



Oak Park Elementary School District 97

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TO: Dr. Albert G. Roberts, Superintendent of Schools
FROM: Therese M. O'Neill, Asst. Supt. Finance & Operations
SUBJECT: 5-Year Projections
DATE: November 8, 2011

Attached are four documents:

- 1) 5-year projections prepared by Steve Miller of PMA
- 2) Historical Summary – Aggregate of Operating Funds
- 3) Charts and Graphs prepared by Bob Spatz
- 4) Charts – comparison of prior 3 years to current year (2011-12)

The FORC met Wednesday evening, November 2, 2011 and reviewed and discussed all of the above. Specific to the 5-year projections, please note the following:

- 1) All individual operating funds (Education, Operations & Maintenance, Transportation, IMRF and Working Cash fund) are balanced. In order to accomplish this, a part of both the Education and Operations & Maintenance Funds' annual levy had to be utilized to accomplish this balanced approach to each fund.
- 2) A new line is appearing in the Education Fund. Under the category of expenditures, commencing with FY 2014, a *Referendum Commitments* line has been added. This is to demonstrate the Board's commitment to decrease expenditure growth annually by 1.25%.

The Historical Summary presents the projection model at its commencement fiscal year (2007) and carries forward through this current model year of 2012. Then the current 5-year projections commence with the current 2012 year and move forward through fiscal year 2017.

The charts and graphs prepared by Bob serve as a guide to the Board for comparison of current projections (revenue, expenditure and fund balance) to the referendum sizing of revenues and expenditures and what needs to occur in both of those categories to insure a fund balance ratio of 25% (target line) by June 30, 2018. As FORC reviewed these materials, it was suggested, and Steve Miller is working on this, to somehow bring the target line into our current projections model in a more simplified fashion. It is hoped that we will have this model for review on Tuesday evening.

The final attachment was a request made to me by the chair of FORC to look at the past three years activity, in a graphic fashion, compared to the current year (2011-12). What has been prepared is a comparison of:

- 1) Actual aggregate revenues and expenditures
- 2) Revenue sources (local, state, and federal)
- 3) Salary & Benefits and All Other – Total compared to Education Fund
- 4) Salary & Benefits – broken out by major staff category – Education Fund

The overall observation made by FORC members, borne from Bob's graphs, is that our current projections, with implementation of the *Referendum Commitments*, run almost parallel through 2016 and then we begin to exceed the 25% target line. Because of this, the Board needs to be extremely diligent in monitoring its expenses now rather than even a year from now.

tmo

Attachments (1)

5-Year Projections

Oak Park School District 97

Educational Fund - Projection Summary

	BUDGET	REVENUE / EXPENDITURE PROJECTIONS									
	FY 2012	FY 2013	% chg	FY 2014	% chg	FY 2015	% chg	FY 2016	% chg	FY 2017	% chg
REVENUE											
Local	\$47,350,406	\$46,006,315	-2.84%	\$47,200,419	2.60%	\$48,292,536	2.31%	\$49,588,308	2.68%	\$50,636,945	2.11%
State	\$10,618,308	\$11,310,676	6.52%	\$11,949,678	5.65%	\$12,230,775	2.35%	\$12,502,607	2.22%	\$12,765,268	2.10%
Federal	\$3,303,724	\$2,654,425	-19.65%	\$2,720,786	2.50%	\$2,788,805	2.50%	\$2,858,525	2.50%	\$2,929,989	2.50%
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$61,272,438	\$59,971,416	-2.12%	\$61,870,883	3.17%	\$63,312,117	2.33%	\$64,949,440	2.59%	\$66,332,202	2.13%
EXPENDITURES											
Salary and Benefit Costs	\$47,167,260	\$49,596,210	5.15%	\$51,901,157	4.65%	\$54,456,507	4.92%	\$56,647,010	4.02%	\$59,799,908	5.57%
Other	\$10,706,695	\$10,296,936	-3.83%	\$9,915,990	-3.70%	\$10,570,383	6.60%	\$11,135,485	5.35%	\$11,744,799	5.47%
Referendum Commitments	\$0	\$0		(\$898,229)		(\$1,838,895)	104.72%	(\$2,839,009)	54.39%	(\$3,893,961)	37.16%
TOTAL EXPENDITURES	\$57,873,955	\$59,893,147	3.49%	\$60,918,918	1.71%	\$63,187,995	3.72%	\$64,943,487	2.78%	\$67,650,746	4.17%
SURPLUS / DEFICIT	\$3,398,483	\$78,269		\$951,964		\$124,122		\$5,954		(\$1,318,544)	A
OTHER FINANCING SOURCES/USES											
Transfer Among Funds (Net)	(\$543,695)	(\$543,695)		(\$543,695)		(\$543,695)		(\$543,695)		(\$543,695)	
Sale of Bonds	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	(\$543,695)	(\$543,695)		(\$543,695)		(\$543,695)		(\$543,695)		(\$543,695)	B
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	\$2,854,788	(\$465,426)		\$408,269		(\$419,573)		(\$537,741)		(\$1,862,239)	A+B
BEGINNING FUND BALANCE	\$13,422,078	\$16,276,866		\$15,811,440		\$16,219,709		\$15,800,137		\$15,262,395	
PROJECTED YEAR END BALANCE	\$16,276,866	\$15,811,440		\$16,219,709		\$15,800,137		\$15,262,395		\$13,400,156	
FUND BALANCE AS % OF EXPENDITURES	28.12%	26.40%		26.63%		25.00%		23.50%		19.81%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	3.37	3.17		3.20		3.00		2.82		2.38	

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Operations and Maintenance Fund - Projection Summary

	BUDGET	REVENUE / EXPENDITURE PROJECTIONS									
	FY 2012	FY 2013	% chg	FY 2014	% chg	FY 2015	% chg	FY 2016	% chg	FY 2017	% chg
REVENUE											
Local	\$4,093,865	\$4,341,367	6.05%	\$4,769,004	9.85%	\$5,136,653	7.71%	\$5,400,285	5.13%	\$5,664,681	4.90%
State	\$2,000,000	\$2,000,000	0.00%	\$2,000,000	0.00%	\$2,000,000	0.00%	\$2,000,000	0.00%	\$2,000,000	0.00%
Federal	\$0	\$0		\$0		\$0		\$0		\$0	
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$6,093,865	\$6,341,367	4.06%	\$6,769,004	6.74%	\$7,136,653	5.43%	\$7,400,285	3.69%	\$7,664,681	3.57%
EXPENDITURES											
Salary and Benefit Costs	\$3,349,077	\$3,475,118	3.76%	\$3,607,886	3.82%	\$3,748,070	3.89%	\$3,896,116	3.95%	\$4,053,105	4.03%
Other	\$2,837,355	\$3,007,663	6.00%	\$3,190,178	6.07%	\$3,385,843	6.13%	\$3,595,671	6.20%	\$3,820,760	6.26%
TOTAL EXPENDITURES	\$6,186,432	\$6,482,781	4.79%	\$6,798,064	4.86%	\$7,133,913	4.94%	\$7,491,787	5.02%	\$7,873,865	5.10%
SURPLUS / DEFICIT	(\$92,567)	(\$141,414)		(\$29,060)		\$2,741		(\$91,502)		(\$209,185)	A
OTHER FINANCING SOURCES/USES											
Transfer Among Funds (Net)	\$0	\$0		\$0		\$0		\$0		\$0	
Sale of Bonds	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0		\$0	B
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	(\$92,567)	(\$141,414)		(\$29,060)		\$2,741		(\$91,502)		(\$209,185)	A+B
BEGINNING FUND BALANCE	\$1,339,885	\$1,247,318		\$1,105,904		\$1,076,844		\$1,079,585		\$988,083	
PROJECTED YEAR END BALANCE	\$1,247,318	\$1,105,904		\$1,076,844		\$1,079,585		\$988,083		\$778,898	
FUND BALANCE AS % OF EXPENDITURES	20.16%	17.06%		15.84%		15.13%		13.19%		9.89%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	2.42	2.05		1.90		1.82		1.58		1.19	

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Transportation Fund - Projection Summary

