

**HARTLAND CONSOLIDATED SCHOOLS
HARTLAND, MICHIGAN**

**2013-14 OPERATING, ATHLETIC,
CAFETERIA,
DEBT RETIREMENT, AND
CAPITAL PROJECT BUDGETS**

Public Hearing: June 26, 2013

Budget Adoption: June 26, 2013

HARTLAND CONSOLIDATED SCHOOLS
HARTLAND, MICHIGAN

2013-14 GENERAL APPROPRIATIONS ACT

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HARTLAND CONSOLIDATED SCHOOLS
HARTLAND, MICHIGAN
June 26, 2013

2013-14 GENERAL FUND BUDGET ASSUMPTIONS

The following are assumptions used in determining revenues and expenditures for the 2013/14 school year that begins on July 1, 2013. The budget was developed using financial data available through early June of this year. Assumptions had to be made in determining enrollment, state aid, etc. The budget reflects the incorporation of the "Per Pupil Foundation Allowance" brought about by the passage of Proposal A in March 1994 and its corresponding legislation. It also reflects recent legislation and anticipated continuing employee concessions, which are part of the union contracts approved in March 2010, and most recently March 2013 and effective July 1, 2013.

At this time we have planned a budget with expenditures exceeding revenues, and contemplate a year-end Fund Balance of \$2,424,514, which is 5% of expenditures. This falls just within the auditor recommended 5%-10% of expenditures. The budget contemplates a millage rate on non-homestead property of 18 mills. After significantly increasing our Fund Balance by the completion of the 2011/12 fiscal year, the district has budgeted a reduction in fund balance for the end of this current year (June 30, 2013) although we were able to limit that reduction somewhat. The 2013/14 budget contemplates a more significant reduction in Fund Balance although by union contracts our Fund Balance can fall no lower than the 5% we have budgeted for June 30, 2014. The contracts call for employee contributions equal to the dollar amount required to end any fiscal year (through June 30, 2018) with at least the 5% Fund Balance figure.

Note: The 2012/13 fiscal year had a one-time expenditure savings of approximately \$680,677 based on an accounting adjustment because of a change in the teacher contract ending date. This had the effect of boosting the June 30, 2013 Fund Balance. The 2013/14 budget contemplates a one-time payment to employees equal to that same dollar figure.

A summary of revenue assumptions is as follows:

1. Enrollment membership of 5,403.54 for reimbursement purposes. The state uses a blended figure using September 2013 and February 2014 count dates. We are using a 90%/10% blend between September and February. The blend used to use the prior February and current September counts. This new change begins in 2013/14 and has a negative effect on districts with declining enrollment. We expect an actual September membership count of 5,403.54. This is 80.30 less than the September 2012 count and will reduce revenues by approximately \$564,000 from this source although other adjustments offset this somewhat.
2. The district's estimated "Per Pupil Foundation Allowance" is \$7,026; a \$60 increase. This is a \$400 decrease from the \$7,426 in place in 2010/11. For 2013/14, we do expect to offset the full cost of the foundation reduction through a number of state funded categories: \$54 per pupil for retirement cost assistance and \$52 per pupil through the meeting of "best practice" requirements and \$40 per pupil for "performance" goals. There is also an additional \$50 one-time equity payment. Clearly an additional total of \$256 (including the Foundation increase) does not offset the loss of our initial \$470 loss in 2011/12.

3. We will borrow an estimated \$4,500,000 to cover cash flow short falls during the first nine months of the fiscal year. As with most schools, we have borrowed each summer since Proposal A was passed.
4. Revenues compared to the 2012/13 budget are expected to decrease .45% for next year, a total of \$210,893 from \$46,469,408 (budgeted 2012/13) to \$46,258,515 (projected 2013/14).

