well as intervention services throughout the school year via an online platform.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 111,836	\$ 125,914	\$ 160,000	27%
Benefits	44,109	47,328	59,464	26%
Purchased Services	59,004	45,618	16,000	-65%
Supplies & Materials	16,076	26,691	22,000	-18%
Capital Outlay	-	-	-	0%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 231,025</b>	<b>\$ 245,551</b>	<b>\$ 257,464</b>	<b>5%</b>

	<b>2015-16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Proposed</b>	<b>Change</b>
Full Time Equivalent Staff:				
Secretary	<u>0.13</u>	<u>0.13</u>	<u>0.13</u>	0.0
Total FTE	0.13	0.13	0.13	0.00

### Budget Highlights

- > Increase in salaries due to performance contracts for teachers and increased need for services. Amount fluctuates based on enrollment and courses will not be offered if not sufficient enrollment.
- > Purchased services include \$15,000 for outside literacy service providers
- > Supplies include reading kits for the District's 3rd grade summer reading intervention program

### Department Goals

- > Ensure all third graders are reading at level and not retained
- > Expand literacy and math foundations support for targeted intermediate and middle grades learners
- > Ensure that high school students are able to recover credits through seamless collaboration between summer and regular academic year intervention so that they may remain on track for graduation
- > Implement a well-defined, research-based, Multi-Tiered System of Support in all PreK-12 buildings

The Summer School Department is responsible for providing coursework for those students desiring summer learning opportunities. It is primarily fee based and budgeted to be cost neutral, mainly focusing on credit advancement. It expanded in FY16 to now include a summer enrichment program targeting gifted students. PTAs provide donations to help offset the cost for students with economic need.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 65,252	\$ 57,882	\$ 59,000	2%
Benefits	25,736	21,756	21,927	1%
Purchased Services	(102)	175	500	186%
Supplies & Materials	1,052	1,982	5,000	152%
Capital Outlay	-	-	-	0%
Miscellaneous	-	2,822	-	-100%
<b>Total</b>	<b>\$ 91,938</b>	<b>\$ 84,617</b>	<b>\$ 86,427</b>	<b>2%</b>

	<b>2015-16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Proposed</b>	<b>Change</b>
Full Time Equivalent Staff:				
Secretary	<u>0.13</u>	<u>0.13</u>	<u>0.13</u>	0.0
Total FTE	0.13	0.13	0.13	0.00

### Budget Highlights

- > The majority of the budget is teacher stipends for summer course offerings

### Department Goals

- > Increase and enhance the opportunities for intervention and enrichment for all grade levels.
- > Expand the methods of delivery for summer learning to include blended; problem-based; individual tutoring, etc.

### Summer School revenue:

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>
Charges for Services	\$ 39,834	\$ 43,688	\$ 50,000
Donations	\$ -	\$ 116,466	\$ 15,000
Total	\$ 39,834	\$ 160,154	\$ 65,000

- > Large donation in FY17 is a result of Worthington Educational Foundation transferring the balance of the Paul Jones Fund to the District. These PTA donations help offset the cost of summer school for eligible free and reduced lunch students.



## Department of Elementary Education

The Department of Elementary Education was created beginning FY16 out of the Department reorganization. It is responsible for overseeing the all aspects of elementary education, including curriculum, enrollment, and facilities.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 132,900	\$ 144,881	\$ 149,889	3%
Benefits	52,417	54,457	55,706	2%
Purchased Services	31,437	40,753	41,100	1%
Supplies & Materials	11,781	4,942	12,000	143%
Capital Outlay	-	-	1,300	100%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 228,535</b>	<b>\$ 245,033</b>	<b>\$ 259,995</b>	<b>6%</b>

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>Change</b>
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Secretary	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
Total FTE	1.50	1.50	1.50	0.00

### Budget Highlights

- > Includes \$25,000 for professional development.
- > Includes \$13,000 estimate for lease payments for overflow at the McConnell Arts Center

### Department Goals

- > Maximize academic achievement and growth through professional development and resource support in the Strategic Balanced Literacy Framework; as well as learning related to mathematical processes.
- > Identify research-based interventions to be used in a MTSS for reading and math.

## Department of Secondary Education

The Department of Secondary Education was created beginning FY16 out of the Department reorganization. It is responsible for overseeing the all aspects of secondary education, including curriculum, enrollment, and facilities, and graduation.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 142,353	\$ 144,451	\$ 149,348	3%
Benefits	56,145	54,295	55,505	2%
Purchased Services	173,495	313,029	544,450	74%
Supplies & Materials	50,721	28,271	51,550	82%
Capital Outlay	-	594	-	-100%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 422,714</b>	<b>\$ 540,640</b>	<b>\$ 800,853</b>	<b>48%</b>

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	Change
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Secretary	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
Total FTE	1.50	1.50	1.50	0.00

### Budget Highlights

- > Purchased services include \$30,000 for athletic trainer services, \$26,000 for graduation facility & services (\$7,000 increase), and \$46,000 for online learning instruction through APEX and META (transferred from Intervention budget)
- > \$395,000 is budgeted for college credit plus tuition, an increase of \$76,000
- > Supplies includes \$50,000 for college textbooks

### Department Goals

- > Maximize academic potential for each student by increasing the effectiveness of assessment and grading practices
- > Ensure that students graduate remedial free for college and career ready

## Department of Pupil Services

The Department of Pupil Services was formerly created out of a Department reorganization several years ago that condensed Secondary and Elementary Education. It was eliminated in FY16 during another reorganization.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ -	\$ -	\$ -	0%
Benefits	-	-	-	0%
Purchased Services	(79)	-	-	0%
Supplies & Materials	(20)	-	-	0%
Capital Outlay	-	-	-	0%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ (99)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	Change
Full Time Equivalent Staff:				
Secretary	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total FTE	0.0	0.0	0.0	0.0

### Budget Highlights

> Department eliminated due to reorganization

## Band & Orchestra

Band and Orchestra receive General Fund money for supplies and repairs to equipment as well as the purchase of new instruments. Instructors are coded to their respective building.

	<b>2015 -16</b>		<b>2016-17 Actual</b>		<b>2017-18 Budget</b>	<b>% Change</b>
	<b>Actual</b>		<b>Actual</b>			
Purchased Services	\$ 14,576	\$	14,973	\$	20,500	37%
Supplies & Materials	8,384		12,908		14,200	10%
Capital Outlay	21,137		16,334		15,070	-8%
<b>Total</b>	<b>\$ 44,097</b>	<b>\$</b>	<b>44,215</b>	<b>\$</b>	<b>49,770</b>	<b>13%</b>

### Budget Highlights

- > Budget held constant from prior year. Additional funds moved to purchased services from supplies and capital outlay for repairs of older equipment.

### Department Goals

- > Provide opportunities to students in grades 5-12 to participate in a strong band and orchestra program.
- > Update, repair, and replace instruments as needed

## Department of Innovation and School Support

The Department of Innovation and School Support used to oversee pupil support and safety throughout the buildings. It has been eliminated for FY16 due to reorganization.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 463	\$ -	\$ -	0%
Benefits	183	-	-	0%
Purchased Services	(5,494)	-	-	0%
Supplies & Materials	(299)	-	-	0%
Capital Outlay	-	-	-	0%
Miscellaneous	(350)	-	-	0%
<b>Total</b>	<b>\$ (5,497)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	Change
Full Time Equivalent Staff:				
Director	0.00	0.00	0.00	0.00
Teacher	0.00	0.00	0.00	0.00
Secretary	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total FTE	0.00	0.00	0.00	0.00

### Budget Highlights

> Department eliminated due to reorganization

## Department of Administrative Services

The Department of Administrative Services used to oversee the District's transportation, food services, and maintenance departments as well as various other administrative functions including enrollment patterns and classified staffing. It has been eliminated for FY16 due to reorganization.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 956	\$ -	\$ -	0%
Benefits	377	-	-	0%
Purchased Services	(11,361)	-	-	0%
Supplies & Materials	(209)	-	-	0%
Capital Outlay	-	-	-	0%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ (10,237)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>Change</b>
Full Time Equivalent Staff:				
Director	0.00	0.00	0.00	0.00
Secretary	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total FTE	0.00	0.00	0.00	0.00

### Budget Highlights

> Department eliminated due to reorganization

## Department of Business Services

The Department of Business Services was created out of the department reorganization in FY16 and will oversee many of the operational duties of the District, including food services, maintenance, and transportation as well as oversee the human resource function for classified support staff.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 239,133	\$ 253,843	\$ 262,527	3%
Benefits	94,316	95,413	97,568	2%
Purchased Services	41,629	326,839	104,500	-68%
Supplies & Materials	-	434	-	-100%
Capital Outlay	400	(17)	-	-100%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 375,478</b>	<b>\$ 676,512</b>	<b>\$ 464,595</b>	<b>-31%</b>

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>Change</b>
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Personnel Analyst	1.00	1.00	1.00	0.00
Secretary	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	3.00	3.00	3.00	0.00

### Budget Highlights

> Purchased services include \$58,000 for lease of modular classroom units, \$28,000 for employment advertising and \$9,500 for legal expenses

### Department Goals

- > To recruit, train and retain the best employees
- > To facilitate consultants and staff in managing board goal 1 for facilities.
- > To provide expert review as needed for any specialized areas in search of cost savings (bus routing, energy conservation, etc.)
- > To develop materials or programing to instill our “corporate culture” of customer service and quality public relations.

## Department of Certified Personnel

The Department of Certified Personnel manages all teacher and other certificated personnel functions including recruitment, selection, induction, training, evaluation and contract administration.

	<b>2015 -16</b>				
	<b>Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>	
Salaries	\$ 394,030	\$ 362,295	\$ 374,784	3%	
Benefits	155,409	136,178	139,288	2%	
Purchased Services	59,332	105,075	98,000	-7%	
Supplies & Materials	(1,778)	401	500	25%	
Capital Outlay	(2,936)	-	-	0%	
Miscellaneous	-	-	-	0%	
<b>Total</b>	<b>\$ 604,057</b>	<b>\$ 603,949</b>	<b>\$ 612,572</b>	<b>1%</b>	

	<b>2015 -16</b>				
	<b>Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>Change</b>	
Full Time Equivalent Staff:					
Director	1.00	1.00	1.00	0.00	
Personnel Analyst	1.00	1.00	1.00	0.00	
Secretary	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>	
Total FTE	5.00	5.00	5.00	0.00	

### Budget Highlights

> Purchased services include \$30,000 for background and screening services, \$20,000 for boundary and student services, and \$20,000 for meeting and travel expenses for traveling teachers.

### Department Goals

- > To recruit, train and retain the best employees
- > Provide a welcoming, well communicated enrollment process for our new families enrolling in Worthington Schools
- > Continue to evaluate quality instruction through a well developed, communized evaluation process.



## Office of Professional Development

The Office of Professional Development oversees certified staff development and continuing education.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 122,335	\$ 190,662	\$ 197,164	3%
Benefits	48,250	71,665	213,276	198%
Purchased Services	236,165	240,411	270,000	12%
Supplies & Materials	23,810	14,561	22,510	55%
Capital Outlay	-	1,889	5,000	165%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 430,560</b>	<b>\$ 519,188</b>	<b>\$ 707,950</b>	<b>36%</b>

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	Change
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Blending Learning Coach	0.00	1.00	1.00	0.00
Secretary	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
Total FTE	1.50	2.50	2.50	0.00

### Budget Highlights

- > Fringe Benefits increased \$140,000 due to tuition reimbursements being moved from Treasurer budget in FY18
- > Purchased services include staff training expenses such as conference registration and travel
- > Purchased services also include \$72,000 for a consultant providing entry teacher mentor services

### Department Goals

- > Support continuing implementation of the Ohio Improvement Process (DLT, BLTs, TBTs) with a "step 3" focus on implementation of a Multi-Tiered System of Supports framework in order to maximize student growth and achievement.
- > Provide needed professional development (primarily within schools and the district with additional opportunities outside of the district) for implementation of district focus strategies related to a culture of empathy and support, use of informational text, making student thinking visible through writing, and implementation of instruction resulting in student work products that evidence thinking at Depth of Knowledge levels 3 and 4.
- > Collaborate with Human Resources, Financial Services and Technology Services to implement Frontline's Professional Development Management System, which will integrate processes for Local Professional Development Committee, substitute procurement, and external Professional Development (PD) approval, as well as enable better measurement of PD reach and impact

## Educational Support Professional Development Committee

The ESPDC is granted \$25,000 annually for professional development related to classified support staff and can carry over funds depending on timing.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 120	\$ -	\$ 3,441	100%
Benefits	47	-	559	100%
Purchased Services	9,792	13,521	16,000	18%
Supplies & Materials	7,970	5,150	5,000	-3%
Capital Outlay	-	-	-	0%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 17,929</b>	<b>\$ 18,671</b>	<b>\$ 25,000</b>	<b>34%</b>

The total allocation for the ESPDC \$25,000, which is the same amount as in prior years and in the negotiated agreement. Salaries and Benefits include stipends for professional development points per negotiated agreement. The fluctuation in salaries and benefits is the result of variation of employees utilizing the professional development stipends, known as PDP points.

## Department of Special Education

The Special Education Department is responsible for over-seeing all Special Education services for our district. This includes supervision of the school psychologists, Speech Pathologists and all Motor staff. We maintain and enter all information into the students' files for in and out of district placements. The department maintains the Special Education General fund budget, IDEA and Preschool budgets. We also oversee the Preschool program at Sutter Park which is for special needs and peer model students. Our Transition Services helps high school special education students prepare for work related and life skills.

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>% Change</b>
Salaries	\$ 407,059	\$ 492,089	\$ 509,021	3%
Benefits	160,547	184,964	189,177	2%
Purchased Services	1,330,554	1,093,264	1,319,100	21%
Supplies & Materials	47,297	66,667	61,000	-9%
Capital Outlay	1,899	6,722	13,000	93%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 1,947,356</b>	<b>\$ 1,843,706</b>	<b>\$ 2,091,298</b>	<b>13%</b>

	<b>2015 -16 Actual</b>	<b>2016-17 Actual</b>	<b>2017-18 Budget</b>	<b>Change</b>
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Coordinator	2.00	3.00	3.00	0.00
Secretary	<u>2.81</u>	<u>2.94</u>	<u>2.94</u>	<u>0.00</u>
Total FTE	5.81	6.94	6.94	0.00

### Budget Highlights

- > Purchased services includes \$650,000 in tuition services for students placed in special needs settings as well as \$178,000 for social work consultants, \$260,000 for specialized nursing, and \$100,000 for legal fees.