	BUDGET	REVENUE / EXPENDITURE PROJECTIONS									
	FY 2012	FY 2013	% chg	FY 2014	% chg	FY 2015	% chg	FY 2016	% chg	FY 2017	% chg
REVENUE											
Local	\$1,229,489	\$1,631,235	32.68%	\$1,931,945	18.43%	\$2,028,633	5.00%	\$2,134,665	5.23%	\$2,241,311	5.00%
State	\$1,472,922	\$1,495,016	1.50%	\$1,517,441	1.50%	\$1,540,203	1.50%	\$1,563,306	1.50%	\$1,586,755	1.50%
Federal	\$0	\$0		\$0		\$0		\$0		\$0	
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$2,702,411	\$3,126,251	15.68%	\$3,449,386	10.34%	\$3,568,836	3.46%	\$3,697,971	3.62%	\$3,828,066	3.52%
EXPENDITURES											
Salary and Benefit Costs	\$33,751	\$34,598	2.51%	\$35,466	2.51%	\$36,356	2.51%	\$37,266	2.50%	\$38,202	2.51%
Other	\$3,167,584	\$3,278,432	3.50%	\$3,393,160	3.50%	\$3,511,903	3.50%	\$3,634,802	3.50%	\$3,762,002	3.50%
TOTAL EXPENDITURES	\$3,201,335	\$3,313,030	3.49%	\$3,428,625	3.49%	\$3,548,258	3.49%	\$3,672,068	3.49%	\$3,800,204	3.49%
SURPLUS / DEFICIT	(\$498,924)	(\$186,779)		\$20,760		\$20,578		\$25,903		\$27,861	A
OTHER FINANCING SOURCES/USES											
Transfer Among Funds (Net)	\$0	\$0		\$0		\$0		\$0		\$0	
Sale of Bonds	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0		\$0	B
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	(\$498,924)	(\$186,779)		\$20,760		\$20,578		\$25,903		\$27,861	A+B
BEGINNING FUND BALANCE	\$1,402,189	\$903,265		\$716,486		\$737,246		\$757,824		\$783,727	
PROJECTED YEAR END BALANCE	\$903,265	\$716,486		\$737,246		\$757,824		\$783,727		\$811,589	
FUND BALANCE AS % OF EXPENDITURES	28.22%	21.63%		21.50%		21.36%		21.34%		21.36%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	3.39	2.60		2.58		2.56		2.56		2.56	



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Municipal Retirement/Social Security Fund - Projection Summary

	BUDGET		REVENUE / EXPENDITURE PROJECTIONS									
	FY 2012	FY 2013	% chg	FY 2014	% chg	FY 2015	% chg	FY 2016	% chg	FY 2017	% chg	
REVENUE												
Local	\$2,430,895	\$2,261,535	-6.97%	\$2,186,638	-3.31%	\$2,313,716	5.81%	\$2,453,091	6.02%	\$2,595,302	5.80%	
State	\$0	\$0		\$0		\$0		\$0		\$0		
Federal	\$0	\$0		\$0		\$0		\$0		\$0		
Other	\$0	\$0		\$0		\$0		\$0		\$0		
TOTAL REVENUE	\$2,430,895	\$2,261,535	-6.97%	\$2,186,638	-3.31%	\$2,313,716	5.81%	\$2,453,091	6.02%	\$2,595,302	5.80%	
EXPENDITURES												
Salary and Benefit Costs	\$2,029,592	\$2,169,370	6.89%	\$2,311,215	6.54%	\$2,461,133	6.49%	\$2,610,841	6.08%	\$2,778,656	6.43%	
Other	\$0	\$0		\$0		\$0		\$0		\$0		
TOTAL EXPENDITURES	\$2,029,592	\$2,169,370	6.89%	\$2,311,215	6.54%	\$2,461,133	6.49%	\$2,610,841	6.08%	\$2,778,656	6.43%	
SURPLUS / DEFICIT	\$401,303	\$92,165		(\$124,577)		(\$147,417)		(\$157,749)		(\$183,355)	A	
OTHER FINANCING SOURCES/USES												
Transfer Among Funds (Net)	\$0	\$0		\$0		\$0		\$0		\$0		
Sale of Bonds	\$0	\$0		\$0		\$0		\$0		\$0		
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0		
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0		
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0		\$0	B	
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	\$401,303	\$92,165		(\$124,577)		(\$147,417)		(\$157,749)		(\$183,355)	A+B	
BEGINNING FUND BALANCE	\$172,699	\$574,002		\$666,167		\$541,590		\$394,172		\$236,423		
PROJECTED YEAR END BALANCE	\$574,002	\$666,167		\$541,590		\$394,172		\$236,423		\$53,068		
FUND BALANCE AS % OF EXPENDITURES	28.28%	30.71%		23.43%		16.02%		9.06%		1.91%		
FUND BALANCE AS # OF MONTHS OF EXPEND.	3.39	3.68		2.81		1.92		1.09		0.23		

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Working Cash Fund - Projection Summary

	BUDGET	REVENUE / EXPENDITURE PROJECTIONS									
	FY 2012	FY 2013	% chg	FY 2014	% chg	FY 2015	% chg	FY 2016	% chg	FY 2017	% chg
REVENUE											
Local	\$22,000	\$15,037	-31.65%	\$29,950	99.18%	\$44,598	48.90%	\$59,101	32.52%	\$71,893	21.64%
State	\$0	\$0		\$0		\$0		\$0		\$0	
Federal	\$0	\$0		\$0		\$0		\$0		\$0	
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$22,000	\$15,037	-31.65%	\$29,950	99.18%	\$44,598	48.90%	\$59,101	32.52%	\$71,893	21.64%
OTHER FIN. SOURCES/USES											
Transfer Among Funds (Net)	(\$5,200,000)	\$0		\$0		\$0		\$0		\$0	
Sale of Bonds	\$5,200,000	\$0		\$0		\$0		\$0		\$0	
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0		\$0	
BEGINNING FUND BALANCE	\$6,076,529	\$6,098,529		\$6,113,566		\$6,143,516		\$6,188,114		\$6,247,215	
PROJECTED YEAR END BALANCE	\$6,098,529	\$6,113,566		\$6,143,516		\$6,188,114		\$6,247,215		\$6,319,108	

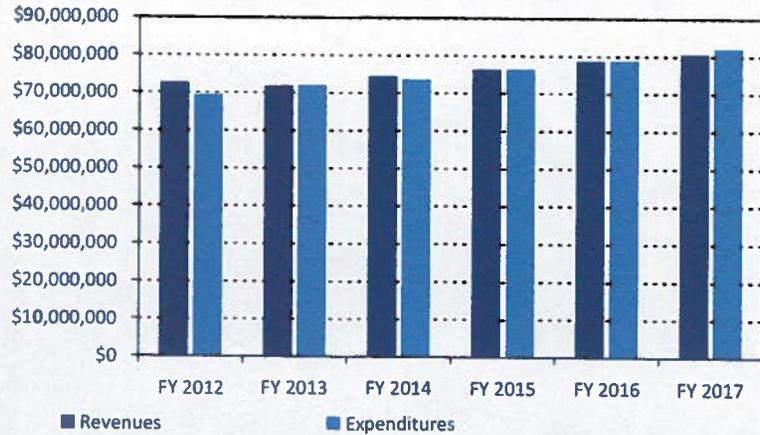
Oak Park School District 97

Aggregate - Projection Summary

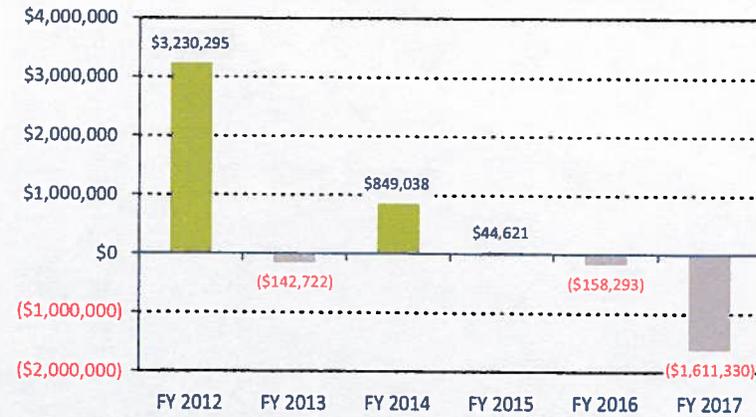
	BUDGET		REVENUE / EXPENDITURE PROJECTIONS								
	FY 2012	FY 2013	% chg	FY 2014	% chg	FY 2015	% chg	FY 2016	% chg	FY 2017	% chg
REVENUE											
Local	\$55,126,655	\$54,255,489	-1.58%	\$56,117,957	3.43%	\$57,816,137	3.03%	\$59,635,451	3.15%	\$61,210,131	2.64%
State	\$14,091,230	\$14,805,692	5.07%	\$15,467,119	4.47%	\$15,770,978	1.96%	\$16,065,913	1.87%	\$16,352,023	1.78%
Federal	\$3,303,724	\$2,654,425	-19.65%	\$2,720,786	2.50%	\$2,788,805	2.50%	\$2,858,525	2.50%	\$2,929,989	2.50%
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$72,521,609	\$71,715,606	-1.11%	\$74,305,861	3.61%	\$76,375,920	2.79%	\$78,559,889	2.86%	\$80,492,143	2.46%
EXPENDITURES											
Salary and Benefit Costs	\$52,579,680	\$55,275,297	5.13%	\$57,855,724	4.67%	\$60,702,066	4.92%	\$63,191,233	4.10%	\$66,669,872	5.50%
Other	\$16,711,634	\$16,583,031	-0.77%	\$16,499,328	-0.50%	\$17,468,128	5.87%	\$18,365,958	5.14%	\$19,327,562	5.24%
Referendum Commitments	\$0	\$0		(\$898,229)		(\$1,838,895)	104.72%	(\$2,839,009)	54.39%	(\$3,893,961)	37.16%
TOTAL EXPENDITURES	\$69,291,314	\$71,858,328	3.70%	\$73,456,823	2.22%	\$76,331,299	3.91%	\$78,718,183	3.13%	\$82,103,472	4.30%
SURPLUS / DEFICIT	\$3,230,295	(\$142,722)		\$849,038		\$44,621		(\$158,293)		(\$1,611,330)	A
OTHER FINANCING SOURCES/USES											
Transfer Among Funds (Net)	(\$5,743,695)	(\$543,695)		(\$543,695)		(\$543,695)		(\$543,695)		(\$543,695)	
Sale of Bonds	\$5,200,000	\$0		\$0		\$0		\$0		\$0	
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	(\$543,695)	(\$543,695)		(\$543,695)		(\$543,695)		(\$543,695)		(\$543,695)	B
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	\$2,686,600	(\$686,417)		\$305,343		(\$499,074)		(\$701,988)		(\$2,155,025)	A+B
BEGINNING FUND BALANCE	\$22,413,380	\$25,099,980		\$24,413,563		\$24,718,906		\$24,219,832		\$23,517,844	
PROJECTED YEAR END BALANCE	\$25,099,980	\$24,413,563		\$24,718,906		\$24,219,832		\$23,517,844		\$21,362,819	
FUND BALANCE AS % OF EXPENDITURES	36.22%	33.97%		33.65%		31.73%		29.88%		26.02%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	4.35	4.08		4.04		3.81		3.59		3.12	