A summary of expenditure assumptions includes:

1. The expenditures contemplate running a very similar educational program in 2013/14 as we did in 2012/13. The exception is the implementation of the seven hour class period (from six) schedule at the high school.
2. Increase of .5% for supply accounts.
3. Increase of approximately \$20,000 for property and liability insurances. This comes after a number of years of stable premiums however some recent higher loss experiences and general market conditions have played into the increase. We did test the market through the use of two brokers and believe we have the best combination of rate and coverage.
4. Adjustments in utilities of .5%. Our actual price per unit is expected to fall because of previous long term contract purchases; however the budget numbers are up slightly to allow for any increased usage.
5. Decrease of 16.7% for health insurance premiums. Through negotiations and use of P.A.152 of 2011, our health insurance premiums are limited to the "hard cap" amount established each October through the U.S. Medical CPI. Compared to what the district paid in 2012/13 this will reduce our health insurance costs by approximately \$845,000.
6. Have retirement rate of 24.79% of salary in budget. This is a slight increase from the rate in place from February 2013 through September 2013 but a slight decrease from the overall rate charged for the 2012/13 year.
7. There is the equivalent of a .6% salary increase included for teachers and support staff employees. This is for budget planning purposes only. We use a formula to determine the final salary increase/decrease.
8. There is a salary increase included at this time for administrators and supervisors that assumes an increase comparable to the union employees.
9. Most other expenditure accounts received small inflationary adjustments or reflect payment changes (ex.: bus and portable classroom payments). For example bus loan payments are now beginning to be included again. Recent purchases have used Bond dollars. The first payment for six buses from General Fund is included.
10. Expenditures compared to the 2012/13 budget are expected to increase 1.03%, a total of \$495,009 from \$48,014,519 (budgeted 2012/13) to \$48,509,528 (projected 2013/14).

In general we have tried to be fiscally responsible in our budgeting (not too conservative but certainly not overly optimistic) in the areas that have the most potential volatility, i.e., student count, employee salary increases/decreases, foundation increases/decreases, etc. Because of funding problems at the state level over the past number of years, our school district, like most, has found itself in a position of either making significant expenditure reductions and/or finding revenue enhancements. As a district we have reduced specific program expenditures and increased fees in eight of the past twelve years.

2001/02	\$ 968,000	2005/06	\$1,765,500	2011/12	\$1,400,000 cont.
2003/04	\$ 475,000	2006/07	\$1,295,409	2012/13	\$1,400,000 cont.
2004/05	\$ 729,300	2010/11	\$2,600,000 est.	2013/14	\$ 845,000 est.

The concessions through labor negotiations in 2010 (through 2013) were significant and achieved primarily because of the employees recognizing the severity of the budget concerns during a time when the district is facing revenue declines (poor state economy, some declining enrollment and reductions to the per pupil allowance) and continued increases in costs. The 2013-2018 contracts continue many of the concessions, although some were modified. In any year since 2001 when no large scale reductions were made, that choice was made primarily because we wanted to avoid additional program reductions if we could – and we felt we could. Even in those years with no major reductions, that did not mean we did not make adjustments in our expenditure planning. Frequently we have “frozen” all supply and purchased services accounts (utilities, fuel, etc. are examples where we could not do this). Another example is we are making every reasonable effort to not fill teaching positions vacated because of retirements or leaves of absence. **At all times the efforts have been toward maintaining quality educational programs and opportunities, while at the same time being willing to make the tough budget decisions necessary to make that possible.**

As we look to the future, school funding remains very unstable. At this time our projections (see page 13) reflect a continued decline in enrollment, although we do have a very active “schools of choice” campaign that we hope can reduce that student loss. Following a significant decline in per pupil funding in 2011/12 and a small \$10 per pupil increase in 2012/13 and a small increase in 2013/14, I am anticipating possible per pupil increases for 2014/15 and beyond based upon continuing improvements in the Michigan. As referenced previously, our employee contracts protect the district’s Fund Balance and allow programs to remain; a critically important item in that gaining or maintaining enrollment through Schools of Choice is only possible if we maintain quality, attractive educational and after-school programs. However, our school board and administrators clearly recognize every reasonable effort must be made to analyze every aspect of our business (instructional and support services as well as community services) to try and reduce our costs without reducing quality and without having to rely on employee contributions to keep our minimum Fund Balance levels at an appropriate level. To that end, our primary mission for the 2013/14 year is to begin immediately analyzing department by department to find appropriate and acceptable less expensive alternatives. Finally we must maintain some hope that our legislative leaders will recognize that forcing school districts to “cut their way” to balanced budgets may not be in everyone’s best interest and that additional revenue needs to be forthcoming and should be a significant piece of the budget balancing puzzle for schools in Michigan.

