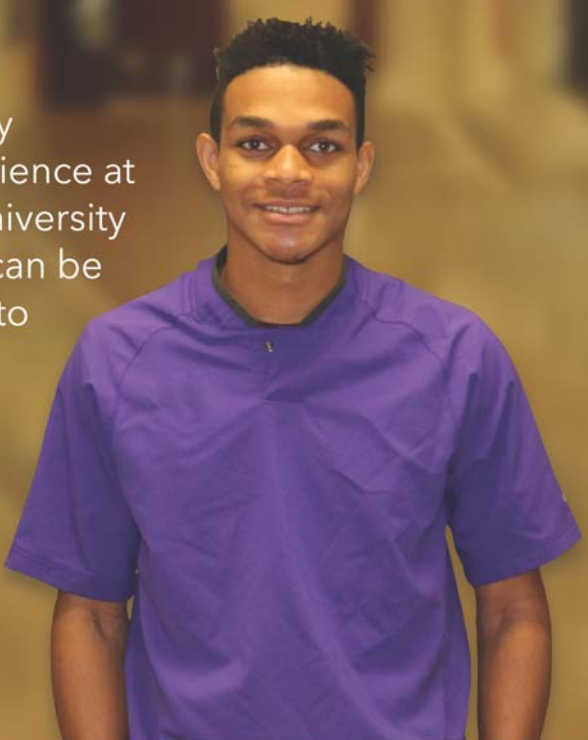


District Budget

July 1, 2019 – June 30, 2020




HOW DO YOU PLAN TO
CHANGE THE WORLD?

“

My plan is to study cognitive neuroscience at Johns Hopkins University so that one day I can be a surgeon. I want to study Alzheimer's disease and one day find a cure.

JONATHON



Worthington City School District
200 East Wilson Bridge Road
Worthington, Ohio Franklin County
www.worthington.k12.oh.us

SOCIAL MEDIA
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WORTHINGTON CITY SCHOOL DISTRICT

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WORTHINGTON CITY SCHOOL DISTRICT

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Introductory Section

HOW DO YOU PLAN TO

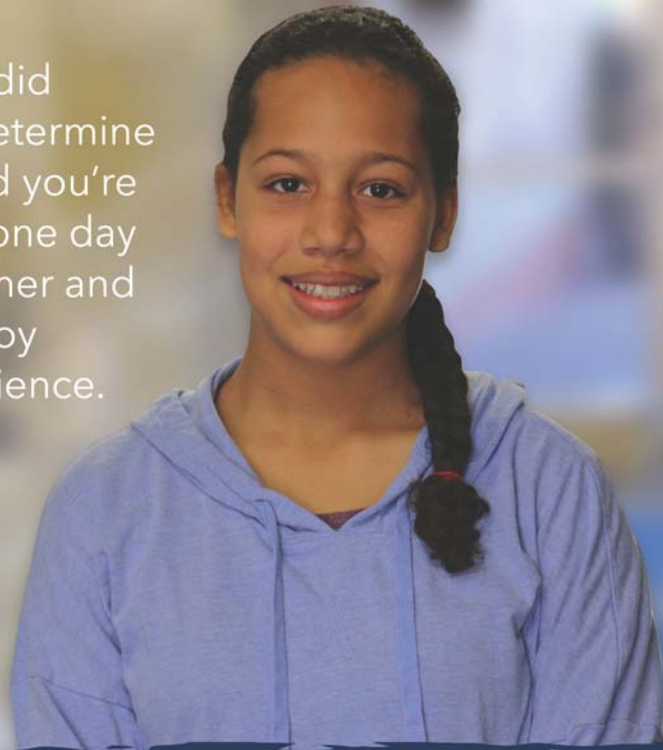
CHANGE THE WORLD?



“

For science fair, I did experiments to determine what is in the food you're eating. I hope to one day be a science teacher and help students enjoy learning about science.

ALLY





WORTHINGTON SCHOOLS

200 East Wilson Bridge Road
Worthington, OH 43085
614.450.6000 phone
614.883.3010 fax
www.worthington.k12.oh.us

June 24, 2019

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

Trent Bowers, Ed.D.
Superintendent

Jeff McCuen
Treasurer

Board of Education:

Jennifer Best

Nikki Hudson

Julie Keegan

Sam Shim

Charlie Wilson

We are proud to present this comprehensive budget document for the 2019-20 school year for Worthington Schools. This 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 2018-19 school year is now complete, and we have a lot to celebrate. We want to thank our staff, families, and community for their hard work and support. Voters overwhelmingly supported both an incremental operating levy and a capital bond levy in November 2018. Funds from these issues will help us address our growing enrollment, upgrade our facilities, and protect the high-quality programs we value.

The Board and Administration gathered on June 10, 2019 and established a framework of goals for the upcoming 2019-20 school year. These will be refined and approved later this summer and will focus on five main areas:

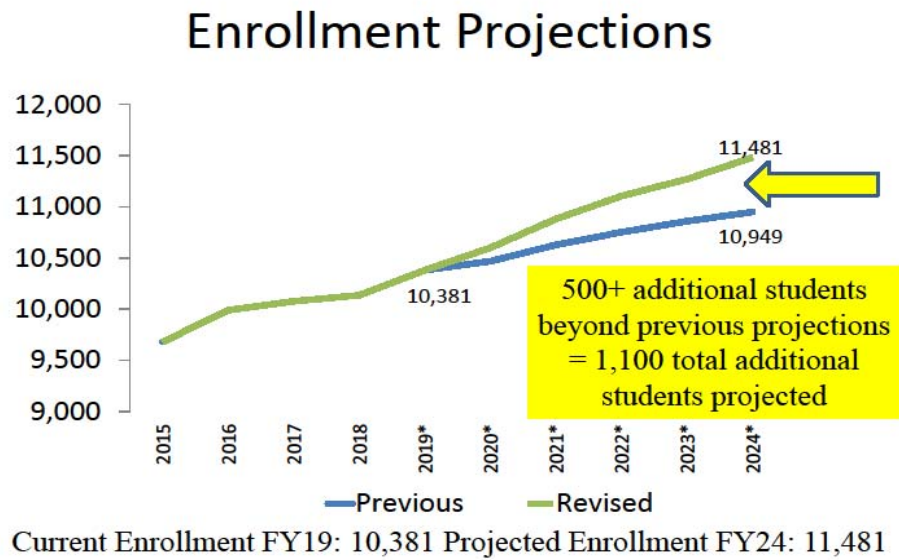
- *Continuous Improvement*, including a focus on equity, diversity and inclusion as well as safety and student mental health,
- *Communication and Collaboration*, including construction progress and a focus on customer service,
- *Instruction*, including middle school re-design and continuing to develop our understanding and service model for students with Dyslexia,
- *Policy and Governance*, including adjusting our middle school feeder patterns, phase 1 facility construction, and labor negotiations, and
- *Resources*, including managing our enrollment growth, focusing on student health and wellness, and completing a functional inventory of our human and property assets to help guide our transition to 6-8 middle schools.

We believe this budget lays the foundation to accomplish those goals. This fall we will have a guidance counselor in every building full time as well as expanded nursing coverage, which is important in helping our students stay mentally and physically healthy through the day. We will purchase new band and orchestra instruments, which haven't been replaced in decades, as well as over 4,000 Chromebooks and interactive display panels. We will finalize our new 6-8 middle school design and curriculum, and likely break ground on construction at two of our middle school sites. It will be yet another exciting year here in Worthington!

CURRENT ECONOMIC ENVIRONMENT IMPACTING THE BUDGET

Overall, we believe the economy of the state is stable, especially in central Ohio, and should continue to grow slightly during the next few years. This should provide a stable basis for which to make projections of both state revenues and local property tax revenues for the District. The strong local labor market is providing for steady property tax collections by: 1) increasing and stabilizing property values; 2) increasing current property tax collections; and, 3) liquidating prior delinquent tax collections.

More locally, the District resides in Franklin County, which has experienced a well above average growth in jobs compared to both the state and national average, and it is a leading contributor to our housing turnover and recent student enrollment growth. This is due to its sizable institutional component, with Columbus being Ohio's capital, as well as home to The Ohio State University. The unemployment rate for April 2019 was 2.7%, which is below the Ohio average rate of 3.3%. This robust local economic environment has led to continued student enrollment growth in our District. Even though our land-locked District is predominantly fully developed, we continue to experience housing turnover, as parents continue to seek homes in our District to raise their children. Updated enrollment projections completed in January 2019 predict higher growth than previously forecasted, as the chart below illustrates:



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 29. This is a direct result of tremendous voter support of an incremental operating levy and bond request in November 2018, as well as state funding changes that impacted our District in a positive manner. Higher than previously expected student enrollment growth is putting pressure, both on operations and on the capital plan, but we believe we can accommodate this growth for the near term with existing resources.

Long term contracts with both labor unions run through June 30, 2020, providing modest 2% increases to base wages while gaining hiring, evaluation, and work schedule flexibility for management. We will begin negotiations this spring on another long term contract. 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 have been running higher than expected for the first half of calendar year 2019, which will put pressure on 2020 rates, but our reserve balance should be able to mitigate some of that pressure. Our self-funded workers' compensation insurance fund has continued to experience low claims, resulting in several years of decreased rates and we do not expect any change in the near term.

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 online assessments. Our operating budget this year includes \$2.2 million for Chromebook and PC replacement which will help ensure assessment capabilities without interruption, and our capital budget includes \$1 million for interactive displays and other technology replacement.

Additional modular units will be installed this summer at Evening Street Elementary and McCord Middle School, joining the existing ones at Colonial Hills, Worthington Hills, and Bluffsvue Elementary. This will accommodate our growth until the first phase of our capital plan, outlined below, is completed at the middle school level in the fall of 2021.

LONG TERM FINANCIAL CONDITION

While the near-term financial condition is strong, long-term challenges remain. Continued growth, now greater than previously projected, continues to place pressure on both operating and capital resources.

The last biennial state budget for FY18 & FY19 reduced our share of state resources by over \$1 million annually due to the phase out of reimbursements for tangible taxes that the State eliminated in 2006. In addition, even though our enrollment is growing, our resources were "capped" at an increase of 3%, shortchanging the District \$3.5 million annually according to the funding formula. At the time of this publication, the legislature has not approved the next biennial budget for FY20 & FY21, but indications show no real change to the educational funding formula, and thus we expect relatively flat revenues and continued shortfall of \$3 to \$4 million annually according to the funding formula. Thankfully, voters overwhelmingly approved a new incremental operating levy in November 2018 that will generate

approximately \$5.9 million in calendar year 2019, eventually increasing to a total collection of \$17.6 million annually that should stabilize our budget through 2022.

Voters also approved an \$89 million capital bond issue that will be used to increase capacity at the middle school level, allowing us to move 6th grade from our elementary buildings to middle schools, freeing up space at the elementary buildings. Buses and technology will continue to be maintained with a portion of the funds, as will maintenance projects at many of our buildings. This is in alignment with the first phase of the Master Facilities Plan approved by a community group in December 2017. The second and third phases would need funded through future bond issues, tentatively planned for 2022 and 2026, and should align with existing debt maturities with the goal of minimizing actual tax increases for homeowners.


ABOUT THIS DOCUMENT

The document is prepared on a budgetary basis of accounting for the period July 1, 2019 to June 30, 2020 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:

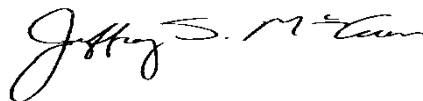
- A. Revenues are recorded when received in cash (budget basis) as opposed to when susceptible to accrual (GAAP basis);
- B. Expenditures are recorded when encumbered (budget basis) as opposed to when the liability is incurred (GAAP basis);
- C. Encumbrances are recorded as the equivalent of expenditures (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).

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

WORTHINGTON CITY SCHOOL DISTRICT

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Executive Summary – Budget at a Glance

Major highlights for the 2019-20 budget include:

- *Enrollment continues to increase*, as central Ohio experiences significant population and economic growth. We are up a thousand students in the past five years and expect to be up another thousand in the near future.
- *Operating revenue is expected to increase \$4 million*, due to passage of the November operating levy
 - Tax revenue will increase approximately \$4 million per year until leveling off in 2023
 - Increase in students  increase in state funding due to the “cap”. In fact, the District will receive \$3.5 million less than the formula indicates PER YEAR due to inadequate state resources
- *Operating expenditures are projected to increase \$6.6 million*,
 - 22 additional staff are projected at a cost of \$1.4 million. Every elementary building will have a full time guidance counselor next year, and we have expanded nursing coverage. 7 regular education teachers and 4 special education teachers have been added to address our enrollment growth
 - Service and supply expenses have been adjusted to account for enrollment growth and curriculum, and technology has been increased to replace student Chromebooks
- *Capital Fund expenditures are projected to increase \$39 million and total \$53.5 million*, due to passage of the November bond levy.
 - \$44 million is budgeted for major construction and renovation of our four middle schools, which will provide for capacity to educate sixth graders, currently at our elementary schools, beginning in the fall of 2021
 - \$1.8 million is budgeted for replacement furniture and instructional equipment, including a major reinvestment in our band and strings equipment
 - \$4.2 million is budgeted for maintenance projects at all our other facilities, including major HVAC and boiler work at various elementary buildings and new field turf at the high school.

BUILDING TIMELINE



Executive Summary- All Funds Budget Summary

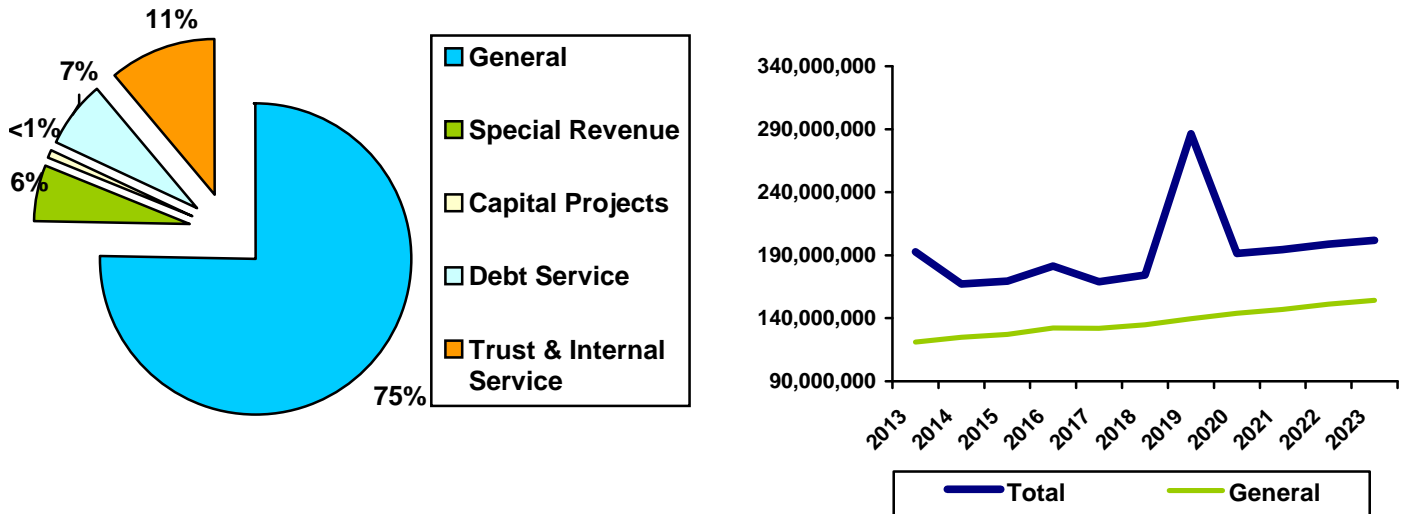
Fund	Actual Fiscal Year 2016-2017				Actual Fiscal Year 2017-2018		
	Beginning Balance	Actual Revenues	Actual Expenses	Ending Balance	Actual Revenues	Actual Expenses	Ending Balance
General:							
Local Prop. Taxes		\$ 95,685,390			\$ 98,461,763		
State Formula Aid		17,386,666			18,154,308		
Other Intergovmntl.		17,053,463			15,590,645		
Other Revenues		1,870,905			2,523,223		
Salaries			76,066,212			78,474,466	
Benefits			28,711,365			29,767,327	
Purchased Svcs			11,874,043			12,222,708	
Supplies			3,928,478			3,465,717	
Capital Outlay			310,125			659,870	
Other			1,861,554			1,782,216	
Non Operating			1,279,513			2,827,377	
Total General	79,559,887	131,996,424	124,031,290	87,525,021	134,729,939	129,199,681	93,055,279
Bond Retirement	4,040,316	8,398,321	8,214,255	4,224,382	10,416,995	9,757,131	4,884,246
Capital Projects							
Perm Improvements	844,629	-	45,967	798,662	-	89,500	709,162
Building	11,167,545	178,139	4,247,970	7,097,714	102,330	3,072,216	4,127,828
<i>Capital Projects Total</i>	12,012,174	178,139	4,293,937	7,896,376	102,330	3,161,716	4,836,990
Special Revenue							
Food Service	738,819	3,535,060	3,133,620	1,140,259	3,407,259	3,183,976	1,363,542
Other Local Sources	30,309	2,544	5,550	27,303	1,642	4,911	24,034
Uniform Sch. Supplies	101,938	362,834	393,692	71,080	367,396	335,653	102,823
Special Rotary	2,859,266	469,411	248,907	3,079,770	549,582	164,329	3,465,023
Public School Support	593,017	561,420	510,077	644,360	565,975	519,902	690,433
Other Local Grants	6,486	40,851	17,401	29,936	12,388	25,141	17,183
District Mng. Activities	356,978	746,560	702,475	401,063	859,181	785,396	474,848
Auxiliary Services	219,877	1,006,498	1,066,227	160,148	986,069	888,350	257,867
Data Commun.	-	30,600	30,600	-	32,400	32,400	-
Straight A	87	33,032	33,102	17	22,262	22,279	-
Other State Grants	1,066	29,176	29,682	560	26,999	26,755	804
Spec Ed IDEA	52,752	1,782,829	1,814,132	21,449	1,868,125	1,871,583	17,991
Vocation Education	64	36,108	35,945	227	39,732	39,916	43
Limited English Prof.	1,668	119,413	121,000	81	128,051	128,042	90
Disadv. Children	25,879	836,471	857,615	4,735	859,547	853,812	10,470
Spec Ed Preschool	701	24,150	24,804	47	60,646	60,192	501
Improving Tchr Quality	9,991	150,541	160,500	32	209,831	207,792	2,071
Other Federal Grants	-	1,000	1,000	-	17,990	17,990	-
<i>Special Revenue Totals</i>	4,998,898	9,768,498	9,186,329	5,581,067	10,015,075	9,168,419	6,427,723
Internal Service							
Intra-District Svcs	824,920	1,739,548	1,502,985	1,061,483	1,670,864	1,399,641	1,332,706
Workers Comp Insur.	1,363,578	660,027	312,549	1,711,056	526,523	295,682	1,941,897
Medical Self Insurance	10,987,310	16,155,644	15,845,003	11,297,951	16,796,164	16,838,828	11,255,287
<i>Internal Service Totals</i>	13,175,808	18,555,219	17,660,537	14,070,490	18,993,551	18,534,151	14,529,890
Priv. Purp Trust	126,078	1,225	1,000	126,303	1,779	1,200	126,882
Total All Funds	\$ 113,913,161	\$ 168,897,826	\$ 163,387,348	\$ 119,423,639	\$ 174,259,669	\$ 169,822,298	\$ 123,861,010

Executive Summary- All Funds Budget Summary

Actual Fiscal Year 2018-2019			Proposed Budget Fiscal Year 2019-2020					
Actual Revenues	Actual Expenses	Ending Balance	Estimated Revenues	Percentage Change from Prior Year	Estimated Expenses	Percentage Change from Prior Year	Ending Balance	Fund Balance as a Percentage of Expenses
\$ 103,234,687			\$ 109,063,000	5.65%				
18,439,418			19,062,000	3.38%				
14,502,901			13,117,000	-9.56%				
3,324,637			2,755,000	-17.13%				
	84,201,316				86,393,000	2.60%		
	31,189,771				32,695,000	4.83%		
	13,827,496				15,003,715	8.51%		
	3,595,647				4,146,754	15.33%		
	1,584,136				2,606,856	64.56%		
	1,846,012				2,045,675	10.82%		
	606,650				542,000	-10.66%		
139,501,643	136,851,028	95,705,894	143,997,000	3.22%	143,433,000	4.81%	96,269,894	67.12%
26,463,833	19,245,026	12,103,053	13,739,500	-48.08%	15,337,526	-20.30%	10,505,027	68.49%
-	73,876	635,286	-	0.00%	635,286	759.94%	-	0.00%
89,545,166	14,883,900	78,789,094	1,600,000	-98.21%	52,940,712	255.69%	27,448,382	51.85%
89,545,166	14,957,776	79,424,380	1,600,000	-98.21%	53,575,998	258.18%	27,448,382	51.23%
3,384,005	3,251,765	1,495,782	3,379,000	-0.15%	3,564,000	9.60%	1,310,782	36.78%
8,217	9,600	22,651	2,953	-64.06%	4,600	-52.08%	21,004	456.61%
373,767	388,904	87,686	376,873	0.83%	464,559	19.45%	-	0.00%
566,132	634,882	3,396,273	563,500	-0.46%	675,426	6.39%	3,284,347	486.26%
617,256	606,225	701,464	581,643	-5.77%	729,982	20.41%	553,125	75.77%
1,009	14,364	3,828	-	-100.00%	3,828	-73.35%	-	0.00%
953,276	820,300	607,824	865,665	-9.19%	1,152,017	40.44%	321,472	27.91%
982,217	1,168,855	71,229	977,000	-0.53%	1,048,229	-10.32%	-	0.00%
32,400	32,400	-	32,400	0.00%	32,400	0.00%	-	0.00%
-	-	-	-	0.00%	-	0.00%	-	0.00%
85,969	86,684	89	32,406	-62.31%	32,495	-62.51%	-	0.00%
2,284,380	2,241,419	60,952	2,838,759	24.27%	2,899,711	29.37%	-	0.00%
42,891	42,894	40	48,158	12.28%	48,198	12.37%	-	0.00%
124,748	124,490	348	124,532	-0.17%	124,880	0.31%	-	0.00%
886,013	875,721	20,762	962,383	8.62%	983,145	12.27%	-	0.00%
98,447	96,824	2,124	76,939	-21.85%	79,063	-18.34%	-	0.00%
167,384	168,520	935	174,219	4.08%	175,154	3.94%	-	0.00%
74,528	74,232	296	103,083	38.31%	103,379	39.26%	-	0.00%
10,682,639	10,638,079	6,472,283	11,139,513	4.28%	12,121,066	13.94%	5,490,730	45.30%
1,761,157	1,492,912	1,600,951	1,761,000	-0.01%	1,688,080	13.07%	1,673,871	99.16%
384,370	329,922	1,996,345	395,000	2.77%	386,000	17.00%	2,005,345	519.52%
17,934,565	18,657,038	10,532,814	18,926,000	5.53%	19,630,000	5.21%	9,828,814	50.07%
20,080,092	20,479,872	14,130,110	21,082,000	4.99%	21,704,080	5.98%	13,508,030	62.24%
2,373	1,850	127,405	2,165	-8.77%	2,450	32.43%	127,120	5188.57%
\$ 286,275,746	\$ 202,173,631	\$ 207,963,125	\$ 191,560,178	-33.09%	\$ 246,174,120	21.76%	\$ 153,349,183	62.29%

Executive Summary - Revenue Analysis

Total 2020 Projected Revenues All Funds: \$191.5 Million



Revenue of all 25 District funds for 2020 is projected to total \$191.5 million, a decrease of \$95 million. That decrease is a result of the following:

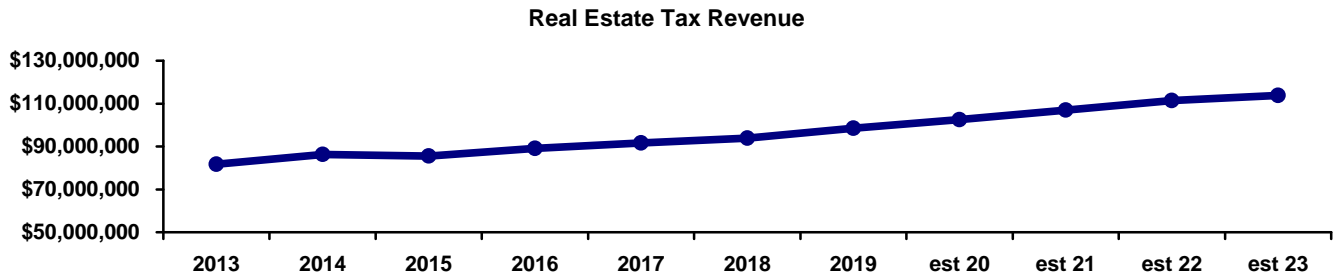
- General Fund total revenue is projected to increase \$4 million. Property taxes are projected to increase \$4.0 million due to the phase-in of a new incremental operating levy approved by voters in November 2018. State foundation revenue is projected to increase 3% (\$0.5 million) offset by the loss of \$1.1 million in state resources due to the elimination of tangible personal property tax reimbursements.
- Capital Projects funds are projected to decrease \$88 million, as the district issued all available debt that voters approved in November 2018 to take advantage of low interest rates. Any new debt proceeds in this fund would need approved by voters and is not anticipated at this time.
- Bond retirement fund revenue is projected to decrease \$12.7 million. The District issued anticipation notes last year related to the November 2018 bond levy, and as mentioned earlier, no new issuances are expected at this time.
- Special revenue funds are projected to total \$11.1 million, consistent with prior years. Federal grant allocations are expected to remain stable, and the District is not aware of any new grants available in FY20 at this time.
- Internal Service fund revenue is expected to increase \$1 million, the result of an increase in insurance rates charged by the self-insurance fund of 7.14% for calendar year 2018. Claims are running fairly close to current year estimates, and we project a 5% inflationary increase in premiums for 2019 at this time. Workers Compensation premium rates are expected to decrease due to favorable claims activity.

