



OAK LAWN-HOMETOWN

School District 123

Annual Budget

Fiscal Year July 1, 2021 – June 30, 2022



Dr. Paul J. Enderle
Superintendent

Oak Lawn-Hometown School District 123
4201 West 93rd Street
Oak Lawn, IL 60453
www.d123.org

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Executive Summary

**Oak Lawn – Hometown
School District 123
Budget FY 2021 - 2022**



September 27, 2021

Board of Education
Oak Lawn-Hometown School District 123
4201 West 93rd Street
Oak Lawn, IL 60453

Dear Board of Education:

The 2021-2022 annual budget for Oak Lawn-Hometown School District 123 is submitted for your review. This budget presents the District's finance and operations plan and all necessary disclosures.

Executive Summary

The development, review, and consideration of the 2021-2022 Fund Budgets (Educational Fund, Operations and Maintenance Fund, Debt Service Fund, Transportation Fund, Municipal Retirement/Social Security Fund, Capital Project Fund, Working Cash Fund, Tort Fund, and Life Safety Fund) were completed with a detailed and exhaustive review of every revenue and expenditure item within the context of the District's mission, goals, and financial policies.

We are proud to publish and disseminate budget information to the Board of Education and to our community. We welcome the opportunity to present and discuss operational plans and related financial impact with all interested parties. Interactions among interested groups consistently lead to operational and educational improvements, which become available to our students.

The budget document is the primary vehicle to present the financial plan and the results of operations of Oak Lawn-Hometown School District 123.

The budget document is presented in four main sections: Executive Summary, Organizational Section, Financial Section, and Informational Section. The Executive Summary provides an overview of the District's budget and mission. The Organizational component includes a discussion of the major goals and objectives of the school district, organizational chart, and a review of the budget process. The Financial Section presents the annual budget of revenues and expenditures for all funds, including budget comparisons of prior years and projections of future years. The Informational section includes important data and information of high public interest such as tax rates and the financial impact of the tax extension on a typical homeowner within district boundaries.

Acknowledgements

Special thanks to Forecast5 Analytics for valuable technical assistance in completing this project.

Directory

Fiscal Year 2021 – 2022

Board of Education

Brian Nichols	President
Julie Misner	Vice President
Jay Lurquin	Secretary
Peter DeRousse	Member
Jennifer Fortier	Member
Jackie Lichter	Member
Adriana Sebek	Member

District Administration

Paul J. Enderle	Superintendent of Schools
Kathy Gavin	Assistant Superintendent Curriculum, Assessment, and Family Engagement
Michael Loftin	Assistant Superintendent, Chief School Business Official
Joseph Macchia	Assistant Superintendent, Innovative Learning, Technology and Communications
Cynthia Riha	Director of Special Education
Angela Goetz	Director of English Learner Programs
Leo Cassidy	Director of Operations
Kathleen Spreitzer	Director of Literacy and Intervention

Building Administration

John Wawczak	Principal, Covington School
Anne Marie McGovern	Principal, Hannum School
Amanda Bencik	Principal, Hometown School
David Creech	Principal, Kolmar School
Sean McNicols	Principal, Oak Lawn Hometown Middle School
Don Hantson	Assistant Principal, Oak Lawn Hometown Middle School
Candice Kramer	Principal, Sward School



Vision/Mission/Belief Statement

Our Vision (What we strive to become)

A dynamic and supportive environment that ignites lifelong learners who embrace diversity and contribute positively to our community and global society

Our Mission (What we do today to achieve our vision)

Preparing today's learner for tomorrow's world

Our Core Values

Children

We believe each child has unlimited potential and deserves equal access to challenging and comprehensive learning experiences in an optimal learning environment.

People

We believe in recruiting, hiring and retaining quality and diverse staff, developing positive relationships, and providing meaningful, continuous learning.

Learning

We believe in providing an engaging and active educational experience infused in whole-child success and community engagement to foster lifelong learning.

Communication

We believe transparency and open two-way communication build positive relationships, trust, and pride.

Collaboration

We believe that teamwork and collective problem solving are essential to success.

Integrity

We believe in modeling honesty and maintaining a respectful and ethical learning environment.

Responsibility

We believe in demonstrating responsibility with all resources and being accountable to the highest standards.

Community

We believe in public service and building partnerships between families, schools, and our community.

Our Strategic Goals

1. Whole Child Success: Building foundational mastery, supportive schools, and high expectations.
2. Active Learning: Growing engaged problem solvers and empowered creators.
3. Operational Excellence: Maintaining a thriving workforce, optimal facilities, and fiscal responsibility.
4. Community Spirit: Looking outward, adding value, and building trust.

Detailed Strategic Initiatives, Outcomes & Metrics

Goal One: Whole Child Success

Strategic Initiative (A)	Desired Outcomes	Success Metrics
Implement rigorous, coherent, and content-rich written curriculum	A1. Each student will master the foundational skills of mathematics, writing, and the advanced communication skills of reading comprehension, writing, speaking, and active listening through meeting or exceeding readiness standards and personalized growth targets by the end of each grade.	<ul style="list-style-type: none"> → Local Assessment → MAP Readiness → MAP Growth → Writing, Speaking, and Listening Teacher and Student Rubrics
	A2. Each student will enter kindergarten ready to learn with the social-emotional and developmental skills necessary to access the curriculum and reach readiness standards by the end of 3rd grade.	<ul style="list-style-type: none"> → Local EC Assessments → MAP Readiness → MAP Growth
	A3. Each school has access to a useful local assessment data warehouse to track student outcomes of curricular skills and standards.	<ul style="list-style-type: none"> → Local Assessment
	A4. Each teacher will have access to a coherent and user-friendly curriculum with topics and standards develop from teams of educators in the district.	<ul style="list-style-type: none"> → Written Curriculum → Teacher Survey → Aligned Curriculum Structure Checklist
	A5. Each student, family, and teacher is given a list of precisely what they will learn in that grade level or course at the beginning of a grade level or course.	<ul style="list-style-type: none"> → Grade Level Lists → Teacher Survey → Parent Survey

Strategic Initiative (B)	Desired Outcomes	Success Metrics
Support social-emotional well-being	B1. Each student will undergo social-emotional screenings from kindergarten through 8th grade.	→ SABRES Data
	B2. The District will implement a comprehensive framework to support student social-emotional development.	→ SEL Framework → SABRES Data → Student Data
	B3. Each school will develop a plan to implement the teaching of social-emotional developmental skills, restorative practices, and cultural awareness within the school day for each student.	→ PBIS Products → Curricular Map → Student Data
	B4. Each student will develop adequate social and emotional evidence-based skills and mindsets that facilitate and foster success in school and life.	→ Student / Parent Surveys → SABRES Data → Bias Assessment
	B5. Each student will develop lifelong healthy living habits, including physical, mental and social-emotional self care.	→ Student Self-care Survey → Student Self-care Rubric

Strategic Initiative (C)	Desired Outcomes	Success Metrics
Create challenging classrooms	C1. Each student is given challenging work in a personalized fashion no matter where they are on the academic continuum.	→ Local Assessment → MAP Readiness → MAP Growth → Student Engagement Survey → Parent Surveys
	C2. The district establishes common criteria for determining placement and flexible programming for all students, as well as methods of engaging families in the process and branding the program.	→ Common Criteria → Participation Rates → Student / Parent Surveys → Enter/Exit Data → ELL Reclassifications
	C3. Each student is challenged by using adaptive practices, grouping, acceleration, advanced	→ Local Assessment → MAP Readiness

	curriculum, and other programs within and outside the school day.	<ul style="list-style-type: none"> → MAP Growth → Student Surveys
	C4. Each teacher is committed to and has the knowledge to create challenging lesson plans and enrichment experiences, and is able to gauge regular productive struggle in each learner by increasing the frequency, type, and quality of student performance feedback.	<ul style="list-style-type: none"> → Lesson Plan Structure → Teacher Survey

Goal Two: Active Learning

Strategic Initiative (A)	Desired Outcomes	Success Metrics
Initiate student agency through project-based learning	A1. The district will adopt a research-based high quality project learning model to guarantee access and consistent implementation for each student.	<ul style="list-style-type: none"> → PBL Model
	A2. Each teacher will plan projects that require the application of knowledge in multiple disciplines and contexts to help students develop transferability knowledge.	<ul style="list-style-type: none"> → PBL Frequency → Student Survey → Teacher Survey → Lesson Plan Analysis
	A3. Each student is exposed to authentic project-based learning as active and responsible participants in their own learning, demonstrating initiative and ownership over learning.	<ul style="list-style-type: none"> → Teacher Application Rubric
	A4. Each student will develop skill-sets related to problem-solving, collaboration, critical thinking, quality production, self-direction, and overall engagement in learning.	<ul style="list-style-type: none"> → Success Indicator Rubric → Student Engagement Survey → Teacher/Student Skill Rubrics
	A5. Each student graduates prepared to achieve postsecondary and career aspirations.	<ul style="list-style-type: none"> → PACE Rubric → Postsecondary Survey → Capstone Projects, Essays, Exhibitions, Portfolios

Strategic Initiative (B)	Desired Outcomes	Success Metrics
Empower students as critical creators and designers	B1. Each teacher can plan learning lessons that require students to design and create regular products that demonstrate understanding, application, and transferability of knowledge.	<ul style="list-style-type: none"> → Lesson Plan Structure → Teacher Application Rubric → Student Survey
	B2. Each student is provided experiences centered on a properly vetted group of essential skills for success in a connected world and is empowered through voice and choice to become designers of the learning process.	<ul style="list-style-type: none"> → ISTE Standards Alignment → Student Engagement Survey → International Community Participation
	B3. The district adopts and implements a digital citizenship curriculum to teach students safe, responsible, and ethical technology use for media creation and evaluating their own work.	<ul style="list-style-type: none"> → Disciplinary Data → Media Ethics Rubric → Student Digital Citizen Self-Assessment
	B4. Each student practices being a critical thinker, a collaborative worker, a self-directed worker, and a quality producer by developing a tinkering mindset, through exposure to STEM, makerspace and gamified experiences, as well as applying computational thinking.	<ul style="list-style-type: none"> → Success Indicator Assessment → D. Scratch Analysis → Maker Learning Self-Assessment Rubric
	B5. Each student is provided self-directed opportunities to initiate their own learning, as well as self-managers who are able to finish tasks and persevere when things get difficult. Students can accurately evaluate and archive their own authentic work.	<ul style="list-style-type: none"> → Student Self-Assessment → Portfolio Development

Goal Three: Operational Excellence

Strategic Initiative (A)	Desired Outcomes	Success Metrics
Recruit and hire quality and diverse staff	A1. The district implements intentional recruitment efforts including building relationships and effective networks of educational partners in higher education who share similar values and produce high quality educators.	<ul style="list-style-type: none"> → Recruitment / Hire Ratios → Track Recruitment Efforts → Quality of Substitutes
	A2. The district creates promotional materials that reflect the expectations of the school district and demonstrate the value of quality and diversity within the system.	<ul style="list-style-type: none"> → Product Development → Branding Impact
	A3. The district attracts a diverse staff reflecting, to the extent possible, the diversity of the student body.	<ul style="list-style-type: none"> → Annual Staff Diversity Report
	A4. Each incoming staff member engages in hiring and onboarding activities that reflect the district’s mission, vision, and values, as well as internal processing efficiencies.	<ul style="list-style-type: none"> → Onboarding Checklist → New Staff Survey → Employee Engagement → Turnover Rate
	A5. Each student is exposed to highly qualified and licensed professionals hired with demonstrated competencies to achieve the district’s mission, vision, and values.	<ul style="list-style-type: none"> → Student Survey → Evaluation Data → Workforce Productivity