In the meantime, Hartland employees, administrators, board members and community members will work together against huge odds, to continue to be a premier school of choice.

GENERAL FUND
 DETAIL BUDGET PROJECTION
 FOR FISCAL YEAR ENDING JUNE 30

	ACTUAL 2011-12	BUDGETED 2012-13	ESTIMATED 2013-14
=====			
REVENUES:			
Local Sources	8,129,378	7,614,275	7,601,304
County & LISD	0	0	0
State Sources	37,466,192	37,124,353	36,926,431
Federal Sources	618,824	565,793	565,793
	-----	-----	-----
TOTAL REVENUES	46,214,394	45,304,421	45,093,528
Incoming Transfer & other Transactions	1,229,767	1,164,987	1,164,987
	-----	-----	-----
TOTAL REVENUES, INCOMING TRANSFERS & OTHER TRANSACTIONS	47,444,161	46,469,408	46,258,515
EXPENDITURES:			
INSTRUCTION EXPENSE			
Basic Program	23,195,900	24,106,334	24,618,119
Added Needs	4,924,197	5,032,461	5,109,217
SUPPORT SERVICES			
Pupil	965,280	886,657	886,657
Instructional Staff	2,040,605	1,806,228	1,806,228
General Administration	1,076,455	1,266,972	1,266,972
School Administration	2,698,103	3,066,118	3,025,200
Business	1,110,756	1,112,788	1,014,924
Maintenance/Operations	4,860,609	4,810,684	4,835,934
Transportation	2,182,635	2,232,824	2,232,824
Central	128,438	151,078	151,078
Other	110,725	124,121	124,121
COMMUNITY SERVICES	2,501,343	2,535,020	2,535,020
CAPITAL OUTLAY	146,957	128,300	129,300
	-----	-----	-----
TOTAL EXPENDITURES	45,942,003	47,259,585	47,735,594
Outgoing transfers and Other Transactions	912,471	754,934	773,934
	-----	-----	-----
TOTAL APPROPRIATED	46,854,474	48,014,519	48,509,528
EXCESS REV(APPROPRIATION)	589,687	(1,545,111)	(2,251,013)
FUND BALANCE, JULY 1	5,630,951	6,220,638	4,675,527
FUND BALANCE, JUNE 30	6,220,638	4,675,527	2,424,514