### Department Goals

- > Decrease the achievement gap of Special Education students as measured by the state assessments of the Ohio Learning Standards.
- > Continue to provide professional development to special education teachers in literacy and math to ensure they are providing instruction that aligns with grade level standards and accelerates their growth and achievement;
- > Educate students with disabilities to the maximum extent appropriate with students who are not disabled

## Facility Maintenance Department

The Facility Maintenance Department oversees all aspects of facilities management including care and uptake of buildings, grounds, auditoriums, and custodial services.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 2,191,840	\$ 2,229,859	\$ 2,327,743	4%
Benefits	864,480	838,148	865,105	3%
Purchased Services	1,911,467	2,045,426	2,182,541	7%
Supplies & Materials	430,638	530,258	518,478	-2%
Capital Outlay	34,867	32,572	41,000	26%
Miscellaneous	2,915	1,306	2,200	68%
<b>Total</b>	<b>\$ 5,436,207</b>	<b>\$ 5,677,569</b>	<b>\$ 5,937,067</b>	<b>5%</b>

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	Change
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Supervisors	3.00	3.00	3.00	0.00
Delivery/Warehousing	3.00	3.00	3.00	0.00
Technical Trades	8.00	8.00	8.00	0.00
Building Maintenance	5.00	5.00	5.00	0.00
Mechanic	1.00	1.00	1.00	0.00
Landscape Maintenance	7.00	7.00	7.00	0.00
Auditorium Manager	1.00	1.00	1.00	0.00
Custodian - Admin/Trans	1.25	2.25	2.25	0.00
Secretary	<u>3.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
 Total FTE	 33.25	 33.25	 33.25	 0.00

### Budget Highlights

- > Budget includes \$100,000 for natatorium rental, \$15,500 for auditorium expenses, \$500,600 for custodial supplies and trash services, \$378,200 for grounds supplies and services, and \$1.6 million for building maintenance

### Department Goals

- > Continue analysis and evaluation of actual energy consumption compared to projected district consumption goals.
- > Collect and use work order data to improve efficiencies and accountability in Facility Management Department operations.
- > Design and implement on-demand energy reduction strategies to reduce consumption during forecasted coincident peaks to leverage favorable future capacity rates.

## Transportation Department

The Transportation Department provides safe and efficient transportation for eligible school bus riders to and from school, public and nonpublic. This Department also provides transportation for students, teachers and coaches to athletic events and educational field trips.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries	\$ 2,661,346	\$ 2,896,029	\$ 3,046,023	5%
Benefits	1,049,657	1,088,544	1,132,053	4%
Purchased Services	458,717	417,601	518,260	24%
Supplies & Materials	496,223	479,955	606,000	26%
Capital Outlay	43,326	4,383	5,000	14%
Miscellaneous	-	-	-	0%
<b>Total</b>	<b>\$ 4,709,269</b>	<b>\$ 4,886,512</b>	<b>\$ 5,307,336</b>	<b>9%</b>

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	Change
Full Time Equivalent Staff:				
Director	1.00	1.00	1.00	0.00
Dispatcher	1.00	1.00	1.00	0.00
Mechanic	3.00	3.00	3.00	0.00
Bus Drivers	49.30	52.67	54.67	2.00
Clerical	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
Total FTE	56.30	59.67	61.67	2.00

### Budget Highlights

- > Purchased services include special education specialized services of \$300,000
- > Supplies include \$400,000 for fuel and \$168,500 for vehicle parts, tires, and tubes.
- > Increase of 2.0 FTE for anticipated enrollment growth if necessary.

### Department Goals

- > To transport students to and from school in an efficient manner in clean/safe vehicles and procedures
- > Demonstrate leadership in supporting the development and enhancement of new school transportation staff
- > Manage our decisions with a customer-driven emphasis

## Unassigned Expenditures

Unassigned expenditures include classified substitutes, termination benefits, overtime, performance stipends and the benefits (payroll taxes, retirement, etc) related to those wages. It also includes the yearly transfer to the debt service fund for the general fund portion of annual debt payments related to COPS and energy conservation notes.

	2015 -16 Actual	2016-17 Actual	2017-18 Budget	% Change
Salaries				
Classified Substitutes	\$ 180,809	\$ 195,566	\$ 200,054	2%
Termination Benefits	658,041	771,763	265,462	-66%
Performance Stipends	266,952	291,307	295,000	1%
Longevity Stipends	54,731	91,619	95,000	4%
Classified Extratime/Other	27,443	26,142	28,500	9%
Total Salaries	1,187,976	1,376,397	884,016	-36%
Benefits	468,548	517,353	328,544	-36%
Other Uses	1,103,566	1,279,513	1,283,313	0%
<b>Total</b>	<b>\$ 2,760,090</b>	<b>\$ 3,173,263</b>	<b>\$ 2,495,873</b>	<b>-21%</b>

### Budget Highlights

- > Other uses includes the annual transfer to the Debt service fund for energy conservation debt
- > Termination benefits expected to decrease due to a decreased number of expected retirements

## **WORTHINGTON CITY SCHOOL DISTRICT**

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# All Other Funds Budgets



During fiscal year 2016-17, Colonial Hills Elementary School teacher Gretchen Wessel was honored as the Sunny 95 Teacher of the Month



## Debt Service Fund

The Debt Service Fund is used to account for all activity related to the payment of the District's general obligation debt. The main source of revenue is property taxes as a result of effective bond levies. Any refinancing issuances are also accounted for in this fund.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b>Revenues</b>				
General Property Tax	\$ 6,011,337	\$ 6,129,183	\$ 5,977,434	-2%
Tangible Property Tax	154,685	163,419	167,647	3%
Intergovernmental:				
Homestead & Rollback	749,143	747,258	744,367	0%
Tangible Tax Loss Reimbursement	40,136	40,136	28,095	-30%
Federal Restricted	81,699	81,612	81,500	0%
Miscellaneous	-	-	-	0%
<b>Total Revenues</b>	<b>7,037,000</b>	<b>7,161,608</b>	<b>6,999,043</b>	<b>-2%</b>
<b>Expenditures</b>				
Auditor & Treasurer Fees	93,414	97,581	113,200	16%
Principal	5,357,000	5,886,825	4,731,365	-20%
Interest	2,287,635	2,229,849	3,406,769	53%
<b>Total Expenditures</b>	<b>7,738,049</b>	<b>8,214,255</b>	<b>8,251,334</b>	<b>0%</b>
<b>Other Financing Sources (Uses)</b>				
Sale of Refunding Bonds	8,840,000	-	-	0%
Premium on Sale of Refunding Bonds	1,154,369	-	-	0%
Payment to Refunded Bond Escrow Agent	(9,861,181)	-	-	0%
Issuance Costs	(131,239)	-	-	0%
Transfers In	1,099,966	1,236,713	1,283,313	4%
<b>Total Other Financing Sources (Uses)</b>	<b>1,101,915</b>	<b>1,236,713</b>	<b>1,283,313</b>	<b>4%</b>
<b>Net Change in Fund Balance</b>	<b>400,866</b>	<b>184,066</b>	<b>31,022</b>	
<b>Beginning Fund Balance</b>	<b>3,639,450</b>	<b>4,040,316</b>	<b>4,224,382</b>	
<b>Ending Fund Balance</b>	<b>\$ 4,040,316</b>	<b>\$ 4,224,382</b>	<b>\$ 4,255,404</b>	

In FY17, the District paid \$5.3 million in principal on outstanding debt. For FY18, millage on property taxes will remain at 3.8 mills for the first of the fiscal year and then are projected to decrease to approximately 3.58 mills the second half of the fiscal year due to paying down of the District's outstanding debt. Transfers-In represent the General Fund portion of debt related to energy conservation and certificates of participation. Federally Restricted revenue includes interest subsidy payments related to the District's Qualified School Construction Bonds. The District will continue to look for opportunities to refund outstanding debt to save taxpayer money, but do not anticipate any at this time.

## Worthington Debt Schedule By Fiscal Year

Bond Levy Supported Debt																
FY	Sub Totals		2009 MAY GO BOND		2008 Const & Refunding		2010 Const & Refunding		2013 A GO Bonds		2013 B GO Bonds		2014 Refunding		2016 Refunding	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	\$ 3,606,257	\$ 3,248,564	\$ 166,504	\$ 807,621	\$ 370,000	\$ 24,345	\$ 174,753	\$ 763,172	\$ 1,255,000	\$ 783,438	\$ -	\$ 270,500	\$ 1,640,000	\$ 283,600	\$ -	\$ 315,888
2019	4,592,482	2,299,532	457,482	510,081	390,000	8,288	715,000	213,988	1,325,000	764,087	-	270,500	1,705,000	216,700	-	315,888
2020	5,230,000	1,647,882	150,000	3,000	-	-	735,000	194,944	1,370,000	740,450	-	270,500	1,770,000	147,200	1,205,000	291,788
2021	4,975,000	1,475,601	-	-	-	-	755,000	173,513	975,000	717,000	-	270,500	1,840,000	75,000	1,405,000	239,588
2022	5,150,000	1,319,138	-	-	-	-	780,000	150,000	1,000,000	697,250	-	270,500	1,910,000	19,100	1,460,000	182,288
2023	4,625,000	1,176,806	-	-	-	-	800,000	125,312	2,300,000	641,250	-	270,500	-	-	1,525,000	139,744
2024	4,755,000	1,012,555	-	-	-	-	830,000	98,905	2,375,000	547,750	-	270,500	-	-	1,550,000	95,400
2025	4,935,000	817,200	-	-	-	-	850,000	63,750	2,475,000	450,750	-	270,500	-	-	1,610,000	32,200
2026	5,150,000	628,500	-	-	-	-	850,000	21,250	4,300,000	336,750	-	270,500	-	-	-	-
2027	5,275,000	437,250	-	-	-	-	-	-	5,275,000	166,750	-	270,500	-	-	-	-
2028	5,500,000	237,000	-	-	-	-	-	-	1,225,000	30,625	4,275,000	206,375	-	-	-	-
2029	5,690,000	71,125	-	-	-	-	-	-	-	-	5,690,000	71,125	-	-	-	-
<b>TOTAL</b>	<b>\$ 59,483,739</b>	<b>\$ 14,371,153</b>	<b>\$ 773,986</b>	<b>\$ 1,320,702</b>	<b>\$ 760,000</b>	<b>\$ 32,633</b>	<b>\$ 6,489,753</b>	<b>\$ 1,804,834</b>	<b>\$ 23,875,000</b>	<b>\$ 5,876,100</b>	<b>\$ 9,965,000</b>	<b>\$ 2,982,500</b>	<b>\$ 8,865,000</b>	<b>\$ 741,600</b>	<b>\$ 8,755,000</b>	<b>\$ 1,612,784</b>

General Fund Supported Debt								
FY	Sub Totals		2005 Airport		2007 COPS		2015 HB264 Loan	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	\$ 1,125,108	\$ 158,205	\$ 182,000	\$ 29,181	\$ 675,000	\$ 84,319	\$ 268,108	\$ 44,705
2019	1,208,497	113,787	190,000	21,257	745,000	53,214	273,497	39,316
2020	1,286,994	65,037	198,000	12,993	810,000	18,225	278,994	33,819
2021	490,602	32,600	206,000	4,388	-	-	284,602	28,212
2022	290,322	22,491	-	-	-	-	290,322	22,491
2023	296,158	16,655	-	-	-	-	296,158	16,655
2024	302,111	10,703	-	-	-	-	302,111	10,703
2025	308,183	4,631	-	-	-	-	308,183	4,631
2026	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,307,975</b>	<b>\$ 424,109</b>	<b>\$ 776,000</b>	<b>\$ 67,819</b>	<b>\$ 2,230,000</b>	<b>\$ 155,758</b>	<b>\$ 2,301,975</b>	<b>\$ 200,532</b>

Grand Total All Debt			
FY	Total Paymt.	Principal	Interest
2018	\$ 8,138,134	\$ 4,731,365	\$ 3,406,769
2019	8,214,298	5,800,979	2,413,319
2020	8,229,913	6,516,994	1,712,919
2021	6,973,803	5,465,602	1,508,201
2022	6,781,951	5,440,322	1,341,629
2023	6,114,619	4,921,158	1,193,461
2024	6,080,369	5,057,111	1,023,258
2025	6,065,014	5,243,183	821,831
2026	5,778,500	5,150,000	628,500
2027	5,712,250	5,275,000	437,250
2028	5,737,000	5,500,000	237,000
2029	5,761,125	5,690,000	71,125
<b>TOTAL</b>	<b>\$ 79,586,976</b>	<b>\$ 64,791,714</b>	<b>\$ 14,795,262</b>

The 2013A, and the 2013B general obligation bonds were issued for \$37.2 million bond issue approved by voters in November 2012 to finance capital improvements such as technology and bus upgrades, various maintenance improvements, and equipment replacement. The 2007A, 2007B, 2009 May, a portion of the 2008 Construction bonds, and the 2010 bonds were all part issuances of the \$37.5 million bond issue approved by voters in 2006 to finance capital improvements such as technology and bus upgrades, various maintenance improvements, and equipment replacement. The General Fund obligations retired with operating dollars and each year, equal the transfer from the general fund to the debt service fund. The 2015 House Bill 264 Energy conservation loan and the 2005 Airport Authority Note were issued to in relation to HB 264 projects in which various controls and mechanical improvements are paid for up front through debt issuance and then related debt is then paid back through the cost savings from decreased energy consumption. The certificates of participation represent a financing arrangement for the WEC Administration Building, similar to a lease arrangement.

Worthington Schedule of Debt Requirements			
CY	Estimated Assessed Value	Debt Service Requirement	Estimated Required Millage
2018	\$2,003,047,165	\$6,959,838	3.58
2019	2,012,144,620	6,964,188	3.57
2020	2,021,321,730	6,536,576	3.33
2021	2,030,579,919	6,539,626	3.32
2022	2,039,920,648	5,873,650	2.97
2023	2,049,345,417	5,859,962	2.95
2024	2,058,855,766	5,855,150	2.93
2025	2,068,453,277	5,864,250	2.92
2026	2,078,139,574	5,817,750	2.89
2027	2,087,916,325	5,831,750	2.88
2028	2,097,785,242	5,832,250	2.87
2029	2,107,748,086	0	0.00
2030	2,117,806,663	0	0.00

## Permanent Improvements Fund

The PI Fund accounts for the acquisition, construction, or improvement of capital facilities as authorized by Section 5705 of Ohio Revised Code. The District has no ongoing permanent improvement levy in effect, so monies in this fund are the result of land sales and any house bill 264 energy conservation projects.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b><u>Revenues:</u></b>				
Miscellaneous	\$ 202,653	\$ -	\$ -	0%
<b>Total Revenues</b>	<b>202,653</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b><u>Expenditures:</u></b>				
Purchased Services	183,362	45,967	200,000	335%
Capital Outlay	76,121	-	575,000	100%
<b>Total Expenditures</b>	<b>259,483</b>	<b>45,967</b>	<b>775,000</b>	<b>1586%</b>
<b><u>Other Financing Sources (Uses):</u></b>				
Loan Proceeds	1,801,304	-	-	0%
Advance In	-	-	-	0%
Advance Out	(1,802,000)	-	-	0%
<b>Total Other Financing Sources (Uses)</b>	<b>(696)</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Change in Fund Balance</b>	<b>(57,526)</b>	<b>(45,967)</b>	<b>(775,000)</b>	
<b>Beginning Fund Balance</b>	<b>902,155</b>	<b>844,629</b>	<b>798,662</b>	
<b>Ending Fund Balance</b>	<b>\$ 844,629</b>	<b>\$ 798,662</b>	<b>\$ 23,662</b>	

There is no expected revenue for FY18 as the District has no PI Levy in effect. Loan proceeds were the result of the District performing a House Bill 264 energy conservation project in FY16, in which a loan from the Ohio Department of Development's energy loan fund was awarded and will be paid back through utility cost savings. FY16 other revenue resulted from energy rebates from utility providers related to the house bill project upgrades.