A detailed analysis of each fund category follows.

General Fund

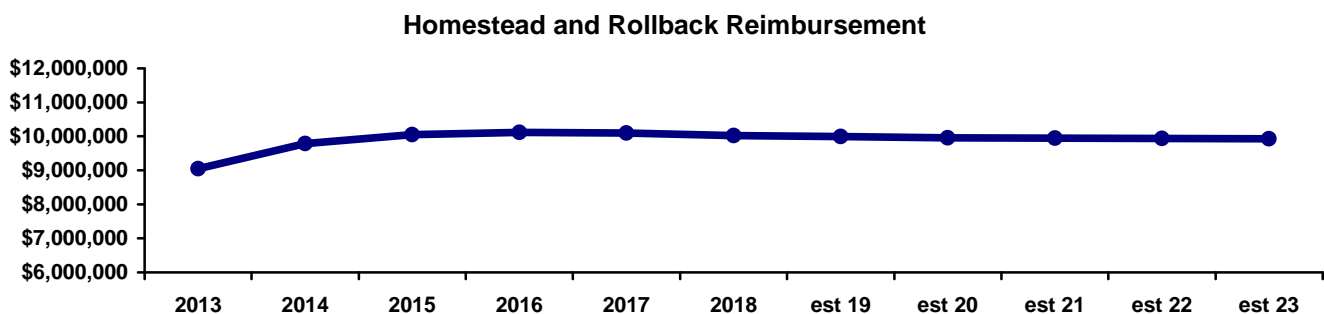
The three main sources of General Fund operating revenue are real estate property taxes (and Homestead & Rollback Reimbursement), tangible personal property taxes (and reimbursement), and basic state aid. A detailed analysis of each category follows.

Real Estate Property Taxes



The District's main source of revenue is real estate property taxes, accounting for 71% of total projected 2020 operating revenue. Voters overwhelmingly supported a new incremental operating levy in November 2018. The levy will phase-in an additional 2.9 mills in calendar year 2019, along with an additional 2.0 mills in each of 2020, 2021, and 2022, maxing out at 8.9 mills continuously for 2022 and beyond. The graph above shows total projected collections of \$102.5 million for fiscal year 2020, gradually increasing to \$113.8 million in 2023 as a result of this incremental levy. At that point, collections will be flat due to Ohio law that states 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.

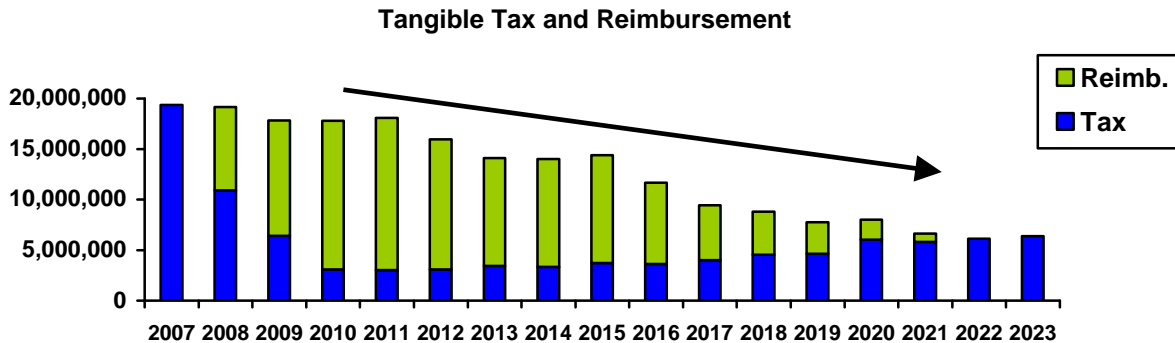
Homestead and rollback reimbursements are linked to property taxes and are the result of tax credits the State provides to eligible homeowners on the first 12.5% of owner occupied residential property values and to senior citizens. The State reimburses the District the amount that otherwise would have been collected from the homeowner. However, in 2013, the state eliminated this provision for any new levies, and placed an income threshold on the senior credit. The state will continue to reimburse the amount from levies passed prior to 2013. This is why this graph is essentially flat at \$9.9 million into the future, and actually is decreasing slightly due to housing turnover and seniors moving out that were eligible for the credit.



Executive Summary - Revenue Analysis

Tangible Personal Property Tax Reimbursement

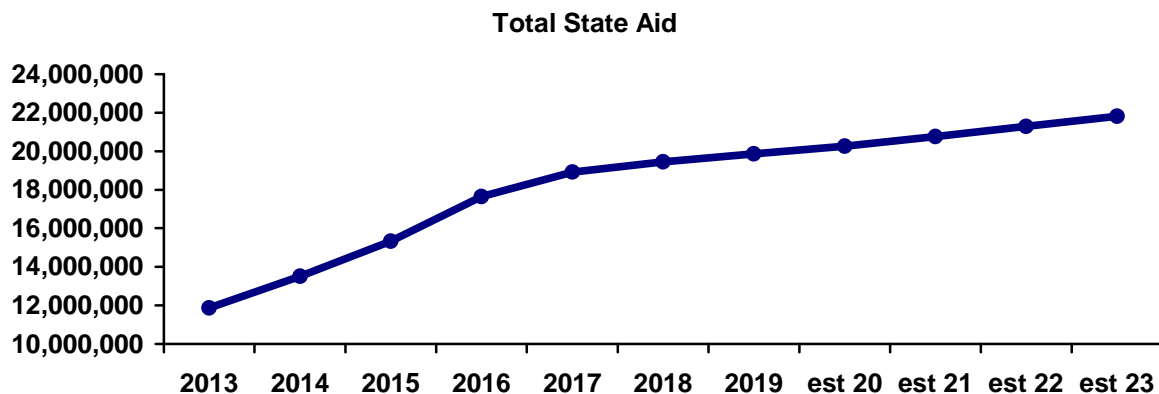
Tangible personal property taxes, which are assessed on the equipment and inventory used in business, were eliminated by the state in 2005 in an effort to increase business growth (except for public utility property). However, school districts were dependent on this source of revenue, with our District heavily dependent, receiving approximately \$18 million annually from TPP. In an effort to lessen the impact, the State decided to gradually phase out this tax over a number of years by reimbursing Districts a portion of the lost revenue. While several of the ensuing state budget bills have altered this reimbursement in some form or another, we are now fairly certain to only receive \$1.9 million in 2020 and eventually \$0 in 2022. The graph below illustrates the loss of this revenue. All that remains after 2022 is utility taxes.



State Aid

State aid is the third major component of funding for our District and is projected to total \$20.2 million in FY20, a 3% increase from the prior year. Even though our enrollment is growing, adequate resources did not exist to fully fund the state's educational formula in prior state budgets, so any growth a District was calculated to receive was "capped" at 3%. At the time of this publication, the legislature has not yet approved the 2020-2021 biennial budget, but we believe the final outcome will be an approximate 3% increase in revenue. If the funding formula were fully implemented, the District would receive approximately \$23.7 million in FY20, but instead will only receive \$20.2 million, a shortfall of \$3.5 million. This shortfall is expected to continue each year unless the state appropriates more resources to fully fund the formula.

The chart below illustrates total state aid, including formula aid, supplements, casino revenue, and a small amount of restricted funds including Medicaid reimbursement, career tech, and disadvantaged funding.



Debt Service Fund

Total revenue for the Debt Service Fund for 2020 is projected to be \$13.7 million, a decrease of \$12.7 million from 2019 total revenue. FY19 included \$6.2 million of premium on the issuance of the District's \$89 million

capital bond as well as \$9.0 million of refunding bonds used to pay off a bond anticipation note issuance, both of which will not occur in FY20. The premium was used to pay the issuance costs with the remainder being used to pay principal payments in FY20 and FY21.

Tax rates will remain at 6.05 mills for calendar year 2019 likely through 2022 and eventually will begin to decline as outstanding debt is paid off, with the first drop occurring in 2023 down to an estimated 4.55 mills. This drop should provide the District flexibility and opportunity to move forward with phase 2 of the facilities master plan in 2022.

Capital Projects Funds

The two capital projects funds are the Permanent Improvements Fund and the Building Fund. The District does not have a PI levy currently in effect, therefore we do not anticipate any revenue in the Permanent Improvement Fund. The remaining balance is from historical land and building sales.

The Building Fund accounts for any capital bond levy proceeds and related expenses. The District issued \$89 million of debt in 2019, the majority of which will be spent on middle school renovation/addition over the next two years as we transition 6th grade to middle school in the fall of 2021. The only projected revenue is \$1.6 million in interest income related to the unspent proceeds. These proceeds will be spent down over the next two years as construction occurs, but we will invest and maximize earnings until that time. Please turn to pages 70-73 for a more detailed analysis of the District's capital plan.

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 \$11.1 million, consistent with the prior year. 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 74-92 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.

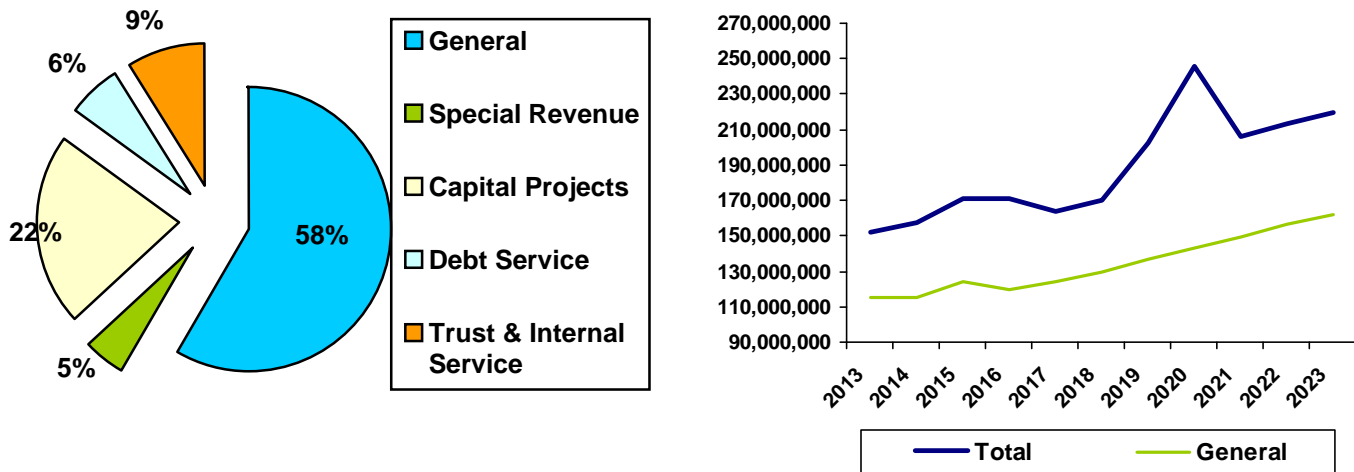
Revenue for the all-day kindergarten program is expected to remain consistent at approximately , as the rate for 2019-20 will be unchanged at \$330 per month and we expect similar enrollment levels. Revenue for the copy center is also expected to remain consistent.

Revenue for the Workers Compensation Fund is expected to increase slightly to \$0.4 million due to gross payroll increasing slightly. The rate of 0.4% of covered payroll will remain the same. Claims and other expenses continue to decrease from prior years. We maintain stop loss reinsurance of \$400,000 per claim, and our cash balance reserve is sufficient to cover three catastrophic claims.

Revenue for the Medical Self-Insurance Fund is projected to total \$18.9 million, an increase of \$1.0 million, which represents the second half of calendar year 2019's premium increase of 4.2% combined with a projected first half of calendar year 2020 premium increase of 5%. Claims have been higher than anticipated the first half of calendar year 2019. We will continue to monitor it over the next several months and will set premiums accordingly in the fall for 2020, 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 2020 Budgeted Expenditures All Funds: \$246.1 Million



Expenditures of all 25 current District funds for 2020 are projected to total \$246.1 million, an increase of \$44 million from the prior year. The increase is the result of the following:

- Capital projects funds are projected to increase \$38.6 million as the District will break ground on phase 1 construction at the middle school level, expected to be completed by the fall of 2021.
- General Fund expenditures are projected to increase \$6.6 million. Projected salaries and benefits account for \$3.3 million of this increase and include 2% base wage increases and longevity steps as negotiated with both unions, as well as 22 additional staff to support enrollment increases and special education needs.
- Debt service fund expenditures are projected to decrease \$4 million as the District issued a bond anticipation note last year that we do not expect to issue this year. However, collection and repayment on the new 2018 debt begins this year, which offsets part of that decrease.
- Special Revenue Funds total expenditures are budgeted to increase \$1.5 million, as the District will spend down federal and state grants' carryover balances from FY19.

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 as existing bond funds are spent down.

A detailed analysis of each fund category follows.

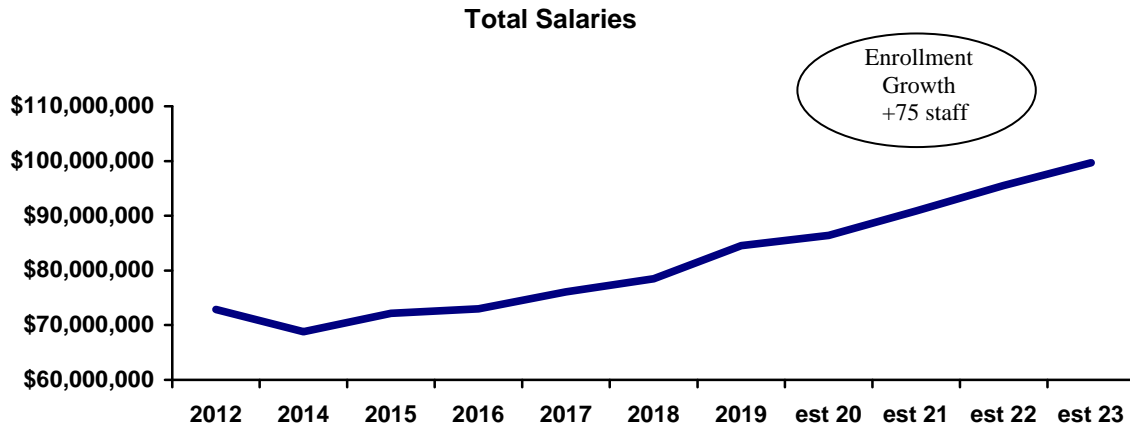
General Fund

General Fund expenditures for 2020 are budgeted at \$143.4 million, which represents an increase of \$6.6 million from the prior year, or 4.8%. The majority of the District's General Fund expenditures are related to salaries and fringe benefits, which account for 83% of total expenditures. Current negotiated labor agreements with both unions run 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 as well as workers compensation insurance.

Executive Summary - Expenditure Analysis

Salaries

The graph below illustrates historical and projected wage costs over the next five years. Total salaries gradually decreased from 2011 to 2014. This was a result of a significantly higher number of retirements than usual due to changes in eligibility and benefit calculations of the State Teachers Retirement System. Moving forward, we project 5-10 retirements per year. Continued enrollment growth creates the anticipated need for additional 75 staff members over the five year period.

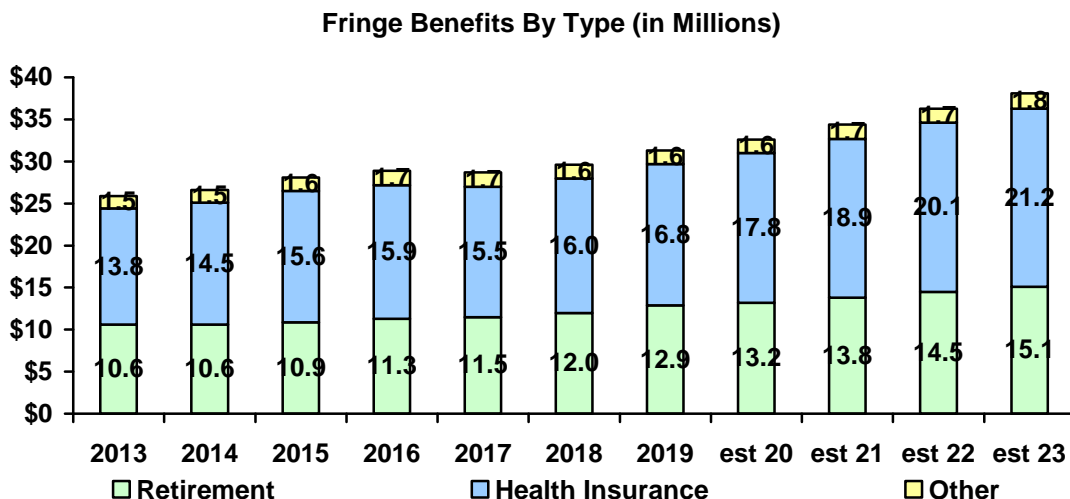


General Fund salaries are budgeted at \$86.4 million, an increase of \$2 million from 2019. This is a result of the several factors:

- An increase of \$0.9 million related to an additional 22 FTE, which includes 6 regular education teachers to address enrollment growth, 2 special education teachers, 2 aides, and an additional speech therapist and psychologist to address special needs growth, 4 support staff in the areas of transportation and health assistance, and 5 additional guidance counselors along with 1 additional nurse to address student well-being and safety needs.
- 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.
- A decrease of \$3 million since fiscal year 2019 included a one-time 25th pay to move up the first pay in the payroll cycle due to starting school earlier (the District pays bi-monthly spread over 24 equal pays)
- A projected decrease of \$0.5 million due to retirements likely to be replaced with entry level teachers

Fringe Benefits

Fringe benefits are budgeted at \$32.7 million, an increase of \$1.5 million, or 4.8%, from the prior year. Major expenditures in this category, as illustrated below, include retirement contributions and medical insurance.



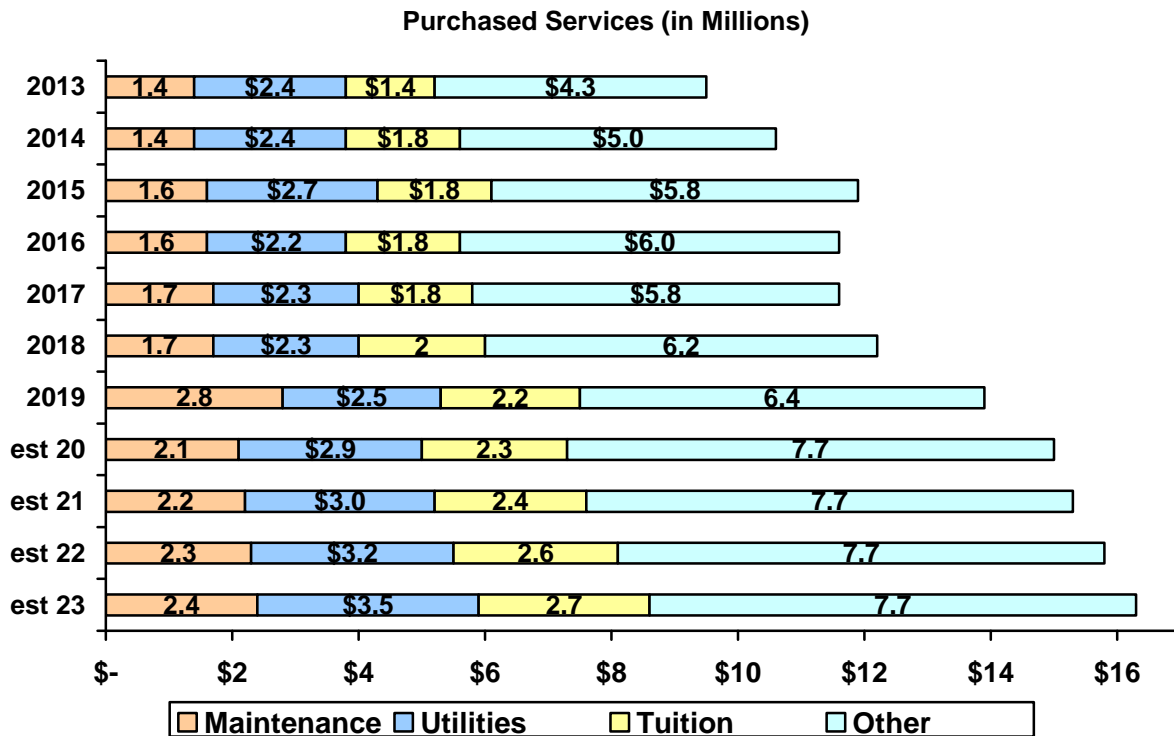
Executive Summary - Expenditure Analysis

Retirement contributions are budgeted at \$13.2 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, no change from prior year. This represents an increase of \$0.3 million from the prior year and is directly related to wage increases.

Employee health insurance is the other major component of this category, and is budgeted at \$17.8 million, an increase of \$1.0 million from the prior year. The District currently pays 86% of the monthly health insurance premium for full-time certified staff and 90% for full-time classified staff. We are in the fifth 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, and then an increase of 7.14% for 2018 and 4.2% for 2019. Claims have been running over budget during calendar year 2019, and we currently project a 5% increase for calendar year 2020 and beyond due to medical cost inflation. The insurance committee is reviewing various additional steps to help contain costs.

Other benefits include workers compensation insurance, required Medicare employer contributions, and \$140,000 for tuition reimbursement as agreed to in the certified union agreement. Both workers comp and Medicare 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 0.4% of covered payroll, since the District is self-insured and has had several years of favorable claims activity and an adequate reserve.

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 2020 are budgeted at \$15.0 million, an increase of \$1.2 million from the prior year. Utilities are budgeted to increase slightly, as long term negotiated contracts are in place for electric and gas as part of a consortium with other school districts. Tuition to other entities, mainly special-needs specific programs, is budgeted to increase \$0.2 million. The Other Purchased Services category includes legal fees & consultants (\$1.7

Executive Summary - Expenditure Analysis

million), substitute teachers (\$1.9 million), contracted student health services, and specialized transportation services. We have budgeted for a 3% inflationary increase in these other areas.

Supplies and Materials

Supplies are budgeted at \$4.1 million, an increase of \$0.6 million from the prior year, the result of carryover of unspent building budgets. Buildings are given a supply budget of between \$88-\$98 per student depending on grade level, with an additional \$38-\$48 per qualifying special needs, limited English speaking, or economically disadvantaged student. Building budgets total \$1.1 million, with an additional \$0.4 million of unspent funds carried over from 2019. New curriculum and resource adoptions are expected to total \$0.7 million.

Capital Outlay

Most capital outlay is budgeted in the capital projects fund from proceeds of debt issuance rather than the general fund. However, instructional Chromebooks used for testing and other equipment that is part of routine operations are budgeted here, and total \$2.6 million, with \$2.2 million of that being technology.