GENERAL FUND
 DETAIL BUDGET PROJECTION
 FOR FISCAL YEAR ENDING JUNE 30

	ACTUAL 2011-12	BUDGETED 2012-13	ESTIMATED 2013-14	NET CHANGE Percent	NET CHANGE Dollars
=====					
REVENUES:					
Local Sources	8,129,378	7,614,275	7,601,304	-0.17%	(12,971)
County & LISD	0	0	0		0
State Sources	37,466,192	37,124,353	36,926,431	-0.53%	(197,922)
Federal Sources	618,824	565,793	565,793	0.00%	0
	-----	-----	-----	-----	-----
TOTAL REVENUES	46,214,394	45,304,421	45,093,528	-0.47%	(210,893)
Incoming Transfer & other Transactions	1,229,767	1,164,987	1,164,987	0.00%	0
	-----	-----	-----	-----	-----
TOTAL REVENUES, INCOMING TRANSFERS & OTHER TRANSACTIONS	47,444,161	46,469,408	46,258,515	-0.45%	(210,893)
=====					
EXPENDITURES:					
INSTRUCTION EXPENSE					
Basic Program	23,195,900	24,106,334	24,618,119	2.12%	511,785
Added Needs	4,924,197	5,032,461	5,109,217	1.53%	76,756
SUPPORT SERVICES					
Pupil	965,280	886,657	886,657	0.00%	0
Instructional Staff	2,040,605	1,806,228	1,806,228	0.00%	0
General Administration	1,076,455	1,266,972	1,266,972	0.00%	0
School Administration	2,698,103	3,066,118	3,025,200	-1.33%	(40,918)
Business	1,110,756	1,112,788	1,014,924	-8.79%	(97,864)
Maintenance/Operations	4,860,609	4,810,684	4,835,934	0.52%	25,250
Transportation	2,182,635	2,232,824	2,232,824	0.00%	0
Central	128,438	151,078	151,078	0.00%	0
Other	110,725	124,121	124,121	0.00%	0
COMMUNITY SERVICES	2,501,343	2,535,020	2,535,020	0.00%	0
CAPITAL OUTLAY	146,957	128,300	129,300	0.78%	1,000
	-----	-----	-----	-----	-----
TOTAL EXPENDITURES	45,942,003	47,259,585	47,735,594	1.01%	476,009
Outgoing transfers and Other Transactions	912,471	754,934	773,934	2.52%	19,000
	-----	-----	-----	-----	-----
TOTAL APPROPRIATED	46,854,474	48,014,519	48,509,528	1.03%	495,009
EXCESS REV(APPROPRIATION)	589,687	(1,545,111)	(2,251,013)	46%	(705,902)
FUND BALANCE, JULY 1	5,630,951	6,220,638	4,675,527		
FUND BALANCE, JUNE 30	6,220,638	4,675,527	2,424,514	-48.14%	(2,251,013)

HARTLAND SCHOOLS BUDGET SUMMARY
GENERAL FUND

	Actual 2011/12 -----	Budget 2012/13 -----	Projection 2013/14 -----	Change From 12/13 -----
BASIC PROGRAMS				
salaries	14,480,681	14,657,553	15,298,499	640,946
fringes	7,660,515	8,270,830	7,997,669	(273,161)
purch.serv.	768,433	840,877	840,877	0
supplies	261,921	274,969	274,969	0
curriculum change	19,905	55,100	199,100	144,000
other	4,445	7,005	7,005	0
ADDED NEEDS				
salaries	2,955,306	3,059,006	3,192,770	133,764
fringes	1,702,573	1,723,918	1,666,910	(57,008)
purch.serv.	134,241	124,620	124,620	0
supplies	132,077	124,917	124,917	0
other	0	0	0	0
ADULT EDUCATION				
salaries	0	0	0	0
fringes	0	0	0	0
purch.serv.	0	0	0	0
supplies	0	0	0	0
other	0	0	0	0
INSTRUCTION				
	28,120,097	29,138,795	29,727,336	588,541
GUIDANCE				
salaries	664,676	584,044	584,044	0
fringes	291,504	297,413	297,413	0
purch.serv.	3,647	0	0	0
supplies	5,453	5,200	5,200	0
other	0	0	0	0
INST. SERVICES				
salaries	1,129,788	940,241	940,241	0
fringes	546,381	507,568	507,568	0
purch.serv.	229,876	210,034	210,034	0
supplies	134,560	148,385	148,385	0
curriculum change	0	0	0	0
other	0	0	0	0
GENERAL ADMIN.				
salaries	432,001	542,220	542,220	0
fringes	235,306	320,193	320,193	0
purch.serv.	391,348	386,059	386,059	0
supplies	6,915	7,000	7,000	0
other	10,885	11,500	11,500	0
SCHOOL ADMIN.				
salaries	1,722,941	1,960,677	2,078,984	118,307
fringes	904,598	1,022,830	863,605	(159,225)
purch.serv.	57,731	68,262	68,262	0
supplies	12,833	14,349	14,349	0
other	0	0	0	0
BUSINESS SERVICES				
salaries	119,008	121,950	121,950	0
fringes	60,242	64,166	64,166	0
purch.serv.	513,399	545,480	545,480	0
supplies	0	0	0	0
other	418,107	381,192	283,328	(97,864)