The District has no scheduled projects for FY17 that would utilize Permanent Improvement dollars. The remaining \$0.8 million is appropriated for warehouse rental expense, various potential energy efficiency upgrades and repairs, equipment, and other potential contingencies. Any major project would follow all applicable bidding requirements and be approved by the Board of Education.

## Building Fund and Capital Improvement Plan

The Building Fund records revenues and expenditures related to bond issues, the most recent approved by voters in November 2012 for facilities, transportation, and technology upgrades.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b><u>Revenues:</u></b>				
Interest	\$ 154,748	\$ 107,989	\$ 50,000	-54%
Miscellaneous	50,150	70,150	-	-100%
<b>Total Revenues</b>	<b>204,898</b>	<b>178,139</b>	<b>50,000</b>	<b>-72%</b>
<b><u>Expenditures:</u></b>				
Purchased Services	1,490,068	1,309,519	1,041,764	-20%
Supplies	19	-	81,479	100%
Capital Outlay	5,980,646	2,938,451	3,877,988	32%
Miscellaneous				
<b>Total Expenditures</b>	<b>7,470,733</b>	<b>4,247,970</b>	<b>5,001,231</b>	<b>18%</b>
<b>Net Change in Fund Balance</b>	<b>(7,265,835)</b>	<b>(4,069,831)</b>	<b>(4,951,231)</b>	
<b>Beginning Fund Balance</b>	<b>18,433,380</b>	<b>11,167,545</b>	<b>7,097,714</b>	
<b>Ending Fund Balance</b>	<b>\$ 11,167,545</b>	<b>\$ 7,097,714</b>	<b>\$ 2,146,483</b>	

<b>2012 Bond Issue Summary 7/1/17</b>			
	<u>Approved &amp; Issued</u>	<u>Expended &amp; Encumbered</u>	<u>Remaining</u>
Buses	\$ 2,276,222	\$ 2,129,807	\$ 146,415
Technology	10,512,120	8,519,005	1,993,115
Maintenance	23,402,616	21,243,994	2,158,622
Equipment	2,562,537	2,078,042	484,495
Contingency & Interest	2,315,068	-	2,315,068
<b>Total Available Fund Balance</b>	<b>\$ 41,068,562</b>	<b>\$ 33,970,848</b>	<b>\$ 7,097,714</b>

The bond issue totaled \$40 million, with an additional \$1,068,562 being generated in interest and project donations. All remaining funds are appropriated with the exception of \$2.1 million remaining in contingency funds and accumulated interest. See next page for long term capital plan update.

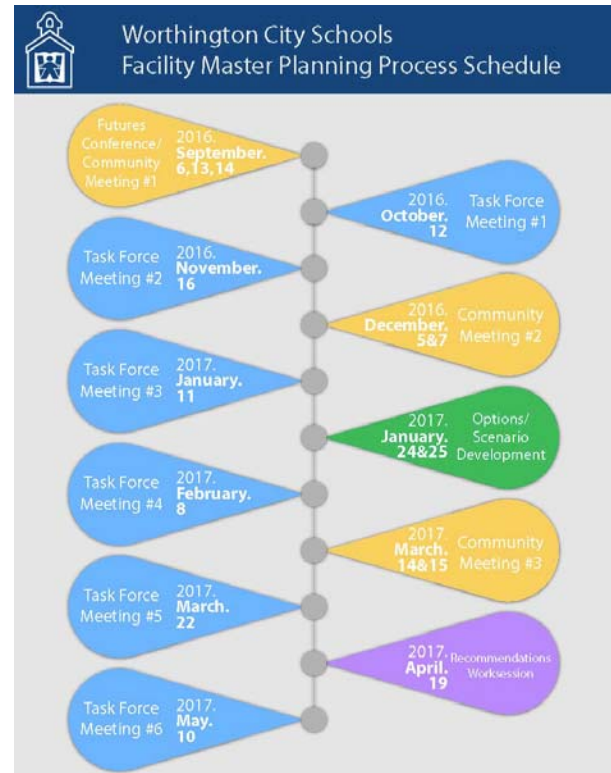
## Long Term Capital Plan – Master Facility Plan

Historically the District has passed a bond issue every five years to fund capital improvements, including busses, facility maintenance projects, technology, and instructional equipment. The last issue passed in 2012, totaling \$40 million, as outlined on the previous page, and has a balance remaining of \$7 million, the majority of which will be spent in the summer of 2017. Continuing that funding plan would mean the District would seek a new bond issue in 2017. However, the District is facing two major challenges: increased growth and aging facilities.

Our enrollment has grown over 400 students during the past five years and is projected to grow another 700 students in the next five years. This is creating capacity constraints at the elementary level which will soon move into the middle school level. Current elementary utilization is at 89%, causing many students to be sent to schools other than their home school. In the short term, we will be placing modular units at Worthington Hills Elementary and Colonial Hills Elementary, and also renting space from the city for Evening Street Elementary.

Our facilities, although maintained very well, are aging. Our newest buildings are approaching 25 years old. The Ohio Facility Construction Commission performed an assessment of each of our buildings and concluded that 12 of our 19 buildings are candidates for replacement based on cost metrics of renovating compared to replacing.

Both these factors led the District to develop a task force made up of community members and District leaders to engage stakeholders in series of meetings to help define our goal of delivering excellent schools at a good value. The chart to the right illustrates the schedule.



Two options were presented at the May 31, 2017 community meeting as a result of this process: one would keep the current configuration of elementary schools consisting of grades K-6, middle schools at 7-8, and high schools at 9-12, while the second option would shift 6<sup>th</sup> grade to the middle schools, making elementary K-5. Below is a summary of the options.

### K-6 : 7-8 Option

- Kilbourne MS becomes an elementary school
  - Consideration as District-wide elementary magnet.\*
  - 2 Middle Schools in the District
  - District-wide elementary utilization becomes 84% in SY 2020-21
  - District-wide middle school utilization becomes 89% in SY 2020-21
  - District stays a K-6, 7-8 grade configuration
  - Land will be required if New Elementary is needed in Phase II (Cost not included)
  - Will require boundary and/or feeder adjustments at all grade levels
  - Balances High School Enrollment
- Total estimated cost: \$166 million

### K-5 : 6-8 Option

- A new middle school is built. Site TBD
  - Land will be required for New Middle school (Cost not included)
  - 4 Middle Schools in the District
  - District-wide elementary utilization becomes 82% in SY 2020-21
  - District-wide middle school utilization becomes 85% in SY 2020-21
  - District changes to a K-5, 6-8 grade configuration
  - Will require feeder adjustments at most grade levels
  - Balances High School Enrollment
- Total estimated cost: \$167.2 million



## Long Term Capital Plan – Master Facility Plan

Both plans solve capacity by creating enough classroom space to accommodate projected enrollment, and both significantly improve the condition of our buildings. However, as discussed earlier, the District still needs to maintain its schedule of replacing four to five busses each year, keeping technology and instructional equipment current, and maintaining all other facilities that are not being replaced or renovated as part of the master plan, all of which have previously been funded through a bond issue. We estimate this cost to be around \$4-6 million annually, which would need added to the general operating fund, funded through the passage of a new permanent improvement levy, or part of the bond issue that funds the master facility plan.

Ohio law limits debt capacity to 9% of our total assessed property valuation, which for our District currently equates to \$165 million. Taking into account existing outstanding debt of \$65 million, we are left with additional debt capacity of \$100 million. As the chart illustrates, if our assessed valuation increases and our existing debt is paid off, we would gain additional capacity over time, but approximately \$100 million is our current limit.

<b><u>Worthington Schedule of Debt Requirements</u></b>			
<b>CY</b>	<b><u>Estimated Assessed Value</u></b>	<b><u>Debt Service Requirement</u></b>	<b><u>Estimated Required Millage</u></b>
<b>2018</b>	\$2,003,047,165	\$6,959,838	3.58
<b>2019</b>	2,012,144,620	6,964,188	3.57
<b>2020</b>	2,021,321,730	6,536,576	3.33
<b>2021</b>	2,030,579,919	6,539,626	3.32
<b>2022</b>	2,039,920,648	5,873,650	2.97
<b>2023</b>	2,049,345,417	5,859,962	2.95
<b>2024</b>	2,058,855,766	5,855,150	2.93
<b>2025</b>	2,068,453,277	5,864,250	2.92
<b>2026</b>	2,078,139,574	5,817,750	2.89
<b>2027</b>	2,087,916,325	5,831,750	2.88
<b>2028</b>	2,097,785,242	5,832,250	2.87
<b>2029</b>	2,107,748,086	0	0.00
<b>2030</b>	2,117,806,663	0	0.00

The District will gather community feedback during the summer surrounding these two options, as well as the information presented on existing capital needs and debt capacity, and the task force will make a final review of the recommendations for board presentation this summer. Further information can be found on the District's master facility plan process webpage: <https://www.worthington.k12.oh.us/Domain/989>



## Food Service Fund

The Food Service Fund accounts for all of the breakfast and lunch activities of the District. Revenues include fees from lunches as well as federal and state grants. The program provided over 926,000 meals last year, with over 50% of those that were free or reduced price for disadvantaged children.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Interest Income	\$ 3,736	\$ 8,257	\$ 9,000	9%
Food Service Sales	1,859,699	2,021,975	1,965,000	-3%
Intergovernmental	1,425,225	1,504,828	1,495,800	-1%
<b>Total Revenues</b>	<b>3,288,660</b>	<b>3,535,060</b>	<b>3,469,800</b>	<b>-2%</b>
<b><u>Expenditures:</u></b>				
Salaries	1,203,740	1,272,792	1,345,000	6%
Benefits	655,925	667,694	730,000	9%
Purchased Services	22,324	24,060	35,000	45%
Supplies	1,075,975	1,169,074	1,325,000	13%
Capital Outlay	-	-	25,000	100%
<b>Total Expenditures</b>	<b>2,957,964</b>	<b>3,133,620</b>	<b>3,460,000</b>	<b>10%</b>
<b><u>Other Financing Sources (Uses):</u></b>				
Transfers In	-	-	-	0%
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Change in Fund Balance</b>	<b>330,696</b>	<b>401,440</b>	<b>9,800</b>	
<b>Beginning Fund Balance</b>	<b>408,123</b>	<b>738,819</b>	<b>1,140,259</b>	
<b>Ending Fund Balance</b>	<b>\$ 738,819</b>	<b>\$ 1,140,259</b>	<b>\$ 1,150,059</b>	

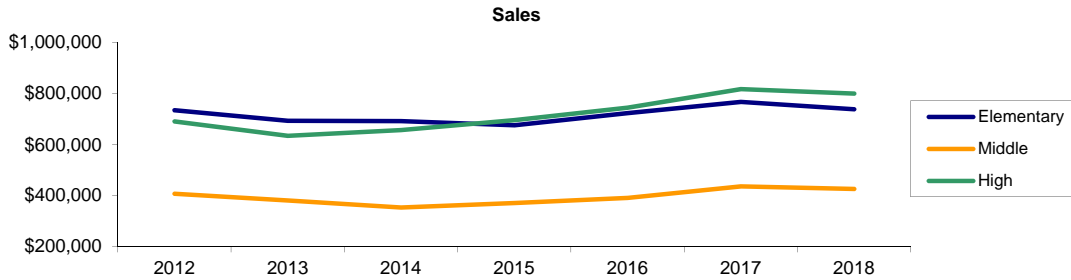
Total revenue is budgeted to decrease by 2%. This is a conservative estimate, since FY17 was much higher than recent years, but our hope is that revenues will continue at that level. Appropriations were increased in order to meet expected increases in salaries, benefits and food costs. Although no increase in staff is expected at this time, a small amount has been budgeted in Salaries and Benefits to accommodate the expanded summer food program that now includes Phoenix Middle school as well as Worthington Estates. This program provides free meals for all eligible children with the entire cost being reimbursed by the federal government.

### Goals

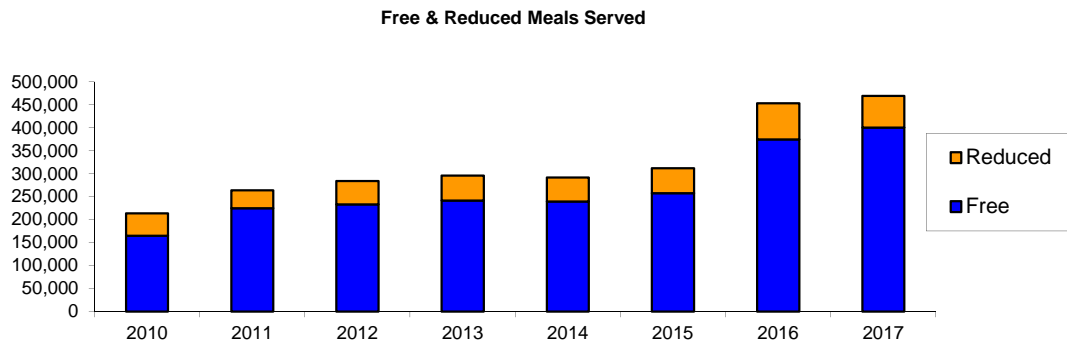
- > Encourage students to form healthy eating habits by providing healthy, nutritious meals in a pleasant cafeteria setting
- > Continue to utilize software that creates online menus, specific nutrition information of menu items and a Smartphone menu app
- > Offer local apples and peaches with student breakfast and lunch
- > Continue to partner with the Worthington Food Pantry. Various schools donate unopened milk, cheese and yogurt to the pantry

## Revenues

Sales are the major source of revenue and are expected to slightly decrease for 2018. The District has experienced recent increasing sales in recent years as a result of the work by the food service employees. The supervisor and cooks will continue to research and monitor student behavior in an effort to maintain/increase participation in the program.



Intergovernmental revenue consists of reimbursement from the state and federal government for serving free and reduced priced lunch to economically disadvantaged children. These revenues are expected to remain flat the number of free and reduced eligible children residing in the District and participating in this program.



## Expenditures

Salaries and benefits represent 60% of the program's budget, which includes 1 Coordinator, 12.25 Cook/Managers, 25.9 workers, and 1.07 clerical FTE. Benefits are projected to increase 9% mainly due to a projected increase in health insurance premiums in January 2018, increasing surcharge retirement costs for workers, and wage increases resulting in increases in retirement and other benefit increases.

Food supplies is the other major expenditure category. The District purchases food off various competitively bid contracts through alliances to keep costs as low as possible. The 2018 budget allows for a 13% increase in food costs as additional healthily options will be offered in FY18. The budget also includes \$25,000 in capital outlay for any equipment needs.