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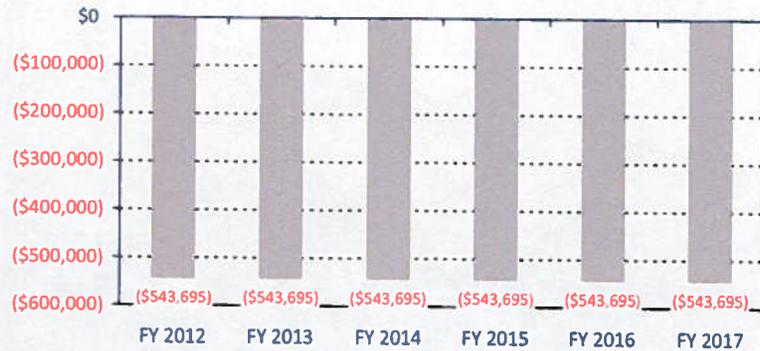
REVENUES VS. EXPENDITURES



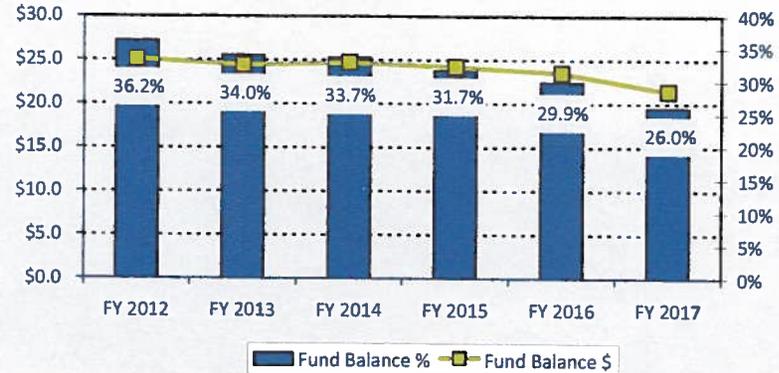
FY SURPLUS / DEFICIT



OTHER FINANCING SOURCES & USES

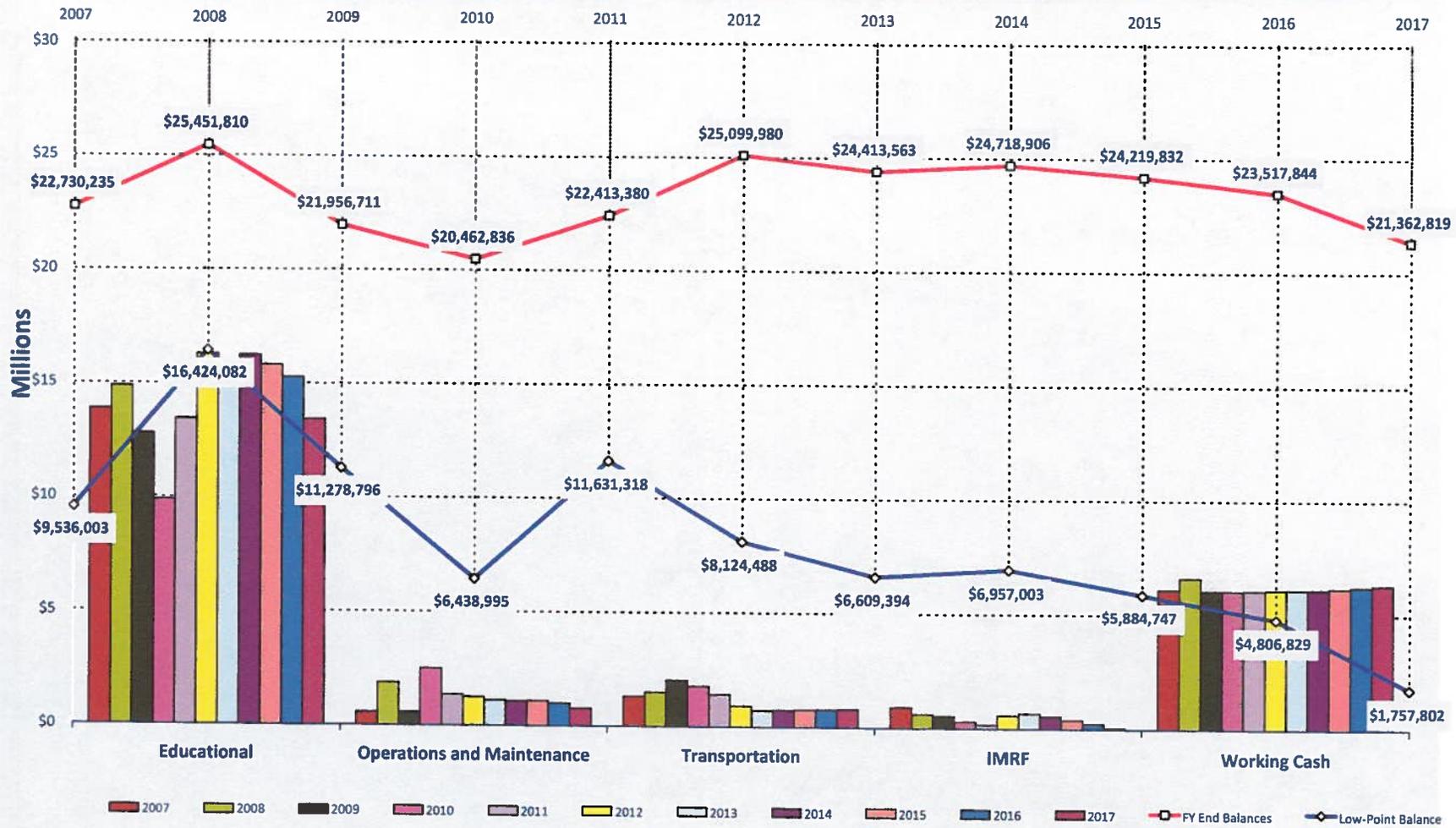


YEAR END FUND BALANCE (MILLIONS)