	Actual 2011/12 -----	Budget 2012/13 -----	Projection 2013/14 -----	Change From 12/13 -----
OPERATION AND MAINT.				
salaries	622,776	673,010	713,619	40,609
fringes	447,026	458,937	404,283	(54,654)
purch.serv.	3,503,683	3,343,737	3,377,032	33,295
supplies	287,124	335,000	341,000	6,000
other	0	0	0	0
TRANSPORTATION				
salaries	284,053	338,370	338,370	0
fringes	205,730	216,879	216,879	0
purch.serv.	1,594,607	1,550,575	1,550,575	0
supplies	98,245	127,000	127,000	0
other	0	0	0	0
CENTRAL SERVICES				
salaries	0	0	0	0
fringes	0	0	0	0
purch.serv.	124,847	143,878	143,878	0
supplies	3,591	7,200	7,200	0
other	0	0	0	0
OTHER				
salaries	84,885	95,400	95,400	0
fringes	25,840	28,721	28,721	0
purch.serv.	0	0	0	0
supplies	0	0	0	0
other	0	0	0	0
SUPP. SERV.	15,173,606	15,457,470	15,343,938	(113,532)
COMMUNITY SERVICES				
salaries	1,285,353	1,288,313	1,288,313	0
fringes	465,782	498,362	498,362	0
purch.serv.	526,412	515,510	515,510	0
supplies	223,796	232,535	232,535	0
other	0	300	300	0
CAPITAL OUTLAY				
technology	0	0	0	0
facilities	42,783	80,000	81,000	1,000
capital outlay	104,174	48,300	48,300	0
TRANSFER & OTHER				
athletic trans.	605,454	623,618	642,618	19,000
other	307,017	131,316	131,316	0
DISTRICT TOTAL	46,854,474	48,014,519	48,509,528	495,009
salaries	23,781,468	24,260,784	25,194,410	933,626
fringes	12,545,497	13,409,817	12,865,769	(544,048)
purch.serv.	7,848,224	7,729,032	7,762,327	33,295
supplies	1,186,420	1,331,655	1,481,655	150,000
other	433,437	399,997	302,133	(97,864)
capital outlay	146,957	128,300	129,300	1,000
trans. & other	912,471	754,934	773,934	19,000
	46,854,474	48,014,519	48,509,528	495,009 ***
salaries	50.756%	50.528%	51.937%	*** Adjustments for the "change" column are accurate estimates for the "object" of the expenditures (ex. Salaries, benefits, etc) but should not be considered accurate at this point as regards the appropriate budget center (ex. Basic programs, business office, etc.)
fringes	26.775%	27.929%	26.522%	
purch.serv.	16.750%	16.097%	16.002%	
supplies	2.532%	2.773%	3.054%	
other	0.925%	0.833%	0.623%	
capital outlay	0.314%	0.267%	0.267%	
trans. & other	1.947%	1.572%	1.595%	

ATHLETIC FUND DETAIL BUDGET PROJECTIO
FOR FISCAL YEAR ENDING JUNE 30

	Actual 2011-12	Budgeted 2012-13	Estimated 2013-14
=====			
REVENUES			
Local Sources (gate)	119,721	125,705	125,705
Other local	103,953	118,445	118,445

Total Revenues	223,674	244,150	244,150
Incoming transfers	605,454	623,618	642,327

TOTAL REVENUES & INCOMING TRANSFERS	829,128	867,768	886,477
EXPENDITURES			
Other support services			
Salaries	258,751	259,625	270,010
Employee Benefits	79,137	81,460	83,904
Contracted services	393,052	437,850	442,229
Equipment	28,874	26,410	26,410
Officials fees	31,743	32,959	33,288
Transportation	23,000	32,000	32,320