## Other Local Sources Fund

The Other Local Sources Fund is used to account for specific local revenue sources received from various contributors that are restricted to expenditures for specified purposes approved by board resolution. Such expenditures generally include community services and scholarships.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Interest Income	\$ 280	\$ 294	\$ 251	-15%
Miscellaneous	3,250	2,250	3,000	33%
<b>Total Revenues</b>	<b>3,530</b>	<b>2,544</b>	<b>3,251</b>	<b>28%</b>
<b><u>Expenditures:</u></b>				
Miscellaneous	5,050	5,550	5,220	-6%
<b>Total Expenditures</b>	<b>5,050</b>	<b>5,550</b>	<b>5,220</b>	<b>-6%</b>
<b>Net Change in Fund Balance</b>	<b>(1,520)</b>	<b>(3,006)</b>	<b>(1,969)</b>	
<b>Beginning Fund Balance</b>	<b>31,829</b>	<b>30,309</b>	<b>27,303</b>	
<b>Ending Fund Balance</b>	<b>\$ 30,309</b>	<b>\$ 27,303</b>	<b>\$ 25,334</b>	

The proposed 2018 budget is \$5,220. Amounts will be used to fund community scholarships.

## Uniform School Supplies Fund

The Uniform School Supplies Fund accounts for student fees that are charged for various high school and middle school courses and at the elementaries based on grade level. These fees are established by the Board annually. The purpose of the fees are to help cover the cost of consumable supplies used in the classroom such as art supplies, workbooks, paper, etc.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Student Fees	\$ 375,038	\$ 362,834	\$ 366,040	1%
<b>Total Revenues</b>	<b>375,038</b>	<b>362,834</b>	<b>366,040</b>	<b>1%</b>
<b><u>Expenditures:</u></b>				
Supplies	352,312	393,692	437,035	11%
<b>Total Expenditures</b>	<b>352,312</b>	<b>393,692</b>	<b>437,035</b>	<b>11%</b>
<b>Net Change in Fund Balance</b>	<b>22,726</b>	<b>(30,858)</b>	<b>(70,995)</b>	
<b>Beginning Fund Balance</b>	<b>79,212</b>	<b>101,938</b>	<b>71,080</b>	
<b>Ending Fund Balance</b>	<b>\$ 101,938</b>	<b>\$ 71,080</b>	<b>\$ 85</b>	

The proposed 2018 budget is \$437,035 and reflects the spending down of fund balance.

Fees are to remain consistent with 2017. The small increase in revenue is due to expected enrollment growth. The District's online fee payment system allows parents more options to pay outstanding fees.

## Special Rotary Fund

The Special Rotary Fund accounts for the income and expenditures in conjunction with supplemental (after school) education classes, a life enrichment program, and facility rentals. In addition, the district operates a special education preschool program. Tuition is not charged to eligible special needs students, but some regular education students attend and are charged tuition, accounted for in this fund and used to purchase supplies and materials. All personnel are funded through the general fund.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b><u>Revenues:</u></b>				
Fees	\$ 108,727	\$ 139,001	\$ 115,000	-17%
Rentals	404,127	313,191	385,000	23%
Miscellaneous	19,462	17,219	16,500	-4%
<b>Total Revenues</b>	<b>532,316</b>	<b>469,411</b>	<b>516,500</b>	<b>10%</b>
<b><u>Expenditures:</u></b>				
Salaries	32,755	27,764	42,000	51%
Benefits	5,304	4,495	6,825	52%
Purchased Services	40,287	90,551	911,800	907%
Supplies	69,588	80,805	142,000	76%
Capital Outlay	74,945	44,292	1,355,000	2959%
Miscellaneous	-	1,000	2,000	100%
<b>Total Expenditures</b>	<b>222,879</b>	<b>248,907</b>	<b>2,459,625</b>	<b>888%</b>
<b>Net Change in Fund Balance</b>	<b>309,437</b>	<b>220,504</b>	<b>(1,943,125)</b>	
<b>Beginning Fund Balance</b>	<b>2,549,829</b>	<b>2,859,266</b>	<b>3,079,770</b>	
<b>Ending Fund Balance</b>	<b>\$ 2,859,266</b>	<b>\$ 3,079,770</b>	<b>\$ 1,136,645</b>	

Approximately \$2.8 million of the cash balance is related to facility rental fees collected over the years, with \$2.1 million of those funds being appropriated to cover any unanticipated expenditures that may arise, as well as custodial costs related to those rentals. Any major projects would follow the normal bidding and approval process.

## Public School Support Fund

The Public School Support Fund is used for the proceeds of specific revenue sources, except for state and federal grants, that are legally restricted to expenditures for specified purposes. An example is a building specific principal's fund. Most commonly buildings will use these funds for staff development, classroom resources, or student activities. In addition, this fund rental income from towers leased to communications companies.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b><u>Revenues:</u></b>				
Tuition, Charges, and Fees	\$ 182,672	\$ 199,650	\$ 197,438	-1%
Donations and Other	369,395	361,770	276,606	-24%
<b>Total Revenues</b>	<b>552,067</b>	<b>561,420</b>	<b>474,044</b>	<b>-16%</b>
<b><u>Expenditures:</u></b>				
Salaries	12,500	14,059	13,200	-6%
Benefits	2,093	2,231	2,145	-4%
Purchased Services	261,096	258,919	520,092	101%
Supplies	130,938	153,626	233,811	52%
Capital Outlay	274,772	81,242	236,550	191%
Miscellaneous	-	-	-	0%
<b>Total Expenditures</b>	<b>681,399</b>	<b>510,077</b>	<b>1,005,798</b>	<b>97%</b>
<b>Net Change in Fund Balance</b>	<b>(129,332)</b>	<b>51,343</b>	<b>(531,754)</b>	
<b>Beginning Fund Balance</b>	<b>722,349</b>	<b>593,017</b>	<b>644,360</b>	
<b>Ending Fund Balance</b>	<b>\$ 593,017</b>	<b>\$ 644,360</b>	<b>\$ 112,606</b>	

Donations are conservatively budgeted since they vary from year to year.

The majority of this fund is related to building principal funds, staff funds, and library funds to account for book fairs and fines. The proposed 2018 budget is \$1,005,798 and reflects the spending down of fund balances.

## Other Local Grants Fund

The Other Local Grants Fund is used to account for specific local revenue sources other than taxes that are restricted to expenditures for specified purposes approved by board resolution.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b><u>Revenues:</u></b>				
Fees	\$ -	\$ 1,805	\$ -	-100%
Local Grants	44,525	39,046	1,500	-96%
<b>Total Revenues</b>	<b>44,525</b>	<b>40,851</b>	<b>1,500</b>	<b>-96%</b>
<b><u>Expenditures:</u></b>				
Purchased Services	26,015	3,541	2,348	-34%
Supplies	19,914	7,710	28,933	275%
Capital Outlay	-	-	-	0%
Miscellaneous	-	3,150	155	-95%
<b>Total Expenditures</b>	<b>45,929</b>	<b>14,401</b>	<b>31,436</b>	<b>118%</b>
<b><u>Other Financing Sources (Uses):</u></b>				
Advance In	3,000	-	-	0%
Advance Out	-	(3,000)	-	-100%
<b>Total Other Financing Sources (Uses)</b>	<b>3,000</b>	<b>(3,000)</b>	<b>-</b>	<b>-100%</b>
<b>Net Change in Fund Balance</b>	<b>1,596</b>	<b>23,450</b>	<b>(29,936)</b>	
<b>Beginning Fund Balance</b>	<b>4,890</b>	<b>6,486</b>	<b>29,936</b>	
<b>Ending Fund Balance</b>	<b>\$ 6,486</b>	<b>\$ 29,936</b>	<b>\$ -</b>	

The 2018 budget includes the remaining balances of Project More, School Counselor grant, and the Worthington Education Foundation Big Idea grant awarded to Sutter Park preschool. The District was awarded an anti-bullying grant in the amount of \$1000 for fiscal year 2018, the only known local grant at this time.

## District Managed Activities Fund

The District Managed Student Activities Fund accounts for athletics and other extracurricular activities of the District. Revenues include gate receipts, fees, and booster donations. Expenses include equipment, entry fees, and supplies. Coaches, athletic directors, and advisors are paid from the general fund, which gets a portion of all athletic participation fees.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Admissions/Entry Fees	\$ 513,304	\$ 520,900	\$ 561,470	8%
Participation Dues and Fees	133,133	208,636	211,900	2%
Other	28,695	17,024	26,505	56%
<b>Total Revenues</b>	<b>675,132</b>	<b>746,560</b>	<b>799,875</b>	<b>7%</b>
<b><u>Expenditures:</u></b>				
Salaries	37,346	39,092	45,850	17%
Benefits	5,990	6,332	3,728	-41%
Purchased Services	291,864	332,061	442,471	33%
Supplies	186,063	186,399	380,069	104%
Capital Outlay	20,874	91,564	115,654	26%
Miscellaneous (Dues & Fees)	44,819	47,027	52,931	13%
<b>Total Expenditures</b>	<b>586,956</b>	<b>702,475</b>	<b>1,040,703</b>	<b>48%</b>
<b>Net Change in Fund Balance</b>	<b>88,176</b>	<b>44,085</b>	<b>(240,828)</b>	
<b>Beginning Fund Balance</b>	<b>268,802</b>	<b>356,978</b>	<b>401,063</b>	
<b>Ending Fund Balance</b>	<b>\$ 356,978</b>	<b>\$ 401,063</b>	<b>\$ 160,235</b>	

Participation fee rates were adjusted as of July 1, 2016 from 50/50 split with the general fund to 70/30 resulting in an increase of fee revenue. Admission prices at the high school for FY18 will increase \$1.00 to be comparable to surrounding districts and conference, but middle school prices will remain the same. The decrease in total projected admission/entry fees is due to the District hosting several post season events that may not occur again in FY18.

Salaries and Benefits represent the cost of employees working at athletic events during the year. Salaries for coaches are paid through the general fund. The increase in purchased services, supplies and capital outlay is a result of spending down balances in FY18.

## Auxiliary Services Fund

The Auxiliary Services Fund accounts for funds provided by the State of Ohio that flow to private schools within the District's boundaries. For the FY18 budget year, these include St. Michaels, Worthington Christian, Smokey Row Children's Center, and Worthington Adventist Academy, the same schools as the prior year.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 982,499	\$ 2,964	\$ 2,550	-14%
Interest	1,996	1,003,534	1,010,000	1%
<b>Total Revenues</b>	<b>984,495</b>	<b>1,006,498</b>	<b>1,012,550</b>	<b>1%</b>
<b><u>Expenditures:</u></b>				
Salaries	237,703	327,957	536,730	64%
Benefits	59,293	101,641	172,697	70%
Purchased Services	261,714	191,314	143,577	-25%
Supplies	168,193	283,527	154,466	-46%
Capital Outlay	68,600	131,402	90,843	-31%
Miscellaneous	15,419	30,386	74,385	145%
<b>Total Expenditures</b>	<b>810,922</b>	<b>1,066,227</b>	<b>1,172,698</b>	<b>10%</b>
<b>Net Change in Fund Balance</b>	<b>173,573</b>	<b>(59,729)</b>	<b>(160,148)</b>	
<b>Beginning Fund Balance</b>	<b>46,304</b>	<b>219,877</b>	<b>160,148</b>	
<b>Ending Fund Balance</b>	<b>\$ 219,877</b>	<b>\$ 160,148</b>	<b>\$ -</b>	

Funds are allocated to the non-public entities based on a per pupil amount, and the total allocation is expected to remain consistent depending on enrollment at the non-public school.

### Budget Highlights

- > 8.57 FTE are projected to be funded through this grant including secretarial, intervention, and related service providers.
- > Allowable expenditures include secular textbooks, technology, and equipment, nursing and intervention services.

## Data Communications Support Fund

The Data Communications Support Fund is used to account for a state grant to supplement the costs associated with the Ohio Educational Computer Network connection. Funding is provided on a per building basis and is anticipated to remain consistent at \$1,800 per building.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 30,600	\$ 30,600	\$ 30,600	0%
<b>Total Revenues</b>	<b>30,600</b>	<b>30,600</b>	<b>30,600</b>	<b>0%</b>
<b><u>Expenditures:</u></b>				
Purchased Services	30,600	30,600	30,600	0%
<b>Total Expenditures</b>	<b>30,600</b>	<b>30,600</b>	<b>30,600</b>	<b>0%</b>
<b>Net Change in Fund Balance</b>	-	-	-	
<b>Beginning Fund Balance</b>	-	-	-	
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

Funds are used to help offset general operating costs of providing data connection at each building.



## Straight A Fund

The Straight A Fund is used to account for state grants to help Ohio schools launch creative new ideas for improving education. The District has partnered with the Educational Service Center of Central Ohio and Mentor Exempted Village School District. The District accounts for its share of the grant awards in this fund.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 91,524	\$ 22,132	\$ 28,113	27%
<b>Total Revenues</b>	<b>91,524</b>	<b>22,132</b>	<b>28,113</b>	<b>27%</b>
<b><u>Expenditures:</u></b>				
Salaries	-	18,870	12,870	-32%
Benefits	-	3,007	2,091	-30%
Purchased Services	31,487	7,598	2,269	-70%
Supplies	-	3,027	-	-100%
Capital Outlay	36,800	-	-	0%
<b>Total Expenditures</b>	<b>68,287</b>	<b>32,502</b>	<b>17,230</b>	<b>-47%</b>
<b><u>Other Financing Sources (Uses):</u></b>				
Advance In	600	10,900	-	-100%
Advance Out	(24,000)	(600)	(10,900)	1717%
<b>Total Other Financing Sources (Uses)</b>	<b>(23,400)</b>	<b>10,300</b>	<b>(10,900)</b>	<b>-206%</b>
<b>Net Change in Fund Balance</b>	<b>(163)</b>	<b>(70)</b>	<b>(17)</b>	
<b>Beginning Fund Balance</b>	<b>250</b>	<b>87</b>	<b>17</b>	
<b>Ending Fund Balance</b>	<b>\$ 87</b>	<b>\$ 17</b>	<b>\$ -</b>	

The first grant with Educational Service Center of Central Ohio is titled "DataStrong: Stretch and Match" and occurred in both FY15 and FY16. It is led by Battelle for Kids with a focus on creating and utilizing data reports to help schools maximize their impact. We have recorded \$45,000 in revenues and expenses for this grant related to use of our student information system as well as salary costs for staff time devoted to the project.

The second grant is a partnership with several districts, led by Mentor Exempted Village School District and Battelle for Kids, and involves teachers creating problem based learning modules for 7th and 8th grade students. These modules will be created evaluated and then published by September 2017.

No future straight A grants are projected at this time.

## Other Miscellaneous State Grant Funds

This fund is used to account for various minor state grants that are periodically awarded and not classified elsewhere under major state funds.