Strategic Initiative (B)	Desired Outcomes	Success Metrics
Enhance collective efficacy	B1. Each student experiences staff members who receive regular job-embedded professional development activities focused on relevant competencies and strategies described in the strategic plan, as well as the district professional learning values.	<ul style="list-style-type: none"> → Staff Surveys → DLT Feedback → Friday Morning Feedback
	B2. Each teacher explores pedagogy that engage and challenge students to develop proficiency with	<ul style="list-style-type: none"> → Staff Surveys → DLT Feedback

	foundational skills and connect these skills with student interests and real life applications.	→ Classroom Walk-Throughs
	B3. Each student is supported by staff who receive social-emotional, self-care and diversity training.	→ Staff Surveys → DLT Friday Morning Feedback
	B4. Each staff member is engaged, dedicated to and motivated by their work, and part of a learning community that shares knowledge, grows together, and sets realistic goals.	→ Staff Engagement Survey → PLC Rubric
	B5. Each school practices common data review processes and collaboration structures that make informed decisions about effective teaching and learning processes.	→ Quality Review Data → Local Assessment → MAP Readiness → MAP Growth

Strategic Initiative (C)	Desired Outcomes	Success Metrics
Develop optimal learning spaces	C1. The district conducts an annual review of the Capital Renovation Plan to support optimal learning environments to meet the changing needs of students and staff.	→ Annual Review of Capital Renovation Plan → Cost Projections
	C2. The district develops a blueprint of facility standards and expectations, including how the district’s learning spaces will be used to support the strategic plan goals.	→ Annual Facilities Review (Board, Parent, Staff)
	C3. The district manages the effects of student population shifts to ensure that all students, teachers, and staff have access to quality facilities, resources, and instructional programs.	→ Enrollment Projection Data
	C4. Each school has flexible facility designs that allow all stakeholders to re-configure spaces to meet the needs of specific populations, as well as the learning environments needed to achieve the goals of the strategic plan.	→ Staff Surveys → Friday Morning Feedback → Parent Surveys → Facility Adaptability

	C5. Each student learns in attractive, safe, and engaging spaces and grounds that engage them in active and meaningful ways.	<ul style="list-style-type: none"> → Teacher/Student Surveys → Student School Specific Focus Groups → Custodial Satisfaction Survey → Food Quality Satisfaction Survey
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Strategic Initiative (D)	Desired Outcomes	Success Metrics
Advance fiscal productivity	D1. The district projects costs and manages operations associated with Strategic Plan initiatives within budgetary limitations to ensure successful planning and allocation of resources.	<ul style="list-style-type: none"> → Strategic Planning Cost Analysis
	D2. The district manages resources efficiently, effectively, and transparently to enhance learning and demonstrate trust in the community.	<ul style="list-style-type: none"> → Smarter School Spending Process → Baldrige Criteria Self-Assessment
	D3. The district plans, manages, monitors, and reports spending to provide decision makers and the community with a reliable, accurate, and complete view of the financial performance of the educational system at all levels.	<ul style="list-style-type: none"> → Meritorious Budget Award → Comprehensive Annual Financial Report → Certificate of Excellence
	D4. The district uses the Smarter School Spending process to align resources (people, time, and money) with instructional initiatives for improving student achievement.	<ul style="list-style-type: none"> → Smarter School Spending Process → Program Effectiveness Analysis → Cost Savings

	D5. The district will demonstrate fiscal responsibility by maintaining a balanced budget and align fund balances within School Board policy parameters.	→ Balance Budget Projections
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Goal Four: Community Spirit

Strategic Initiative (A)	Desired Outcomes	Success Metrics
Utilize targeted outreach	A1. The district secures annual outreach targets based on feedback from the Board of Education and administrative recommendation.	→ Annual Outreach Targets
	A2. The district engages with specific community partners, deepening relational integration that promotes outgrowth that adds value and trust to both the school district and community.	→ Partner Survey → Partner Focus Groups → Rapid Partnership Profile
	A3. The district will make every effort to provide families healthcare and social service information and resources through increased community partnering connections.	→ Notification Rates → Family Engagement Totals
	A4. Each school engages families in the learning process by developing activities with diverse communities, provide welcoming environments that grow family involvement and use family friendly language that is comfortable and inviting for all.	→ Participation Rates → Annual Events Calendar
	A5. Each student’s family is provided regular opportunities for two-way communication and informed of learning events designed for parents, which include strategies which empower them in advocacy and support of their children’s education and growth.	→ Family Surveys → Language Translation Rates → Two-way Communication Data

Strategic Initiative (B)	Desired Outcomes	Success Metrics
Build reciprocal relationships	B1. The district seeks to develop reciprocal relationships with the community, intentionally connecting our students with the community and the community with our students.	<ul style="list-style-type: none"> → Partner Surveys → Partner Focus Groups
	B2. The district will build upon, enhance and support existing partnerships to ensure student success, as well as seek to create and engage new partnerships that align with strategic priorities of the school system.	<ul style="list-style-type: none"> → Partner Surveys → Administrator/Teacher Feedback
	B3. Each school initiates opportunities to develop relationships that provide reciprocal support that add value to the school and community, provide authentic educational experiences, and serve to build trust.	<ul style="list-style-type: none"> → PACE Rubric → Field Experience → PBL Model
	B4. Each student is aware of and has the opportunity to actively serve in school and community partnerships as volunteers and through service projects.	<ul style="list-style-type: none"> → Volunteer Rates → Service Learning Rates
Strategic Initiative (C)	Desired Outcomes	Success Metrics
Grow community trust	C1. The district will look outward to strategic partners and develop community trust with colleges, social service agencies, community groups, parochial organizations, local leaders, public officials, and businesses to improve student learning and respond to greater community needs.	<ul style="list-style-type: none"> → Partnering Surveys → Exit Interviews → Level of Trust
	C2. The district will outline procedures and guidelines for tightly modeling formalized school partnerships.	<ul style="list-style-type: none"> → Partnering Agreements
	C3. The district will develop a communications plan to include the use of multiple communications strategies that serve to inform and engage the community in school district information.	<ul style="list-style-type: none"> → Annual Communication Plan Report
	C4. The district will regularly remain in close communication with and engage all community partners, informing them of new developments, listening to their unique needs, and purposely bringing them together.	<ul style="list-style-type: none"> → News Story Engagement → Track Multi-partnering Efforts
	C5. Each school will continue to make family and community collaboration an integral part of school culture.	<ul style="list-style-type: none"> → Goal Setting

Budget 2021 - 2022

The projected surplus of Oak Lawn-Hometown School District's budgeted revenues over expenditures for 2021-2022 is \$297,580. This total includes the Operating Funds only (all funds except for Debt, Tort, and Life Safety) because the excluded funds are for specialized purposes outside of typical day to day operational costs. The Total Operating Funds ending balance is projected to be \$19,271,482 as of June 30, 2022, which represents approximately 5 months of expenditures for the district. Below are the detailed operational budget figures for the 2021-22 school year.

	BUDGET FY 2022	BUDGET FY 2021	\$ CHANGE	% CHANGE
REVENUES				
Local Sources	\$33,845,800	\$32,690,600	\$1,155,200	3.5%
State Sources	\$9,465,735	\$8,838,500	\$627,235	7.1%
Federal Sources	\$5,434,945	\$3,376,300	\$2,058,645	61.0%
Other	\$0	\$0	\$0	-
TOTAL REVENUES	\$48,746,480	\$44,905,400	\$3,841,080	8.6%
EXPENDITURES				
Salary and Benefits	\$35,216,600	\$35,245,800	(\$29,200)	-0.1%
Other	\$13,232,300	\$10,420,400	\$2,811,900	27.0%
TOTAL EXPENDITURES	\$48,448,900	\$45,666,200	\$2,782,700	6.1%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$297,580	(\$760,800)	\$1,058,380	-139.1
OTHER FINANCING SOURCES/USES				
Perm. Transf. From Other Funds	\$0	\$0	\$0	-
Other Financing Sources	\$0	\$0	\$0	-
Perm. Transf. To Other Funds	\$0	\$0	\$0	-
Other Financing Uses	\$0	\$0	\$0	-
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0	\$0	-
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$297,580	(\$760,800)	\$1,058,380	-139.1

	BUDGET FY 2022	BUDGET FY 2021	\$ CHANGE	% CHANGE
BEGINNING FUND BALANCE	\$18,973,902	\$17,994,926	\$978,976	5.4%
PROJECTED YEAR- END FUND BALANCE	\$19,271,482	\$17,234,126	\$2,037,356	11.8%
FUND BALANCE AS % OF EXPENDITURES	39.8%	37.7%	0.02	5.4%
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	4.8	4.5	0.27	6.1%

Budget and financial projections are snapshots utilizing the latest available information. School finance, however, is conducted in a dynamic environment. As variables change so will the projections.

The major variables affecting D123's budget include:

- Federal stimulus dollars available as a result of the Covid19 pandemic.
- Property tax variables including Consumer Price Index (CPI), variability in tax collection rates, new construction valuation, Equalized Assessed Valuations (EAV), and Tax Increment Financing (TIF) activity within the District.
- Illinois' state finance model, called the evidence based model (EBM) which focuses monies being distributed based on student needs
- Future state legislation affecting funding, primarily pension cost shift proposals and property tax freeze proposals that may shrink available operational revenues
- Number of retirees, which leaves openings for new teachers at lower salary costs
- Additional special services for students with additional educational and/or physical need
- Changes to the student learning environment, including staffing changes, curriculum changes, and additional technology
- Medical insurance premium increases

When these variables either decrease the actual amount of revenue realized from federal, state and local sources, or increase expenditures, balancing the budget (revenues equaling expenditures) becomes more of a challenge.

Overview of Revenues and Expenditures for all Governmental Funds Description of Governmental Funds

Educational Fund (10) – to account for the majority of the instructional and administrative aspects of the District’s operations.

Operations and Maintenance Fund (20) – to account for repair and maintenance of the District’s property.

Debt Service Fund (30)– to account for the District’s bond principal and interest payments.

Transportation Fund (40)– to account for activity relating to student transportation to and from schools and for extracurricular and co-curricular activities.

Municipal Retirement/Social Security Fund (50/55)– to account for the District’s portion of personnel pension costs. Fund 50 accounts for Illinois Municipal Retirement Fund (IMRF) revenues and payments while Fund 55 accounts for Federal payroll tax (FICA) revenues and payments.

Capital Project Fund (60)– to account for capital improvements in accordance with purposes set forth in the resolution calling for the referendum and on the referendum ballot. To account for facility refurbishing and construction projects.

Working Cash Fund (70)– to account for inter-fund borrowing.

Tort Fund (80)– to account for legal, insurance, inspection and safety compliance needs of the District.

Life Safety Fund (90) – to account for funds needed to protect the health, safety, and general welfare of pupils and school personnel.

The following schedule summarizes the proposed revenues and expenditures for all funds as well as for operating funds for the 2021-2022 School Year. The beginning and ending balances are also shown.