Total expenditures	814,557	870,304	888,161
Outgoing transfers	0	0	0

TOTAL APPROPRIATED	814,557	870,304	888,161
Excess revenue (appropriation)	14,571	(2,536)	(1,684)
Fund balance July 1	39,535	54,106	51,570
Fund balance June 30	54,106	51,570	49,886

CAFETERIA FUND DETAIL BUDGET PROJECTIC
FOR FISCAL YEAR ENDING JUNE 30

#9

	Actual 2011-12	Budgeted 2012-13	Estimated 2013-14
REVENUES			
Local sources	875,805	816,632	916,632
State sources	53,785	53,785	53,785
Federal sources	495,103	470,780	470,780
Total revenues	1,424,693	1,341,197	1,441,197
Transfers & other	0	0	0
TOTAL REVENUES	1,424,693	1,341,197	1,441,197
EXPENDITURES			
Other support services:			
Salaries	442,871	453,466	456,466
Food	655,972	631,306	631,306
Supplies & other	151,328	98,615	92,615
Employee benefits	166,800	174,149	177,149
Total expenditures	1,416,971	1,357,536	1,357,536
Outgoing transfers	83,235	83,235	83,235
TOTAL APPROPRIATED	1,500,206	1,440,771	1,440,771
Excess revenue (appropri.)	(75,513)	(99,574)	426
Fund balance July 1	284,094	208,581	109,007
Fund balance June 30	208,581	109,007	109,433

**Note: Assumes approx.
50 cents per meal price
increase; first since 05/06.**

DEBT FUND DETAIL BUDGET PROJECTION
FOR FISCAL YEAR ENDING JUNE 30

	Actual 2011-12	Budgeted 2012-13	Estimated 2013-14
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REVENUES:			
Property Tax Levy	8,043,334	7,942,042	8,119,107
Other Rev. from Local Sources	345,453	4,200	4,200
TOTAL REV FROM LOCAL	8,388,787	7,946,242	8,123,307
TOTAL REV FROM INTERMED.	0	0	0
TOTAL REVENUE FROM STATE	0	0	0
TOTAL REV FROM FEDERAL	1,013,421	1,013,421	1,013,421
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TOTAL REVENUE	9,402,208	8,959,663	9,136,728
INCOMING TRANSFERS AND OTHER	6,733,755	5,258,082	5,226,972
REFUNDING PROCEEDS	30,035,000	0	0
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TOTAL REVENUES, INCOMING TRANSFERS AND OTHER	46,170,963	14,217,745	14,363,700
EXPENDITURES:			
Redemption of Principal	8,480,000	8,777,000	8,972,000
Redemption of Energy Note	70,000	0	0
Interest on Debt	5,698,788	5,784,724	5,482,973
Interest on Energy Note	3,080	0	0
Interest on Bond Loan	0	0	0
Miscellaneous	135,030	134,645	134,645
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TOTAL EXPENDITURES	14,386,898	14,696,369	14,589,618
OUTGOING TRANSFERS AND OTHER	1,175,506	0	0
Refunding principal and costs	31,189,689	0	0
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TOTAL APPROPRIATED	46,752,093	14,696,369	14,589,618
EXCESS REVENUE (APPROPRIATION)	(581,130)	(478,624)	(225,918)
FUND BALANCE, JULY 1	1,589,858	1,008,728	530,104
FUND BALANCE, JUNE 30	1,008,728	530,104	304,186

HARTLAND CONSOLIDATED SCHOOLS

CAPITAL PROJECTS DETAIL BUDGET PROJECTION
FOR FISCAL YEAR ENDING JUNE 30,2014

	Actual 2011-12	Budgeted 2012-13	Estimated 2013-14
REVENUES			
Sale of Bonds	0	0	0
Misc receipts	0	0	0
Interest on Investments	92,500	13,000	10,000
Total Revenues	92,500	13,000	10,000
Incoming transfers	0	0	0
TOTAL REVENUES	92,500	13,000	10,000
EXPENDITURES			
Remodeling & Renovation & New Construction	0	7,000,000	371,600
Equipment	9,142,155	2,041,024	200,000
Site Development	1,038,880	300,000	925,234
Misc. (architect, constr. manager, other)	937,293	559,800	150,000
Arbitrage & bond costs	123,494	0	0
Total Expenditures	11,241,822	9,900,824	1,646,834
Outgoing transfers	0	0	0
TOTAL EXPENDITURES	11,241,822	9,900,824	1,646,834
EXCESS REV(APPROPRIATION)	(11,149,322)	(9,887,824)	(1,636,834)
FUND BALANCE, JULY 1	25,091,990	13,942,668	4,054,844
FUND BALANCE, JUNE 30	13,942,668	4,054,844	2,418,010