	2015-16 Actual	2016-17 Actual	2017-18 Proposed Budget	% Change
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 27,490	\$ 29,176	\$ 30,654	5%
<b>Total Revenues</b>	<b>27,490</b>	<b>29,176</b>	<b>30,654</b>	<b>5%</b>
<b><u>Expenditures:</u></b>				
Salaries	22,728	22,708	26,058	15%
Benefits	3,758	3,758	4,235	13%
Purchased Services	181	198	266	34%
Supplies	341	3,018	655	-78%
<b>Total Expenditures</b>	<b>27,008</b>	<b>29,682</b>	<b>31,214</b>	<b>5%</b>
<b>Net Change in Fund Balance</b>	<b>482</b>	<b>(506)</b>	<b>(560)</b>	
<b>Beginning Fund Balance</b>	<b>584</b>	<b>1,066</b>	<b>560</b>	
<b>Ending Fund Balance</b>	<b>\$ 1,066</b>	<b>\$ 560</b>	<b>\$ -</b>	

The School Psychologist Intern Grant is expected to be awarded again for FY18 in the amount of \$27,288 and will pay salary and benefits of the District's intern, consistent with prior years.

## Special Education IDEA Grant Fund

This is a federal grant fund provided to assist in the identification of handicapped children, development of procedural safeguards, implementation of least restrictive alternative service patterns, and provision of full educational opportunities to handicapped children. Common uses are for psychology, speech, hearing, and instructional assistance services.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 1,716,610	\$ 1,776,329	\$ 2,200,942	24%
<b>Total Revenues</b>	<b>1,716,610</b>	<b>1,776,329</b>	<b>2,200,942</b>	<b>24%</b>
<b><u>Expenditures:</u></b>				
Salaries	1,240,503	1,342,933	1,598,232	19%
Benefits	448,862	448,176	506,588	13%
Purchased Services	-	11,370	23,652	108%
Supplies	8,448	9,772	46,300	374%
Capital Outlay	(34)	1,881	41,119	2086%
<b>Total Expenditures</b>	<b>1,697,779</b>	<b>1,814,132</b>	<b>2,215,891</b>	<b>22%</b>
<b><u>Other Financing Sources (Uses):</u></b>				
Advances In	-	6,500	-	-100%
Advances Out	-	-	(6,500)	100%
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>6,500</b>	<b>(6,500)</b>	<b>0%</b>
<b>Net Change in Fund Balance</b>	<b>18,831</b>	<b>(31,303)</b>	<b>(21,449)</b>	
<b>Beginning Fund Balance</b>	<b>33,921</b>	<b>52,752</b>	<b>21,449</b>	
<b>Ending Fund Balance</b>	<b>\$ 52,752</b>	<b>\$ 21,449</b>	<b>\$ -</b>	

### Budget Highlights

- > Allocation from the US Department of Education is expected to remain consistent with prior years. The increase in revenue is the result of the carryover of unspent grant proceeds in FY17.
- > 13.0 intervention specialists, 2.6 occupational therapists, 0.5 autism facilitator, 1.0 adaptive physical education specialist, 1.0 speech therapist, 2.19 attendants, and 1.0 instructional coach are budgeted to be paid out of this fund, in addition to the non-public allocation which funds .2 FTE, a therapist, at St Michaels.
- > Supplies and capital outlay are purchased for use by special education students.

## Vocational Education Grant Fund

This is a federal grant fund used to account for funds related to the Carl D Perkins Vocational and Applied Technology Act of 1990. Common uses of funds include supplies for applied technology courses, stipends and training for teachers.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 41,765	\$ 36,108	\$ 42,096	17%
<b>Total Revenues</b>	<b>41,765</b>	<b>36,108</b>	<b>42,096</b>	<b>17%</b>
<b><u>Expenditures:</u></b>				
Salaries	1,523	1,873	1,978	6%
Benefits	133	211	425	101%
Purchased Services	13,298	12,515	21,750	74%
Supplies	9,059	8,146	3,691	-55%
Capital Outlay	11,417	13,200	14,479	10%
<b>Total Expenditures</b>	<b>35,430</b>	<b>35,945</b>	<b>42,323</b>	<b>18%</b>
<b><u>Other Financing Sources (Uses):</u></b>				
Advances In	-	-	-	0%
Advances Out	(7,000)	-	-	0%
<b>Total Other Financing Sources (Uses)</b>	<b>(7,000)</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Change in Fund Balance</b>	<b>(665)</b>	<b>163</b>	<b>(227)</b>	
<b>Beginning Fund Balance</b>	<b>729</b>	<b>64</b>	<b>227</b>	
<b>Ending Fund Balance</b>	<b>\$ 64</b>	<b>\$ 227</b>	<b>\$ -</b>	

### Budget Highlights

- > Allocation from the US Department of Education is expected to remain consistent with prior years. The increase in revenue is the result of the carryover of unspent grant proceeds in FY17.
- > \$9,200 budgeted to provide ongoing engineering training for Project Lead the Way instructors
- > \$13,340 budgeted for supplies and licensing for project lead the way
- > \$5,000 budgeted for transportation for service learning projects and career vocational visits

## Title III Limited English Proficiency Grant Fund

This federal grant fund is used to provide instructional programs and enhancements for english language learners. It is targeted at those students whose primary language at home is not English.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 105,865	\$ 101,013	\$ 146,881	45%
<b>Total Revenues</b>	<b>105,865</b>	<b>101,013</b>	<b>146,881</b>	<b>45%</b>
<b><u>Expenditures:</u></b>				
Salaries	50,779	51,710	65,278	26%
Benefits	48,850	31,781	43,802	38%
Purchased Services	335	5,750	4,500	-22%
Supplies	1,036	31,759	14,982	-53%
Capital Outlay	-	-	18,400	100%
<b>Total Expenditures</b>	<b>101,000</b>	<b>121,000</b>	<b>146,962</b>	<b>21%</b>
<b><u>Other Financing Sources (Uses):</u></b>				
Advances In	-	18,400	-	-100%
Advances Out	(3,300)	-	-	0%
<b>Total Other Financing Sources (Uses)</b>	<b>(3,300)</b>	<b>18,400</b>	<b>-</b>	<b>-100%</b>
<b>Net Change in Fund Balance</b>	<b>1,565</b>	<b>(1,587)</b>	<b>(81)</b>	
<b>Beginning Fund Balance</b>	<b>103</b>	<b>1,668</b>	<b>81</b>	
<b>Ending Fund Balance</b>	<b>\$ 1,668</b>	<b>\$ 81</b>	<b>\$ -</b>	

### Budget Highlights

- > Allocation from the US Department of Education is expected to remain consistent with prior years. The increase in revenue is the result of the carryover of unspent grant proceeds in FY17.
- > 1.5 FTE Bilingual Assistants are funded through this grant, along with supplies for English Language Learners.

## Title I Economically Disadvantaged Pupils Grant Fund

This is a federal grant fund that provides additional assistance to districts to help low income students meet the challenging state content standards that all children are expected to meet. It is designed to help close the achievement gap between high income and low income students.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 876,371	\$ 836,471	\$ 1,003,856	20%
<b>Total Revenues</b>	<b>876,371</b>	<b>836,471</b>	<b>1,003,856</b>	<b>20%</b>
<b><u>Expenditures:</u></b>				
Salaries	622,501	626,240	735,168	17%
Benefits	218,976	211,588	255,438	21%
Purchased Services	2,000	19,787	-	-100%
Supplies	25,703	-	17,985	100%
Capital Outlay	364	-	-	0%
<b>Total Expenditures</b>	<b>869,544</b>	<b>857,615</b>	<b>1,008,591</b>	<b>18%</b>
<b>Net Change in Fund Balance</b>	<b>6,827</b>	<b>(21,144)</b>	<b>(4,735)</b>	
<b>Beginning Fund Balance</b>	<b>19,052</b>	<b>25,879</b>	<b>4,735</b>	
<b>Ending Fund Balance</b>	<b>\$ 25,879</b>	<b>\$ 4,735</b>	<b>\$ -</b>	

### Budget Highlights

- > Allocation from the US Department of Education is expected to remain consistent with prior years. The increase in revenue is the result of the carryover of unspent grant proceeds in FY17.
- > 8.5 FTE teachers were funded through this grant

## Special Education Preschool Grant Fund

This is a federal grant fund used to address the improvement and expansion of services for handicapped children ages 3 through 5.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 25,196	\$ 24,150	\$ 32,240	33%
<b>Total Revenues</b>	<b>25,196</b>	<b>24,150</b>	<b>32,240</b>	<b>33%</b>
<b><u>Expenditures:</u></b>				
Salaries	16,807	17,287	22,343	29%
Benefits	8,071	7,517	9,944	32%
<b>Total Expenditures</b>	<b>24,878</b>	<b>24,804</b>	<b>32,287</b>	<b>30%</b>
<b>Net Change in Fund Balance</b>	<b>318</b>	<b>(654)</b>	<b>(47)</b>	
<b>Beginning Fund Balance</b>	<b>383</b>	<b>701</b>	<b>47</b>	
<b>Ending Fund Balance</b>	<b>\$ 701</b>	<b>\$ 47</b>	<b>\$ -</b>	

### Budget Highlights

- > Allocation from the US Department of Education is expected to remain consistent with prior years. The increase in revenue is the result of the carryover of unspent grant proceeds in FY17.
- > 0.51 FTE preschool aide is funded through this grant.

## Title II-A Improving Teacher Quality Grant Fund

This federal grant program is designed to improve teacher quality by increasing the number of highly qualified teachers in the District.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b><u>Revenues:</u></b>				
Intergovernmental	\$ 157,706	\$ 143,541	\$ 164,737	15%
<b>Total Revenues</b>	<b>157,706</b>	<b>143,541</b>	<b>164,737</b>	<b>15%</b>
<b><u>Expenditures:</u></b>				
Salaries	109,994	82,979	69,600	-16%
Benefits	28,737	14,513	11,353	-22%
Purchased Services	9,969	61,831	74,197	20%
Supplies	1,508	1,177	2,619	123%
<b>Total Expenditures</b>	<b>150,208</b>	<b>160,500</b>	<b>157,769</b>	<b>-2%</b>
<b><u>Other Financing Sources (Uses):</u></b>				
Advances In	-	7,000	-	-100%
Advances Out	-	-	(7,000)	100%
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>7,000</b>	<b>(7,000)</b>	<b>-200%</b>
<b>Net Change in Fund Balance</b>	<b>7,498</b>	<b>(9,959)</b>	<b>(32)</b>	
<b>Beginning Fund Balance</b>	<b>2,493</b>	<b>9,991</b>	<b>32</b>	
<b>Ending Fund Balance</b>	<b>\$ 9,991</b>	<b>\$ 32</b>	<b>\$ -</b>	

### Budget Highlights

- > Allocation from the US Department of Education is expected to remain consistent with prior years. The increase in revenue is the result of the carryover of unspent grant proceeds in FY17.
- > \$65,000 for a consultant for professional development training
- > Stipends are funded to provide building leadership team leaders which support teacher PD at the building level
- > Non Public allocations are used by those buildings for non-religious PD services.



## Other Miscellaneous Federal Grant Funds

This fund is used to account for various minor federal grants that are periodically awarded and not classified elsewhere under major federal funds. The District received a smarter lunchroom grant in FY16. In FY17, the District was awarded a Buckeye healthy school lunch challenge grant of \$1000 for educational materials surrounding healthy eating habits.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<u>2017-18 Proposed Budget</u>	<u>% Change</u>
<b>Revenues:</b>				
Intergovernmental	\$ 578	\$ 1,000	\$ -	-100%
<b>Total Revenues</b>	<b>578</b>	<b>1,000</b>	<b>-</b>	<b>-100%</b>
<b>Expenditures:</b>				
Purchased Services	578	1,000	-	-100%
<b>Total Expenditures</b>	<b>578</b>	<b>1,000</b>	<b>-</b>	<b>-100%</b>
<b>Net Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

### Budget Highlights

> There is no anticipated grant in FY18 at this time.

## Intra-District Services Fund

This fund is used to account for the District's copy center fund as well as the K+ program the District operates.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Tuition	\$ 1,015,597	\$ 1,029,388	\$ 1,027,400	0%
Charges for Services	848,147	710,160	730,000	3%
<b>Total Revenues</b>	<b>1,863,744</b>	<b>1,739,548</b>	<b>1,757,400</b>	<b>1%</b>
<b><u>Expenditures:</u></b>				
Salaries	789,217	813,231	858,682	6%
Benefits	315,882	320,300	345,079	8%
Purchased Services	172,172	103,458	184,200	78%
Supplies	259,298	263,012	310,500	18%
Capital Outlay	15,391	2,984	50,000	1576%
<b>Total Expenditures</b>	<b>1,551,960</b>	<b>1,502,985</b>	<b>1,748,461</b>	<b>16%</b>
<b>Net Change in Fund Balance</b>	<b>311,784</b>	<b>236,563</b>	<b>8,939</b>	
<b>Beginning Fund Balance</b>	<b>513,136</b>	<b>824,920</b>	<b>1,061,483</b>	
<b>Ending Fund Balance</b>	<b>\$ 824,920</b>	<b>\$ 1,061,483</b>	<b>\$ 1,070,422</b>	

Timing of internal bill payments also creates variance in annual revenue. Fund balance is used every three to five years to replace copiers.

### Budget Highlights

- > Salaries include 10.5 FTE K+ teachers to cover anticipated participation in the program for 2018
- > Salaries also include 2 FTE copy center operators.
- > Purchased services and supplies are all related to copy center and include toner, ink, paper, and maintenance agreements. Increase due to appropriating available balances if needed for replacement equipment
- > Tuition is set at \$330 per month for FY18, no change from FY17, which is anticipated to cover the cost of the all day kindergarten program.

## Workers Compensation Self-Insurance Fund

The District became self-insured for workers compensation on August 1, 2009. Board paid premium's are established and deposited into this fund from the fund in which the employee is paid. A third party administers claims and stop loss insurance coverage is purchased. The administrator in charge of insurance is paid from this fund as well.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Charges for Services	\$ 621,594	\$ 648,511	\$ 658,000	1%
Investment Income	10,091	11,516	12,000	4%
<b>Total Revenues</b>	<b>631,685</b>	<b>660,027</b>	<b>670,000</b>	<b>2%</b>
<b><u>Expenditures:</u></b>				
Salaries	74,785	75,885	77,800	3%
Benefits	42,041	41,061	42,345	3%
Third Party Administrator	103,948	60,668	125,000	106%
Claims	75,180	90,591	359,855	297%
Stop Loss/Other	43,260	44,344	55,000	24%
<b>Total Expenditures</b>	<b>339,214</b>	<b>312,549</b>	<b>660,000</b>	<b>111%</b>
<b>Net Change in Fund Balance</b>	<b>292,471</b>	<b>347,478</b>	<b>10,000</b>	
<b>Beginning Fund Balance</b>	<b>1,071,107</b>	<b>1,363,578</b>	<b>1,711,056</b>	
<b>Ending Fund Balance</b>	<b>\$ 1,363,578</b>	<b>\$ 1,711,056</b>	<b>\$ 1,721,056</b>	

### 2018 Goals

- > Maintain quality programs to prevent/reduce claims including a comprehensive safety program
- > Minimize future rate increases by maintaining a sufficient reserve to cover 3 catastrophic claims equal to \$1.2 million

### Budget Highlights

- > Revenue increase due to salary increases (charge to remain consistent at 0.8% of payroll)
- > TPA budget includes \$30,000 for claims processing, \$25,000 for legal services, \$ 10,000 for safety program activities, and \$50,000 to Ohio Bureau of Workers Comp for tail claims and other mandates. The increase is due to a delay in billing tail claims that will be paid in 2018.
- > Stop loss insurance renewal is budgeted at \$55,000, with a \$400,000 retention.
- > Salaries and benefits include a portion of the administrator overseeing the program
- > \$359,855 is appropriated for claims in case of high volume, but we anticipate consistent levels from prior year.