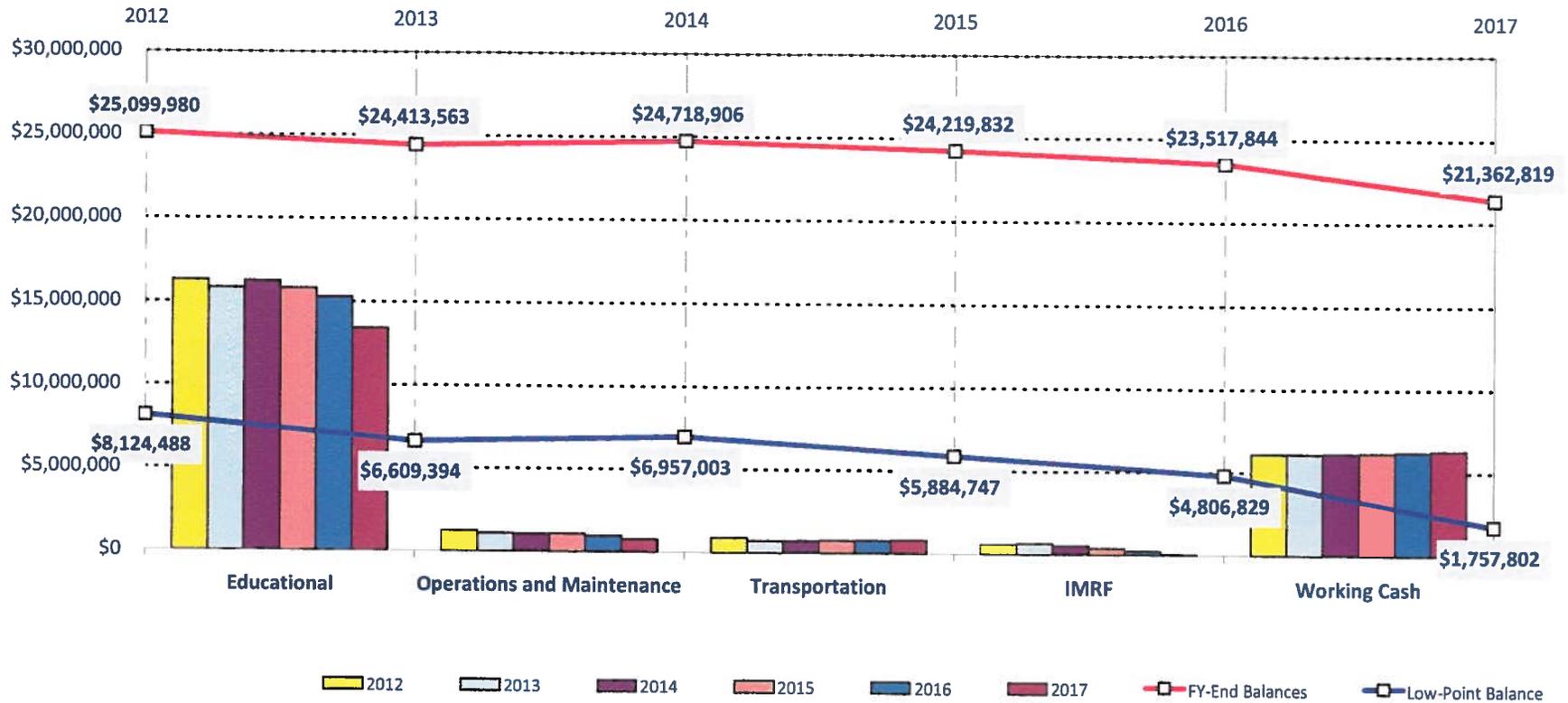


Projected Year-End Balances (Educational, Operations and Maintenance, Transportation, IMRF, and Working Cash Funds.)



Oak Park School District 97

Aggregate View - Projection Summary



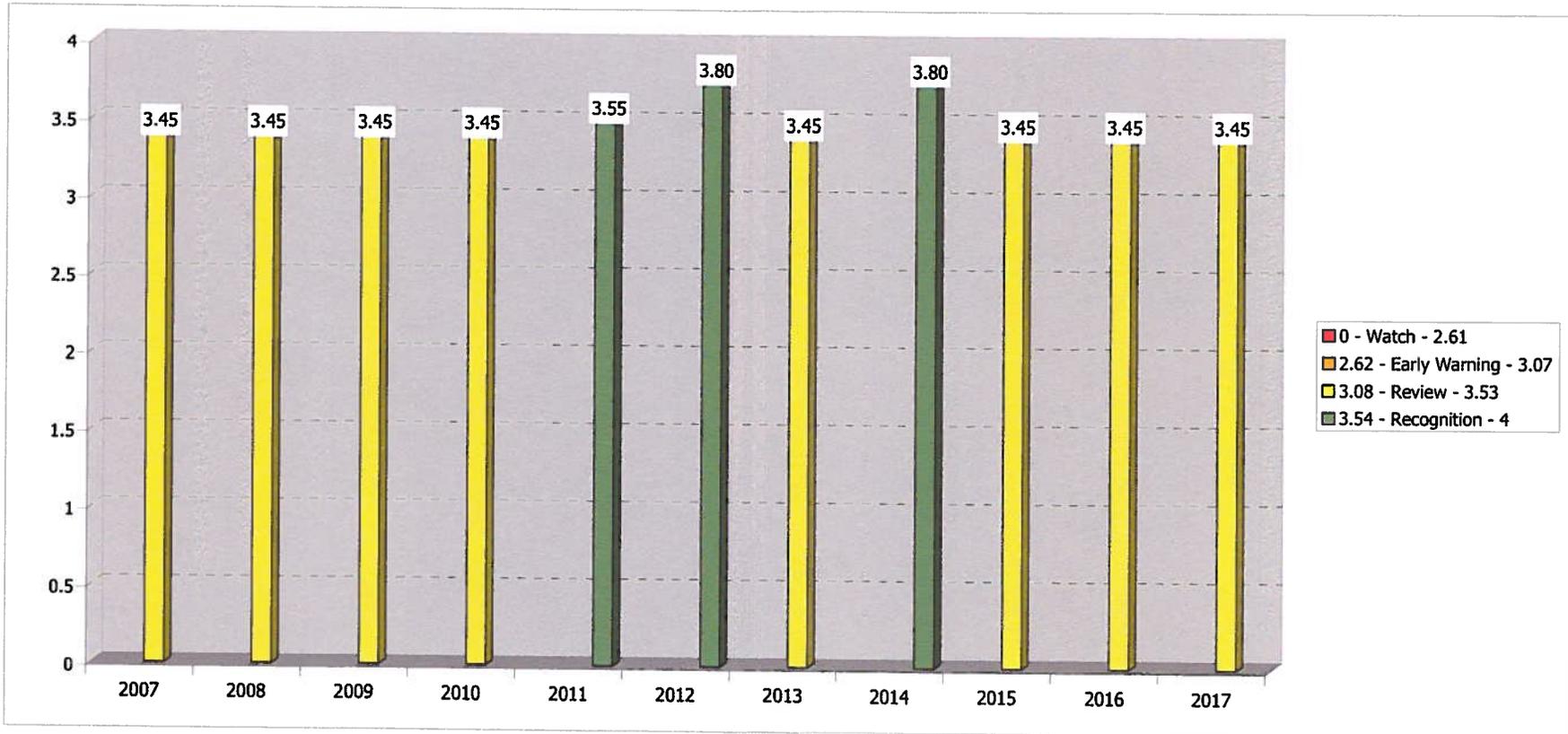
Oak Park School District 97

Aggregate View - Projection Summary

Financial Profile Calculation For FY 2012

Fund Balance to Rev Ratio	0.35	4	1.4
Exp to Rev Ratio	0.97	4	1.4
Days Cash On Hand	94.75	3	0.3
% of Short Term Borrowing Max Remaining	100.00	4	0.4
% of Long Term Debt Margin Remaining	70.91	3	0.3

Total Score: 3.8
Category: Financial Recognition



Historical Summary – Aggregate

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Aggregate - Historical Summary

	ACTUAL REVENUE / EXPENDITURES								BUDGET		
	FY 2007	FY 2008	% chg	FY 2009	% chg	FY 2010	% chg	FY 2011	% chg	FY 2012	% chg
REVENUE											
Local	\$42,197,915	\$41,799,909	-0.94%	\$45,531,270	8.93%	\$47,371,719	4.04%	\$46,955,462	-0.88%	\$55,126,655	17.40%
State	\$10,198,720	\$12,058,983	18.24%	\$10,939,689	-9.28%	\$10,634,956	-2.79%	\$15,048,783	41.50%	\$14,091,230	-6.36%
Federal	\$2,570,042	\$2,330,609	-9.32%	\$3,936,312	68.90%	\$4,200,409	6.71%	\$3,325,362	-20.83%	\$3,303,724	-0.65%
Other	\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUE	\$54,966,677	\$56,189,501	2.22%	\$60,407,271	7.51%	\$62,207,084	2.98%	\$65,329,607	5.02%	\$72,521,609	11.01%
EXPENDITURES											
Salary and Benefit Costs	\$44,537,321	\$44,191,250	-0.78%	\$49,065,419	11.03%	\$53,062,272	8.15%	\$52,245,971	-1.54%	\$52,579,680	0.64%
Other	\$13,401,542	\$13,636,628	1.75%	\$12,940,469	-5.11%	\$13,602,948	5.12%	\$14,453,806	6.25%	\$16,711,634	15.62%
TOTAL EXPENDITURES	\$57,938,863	\$57,827,878	-0.19%	\$62,005,888	7.22%	\$66,665,220	7.51%	\$66,699,777	0.05%	\$69,291,314	3.89%
SURPLUS / DEFICIT	(\$2,972,186)	(\$1,638,377)		(\$1,598,617)		(\$4,458,136)		(\$1,370,170)		\$3,230,295	A
OTHER FINANCING SOURCES/USES											
Transfer Among Funds (Net)	\$0	\$0		\$71,885		\$58,969		(\$3,429,286)		(\$3,905,923)	
Sale of Bonds	\$0	\$4,359,952		\$2,956,765		\$2,905,272		\$6,845,654		\$5,200,000	
Other Financing Sources	\$5,186,279	\$0		\$361,412		\$20		(\$95,654)		\$0	
Other Financing Uses	(\$4,409,648)	\$0		(\$5,286,544)		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$776,631	\$4,359,952		(\$1,896,482)		\$2,964,261		\$3,320,714		\$1,294,077	B
SURPLUS / DEFICIT INCL. OTHER FIN. SOURCES	(\$2,195,555)	\$2,721,575		(\$3,495,099)		(\$1,493,875)		\$1,950,544		\$4,524,372	A+B
BEGINNING FUND BALANCE	\$24,925,790	\$22,730,235		\$25,451,810		\$21,956,711		\$20,462,836		\$22,413,380	
YEAR-END FUND BALANCE	\$22,730,235	\$25,451,810		\$21,956,711		\$20,462,836		\$22,413,380		\$26,937,752	
FUND BALANCE AS % OF REVENUES	41.35%	45.30%		36.35%		32.89%		34.31%		37.14%	
FUND BALANCE AS # OF MONTHS OF EXPEND.	4.71	5.28		4.25		3.68		4.03		4.67	