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 \$0.5 million transfer to the Debt Service fund for principal and interest on the District's operating debt, which includes two energy conservation issues. 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 \$15.3 million, a decrease of \$3.9 million from the prior year. Principal payments are estimated at \$9.9 million based on the current debt schedule, and interest payments total \$5.2 million. The District does not anticipate any issuance or refunding at this time, but we continually monitor market conditions and will take advantage of any opportunities should they make sense. For a more detailed analysis of Debt Service schedules and calculations, see page 66-67 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 \$0.6 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 or need for contingency, 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 is budgeted at \$52.9 million, which represents year two of the five year capital improvement plan approved by voters as part of an \$89 million bond levy in November 2018. The majority of the budget, \$44.4 million, will be used to begin construction on phase 1 of the facility master plan approved by the community in 2017. This includes major additions and renovations to our existing four middle school sites in order to accommodate 6th grade, currently educated in our elementary buildings. This will free up space at those buildings to accommodate our continued enrollment growth. The remaining amounts that are budgeted are \$1.6 million for technology replacement, \$0.5 million for bus replacement, \$1.8 million for loose furnishings and equipment replacement, and \$4.2 million for maintenance projects at non-middle school buildings including boiler and HVAC upgrades at several elementary buildings and field turf replacement at Thomas Worthington High School. For a complete listing of potential capital projects, please visit the District's website at www.worthington.k12.oh.us, or turn to page 70-73 for further details on the District's capital plan and budget.

Executive Summary - Expenditure Analysis

Special Revenue Funds

Special revenue funds are used to account for specific revenue sources that are legally restricted to expenditures for certain purposes. These include all local, state, and federal grants as well as athletics and the national school breakfast and lunch program. Total budgeted expenditures are \$12.1 million, an increase of \$1.5 million from the prior year. The increase is mainly the result of spending down federal and state grant funds' carryover balances. In total, 94.23 FTE are projected to be funded through various special revenue funds at a budgeted cost of \$3.1 million in salaries and \$1.0 million in benefits. Each fund is unique and we encourage you to review the financial section beginning on page 74 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.

Expenditures for the all-day kindergarten program are budgeted at \$1.0 million an increase of 9% which reflects negotiated wage increases for staff and benefit increases, as well as one additional position based on expected enrollment. Actual staff levels will be finalized once enrollment in the program is finalized later this summer.

Copy Center is budgeted at \$0.7 million and reflects spending down of balances to replace equipment and purchase additional supplies if needed.

The Workers Compensation Self Insurance Fund is budgeted at \$386,000, an increase of \$90,000. This includes an increase of \$50,000 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.

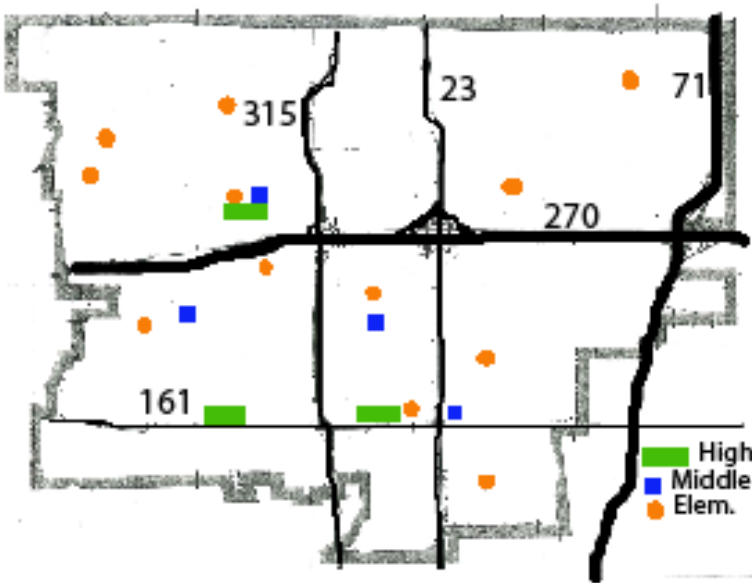
Expenditures for the Medical Self Insurance Fund are budgeted at \$19.6 million, an increase of \$1.0 million, or 5%. Claims have been trending higher than expected through the first half of calendar year 2019. Thus, we expect third party administrative costs to increase 5-7% for inflation and stop loss reinsurance costs to increase 10%, although the District is a member of a consortium with 3 other districts, leveraging stop-loss costs, and we are hopeful the increase is mitigated. We expect claims to increase 5% for inflation. 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.



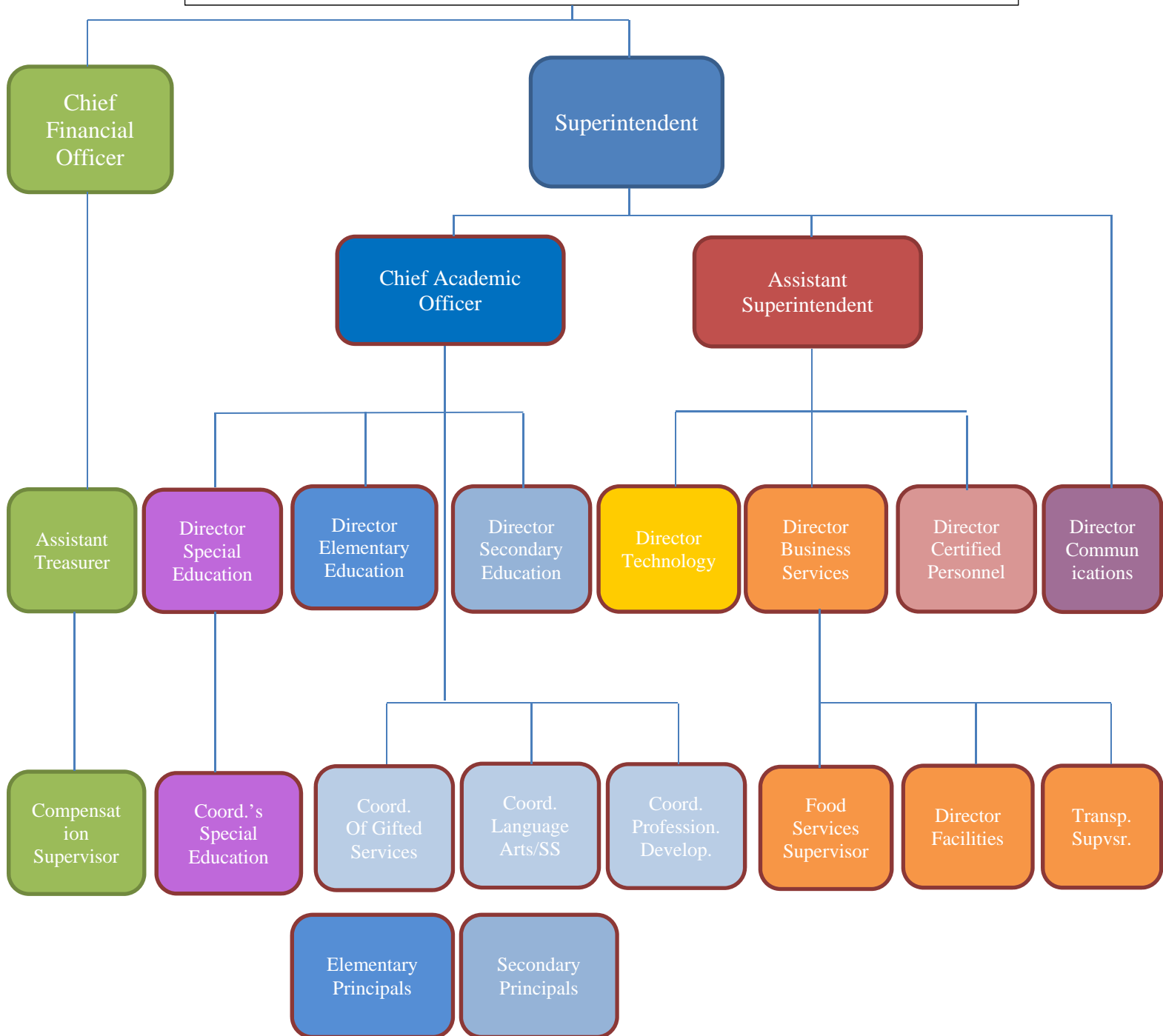
Social and Economic Setting

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

On June 10, 2019, the Board and Administration met to discuss a framework for goals in the upcoming 2019-20 school year. The goals will be refined and approved in July and will focus on five main areas:

1. *Continuous Improvement*, including a focus on equity and diversity as well as safety and student mental health.
2. *Communication and Collaboration*, including construction progress and a focus on customer service.
3. *Instruction*, including middle school re-design and continuing to develop our understanding and service model for students with Dyslexia.
4. *Policy and Governance*, including adjusting our middle school feeder patterns, phase 1 facility construction, and labor negotiations
5. *Resources*, including managing our enrollment growth, focusing on student health and wellness, and completing a functional inventory of our human and property assets to help guide our transition to 6-8 middle schools.

The Ohio Revised Code provides strict regulation over the budgetary process for local school districts, which occurs on an annual basis. The chart on the next page 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 105, and we will summarize them in the following process narrative.

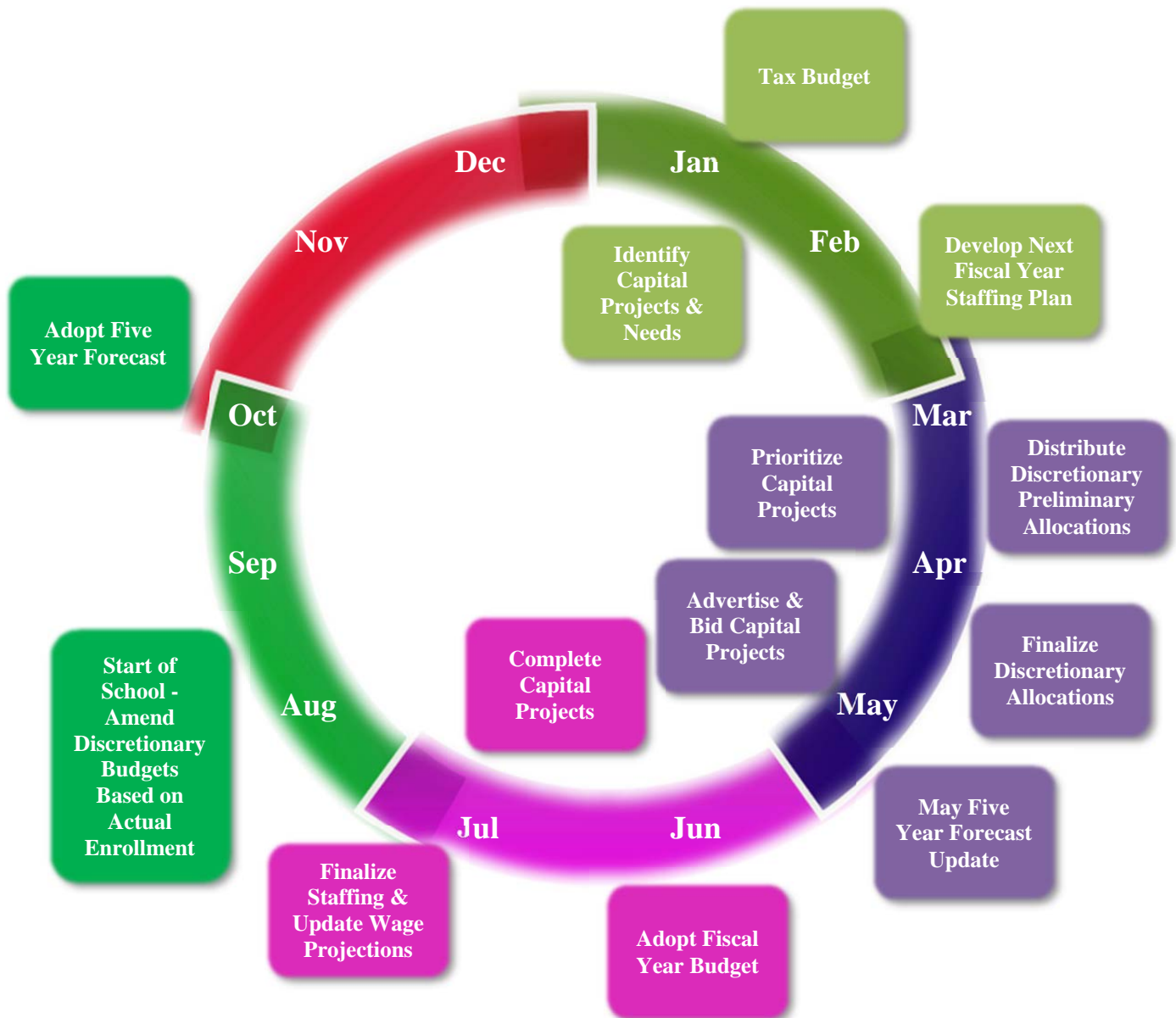
Policy 6231 indicates that budget planning shall be a continuing process involving broad participation by administrators, supervisors, and other persons as needs. This is illustrated in the circular depiction of the budget timeframe on the next page. Careful attention is paid to both the short and long term goals of the District as well as the overall mission when developing the annual budget. Furthermore 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 6145 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 on the next page 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



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 6145 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.

Enrollment has grown over 1,000 students, and the Ohio Facilities Commission performed an extensive evaluation of all District facilities indicating the need for significant renovation. Therefore, a community task force was organized in 2016 to develop a long term plan to address those two concerns, and a three-phase recommendation was made in December 2017, that will provide long-term solutions for capacity and condition. Please see page 70 for full details of that plan.

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.

Financial Section



HOW DO YOU PLAN TO

CHANGE THE WORLD?

“

By working on the school's holiday project, which provided gifts for families who couldn't afford them, I learned there are needs in every community. I want to continue to volunteer because even a small effort can make a big difference in someone's life.

GRACE



Fund Structure

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 are 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.

Long Term Forecast

	Actual				Average Change	Forecasted				
	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018			Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023
Revenues										
1.010 General Property Tax (Real Estate)	\$ 89,146,645	\$ 91,680,307	\$ 93,925,327	2.6%		\$98,507,000	\$102,530,000	\$106,999,000	\$111,486,000	\$113,862,000
1.020 Tangible Personal Property	3,791,016	4,005,083	4,536,436	9.5%		\$4,634,000	\$6,033,000	\$5,817,000	\$6,112,000	\$6,357,000
1.035 Unrestricted State Grants-in-Aid	16,802,004	17,877,676	18,665,033	5.4%		\$19,111,000	\$19,598,000	\$20,113,000	\$20,643,000	\$21,173,000
1.040 Restricted State Grants-in-Aid	849,194	1,044,856	786,746	-0.8%		\$760,000	\$666,000	\$650,000	\$646,000	\$643,000
1.050 Property Tax Allocation	18,150,139	15,517,596	14,293,173	-11.2%		\$13,112,000	\$11,925,000	\$10,764,000	\$9,934,000	\$9,924,000
1.060 All Other Revenues	1,586,939	1,853,967	2,474,976	25.2%		\$3,352,000	\$2,682,000	\$2,582,000	\$2,482,000	\$2,382,000
1.070 Total Revenues	\$ 130,325,937	\$ 131,979,485	\$ 134,681,691	1.7%		\$ 139,476,000	\$ 143,424,000	\$ 146,925,000	\$ 151,303,000	\$ 154,341,000
Other Financing Sources										
2.050 Advances-In	\$ 1,836,300	\$ 3,600	\$ 42,800	494.5%		\$ 17,700	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
2.060 All Other Financing Sources	74,758	13,341	5,447	-70.7%		\$4,300	\$5,000	\$5,000	\$5,000	\$5,000
2.070 Total Other Financing Sources	\$ 1,911,058	\$ 16,941	\$ 48,247	42.8%		\$ 22,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
2.080 Total Revenues and Other Financing Sources	\$ 132,236,995	\$ 131,996,426	\$ 134,729,938	0.9%		\$ 139,498,000	\$ 143,444,000	\$ 146,945,000	\$ 151,323,000	\$ 154,361,000
Expenditures										
3.010 Personal Services	\$ 73,001,845	\$ 76,066,212	\$ 78,474,466	3.7%		\$84,542,000	\$86,393,000	\$90,892,000	\$95,523,000	\$99,704,000
3.020 Employees' Retirement/Insurance Benefits	28,939,917	28,712,894	29,774,971	1.5%		\$31,349,000	\$32,695,000	\$34,547,000	\$36,517,000	\$38,282,000
3.030 Purchased Services	11,609,334	11,571,116	12,262,688	2.8%		\$14,668,000	\$15,003,000	\$15,533,000	\$16,115,000	\$16,735,000
3.040 Supplies and Materials	3,317,360	3,956,664	3,405,482	2.7%		4,141,000	4,147,000	4,414,000	5,011,000	4,389,000
3.050 Capital Outlay	282,089	449,630	365,036	20.3%		1,538,000	2,607,000	1,818,000	1,249,000	796,000
4.300 Other Objects	1,794,841	1,861,392	1,777,632	-0.4%		\$1,988,000	\$2,046,000	\$2,128,000	\$2,212,000	\$2,263,000
4.500 Total Expenditures	\$ 118,945,386	\$ 122,619,908	\$ 126,060,275	2.9%		\$ 138,226,000	\$ 142,891,000	\$ 149,332,000	\$ 156,627,000	\$ 162,169,000
Other Financing Uses										
5.010 Operating Transfers-Out	\$ 1,099,966	\$ 1,236,713	\$ 2,809,677	69.8%		\$527,000	\$527,000	\$526,000	\$316,000	\$316,000
5.020 Advances-Out	3,600	42,800	17,700	515.1%		15,000	15,000	15,000	15,000	15,000
5.040 Total Other Financing Uses	\$ 1,103,566	\$ 1,279,513	\$ 2,827,377	68.5%		\$ 542,000	\$ 542,000	\$ 541,000	\$ 331,000	\$ 331,000
5.050 Total Expenditures and Other Financing Uses	\$ 120,048,952	\$ 123,899,421	\$ 128,887,652	3.6%		\$ 138,768,000	\$ 143,433,000	\$ 149,873,000	\$ 156,958,000	\$ 162,500,000
6.010 Sources over (under) Expenditures and Other Financing Uses	\$ 12,188,043	\$ 8,097,005	\$ 5,842,286	-30.7%		\$ 730,000	\$ 11,000	\$ (2,928,000)	\$ (5,635,000)	\$ (8,139,000)
7.010 Cash Balance July 1 - Excluding Proposed Renewal/Replacement and New Levies	\$ 69,619,205	\$ 81,807,248	\$ 89,904,253	13.7%		\$ 95,746,539	\$ 96,476,539	\$ 96,487,539	\$ 93,559,539	\$ 87,924,539
7.020 Cash Balance June 30	\$ 81,807,248	\$ 89,904,253	\$ 95,746,539	8.2%		\$ 96,476,539	\$ 96,487,539	\$ 93,559,539	\$ 87,924,539	\$ 79,785,539
8.010 Estimated Encumbrances June 30	\$ 2,247,362	\$ 2,379,231	\$ 2,691,261	9.5%		\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000
Reservation of Fund Balance										
9.030 Budget Reserve	\$ 13,817,810	\$ 17,473,766	\$ 21,763,480	25.5%		\$ 24,884,000	\$ 26,854,000	\$ 27,674,000	\$ 27,674,000	\$ 27,674,000
9.060 Property Tax Advances	5,154,100	5,626,200	4,673,500	-3.9%		5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
9.080 Subtotal	18,971,910	23,099,966	26,436,980	18.1%		29,884,000	31,854,000	32,674,000	32,674,000	32,674,000
15.010 Unreserved Fund Balance June 30	\$ 60,587,976	\$ 64,425,056	\$ 66,618,298	4.9%		\$ 63,892,539	\$ 61,933,539	\$ 58,185,539	\$ 52,550,539	\$ 44,411,539

The five year forecast for the general fund of the District, as updated and approved May 13, 2019, is shown above. The current 2019-20 fiscal year budget agrees to the May forecast, and certain assumptions and estimates are used in years 2021 through 2023. These assumptions and notes can be found on the District website <https://www.worthington.k12.oh.us/domain/65>.

Board Policy 6145 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 well in advance of such reductions. As the forecast illustrates, increasing costs due to enrollment growth and staffing increases in correlation with state revenue decreases creates a structural deficit in FY21 that will start to erode the fund balance. The current forecast projects a need for an operating levy in 2022 with current assumptions.

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, existing fund balance is being spent down to cover the shortfall.

Fund Name	Will a "positive operating balance" be achieved?			Comments
	2019-20	2020-21	2021-22	
General Fund	Yes	No	No	Operating expenditures begin to exceed revenues in FY21, 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 the district to periodically return to voters for additional revenue, which may be in 2022 depending on funding changes from the state unforeseen.
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 set 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	No	No	No	The District passed a capital bond levy in the amount of \$89 million to fund capital improvements and the building of a new middle school. 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. The budget in 2019-20 includes \$51.8 million which includes the entire contract for the building of a new middle school in the amount of \$44.3 million. The District will monitor buildings but temporary plans have new capital bond levies in 2022 and 2026 to address the aging buildings in the District.
Internal Service Funds	Yes	Yes	Yes	Forecast assumes modest 4.2% for calendar year 2019 and 5% premium increases thereafter 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

HOW DO YOU PLAN TO

CHANGE THE WORLD?



“

I founded a club at my elementary school to spread kindness and let all students know that there are people who care about them.

ELLA



General Fund Budget Allocation

The General Fund budget is created using the following methodology:

Salaries and Benefits

Salaries and Benefits are budgeted based on actual building/department locations as determined by human resources taking into account any known changes as well as estimating locations for new staff.

Purchased Services, Supplies and Equipment

Buildings are allocated funds using a formula that includes a base amount per pupil (HS-\$98, MS-\$88, ES-\$90) plus an additional per weighted amount for special needs, economically disadvantaged children and english language learners (HS-\$48, MS-\$48, ES-\$38). Buildings are permitted to carryover unspent funds from FY19. See the following table for the allocation calculation:

BUILDING	FY 2020 Estimated ADM	FY 2020 Estimated Weights	Basic Allocation	FY19 Carryover	IB Allocation	FY 20 Allocation
Bluffsview	534	161	\$ 54,200	\$ 3,926	\$ -	\$ 58,126
Brookside	340	192	37,900	16,037	-	53,937
Colonial Hills	451	222	49,000	944	-	49,944
Evening Street	517	47	48,300	705	-	49,005
Granby	477	185	50,000	3,008	-	53,008
Liberty	472	189	49,700	13,343	-	63,043
Slate Hill	498	339	57,700	12,177	-	69,877
Sutter Park	317	214	-	-	-	-
Wilson Hill	468	197	49,600	14,690	-	64,290
Worthington Estates	650	232	67,300	28,754	-	96,054
Worthington Hills	560	98	54,100	1,484	-	55,584
Worthington Park	456	227	49,700	2,904	-	52,604
Kilbourne Middle	476	163	49,700	15,781	-	65,481
McCord Middle	551	183	57,300	406	-	57,706
Phoenix	165	51	17,000	315	-	17,315
Worthingway	430	235	49,100	1,502	-	50,602
Thomas Worthington	1,564	685	186,200	81,132	-	267,332
Worthington Kilbourne	1,180	406	135,100	129,294	21,800	286,194
Worthington Academy	109	56	13,400	662	-	14,062
Linworth	166	27	17,600	32,936	-	50,536
Totals	10,381	4,109	\$ 1,092,900	\$ 360,000	\$ 21,800	\$ 1,474,700

*Sutter Park's discretionary budget is reported in the special rotary fund. See budget on page 78.

**Worthington Kilbourne received an additional allotment for the IB program operated at the school.

Departments

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. 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.

Appropriations	Salaries	Benefits	Purchased Svcs	Supplies	New Capital Outlay	Miscellaneous	Totals
Regular Instruction	\$ 45,669,980	\$ 16,804,637	\$ 3,091,500	\$ 2,129,953	\$ 2,389,482	\$ 6,900	\$ 70,092,452
Special Instruction	12,054,585	4,676,619	842,000	61,026	12,000	2,900	17,649,130
Vocational Instruction	244,435	92,034	810,000	-	-	-	1,146,469
Adult/Continuing Instruction	-	-	700	450	-	-	1,150
Other Instruction	218,740	35,920	19,000	22,000	-	-	295,660
Subtotal Instructional Services	58,187,740	21,609,210	4,763,200	2,213,429	2,401,482	9,800	89,184,861
Pupil Support	5,963,119	2,089,460	1,101,220	77,286	1,715	500	9,233,300
Instructional Staff Support	3,441,716	1,389,793	1,375,462	191,202	120,760	66,402	6,585,335
Board of Education	15,000	1,350	4,940	60	-	34,598	55,948
Administration	6,428,094	3,077,933	659,220	94,300	29,599	27,675	10,316,821
Fiscal & Business Services	959,656	355,528	1,000,000	40,000	-	1,904,000	4,259,184
Operation & Maintenance	5,437,389	2,376,334	5,080,073	913,227	43,000	2,700	13,852,723
Transportation	3,305,234	1,091,602	754,100	594,900	-	-	5,745,836
Central Support	954,277	393,703	197,500	2,850	-	-	1,548,330
Subtotal Support Services	26,504,485	10,775,703	10,172,515	1,913,825	195,074	2,035,875	51,597,477
Extracurricular Activities	1,700,775	310,087	68,000	19,500	10,300	-	2,108,662
Transfers Out	-	-	-	-	-	542,000	542,000
Grand Totals	\$ 86,393,000	\$ 32,695,000	\$ 15,003,715	\$ 4,146,754	\$ 2,606,856	\$ 2,587,675	\$ 143,433,000

High Schools

The District operates 2 traditional high schools, Thomas Worthington and Worthington Kilbourne, as well as a small alternative high school, Linworth, which serves the needs of non-traditional students, and a second non-traditional high school environment called Worthington Academy focusing on drop out recovery and prevention utilizing blended learning concepts.