All Governmental Funds - July 1, 2021 to June 30, 2022

Fund	Beginning Balance	Revenue	Expenditure	Excess (Deficit)	Other Financing Sources	Ending Balance
Educational	\$5,330,391	\$38,615,080	\$38,571,800	\$43,280	\$0	\$5,373,671
Operational & Maintenance	\$1,236,314	\$5,807,200	\$5,795,000	\$12,200	\$0	\$1,248,514

Debt Service	\$4,192,811	\$7,752,100	\$7,609,600	\$142,500	\$0	\$4,335,311
Transportation	\$550,668	\$2,329,200	\$2,335,500	(\$6,300)	\$0	\$544,368
Municipal Retirement/SS	\$1,065,248	\$1,490,100	\$1,404,200	\$85,900	\$0	\$1,151,148
Capital Projects	\$1,693,113	\$18,400	\$250,000	(\$231,600)	\$0	\$1,461,513
Working Cash	\$10,889,409	\$148,700	\$0	\$148,700	\$0	\$11,038,109
Tort	(\$98,128)	\$356,200	\$342,400	\$13,800	\$0	(\$84,328)
Life Safety	\$2,669	\$4,100	\$0	\$4,100	\$0	\$6,769
TOTAL	\$24,862,495	\$56,521,080	\$56,308,500	\$212,580	\$0	\$25,075,075

Operating Funds Only - July 1, 2021 to June 30, 2022

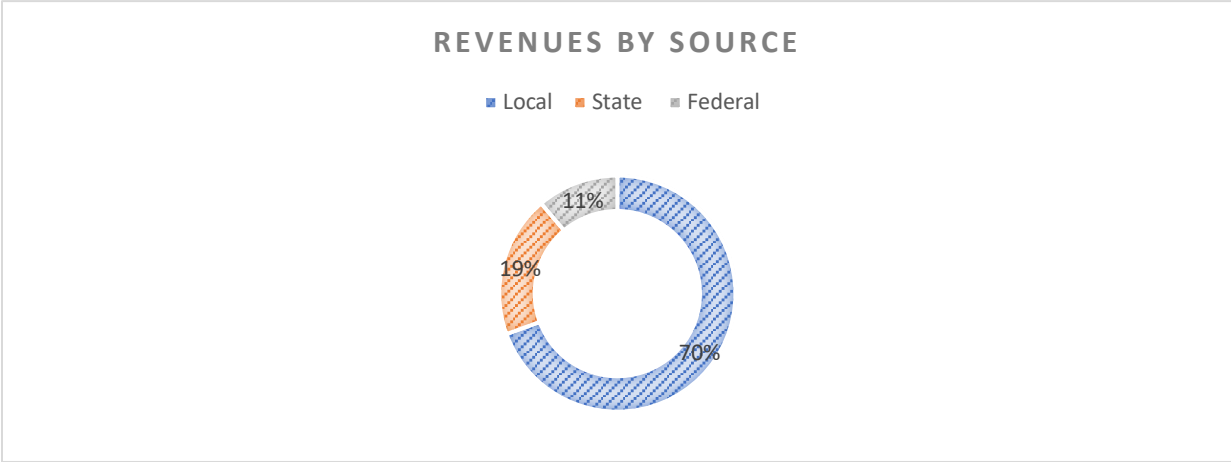
Fund	Beginning Balance	Revenue	Expenditure	Excess (Deficit)	Other Financing Sources	Ending Balance
Educational	\$5,330,391	\$38,615,080	\$38,571,800	\$43,280	\$0	\$5,373,671
Operational & Maintenance	\$1,236,314	\$5,807,200	\$5,795,000	\$12,200	\$0	\$1,248,514
Transportation	\$550,668	\$2,329,200	\$2,335,500	(\$6,300)	\$0	\$544,368
Municipal Retirement/SS	\$1,065,248	\$1,490,100	\$1,404,200	\$85,900	\$0	\$1,151,148
Working Cash	\$10,889,409	\$148,700	\$0	\$148,700	\$0	\$11,038,109
Tort	(\$98,128)	\$356,200	\$342,400	\$13,800	\$0	(\$84,328)
TOTAL	\$18,973,902	\$48,746,480	\$48,448,900	\$297,580	\$0	\$19,271,482

The following schedule summarizes the revenues (excluding Other Financing Sources/Uses) for the Educational, Operations and Maintenance, Debt Service, Transportation, Municipal Retirement/Social Security, Capital Projects, Working Cash, Tort and Life Safety Funds. The prior year actuals and the proposed budget year are shown, along with the percent change.

Fund	FY 2021 Actual Revenues	FY 2022 Revenues Budget	% Change Over Prior Year
Educational	\$39,263,073	\$38,615,080	-1.7%

Operations & Maintenance	\$3,940,264	\$5,807,200	47.4%
Debt Service	\$7,122,026	\$7,752,100	8.8%
Transportation	\$1,380,270	\$2,329,200	68.7%
Municipal Retirement/Social Security	\$1,193,267	\$1,490,100	24.9%
Capital Projects	\$22,506	\$18,400	-18.2%
Working Cash	\$177,160	\$148,700	-16.1%
Tort	\$136,831	\$356,200	160.3%
Life Safety	\$4,555	\$4,100	-10.0%
Total	\$53,239,952	\$56,521,080	6.2%

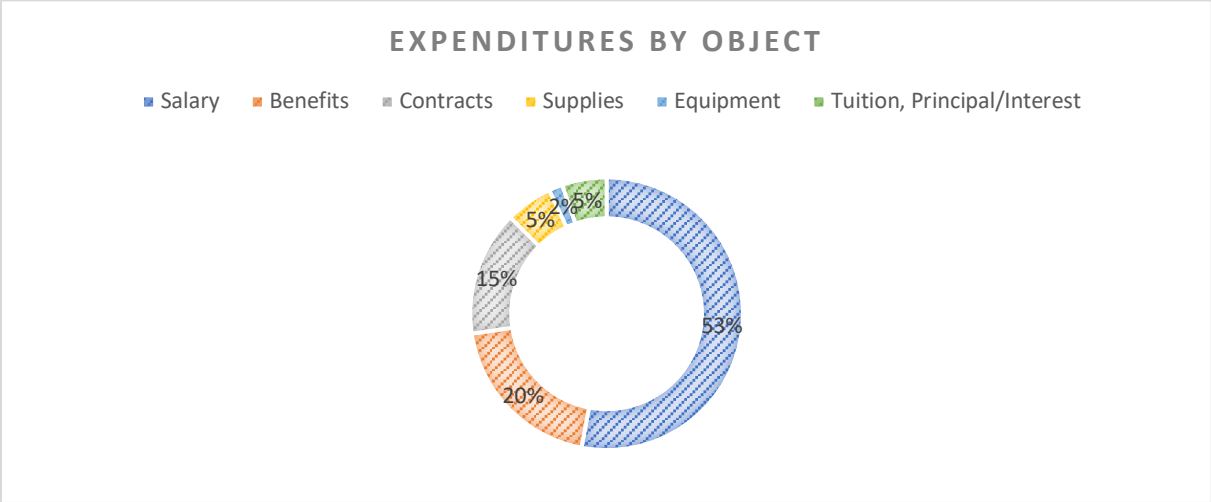
The slight decrease in the Education Fund is due to anticipated minor levy reallocations to other funds. The large changes in percentages in the Operations & Maintenance fund is due to the influx of Covid related federal stimulus dollars (ESSER Funds), that will be allocated to operational and maintenance related projects. The Debt Service fund increase is to match the scheduled increase in our bond repayment schedule, while the large Transportation fund increase is in anticipation of increased costs related to the transition back to a normal full year bussing schedule (prior year was a hybrid schedule which required less bussing service). Municipal Retirement increases are to match an anticipated municipal pension rate increase, as well as an increase in staffing costs. The Tort increase is to stabilize the fund balance and allow a reasonable fund balance in this fund in future years. The decrease in the Working Cash and Capital Projects funds are primarily due to anticipated lower interest earnings. As illustrated below, the primary source of revenues is local property tax and rental income, followed by state funding (primarily Evidence-Based Funding), followed by federal dollars:



The next table summarizes the expenditures for the Educational, Operations and Maintenance, Debt Service, Transportation, Municipal Retirement/Social Security, Capital Projects, Working Cash, Tort and Life Safety Funds. The prior year actuals and the proposed budget year are shown, along with the percentage change.

Fund	FY 2021 Actual Expenditures	FY 2022 Expenditure Budget	% Change Over Prior Year
Educational	\$36,994,996	\$38,571,800	4.3%
Operations & Maintenance	\$3,598,559	\$5,795,000	61.0%
Debt Service	\$7,423,722	\$7,609,600	2.5%
Transportation	\$1,861,248	\$2,335,500	25.5%
Municipal Retirement/Social Security	\$1,135,622	\$1,404,200	23.7%
Capital Projects	\$0	\$250,000	-
Working Cash	\$0	\$0	-
Tort	\$323,956	\$342,400	5.7%
Life Safety	\$0	\$0	-
Total	\$51,338,103	\$56,308,500	9.7%

The increase in the Educational Fund is due to contractual increases in salary and benefits, while the large increase in the Operations & Maintenance Fund is due to work funded by federal stimulus dollars in the areas of HVAC improvements and media center renovations at Oak Lawn-Hometown Middle School and Hometown School. Debt Service Fund increases match the bond repayment schedule, while Transportation Fund increases are due to increased bussing needs due to normalization of our daily school attendance schedule. Municipal Retirement/Social Security Fund increases are based on an anticipated pension fund rate increase, and the Tort Fund increase is based on projected Worker’s Compensation and Liability Insurance increases. The Capital Projects Fund is budgeted for the costs of a renovation of the parking lot at Hometown School. No expenses or transfers are budgeted in the Working Cash Fund or the Life Safety Fund. Overall, all expenditures are expected to increase by 9.7 percent, driven largely by increases in the Education Fund, and the Operations & Maintenance Fund.



Property Taxes

State law and the School Code of Illinois govern the policies and procedures of school finance.

Property taxes and other local revenue such as rent and fees are a major revenue source representing 70% of the District’s total revenue. The property tax cycle extends over two years. The tax year is the year of assessment and reflects the value of property as of January 1st. The tax bills are distributed and the taxes are paid in the year following the tax year.

Oak Lawn-Hometown School District 123 is a municipal corporation governed by a Board of Education, which has the exclusive responsibility and accountability for certifying an annual levy to the Cook County clerk. School districts in Illinois levy taxes for each Governmental fund.

The county clerk is responsible for the extension of taxes levied by the school district within the Property Tax Extension Limitation Law (PTELL), better known as the “Tax Cap.” The County Treasurer has the responsibility of mailing the tax bills, collecting the property taxes, and remitting the revenues back to the taxing districts.

Cook County distributes its tax receipt collections in primarily two installments, the first in March and the second in the fall. Usually the fall installment is realized during the months of August and September, however, on occasion these receipts have been received as late as December.

Tax Increment Financing Districts (TIFs)

TIF Districting is a program common to Cook County that was designed to create economic growth in areas of a community where redevelopment likely would not occur without public investment. When a TIF is created, the Equalized Assessed Value (EAV) of the TIF district is

frozen, and the school district does not receive additional tax dollars produced within the TIF district during the duration of the TIF. Therefore, incremental EAV accumulates within the TIF district and tax revenue generated is redirected to the respective village for economic development purposes. Most TIF districts expire after 23 years, though they can be extended in some circumstances.