Charts & Graphs

Bob Spatz

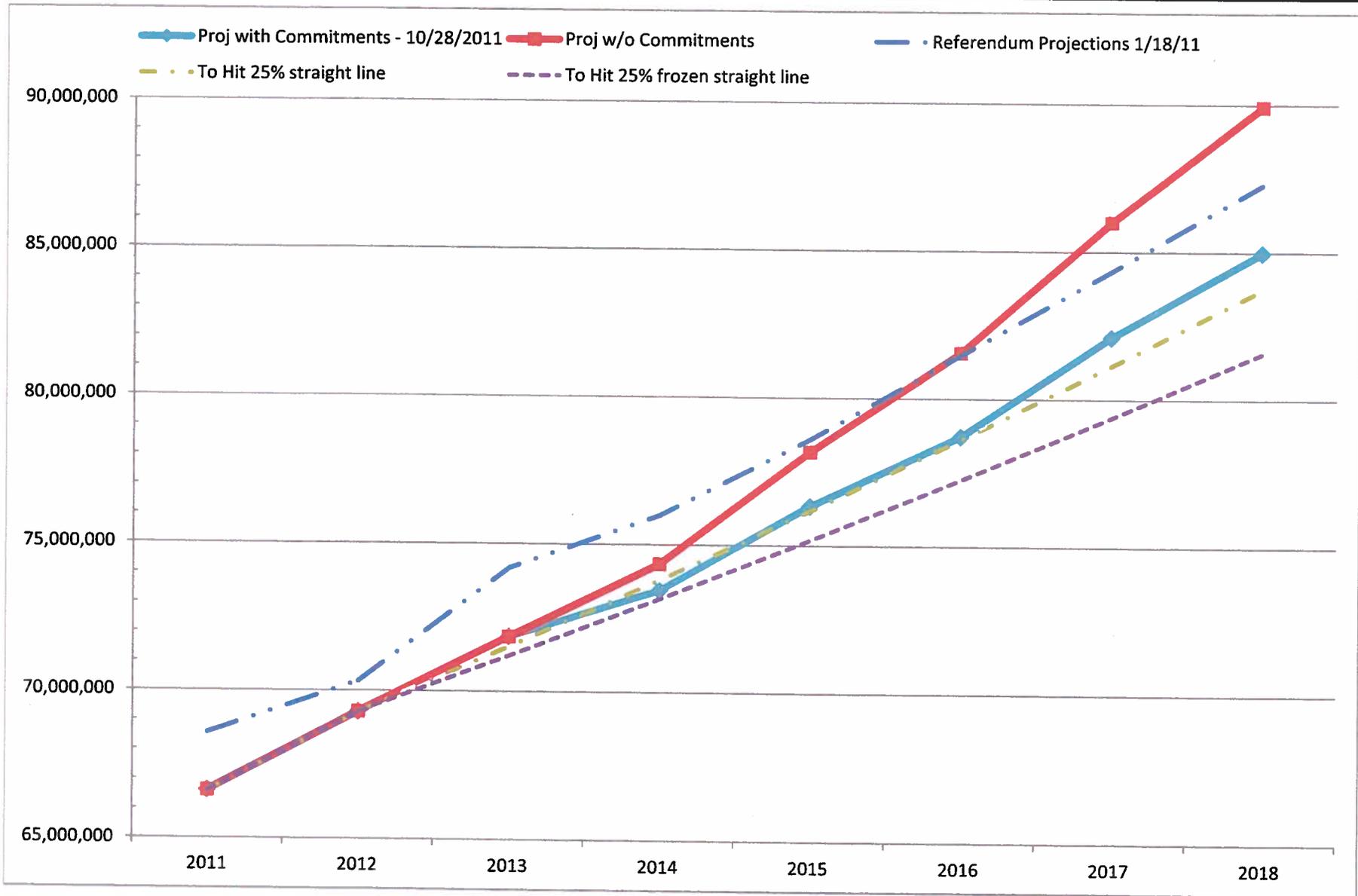
Tables of Projected Expenditures, Fund Balances, and Revenues - Fall 2012

Expenditures	2011	2012	2013	2014	2015	2016	2017	2018
Proj with Commitments - 10/28/2011	66,615,308	69,291,314	71,858,328	73,456,823	76,331,299	78,718,183	82,103,472	84,977,094
Proj w/o Commitments	66,615,308	69,291,314	71,858,328	74,355,052	78,170,194	81,557,192	85,997,433	89,926,007
Referendum Projections 1/18/11	68,561,687	70,317,353	74,178,948	75,985,470	78,588,554	81,475,439	84,327,079	87,278,527
To Hit 25% straight line	66,615,308	69,291,314	71,512,101	73,804,063	76,169,484	78,610,716	81,130,189	83,730,412
To Hit 25% frozen straight line	66,615,308	69,291,314	71,200,290	73,161,858	75,177,467	77,248,606	79,376,805	81,563,636
Rank - With Commitments	4	4	2	3	2	2	2	2
Rank - Without Commitments	4	4	2	1	1	0	0	0

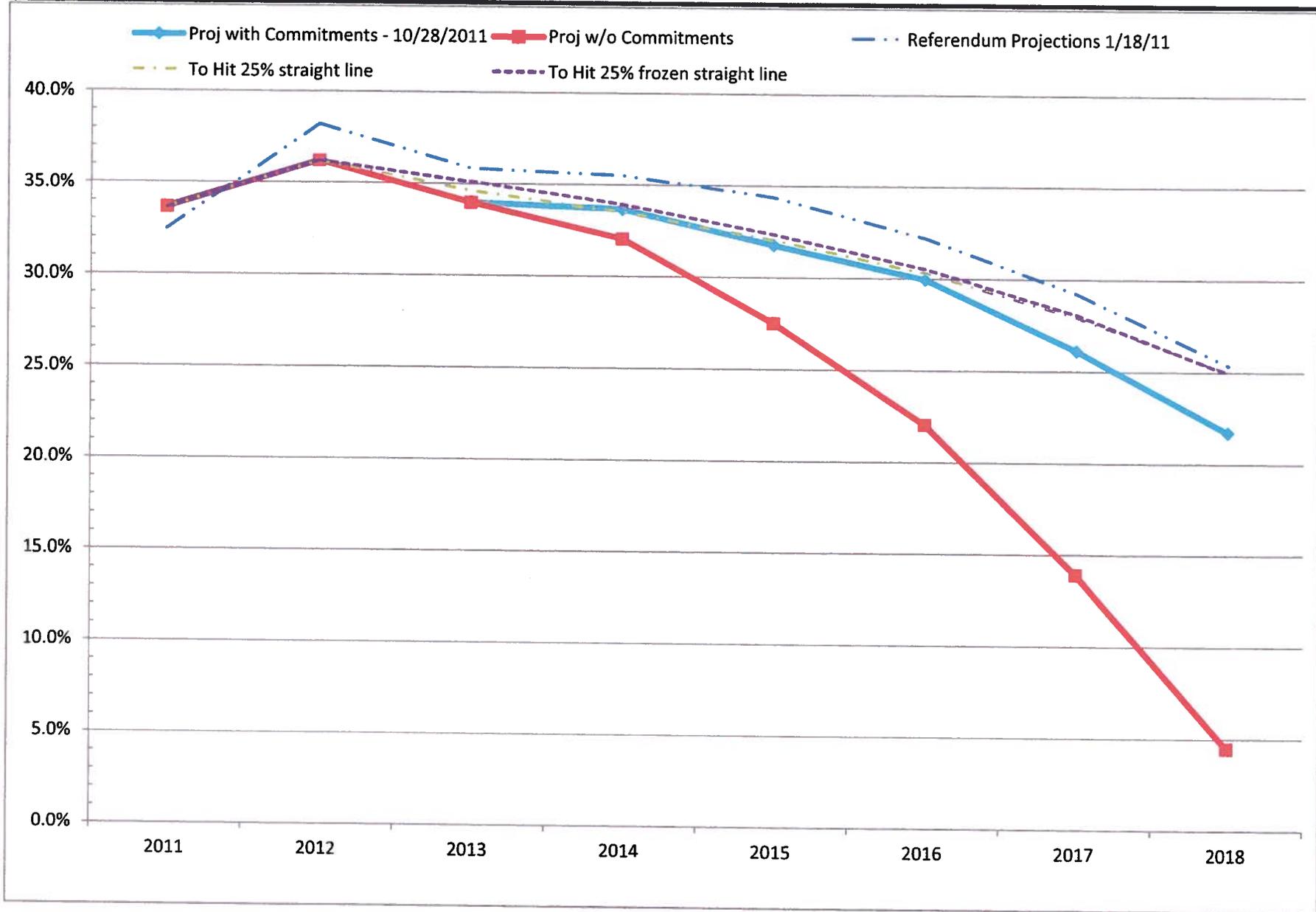
Fund Balances	2011	2012	2013	2014	2015	2016	2017	2018
Proj with Commitments - 10/28/2011	33.6%	36.2%	34.0%	33.7%	31.8%	29.9%	26.1%	21.7%
Proj w/o Commitments	33.6%	36.2%	34.0%	32.1%	27.5%	22.1%	13.9%	4.5%
Referendum Projections 1/18/11	32.4%	38.2%	35.9%	35.5%	34.4%	32.2%	29.2%	25.4%
To Hit 25% straight line	33.6%	36.2%	34.6%	33.5%	32.0%	30.3%	28.0%	25.0%
To Hit 25% frozen straight line	33.6%	36.2%	35.1%	33.9%	32.4%	30.5%	28.1%	25.0%
Rank - With Commitments	4	3	1	2	1	1	1	1
Rank - Without Commitments	4	3	1	0	0	0	0	0