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Thomas Worthington HS						
Salaries	\$ 9,774,014	\$ 10,235,606	\$ 10,754,428	\$ 11,620,956	\$ 11,809,088	2%
Benefits	3,854,952	3,847,305	4,062,977	4,282,676	4,449,953	4%
Purchased Services	9,164	26,936	34,974	23,043	40,420	75%
Supplies & Materials	141,695	111,211	91,666	93,033	190,913	105%
Capital Outlay	47,575	37,750	36,097	36,699	28,399	-23%
Miscellaneous	4,193	5,963	4,343	4,595	7,600	65%
Maintenance Services (Utilities)	421,903	410,885	402,847	436,340	465,700	7%
Maintenance Supplies	43,736	51,204	50,928	64,382	60,179	-7%
Total	\$ 14,297,232	\$ 14,726,860	\$ 15,438,260	\$ 16,561,724	\$ 17,052,252	3%
Worthington Kilbourne HS						
Salaries	\$ 8,952,486	\$ 8,940,256	\$ 9,124,257	\$ 9,735,067	\$ 9,893,959	2%
Benefits	3,530,935	3,360,416	3,447,106	3,587,667	3,728,286	4%
Purchased Services	20,351	24,752	37,323	27,442	38,500	40%
Supplies & Materials	106,414	87,601	76,950	71,128	230,694	224%
Capital Outlay	5,268	8,278	60,348	11,273	16,000	42%
Miscellaneous	815	505	760	790	1,000	27%
Maintenance Services (Utilities)	477,096	419,438	444,203	462,108	526,970	14%
Maintenance Supplies	39,983	43,227	38,616	41,013	44,000	7%
Total	\$ 13,133,348	\$ 12,884,473	\$ 13,229,563	\$ 13,936,488	\$ 14,479,409	4%
Linworth Alternative HS						
Salaries	\$ 876,250	\$ 917,912	\$ 966,898	\$ 1,042,556	\$ 1,065,451	2%
Benefits	345,600	345,020	365,290	384,213	401,488	4%
Purchased Services	8,976	3,249	8,026	2,526	9,800	288%
Supplies & Materials	13,165	4,570	3,726	3,130	39,736	1170%
Capital Outlay	-	-	10,459	472	1,000	112%
Miscellaneous	-	-	-	-	-	0%
Maintenance Services (Utilities)	40,111	35,957	45,369	46,153	42,174	-9%
Maintenance Supplies	2,549	3,193	3,600	2,029	5,000	146%
Total	\$ 1,286,651	\$ 1,309,901	\$ 1,403,368	\$ 1,481,079	\$ 1,564,649	6%
Worthington Academy						
Salaries	\$ 257,840	\$ 310,255	\$ 327,074	\$ 370,503	\$ 377,278	2%
Benefits	101,691	116,617	123,567	136,542	142,168	4%
Purchased Services	639	3,161	(1,257)	2,070	4,765	130%
Supplies & Materials	5,832	9,714	5,315	8,343	5,562	-33%
Capital Outlay	660	1,493	9,448	3,295	3,735	13%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 366,665	\$ 441,240	\$ 464,147	\$ 520,753	\$ 533,508	2%
Total All High Schools						
Salaries	\$ 19,860,590	\$ 20,404,029	\$ 21,172,657	\$ 22,769,082	\$ 23,145,776	2%
Benefits	7,833,181	7,669,358	7,998,940	8,391,098	8,721,895	4%
Purchased Services	39,130	58,098	79,066	55,081	93,485	70%
Supplies & Materials	267,106	213,096	177,657	175,634	466,905	166%
Capital Outlay	53,503	47,521	116,352	51,739	49,134	-5%
Miscellaneous	5,008	6,468	5,103	5,385	8,600	60%
Maintenance Services (Utilities)	939,110	866,280	892,419	944,601	1,034,844	10%
Maintenance Supplies	86,268	97,624	93,144	107,424	109,179	2%
Total	\$ 29,083,896	\$ 29,362,474	\$ 30,535,338	\$ 32,500,044	\$ 33,629,818	3%

The total high school budget for 2020 is \$33.6 million, which represents an increase of 3% 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 increase of salaries will cause an increase to benefits for retirement, workers compensation and other related benefits along with a projected increase in premiums of 7% in January 2020.

	2019 Actual 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	0.50	10.00
Librarian	1.00	1.00	-	-	2.00
Regular Teachers	80.84	62.43	8.50	4.00	155.77
Special Ed Teachers	15.60	11.53	-	-	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	1.00	-	-	2.00
Physical Therapist	-	0.07	-	-	0.07
Speech & Lang. Therapists	0.80	0.50	-	-	1.30
Occupational Thrpst	0.20	0.16	-	-	0.36
Weight Room Tech	0.50	0.50	-	-	1.00
Secretaries	9.00	8.00	1.00	0.50	18.50
Aides/Assistants	16.31	11.72	-	-	28.03
Stagecraft Tech	1.00	-	-	-	1.00
Custodians	10.13	8.00	0.63	-	18.76
Attendants	-	-	-	-	-
Total 2019 Actual FTE	<u>151.78</u>	<u>116.11</u>	<u>12.03</u>	<u>5.50</u>	<u>285.42</u>
<u>Changes</u>					
Psychologists	1.00	-	-	-	1.00
Net Change	1.00	-	-	-	1.00
2020 Budgeted FTE	<u>152.78</u>	<u>116.11</u>	<u>12.03</u>	<u>5.50</u>	<u>286.42</u>
Student Enrollment	1,523	1,166	166	109	2,964

Budget Highlights

- > Base wage increases of 2% and potential longevity step increases
- > Increase of 1.0 Psychologist to help address special education needs
- > Building discretionary supply budget held constant at \$98/student with additional \$48/student for special needs and economically disadvantaged
- > Health insurance costs estimated to increase 7% in January 2020
- > Large increase in supplies & services due to carryover of unspent balances from prior years. The District allows buildings to carryover unused funds from year to year

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 Actual	2018-19 Actual	2019-20 Budget	% Change
Kilbourne Middle School						
Salaries	\$ 2,855,288	\$ 3,145,943	\$ 3,224,235	\$ 3,453,679	\$ 3,496,922	1%
Benefits	1,126,149	1,182,480	1,218,103	1,272,785	1,317,726	4%
Purchased Services	990	4,558	1,171	1,178	2,750	133%
Supplies & Materials	39,277	36,457	24,153	41,656	55,731	34%
Capital Outlay	-	17,505	14,341	6,842	7,000	2%
Maintenance Services (Utilities)	107,639	108,776	109,899	110,728	101,815	-8%
Maintenance Supplies	14,948	15,911	12,392	11,142	14,600	31%
Total	\$ 4,144,291	\$ 4,511,630	\$ 4,604,294	\$ 4,898,010	\$ 4,996,544	2%
McCord Middle School						
Salaries	\$ 3,580,340	\$ 3,684,221	\$ 3,699,051	\$ 3,977,464	\$ 4,112,413	3%
Benefits	1,412,116	1,384,806	1,397,486	1,465,816	1,549,658	6%
Purchased Services	4,224	3,284	9,769	800	3,500	338%
Supplies & Materials	42,838	37,267	14,829	22,766	49,606	118%
Capital Outlay	4,918	11,879	31,414	34,201	4,600	-87%
Maintenance Services (Utilities)	114,445	111,940	119,710	122,490	113,945	-7%
Maintenance Supplies	14,488	14,027	13,811	15,819	17,900	13%
Total	\$ 5,173,369	\$ 5,247,424	\$ 5,286,070	\$ 5,639,356	\$ 5,851,622	4%
Worthingway Middle School						
Salaries	\$ 2,989,505	\$ 3,111,609	\$ 3,329,548	\$ 3,534,309	\$ 3,595,094	2%
Benefits	1,179,086	1,169,575	1,257,889	1,302,500	1,354,720	4%
Purchased Services	2,012	6,234	2,548	3,265	4,850	49%
Supplies & Materials	31,278	23,857	23,882	28,351	31,746	12%
Capital Outlay	9,650	13,423	25,873	18,502	14,006	-24%
Maintenance Services (Utilities)	101,176	99,463	89,393	109,386	107,402	-2%
Maintenance Supplies	11,998	9,306	10,276	10,335	14,000	35%
Total	\$ 4,324,705	\$ 4,433,467	\$ 4,739,409	\$ 5,006,648	\$ 5,121,818	2%
Phoenix Alternative Middle School						
Salaries	\$ 1,486,441	\$ 1,552,373	\$ 1,620,578	\$ 1,776,193	\$ 1,805,032	2%
Benefits	586,265	583,498	612,248	654,581	680,180	4%
Purchased Services	2,501	3,837	(124)	1,361	2,620	93%
Supplies & Materials	22,482	14,365	15,884	15,649	14,345	-8%
Capital Outlay	286	892	1,100	393	350	-11%
Maintenance Services (Utilities)	103,991	95,195	111,084	116,488	105,420	-10%
Maintenance Supplies	12,933	10,342	8,237	9,943	15,000	51%
Total	\$ 2,214,899	\$ 2,260,502	\$ 2,369,007	\$ 2,574,608	\$ 2,622,947	2%
Grand Totals Middle Schools						
Salaries & Benefits	\$ 15,215,190	\$ 15,814,505	\$ 16,359,138	\$ 17,437,327	\$ 17,911,745	3%
Services, Supplies, & Outlay	160,456	173,558	164,840	174,964	191,104	9%
Maintenance	481,618	464,960	474,802	506,331	490,082	-3%
Total	\$ 15,857,264	\$ 16,453,023	\$ 16,998,780	\$ 18,118,622	\$ 18,592,931	3%

The total middle school budget for 2020 is \$18.6 million, which represents an increase of 3%. The following chart illustrates budgeted FTE at each building.

	2019 Actual FTE				
	KMS	McCord	Worthingway	Phoenix	Total
Principal/Asst. Principal	1.00	2.00	1.00	0.50	4.50
Counselors	1.00	1.50	1.00	0.50	4.00
Librarian	1.00	0.60	1.00	-	2.60
Regular Ed Teachers	22.43	28.73	25.83	15.39	92.38
Special Ed Teachers	10.80	7.22	7.60	1.53	27.15
Other Educational	1.00	-	1.00	-	2.00
Psychologists	0.20	0.93	0.40	0.40	1.93
Nurses	0.70	0.70	0.70	0.10	2.20
Physical Therapist	0.12	-	-	0.10	0.22
Spch & Lang. Therapists	0.50	-	0.50	0.20	1.20
Occupational Thrpst	0.20	0.20	0.16	-	0.56
Secretaries	2.00	2.00	2.00	0.50	6.50
Aides/Assistants	6.26	6.33	3.09	1.75	17.43
Custodians	3.00	2.00	2.63	2.00	9.63
Total 2019 Actual FTE	50.21	52.21	46.91	22.97	172.30
<u>Changes:</u>					
Counselors	0.50	-	-	-	0.50
Nurses	0.30	0.30	0.30	0.10	1.00
Regular Ed Teachers	-	2.00	-	-	2.00
Total Changes	0.80	2.30	0.30	0.10	3.50
2020 Budgeted FTE	51.01	54.51	47.21	23.07	175.80
Student Enrollment	476	549	430	164	1,619

Budget Highlights

- > Base wage increases of 2% and potential longevity step increases
- > Increase of 0.5 FTE guidance counselor to increase student support and mental health
- > Increase of 1 FTE Nurse. Phoenix nurse will assist with elementary needs
- > Increase of 2 regular ed teachers due to enrollment growth
- > Building discretionary supply budget held constant at \$88/student with additional \$48/student for special needs and economically disadvantaged
- > Large increase in supplies & services due to carryover of unspent balances from prior years. The District allows buildings to carryover unused funds.

Elementary Schools

The District operates 11 traditional elementary schools and 1 preschool, Sutter Park. Attendance is determined by boundaries. Total Elementary budget is \$53.8 million, which is an increase of 4%. Building budgets will be adjusted later in the summer when final enrollment has been occurred.

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Bluffsview Elementary						
Salaries	\$ 2,730,804	\$ 2,922,943	\$ 3,079,630	\$ 3,295,512	\$ 3,413,644	4%
Benefits	1,077,052	1,098,660	1,163,471	1,214,496	1,286,345	6%
Purchased Services	1,378	1,122	1,588	1,947	1,840	-5%
Supplies & Materials	38,955	32,190	27,329	46,944	55,286	18%
Capital Outlay	4,780	52	2,058	-	1,000	100%
Maintenance Services (Utilities)	93,137	90,012	87,606	98,229	99,856	2%
Maintenance Supplies	13,966	15,620	11,791	14,877	16,000	8%
Total	\$ 3,960,072	\$ 4,160,599	\$ 4,373,473	\$ 4,672,005	\$ 4,873,971	4%
Brookside Elementary						
Salaries	\$ 2,133,257	\$ 2,253,587	\$ 2,419,866	\$ 2,500,011	\$ 2,616,382	5%
Benefits	841,374	847,066	914,215	921,330	985,917	7%
Purchased Services	10,496	8,330	6,991	1,089	3,500	221%
Supplies & Materials	9,471	19,720	13,242	33,628	49,437	47%
Capital Outlay	539	11,939	3,189	-	1,000	100%
Maintenance Services (Utilities)	64,794	63,820	58,989	67,358	64,540	-4%
Maintenance Supplies	12,863	11,984	15,924	17,138	18,400	7%
Total	\$ 3,072,794	\$ 3,216,446	\$ 3,432,416	\$ 3,540,554	\$ 3,739,176	6%
Colonial Hills Elementary						
Salaries	\$ 2,219,222	\$ 2,272,480	\$ 2,429,098	\$ 2,740,202	\$ 2,854,768	4%
Benefits	875,280	854,168	917,703	1,009,847	\$ 1,075,747	7%
Purchased Services	709	490	773	1,067	900	-16%
Supplies & Materials	25,233	44,366	35,033	54,736	48,594	-11%
Capital Outlay	674	-	317	664	450	-32%
Maintenance Services (Utilities)	67,901	63,529	69,246	81,553	62,996	-23%
Maintenance Supplies	11,938	9,366	14,901	10,936	14,300	31%
Total	\$ 3,200,957	\$ 3,244,399	\$ 3,467,071	\$ 3,899,005	\$ 4,057,755	4%
Evening Street Elementary						
Salaries	\$ 2,540,596	\$ 2,692,163	\$ 2,829,718	\$ 3,073,883	\$ 3,224,204	5%
Benefits	1,002,032	1,011,916	1,069,056	1,132,819	1,214,959	7%
Purchased Services	886	1,643	944	1,131	2,500	121%
Supplies & Materials	23,472	34,711	29,175	45,172	46,105	2%
Capital Outlay	-	449	21,275	7,434	400	-95%
Maintenance Services (Utilities)	73,975	72,441	77,869	78,052	74,514	-5%
Maintenance Supplies	11,907	12,310	13,897	13,467	15,300	14%
Total	\$ 3,652,868	\$ 3,825,633	\$ 4,041,934	\$ 4,351,958	\$ 4,577,982	5%

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
<u>Granby Elementary</u>						
Salaries	\$ 2,619,371	\$ 2,622,690	\$ 2,760,039	\$ 3,025,740	\$ 3,126,094	3%
Benefits	1,033,102	985,803	1,042,731	1,115,077	1,177,989	6%
Purchased Services	923	1,090	1,445	1,663	1,700	2%
Supplies & Materials	26,304	24,940	30,687	43,021	51,308	19%
Capital Outlay	-	2,389	29,129	28,807	-	-100%
Maintenance Services (Utilities)	69,145	73,068	66,122	71,470	61,128	-14%
Maintenance Supplies	16,902	13,828	16,913	15,438	16,000	4%
Total	\$ 3,765,747	\$ 3,723,808	\$ 3,947,066	\$ 4,301,216	\$ 4,434,219	3%
<u>Liberty Elementary</u>						
Salaries	\$ 2,985,069	\$ 3,008,259	\$ 2,944,691	\$ 3,039,807	\$ 3,183,237	5%
Benefits	1,177,336	1,130,729	1,112,492	1,120,261	1,199,522	7%
Purchased Services	1,028	1,563	1,438	886	1,115	26%
Supplies & Materials	23,466	41,463	21,110	48,803	61,928	27%
Capital Outlay	-	-	-	33,426	-	-100%
Maintenance Services (Utilities)	104,031	101,401	102,545	115,196	122,390	6%
Maintenance Supplies	14,902	9,411	9,795	8,132	16,000	97%
Total	\$ 4,305,832	\$ 4,292,826	\$ 4,192,071	\$ 4,366,511	\$ 4,584,192	5%
<u>Slate Hill Elementary</u>						
Salaries	\$ 2,960,411	\$ 3,101,514	\$ 3,161,752	\$ 3,440,579	\$ 3,472,064	1%
Benefits	1,167,611	1,165,781	1,194,497	1,267,958	1,308,359	3%
Purchased Services	955	895	1,014	1,438	800	-44%
Supplies & Materials	54,357	46,042	32,530	72,338	69,077	-5%
Capital Outlay	-	-	21	-	-	0%
Maintenance Services (Utilities)	85,192	84,178	85,873	94,349	82,855	-12%
Maintenance Supplies	12,931	10,246	12,904	11,889	13,000	9%
Total	\$ 4,281,457	\$ 4,408,656	\$ 4,488,591	\$ 4,888,551	\$ 4,946,155	1%
<u>Sutter Park Preschool**</u>						
Salaries	\$ 1,853,669	\$ 1,954,520	\$ 2,345,823	\$ 2,613,563	\$ 2,684,561	3%
Benefits	731,102	734,655	886,242	963,177	1,011,608	5%
Purchased Services	-	-	-	-	-	0%
Supplies & Materials	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance Services (Utilities)	55,743	53,623	58,268	67,052	54,824	-18%
Maintenance Supplies	9,902	6,127	8,038	9,636	10,000	4%
Total	\$ 2,650,416	\$ 2,748,925	\$ 3,298,371	\$ 3,653,428	\$ 3,760,993	3%

** Sutter Parks discretionary budget is reported in the special rotary fund on page 78 since it is supported through charges for services.

Elementary Schools

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
<u>Wilson Hill</u>						
Salaries	\$ 2,732,116	\$ 2,901,333	\$ 2,888,164	\$ 3,162,688	\$ 3,253,662	3%
Benefits	1,077,569	1,090,538	1,091,136	1,165,546	1,226,060	5%
Purchased Services	407	1,548	908	7,390	2,200	-70%
Supplies & Materials	17,794	25,818	22,693	45,231	61,590	36%
Capital Outlay	8,726	22,644	2,511	6,766	500	-93%
Maintenance Services (Utilities)	62,842	59,417	66,208	92,742	82,778	-11%
Maintenance Supplies	12,914	14,370	16,711	19,883	22,500	13%
Total	\$ 3,912,368	\$ 4,115,668	\$ 4,088,331	\$ 4,500,246	\$ 4,649,290	3%
<u>Worthington Estates</u>						
Salaries	\$ 3,342,626	\$ 3,374,239	\$ 3,171,006	\$ 3,339,999	\$ 3,402,608	2%
Benefits	1,318,359	1,268,291	1,197,993	1,230,891	1,282,186	4%
Purchased Services	910	626	1,104	1,207	1,000	-17%
Supplies & Materials	59,049	27,944	23,421	48,937	93,054	90%
Capital Outlay	-	1,936	4,999	41,295	2,000	-95%
Maintenance Services (Utilities)	84,322	100,641	78,147	90,869	94,591	4%
Maintenance Supplies	17,154	14,558	16,198	14,215	16,000	13%
Total	\$ 4,822,420	\$ 4,788,235	\$ 4,492,868	\$ 4,767,413	\$ 4,891,439	3%
<u>Worthington Hills</u>						
Salaries	\$ 2,661,453	\$ 2,814,985	\$ 3,024,085	\$ 3,284,381	\$ 3,390,736	3%
Benefits	1,049,699	1,058,082	1,142,487	1,210,394	1,277,712	6%
Purchased Services	2,474	918	1,752	3,908	3,500	-10%
Supplies & Materials	29,308	31,718	32,413	58,256	52,084	-11%
Capital Outlay	-	-	-	-	-	0%
Maintenance Services (Utilities)	78,723	78,572	104,883	96,017	94,261	-2%
Maintenance Supplies	12,930	12,009	12,742	13,803	16,400	19%
Total	\$ 3,834,587	\$ 3,996,284	\$ 4,318,362	\$ 4,666,759	\$ 4,834,693	4%
<u>Worthington Park</u>						
Salaries	\$ 2,654,257	\$ 2,722,024	\$ 2,852,305	\$ 3,042,502	\$ 3,116,909	2%
Benefits	1,046,861	1,023,140	1,077,589	1,121,254	1,174,528	5%
Purchased Services	7,490	5,787	6,345	8,648	2,500	-71%
Supplies & Materials	47,906	49,979	27,419	46,266	48,104	4%
Capital Outlay	2,082	964	89	2,247	2,000	-11%
Maintenance Services (Utilities)	80,206	82,969	85,139	92,488	77,655	-16%
Maintenance Supplies	12,997	12,502	13,365	9,600	11,000	15%
Total	\$ 3,851,799	\$ 3,897,365	\$ 4,062,251	\$ 4,323,005	\$ 4,432,696	3%
<u>Grand Totals All Elementary</u>						
Salaries & Benefits	\$ 43,830,228	\$ 44,909,566	\$ 46,715,789	\$ 50,031,917	\$ 51,959,801	4%
Services, Supplies, & Outlay	399,772	443,276	382,942	694,345	665,472	-4%
Maintenance	1,081,317	1,066,002	1,104,074	1,204,389	1,157,288	-4%
Total	\$ 45,311,317	\$ 46,418,844	\$ 48,202,805	\$ 51,930,651	\$ 53,782,561	4%

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 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	0.50	0.40	0.50	0.50	0.50	0.50	1.00	0.60	1.00	0.50	0.50	-	6.50
Librarian	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-	11.00
Regular Ed Teachers	24.47	17.55	23.80	27.40	26.57	24.73	26.33	26.40	32.20	26.82	22.70	-	278.97
Special Ed Teachers	7.10	3.90	5.50	2.50	6.22	4.70	6.00	5.00	4.60	5.40	7.50	18.00	76.42
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	1.70	6.57
Nurses	0.05	0.10	0.10	0.10	0.05	0.10	0.10	0.10	0.10	0.10	0.10	0.80	1.80
Physical Therapist	0.06	0.09	-	0.04	0.04	0.04	0.04	-	0.15	-	-	1.75	2.21
Spch & Lang. Thrpst	0.50	0.50	-	0.50	-	-	0.50	0.50	0.50	0.50	0.50	1.50	5.50
Occupational Thrpst	0.27	0.20	0.26	0.25	0.66	0.16	1.26	0.16	0.16	0.29	0.34	0.75	4.76
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	5.37	7.99	2.93	3.69	3.92	5.13	7.59	3.47	3.95	5.85	5.35	12.07	67.31
Custodians	2.00	2.88	2.00	2.00	2.00	1.00	2.00	2.50	2.50	2.00	2.00	2.00	24.88
Crossing Guard	0.25	-	-	-	-	0.31	-	-	-	-	-	-	0.56
2019 Actual FTE	<u>43.97</u>	<u>36.94</u>	<u>38.89</u>	<u>40.38</u>	<u>43.36</u>	<u>40.01</u>	<u>48.72</u>	<u>42.13</u>	<u>48.76</u>	<u>45.06</u>	<u>42.19</u>	<u>40.57</u>	<u>510.98</u>
Changes:													
Counselors	0.50	0.60	0.50	0.50	0.50	0.50	-	0.40	-	0.50	0.50	-	4.50
Regular Ed Teachers	1.00	0.50	-	1.50	1.00	1.00	(1.00)	0.50	-	0.50	-	-	5.00
Spch & Lang. Thrpst	-	-	-	-	-	-	0.33	-	0.33	0.34	-	-	1.00
Special Ed Teachers	-	0.50	0.50	0.50	-	0.50	-	-	-	-	-	-	2.00
Aides/Assistants	-	0.50	0.50	0.50	-	0.50	-	-	-	-	-	1.00	3.00
Net Change	<u>1.50</u>	<u>2.10</u>	<u>1.50</u>	<u>3.00</u>	<u>1.50</u>	<u>2.50</u>	<u>(0.67)</u>	<u>0.90</u>	<u>0.33</u>	<u>1.34</u>	<u>0.50</u>	<u>1.00</u>	<u>15.50</u>
2020 Budgeted FTE	45.47	39.04	40.39	43.38	44.86	42.51	48.05	43.03	49.09	46.40	42.69	41.57	526.48
Student Enrollment	528	337	444	522	478	481	517	474	643	562	453	347	5,786