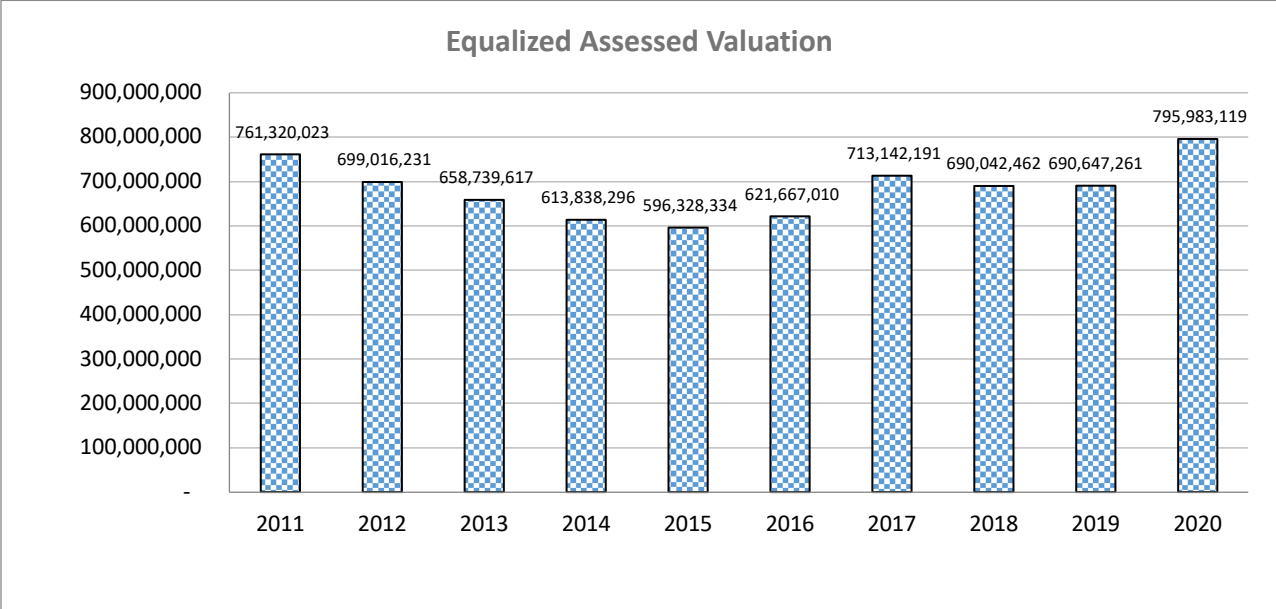
Currently, there are four active Tax Increment Financing (TIF) districts within the District's Boundaries:

- Oak Lawn Cicero Avenue (90th Street and Cicero)
- Oak Lawn Commuter Parking (Metra Station on 95th Street and Commuter Lot)
- Oak Lawn Train Station (North side of 95th Street between 51st Avenue and 50th Court)
- Patriot Station (North side of 96th St, East of South Cook Avenue, West of Tulley Avenue, and along the Norfolk Southern Railroad between Central and Cicero)

The Village of Oak Lawn leadership has recently discussed increasing the area of the Patriot Station TIF district northeast to connect the three contiguous TIF districts to the Cicero Avenue TIF. This strategy would allow the Village to access accumulated funds in the Cicero Avenue TIF to pay off the remaining debt associated with the other TIF developments. District leadership has worked with the Village to develop a confidential revenue sharing agreement for excess funds within these TIF districts that was agreeable to all sides.

The Patriot Station Memo of Understanding (MOU) is currently the only surplus distribution/revenue sharing agreement between the Village of Oak Lawn and Oak Lawn-Hometown School District 123. The Cicero Avenue TIF, Commuter Parking TIF, and the Train Station TIF are scheduled to expire within the next ten years, while the Patriot Station TIF district does not expire for more than ten years.

Cook County reassesses property every three years. Oak Lawn and Hometown property values have slowly rebounded from the "Great Recession" of 2008 beginning in tax year 2016. In 2018, values decreased by 3.2%, influenced by the closing of a large retail property located at 95th street and Pulaski. However, new retail development has partially reopened in the same location, with the promise of more development on the way. Due to these factors, the District is hopeful for continued steady EAV growth in the years ahead. The District's total Equalized Assessed Valuation history by tax year is as follows:



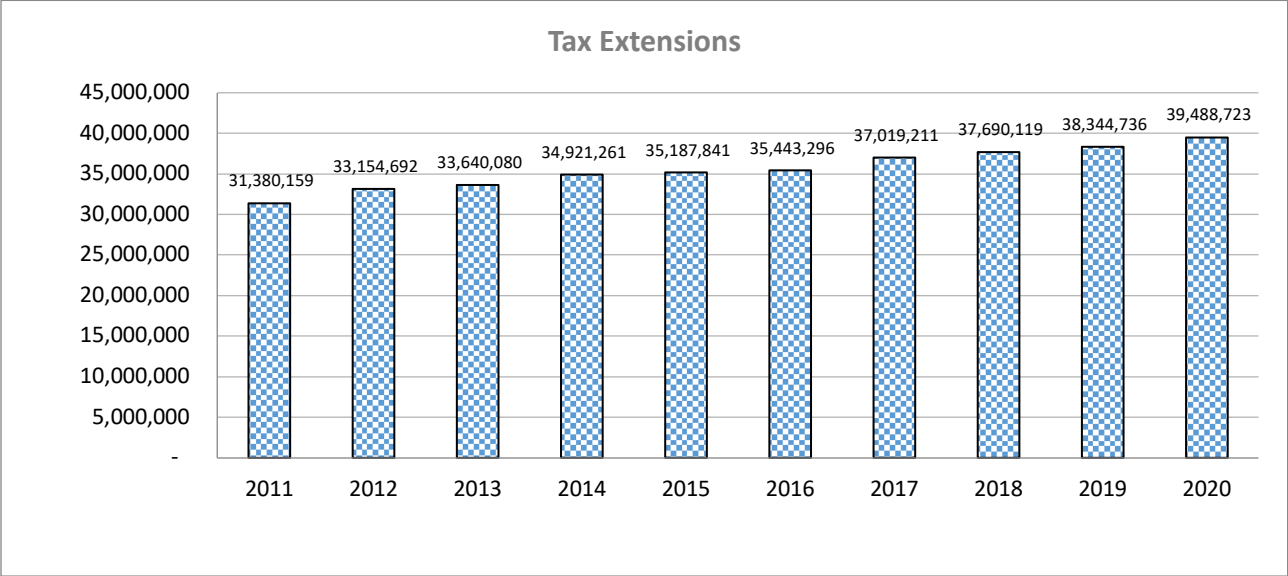
Tax Caps

Beginning in the 1995 levy year, the tax rates have been reduced by the Property Tax Extension Limitation Law (PTELL) or the Tax Cap. This cap limits the growth of a taxing body’s previous year’s tax extension to the lesser of the Consumer Price Index (CPI) or 5%. Revenue from newly assessed tax parcels are excluded from the cap.

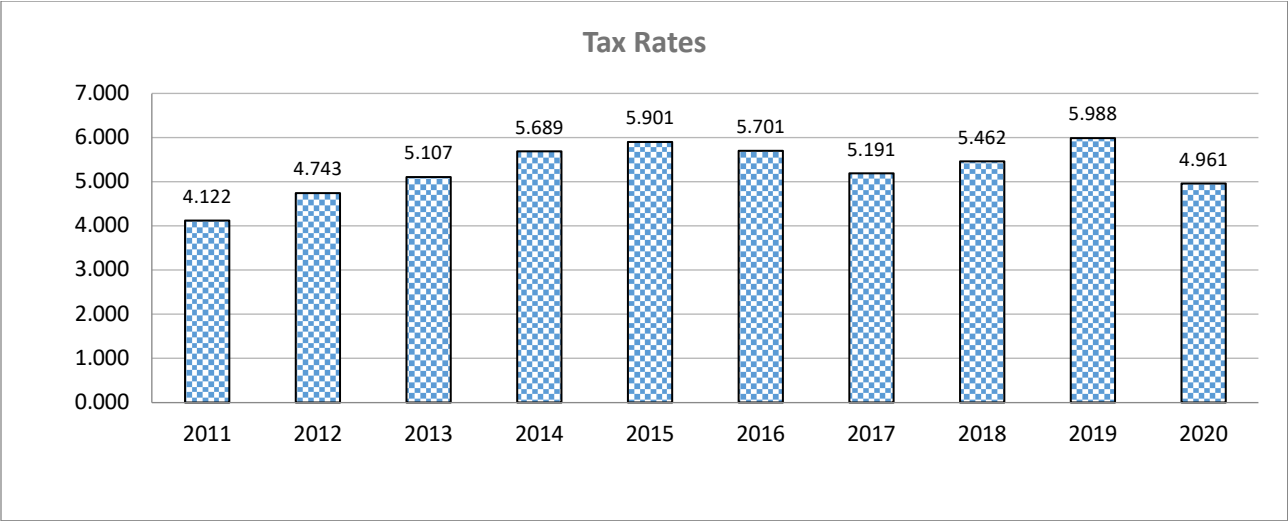
Tax extension increases are governed by the increase in the (EAV) and the PTELL. The total tax extended by the county clerk may increase by a limited amount each year. Within that aggregate increase, the District has authority to distribute the tax to the prescribed individual funds as long as the distribution stays below the fund rate ceiling that is prescribed by law. The method this District follows is to determine the new aggregate limit by multiplying the previous year’s tax extension by the new PTELL limit, then adjusting individual levies so as not to exceed it’s rate ceiling. In previous years, this has allowed the District to adjust down certain levies and provide the Education Fund the highest priority.

The tax cap has had an effect of eroding the taxing body’s tax rate because the equalized assessed valuation has historically increased at rates greater than the consumer price index. The result has historically lowered the tax rates annually except for the years when EAV declined and tax rates increased to compensate. Tax rates are presented in \$100 of Equalized Assessed Valuation.

The following chart shows the yearly property taxes extended on behalf of the school District.



The Consumer Price Index (CPI) for the 2020 tax levy was 1.4%. The CPI that will be used for the 2021 tax levy will be capped at no more than 5.0%, because actual CPI was 7.0%. Below is the District’s property tax rates per \$100 equalized assessed valuation. Due to the PTELL caps and the requirement to levy by dollar amount rather than rate, equalized assessed value and tax rates have an inverse relationship; if EAV increases faster than the CPI-U (Consumer Price Index for all Urban Consumers) then the tax rates decreases. If EAV declines, the tax rate increases. Based on the district’s rebounding EAV, tax rates are once again beginning to decline to reflect this change in property valuations.



To put the 2020 tax rate of 4.961 in perspective, a home owner with a property valued at \$250,000 would pay approximately \$3,998 in property taxes to Oak Lawn-Hometown School

District 123. Note that other local taxing bodies tax rates would also apply, so the actual home owner property tax bill will be higher than this estimate.

Other Local Revenue

Other local revenue which excludes property tax levy funds represent approximately 5% of the total revenues the district receives. These revenue sources are comprised of building rental proceeds, student fees, cafeteria receipts, technology fees, earnings on investments, and miscellaneous revenues.

State Revenue Sources

State revenue sources comprise two separate funding sources - Restricted (or Categorical) and Unrestricted Aid. State revenue makes up 19% of the total revenue budgeted.

Unrestricted Aid

In August of 2017, the Illinois legislature passed a bill that reforms the manner in which ISBE distributes state funding for education. Called the Evidence-Based Model (EBM), state dollars are distributed to ensure adequate and equitable funding across all districts in Illinois. The new model utilizes many criteria to determine the specific level of support required to supplement local funds in achieving positive student outcomes.