Revenues	2011	2012	2013	2014	2015	2016	2017	2018
Current Projections -10/28/2011	66,082,316	72,521,609	71,720,134	74,315,038	76,390,488	78,580,868	80,520,582	82,533,597
Referendum Projections 1/18/11	67,012,514	75,371,176	74,349,339	76,807,390	79,024,197	81,125,872	83,154,019	85,232,869
State/Fed Frozen Projections	66,082,316	72,521,609	71,654,971	73,522,087	75,225,659	77,051,384	78,633,524	80,164,488

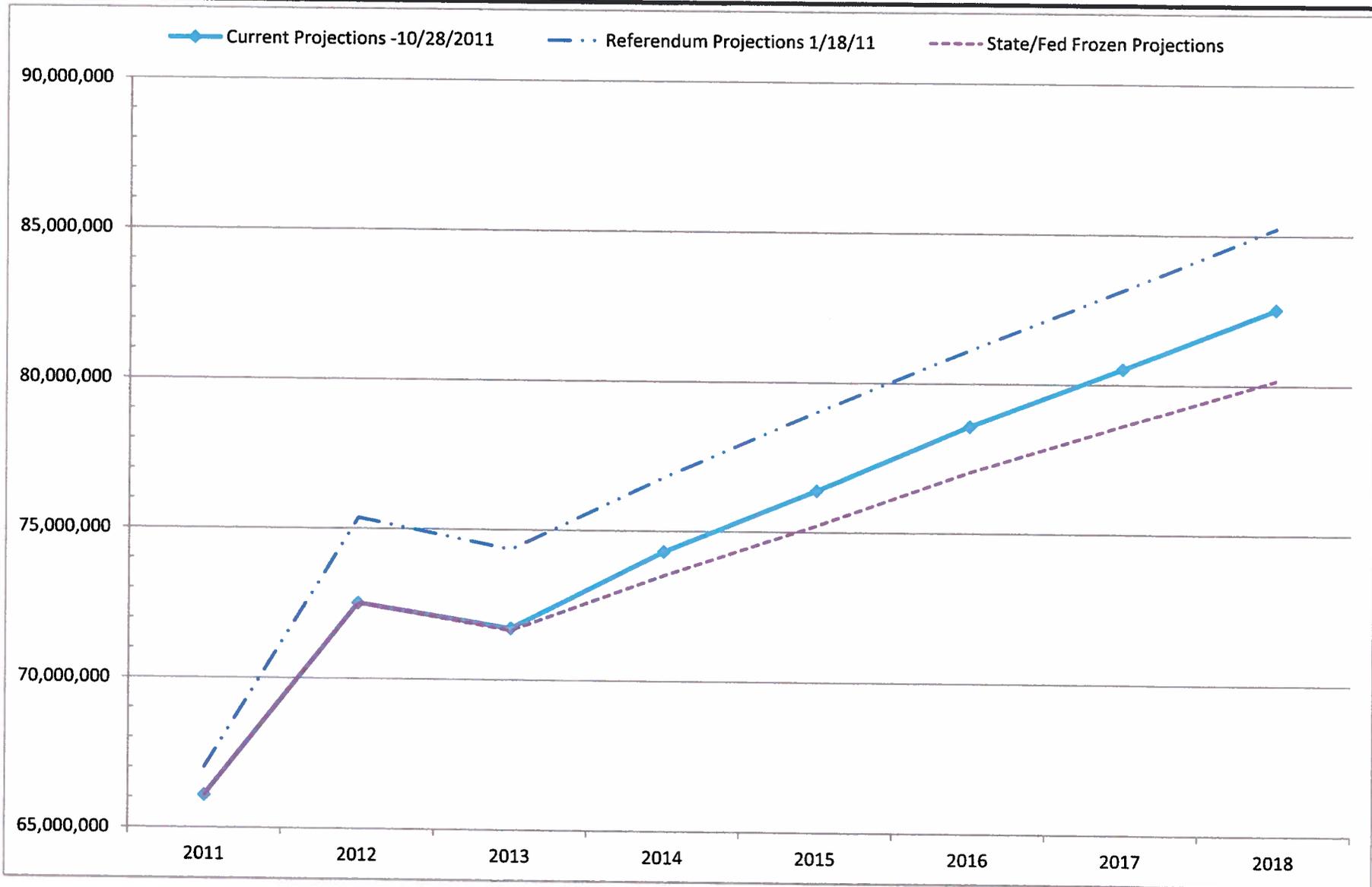
Projected Expenditures - Fall 2012



Projected Fund Balances - Fall 2012

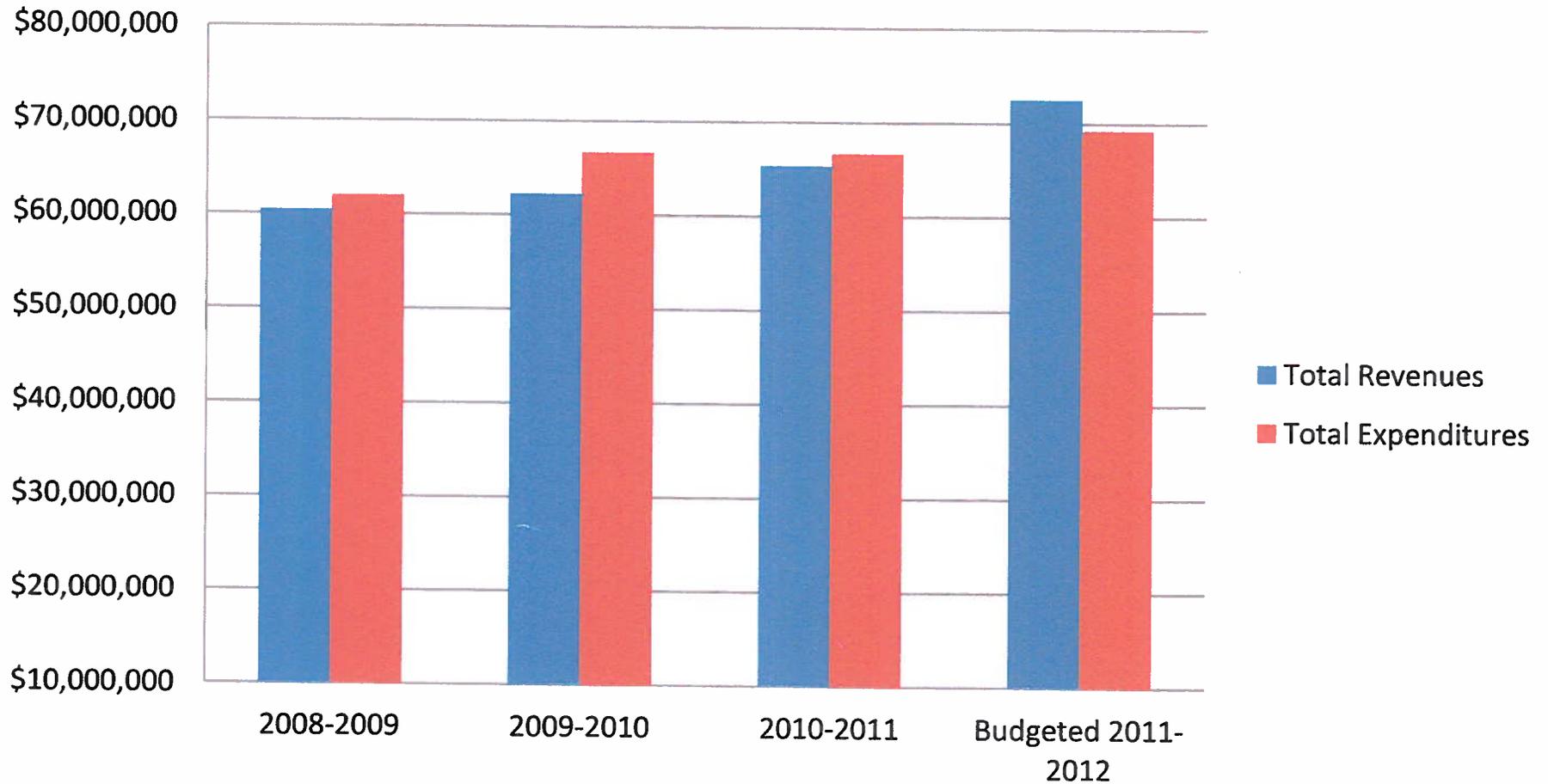


Projected Revenues - Fall 2012