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
- > Additional 4.5 FTE guidance counselors-- all 11 elementary buildings will now have a full time guidance counselor
- > Additional 5 regular ed teachers to address growth (1 more will be funded through ADK tuition, for a total of 6)
- > Realignment of nursing staff: 7 total FTE nurses: 2 high schools, 4 middle schools, and Sutter. Phoenix will oversee the 11 elementary health assistants. Net effect is an addition of one FTE nurse (see middle schools detailed FTE)
- > Additional Speech Therapist, two intervention specialists, and potentially 3 special ed aides or office assistants to address special education needs. We budget these split over several elementary buildings, actual location will be known this summer
- > Building discretionary supply budget increased to \$90/student with additional \$38/student for special needs and economically disadvantaged

Office of the Superintendent

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

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 209,831	\$ 218,093	\$ 224,636	\$ 244,766	\$ 250,092	2%
Benefits	82,759	81,976	84,867	90,204	94,241	4%
Purchased Services	51,529	60,343	67,159	65,981	75,200	14%
Supplies & Materials	5,122	1,800	4,801	4,005	5,500	37%
Capital Outlay	1,185	-	-	1,498	1,500	0%
Miscellaneous	20,527	22,847	18,593	20,972	24,800	18%
Total	\$ 370,953	\$ 385,059	\$ 400,056	\$ 427,426	\$ 451,333	6%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Superintendent	1.00	1.00	1.00	1.00	1.00	0.00
Secretary	1.00	1.00	1.00	1.00	1.00	0.00
Total FTE	2.00	2.00	2.00	2.00	2.00	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 7% estimated insurance increase in calendar year 2020.
- > Purchased Services major items include \$8,000 in legal fees and as well as \$27,500 for staff development
- > Miscellaneous includes \$24,800 for various administrator's professional memberships

Department Goals

- > Continuous Improvement, including a focus on equity, diversity and inclusion as well as safety and student mental health
- > Communication and Collaboration, including construction progress and a focus on customer service
- > Instruction, including middle school re-design and continuing to develop our understanding and service model for students with Dyslexia
- > Policy and Governance, including adjusting our middle school feeder patterns, phase 1 facility construction, and labor negotiations
- > Resources, including managing our enrollment growth, focusing on student health and wellness, and completing a functional inventory of our human and property assets to help guide our transition to 6-8 middle schools

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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 642,130	\$ 647,737	\$ 677,749	\$ 689,879	\$ 708,801	3%
Benefits	372,261	363,467	256,051	254,017	267,094	5%
Purchased Services	3,327,192	3,468,059	3,206,389	3,322,369	3,708,000	12%
Supplies & Materials	9,810	9,807	7,463	9,188	128,300	1296%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	1,695,220	1,751,113	1,678,790	1,739,254	1,904,000	9%
Total	\$ 6,046,613	\$ 6,240,183	\$ 5,826,442	\$ 6,014,707	\$ 6,716,195	12%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Treasurer	1.00	1.00	1.00	1.00	1.00	0.00
Asst. Treasurer	1.00	1.00	1.00	1.00	1.00	0.00
Accountant	1.00	1.00	1.00	1.00	1.00	0.00
Payroll	2.00	2.00	2.00	2.00	2.00	0.00
Receipts/Disbursements	3.00	3.00	3.00	3.00	3.00	0.00
Secretary	1.00	1.00	1.00	1.00	1.00	0.00
Total FTE	9.00	9.00	9.00	9.00	9.00	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 7% estimated insurance increase in calendar year 2020.
- > Purchased services includes \$1.8 million for teacher substitutes obtained through the county ESC, and \$1.2 million for tuition to other entities, including Delaware Career Center. Tuition is expected to remain increase slightly
- > Miscellaneous includes \$1.6 million in property tax collection fees charged by the county auditor
- > Supplies includes a budgeted amount to distribute to buildings for enrollment growth once it is finalized in the fall

Department Goals

- > Be responsible and transparent with our community's resources
- > Maintain clean audit opinion and recognition for CAFR, PAFR, and budget documents
- > Communicate with community regarding financial position of the District including capital spending status

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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 15,000	\$ 14,875	\$ 16,875	\$ 12,500	\$ 15,000	20%
Benefits	5,916	5,591	6,375	4,607	5,652	23%
Purchased Services	2,532	3,160	3,231	3,097	4,940	60%
Supplies & Materials	(41)	-	45	109	60	-45%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	73,013	73,853	74,863	74,735	101,000	35%
Total	\$ 96,420	\$ 97,479	\$ 101,389	\$ 95,048	\$ 126,652	33%

Budget Highlights

- > Miscellaneous includes \$34,600 for various membership fees. Historically this is not all utilized.
- > Miscellaneous also includes \$66,400 for the ESCCO; fees are charged per student
- > Salaries fluctuate depending on annual attendance at meetings; rate to remain consistent

Department Goals

- > Continuous Improvement, including a focus on equity, diversity and inclusion as well as safety and student mental health
- > Communication and Collaboration, including construction progress and a focus on customer service
- > Instruction, including middle school re-design and continuing to develop our understanding and service model for students with Dyslexia
- > Policy and Governance, including adjusting our middle school feeder patterns, phase 1 facility construction, and labor negotiations
- > Resources, including managing our enrollment growth, focusing on student health and wellness, and completing a functional inventory of our human and property assets to help guide our transition to 6-8 middle schools

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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 169,401	\$ 173,444	\$ 187,971	\$ 195,376	\$ 200,850	3%
Benefits	66,813	65,193	71,015	72,002	75,685	5%
Purchased Services	173,739	185,796	55,072	352,626	346,335	-2%
Supplies & Materials	27,029	40,621	61,350	15,893	37,950	139%
Capital Outlay	658	4,334	4,509	6,066	6,715	11%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 437,640	\$ 469,388	\$ 379,917	\$ 641,963	\$ 667,535	4%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Asst. Superintendent	1.00	1.00	1.00	1.00	1.00	0.00
Secretary	0.75	0.75	1.00	1.00	1.00	0.00
Total FTE	1.75	1.75	2.00	2.00	2.00	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > \$25,000 budgeted for safety and nursing supplies
- > Purchased services includes \$165,000 for legal services, \$16,500 for counseling services and \$100,000 for safety and security 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 218,145	\$ 220,053	\$ 235,501	\$ 236,035	\$ 242,072	3%
Benefits	86,038	82,712	88,971	86,986	91,219	5%
Purchased Services	133,127	159,933	185,834	195,785	197,700	1%
Supplies & Materials	1,328	1,336	1,902	2,176	3,300	52%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 438,638	\$ 464,034	\$ 512,208	\$ 520,982	\$ 534,291	3%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Web Design	1.00	1.00	1.00	1.00	1.00	0.00
Secretary	1.16	1.16	1.16	1.16	1.16	0.00
Total FTE	3.16	3.16	3.16	3.16	3.16	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 1,138,592	\$ 1,202,359	\$ 1,219,481	\$ 1,248,111	\$ 1,291,961	4%
Benefits	449,070	451,936	460,715	459,967	486,843	6%
Purchased Services	898,854	857,121	1,008,310	1,121,544	1,131,807	1%
Supplies & Materials	55,007	66,701	87,148	90,851	90,292	-1%
Capital Outlay	137,634	81,959	140,469	1,245,824	2,432,901	95%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 2,679,157	\$ 2,660,076	\$ 2,916,123	\$ 4,166,297	\$ 5,433,804	30%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Tech Systems Support	4.00	4.00	4.00	4.00	4.00	0.00
Network Specialist	3.00	3.00	3.00	3.00	3.00	0.00
Instructional Integration Specialist	2.00	2.00	2.00	2.00	2.00	0.00
Digital Tech Support	1.00	1.00	1.00	1.00	1.00	0.00
Desktop Specialist	1.00	1.00	1.00	1.00	1.00	0.00
Database Specialist	1.00	1.00	1.00	1.00	1.00	0.00
EMIS Coordinator	1.00	2.00	2.00	2.00	2.00	0.00
Secretary	1.00	1.00	1.00	1.00	1.00	0.00
Total FTE	15.00	16.00	16.00	16.00	16.00	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > Purchased Services include \$142,000 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.
- > Capital Outlay increase of \$1.1 million for replacement of student Chromebook devices, previous funded through the capital bond fund. This expenditure is now incorporated into the operating budget due to their integral role in student testing.

Department Goals

- > Maintain daily operation of instructional and management technology
- > Provide professional development for instructional and management staff
- > Replace equipment due to age or to meet required specifications

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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 429,654	\$ 452,536	\$ 434,873	\$ 486,932	\$ 498,287	2%
Benefits	169,459	170,097	164,293	179,449	187,767	5%
Purchased Services	9,185	12,766	18,434	35,802	75,500	111%
Supplies & Materials	741,679	1,615,129	1,198,762	951,873	827,500	-13%
Capital Outlay	34,467	29,762	11,550	8,561	12,000	40%
Miscellaneous	325	325	400	400	1,000	150%
Total	\$ 1,384,769	\$ 2,280,615	\$ 1,828,312	\$ 1,663,017	\$ 1,602,054	-4%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Teacher Leaders	3.00	3.00	3.00	3.00	3.00	0.00
Secretary	1.00	1.00	1.00	1.00	1.00	0.00
Total FTE	5.00	5.00	5.00	5.00	5.00	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > Supplies include \$0.7 million for textbook and material expenses relating to the adoption of new curriculum or course materials

Department Goals

- > Implement a system of continuously monitoring student progress and making instructional decisions through collaborative teams (TBT, BLT, DLT)
- > 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 169,456	\$ 174,640	\$ 165,849	\$ 175,664	\$ 181,600	3%
Benefits	66,835	65,643	62,657	64,738	68,431	6%
Purchased Services	15,920	6,071	3,798	2,198	5,500	150%
Supplies & Materials	11,455	11,712	13,249	18,426	17,600	-4%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	2,630	2,820	1,979	1,784	2,900	63%
Total	\$ 266,296	\$ 260,886	\$ 247,532	\$ 262,810	\$ 276,031	5%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Coordinator	1.00	1.00	1.00	1.00	1.00	0.00
Secretary	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	2.00	2.00	2.00	2.00	2.00	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > Main items include supplies for gifted instruction and testing
- > AP exam fees and expenses are budgeted in a separate special revenue fund, Public School Support Fund.

Department Goals

- > Identify students as gifted in areas of superior cognitive ability, specific academic achievement, visual & performing arts, and creative thinking ability as indicated in 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 and superior cognitive ability and reading for grades 3-6 and superior cognitive ability and/or reading for grades 7 & 8
- > Provide 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.

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 100,281	\$ 102,154	\$ 106,119	\$ 108,301	\$ 110,654	2%
Benefits	39,552	38,397	40,091	39,912	41,697	4%
Purchased Services	9,789	11,050	12,940	21,348	18,500	-13%
Supplies & Materials	9,305	9,324	5,760	1,579	10,500	565%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 158,927	\$ 160,925	\$ 164,910	\$ 171,140	\$ 181,351	6%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Coordinator	1.00	1.00	1.00	1.00	1.00	0.00
Secretary	0.25	0.25	0.25	0.25	0.25	0.00
Total FTE	1.25	1.25	1.25	1.25	1.25	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > Purchased services include \$19,000 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

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
- > Provide supports to EL students through resources, MTSS Tier 1 classroom support, and Tier 2 & 3 intervention, to improve their access to and achievement in the Ohio Learning Standards as well as English proficiency
- > Continue building bridges between schools and EL families through language access and creating contexts for conversation
- > Grow staff capacity to provide culturally responsive student supports

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 46,741	\$ 47,107	\$ 51,091	\$ 54,415	\$ 56,003	3%
Benefits	18,435	17,706	19,302	20,054	21,103	5%
Purchased Services	156,361	147,711	141,299	143,717	165,000	15%
Supplies & Materials	5,313	6,354	5,379	10,266	9,000	-12%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 226,850	\$ 218,878	\$ 217,071	\$ 228,452	\$ 251,106	10%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Testing Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total FTE	1.00	1.00	1.00	1.00	1.00	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > Purchased services include \$107,000 for Web based MAP testing as well as \$30,000 for scoring services

Department Goals

- > Implement a balanced 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
- > Support the implementation of the Multi-Tiered System of Support (MTSS) framework with valid and reliable assessments
- > Strengthen the implementation of the PSAT/NMSQT for grade 10 and 11 and ACT for grade 11
- > Emphasize and support the use of the NWEA MAP Growth tests as a means for providing informed instruction

Intervention

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

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 111,836	\$ 125,914	\$ 137,047	\$ 128,186	\$ 150,980	18%
Benefits	44,109	47,328	51,776	47,240	56,893	20%
Purchased Services	59,004	45,618	8,045	2,918	16,000	448%
Supplies & Materials	16,076	26,691	4,635	12,108	20,000	65%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 231,025	\$ 245,551	\$ 201,503	\$ 190,452	\$ 243,873	28%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Secretary	0.13	0.13	0.13	0.13	0.13	0.00
Total FTE	0.13	0.13	0.13	0.13	0.13	0.00

Budget Highlights

- > Increase in salaries due to increased need for services. Amount fluctuates based on the need for summer reading intervention and credit recovery.
- > Purchased services include \$16,000 for outside literacy service providers if needed, per Ohio Revised Code
- > Supplies include reading kits and materials for the District's 3rd grade summer reading intervention program

Department Goals

- > Ensure all third graders are reading at level and not retained
- > Provide 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

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.

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 65,252	\$ 57,882	\$ 65,452	\$ 58,000	\$ 67,760	17%
Benefits	25,736	21,756	24,727	21,375	25,534	19%
Purchased Services	(102)	175	25	(188)	3,000	-1696%
Supplies & Materials	1,052	1,982	2,456	2,673	2,000	-25%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	-	2,822	-	-	-	0%
Total	\$ 91,938	\$ 84,617	\$ 92,660	\$ 81,860	\$ 98,294	20%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Proposed	Change
Full Time Equivalent Staff:						
Secretary	0.13	0.13	0.13	0.13	0.13	0.0
Total FTE	0.13	0.13	0.13	0.13	0.13	0.00

Budget Highlights

- > The majority of the budget is teacher stipends for summer course offerings
- > Budget includes the Worthington Summer Enrichment Academy, a week long summer program for students seeking academic and creative challenges and exposure to new topics, such as "learn to play ukulele" and "introduction to meteorology".

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:

These Summer School numbers below are based on a calendar year from October 1 to September 30 to align with the Summer School year

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget
Charges for Services	\$ 46,372	\$ 43,688	\$ 46,891	\$ 65,292	\$ 50,000
Donations	\$ -	\$ 72,778	\$ 5,100	\$ 3,700	\$ 3,500
Total	\$ 46,372	\$ 116,466	\$ 51,991	\$ 68,992	\$ 53,500

- > 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 is responsible for overseeing the all aspects of elementary education, including curriculum, enrollment, and facilities.

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2017-18 Actual	2019-20 Budget	% Change
Salaries	\$ 132,900	\$ 144,881	\$ 149,037	\$ 151,781	\$ 155,163	2%
Benefits	52,417	54,457	56,306	55,936	58,469	5%
Purchased Services	31,437	40,753	24,753	53,334	65,600	23%
Supplies & Materials	11,781	4,942	16,095	10,975	15,400	40%
Capital Outlay	-	-	450	1,132	1,000	-12%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 228,535	\$ 245,033	\$ 246,641	\$ 273,158	\$ 295,632	8%

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Secretary	0.50	0.50	0.50	0.50	0.50	0.00
Total FTE	1.50	1.50	1.50	1.50	1.50	0.00

Budget Highlights

- > Includes \$14,000 for professional development including coaching skills for administrators and best practices for instruction.
- > Includes \$11,500 estimate for lease payments for overflow at the McConnell Arts Center
- > Purchase Services includes \$25,000 for Junior Achievement BIZTown program

Department Goals

- > Support elementary leadership with professional learning related to continuous school improvement and instructional best practices
- > Support and develop student leadership, responsibility, and community service through Hands and Voices of Hope Project
- > Provide support/additional resources to support instruction (including space at The McConnell Arts Center, and material and human resource support for the Circle of Grandparents Program)
- > Support the district commitment to the Junior Achievement BIZTown program for fifth grade students
- > Resources for communication targeted at both community and staff

Department of Secondary Education

The Department of Secondary Education 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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 142,353	\$ 144,451	\$ 148,857	\$ 151,342	\$ 154,715	2%
Benefits	56,145	54,295	56,238	55,774	58,300	5%
Purchased Services	173,495	313,029	518,506	497,562	593,500	19%
Supplies & Materials	50,721	28,271	14,981	41,972	52,825	26%
Capital Outlay	-	594	-	-	-	0%
Miscellaneous	-	-	-	525	675	29%
Total	\$ 422,714	\$ 540,640	\$ 738,582	\$ 747,175	\$ 860,015	15%

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Secretary	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
Total FTE	1.50	1.50	1.50	1.50	1.50	0.00

Budget Highlights

- > Purchased services include \$30,000 for athletic trainer services, \$30,000 for graduation facility & services, and \$50,000 for online learning instruction through APEX and META
- > Purchased services also includes \$420,000 for college credit plus tuition
- > Supplies includes \$48,500 for college textbooks

Department Goals

- > Maximize learning opportunities to meet the needs for all students
- > Ensure students have access to high quality, rigorous curriculum
- > Ensure students graduate remediation free

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.

	2015-16 Actual		2016-17 Actual		2017-18 Actual		2018-19 Actual		2019-20 Budget		% Change	
Purchased Services	\$	14,576	\$	14,973	\$	24,456	\$	18,895	\$	20,200		7%
Supplies & Materials		8,384		12,908		9,374		20,581		19,500		-5%
Capital Outlay		21,137		16,334		14,663		10,324		10,300		0%
Total	\$	44,097	\$	44,215	\$	48,493	\$	49,800	\$	50,000		0%

Budget Highlights

- > Budget held constant from prior year for instrument repair and purchase of new supplies and equipment.
- > The majority of new instruments are purchased through the capital projects fund.

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 Business Services

The Department of Business Services oversees 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.

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 239,133	\$ 253,843	\$ 267,342	\$ 244,749	\$ 250,855	2%
Benefits	94,316	95,413	101,001	90,197	94,528	5%
Purchased Services	41,629	326,839	129,875	818,966	287,000	-65%
Supplies & Materials	-	434	27,167	4,544	30,000	560%
Capital Outlay	400	(17)	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 375,478	\$ 676,512	\$ 525,385	\$ 1,158,456	\$ 662,383	-43%

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Personnel Analyst	1.00	1.00	1.00	1.00	1.00	0.00
Secretary	1.00	1.00	1.00	1.00	1.00	0.00
 Total FTE	 3.00	 3.00	 3.00	 3.00	 3.00	 0.00

Budget Highlights

- > Purchased services include \$216,000 for lease of modular classroom units
- > Purchased services also include \$30,000 for background and screening services, \$20,000 for employment advertising and \$10,000 for legal expenses
- > Supplies includes \$30,000 for uniform shirts for maintenance staff

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.

	2015-16 Actual		2016 -17 Actual		2017-18 Actual		2018-19 Actual		2019-20 Budget		% Change
Salaries	\$	394,030	\$	362,295	\$	406,918	\$	380,784	\$	393,712	3%
Benefits		155,409		136,178		153,732		140,330		148,360	6%
Purchased Services		59,332		105,075		88,315		76,758		109,500	43%
Supplies & Materials		(1,778)		401		17,084		23,108		26,500	15%
Capital Outlay		(2,936)		-		-		2,000		-	0%
Miscellaneous		-		-		-		-		-	0%
Total	\$	604,057	\$	603,949	\$	666,049	\$	622,980	\$	678,072	9%

	2015-16 Actual		2016 -17 Actual		2017-18 Actual		2018-19 Actual		2019-20 Budget		Change
Full Time Equivalent Staff:											
Director		1.00		1.00		1.00		1.00		1.00	0.00
Personnel Analyst		1.00		1.00		1.00		1.00		1.00	0.00
Secretary		<u>3.00</u>		<u>3.00</u>		<u>3.00</u>		<u>3.00</u>		<u>3.00</u>	0.00
Total FTE		5.00		5.00		5.00		5.00		5.00	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > Purchased services include \$20,000 for boundary and student services, and \$50,000 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, communicated evaluation process.

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

	2016 -17					
	2015-16 Actual	Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 122,335	\$ 190,662	\$ 215,306	\$ 275,951	\$ 289,582	5%
Benefits	48,250	71,665	201,342	260,955	249,122	-5%
Purchased Services	236,165	240,411	257,916	259,328	296,000	14%
Supplies & Materials	23,810	14,561	10,471	16,756	15,000	-10%
Capital Outlay	-	1,889	(5)	4,283	5,000	17%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 430,560	\$ 519,188	\$ 685,030	\$ 817,273	\$ 854,704	5%

	2015-16 Actual		2016-17 Actual		2017-18 Actual		2018-19 Actual		2019-20 Budget	Change
Full Time Equivalent Staff:										
Director		1.00		1.00		1.00		1.00	1.00	0.00
Blending Learning Coach		0.00		1.00		1.00		1.00	1.00	0.00
Secretary		0.50		0.50		0.50		0.50	0.50	0.00
Total FTE		1.50		2.50		2.50		2.50	2.50	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > Benefits includes \$140,000 for tuition reimbursements
- > Purchased services include staff training expenses such as conference registration and travel
- > Purchased services also include \$77,000 for a consultant providing entry teacher mentor services

Department Goals

- > Support continuing implementation of the Ohio Improvement Process (DLT, BLTs, TBTs) with a focus on implementation of a Multi-Tier System of Supports framework to maximize student growth and achievement.
- > Provide professional learning that lifts understanding of equity and culturally responsive practices in preparation for the elementary building shift and move to 6-8 middle schools in fall of 2021.
- > Provide needed professional development (primarily within schools and the district with additional opportunities available 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 and assessment at the DOK level appropriate to the standards.
- > Provide professional learning needed to develop the skills of beginning teachers/certified staff members, as well as teachers new to the district or to their assignment within the district.
- > Provide 15 hours of targeted professional learning to gifted services providers (teachers of elementary ELA cluster groups; AP and IB teachers) in alignment with requirements of the state gifted operating standards.
- > Collaborate with Human Resources, Financial Services and Technology Services to implement Frontline's Professional Development Management System, which will integrate LPDC, substitute procurement, and external PD approval, as well as enable processes for 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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 120	\$ -	\$ 60	\$ -	\$ -	0
Benefits	47	-	23	-	-	0%
Purchased Services	9,792	13,521	11,906	25,000	15,000	-40%
Supplies & Materials	7,970	5,150	8,569	(337)	10,000	-3067%
Capital Outlay	-	-	-	-	-	0%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 17,929	\$ 18,671	\$ 20,558	\$ 24,663	\$ 25,000	1%

The total allocation for the ESPDC \$25,000, which is the same amount as in prior years and in the negotiated agreement.