In general, the new model calculates funds in a series of stages. First, ISBE determines the cost of educating all students in the district according to a set of research based factors that correlate to improved student outcomes. This is called the Adequacy Target, and it is unique to each school district depending on student and community demographics. Second, ISBE measures the local resources currently available to the school district and compares that amount to the Adequacy Target. Finally, the difference between available local resources and the Adequacy Target produces a ratio that identifies how far away a district is from adequate funding.

Districts are assigned one of four tiers depending on how close they are to their Adequacy Target. Tier 1 receives 50% of all new dollars made available by the state legislature. Tier 2 receives 49% of new funding, while Tier 3 receives 0.9% and Tier 4 receives 0.1%. For fiscal year 2022, Oak Lawn-Hometown School District 123 has an Adequacy Target ratio of 61% and falls within Tier 1 funding.

The gross unrestricted state aid the district is projected to receive in 2020-2021 is \$7,769,500, which is approximately 13.8% of all budgeted revenues. Due to the District's needs as determined by our Tier funding level, this funding has increased by approximately \$641,400 versus our prior year allocation.

Restricted (or Categorical) Aid

The restricted state aid is distributed to school districts throughout the state through categorical grants. Several categorical grants are now distributed through the Evidence Based Funding model as part of the recently passed state funding reform. Categorical funding is designed to

support mandated programs targeted towards specific groups of students, relating to the types of programs and/or transportation they receive.

The District's state categorical grant budget for the current fiscal year is \$1,692,000, representing 3% of the total budgeted revenue.

Categorical grants are generally received from the State as a reimbursement of expenditures incurred in the previous fiscal year. Major categorical State funding grants are for special education reimbursement and transportation reimbursement.

Federal Aid

Federal funding is aimed at addressing the needs of certain student populations such as students with special education needs and those from low income families. Although regular Federal allocations of revenue targeting low income and special need students is expected to remain relatively flat for fiscal year 2022, additional relief funds of approximately \$6.1M are anticipated to help offset the costs associated with operating in the pandemic environment. These revenues will be spent across the next three fiscal years, as allowed by federal statute. The total Federal Aid budget is \$5,434,945 which represents approximately 9.6% of the total district revenue.

Expenditures

The total budgeted expenditures for all operational funds will increase by 6.4% or \$3,376,200 in FY 2022. The relatively large increase is mainly attributed to increases in the Operations & Maintenance Fund for HVAC replacements and Media Center upgrades, made possible by the one-time infusion of federal stimulus dollars, known as ESSER funds. The Educational fund is budgeted to decrease slightly, by -0.3% or \$120,700 due to staffing reductions made via attrition, in the areas of instructional aides and administration. The debt service increase of 7.3% or \$518,500 is for scheduled increase in the District's bond repayment plan. Transportation expenditures are projected to increase by 7.8% or \$169,200 due to increases in contractor transportation usage and fees. Municipal retirement and FICA costs are increasing by 18.8% or \$222,100 due primarily to an increase in the required IMRF employer rate beginning January 1, 2022. Capital Project construction is increasing 42.9% or \$75,000 for a parking lot expansion project at Hometown School. The Tort fund is expected to decrease by 13% or \$51,200 due to the expected costs in the district's worker's compensation premiums and property/casualty premiums.

The following schedule summarizes the expenditures for the Educational, Operations and Maintenance, Debt Service, Transportation, Municipal Retirement/Social Security, Capital Projects, Working Cash, Tort, and Life Safety Funds. The prior year budget and the proposed budget year are both shown, along with the percent change.

**All Governmental Funds -
Expenditure**

	FY 2021	FY 2022	% Change Over
	Budget	Budget	Prior Year
Educational	\$38,692,500	\$38,571,800	(0.31%)
Operations and Maintenance	\$3,231,700	\$5,795,000	79.32%
Debt Service	\$7,091,100	\$7,609,600	7.31%
Transportation	\$2,166,300	\$2,335,500	7.81%
Municipal Retirement/S.S.	\$1,182,100	\$1,404,200	18.79%
Capital Projects	\$175,000	\$250,000	42.86%
Working Cash	\$0	\$0	-
Tort	\$393,600	\$342,400	(13.01%)
Life Safety	\$0	\$0	-
Total	\$52,932,300	\$56,308,500	6.38%

The majority of district total expenditures (73%) provides for salary and benefits of teachers, administration, and a wide range of support staff.

Major Salary and Benefit Agreements

Oak Lawn-Hometown School District 123 staff is represented by the American Federation of Teachers/Illinois Federation of Teachers (AFT/IFT). Two separate contract agreements represent certified staff and non-certified support personnel. Both contracts were negotiated to begin during the 2021-2022 school year and continue until the 2024-2025 school year. These agreements are for language and salary for the current school year only, and Board and Union teams will negotiate salary only for fiscal years 2023 through 2025 later this fiscal year. For the 2021/2022 school year, certified staff received a 3% total salary increase, while non-certified support staff received increases between 4.2% and 4.5% of total prior year salary. Both groups received a one-time pandemic related bonus of \$1,000 during the summer of 2021 to show appreciation for the work done during these difficult pandemic years.

Health Insurance benefits are handled by Blue Cross Blue Shield of Illinois. Oak Lawn-Hometown School District 123 is a member of a self-insured health benefit cooperative, Educational Benefit Cooperative, or EBC. Over the last five years, PPO health insurance rates have increased 3.2% annually, on average. HMO rates over the same time period have also increased an average of 2.1% annually. Such low insurance increases are made possible in part by EBC’s Board releasing a portion of the cooperative’s accumulated working cash fund balance to help negate projected increases along with a favorable negotiation position based on the economy of scale generated from representing over 125 school districts. Regarding health insurance, staff have the choice of an PPO option or an HMO option. The collective bargaining contracts call for 100% of single health coverage for staff to be Board paid. For family health

insurance, staff members are responsible for 14% of those costs for PPO coverage or 8% for HMO coverage. For the 2021-2022 school year, PPO and HMO health insurance costs are budgeted to be flat, based on information from our most recent insurance rate renewal.

Net Fund Changes

The schedule below shows the results of revenues less expenditures by fund for the past four years, plus the current budget year. The historical deficits shown in the Operation & Maintenance Fund (O&M) and the Transportation Fund have been offset by transfers from surpluses in the Education Fund balance. Note the large difference in the Debt Service Fund in FY 2018 was due to a refunding that will save taxpayer’s over 1.6M in the next nine years due to lower interest costs. The budgeted deficits in the Transportation Fund and the Capital Projects Fund will be offset by the accumulated fund balances that exist in those respective funds.

Historical Net Change by Fund

	FY 2018	FY 2019	FY2020	FY2021	FY2022
	Actual	Actual	Actual	Actual	Budget
Educational	(\$405,969)	\$2,529,099	\$1,686,571	\$2,268,077	\$43,280
O&M	(\$124,498)	(\$1,239,753)	(\$903,855)	\$341,705	\$12,200
Transportation	\$241,413	(\$649,053)	(\$636,540)	(\$480,978)	(\$6,300)
Retirement	\$206,942	\$392,276	\$422,069	\$57,645	\$85,900
Capital Projects	\$3,307	\$122,095	\$31,224	\$22,506	(\$231,600)
Life Safety	(\$90,917)	\$947	\$2,879	\$4,555	\$4,100
Working Cash	\$87,501	\$350,136	\$410,913	\$177,160	\$148,700
Net Change for Tax Capped Funds	(\$82,221)	\$1,505,747	\$1,013,261	\$2,390,670	\$56,280
Debt Service	(\$10,933,280)	\$369,325	\$231,089	(\$301,696)	\$142,500
Net Change for All Funds	(\$11,015,501)	\$1,875,072	\$1,244,350	\$2,088,974	\$198,780

Debt

In 2002, the District issued general obligation school capital appreciation bonds (G.O. CABS) in the amount of \$17,723,526 and in 2004 issued an additional \$7,282,000 in general obligation school bonds. These funds were used primarily to build a new middle school and renovate 6 of the feeder school buildings. In 2007 the District issued 3 series of refunding limited bonds and taxable capital appreciation bonds, or CABS. Issue 2007A (Taxable G.O. Refunding CABS) were in the amount of \$5,973,000, Issue 2007B (G.O. Refunding Limited School Bonds) were in the amount of \$8,265,000, and Issue 2007C (Taxable G.O. Limited School Bonds) were in the amount of \$10,385,000. These funds were used to maintain cash flow and build up working cash reserves.

More recently, during the 2018 fiscal year, the board approved a refunding opportunity for the

callable portion of the district’s debt. This refunding was done solely to provide over \$1.6M in savings to our taxpayers in the form of reduced interest payments due on their tax bills.

The legal maximum amount of allowable debt without voter approval was established with the PTELL law of 1995, which currently limits the District to an annual debt service payment of no more than \$1,855,612. The table below shows the statutory debt limitation and current debt margin. For comparison purposes, last fiscal year’s statutory debt limitation was \$47,654,661, outstanding long term debt was \$14,929,501, and the resulting debt margin was \$32,725,160.

2020 Equalized Assessed Valuation	\$795,983,119
Percentage Limitation	6.9%
Statutory Debt Limitation	<u>\$54,922,835</u>
Less: Outstanding Long-term Debt*	<u>\$11,957,635</u>
Debt Margin	<u>\$42,965,200</u>

* As of June 30, 2021; excludes \$23,968,968 of accrued interest.

Source: RSM US LLP Audited Financial Statements for Oak Lawn-Hometown D123 FY 2021, pg. 29.

In July of 2019, Moody’s Investors Service upgraded the District’s debt rating to A1 due in part to continued monitoring of expenditures and projected revenue increases, which will bolster the district’s fund balance reserves (source: Moody’s Investors Service Credit Opinion Report, July 19, 2019). This A1 rating has remained unchanged as of this writing. Standard & Poor’s Investor Services issued D123 an A+ rating with a “stable” outlook in October of 2017, which has also remained unchanged to date.

Budget Outlook

The overall budget outlook is positive due in part to the receipt of anticipated federal stimulus dollars as well as cost containment measures the School Board approved in FY21 that consisted of staffing reductions via attrition in the areas of administration and support staff. The district will have an estimated fund balance reserve of approximately \$24M at fiscal year-end, which is projected to increase by approximately \$2.5M by the end of fiscal year 2026-2027 to \$26.5M, or 44% of anticipated expenditures that year. The projected 5 year fund balances will be above the minimum amount of fund reserves (25%) required by board policy.

These projections do not include the potential impact of legislative changes that could freeze property tax revenue, redistribute state funding and/or require additional contributions to employee pension costs, nor additional revenues provided by state or federal sources. These potential changes could dramatically change projections for all future years. Additionally, these projections assume recent average contract salary and benefit structures for all employees continue (2.5% on average annual increases for certified staff, 4% average annual increases for non-certified support staff). The contracts for both bargaining groups end at the conclusion of the 2021-2022 school year and future increases to the salary and/or benefit structure of either

group will impact the estimated operational reserve projection for the years beyond fiscal year 2021. The District’s Board and Administration continue to monitor these factors and will make recommendations regarding cost containment measures as needed to keep the budget balanced and an adequate fund balance reserve.