## Medical Self-Insurance Fund

The District became self-insured for health insurance on January 1, 2014. Board paid premium's are established and deposited into this fund from the fund in which the employee is paid. A third party administers claims and stop loss insurance coverage is purchased. The administrator in charge of insurance is paid from this fund as well.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Charges for Services	\$ 16,768,400	\$ 16,051,144	\$ 16,005,855	0%
Investment Income	79,734	104,500	90,375	-14%
<b>Total Revenues</b>	<b>16,848,134</b>	<b>16,155,644</b>	<b>16,096,230</b>	<b>0%</b>
<b><u>Expenditures:</u></b>				
Third Party Administrator	551,890	593,112	634,876	7%
Claims	12,213,056	14,022,048	14,043,706	0%
Stop Loss/Other	1,035,852	1,229,843	1,150,790	-6%
<b>Total Expenditures</b>	<b>13,800,798</b>	<b>15,845,003</b>	<b>15,829,372</b>	<b>0%</b>
<b>Net Change in Fund Balance</b>	<b>3,047,336</b>	<b>310,641</b>	<b>266,858</b>	
<b>Beginning Fund Balance</b>	<b>7,939,974</b>	<b>10,987,310</b>	<b>11,297,951</b>	
<b>Ending Fund Balance</b>	<b>\$ 10,987,310</b>	<b>\$ 11,297,951</b>	<b>\$ 11,564,809</b>	

### 2018 Goals

- > Maintain quality wellness programs to prevent/reduce claims
- > Work to establish formal policy regarding targeted reserve balance with emphasis on both sufficient protection and premium cost containment.
- > Continue to evaluate program and make necessary improvements for future years

### Budget Highlights

- > Premium revenue expected to increase 5% beginning in January 2018, but due to the 6.7% decrease in January 2017, overall fiscal year 2018 premiums are projected to be slightly lower than FY17.
- > Claims are budgeted to continue to run in line with industry standards.
- > TPA costs expected to increase 5% for inflation, stop loss expected to decrease 6% due to participation in a pooled consortium with 3 other districts.
- > Other includes estimated Affordable Care Act fees

## Private Purpose Trust Fund

A trust fund used to account for money which has been set aside for scholarship purposes. The income from such funds may be expended in accordance with the trust agreement, but the principal must remain intact.

	<u>2015-16 Actual</u>	<u>2016-17 Actual</u>	<b>2017-18 Proposed Budget</b>	<b>% Change</b>
<b><u>Revenues:</u></b>				
Interest	\$ 1,065	\$ 1,225	\$ 1,043	-15%
Gifts and Contributions	50	-	-	0%
<b>Total Revenues</b>	<b>1,115</b>	<b>1,225</b>	<b>1,043</b>	<b>-15%</b>
<b><u>Expenditures:</u></b>				
Scholarships	900	1,000	1,000	0%
<b>Total Expenditures</b>	<b>900</b>	<b>1,000</b>	<b>1,000</b>	<b>0%</b>
<b>Net Change in Fund Balance</b>	<b>215</b>	<b>225</b>	<b>43</b>	
<b>Beginning Fund Balance</b>	<b>125,863</b>	<b>126,078</b>	<b>126,303</b>	
<b>Ending Fund Balance</b>	<b>\$ 126,078</b>	<b>\$ 126,303</b>	<b>\$ 126,346</b>	

> Scholarships of \$1,000 were issued in FY17 with \$1000 anticipated for FY18 contingent on interest rates.

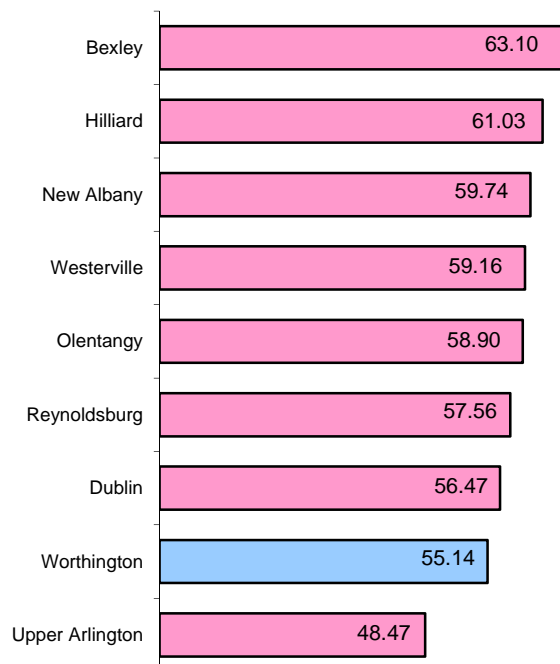
# Statistical Section



Don Taylor accepts the 2017 Mark of Excellence Award from the Ohio School Public Relations Association for the District's Facebook page

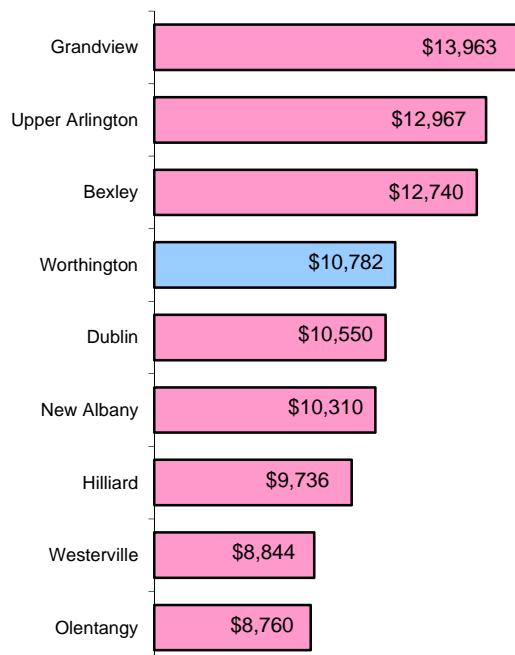
## District Comparisons

### Residential Effective Millage Rate 2017



Worthington's effective residential property tax millage amounts is about average for all central Ohio districts. Sustainability and careful budget planning continue to be the focus of the Board and Administration.

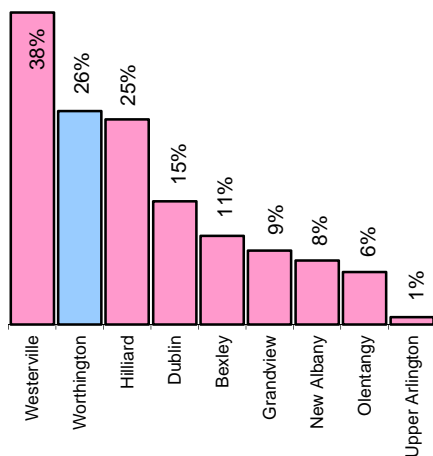
### Cost Per Pupil 2016



Worthington's cost per pupil is about average for central Ohio districts. Most older, established District's have a higher amount, usually since capital expenditures on new buildings and land aren't included in this calculation, whereas maintenance costs on older buildings are.

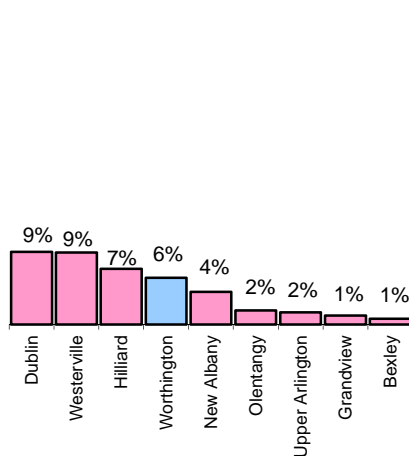
### Student Composition (2016)

#### Economically Disadvantaged



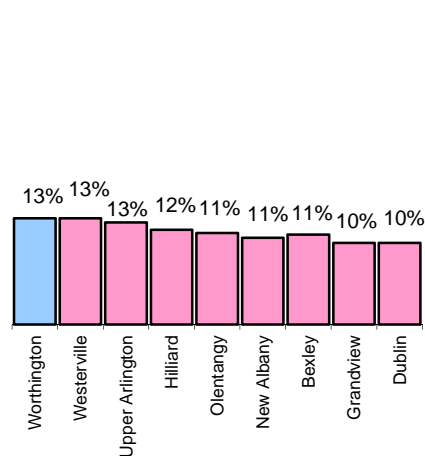
Worthington's economically disadvantaged population has grown considerably in recent years, surpassing 20%. This presents a unique challenge for staff as lower income students generally require greater resources and services to maintain the highest standards of achievement.

#### Limited English



Limited English Proficient students generally do not speak English as the primary language at home, and the District must provide greater resources and services so that these students do not fall behind.

#### Disabled



Special Needs students are a growing population in our District and require greater resources and services for their education. Staff prides itself in being able to provide a nurturing and low pupil to teacher ratio services that these students need to attain excellent achievement standards.

Function	Projected										
	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
<b>Governmental Activities</b>											
Instruction											
Per Pupil Cost of Operating Expenditures	10,982	unav.	10,782	11,473	10,738	10,992	n/a	n/a	n/a	n/a	n/a
Support Services											
Pupil											
Enrollment (Students K-12)	9,983	9,848	9,734	9,659	9,628	9,491	9,369	9,098	9,477	9,567	9,586
Graduation Rate	94.1%	unav.	93.9%	93.8%	94.2%	92.0%	93.0%	95.0%	95.5%	95.5%	96.8%
% of Students with Disabilities	13.5%	unav.	13.3%	13.0%	12.7%	11.9%	11.8%	11.8%	11.0%	11.9%	10.3%
% of Limited English Proficient Students	5.8%	unav.	5.7%	5.7%	5.3%	5.2%	5.1%	4.8%	5.2%	5.1%	4.1%
Instructional Staff											
IT Work Orders Completed	7,384	7,223	13,390	13,341	15,368	15,438	8,878	11,699	10,574	7,730	5,877
Administration											
Student Attendance Rate	>95%	unav.	>95%	>95%	92.7%	>95%	96.0%	95.8%	95.5%	95.7%	95.7%
Fiscal and Business											
Purchase Orders Processed	7,425	7,376	7,252	6,911	7,007	6,824	6,947	6,988	7,367	7,942	8,689
Nonpayroll Checks Issued	9,528	9,016	10,647	10,319	10,329	10,255	10,459	10,612	11,215	12,052	14,946
Maintenance											
Maintenance Work Orders Completed	2,820	2,770	2,731	3,299	2,616	2,566	2,766	1,622	2,988	3,717	4,427
District Square Footage Maintained By Custodians and Maintenance Staff	1,645,518	1,638,562	1,638,562	1,638,562	1,638,562	1,638,562	1,638,562	1,638,562	1,638,562	1,638,562	1,638,562
District Acreage Maintained By Grounds Staff	379	379	379	379	379	379	379	379	379	379	379
Transportation											
Average Students Transported Daily	4,969	4,872	4,743	4,447	4,594	4,651	4,763	4,797	4,620	4,517	4,800
Average Daily Bus Fleet Mileage	6,278	6,155	5,797	5,347	5,811	4,838	4,504	4,555	4,846	4,866	4,756
Number of Buses in Fleet	92	88	84	84	84	84	83	82	81	80	85
Co-Curricular Activities											
High School Varsity Teams	64	64	64	58	58	58	58	58	58	58	58
Food Service											
Meals Served to Students	934,876	926,186	880,980	691,291	660,210	747,907	621,172	610,051	584,693	542,830	541,049
% of Total Meals That Were Free Meals	43.6%	43.2%	42.5%	39.0%	36.3%	44.8%	37.5%	36.8%	32.9%	29.3%	27.4%
% of Total Meals That Were Reduced Meals	8.0%	7.5%	9.0%	8.3%	7.9%	9.0%	8.2%	6.4%	8.0%	8.8%	8.4%

Sources: Ohio Department of Education Local Report Card and School District Records

unav. - Final data not yet available

n/a - Ohio Department of Education has changed their methodology of calculating this value in FY2013. Prior years information to FY13 will not be available to be reported.



Year	Population (1)	Personal Income (2)	Per Capita Personal Income		Unemployment Rate (3)
2007	60,347	2,081,669,765	34,495	(1)	5.3%
2008	61,153	2,120,786,040	34,680	(1)	5.7%
2009	61,492	2,246,610,220	36,535	(1)	9.0%
2010	61,549	2,248,692,715	36,535	(1)	9.2%
2011	59,374	2,169,229,090	36,535	(1)	7.4%
2012	59,529	2,174,892,015	36,535	(1)	6.2%
2013	59,689	2,135,493,353	35,777	(1)	6.3%
2014	59,723	2,772,401,383	46,421	(5)	4.8%
2015	59,757	2,862,539,571	47,903	(5)	5.2%
2016	60,725	2,956,578,800	48,688	(5)	4.1%

**Sources:** (1) Mid Ohio Regional Planning Commission; American Community Survey

(2) Calculated based on Per capita income and population

(3) Ohio Bureau of Employment Services, not available for Worthington CSD. Figures presented are for Franklin County

(4) Ohio Bureau of Employment Services, not available for Worthington CSD. Figures presented are for Franklin County

(5) Ohio Department of Education, information no longer available from MORPC, therefore, information gathered from foundation report

## Principal Employers

Employer	Nature of Business	June 2016	
		Number of Employees	Rank
Worthington Industries	Steel Industry	1,350	1
Worthington School District	Education	1,173	2
Emerson Network Power (formerly Liebert Corporation)	Energy/Power	1,000	3
Anthem Blue Cross	Insurance	825	4
Anheuser Busch	Production Plant	621	5
Huntington Bank	Mortgage/Banking	510	6
Sandvik Hyperion (formerly Diamond Innovations)	Diamond Products	369	7
Medvet Medical Center	Animal Care	326	8
The Laurels Healthcare	Healthcare	240	9
American Automobile Association	Automotive	240	10
Total		6,654	
Total Employment within the Metropolitan Area (a)		879,700	

Source: Chamber of Commerce and Individual employer records.

Source: Chamber of Commerce and Individual employer records. Metropolitan employment provided by the Ohio Workforce Informer website as of June 30, 2015 respectively. Web site sponsored by Ohio Dept of Job and Family Services.