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 407,059	\$ 492,089	\$ 468,937	\$ 463,591	\$ 474,601	2%
Benefits	160,547	184,964	177,162	170,847	178,841	5%
Purchased Services	1,330,554	1,093,264	1,382,196	1,644,613	1,806,500	10%
Supplies & Materials	47,297	66,667	60,700	76,744	62,500	-19%
Capital Outlay	1,899	6,722	559	16,971	12,000	-29%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 1,947,356	\$ 1,843,706	\$ 2,089,554	\$ 2,372,766	\$ 2,534,442	7%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Coordinator	2.00	3.00	2.00	2.00	2.00	0.00
Teacher	0.00	0.00	0.20	0.00	0.00	0.00
Secretary	2.81	2.94	3.00	3.00	3.00	0.00
 Total FTE	 5.81	 6.94	 6.20	 6.00	 6.00	 0.00

Budget Highlights

- > Purchased services includes \$764,000 for tuition of students placed in special needs settings, \$549,000 for mental health specialists, \$211,000 for specialized nursing, and \$75,000 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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 2,191,840	\$ 2,229,859	\$ 2,252,722	\$ 2,392,273	\$ 2,444,211	2%
Benefits	864,480	838,148	851,069	881,625	921,039	4%
Purchased Services	1,911,467	2,045,426	2,088,051	2,105,046	2,744,259	30%
Supplies & Materials	430,638	530,258	489,641	590,086	557,648	-5%
Capital Outlay	34,867	32,572	235,007	53,296	43,000	-19%
Miscellaneous	2,915	1,306	2,489	2,957	2,700	-9%
Total	\$ 5,436,207	\$ 5,677,569	\$ 5,918,979	\$ 6,025,283	\$ 6,712,857	11%

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Supervisors	3.00	3.00	3.00	3.00	3.00	0.00
Delivery/Warehousing	3.00	3.00	3.00	3.00	3.00	0.00
Technical Trades	8.00	8.00	8.00	8.00	8.00	0.00
Building Maintenance	5.00	5.00	5.00	5.00	5.00	0.00
Mechanic	1.00	1.00	1.00	1.00	1.00	0.00
Landscape Maintenance	7.00	7.00	7.00	7.00	7.00	0.00
Auditorium Manager	1.00	1.00	1.00	1.00	1.00	0.00
Custodian - Admin/Trans	2.25	2.25	2.25	6.25	6.25	0.00
Secretary	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
Total FTE	33.25	33.25	33.25	37.25	37.25	0.00

Budget Highlights

- > Base wage increases of 2% and longevity step increases, as well as a 5% estimated insurance increase in calendar year 2020.
- > Budget includes \$100,000 for natatorium rental, \$15,500 for auditorium expenses, \$141,400 for custodial supplies and trash services, \$486,700 for grounds supplies and services, and \$1.9 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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries	\$ 2,661,346	\$ 2,896,029	\$ 2,929,170	\$ 3,082,181	\$ 3,275,234	6%
Benefits	1,049,657	1,088,544	1,106,628	1,135,877	1,234,188	9%
Purchased Services	458,717	417,601	606,067	519,670	754,100	45%
Supplies & Materials	496,223	479,955	566,189	551,006	594,900	8%
Capital Outlay	43,326	4,383	-	1,865	-	-100%
Miscellaneous	-	-	-	-	-	0%
Total	\$ 4,709,269	\$ 4,886,512	\$ 5,208,054	\$ 5,290,599	\$ 5,858,422	11%

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	Change
Full Time Equivalent Staff:						
Director	1.00	1.00	1.00	1.00	1.00	0.00
Dispatcher	1.00	1.00	2.00	2.00	2.00	0.00
Mechanic	3.00	3.00	3.00	3.00	3.00	0.00
Bus Drivers	49.30	52.67	53.56	56.05	58.05	2.00
Clerical	2.00	2.00	1.00	1.00	1.00	0.00
Total FTE	56.30	59.67	60.56	63.05	65.05	2.00

Budget Highlights

- > Additional 2 drivers budgeted for enrollment growth.
- > Purchased services includes \$110,000 for bus repairs and \$448,000 for special needs transportation.
- > Supplies include \$380,000 for fuel and \$168,500 for vehicle parts, tires, and tubes.

Department Goals

- > Implement My Stop application for parents to monitor bus location and delays in arrival to their child's bus stop. This will also allow us to communicate with bus riders' parents with push notifications
- > Evaluate alternative fuels for new school bus purchases. This project will not only help our environment but also focus on more dependable vehicles and offer a financial savings over time
- > Evaluate better communication between transportation and parents regarding school bus stop data prior to the beginning of the school year. This year we did a mailing to each family. I will be working with Keith Schlarb to use email rather than mailing to reduce waste, save money and increase efficiency

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 Actual	2018-19 Actual	2019-20 Budget	% Change
Salaries						
Classified Substitutes	\$ 180,809	\$ 195,566	\$ 142,305	\$ 188,265	\$ 191,932	2%
Termination /Vacation Benefits	658,041	771,763	599,898	633,655	560,000	-12%
Performance/Extended Days/Stipends	266,952	291,307	321,071	373,967	375,385	0%
Longevity Stipends	54,731	91,619	52,681	73,186	76,223	4%
Classified Extratime/Overtime	27,443	26,142	45,272	45,669	46,221	1%
Union President Release***	-	-	-	36,163	37,000	2%
Total Salaries	1,187,976	1,376,397	1,161,227	1,350,905	1,286,761	-5%
Benefits	468,548	517,353	438,707	497,849	484,883	-3%
Other Uses	1,103,566	1,279,513	2,827,377	606,650	542,000	-11%
Total	\$ 2,760,090	\$ 3,173,263	\$ 4,427,311	\$ 2,455,404	\$ 2,313,644	-6%

	2015-16 Actual	2016 -17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	Change
Full Time Equivalent Staff:						
Union President Release	0.00	0.00	0.00	1.00	1.00	0.00
Total FTE	0.00	0.00	0.00	1.00	1.00	0.00

Budget Highlights

- > Other uses includes the annual transfer to the Debt service fund for energy conservation debt. The COPS debt was paid off in FY18 accounting for the increased transfer from the general fund.
- > Termination benefits include an estimated 5-7 retirements annually.

*** This position was budgeted in the building of the Union President prior to FY19.

All Other Funds Budgets



**HOW DO YOU PLAN TO
CHANGE THE WORLD?**

“
Whenever someone
needs a kind friend or
someone to play with,
I’m always there to be
with them.
”

PARKER

WORTHINGTON

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
General Property Tax	\$ 6,011,337	\$ 6,129,183	\$ 6,547,456	\$ 9,499,083	\$ 12,020,000
Tangible Property Tax	154,685	163,419	185,100	237,796	270,000
Restricted Federal Grants-in-Aid	81,699	81,612	81,874	82,440	82,500
Unrestricted State Grants-in-Aid					
Homestead & Rollback	749,143	747,258	779,171	808,535	840,000
Property Tax Allocation	40,136	40,136	20,068	-	-
Total Revenues	7,037,000	7,161,608	7,613,669	10,627,854	13,212,500
Expenditures					
Other Objects					
Auditor & Treasurer Fees	93,414	97,581	96,608	136,198	165,000
Debt Service:					
Principal	5,357,000	5,886,825	7,615,108	15,453,497	9,961,994
Interest	2,287,635	2,229,849	2,045,415	2,932,521	5,210,532
Total Expenditures	7,738,049	8,214,255	9,757,131	18,522,216	15,337,526
Other Financing Sources (Uses)					
Sale of Bond Anticipation Notes	-	-	-	9,085,000	-
Sale of Refunding Bonds	8,840,000	-	-	-	-
Premium on Sale of Bonds	-	-	-	6,226,979	-
Premium on Sale of Refunding Bonds	1,154,369	-	-	-	-
Payment to Refunded Bond Escrow Agent	(9,861,181)	-	-	-	-
Issuance Costs	(131,239)	-	-	(722,810)	-
Transfers In	1,099,966	1,236,713	2,803,326	524,000	527,000
Total Other Financing Sources (Uses)	1,101,915	1,236,713	2,803,326	15,113,169	527,000
Net Change in Fund Balance	400,866	184,066	659,864	7,218,807	(1,598,026)
Beginning Fund Balance	3,639,450	4,040,316	4,224,382	4,884,246	12,103,053
Ending Fund Balance	\$ 4,040,316	\$ 4,224,382	\$ 4,884,246	\$ 12,103,053	\$ 10,505,027

Millage will increase for calendar year 2019 from 3.8 mills to 6.05 mills with the passage of the 2018 levy. The spike in revenue for FY19 is due to issuance and repayment of bond anticipation notes ahead of the bond sale. Transfers-In represent the General Fund portion of debt related to energy conservation. 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.

Bond Levy Supported Debt														
FY	Sub Totals		2009 MAY GO BOND		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
2020	9,485,000	5,163,720	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	9,165,000	4,844,314	-	-	755,000	173,513	975,000	717,000	-	270,500	1,840,000	75,000	1,405,000	239,588
2022	8,120,000	4,545,151	-	-	780,000	150,000	1,000,000	697,250	-	270,500	1,910,000	19,100	1,460,000	182,288
2023	8,440,000	4,267,694	-	-	800,000	125,312	2,300,000	641,250	-	270,500	-	-	1,525,000	139,744
2024	5,605,000	4,010,794	-	-	830,000	98,906	2,375,000	547,750	-	270,500	-	-	1,550,000	95,400
2025	6,205,000	3,767,663	-	-	850,000	63,750	2,475,000	450,750	-	270,500	-	-	1,610,000	32,200
2026	6,465,000	3,515,288	-	-	850,000	21,250	4,300,000	336,750	-	270,500	-	-	-	-
2027	6,700,000	3,256,163	-	-	-	-	5,275,000	166,750	-	270,500	-	-	-	-
2028	7,385,000	2,973,813	-	-	-	-	1,225,000	30,625	4,275,000	206,375	-	-	-	-
2029	7,710,000	2,710,963	-	-	-	-	-	-	5,690,000	71,125	-	-	-	-
2030	2,115,000	2,537,038	-	-	-	-	-	-	-	-	-	-	-	-
2031	2,220,000	2,429,163	-	-	-	-	-	-	-	-	-	-	-	-
2032	2,330,000	2,315,913	-	-	-	-	-	-	-	-	-	-	-	-
2033	2,445,000	2,209,013	-	-	-	-	-	-	-	-	-	-	-	-
2034	2,545,000	2,109,213	-	-	-	-	-	-	-	-	-	-	-	-
2035	2,645,000	2,005,413	-	-	-	-	-	-	-	-	-	-	-	-
2036	2,680,000	1,898,913	-	-	-	-	-	-	-	-	-	-	-	-
2037	2,790,000	1,789,513	-	-	-	-	-	-	-	-	-	-	-	-
2038	2,900,000	1,675,713	-	-	-	-	-	-	-	-	-	-	-	-
2039	3,015,000	1,557,413	-	-	-	-	-	-	-	-	-	-	-	-
2040	3,135,000	1,434,413	-	-	-	-	-	-	-	-	-	-	-	-
2041	3,350,000	1,304,713	-	-	-	-	-	-	-	-	-	-	-	-
2042	3,485,000	1,168,013	-	-	-	-	-	-	-	-	-	-	-	-
2043	3,620,000	1,025,913	-	-	-	-	-	-	-	-	-	-	-	-
2044	3,765,000	878,213	-	-	-	-	-	-	-	-	-	-	-	-
2045	3,915,000	724,613	-	-	-	-	-	-	-	-	-	-	-	-
2046	4,075,000	569,906	-	-	-	-	-	-	-	-	-	-	-	-
2047	4,225,000	414,281	-	-	-	-	-	-	-	-	-	-	-	-
2048	4,385,000	252,844	-	-	-	-	-	-	-	-	-	-	-	-
2049	4,550,000	85,313	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	\$ 139,470,000	\$ 67,441,090	\$ 150,000	\$ 3,000	\$ 5,600,000	\$ 827,675	\$ 21,295,000	\$ 4,328,575	\$ 9,965,000	\$ 2,441,500	\$ 5,520,000	\$ 241,300	\$ 8,755,000	\$ 981,008

FY	Bond Levy Supported Debt (Continued)				General Fund Supported Debt						Grand Total All Debt			
	2019A GO Bonds		2019B GO Bonds		Sub Totals		2005 Airport		2015 HB264 Loan		FY	Total Paymt.	Principal	Interest
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest				
2020	4,205,000	3,156,888	50,000	358,950	476,994	46,812	198,000	12,993	278,994	33,819	2020	15,172,526	9,961,994	5,210,532
2021	4,140,000	3,011,013	50,000	357,700	490,602	32,600	206,000	4,388	284,602	28,212	2021	14,532,516	9,655,602	4,876,914
2022	2,920,000	2,869,813	50,000	356,200	290,322	22,491	-	-	290,322	22,491	2022	12,977,964	8,410,322	4,567,642
2023	3,750,000	2,736,413	65,000	354,475	296,158	16,655	-	-	296,158	16,655	2023	13,020,507	8,736,158	4,284,349
2024	785,000	2,645,713	65,000	352,525	302,111	10,703	-	-	302,111	10,703	2024	9,928,608	5,907,111	4,021,497
2025	1,205,000	2,599,888	65,000	350,575	308,183	4,631	-	-	308,183	4,631	2025	10,285,477	6,513,183	3,772,294
2026	1,255,000	2,538,388	60,000	348,400	-	-	-	-	-	-	2026	9,980,288	6,465,000	3,515,288
2027	1,360,000	2,473,013	65,000	345,900	-	-	-	-	-	-	2027	9,956,163	6,700,000	3,256,163
2028	1,820,000	2,393,513	65,000	343,300	-	-	-	-	-	-	2028	10,358,813	7,385,000	2,973,813
2029	1,955,000	2,299,138	65,000	340,700	-	-	-	-	-	-	2029	10,420,963	7,710,000	2,710,963
2030	2,065,000	2,198,638	50,000	338,400	-	-	-	-	-	-	2030	4,652,038	2,115,000	2,537,038
2031	2,170,000	2,092,763	50,000	336,400	-	-	-	-	-	-	2031	4,649,163	2,220,000	2,429,163
2032	2,280,000	1,981,513	50,000	334,400	-	-	-	-	-	-	2032	4,645,913	2,330,000	2,315,913
2033	2,395,000	1,876,613	50,000	332,400	-	-	-	-	-	-	2033	4,654,013	2,445,000	2,209,013
2034	2,495,000	1,778,813	50,000	330,400	-	-	-	-	-	-	2034	4,654,213	2,545,000	2,109,213
2035	2,595,000	1,677,013	50,000	328,400	-	-	-	-	-	-	2035	4,650,413	2,645,000	2,005,413
2036	1,230,000	1,600,513	1,450,000	298,400	-	-	-	-	-	-	2036	4,578,913	2,680,000	1,898,913
2037	1,235,000	1,551,213	1,555,000	238,300	-	-	-	-	-	-	2037	4,579,513	2,790,000	1,789,513
2038	1,250,000	1,501,513	1,650,000	174,200	-	-	-	-	-	-	2038	4,575,713	2,900,000	1,675,713
2039	1,270,000	1,451,113	1,745,000	106,300	-	-	-	-	-	-	2039	4,572,413	3,015,000	1,557,413
2040	1,350,000	1,398,713	1,785,000	35,700	-	-	-	-	-	-	2040	4,569,413	3,135,000	1,434,413
2041	3,350,000	1,304,713	-	-	-	-	-	-	-	-	2041	4,654,713	3,350,000	1,304,713
2042	3,485,000	1,168,013	-	-	-	-	-	-	-	-	2042	4,653,013	3,485,000	1,168,013
2043	3,620,000	1,025,913	-	-	-	-	-	-	-	-	2043	4,645,913	3,620,000	1,025,913
2044	3,765,000	878,213	-	-	-	-	-	-	-	-	2044	4,643,213	3,765,000	878,213
2045	3,915,000	724,613	-	-	-	-	-	-	-	-	2045	4,639,613	3,915,000	724,613
2046	4,075,000	569,906	-	-	-	-	-	-	-	-	2046	4,644,906	4,075,000	569,906
2047	4,225,000	414,281	-	-	-	-	-	-	-	-	2047	4,639,281	4,225,000	414,281
2048	4,385,000	252,844	-	-	-	-	-	-	-	-	2048	4,637,844	4,385,000	252,844
2049	4,550,000	85,313	-	-	-	-	-	-	-	-	2049	4,635,313	4,550,000	85,313
TOTAL	\$ 79,100,000	\$ 52,256,007	\$ 9,085,000	\$ 6,362,025	\$ 2,164,370	\$ 133,892	\$ 404,000	\$ 17,381	\$ 1,760,370	\$ 116,511	TOTAL	\$ 209,209,352	\$ 141,634,370	\$ 67,574,982

In November 2018 voters approved a bond issuance to finance the expansion and building of middle schools to reconfigure 6th through 8th grades along with funds for capital improvements. The 2019A and 2019B general obligation bonds were issued for \$88.2 million. 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.

Permanent Improvement 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues	\$ 202,653	\$ -	\$ -	\$ -	\$ -
Total Revenues	202,653	-	-	-	-
Expenditures					
Purchased Services	183,362	45,967	89,500	73,876	160,000
Capital Outlay	76,121	-	-	-	475,286
Total Expenditures	259,483	45,967	89,500	73,876	635,286
Other Financing Sources (Uses)					
Loan Proceeds	1,801,304	-	-	-	-
Advances Out	(1,802,000)	-	-	-	-
Total Other Financing Sources (Uses)	(696)	-	-	-	-
Net Change in Fund Balance	(57,526)	(45,967)	(89,500)	(73,876)	(635,286)
Beginning Fund Balance	902,155	844,629	798,662	709,162	635,286
Ending Fund Balance	\$ 844,629	\$ 798,662	\$ 709,162	\$ 635,286	\$ -

There is no expected revenue for FY20 as the District has no PI Levy in effect.

The District has no scheduled projects for FY20 that would utilize Permanent Improvement dollars. The \$635,286 is appropriated for warehouse rental expense, various potential energy efficiency upgrades and repairs, and equipment. Any major project would follow all applicable bidding requirements and be approved by the Board of Education.

Building Fund

The Building Fund records revenues and expenditures related to bond issues, the most recent approved by voters in November 2018 for facilities, transportation, and

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Interest	\$ 154,748	\$ 107,989	\$ 102,330	\$ 545,166	\$ 1,600,000
Miscellaneous	50,150	70,150	-	-	-
Total Revenues	204,898	178,139	102,330	545,166	1,600,000
Expenditures					
Purchased Services	1,490,068	1,309,519	644,051	4,491,585	585,708
Supplies and Materials	19	-	-	-	-
Capital Outlay	5,980,646	2,938,451	2,428,165	10,392,315	52,355,004
Total Expenditures	7,470,733	4,247,970	3,072,216	14,883,900	52,940,712
Other Financing Sources (Uses)					
Sale of Bond Anticipation Notes	-	-	-	89,000,000	-
Total Other Financing Sources (Uses)	-	-	-	89,000,000	-
Net Change in Fund Balance	(7,265,835)	(4,069,831)	(2,969,886)	74,661,266	(51,340,712)
Beginning Fund Balance	18,433,380	11,167,545	7,097,714	4,127,828	78,789,094
Ending Fund Balance	\$ 11,167,545	\$ 7,097,714	\$ 4,127,828	\$ 78,789,094	\$ 27,448,382

	2012 Bond Issue Summary 7/1/19			2018 Bond Issue Summary 7/1/19		
	Approved & Issued	Expended & Encumbered	Remaining	Approved & Issued	Expended & Encumbered	Remaining
Buses	\$ 2,325,887	\$ 2,325,887	\$ -	\$ 2,500,000	\$ 448,391	\$ 2,051,609
Technology	10,835,120	10,835,120	-	5,000,000	1,849,789	3,150,211
Maintenance	23,571,121	23,463,061	108,060	22,000,000	5,110,459	16,889,541
Equipment	3,335,547	3,235,143	100,404	6,000,000	1,039,137	4,960,863
Construction	-	-	-	48,000,000	3,619,976	44,380,024
Contingency & Interest	1,168,030	-	1,168,030	5,980,352	-	5,980,352
Total Available Fund Balance	\$ 41,235,705	\$ 39,859,211	\$ 1,376,494	\$ 89,480,352	\$ 12,067,752	\$ 77,412,600

In FY19, \$89 million of bonds were issued relating to the passage of the November 2018 levy. The increase in budget from FY19 to FY20 relates to phase I construction from that issue. See the long term capital plan section of this document for detailed information.

Long Term Capital Plan

The Worthington Community developed a task force to address the “ABC’s” surrounding the future of the District: **A**ging facility conditions, **B**alancing our two high school enrollments, and **C**apacity for our growing student population. The recommendations of the task force were a culmination of nearly 16 months of planning, approximately 20 public meetings and countless meetings/communications with staff and consultants. The result was a three phase implementation of a Facilities Master Plan for the District.

PHASE ONE - \$89 million

- Convert the District to a K-5 grade configuration at the elementary level
 - Renovate/New Construction at current middle schools to accommodate 6th grade
- Plan/Design for renovation of Thomas Worthington High School
- Shift an elementary feeder pattern to Worthington Kilbourne from Thomas Worthington
- Continue to provide for bus replacement cycle, technology replacement, equipment replacement, and deferred maintenance at all other buildings

PHASE TWO – Approx. \$90-\$100 million

- Replace/Renovate the majority of Thomas Worthington High School
- Select renovation at Worthington Kilbourne High School
- Replace two elementary schools
- Continue to provide for bus replacement cycle, technology replacement, equipment replacement, and deferred maintenance at all other buildings

PHASE THREE – Approx. \$50 million

- Replace an elementary school
- Continue to provide for bus replacement cycle, technology replacement, equipment replacement, and deferred maintenance at all other buildings

Each of these phases would need supported by a capital bond levy, occurring over the next 10-15 years.

2018 Bond Levy & Phase One

On November 6, 2018, voters of the District overwhelmingly approved Issue 9 in favor of a 2.58 mil bond issue to fund phase one of the master plan. The passage of the bond issue provided the District the authority to issue debt that will be paid by taxes over time. The District’s bonds are general obligation bonds and not secured by any assets. Instead, general obligation bonds are backed by the “full faith and credit” of the issuer (Worthington Schools), which has the power to tax residents to pay bondholders.

The District successfully sold all \$89 million early in 2019 at very favorable interest rates. Debt was structured to see a drop in millage for phase two of the master facilities plan and another drop around the time we would ask the community to support phase three of the master facilities plan. As millage drops off (debt is paid off) over time, if the community approves, we can issue more debt to fund future projects while requesting less of a tax increase from the community.

The following chart illustrates the anticipated uses of the funds during phase one:

2018 Bond Issue Uses of Funds			
Master Plan			
	Kilbourne Middle	\$	2,500,000
	McCord Middle	\$	2,500,000
	Perry Middle	\$	20,000,000
	Worthingway Middle	\$	20,000,000
	Thomas High	\$	1,000,000
	Contingency	\$	2,000,000
			\$ 48,000,000
Maintenance / Capital Improvements			
	Bus purchase	\$	2,500,000
	Technology	\$	5,000,000
	Maintenance/ CI ¹	\$	22,000,000
	Equipment replace ²	\$	6,000,000
	Contingency	\$	5,500,000
			\$ 41,000,000
Grand Total			\$ 89,000,000
1	Includes \$4 million for Field House.		
2	Includes \$2 million for Band, Strings & Orchestra		

\$48 of the \$89 million is earmarked for major construction and renovation at our four middle schools to accommodate our 6th graders. Numerous community meetings were held this winter to gather feedback on design, not only construction design, but programmatic design of how a 6-8 middle school should operate. We are well underway in developing design and construction documents. The FY20 budget includes \$48 million in anticipation of the approval of a contract, with completion scheduled for fall 2021. Below outlines the process:

BUILDING TIMELINE



Long Term Capital Plan

The remaining \$41 million of the \$89 million will be utilized over a five year period to replace busses, technology, equipment, and complete various other capital projects at our non-middle school sites. Below is a breakdown of the anticipated uses:

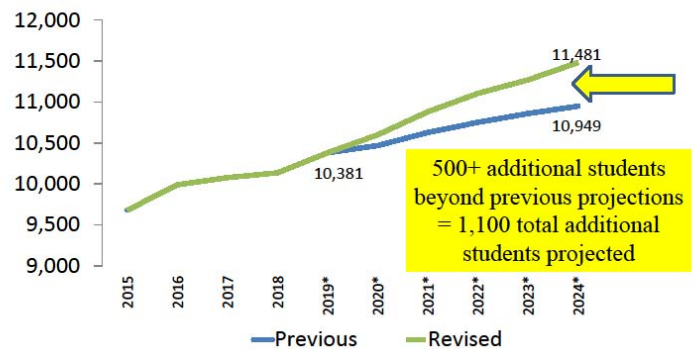
2018 Bond Issue Uses of Funds						
	FY19	FY20	FY21	FY22	FY23	Total
Busses	500,000	500,000	500,000	500,000	500,000	2,500,000
Technology	1,850,000	1,650,000	1,000,000	500,000	-	5,000,000
Equipment	1,450,000	1,450,000	1,450,000	850,000	800,000	6,000,000
Maintenance	5,500,000	3,900,000	6,100,000	3,100,000	3,400,000	22,000,000
Contingency	-	-	-	-	5,500,000	5,500,000
	9,300,000	7,500,000	9,050,000	4,950,000	10,200,000	41,000,000

Major projects for FY20 include replacement of flat panel displays throughout our school buildings, continued replacement of our band and strings instruments as well as instructional furniture in our classrooms, replacement of five busses, and major HVAC & Boiler replacements at several elementary buildings as well as field turf replacement at the high school. For a complete listing of projects by year, visit our maintenance website at <https://www.worthington.k12.oh.us/domain/59>.