Expenditures that have historically rose more rapidly than general inflation include:

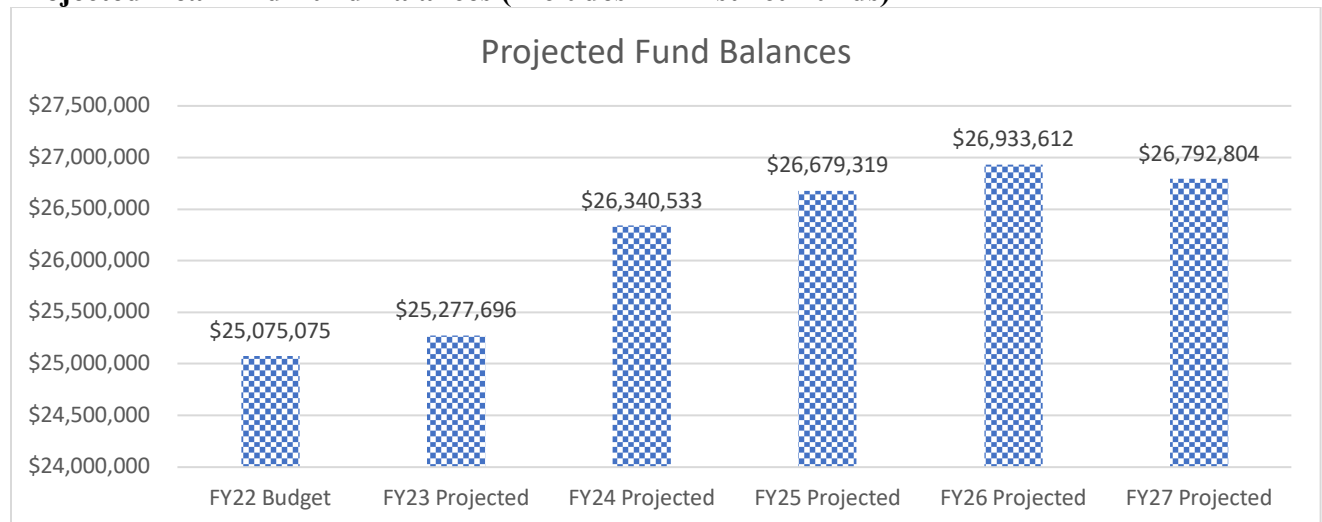
- Staff salaries
- Health insurance
- Special education costs (out of district tuitions and staff FTE increases in particular)

The following chart shows the district’s projected revenues, expenses and fund balances, considering all district funds:

Projected Revenues, Expenditures and Fund Balances (Includes All District Funds)

	2021-2022 Budget	2022-2023 Projected	2023-2024 Projected	2024-2025 Projected	2025-2026 Projected	2026-2027 Projected
Total Revenues	\$56,521,080	\$57,565,070	\$58,158,548	\$57,981,976	\$59,268,249	\$60,569,249
Total Expenditures	\$56,308,500	\$57,362,449	\$57,095,711	\$57,643,190	\$59,013,956	\$60,710,057
Surplus(Deficit)	\$212,580	\$202,621	\$1,062,837	\$338,786	\$254,293	(\$140,808)
Beginning Fund Balance	\$24,862,495	\$25,075,075	\$25,277,696	\$26,340,533	\$26,679,319	\$26,933,612
Ending Fund Balance	\$25,075,075	\$25,277,696	\$26,340,533	\$26,679,319	\$26,933,612	\$26,792,804

Projected Year End Fund Balances (Includes All District Funds)



Fiscal and Business Management Policy

- The Budget will be balanced to every extent possible.
- The District will maintain a fund balance of no less than 25% of revenues.
- The District will maintain long-term financial projections.
- The District will find operational cost savings while protecting educational programming.
- The District maintains an investment policy consistent with statute.
- The District maintains a debt policy consistent with statute.
- The District maintains a long-term capital facilities plan.
- The District maintains a long-term life safety plan.
- The District maintains a technology implementation plan.
- The District maintains an asset disposal policy.
- The District maintains a purchasing, contract and bid policy.

Student Performance Results

The School Report Card published annually by the State of Illinois provides comparative data which can be used as indices of academic effectiveness and resource management. The School Report Card documents the district's record in the key areas of performance and accountability. It should be noted that the pandemic has had a negative impact on the scores below, due to a loss of traditional instruction that the hybrid attendance model brings.

In the budgeting process, board directives, assessment feedback, and federal and state requirements help us allocate the dollars to maximize student achievement. Our student achievement is summarized via IAR (Illinois Assessment of Readiness) Scores, which is a district wide assessment all Illinois public schools administer each spring.

The following chart shows the IAR performance results for the District's six schools along with the Illinois averages. Note that while the District's data is from the 2020-2021 school year, the Illinois averages are from 2019, which is the most recent data available at the time of publishing. The percentages below indicate the percentage of students achieving at five levels (*did not meet expectations, partially met expectations, approached expectations, met expectations and exceeded expectations*). Students in the *met* or *exceeded expectations* categories are likely to be on track for the next grade level and ultimately for college and career readiness. More comprehensive and up to date student performance information is available at [IllinoisReportCard.com](https://www.illinoisreportcard.com)

IAR Assessment Results

Subject Area	<i>Did Not Meet</i>	<i>Partially Met</i>	<i>Approached</i>	<i>Met</i>	<i>Exceeded</i>
ELA - District (2021)	19%	27%	30%	23%	1%
ELA – State (2019)	16%	19%	26%	32%	6%
Math – District (2021)	20%	35%	29%	16%	0%
Math – State (2019)	16%	25%	27%	27%	5%

Source: Illinoisreportcard.com – IAR Results – please note 2019 Illinois State average data is the most recent data available at the time of printing.

Budget Additions/Changes 2021-2022

The District continues its commitment to narrow the achievement gap and to meet the needs of all students. The financial resources required to address these issues are significant.

The current budget assumes modest increases in revenue driven by the tax capped levy of 1.4 percent, a normal increase in Illinois Evidence Based Funding (EBF), and a one-time infusion of federal stimulus dollars.

The revenue increases are offset by expenditure increases driven by contractual salary escalations of 3% for certified staff and 4.0% for non-certified support personnel as required in the current bargained agreement. A board approved reduction plan of \$1M that was made possible by not replacing 13 support staff who voluntarily left or retired from the prior year, not replacing 7 certified staff, and reducing \$250,000 in various contractual costs. These moves helped lower the overall expenditure budget increase and stabilized the budget projections going forward.

The District Board and Administration will continue to weigh possible cost containment measures as necessary and will create a plan to implement these measures as appropriate. Cost containment measures always focus on ensuring the budget remains largely balanced in upcoming years to maintain at least 25% of annual expenses in reserve, while protecting current educational programs and services.

The District Background

The Village of Oak Lawn and the City of Hometown encompass 5.2 square miles bordering Chicago’s southwest side. The student body is diverse economically, racially, and culturally. The District is composed of 6 buildings serving 3,200 students. The District’s schools and administrative offices approximate more than 500,000 square feet of educational and multi-purpose space.

Budget Process/Timeline

The budget is a detailed financial communication plan for the new fiscal year, which runs from July 1st through June 30th. The annual budget process is comprised of five phases: planning, preparation, adoption, implementation, and evaluation.

Planning for the budget began with the development of the assumptions for revenue growth and the increase in expenditure levels to support program initiatives and facility improvements.

Preparation begins in October. The Board and administration review projections and discuss any changes in assumptions, if necessary, for the upcoming school year. Once those parameters are set, the district office administration begins a dialog with the building principals regarding upcoming needs by building. Allocations for building budgets and staff resources are based on enrollment forecasts and class size guidelines, along with building and departmental objectives.

Next, revenue estimates are compiled based on the latest information available from the county, state, and federal governments. Other local revenues include student fees, paid bus riders, interest, and other local monies, with estimates based on the previous year's receipts.

The Assistant Superintendent of Business is responsible for preparing the annual budget, which is made available for public inspection for at least thirty days prior to a public hearing.

Adoption: The Board may take final action to adopt the budget after the public hearing. The current fiscal year's budget must be adopted by no later than September 30th of each year.

Implementation takes place on July 1st.

Evaluation takes place on an ongoing basis, with monthly reviews of budget to actual spending analysis by fund.

The timeline below details how the budget process unfolds month by month:

October 2020

Discuss Board assumptions for FY22 budget approach (If any significant changes are proposed)

November 2020

Finalize Board assumptions for FY22 budget approach (If any significant changes are proposed)

December 2020

Provide options to the Board that meet assumptions (If necessary)

January 2021

Provide initial administrative recommendations (If necessary)

Board Meeting: Receive direction from the Board of Education (If necessary)

February 2021

Meet with Union leadership to discuss board directives (If necessary)

Committee of the Whole Meeting: Provide administrative recommendations (If necessary)

Board Meeting: Board action on administrative recommendations & present annual bond compliance report

March 2021

Board Meeting: Present names of personnel to Board for release and/or dismissal (If necessary).

Personnel must receive notifications of reductions by April 1st (May 1st for non-certified staff)

June 2021

Board Meeting: Present 1st draft of Tentative FY22 budget to Board; publish public display budget notice

August 2021

Board Meeting: Present 2nd draft of Tentative FY22 budget

September 2021

Board Meeting: Final FY22 budget presented for final approval

December 2021

Apply for Meritorious Budget Award

April 2022

Board Meeting: Present FY22 MBA Budget

Budgetary Control

Budgetary control is maintained at the district level and managed at the building level. Building level administrators control their budget by the encumbrance of estimated purchase amounts prior to release of purchase orders. Purchase orders that exceed the available account balances are not approved until the budget administrator can assure the expense can be compensated by under spending other budgetary line items. Those responsible for budgetary compliance may view their budgets and current spending online via the District's financial system. Fund balance, expenditure and revenue reports are provided to the Board of Education on a monthly basis.

Personnel Resources

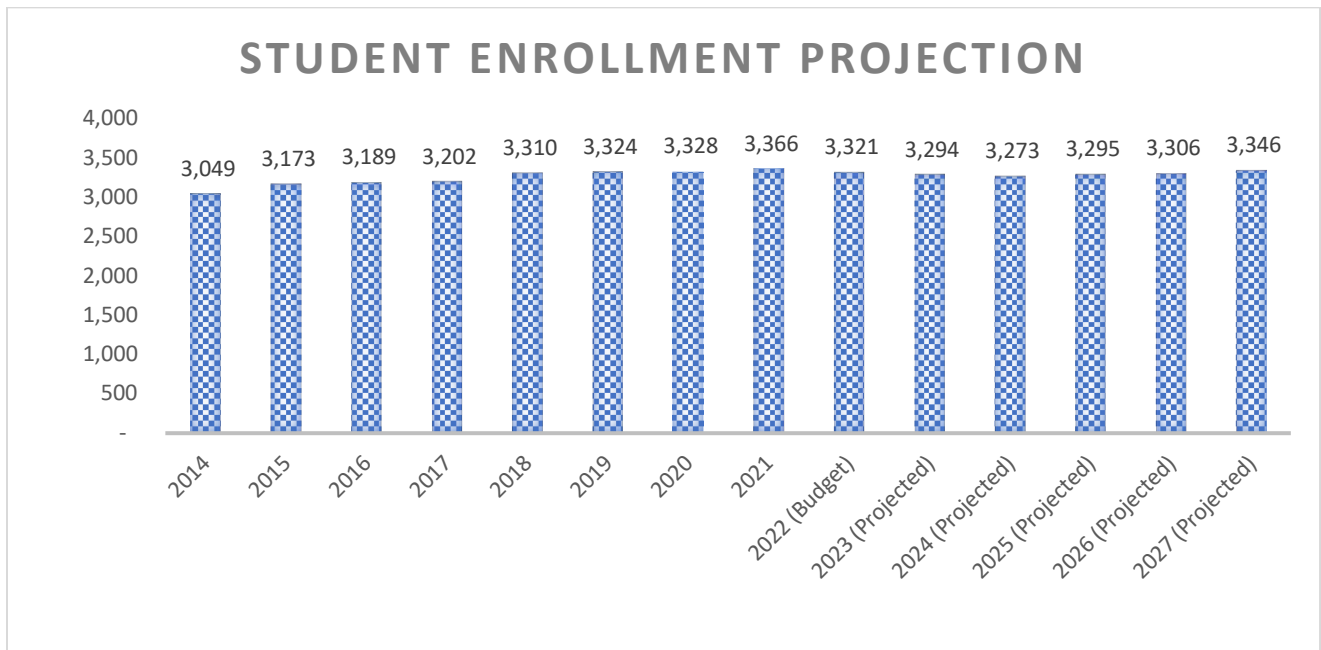
The 2021-2022 budget includes salaries based on a one year salary agreement ratified in the spring of 2021. Future fiscal years will be negotiated Public education is a staff-intensive business. Over 74% of the District's 2021-2022 operational budget dollars are for salaries and

benefits. The chart below shows the allocation between instructional, ancillary, and administrative staff. Ancillary staff includes teaching assistants, social workers, speech paths, psychologists, school nurses, guidance counselor, media staff, and curriculum specialists/instructional coaches. The decrease in positions for the current budget year are due to planned cost containment measures and were handled primarily by not replacing staff who either retired or voluntarily left the district at the end of the prior school year.