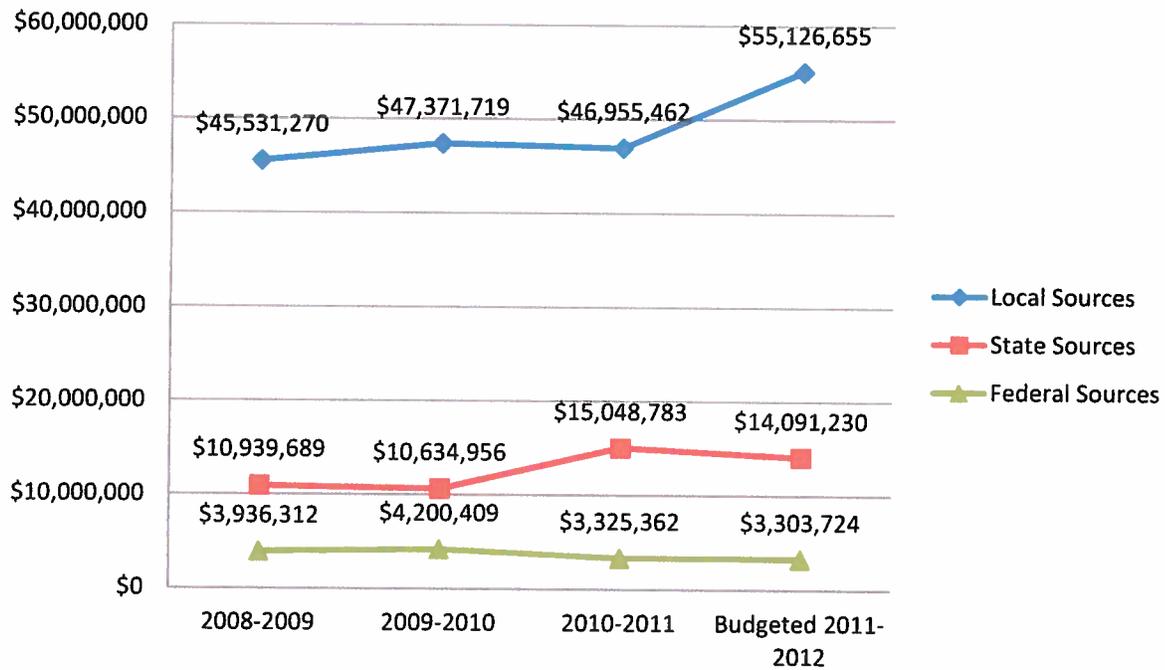


Charts & Graphs
3 Prior Years compared to
Current year

Aggregate Revenues To Expenditures

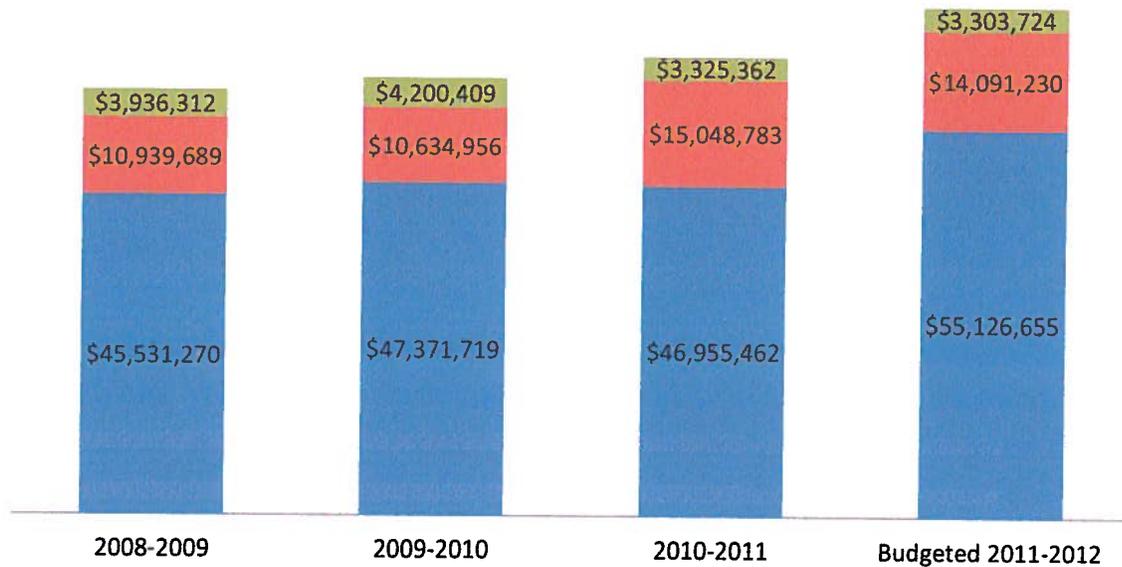


Operating Revenues by Source

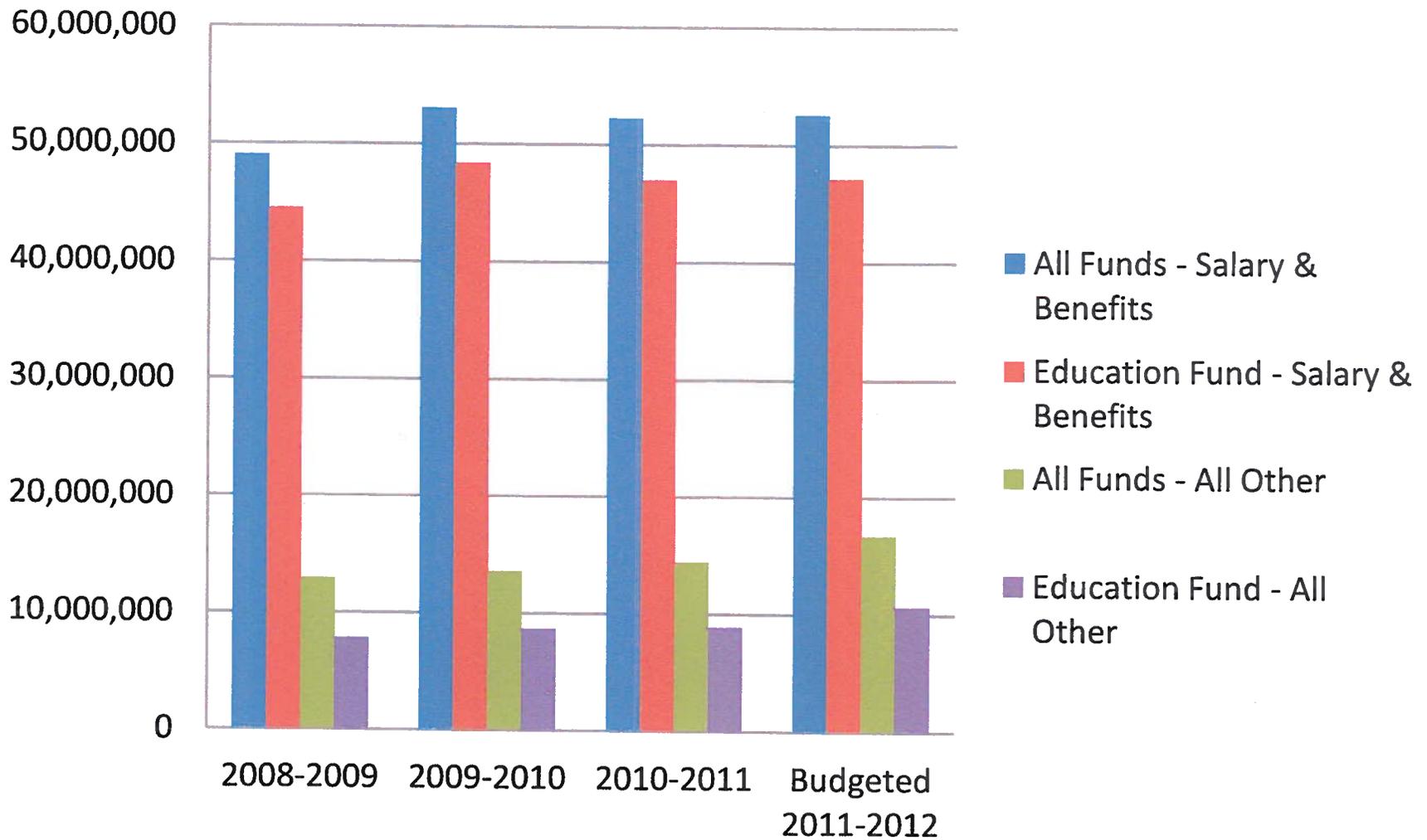


Operating Revenues By Source

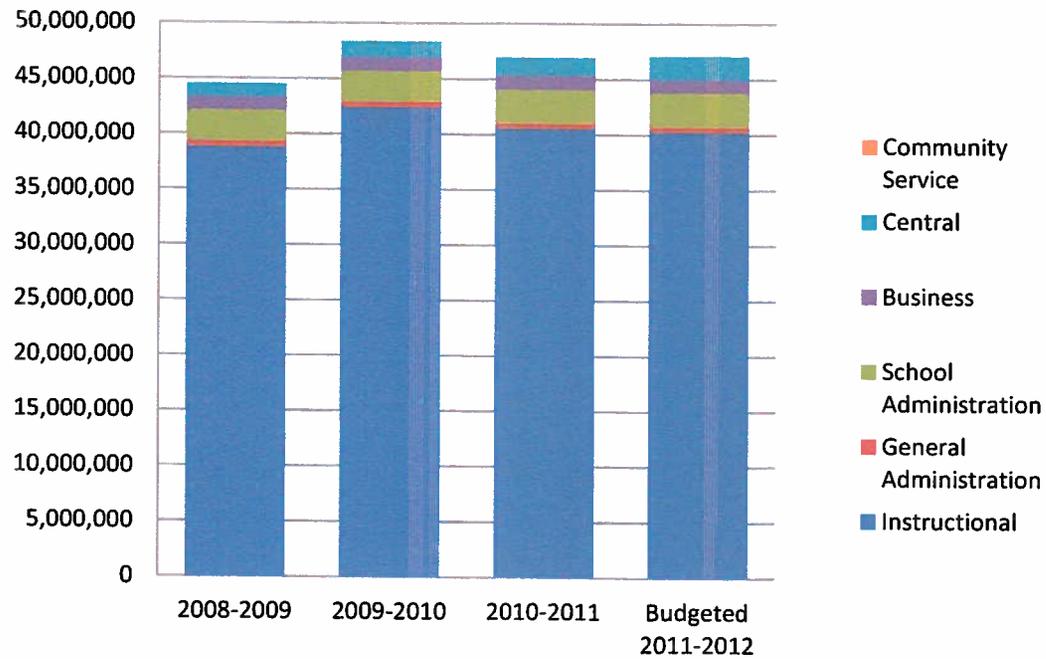
■ Local Sources
 ■ State Sources
 ■ Federal Sources



All Operating Expenditures All Funds Compared to Education Fund

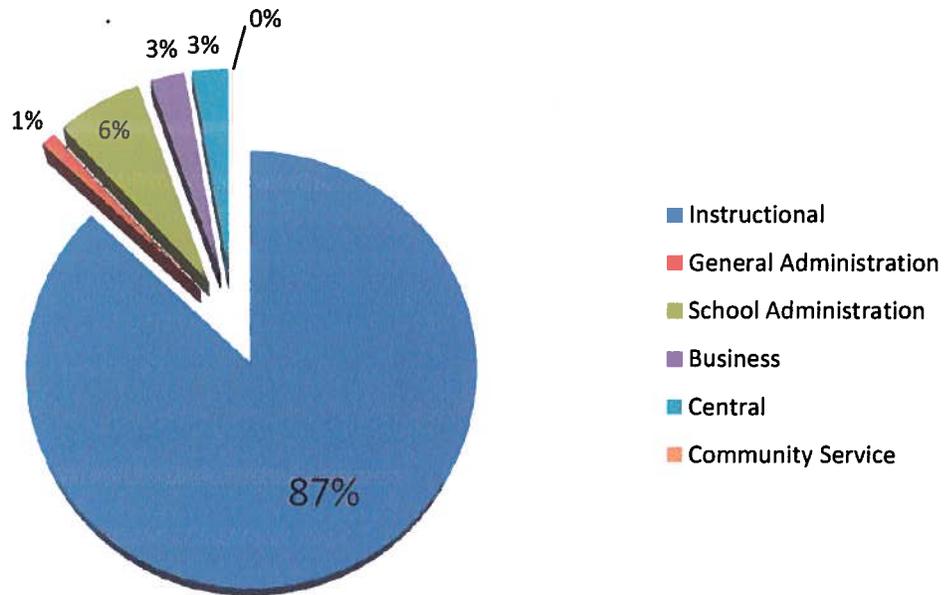


Educational Fund Salaries and Benefits By Category

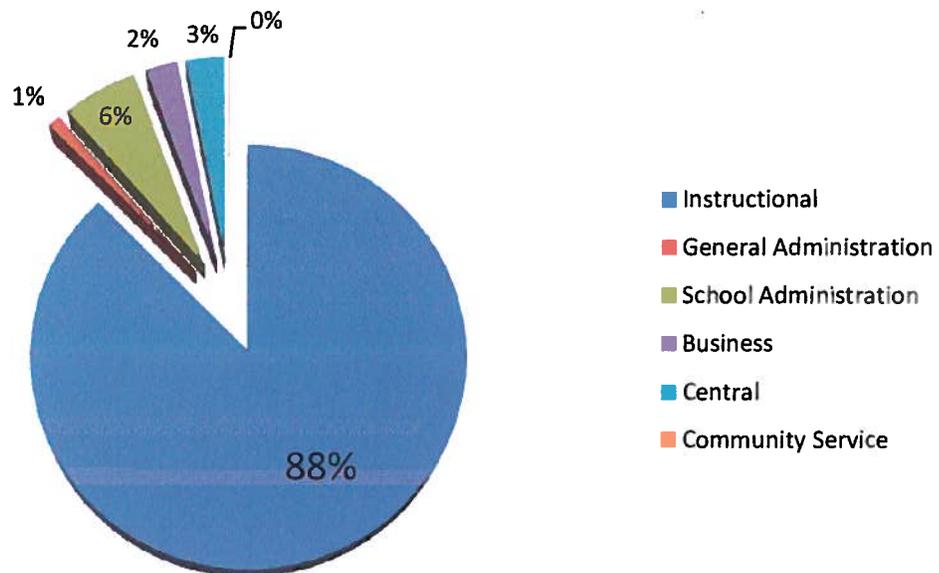


	2008-2009	2009-2010	2010-2011	Budgeted 2011-