Unable to obtain information for June 2016 as of release of this report

2017 Collection Year			2008 Collection Year		
Name of Taxpayer	Assessed	Percent of Total	Name of Taxpayer	Assessed	Percent of Total
	Value	Assessed Value		Value	Assessed Value
<b>Public Utilities</b>			<b>Public Utilities</b>		
1 Ohio Power Company	\$34,612,550	1.87%	1 Columbus Southern Power Co	\$ 24,159,800	1.30%
<b>Real Estate</b>			<b>Real Estate</b>		
1 Anheuser-Busch Inc.	18,375,290	0.99%	1 Anheuser-Busch Inc.	18,706,350	1.00%
2 Worthington Industries	7,758,270	0.42%	2 EOP-Community Corporate	8,610,000	0.46%
3 Fieldstone Trace	7,700,000	0.42%	3 Eastrich No 167 Corp.	8,141,660	0.44%
4 Worthington Meadows	7,533,770	0.41%	4 Fieldstone Trace Partnership	7,805,010	0.42%
5 445 Hutchinson LP	6,755,000	0.36%	5 Worthington Meadows	7,665,040	0.41%
6 District Two LLC	6,045,940	0.33%	6 Worthington Industries	6,664,540	0.36%
7 Stratford Chase Apartments	5,250,000	0.28%	7 Crosswoods Central Park	6,568,180	0.35%
8 Columbus Park Club Associates	5,183,120	0.28%	8 Columbus Retail Inc	6,328,010	0.34%
9 BRG Liberty Crossing LLC	4,987,510	0.27%	9 Corporate Hill LLC	6,006,040	0.32%
10 Alexander Square LLC	4,865,000	0.26%	10 Busch Properties Inc	5,800,880	0.31%
All Others	1,745,734,850	94.12%	All Others	1,755,139,544	94.28%
Total Assessed Valuation	1,854,801,300	100.00%		1,861,595,054	100.00%

**Source:** Office of the Auditor, Franklin County, Ohio

**Note:** Assessed Values are for the valuation year of 2016 and 2007 respectively.

Collection Year	Worthington City School District			Franklin County	City of Worthington	City of Columbus	Village of Riverlea	Sharon Township	Perry Township	Library
	General Fund	Bond Fund	Total Direct							
2008	79.34	3.89	83.23	18.49	5.00	3.14	6.50	1.57	21.20	4.80
2009	79.34	3.8	83.14	18.02	5.00	3.14	6.50	1.57	18.10	4.80
2010	83.24	3.80	87.04	18.07	5.00	3.14	6.50	1.57	18.10	4.80
2011	84.74	3.80	88.54	18.07	5.00	3.14	7.00	1.57	18.10	4.80
2012	86.24	3.80	90.04	18.07	5.00	3.14	7.00	1.57	17.67	4.80
2013	91.14	3.80	94.94	18.47	5.00	3.14	7.65	1.57	16.41	4.80
2014	92.14	3.80	95.94	18.45	5.00	3.14	7.65	1.57	16.34	3.54
2015	93.14	3.80	96.94	18.47	5.00	3.14	7.65	1.57	21.17	4.80
2016	93.14	3.80	96.94	18.47	5.00	3.14	25.66	1.57	24.67	4.80
2017	93.14	3.80	96.94	18.47	5.00	3.14	25.90	1.57	24.67	4.80
(Res/Agric)	(51.34)	(3.80)	(55.14)	(18.23)	(5.00)	(3.14)	(25.90)	(1.57)	(19.23)	(4.33)
(Comm/Ind)	(70.20)	(3.80)	(74.00)	(18.47)	(5.00)	(3.14)	(25.90)	(1.57)	(19.57)	(4.80)

Source: County Auditor, Franklin County Ohio

Note: The Worthington City School District consists of the following five taxing districts:

City of Worthington, City of Columbus, Village of Riverlea, Perry Township,  
and Sharon Township

Figures in parentheses reflect "effective" millage for residential/agricultural (upper) and commercial/industrial (lower) for the current collection year only. All other figures reflect voted millage.

Ohio Revised Code Sections 5705.02 and 5705.07 requires any millage exceeding the unvoted or "inside" millage can only be done by a vote of the people.

	Actual	Actual	Actual	Projected
Employees by Fund	2015	2016	2017	2018
General	1,059.78	1,084.50	1,101.55	1,113.55
Food Service	38.65	38.35	40.22	40.22
Auxiliary Services	3.30	4.28	8.57	8.57
Other State Grants	1.00	1.00	1.00	1.00
Spec Ed IDEA	21.28	19.28	21.38	21.38
Limited English Prof.	1.50	1.50	1.50	1.50
Disadv. Children	9.00	9.00	8.50	8.50
Spec Ed Preschool	0.49	0.49	0.49	0.49
Improving Tchr Quality	1.00	1.00	0.00	0.00
Intra-District Svcs	13.00	13.00	14.50	14.50
Workers Comp Insur.	1.00	1.00	1.00	1.00
Total	1,150.00	1,173.40	1,198.71	1,210.71

### **Fiscal Management Goals (Policy DA, 2002)**

The extent and quality of learning programs are directly dependent on the funding provided and the effective, efficient management of those funds. It follows that the District's purposes can best be achieved through excellent fiscal management.

As trustees of the community's investment in plant, facilities, and operational funds, the Board has a responsibility to ensure that the investment is protected and used wisely. Competent personnel and efficient procedures are essential for sound management of fiscal affairs. The Board expects that the Superintendent and the Treasurer will keep them informed through both oral and written reports on the fiscal management of the schools.

With the assistance of the Treasurer and other designated personnel, the Superintendent is expected to develop an efficient and businesslike procedure for fiscal accounting purchasing; the protection of plant, grounds, and equipment through prudent and economical operations, maintenance, and insurance.

School officials will incorporate the use of computer technology to gain greater effectiveness and efficiency in the management of District resources. School officials will provide support and assistance necessary to help administrative and support personnel develop confidence in their own ability to use the computers as management information tools.

The Board will seek to achieve the following goals:

1. to engage in thorough advance planning, with staff and community involvement, in order to develop budgets and to guide expenditures to achieve the greatest educational returns for the dollars expended;
2. to establish levels of funding that will provide quality education for the District's students;
3. to use the best available techniques for budget development and management;
4. to provide timely and appropriate information to all staff with fiscal management responsibilities;
5. to establish effective procedures for accounting, reporting, business, purchasing and delivery, payroll, payment of vendors and contractors, and all other areas of fiscal management.

### **Annual Budget and Appropriations Measure/ Budget Modification Authority (Pol. DB/DBK, 2002)**

#### Budget

The purpose of the annual tax budget is to identify adequate financial resources for the education program and to provide a basis for accountability in fiscal management. The District budget is also the legal basis for the establishment of tax rates.

Public school budgeting is regulated and controlled by Ohio law and requirements of a board. A budget is required for every fund that a district uses in its yearly operation.

The Superintendent and Treasurer are responsible for the preparation of the annual budget and the presentation of the budget to the Board for adoption. The Superintendent and Treasurer are responsible for preparing financial forecasts for at least five years.

## **Budget and Fiscal Management Policies**

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### Appropriations

As permitted by law, at the start of the fiscal year, the Board may pass a temporary appropriations measure to provide for meeting the ordinary expenses of the District until such time as the Board approves the annual appropriations resolution for the year, which is not later than October 1. If by October 1 the county budget commission has not certified all amended certificates of estimated resources to the Board (or submitted a certification that no amended certificates are necessary), the Board can delay action on the annual appropriations measure until such time as the certificates are received.

### Modifications to Appropriations

During the course of the fiscal year, amounts may be transferred between appropriation categories to meet current expenditure needs. Such modifications may be brought periodically to the Board for approval. Before the close of the fiscal year, the Treasurer will present to the Board a final appropriation resolution reflecting all such modifications for their approval.

### Fund Transfers

Transfers among funds as permitted by statutes require Board action and may require approval from the Court of Common Pleas and Tax Commissioner.

### **Budget Planning (Policy DBD, 2002)**

#### Annual Budget/Appropriations

Budget planning for the District will be an integral part of program planning so that the annual operating budget may effectively express and implement all programs and activities of the District. Budget planning shall be a continuing process involving broad participation by administrators, supervisors, and other persons as needed. The proposed budget/appropriations shall reflect the needs and requirements of all segments of the local school community. The Board shall review the proposed budget/appropriations and shall attempt to comply with those requests it believes meet the following criteria:

- are sound educational and business practices
- are directed toward the attainment of the goals and objectives of the District; and
- are planned expenditures that do not exceed anticipated revenue.

#### Five Year Forecast

Budget projections should be prepared for at least five years. Budget planning will be related to the District's goals, objectives, and programs. These projections will be used for planning purposes and will reflect the educational programs previously approved. The Board shall be apprised of any changes or alterations in programs.

#### Tax Budget

The budget will be prepared by January 1 of each year and will cover the period from July 1 to June 30 of the succeeding year.

### Debt Guidelines (DCA 2013)

This Debt Policy is intended to assist District officials by providing guidance on the following questions:

1. When is the proper time to use available cash for projects and borrow for projects?
2. Under what circumstances are voted general obligation bonds, un-voted general obligation bonds, special revenue notes and lease purchase certificates appropriate?
3. What are the District's goals with respect to interest rates, payment terms and other conditions of a financing?
4. What administrative policies should be in place with respect to debt management?

Definitions – For purposes of this policy, the term “debt” is defined as any type of borrowing for capital facilities and equipment. The word “security” refers to bonds, notes, lease purchase certificates, and other loan or debt obligations.

### CAPITAL FUNDING GUIDELINES

Cash Funding – the District encourages funding capital projects with cash from the general fund's capital outlay line item or its permanent improvement fund on a “pay as you go” basis, to the extent possible and prudent. Cash funding for this purpose includes the sale of short-term securities that are paid in full within five years or within the maximum life of the capital item, whichever is less. Cash funding is recommended under the following circumstances:

1. When unreserved cash balances are available for capital in the District's general fund equal to or greater than 40% of the general fund's annual expenditures. At no time will cash funding be recommended for projects in a year in which the general fund balance is projected to fall to 25% of expenditures or lower.
2. To finance the purchase of assets with average lives of five years or shorter, such as equipment and maintenance related items.
3. When market conditions are unstable or unattractive making it difficult to achieve acceptable borrowing terms and interest rates. To make this determination, District officials will review historical indices, market conditions and general market conditions when making financing decisions

General Obligation Bonds – after determining that borrowings will be used to fund all or a portion of a long-term capital project or projects, general obligation bonds (GOs) are the preferred funding option. GO bonds are expected to be the District's lowest interest rate, lowest cost borrowing alternative. There are two distinct types of school district GO bonds in Ohio and each is defined below along with guidelines for pursuing either type of funding:

1. Voted general obligation bonds - Voted GO bonds are authorized by voter referenda. Ballot approval gives the District the authority to collect on an annual basis whatever amount of millage dollars are required to make that year's bonds payments. The “unlimited tax” nature of this pledge creates a very strong and reliable security for investors and therefore is expected to achieve the highest bond rating and lowest interest cost financing possible. Voted bonds will be used for long-term projects when general fund capital line item dollars or permanent improvement levy dollars are insufficient to make the necessary debt payments. General obligation bonds will not exceed state debt limitations for school districts unless the District is authorized by the State to exceed those limits.
2. Un-voted general obligation bonds – Un-voted GO bonds are authorized by District resolution and paid from all eligible funds not otherwise obligated. State law severely restricts the amount of un-voted securities that a school district may issue to 1/10th of 1% of tax valuation. However, there are a few exceptions to this restriction such as for energy notes, bus notes, Classroom Facilities Program matching securities and Chapter 133.06(H) pilot payment supported securities. Un-voted securities are further restricted by Ohio's 9/10th of 1% limit for certain types of securities that can exceed the 1/10th of 1% limit and the “ten mill” limitation. Before pursuing un-voted debt, District officials must confirm available debt capacity under the limits and judge the District's ability to make debt payments from its general fund or other funds. Officials will pursue un-voted



## Budget and Fiscal Management Policies

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securities for projects that are limited in scope and better paid from available resources than voted revenues. Un-voted general obligation securities are expected to carry similar bond ratings and achieve similar to slightly higher interest rates as voted bonds depending upon final maturity and other fiscal factors. Therefore, un-voted GOs are preferred over other possible borrowing alternatives, such as permanent improvement notes and lease purchase certificates, when appropriate.

**Permanent Improvement Notes** – permanent improvement notes (PI notes) are special obligations authorized by Ohio law. PI notes can be issued in offering amounts equal to one-half of collections projected over the life of the levy, ten years in the case of a continuing levy, or in a greater amount upon state approval. This type of borrowing is exempt from the debt limitations. PI notes are recommended when PI revenues are available and not otherwise committed to pay as- you-go capital expenditures and when GO debt capacity is unavailable.

Due to its restricted final maturity, a PI note is best used to finance smaller scale projects such as land acquisition or to finance projects with useful lives of ten years or less. PI notes are expected to receive similar ratings and interest rates to the District's GO securities due to the pledged revenue source for repayment and short final maturity.

**Lease Purchase Certificates of Participation** – lease purchase certificates of participation (COPs) are considered an appropriate funding alternative when GO bonds and PI Notes are unavailable or unsuitable. COPs are created through a series of complex legal agreements designed to set up a lease, lease-back arrangement. Once the lease is established, a trustee creates certificates of participation in the lease payments which are sold by the underwriter to investors. The price of the certificates funds the project. This type of financing requires participation by a third party lessor recruited or created by the District, preferably an independent Education Foundation or other non-profit entity. Due to the complex legal structure of a COPs issue and its higher transaction fees and interest rate expense, this funding alternative is not preferred and should be used only for critical projects and when other funding options are unavailable. COPs do not constitute a legally enforceable obligation of debt; therefore the District's commitment and ability to make payments on the certificates is determined in part by the District's desire to appropriate lease payments annually. The potential for "non-appropriation" increases risk to the buyers of the securities and thus increases the interest rate of the borrowing over the previously discussed alternatives, sometimes significantly. In the event of non-appropriation, the District will surrender the financed project to the Trustee on behalf of the certificate holders. For these reasons, the District will pursue COPs financings only when absolutely necessary and will attempt to structure them with the shortest final maturities possible.

**Type of Sale** – District officials will sell the District's securities through competitive or negotiated public offerings of securities or through private sale to investors, including local banks. The District will follow the lowest cost, most efficient process possible.

**Short-Term Financing** – for purposes of this policy, short-term financing refers to bond anticipation notes (BANs), defined as short-term obligations that typically mature within one year of issuance at which time they must be paid in full or refinanced with additional BANs or long-term obligations. BANs are often used for interim financing during the construction cycle of a project. Prior to or upon completion of the project, BANs are typically refunded with fixed rate, long-term bonds. BANs are also sometimes used for permanent financing, most suitably for projects with average lives of ten or less years. Short-term financings such as BANs historically create lower cost borrowing due to comparatively lower interest rates and lower financing costs. However, BANs expose the District to interest rate risk, which is the risk that interest rates move higher in advance of the BANs maturity date when refunding BANs or bonds will be sold. BANs also expose a District to credit risk and market access risk, which may threaten or challenge the District's ability to efficiently refund its BANs in the future. The District considers BANs to be appropriate under the following conditions:

1. As a source of permanent financing for projects with useful lives of less than five years, but only when there are alternative funding options in the event marketplace conditions or other events prohibit the sale of refunding BANs.
2. As a temporary funding source prior to and in anticipation of the sale of a long-term obligation, with a preference not to exceed three years.