**SUMMARY OF CAPITAL CONSTRUCTION PROJECT IN PROGRESS
2013/14**

Project Description	Financing Source	Date Approved	Estimated Cost			Expenditures to Date *	Additional Estimated Operating Costs						
			Original	Amend	Cost		Finance Source	2013/14	2014/15	2015/16			
District-wide renovation bond. Also new buses, purchase of property and replacement of technology	Bond Issue (26,390,000)	11/7/2006	27,896,003	28,136,189		27,211,657	925,234	0					
									Gen'l Fund Village (A/C)	29,851	30,747	31,669	
									Round (A/C)	29,851	30,747	31,669	
										59,702	61,494	63,338	
District-wide renovation bond. Also new buses, purchase of equipment, replacement of technology and lighting.	Bond Issue (28,045,000)	2/23/2010	28,045,000	28,320,662		25,188,652	721,600	1,948,710	200,000				
									Gen'l Fund (net)	0	0	0	0

* Based on budgeted expenditures through June 30, 2013

Revenue and Expenditure Projection

	2010/11	2011/12	2012/13	2013/14	2014/15
Revenue	49,012,747	47,444,161	46,469,408	46,258,515	46,218,043
Expenditures	46,208,617	46,854,474	48,014,519	48,509,528	46,325,164
Excess Rev. /(Expend)	2,804,130	589,687	(1,545,111)	(2,251,013)	(107,121)
Fund Balance July 1	2,826,821	5,630,951	6,220,638	4,675,527	2,424,514
Fund Balance June 30	5,630,951	6,220,638	4,675,527	2,424,514	2,317,392
Fund Balance Percent	12.19%	13.28%	9.74%	5.00%	5.00%
Revenue Increase	4.97%	-3.20%	-2.05%	-0.45%	-0.09%
Expenditure Increase	-2.38%	1.40%	2.48%	1.03%	-4.50%
Key percentage factors					
Foundation inc.	-0.2200%	-4.1345%	0.1438%	0.3614%	2.0000%
Tch salary inc.	0.6600%	-2.6752%	0.0000%	0.6000%	1.2000%
Tch salary % of foundation	-299.97%	64.70%	0.00%		
Health ins Inc.	13.00%	11.00%	-1.50%	-16.70%	3.50%
Retirement rate	20.66%	24.46%	26.36%	24.79%	25.78%
Key numerical factors					
Foundation inc.	(16,00)	(470,00)	10,00	60,01	140,52
Blended count @10/90	5,581,73	5,597,06	5,491,07	5,403,54	5,279,54
Student inc. ("Low" 01/19/11)	52,84	(1,18)	(112,16)	(80,30)	(124,00)
Curr. Change dollars	35,462	19,905	55,100	199,100	202,100
Technology dollars	0	0	0	0	0
Capital proj. dollars(maint./repair)	80,000	80,000	80,000	81,000	83,000
Other significant items:					
Assume money for "best practice" and "retirement"					
"one time equity" and performance will stay		1,033,799	971,602	1,059,094	-
Open new school-one time		-	-	-	-
Restore/(reduce) curriculum change dollars		(150,000)	-	144,000	-
Expend. reduction to keep minimal fund bal.		(2,599,000)	-	-	(2,715,000)
Add/Restore educational programs		-	-	-	-
Add'l exp. reduction-tchrs @71%					1,927,650
Add'l exp. reduction-others @29%					787,350
					Total