Instructional	38,807,692	42,422,367	40,545,975	40,273,772
General Administration	500,754	487,796	448,209	420,370
School Administration	2,850,873	2,807,515	3,093,718	3,142,910
Business	1,155,268	1,198,611	1,272,700	1,169,013
Central	1,194,720	1,441,208	1,556,035	2,084,178
Community Service	35,195	40,219	129,714	77,017
Salary & Benefits Total	44,544,502	48,397,716	47,046,351	47,167,260

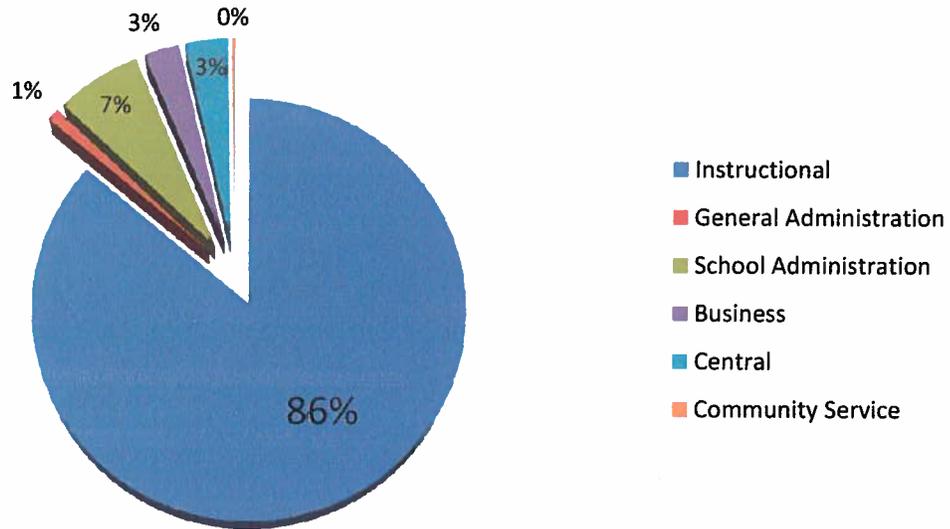
Educational Fund Salaries and Benefits 2008-2009



Educational Fund Salaries and Benefits 2009-2010



Educational Fund Salaries and Benefits 2010-2011



Educational Fund Salaries Budgeted 2011-2012