Enrollment and Feeder Pattern

Our enrollment has grown over a thousand students during the past five years, which initially led us to the community task for and master facility process. However, revised projections completed this year indicate we will grow even faster than originally thought, with an additional 500 students beyond previous projections. This means we will likely have over 1,100 additional students over the next five years! This has led us to alter our initial plans and increase planned construction at our middle schools in Phase 1.

Enrollment Projections



Current Enrollment FY19: 10,381 Projected Enrollment FY24: 11,481
Causing pressure both on operations as well as capital projects

A feeder pattern committee, consisting of parents, administrators, and board members, met over this past winter, to come up with the best option to shift an elementary feeder pattern from Thomas Worthington to Worthington Kilbourne to fulfill the recommendation of the community task force of balancing the total enrollment of both district high schools. Several factors were considered and ultimately, Slate Hill was chosen to begin to feed Worthington Kilbourne. In October, the committee will reconvene to determine which elementary schools feed into which middle schools and finalize the feeder pattern changes.

Debt Capacity, Millage, and Phases Two and Three

We are very fortunate to have an engaged community supportive of our schools. Phase one of the master facility plan was overwhelming approved for funding through an \$89 million bond issue in November 2018. This debt will be paid down over 30 years similar to a home mortgage. Phases two and three will need similar bond issues in the future.

Similarly, all other existing debt from prior bond issues is paid down each year. Over time, this has the effect of gradually reducing the required millage, or taxes, on property owners every year. The chart at the right illustrates this projected decline. As you can see, a large drop occurs in 2023 and 2029, which somewhat correlates to when phases two and three would likely occur. The District could potentially structure the new bond issue to have most, if not all, of the additional taxes offset by this drop in existing taxes, creating a “no additional millage” bond issue.

<u>Estimated Debt Requirements (In Millions)</u>			
<u>CY</u>	<u>Assessed Valuation</u>	<u>Annual Payment</u>	<u>Estimated Millage</u>
2019	\$ 2,073.7	\$ 12.1	6.05*
2020	2,085.5	14.1	6.05*
2021	2,097.4	12.7	6.05*
2022	2,109.4	12.8	6.05*
2023	2,121.4	9.6	4.69
2024	2,133.6	10.0	4.84
2025	2,145.9	10.1	4.83
2026	2,158.3	10.1	4.82
2027	2,170.8	10.5	4.99
2028	2,183.5	10.5	4.98
2029	2,196.2	4.7	2.21
2030	2,209.1	4.7	2.20
2031	2,222.1	4.7	2.18
2032	2,235.2	4.7	2.17
2033	2,248.4	4.7	2.16
2034	2,261.8	4.7	2.14
2035	2,275.3	4.6	2.10
2036	2,288.9	4.6	2.09
2037	2,302.7	4.6	2.07
2038	2,316.6	4.6	2.06
2039	2,330.6	4.6	2.05
2040	2,344.8	4.7	2.08
2041	2,359.2	4.7	2.06
2042	2,373.7	4.7	2.05
2043	2,388.3	4.7	2.04
2044	2,403.1	4.7	2.02
2045	2,418.0	4.7	2.01
2046	2,433.2	4.7	2.00
2047	2,448.5	4.7	1.99
2048	2,463.9	4.7	1.98
2049	2,479.5	-	0.00

* Existing fund balance will be utilized

Food Service Fund

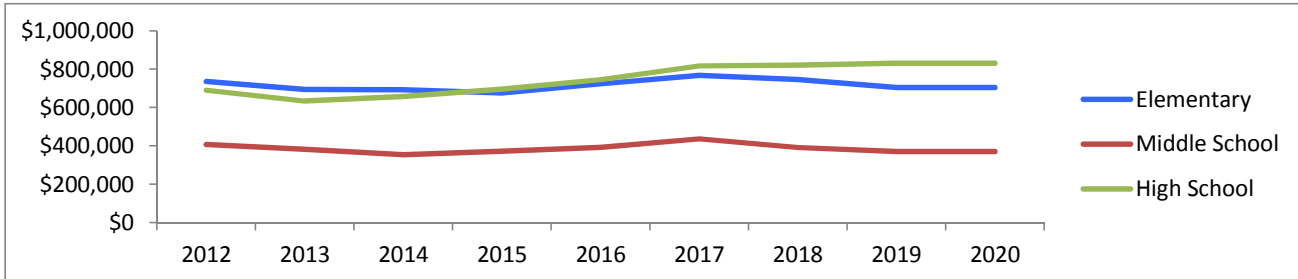
The Food Service Fund accounts for all of the breakfast and lunch activities of the District. The program provides free meals for all eligible children with the entire cost being reimbursed by the federal government. Revenues include fees from lunches as well as federal and state grants. The program provided over 851,000 meals last year, with over 47% of those that were free or reduced price for disadvantaged children.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
<u>Revenues</u>					
Restricted Federal Grants-in-Aid	\$ 1,400,768	\$ 1,480,951	\$ 1,394,702	\$ 1,349,523	\$ 1,365,000
Restricted State Grants-in-Aid	24,457	23,877	25,229	23,596	24,000
All Other Revenues					
Interest Income	3,736	8,257	17,399	26,455	22,000
Food Service Sales	1,859,699	2,021,975	1,962,535	1,948,243	1,950,000
Miscellaneous	-	-	1,043	21,538	18,000
Total Revenues	3,288,660	3,535,060	3,400,908	3,369,355	3,379,000
<u>Expenditures</u>					
Personal Services	1,203,740	1,272,792	1,304,343	1,356,162	1,370,000
Employees' Retirement/Insurance Benefits	655,925	667,694	624,053	693,957	748,000
Purchased Services	22,324	24,060	35,195	55,643	65,000
Supplies and Materials	1,075,975	1,169,074	1,142,310	1,115,528	1,330,000
Capital Outlay	-	-	77,938	29,978	50,000
Other Objects	-	-	137	497	1,000
Total Expenditures	2,957,964	3,133,620	3,183,976	3,251,765	3,564,000
<u>Other Financing Sources (Uses)</u>					
Transfers In	-	-	6,351	14,650	-
Total Other Financing Sources (Uses)	-	-	6,351	14,650	-
Net Change in Fund Balance	330,696	401,440	223,283	132,240	(185,000)
Beginning Fund Balance	408,123	738,819	1,140,259	1,363,542	1,495,782
Ending Fund Balance	\$ 738,819	\$ 1,140,259	\$ 1,363,542	\$ 1,495,782	\$ 1,310,782

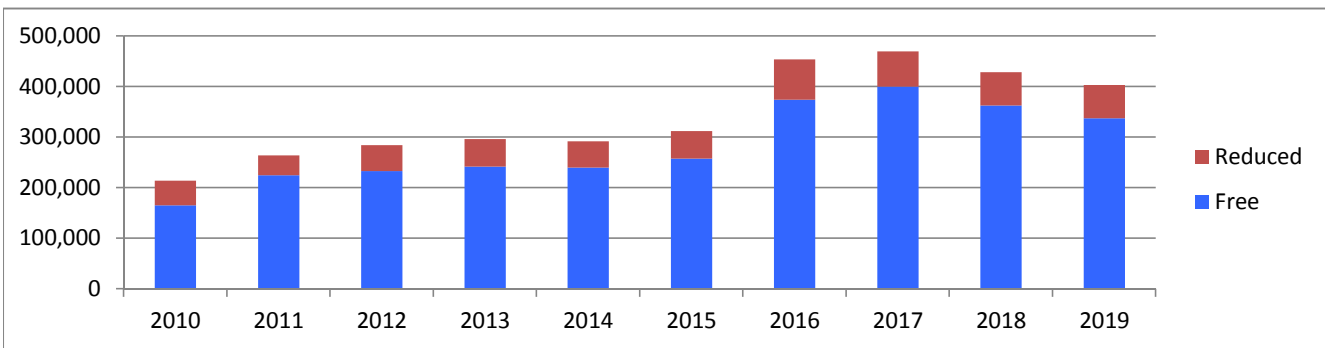
Revenue is estimated to remain consistent as lunch prices will remain the same and participation is expected to remain the same. Appropriations were increased in order to meet expected increases in salaries, benefits and food costs, which will be covered by existing fund balance. No increase in staff is expected at this time.

Revenues

Sales are the major source of revenue and are expected to remain consistent for 2020 as lunch prices will remain the same. The supervisor and cooks will continue to research and monitor student behavior in an effort to increase participation in the program.



Intergovernmental revenue consists of reimbursement from the state and federal government for serving free and reduced priced lunches to economically disadvantaged children. It is expected to remain stable since the number of free and reduced eligible children residing in the District is expected to remain consistent.



Expenditures

Salaries and benefits represent 59% of the program's budget, which includes 1 Coordinator, 10.34 Cook/Managers, 28.17 workers, and 1.07 clerical FTE. Benefits are projected to increase 7% mainly due to a projected increase in health insurance premiums in January 2020, 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

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Interest Income	\$ 280	\$ 294	\$ 392	\$ 467	\$ 453
Miscellaneous	3,250	2,250	1,250	7,750	2,500
Total Revenues	3,530	2,544	1,642	8,217	2,953
Expenditures					
Other Objects	5,050	5,550	4,911	9,600	4,600
Total Expenditures	5,050	5,550	4,911	9,600	4,600
Net Change in Fund Balance	(1,520)	(3,006)	(3,269)	(1,383)	(1,647)
Beginning Fund Balance	31,829	30,309	27,303	24,034	22,651
Ending Fund Balance	\$ 30,309	\$ 27,303	\$ 24,034	\$ 22,651	\$ 21,004

The proposed 2019 budget is \$4,600. Amounts will be used to fund community scholarships. A \$5,000 donation occurred in FY19 from a foundation, which is not expected to occur in FY20.

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
<u>Revenues</u>					
All Other Revenues					
Student Fees	\$ 375,038	\$ 362,834	\$ 367,396	\$ 373,767	\$ 376,873
Total Revenues	375,038	362,834	367,396	373,767	376,873
<u>Expenditures</u>					
Supplies and Materials	352,312	393,692	335,653	388,904	464,559
Total Expenditures	352,312	393,692	335,653	388,904	464,559
Net Change in Fund Balance	22,726	(30,858)	31,743	(15,137)	(87,686)
Beginning Fund Balance	79,212	101,938	71,080	102,823	87,686
Ending Fund Balance	\$ 101,938	\$ 71,080	\$ 102,823	\$ 87,686	\$ -

The proposed 2020 budget is \$464,559 and reflects the spending down of fund balance.

Fees are to remain consistent with 2019. 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Fees	\$ 108,727	\$ 139,001	\$ 167,581	\$ 186,006	\$ 180,000
Rentals	404,127	313,191	359,020	356,206	360,000
Miscellaneous	19,462	17,219	22,981	23,920	23,500
Total Revenues	532,316	469,411	549,582	566,132	563,500
Expenditures					
Personal Services	32,755	27,764	32,653	25,281	40,000
Employees' Retirement/Insurance Benefits	5,304	4,495	5,219	3,993	6,340
Purchased Services	40,287	90,551	41,333	145,066	189,739
Supplies and Materials	69,588	80,805	78,393	77,620	147,000
Capital Outlay	74,945	44,292	4,818	383,096	291,347
Other Objects	-	1,000	1,913	(174)	1,000
Total Expenditures	222,879	248,907	164,329	634,882	675,426
Net Change in Fund Balance	309,437	220,504	385,253	(68,750)	(111,926)
Beginning Fund Balance	2,549,829	2,859,266	3,079,770	3,465,023	3,396,273
Ending Fund Balance	\$ 2,859,266	\$ 3,079,770	\$ 3,465,023	\$ 3,396,273	\$ 3,284,347

Approximately \$3.1 million of the cash balance is related to facility rental fees collected over past years, with \$373,340 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Tuition, Charges, and Fees	\$ 182,672	\$ 199,650	\$ 200,420	\$ 200,566	\$ 229,321
Donations and Other	369,395	361,770	365,555	416,690	352,322
Total Revenues	552,067	561,420	565,975	617,256	581,643
Expenditures					
Personal Services	12,500	14,059	20,737	7,703	21,166
Employees' Retirement/Insurance Benefits	2,093	2,231	3,422	1,275	3,499
Purchased Services	261,096	258,919	274,079	299,830	382,442
Supplies and Materials	130,938	153,626	132,014	150,436	207,983
Capital Outlay	274,772	81,242	89,511	146,981	114,892
Other Objects	-	-	139	-	-
Total Expenditures	681,399	510,077	519,902	606,225	729,982
Net Change in Fund Balance	(129,332)	51,343	46,073	11,031	(148,339)
Beginning Fund Balance	722,349	593,017	644,360	690,433	701,464
Ending Fund Balance	\$ 593,017	\$ 644,360	\$ 690,433	\$ 701,464	\$ 553,125

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 2020 budget is \$729,982 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Fees	\$ -	\$ 1,805	\$ -	\$ -	\$ -
Local Grants	44,525	39,046	12,388	1,009	-
Total Revenues	44,525	40,851	12,388	1,009	-
Expenditures					
Purchased Services	26,015	3,541	13,981	7,403	70
Supplies and Materials	19,914	7,710	11,005	1,202	3,758
Other Objects	-	3,150	155	5,759	-
Total Expenditures	45,929	14,401	25,141	14,364	3,828
Other Financing Sources (Uses)					
Advances In	3,000	-	-	-	-
Advances Out	-	(3,000)	-	-	-
Total Other Financing Sources (Uses)	3,000	(3,000)	-	-	-
Net Change in Fund Balance	1,596	23,450	(12,753)	(13,355)	(3,828)
Beginning Fund Balance	4,890	6,486	29,936	17,183	3,828
Ending Fund Balance	\$ 6,486	\$ 29,936	\$ 17,183	\$ 3,828	\$ -

Fiscal year 2019 spending included the remaining balances of United Against Bullying grant, School Counselor grants, Martha Jennings grant, and the Worthington Education Foundation Big Idea grant awarded to Sutter Park preschool.

The District has no anticipated grant revenue in FY20. The budget includes the final spending for the Project More grant.

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Admissions/Entry Fees	\$ 513,304	\$ 520,900	\$ 635,437	\$ 647,793	\$ 637,545
Participation Dues and Fees	133,133	208,636	190,132	193,775	197,000
Other Revenue	28,695	17,024	33,612	111,708	31,120
Total Revenues	675,132	746,560	859,181	953,276	865,665
Expenditures					
Personal Services	37,346	39,092	42,528	42,529	46,694
Employees' Retirement/Insurance Benefits	5,990	6,332	6,732	6,658	7,554
Purchased Services	291,864	332,061	348,698	328,677	517,817
Supplies and Materials	186,063	186,399	268,150	256,192	366,398
Capital Outlay	20,874	91,564	67,060	128,309	153,399
Other Objects	44,819	47,027	52,228	57,935	60,155
Total Expenditures	586,956	702,475	785,396	820,300	1,152,017
Net Change in Fund Balance	88,176	44,085	73,785	132,976	(286,352)
Beginning Fund Balance	268,802	356,978	401,063	474,848	607,824
Ending Fund Balance	\$ 356,978	\$ 401,063	\$ 474,848	\$ 607,824	\$ 321,472

Extracurricular participation fee are split with 30 percent going to the general fund to cover the costs of coaches. Admission prices at the gate will remain the same. The District offers season passes in an effort to make student attendance more affordable. Total admission/entry fees and participation fee revenue are estimated to remain consistent.

Salaries and Benefits represent the cost of employees working at athletic events during the year. The increase in purchased services, supplies and capital outlay is a result of spending down balances in FY20.

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 FY20 budget year, these include St. Michaels, Worthington Christian, and Worthington Adventist Academy.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted State Grants-in-Aid	\$ 982,499	\$ 1,003,534	\$ 982,611	\$ 975,495	\$ 973,800
All Other Revenues					
Interest	1,996	2,964	3,458	6,722	3,200
Total Revenues	984,495	1,006,498	986,069	982,217	977,000
Expenditures					
Personal Services	237,703	327,957	310,725	221,605	183,943
Employees' Retirement/Insurance Benefits	59,293	101,641	99,755	73,021	76,347
Purchased Services	261,714	191,314	178,327	399,314	533,500
Supplies and Materials	168,193	283,527	129,117	266,900	160,737
Capital Outlay	68,600	131,402	106,024	169,356	25,137
Other Objects	15,419	30,386	64,402	38,659	68,565
Total Expenditures	810,922	1,066,227	888,350	1,168,855	1,048,229
Net Change in Fund Balance	173,573	(59,729)	97,719	(186,638)	(71,229)
Beginning Fund Balance	46,304	219,877	160,148	257,867	71,229
Ending Fund Balance	\$ 219,877	\$ 160,148	\$ 257,867	\$ 71,229	\$ -

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

- > 2.75 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
<u>Revenues</u>					
Restricted State Grants-in-Aid	\$ 30,600	\$ 30,600	\$ 32,400	\$ 32,400	\$ 32,400
Total Revenues	30,600	30,600	32,400	32,400	32,400
<u>Expenditures</u>					
Purchased Services	30,600	30,600	32,400	32,400	32,400
Total Expenditures	30,600	30,600	32,400	32,400	32,400
Net Change in Fund Balance	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

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 partnered in FY17 with the Educational Service Center of Central Ohio and Mentor Exempted Village School District, and carryover of those funds was liquidated in FY18. The state has eliminated this program.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
<u>Revenues</u>					
Restricted State Grants-in-Aid	\$ 91,524	\$ 22,132	\$ 22,262	\$ -	\$ -
Total Revenues	91,524	22,132	22,262	-	-
<u>Expenditures</u>					
Personal Services	-	18,870	12,870	-	-
Employees' Retirement/Insurance Benefits	-	3,007	2,039	-	-
Purchased Services	31,487	7,598	(3,530)	-	-
Supplies and Materials	-	3,027	-	-	-
Capital Outlay	36,800	-	-	-	-
Total Expenditures	68,287	32,502	11,379	-	-
<u>Other Financing Sources (Uses)</u>					
Advances In	600	10,900	-	-	-
Advances Out	(24,000)	(600)	(10,900)	-	-
Total Other Financing Sources (Uses)	(23,400)	10,300	(10,900)	-	-
Net Change in Fund Balance	(163)	(70)	(17)	-	-
Beginning Fund Balance	250	87	17	-	-
Ending Fund Balance	\$ 87	\$ 17	\$ -	\$ -	\$ -

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 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted State Grants-in-Aid	\$ 27,490	\$ 29,176	\$ 26,999	\$ 85,969	\$ 32,406
Total Revenues	27,490	29,176	26,999	85,969	32,406
Expenditures					
Personal Services	22,728	22,708	22,660	24,071	25,113
Employees' Retirement/Insurance Benefits	3,758	3,758	3,712	3,811	3,981
Purchased Services	181	198	383	1,854	2,146
Supplies and Materials	341	3,018	-	12,415	1,255
Capital Outlay	-	-	-	44,533	-
Total Expenditures	27,008	29,682	26,755	86,684	32,495
Net Change in Fund Balance	482	(506)	244	(715)	(89)
Beginning Fund Balance	584	1,066	560	804	89
Ending Fund Balance	\$ 1,066	\$ 560	\$ 804	\$ 89	\$ -

The School Psychologist Intern Grant is expected to be awarded again for FY20 in the amount of \$29,300 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted Federal Grants-in-Aid	\$ 1,716,610	\$ 1,776,329	\$ 1,868,125	\$ 2,242,380	\$ 2,838,759
Total Revenues	1,716,610	1,776,329	1,868,125	2,242,380	2,838,759
Expenditures					
Personal Services	1,240,503	1,342,933	1,371,720	1,566,509	1,886,433
Employees' Retirement/Insurance Benefits	448,862	448,176	450,424	559,373	704,008
Purchased Services	-	11,370	42,607	38,942	10,877
Supplies and Materials	8,448	9,772	332	25,936	109,118
Capital Outlay	(34)	1,881	-	50,659	147,275
Total Expenditures	1,697,779	1,814,132	1,865,083	2,241,419	2,857,711
Other Financing Sources (Uses)					
Advances In	-	6,500	-	42,000	-
Advances Out	-	-	(6,500)	-	(42,000)
Total Other Financing Sources (Uses)	-	6,500	(6,500)	42,000	(42,000)
Net Change in Fund Balance	18,831	(31,303)	(3,458)	42,961	(60,952)
Beginning Fund Balance	33,921	52,752	21,449	17,991	60,952
Ending Fund Balance	\$ 52,752	\$ 21,449	\$ 17,991	\$ 60,952	\$ -

Budget Highlights

- > Allocation from the US Department of Education is expected to remain consistent with prior years. The increase in revenue is the result an audit at the state level that resulted in an additional \$402,000 for our District, to be spent over the next two years, termed by ODE as "Restoration" Funds.
- > The increase in salary and benefits is due to timing. The carryover of FY19 (July and August) as well as all of FY20 salaries and benefits are budgeted in FY20.
- > 14.0 intervention specialists, 2.40 occupational therapists, 0.5 autism facilitator, 1.0 adaptive physical education specialist, 4.75 aides, and 0.5 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. Restoration funds will be used supplies and equipment, including iPads, to increase technology in our evaluation processes and our communication with students and parents with disabilities.

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted Federal Grants-in-Aid	\$ 41,765	\$ 36,108	\$ 36,032	\$ 34,891	\$ 48,158
Total Revenues	41,765	36,108	36,032	34,891	48,158
Expenditures					
Personal Services	1,523	1,873	1,857	3,153	3,846
Employees' Retirement/Insurance Benefits	133	211	207	659	841
Purchased Services	13,298	12,515	12,335	6,012	9,323
Supplies and Materials	9,059	8,146	9,159	17,573	13,985
Capital Outlay	11,417	13,200	16,358	11,797	12,203
Total Expenditures	35,430	35,945	39,916	39,194	40,198
Other Financing Sources (Uses)					
Advances In	-	-	3,700	8,000	-
Advances Out	(7,000)	-	-	(3,700)	(8,000)
Total Other Financing Sources (Uses)	(7,000)	-	3,700	4,300	(8,000)
Net Change in Fund Balance	(665)	163	(184)	(3)	(40)
Beginning Fund Balance	729	64	227	43	40
Ending Fund Balance	\$ 64	\$ 227	\$ 43	\$ 40	\$ -

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 from FY19.
- > \$13,800 budgeted to provide supplies to instructors
- > \$12,000 budgeted for equipment for project lead the way and engineering

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted Federal Grants-in-Aid	\$ 105,865	\$ 101,013	\$ 114,051	\$ 123,748	\$ 124,532
Total Revenues	105,865	101,013	114,051	123,748	124,532
Expenditures					
Personal Services	50,779	51,710	53,932	61,966	78,420
Employees' Retirement/Insurance Benefits	48,850	31,781	30,968	20,958	30,256
Purchased Services	335	5,750	5,334	2,653	5,022
Supplies and Materials	1,036	31,759	19,408	24,913	10,182
Total Expenditures	101,000	121,000	109,642	110,490	123,880
Other Financing Sources (Uses)					
Advances In	-	18,400	14,000	1,000	-
Advances Out	(3,300)	-	(18,400)	(14,000)	(1,000)
Total Other Financing Sources (Uses)	(3,300)	18,400	(4,400)	(13,000)	(1,000)
Net Change in Fund Balance	1,565	(1,587)	9	258	(348)
Beginning Fund Balance	103	1,668	81	90	348
Ending Fund Balance	\$ 1,668	\$ 81	\$ 90	\$ 348	\$ -

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 from FY19.
- > 1.5 FTE Bilingual Assistants are funded through this grant, along with supplies for English Language Learners.
- > The increase in salary and benefits is due to timing. The carryover of FY19 (July and August) as well as all of FY20 salaries and benefits are budgeted in FY20.