3. When the amount of financing is less than \$1 million and therefore the cost of issuing bonds is cost prohibitive.
4. At no time will the District's exposure to BANs, measured by the amount of BANs outstanding compared to total debt obligations outstanding, exceed 20% of total authorized and outstanding debt obligations for a period greater than six months.

Long-Term Variable Rate Financing - variable rate bonds are defined as bonds that carry interest rates that change from time to time based upon market indices and conditions. Variable rate long-term bonds are prohibited by state law for school districts.

Long-Term Fixed Rate Financing – long-term fixed rate financing (long-term bonds) is defined as fixed rate bonds with fixed payments and final maturities in excess of one year. The Board will consider the following prior to issuance.

1. For capital projects with useful lives of five years or greater and when issued in amounts of \$1 million or greater.
2. For energy conservation capital projects supported by a savings report from a qualified energy project consultant and approved by the state documenting that the project's annual energy savings in dollars will offset annual bond payments.
3. For terms up to forty years. However, every effort will be made to keep the final maturity of bonds less than forty years when and if market conditions and other factors provide the opportunity for a shorter term.
4. When the *General Obligation 20 Bond Index*, published by the Bond Buyer, (or an industry recognized index of a similar nature) is eighty-five percent or less of the index's twenty-year average. Long-term bonds are considered less appropriate when the index is one hundred and twenty percent or more of the index's twenty-year average. The District will make every effort to structure the terms of its bonds to take advantage of the conditions in the market at that time.
5. When the District's underlying bond rating is Single A or higher and such rating is not unduly threatened by the issuance of new debt. Officials will work with the District's financial advisor to review standard rating measures to make this judgment, primarily reviewing a collection of debt ratios, payment history, voter history, wealth and operating conditions.
6. Long-term bonds are preferred when the District is participating in state assisted building programs. Further, long-term bonds are considered especially attractive when the District is able to take advantage of state and federal programs designed to lower the District's effective cost of borrowing, including credit enhancement programs and interest rate subsidy bond programs.

Refunding Securities – refunding securities are recommended when the District is able to achieve a material reduction in annual payments or a revision to its existing bond terms to achieve a valid governmental purpose. Stand-alone refunding securities are expected to achieve present value savings of 3% or greater. Exceptions to this include securities with maturities shorter than ten years and when securities are refinanced to re-structure annual payments to achieve a particular financial management goal.

[Adoption Date: January 14, 2013]

## Budget and Fiscal Management Policies

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### Debt Guidelines (DCA-R 2013)

#### ADMINISTRATIVE PROCEDURES

**Minimum General Fund Balance** – the District recognizes the need to maintain sufficient yearend carry-over balances in its general fund to minimize undesirable programmatic reductions, including staffing reductions. Therefore it is essential to clearly define a fund balance level that triggers a decision to make budgetary adjustments and possibly seek voter approval of new taxes well in advance of a cash shortfall. Further, the District recognizes the value of such a policy with respect to its debt management practices and underlying bond rating. As such, the District defines its minimum unreserved general fund balance as 1/12 of annual expenditures in the third year of the forecast and will initiate budgetary actions or proposed levy to voters in a timely manner to address projected balances below this level.

**Managing Bond Subsidy Programs** – in the event that the federal subsidy program of 2009/10 return and the District participates in them, the District will engage a bank paying agent/filing agent to apply for semi-annual and annual bond subsidy payments due to the District from any subsidy bond program on its behalf, if any, and to receive and disperse those funds at the District's direction. District officials intend to use any such payments for debt service on the qualifying bonds, but retain the right to direct the payments to any other fund deemed appropriate. Subsidy payments directed to the bond retirement fund will be factored into the District's annual certification of bond issue tax millage. For bond rating purposes, first year debt payments will be structured to create an excess bond retirement fund balance equal to or greater than the first full year's subsidy payment. (See bond retirement fund below.) District officials recognize the fact that subsidy payments may be withheld by the federal government to make payment on any disputed and unrelated lien or past due obligation owed by the District to the federal government and that any such withholding could have a material adverse effect on its ability to make bond payments. As such, the District will make every effort to remain current on any obligations owed the federal government and will not issue such bonds without first verifying that it has no such lien or past due obligations at the time.

**Bond Retirement Fund** – the District will strive to maintain an unreserved bond retirement fund year-end balance equal to its maximum semi-annual debt payment on bonds outstanding.

**Credit Enhancement** – the District will participate in any available state credit enhancement program to the extent it qualifies for such program and the program's "programmatic bond rating" reduces the District's interest rates and thus cost. The District understands that if for any reason the District is unable to make a debt payment in full for securities issued under certain credit enhancement programs, such as the State of Ohio's Foundation Credit Enhancement Program, that a paying agent/program trustee may direct the state to intercept the District's monthly operational state aid payments to the extent necessary to cover the shortfall. The District may also explore the value of purchasing bond issuance or other credit enhancement facilities and will do so when advised by its financial advisors that such enhancements will lower its overall interest costs.

**Federal Tax Law** – all financings will comply with the restrictions set forth in federal tax law. In addition, the size and timing of notes or bonds may be affected by options provided in the tax code, such as rebate exemptions. District officials will retain professional assistance to comply with all filing and post issuance compliance procedures regarding construction spending guidelines; rebate calculations and payments; private use rules; reimbursement of prior expenditures and subsidy payments, among others.

**Continuing Disclosure** – the District will comply with its continuing disclosure obligations by filing required information annually with the appropriate national repository. This requirement will be satisfied through the filing of the audit and certain additional information as required in its compliance certificates, including material event notifications.

**Economic Development** – District officials may consider opportunities to encourage economic development through the sale of debt on a case by case basis to the extent such development achieves a needed educational purpose. Such projects may include public private partnerships (P3) as well as inter-governmental collaborations.

Professional Services – professionals retained by the District in connection with the District’s debt program shall provide full disclosure to the District of any formal or informal relationships or agreements outside of the District that may be in conflict with the best interests of the District. The District shall retain professionals in connection with its debt issues based upon demonstrated qualifications, including past successful performance. Officials will review professional relationships periodically as appropriate.

Debt Policy Review – the debt policy will be reviewed from time to time in keeping with District practices to all policies and as necessary to comply with state and federal law.

[Approval Date: January 14, 2013]

## Glossary of Terms

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*Accrual basis of accounting* - A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of the related cash flows.

*American College Test (ACT)* - An optional test taken by high school students and used by colleges and universities as part of the admissions process. The test assesses English, mathematics, reading, and science.

*Admissions/Entry Fees (Revenue)* - Money received from patrons of a school sponsored activity such as an advance or a football game. Admissions may be recorded in separate accounts according to the type of activity.

*Advance* - Money sent from one fund to another with the intent of repayment, normally to cover a shortage of cash

*Appropriation* - The amount of expenditure authorized by Board in an ordinance. Appropriations are specific as to fund, for operating funds, and as to department. An appropriation line item is a specific purpose of which spending is authorized. The appropriations line items are: salaries; benefits; purchased services; supplies and materials; capital outlay; miscellaneous; and fund transfers.

*Assessed Value* - For real estate tax purposes, the assessed valuation is 35% of the total valuation of a parcel of property. For example, if the parcel has a value of \$100,000, the assessed valuation would be \$35,000. The appropriate millage would be levied on the assessed valuation.

*Balanced Budget* – a budget with total expenditures not exceeding beginning available fund equity plus estimated resources.

*Basis of accounting* - The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. Basis of accounting is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus.

*Benefits* - Amounts paid by the school district on behalf of employees. Not included in the gross salary, these amounts are over and above it. Such payments are not paid directly to employees; nevertheless, they are part of a school district's costs of salaries and benefits.

*Bond* - A promise to repay a specified amount of money (the face amount of the bond) on a particular date (maturity date). Bonds are primarily used to finance capital projects.

*Board of Education* -. The elected or appointed body, which has been created according to state law and vested with responsibilities for education activities in a given geographic area.

*Budget* - .A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the purposed means of financing them

*Budgetary Basis* - This refers to the basis of accounting used to estimate financing sources and uses in the budget.

*Budget Amendment* - Any change in expenditure budgets, which results in a net increase or decrease in the total dollar amount budgeted.

*Budgetary Control* - The management of the financial affairs of the division in accordance with the appropriate laws, regulations, and procedures of the various governing bodies with the responsibility to keep expenditures within the authorized limits.

*Capital Budget* - The section of the budget that contains the capital improvement program along with the associated funding.

*Capital Outlay* - Expenditures for the acquisition of, or additions to, capital assets. Included are expenditures for land or existing buildings; improvements of grounds; construction of buildings; additions to buildings; remodeling of buildings; initial and additional equipment, furnishings and vehicles.

*Cash basis of accounting* - Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

*Comprehensive Annual Financial Report (CAFR)* - A financial report that encompasses all funds and component units of the government. The CAFR is the governmental unit's official annual report.

*Debt Service* - The amount needed to retire bonds issued by the District. Debt service includes both principal and interest.

*Department* - The basic organizational unit of government which is functionally unique in its delivery of services.

*Donations (Revenue)* - Money received from a philanthropic foundation, private individuals, or private organizations for which no repayment or special service to the contributor is expected.

*Economically Disadvantaged* - Students participating in the free/reduced lunch program are considered to be economically disadvantaged.

*Encumbrance* - A reservation of funds to cover arising obligations from purchase orders, salaries, or other contracts.

*Effective Tax Rate* - The actual rate applied to determine the amount of taxes to pay. The voted tax rate (see below) is adjusted annually for the change in property values.

*Expenditure* - The amount paid for goods and services. Expenditure also includes the portion of an encumbrance that has not been executed by the end of the calendar year.

*Fiduciary Funds* - Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

*Fiscal Year* - The twelve-month period, beginning July 1, and ending June 30, for which an appropriation line item is available for expenditure.

*Food Service Sales* - Money received for dispensing food to students and adults.

*Full-Time Equivalent (FTE)* - A position or group of positions that are budgeted for an entire fiscal year.

*Function* - A group of related activities aimed at accomplishing a major service or program

*Fund* - A fiscal and accounting entity, which has a self balancing group of accounts including: recording cash; and other assets; liabilities; fund equities; revenues; expenditures; or expenses. Funds are established to carry on specific functions or objectives in accordance with the Ohio Revised Code.

*Fund Balance* - The difference between fund assets and fund liabilities, or more commonly, resources remaining from prior years and which are available to be budgeted in the current year.

*General Property Tax* - Taxes levied by a school district by the assessed valuation of real property located within the school district, which, within legal limits, is the final authority in determining the amount to be raised for school purposes.

## Glossary of Terms

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*Governmental Funds* - Funds that account for the accumulation and spending of resources that provide the students with day-to-day operating services such as instructional, support, non-instructional and extracurricular services. The General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds of the District are classified as Governmental Funds.

*Intergovernmental Revenue* - Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

*Internal Service Fund* - A fund used to account for fiscal activities when goods or services are provided by one department or agency to other departments or agencies on a cost-reimbursement basis.

*Investment Income* - Money paid to the City from the investment of idle funds. Investments are governed by the Codified Ordinances as to type and amount and are generally limited to securities of the U.S. government and high-grade commercial enterprises.

*Maintenance of Effort* - A federal requirement that stipulates grant recipients and/or sub recipients to maintain a certain level of state/local fiscal effort to be eligible for full participation in federal grant funding.

*Measurement focus* - The objective of a measurement or what is being expressed in reporting an entity's financial performance and position. A particular measurement focus is accomplished by considering not only which resources are measured (for example, financial or economic resources), but also when the effects of transactions or events involving those resources are recognized (basis of accounting).

*Mill* - One mill equals \$1 of tax for every \$1,000 of assessed value of property.

*Miscellaneous (Expenditures)* - Amounts paid for goods and services not otherwise classified, such as expenditures for the retirement of debt, the payment of interest on debt and the payment of dues and fees.

*Miscellaneous (Revenues)* - Other income from local sources which is not classified elsewhere.

*Modified Accrual Basis of Accounting* - Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways 1) revenues are not recognized until they are measurable and available, and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

*Object* - A classification of expenditures based on the underlying goods or services purchased (salaries, equipment, etc).

*Operating Budget* - A guide that is developed and published annually to explain the budgetary process for the upcoming budget development cycle and promote a clear understanding of budget preparation and submission requirements.

*Participation Dues and Fees (Revenue)* - Money received from pupils for membership in a school's pupil organization or club. Membership usually grants the pupil certain privileges such as the right to be admitted to dances or athletic contests without charge or at a reduced rate.

*Performance Indicators* - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

*Personal Property* - Machinery and equipment used in business. In June 2005, the state tax on personal property was eliminated.



*Proprietary fund* - A fund that focus on the determination of operating income, financial position and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

*Proposed Budget* - Financial and operating plan prepared by the budget officer. It is submitted to the public and the budget committee for review.

*Purchased Services* - Amounts paid for personal services rendered by personnel who are not on the payroll of the school district, and other services which the school district may purchase. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided in order to obtain the desired results. Other school districts are included under this definition.

*Real Property* - Land, buildings, and the rights and benefits inherent in owning them

*Rentals (Revenue)* - Money received from the rental of school property, real or personal, but not including the rental from real property held for income purposes.

*Reserved Fund Balance* - Portion of fund balance not able to be currently appropriated due to legal or contractual obligations.

*Resolution*- Formal document used to solidify and document votes on decision made by Board members..

*Revenue* - The yield of taxes, tuition, interest earnings, and other monetary resources that the District collects and receives into the treasury for public use.

*Rollback* - Amount of homeowner's property tax reduced by the state. Currently, the State pays 12.5% of residential owner occupied property tax.

*Salaries* - Amounts paid to school district employees who hold positions of a permanent nature or who have been hired temporarily, such as substitutes for those in permanent positions. This category includes gross salary for personal services rendered while ON THE PAYROLL of the school district and payments made to board members as compensation for their personal services.

*SAT* - This standardize testing tool was first introduced in 1926, and its name and scoring have changed several times. It was first called the Scholastic Aptitude Test, then the Scholastic Assessment Test.

*Special revenue fund* - A fund used to account for the proceeds of specific revenue sources that are legally restricted for specified purposes

*State Foundation* - Funds provided by the State under the current method determined by State Law to provide the general education programs of a school district.

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

*Tangible Property Tax* - Taxes levied by a school district on the assessed valuation of tangible personal property located within the school district which, within legal limits, is the final authority in determining the taxes to be raised for school purposes.

*Tax Budget* - The budget submitted to the County Budget Commission that sets forth the funding requested from property taxes and other information as requested by the Board.



## Glossary of Terms

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*Title I Schools* - A school that receives federal funds to help children in high-poverty areas who are behind academically or at risk of falling behind. Funding is based on the number of low-income children in a school, generally those eligible for free lunch or reduced-fee lunch programs.

*Transfers In/Transfers Out* - Money transferred into or out of a fund from another fund.

*Tuition (Revenue)* - Money received from patrons, other school districts, and other sources for education provided in the school of the district.

*Unreserved Fund Balance* - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

*Voted Tax Rate* - The amount originally approved by voters as a property tax before being adjusted for annual changes in property values.