School Year	Instructional	Ancillary	Administrative	Total Staff
2017-2018	230	101	22	353
2018-2019	230	104	22	356
2019-2020	238	106	22	366
2020-2021	239	109	22	370
2021-2022	234	96	20	350

Student Enrollment Trends

While the District has experienced modest growth in enrollment over the last eight years, the future projection shows a flat trend to continue in the future. The district has adequate facilities to handle the anticipated enrollment projected below.



Construction Improvements

One major construction improvement project was completed in August 2021 at Hometown Elementary School, consisting of a 31 parking spot extension at the school’s southwest parking lot. Additional renovations of the media centers at Hometown Elementary and Oak Lawn-

Hometown Middle School will be completed in the summer of 2022, along with improvements to the HVAC system districtwide. Minor maintenance projects such as light landscaping, blacktop patching, and building security repairs are built into the current year Operations and Maintenance Fund budget.

Budget Closing

This 2021-2022 annual budget has been prepared to provide a meaningful financial presentation to our Board of Education, local citizens, and interested outside parties. We extend our appreciation to the members of the Board of Education for their interest and support in planning and conducting the financial operations of Oak Lawn-Hometown School District 123 in a responsible manner.

Respectfully,



Paul J. Enderle, Ed.D
Superintendent



Mike Loftin, Ed.D
Assistant Superintendent/CSBO



This Meritorious Budget Award is presented to

**OAK LAWN-HOMETOWN
SCHOOL DISTRICT 123**

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2020-2021.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, reading 'W. Edward Chabal', written over a horizontal line.

W. Edward Chabal
President

A handwritten signature in black ink, reading 'David J. Lewis', written over a horizontal line.

David J. Lewis
Executive Director



Organizational Section

Oak Lawn - Hometown School District 123
Budget FY 2022 – July 1, 2021 through June 30, 2022



District Directory
Fiscal Year 2022 - July 1, 2021 through June 30, 2022

Board of Education

		<u>Term Expires</u>
Brian Nichols	President	04-2025
Julie Misner	Vice President	04-2023
Jay Lurquin	Secretary	04-2025
Peter DeRousse	Member	04-2025
Jennifer Fortier	Member	04-2023
Jackie Lichter	Member	04-2025
Adriana Sebek	Member	04-2023



L to R: Jackie Lichter, Adriana Sebek, Brian Nichols, Jennifer Fortier, Jay Lurquin, Julie Misner, & Peter DeRousse

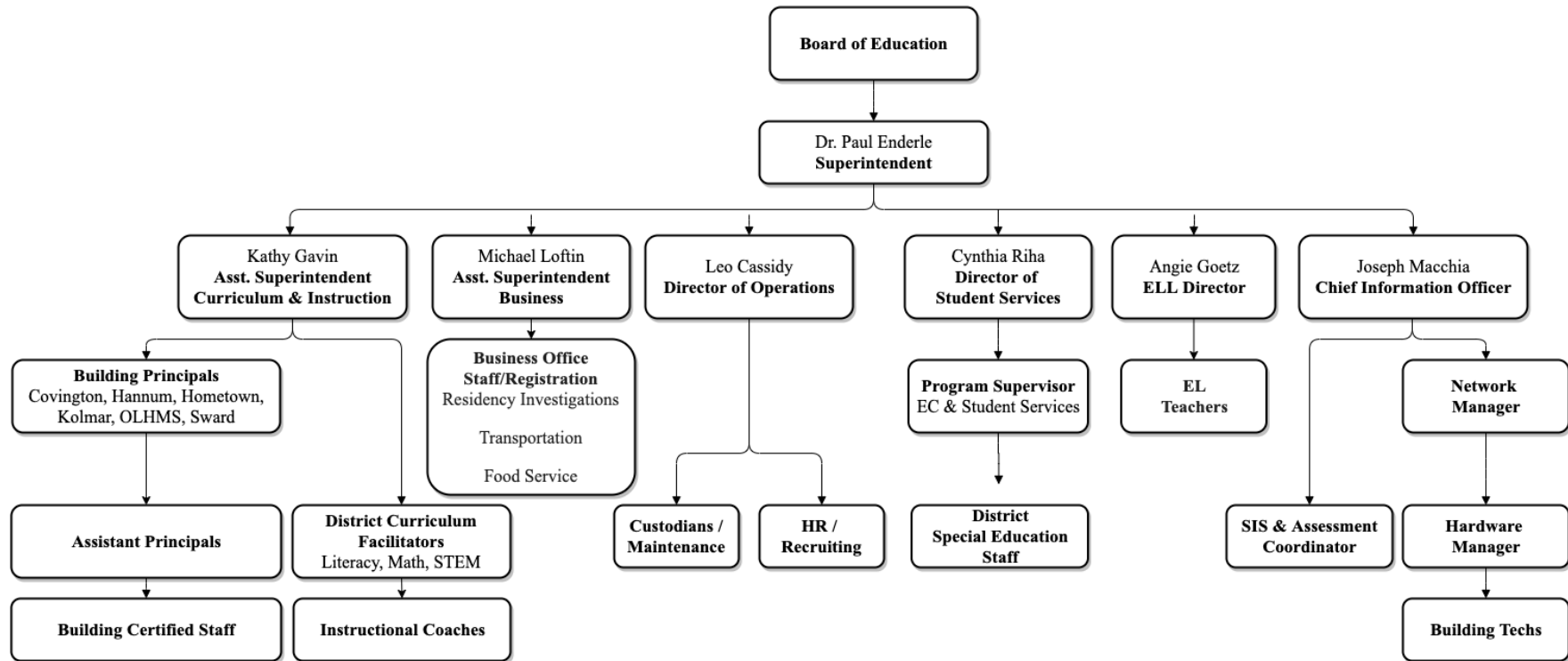
District Administration

Paul J. Enderle	Superintendent of Schools
Kathy Gavin	Assistant Superintendent Curriculum/Instruction
Michael Loftin	Assistant Superintendent/CSBO
Joseph Macchia	Assistant Superintendent/Chief Information Officer
Cynthia Riha	Director of Special Education
Angela Goetz	Director of English Learner Programs
Leo Cassidy	Director of Operations
Kathleen Spreitzer	Director of Literacy and Intervention

Building Administration

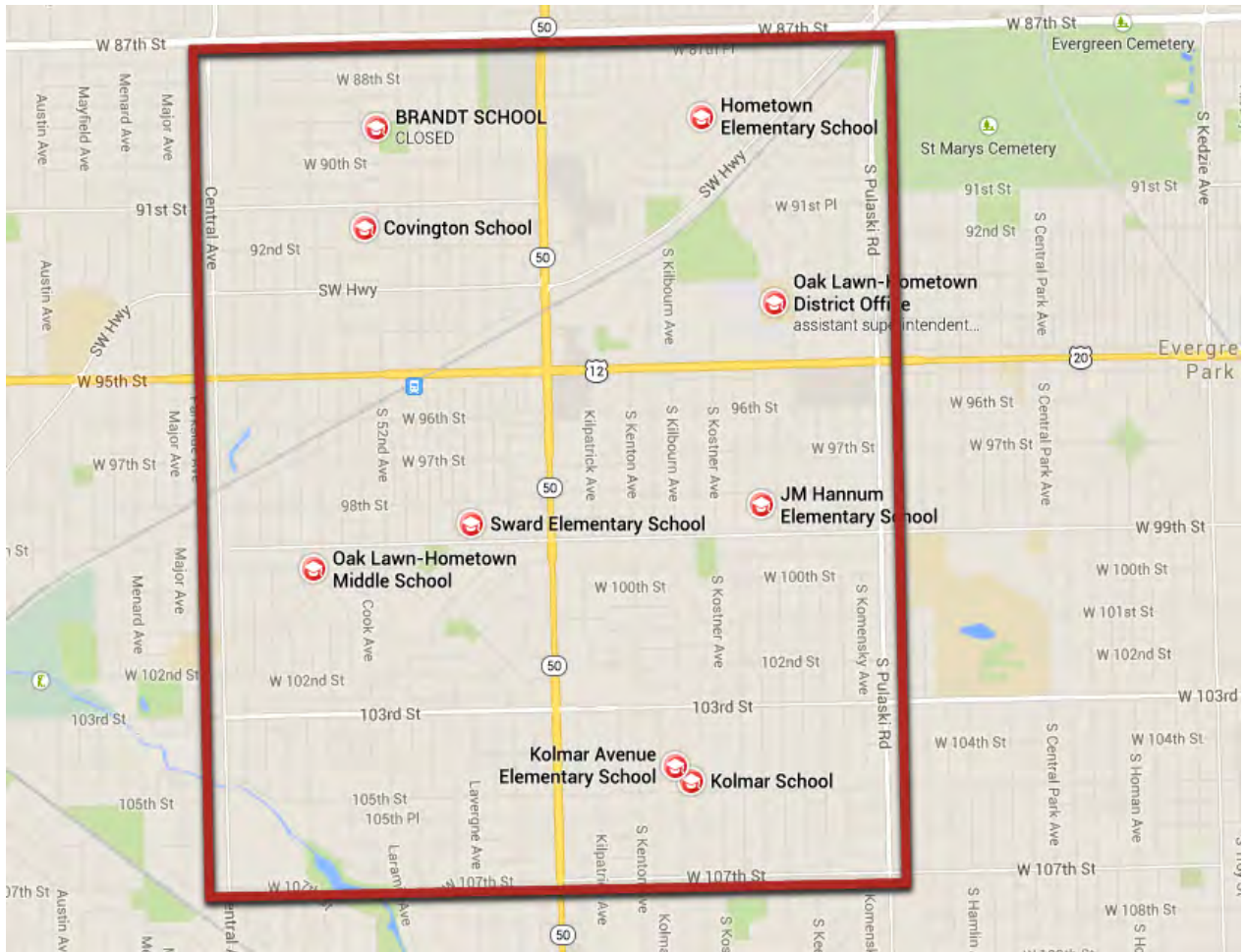
John Wawczak	Principal, Covington School
Anne Marie McGovern	Principal, Hannum School
Amanda Bencik	Principal, Hometown School
David Creech	Principal, Kolmar School
Sean McNichols	Principal, Oak Lawn Hometown Middle School
Donald Hantson	Assistant Principal, Oak Lawn Hometown Middle School
Candace Kramer	Principal, Sward School

Oak Lawn Hometown School District 123 Hierarchy



Note that some business office functions are shared across several administrators. For example, Federal program administration duties are shared by Kathy Gavin (Title I and Title II), Cynthia Riha (IDEA and IDEA Preschool), and Angela Goetz (Title III). Expenditure reporting for all federal programs are processed by business office staff.