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted Federal Grants-in-Aid	\$ 876,371	\$ 836,471	\$ 859,547	\$ 886,013	\$ 962,383
Total Revenues	876,371	836,471	859,547	886,013	962,383
Expenditures					
Personal Services	622,501	626,240	626,732	651,849	731,670
Employees' Retirement/Insurance Benefits	218,976	211,588	204,780	193,510	215,541
Purchased Services	2,000	19,787	1,385	466	6,777
Supplies and Materials	25,703	-	20,915	29,896	29,157
Capital Outlay	364	-	-	-	-
Total Expenditures	869,544	857,615	853,812	875,721	983,145
Net Change in Fund Balance	6,827	(21,144)	5,735	10,292	(20,762)
Beginning Fund Balance	19,052	25,879	4,735	10,470	20,762
Ending Fund Balance	\$ 25,879	\$ 4,735	\$ 10,470	\$ 20,762	\$ -

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 from FY19.
- > 7.5 FTE teachers are funded through this grant
- > The increase in salary and benefits is due to timing. The carryover of FY19 (July and August) as well as all of FY20 salaries and benefits are budgeted in FY20.

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted Federal Grants-in-Aid	\$ 25,196	\$ 24,150	\$ 60,646	\$ 97,447	\$ 76,939
Total Revenues	25,196	24,150	60,646	97,447	76,939
Expenditures					
Personal Services	16,807	17,287	34,831	40,947	45,562
Employees' Retirement/Insurance Benefits	8,071	7,517	25,361	26,793	31,648
Purchased Services	-	-	-	3,668	-
Supplies and Materials	-	-	-	7,346	853
Capital Outlay	-	-	-	18,070	-
Total Expenditures	24,878	24,804	60,192	96,824	78,063
Other Financing Sources (Uses)					
Advances In	-	-	-	1,000	-
Advances Out	-	-	-	-	(1,000)
Total Other Financing Sources (Uses)	-	-	-	1,000	(1,000)
Net Change in Fund Balance	318	(654)	454	1,623	(2,124)
Beginning Fund Balance	383	701	47	501	2,124
Ending Fund Balance	\$ 701	\$ 47	\$ 501	\$ 2,124	\$ -

Budget Highlights

- > Allocation from the US Department of Education is expected to remain consistent with prior years. The increase in revenue is the result an audit at the state level that resulted in an additional \$402,000 for our District, to be spent over the next two years, termed by ODE as "Restoration" Funds.
- > 1.17 FTE preschool aides are funded through this grant.
- > The increase in salary and benefits is due to timing. The carryover of FY19 (July and August) as well as all of FY20 salaries and benefits are budgeted in FY20.

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted Federal Grants-in-Aid	\$ 157,706	\$ 143,541	\$ 179,877	\$ 163,384	\$ 174,219
Total Revenues	157,706	143,541	179,877	163,384	174,219
Expenditures					
Personal Services	109,994	82,979	66,900	73,100	69,600
Employees' Retirement/Insurance Benefits	28,737	14,513	10,695	11,167	11,032
Purchased Services	9,969	61,831	92,845	84,253	88,883
Supplies and Materials	1,508	1,177	398	-	1,639
Total Expenditures	150,208	160,500	170,838	168,520	171,154
Other Financing Sources (Uses)					
Advances In	-	7,000	-	4,000	-
Advances Out	-	-	(7,000)	-	(4,000)
Total Other Financing Sources (Uses)	-	7,000	(7,000)	4,000	(4,000)
Net Change in Fund Balance	7,498	(9,959)	2,039	(1,136)	(935)
Beginning Fund Balance	2,493	9,991	32	2,071	935
Ending Fund Balance	\$ 9,991	\$ 32	\$ 2,071	\$ 935	\$ -

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 from FY19.
- > \$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 was awarded a Buckeye healthy school lunch challenge grant in 2017 of \$1,000 for educational materials surrounding healthy eating habits. In fiscal years 2018 to 2020, the District received a Title IV-A Student Support and Enrichment Grant

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
Restricted Federal Grants-in-Aid	\$ 578	\$ 1,000	\$ 17,990	\$ 62,528	\$ 103,083
Total Revenues	578	1,000	17,990	62,528	103,083
Expenditures					
Personal Services	-	-	-	-	4,400
Employees' Retirement/Insurance Benefits	-	-	-	-	773
Purchased Services	578	1,000	17,990	71,275	86,206
Supplies and Materials	-	-	-	2,957	-
Total Expenditures	578	1,000	17,990	74,232	91,379
Other Financing Sources (Uses)					
Advances In	-	-	-	12,000	-
Advances Out	-	-	-	-	(12,000)
Total Other Financing Sources (Uses)	-	-	-	12,000	(12,000)
Net Change in Fund Balance	-	-	-	296	(296)
Beginning Fund Balance	-	-	-	-	296
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 296	\$ -

Budget Highlights

- > With the passage of ESSA by the federal government Title IV-A Student Support and Enrichment was created in FY18. Funds are used to expand mental health services and provide access to AP exams for low income students. Additional funds are appropriated for FY20 and will be used to increase student support services.

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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Tuition	\$ 1,015,597	\$ 1,029,388	\$ 1,064,467	\$ 1,110,005	\$ 1,086,000
Charges for Services	848,147	710,160	606,397	651,152	675,000
Total Revenues	1,863,744	1,739,548	1,670,864	1,761,157	1,761,000
Expenditures					
Personal Services	789,217	813,231	773,657	768,025	839,900
Employees' Retirement/Insurance Benefits	315,882	320,300	292,909	288,666	312,480
Purchased Services	172,172	103,458	103,468	144,171	175,200
Supplies and Materials	259,298	263,012	220,057	271,418	310,500
Capital Outlay	15,391	2,984	9,550	20,632	50,000
Total Expenditures	1,551,960	1,502,985	1,399,641	1,492,912	1,688,080
Net Change in Fund Balance	311,784	236,563	271,223	268,245	72,920
Beginning Fund Balance	513,136	824,920	1,061,483	1,332,706	1,600,951
Ending Fund Balance	\$ 824,920	\$ 1,061,483	\$ 1,332,706	\$ 1,600,951	\$ 1,673,871

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

Budget Highlights

- > Salaries include 9.5 FTE K+ teachers to cover anticipated participation in the program for 2020
- > 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 FY20, no change from FY19, 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Charges for Services	\$ 621,594	\$ 648,511	\$ 501,025	\$ 347,683	\$ 360,000
Investment Income	10,091	11,516	25,498	36,687	35,000
Total Revenues	631,685	660,027	526,523	384,370	395,000
Expenditures					
Personal Services	74,785	75,885	82,072	83,752	86,000
Employees' Retirement/Insurance Benefits	42,041	41,061	42,935	43,966	45,000
Purchased Services					
Third Party Administrator	103,948	60,668	63,008	96,443	95,000
Other Objects					
Claims	75,180	90,591	62,707	54,275	100,000
Stop Loss/Other	43,260	44,344	44,960	51,486	60,000
Total Expenditures	339,214	312,549	295,682	329,922	386,000
Net Change in Fund Balance	292,471	347,478	230,841	54,448	9,000
Beginning Fund Balance	1,071,107	1,363,578	1,711,056	1,941,897	1,996,345
Ending Fund Balance	\$ 1,363,578	\$ 1,711,056	\$ 1,941,897	\$ 1,996,345	\$ 2,005,345

2020 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 will remain consistent as rate charged will be unchanged at 0.4% of gross covered payroll.
- > TPA budget includes \$30,000 for claims processing, \$20,000 for legal services, \$ 10,000 for safety program activities, and \$25,000 to Ohio Bureau of Workers Comp for tail claims and other mandates.
- > Stop loss insurance renewal is budgeted at \$60,000, with a \$400,000 retention.
- > Salaries and benefits include the administrator overseeing the program
- > \$100,000 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 via a council of governments with several other districts.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Charges for Services	\$ 16,768,400	\$ 16,051,144	\$ 16,641,784	\$ 17,732,997	\$ 18,736,000
Investment Income	79,734	104,500	154,380	201,568	190,000
Total Revenues	16,848,134	16,155,644	16,796,164	17,934,565	18,926,000
Expenditures					
Purchased Services					
Third Party Administrator	551,890	593,112	587,121	572,095	600,000
Other Objects					
Claims	12,213,056	14,022,048	15,139,307	16,844,415	17,500,000
Stop Loss/Other	1,035,852	1,229,843	1,112,400	1,240,528	1,530,000
Total Expenditures	13,800,798	15,845,003	16,838,828	18,657,038	19,630,000
Net Change in Fund Balance	3,047,336	310,641	(42,664)	(722,473)	(704,000)
Beginning Fund Balance	7,939,974	10,987,310	11,297,951	11,255,287	10,532,814
Ending Fund Balance	\$ 10,987,310	\$ 11,297,951	\$ 11,255,287	\$ 10,532,814	\$ 9,828,814

Budget Highlights

- > Premium revenue expected to increase 5% for calendar year 2020
- > Claims are budgeted to increase 4-5%.
- > TPA costs expected to increase 2-5% for inflation, stop loss expected to increase 5-10%, but will be mitigated due to participation in a pooled consortium with 4 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.

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	FY20 Proposed Budget
Revenues					
All Other Revenues					
Investment Income	\$ 1,065	\$ 1,225	\$ 1,779	\$ 2,373	\$ 2,165
Gifts and Contributions	50	-	-	-	-
Total Revenues	1,115	1,225	1,779	2,373	2,165
Expenditures					
Other Objects					
Scholarships	900	1,000	1,200	1,850	2,450
Total Expenditures	900	1,000	1,200	1,850	2,450
Net Change in Fund Balance	215	225	579	523	(285)
Beginning Fund Balance	125,863	126,078	126,303	126,882	127,405
Ending Fund Balance	\$ 126,078	\$ 126,303	\$ 126,882	\$ 127,405	\$ 127,120

> Scholarships of \$1,850 were issued in FY19 with \$2,450 anticipated for FY20 contingent on interest rates.

Statistical Section

HOW DO YOU PLAN TO

CHANGE THE WORLD?



“

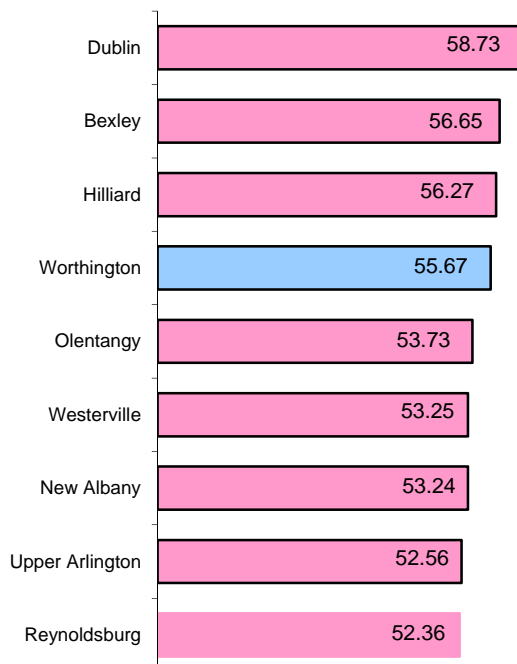
Small things can make big changes in the world. I held a drive and collected more than 1,200 books, which I took to a school library in southern Ohio that needed more reading materials for their students.

BRYCE



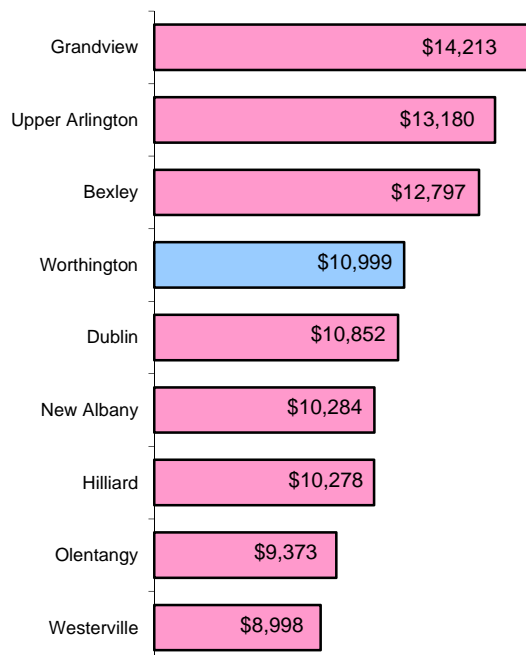
District Comparisons

Residential Effective Millage Rate 2019



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

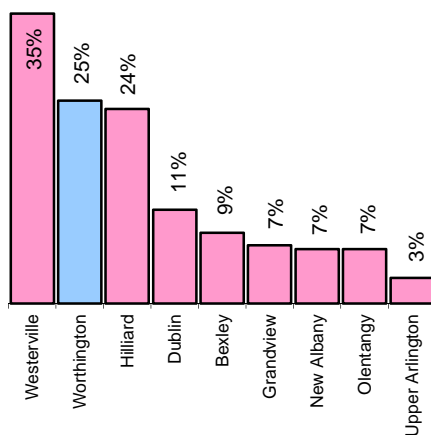
Cost Per Pupil 2018



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.

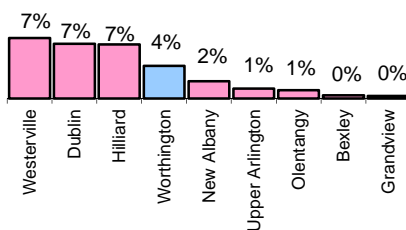
Student Composition (2018)

Economically Disadvantaged



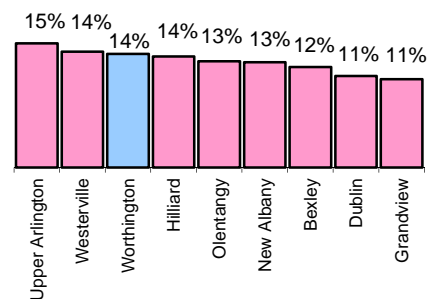
Worthington's economically disadvantaged population has grown considerably in recent years, nearing 25%. This presents a unique challenge for staff as lower income students generally require greater resources and services to maintain the highest standards of achievement.

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										
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Governmental Activities											
Instruction											
Per Pupil Cost of Operating Expenditures	11,210	unav.	10,999	10,856	10,782	11,473	10,738	10,992	n/a	n/a	n/a
Support Services											
Pupil											
Enrollment (Students K-12)	10,518	10,369	10,144	10,077	9,989	9,680	9,537	9,407	9,279	9,404	9,477
Graduation Rate	95.1%	unav.	93.3%	94.9%	93.9%	93.8%	94.2%	92.0%	93.0%	95.0%	95.5%
% of Students with Disabilities	14.0%	unav.	13.9%	13.3%	13.3%	13.0%	12.7%	11.9%	11.8%	11.8%	11.0%
% of Limited English Proficient Students	5.5%	unav.	4.0%	6.5%	5.7%	5.7%	5.3%	5.2%	5.1%	4.8%	5.2%
Instructional Staff											
IT Work Orders Completed	6,305	6,104	5,700	7,223	13,390	13,341	15,368	15,438	8,878	11,699	10,574
Administration											
Student Attendance Rate	95.8%	unav.	95.3%	>95%	>95%	>95%	92.7%	>95%	96.0%	95.8%	95.5%
Fiscal and Business											
Purchase Orders Processed	7,200	7,505	6,703	7,376	7,252	6,911	7,007	6,824	6,947	6,988	7,367
Nonpayroll Checks Issued	9,500	9,308	8,680	9,016	10,647	10,319	10,329	10,255	10,459	10,612	11,215
Maintenance											
Maintenance Work Orders Completed	3,000	2,632	2,472	2,770	2,731	3,299	2,616	2,566	2,766	1,622	2,988
District Square Footage Maintained By Custodians and Maintenance Staff	1,645,518	1,645,518	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
District Acreage Maintained By Grounds Staff	379	379	379	379	379	379	379	379	379	379	379
Transportation											
Average Students Transported Daily	4,750	4,541	4,733	4,872	4,743	4,447	4,594	4,651	4,763	4,797	4,620
Average Daily Bus Fleet Mileage	6,610	6,547	6,387	6,155	5,797	5,347	5,811	4,838	4,504	4,555	4,846
Number of Buses in Fleet	88	88	88	88	84	84	84	84	83	82	81
Co-Curricular Activities											
High School Varsity Teams	64	64	64	64	64	58	58	58	58	58	58
Food Service											
Meals Served to Students	900,000	851,834	883,179	926,186	880,980	691,291	660,210	747,907	621,172	610,051	584,693
% of Total Meals That Were Free Meals	40.0%	39.6%	41.1%	43.2%	42.5%	39.0%	36.3%	44.8%	37.5%	36.8%	32.9%
% of Total Meals That Were Reduced Meals	7.7%	7.7%	7.4%	7.5%	9.0%	8.3%	7.9%	9.0%	8.2%	6.4%	8.0%

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 (4)
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	(3)	6.3%
2014	59,723	2,772,401,383	46,421	(3)	4.8%
2015	59,757	2,862,539,571	47,903	(3)	5.2%
2016	60,725	2,956,578,800	48,688	(3)	4.1%
2017	64,886	3,178,051,394	48,979	(3)	4.3%
2018	65,359	3,269,322,539	50,021	(3)	4.5%

Sources: (1) Mid Ohio Regional Planning Commission

(2) Calculated based on Median income and population

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

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

2019 Collection Year			2010 Collection Year		
Name of Taxpayer	Assessed	Percent of	Name of Taxpayer	Assessed	Percent of
	Value	Total Assessed Value		Value	Total Assessed Value
Public Utilities			Public Utilities		
1 Ohio Power Company	\$38,011,230	1.83%	1 Columbus Southern Power Co	\$ 25,718,770	1.40%
2 American Municipal Power Inc	\$10,434,180	0.50%			
Real Estate			Real Estate		
1 Anheuser-Busch Inc.	17,989,880	0.87%	1 Anheuser-Busch Inc.	19,176,160	1.04%
2 District Two LLC	12,215,010	0.59%	2 EOP-Community Corporate	8,610,000	0.47%
3 Communications Realty Investments	10,636,500	0.51%	3 Eastrich No 167 Corp.	8,434,400	0.46%
4 Worthington Meadows	9,190,750	0.44%	4 Fieldstone Trace Partnership	7,805,010	0.42%
5 Worthington Industries	8,845,340	0.43%	5 Worthington Meadows	7,665,040	0.42%
6 Fieldstone Trace	6,918,140	0.33%	6 Worthington Industries	6,664,540	0.36%
7 445 Hutchinson LP	6,755,010	0.33%	7 General Electric Credit	6,302,490	0.34%
8 Stratford Chase Apartments	6,136,970	0.30%	8 Corporate Hill LLC	6,006,040	0.33%
9 BRG Liberty Crossing LLC	5,687,510	0.27%	9 Braveheart Columbus LLC	5,670,010	0.31%
10 Alexander Square LLC	5,509,000	0.27%	10 Schottenstein Stores Corp.	5,486,280	0.30%
All Others	1,935,405,550	93.33%	All Others	1,732,451,883	94.16%
Total Assessed Valuation	<u>2,073,735,070</u>	<u>100.00%</u>		<u>1,839,990,623</u>	<u>100.00%</u>

Source: Office of the Auditor, Franklin County, Ohio

Note: Assessed Values are for the valuation year of 2018 and 2009 respectively.

Property Tax Rates Direct and Overlapping

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							
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
2018	93.14	3.80	96.94	18.92	5.00	3.14	23.01	1.57	24.67	4.80
2019	96.04	6.05	102.09	18.92	5.00	3.14	20.25	1.57	25.10	4.80
(Res/Agric)	(49.62)	(6.05)	(55.67)	(16.84)	(5.00)	(3.14)	(20.19)	(1.57)	(18.08)	(3.90)
(Comm/Ind)	(69.43)	(6.05)	(75.48)	(17.69)	(5.00)	(3.14)	(19.42)	(1.57)	(18.93)	(4.53)

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.

Employees By Category

	Actual	Projected
	2019	2020
Official/Administrative		
Asst. Superintendent	1.00	1.00
Asst. Treasurer	1.00	1.00
Athletic Director	2.00	2.00
Compensation Supervisor	1.00	1.00
Coordinator	5.00	5.00
Director	11.00	11.00
Principals/Asst. Principals	25.00	25.00
Superintendent	1.00	1.00
Supervisors	3.00	3.00
Treasurer	1.00	1.00
	51.00	51.00
Professional- Educational		
Blending Learning Coach	1.00	1.00
Counselors	20.50	25.50
Librarian	15.60	15.60
Other Educational Assgn.	6.50	6.50
Regular Teachers	544.62	552.62
Special Ed Teachers	149.00	151.00
Supplemental Svc Tchrs	0.00	0.00
Teacher Leaders	3.00	3.00
Vocational Ed Teachers	2.00	2.00
	742.22	757.22
Professional- Other		
Accountant	1.00	1.00
Adaptive Phys Ed	1.00	1.00
Autism Scholarship Facilitator	0.50	0.50
Nurses	6.00	7.00
Occupational Thrpst	8.08	8.08
Physical Therapist	2.50	2.50
Psychologists	12.50	13.50
Speech & Lang. Therapists	8.20	9.20
Web Design	1.00	1.00
	40.78	43.78
Technical		
Database Specialist	1.00	1.00
Desktop Specialist	1.00	1.00
Digital Tech Support	1.00	1.00
EMIS Coordinator	2.00	2.00
Instructional Integration Specialist	2.00	2.00
Network Specialist	3.00	3.00
Personnel Analyst	2.00	2.00
Tech Systems Support	4.00	4.00
Weight Room Tech	1.00	1.00
	17.00	17.00
Office/Clerical		
Clerical	2.07	2.07
Copy Center Operator	2.00	2.00
Payroll	2.00	2.00
Receipts/Disbursements	3.00	3.00
Aides/Assistants	119.77	122.77
Secretaries	55.92	55.92
Testing Specialist	1.00	1.00
	185.76	188.76
Crafts and Trades		
Auditorium Manager	1.00	1.00
Building Maintenance	5.00	5.00
Delivery/Warehousing	3.00	3.00
Mechanic	4.00	4.00
Stagecraft Tech	1.00	1.00
Technical Trades	8.00	8.00
	22.00	22.00
Operative		
Bus Drivers	56.05	58.05
Dispatcher	2.00	2.00
	58.05	60.05
Service Work/Laborer		
Crossing Guard	0.56	0.56
Custodians	59.52	59.52
Food Service	38.51	38.51
Landscape Maintenance	7.00	7.00
	105.59	105.59
Total	1,222.40	1,245.40

	Actual	Projected
	2019	2020
Employees by Fund		
General	1,131.17	1,153.17
Food Service	40.58	40.58
Auxiliary Services	3.80	3.80
Other State Grants	1.00	1.00
Spec Ed IDEA	23.68	23.68
Limited English Prof.	1.50	1.50
Disadv. Children	7.50	7.50
Spec Ed Preschool	1.17	1.17
Improving Tchr Quality	0.00	0.00
Intra-District Svcs	11.00	12.00
Workers Comp Insur.	1.00	1.00
Total	1,222.40	1,245.40

Method: 1.00 for each full-time, part time FTE based on ratio of hours worked to full time

Source: School District Records

Budget and Fiscal Management Policies

Forecast and Appropriations and Budget Plan (Policy 6231)

The appropriation measure shall be adopted at the fund level for all funds.

The five-year forecast, for the general fund, will be adopted by the Board by the end of October and May of each school year. The Treasurer is required to recommend adoption of the five-year forecast. The forecast will be related to the District's goals, objectives, and programs. The 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 between forecasts.

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 continuous process involving broad participation by administrators, supervisors, and other persons as needed. The proposed budget shall reflect the needs and requirements of all segments of the local school community.

The Treasurer shall be responsible for preparing an annual document that reflects the current and anticipated programming for the next school year. The document will include an executive summary, explanation of the budget process, fiscal management policies, proposed budget for all funds excluding agency funds, summary of general fund budgets for buildings and departments at the object level, staffing information, and information about other funds.

The Board will adopt an annual permanent appropriation measure in June for the following fiscal year to begin July 1. In the event the permanent appropriation is not ready at that time, the Board may adopt a temporary appropriation no later than September 30 of each fiscal year.

The appropriation measure shall exclude agency funds, the general fund shall be adopted at the fund and first level of object and all other funds shall be at the fund level.

The Treasurer has the authority to approve general fund appropriation changes within the first level of object for the general fund and within the fund for all other funds. An increase or decrease in appropriation outside of the parameters above shall require Board approval.

The Board shall adopt as part of its annual appropriation measure a spending plan (also known as a forecast), as prescribed by statute, or in the case of an amendment or supplement to an appropriation measure, an amended spending plan setting forth a projection of revenue, expenditures, and assumptions. The forecast shall include the General Fund, any special cost center associated with General Fund money, Emergency Levy funds, any Debt Service activity that would otherwise have gone to the General Fund, and DPIA.

Budget and Fiscal Management Policies

Debt Guidelines (Policy 6145)

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

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.

Budget and Fiscal Management Policies

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.

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.

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.

Glossary of Terms

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.

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.

Glossary of Terms

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.

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.