District Boundary Map



Source: Google Maps

Oak Lawn

Hometown

Incorporated: 1909
Size: 8.59 square miles

Incorporated: 1953
Size: 0.48 square miles

2019 Census Data

2019 Census Data

Population: 55,022
Median Household Income: \$64,476
Median Home Value: \$204,000
Source: www.census.gov

Population: 4,177
Median Household Income: \$50,548
Median Home Value: \$117,100
Source: www.census.gov

District Legal and Accounting Structure

The Legal Structure of the District

Oak Lawn-Hometown School District 123 is a municipal corporation governed by a Board of Education, which is elected by the public and has the exclusive responsibility and accountability for the decisions it makes. The District has the statutory authority to adopt its own budget, levy taxes, and issue bonded debt without the approval of another government. It has the right to buy, sell, lease, or mortgage property in its own name. Based on these criteria, the District is considered a primary government and there are no other organizations or agencies whose budgets should be combined and presented with this budget.

The District's six schools serve students in grades pre-k to 8. The schools are:

Covington School	9130 South 52 nd Avenue, Oak Lawn	490 Enrolled
Hannum School	9800 South Tripp Avenue, Oak Lawn	417 Enrolled
Hometown School	8870 South Duffy Avenue, Hometown	367 Enrolled
Kolmar School	10425 South Kolmar Avenue, Oak Lawn	395 Enrolled
Oak Lawn Hometown Middle School (OLHMS)	5345 West 99 th Street, Oak Lawn	1,092 Enrolled
Sward School	9830 South Brandt Avenue, Oak Lawn	560 Enrolled

The District also owns three additional buildings that are rented and/or house administration services:

Brandt School (Rented to Parkland Prep Academy)	8901 South 52 nd Avenue, Oak Lawn
District 123 Administration Center/Gaddis School	4201 West 93 rd Street, Oak Lawn
McGugan School (Rented to Advocate Health)	5220 West 105 th Street, Oak Lawn

Upon graduation, Oak Lawn-Hometown Middle School students may attend one of two public high school districts depending on where in Oak Lawn they reside: District 229 (Oak Lawn High School) or District 218 (Richards High School). Additionally, there are several private and/or parochial high schools nearby that our 8th grade graduates have the option to attend.

The Communities

The portions of Oak Lawn and Hometown that encompass Oak Lawn-Hometown School District 123 are approximately 5.2 square miles bordering Chicago's far southwest side. The villages are close to downtown Chicago (approximately 15 miles away) and accessible via the Tri-State Tollway I-294, Interstate 55, or Interstate 57. Public rail service is provided via the Metra line and the CTA Orange Line. Midway Airport is 10 minutes north of both villages. Oak Lawn and Hometown are both served by Advocate Christ Medical Center (a Level 1 trauma center), and both towns provide a wide range of services and recreation opportunities for its residents.



Vision/Mission/Belief Statement

Our Vision (What we strive to become)

A dynamic and supportive environment that ignites lifelong learners who embrace diversity and contribute positively to our community and global society

Our Mission (What we do today to achieve our vision)

Preparing today's learner for tomorrow's world

Our Core Values

Children

We believe each child has unlimited potential and deserves equal access to challenging and comprehensive learning experiences in an optimal learning environment.

People

We believe in recruiting, hiring and retaining quality and diverse staff, developing positive relationships, and providing meaningful, continuous learning.

Learning

We believe in providing an engaging and active educational experience infused in whole-child success and community engagement to foster lifelong learning.

Communication

We believe transparency and open two-way communication build positive relationships, trust, and pride.

Collaboration

We believe that teamwork and collective problem solving are essential to success.

Integrity

We believe in modeling honesty and maintaining a respectful and ethical learning environment.

Responsibility

We believe in demonstrating responsibility with all resources and being accountable to the highest standards.

Community

We believe in public service and building partnerships between families, schools, and our community.

Our Strategic Goals

1. Whole Child Success: Building foundational mastery, supportive schools, and high expectations.
2. Active Learning: Growing engaged problem solvers and empowered creators.
3. Operational Excellence: Maintaining a thriving workforce, optimal facilities, and fiscal responsibility.
4. Community Spirit: Looking outward, adding value, and building trust.

District Composition

Oak Lawn-Hometown School District 123 is a comprehensive elementary school district that supports 5 neighborhood elementary schools and 1 middle school that serves grades 6 to 8. The district is a legally separate taxing body with a seven member Board of Education elected by eligible voters residing within the district’s boundaries.

Our district serves a diverse student body. The racial/ethnic background of its student body with statewide demographics provided for comparison is summarized in the table below:

	Year	White (%)	Black (%)	Hispanic (%)	Asian (%)	American Indian (%)	Two or More Races (%)
District	2021	45.3	7.3	42.2	2.4	0.4	2.4
State	2021	46.7	16.6	27	5.4	0.3	3.9

(source: Illinois Interactive Report Card 2021)

Additional student demographic information is summarized below:

	Year	English Learners (%)	With Disabilities (%)	Low Income (%)	Homeless (%)	Student Attendance (%)
District	2021	18.4	15.0	47.7	0.2	92.3
State	2021	12.9	15.0	48.1	1.7	92.5

(source: Illinois Interactive Report Card 2021)

Educational Environment:

	Year	Teacher Attendance – Percentage Absent 10 or Fewer Days (%)	Faculty with Master’s Degrees or Higher (%)	Student Teacher Ratio (Elementary)
District	2021	83.8	69.4	19:1
State	2021	85.7	64.3	17:1

(source: Illinois Interactive Report Card 2021)

Faculty Racial/Ethnic Background:

Domain	White (%)	Black (%)	Hispanic (%)	Asian (%)	American Indian (%)	Two or More Races (%)	Male (%)	Female (%)
District	91.9	0.4	3	1.7	0.4	2.5	12	88
State	83	6	6	1	0.2	0.8	23	77

(source: Illinois Interactive Report Card 2021; State data from Illinois Interactive Report Card 2019, the latest data available)

Strategic Plan Goals and Outcomes

GOAL 1: WHOLE CHILD SUCCESS

(\$1,889,200 is budgeted to meet this goal, in addition to salary & benefit costs)

Initiative A: Implement rigorous, coherent, and content-rich written curriculum

- A1. Each student will master the foundational skills of mathematics, writing, and the advanced communication skills of reading comprehension, writing, speaking, and active listening through meeting or exceeding readiness standards and personalized growth targets by the end of each grade.
- A2. Each student will enter kindergarten ready to learn with the social-emotional and developmental skills necessary to access the curriculum and reach readiness standards by the end of 3rd grade.
- A3. Each school has access to a useful local assessment data warehouse to track student outcomes of curricular skills and standards.
- A4. Each teacher will have access to a coherent and user-friendly curriculum with topics and standards develop from teams of educators in the district.
- A5. Each student, family, and teacher is given a list of precisely what they will learn in that grade level or course at the beginning of a grade level or course.

Success Measures: Local assessments, standardized assessments, rubrics, written curriculum products, parent & teacher surveys, and alignment checklists.

Initiative B: Support social-emotional well-being

- B1. Each student will undergo social-emotional screenings from kindergarten through 8th grade.
- B2. The District will implement a comprehensive framework to support student social-emotional development.
- B3. Each school will develop a plan to implement the teaching of social-emotional developmental skills, restorative practices, and cultural awareness within the school day for each student.
- B4. Each student will develop adequate social and emotional evidence-based skills and mindsets that facilitate and foster success in school and life.

B5. Each student will develop lifelong healthy living habits, including physical, mental and social-emotional self care.

Success Measures: Standardized social-emotional screener data, student data, student/parent surveys, bias assessment, and student self-care survey.

Initiative C: Create challenging classrooms

C1. Each student is given challenging work in a personalized fashion no matter where they are on the academic continuum.

C2. The district establishes common criteria for determining placement and flexible programming for all students, as well as methods of engaging families in the process and branding the program.

C3. Each student is challenged by using adaptive practices, grouping, acceleration, advanced curriculum, and other programs within and outside the school day.

C4. Each teacher is committed to and has the knowledge to create challenging lesson plans and enrichment experiences, and is able to gauge regular productive struggle in each learner by increasing the frequency, type, and quality of student performance feedback.

Success Measures: Local assessments, standardized assessments, parent & student surveys, participation rates, student enter/exit data, alignment checklists, lesson plan structure, and teacher surveys.

GOAL 2: ACTIVE LEARNING

(\$1,767,400 is budgeted to meet this goal, in addition to salary & benefit costs)

Initiative A: Initiate student agency through project-based learning

A1. The district will adopt a research-based high quality project learning model to guarantee access and consistent implementation for each student.

A2. Each teacher will plan projects that require the application of knowledge in multiple disciplines and contexts to help students develop transferability knowledge.

A3. Each student is exposed to authentic project-based learning as active and responsible participants in their own learning, demonstrating initiative and ownership over learning.

A4. Each student will develop skill-sets related to problem-solving, collaboration, critical thinking, quality production, self-direction, and overall engagement in learning.

A5. Each student graduates prepared to achieve postsecondary and career aspirations.

Success Measures: Problem based learning model, frequency measures, engagement surveys (student and teacher), teacher application rubrics, success indicator rubrics, postsecondary survey, analysis of student capstone projects, essays, exhibits & portfolios.

Initiative B: Empower students as critical creators and designers

B1. Each teacher can plan learning lessons that require students to design and create regular products that demonstrate understanding, application, and transferability of knowledge.

B2. Each student is provided experiences centered on a properly vetted group of essential skills for success in a connected world and is empowered through voice and choice to become designers of the learning process.

B3. The district adopts and implements a digital citizenship curriculum to teach students safe, responsible, and ethical technology use for media creation and evaluating their own work.

B4. Each student practices being a critical thinker, a collaborative worker, a self-directed worker, and a quality producer by developing a tinkering mindset, through exposure to STEM, makerspace and gamified experiences, as well as applying computational thinking.

B5. Each student is provided self-directed opportunities to initiate their own learning, as well as self-managers who are able to finish tasks and persevere when things get difficult. Students can accurately evaluate and archive their own authentic work.

Success Measures: Lesson plan structure, surveys, rubrics, alignment checks, disciplinary data, student self-assessments, student portfolio development.

GOAL 3: OPERATIONAL EXCELLENCE

(Due to the fact that many of the objectives below are mostly behavioral in nature, minimal budget dollars are required to meet this goal. The FY22 Budget provides for an ending operational fund balance of \$18,220,108, which is 37.6% of budgeted expenditures and above the minimum goal of 25% of expenditures.)

Initiative A: Recruit and hire quality and diverse staff

A1. The district implements intentional recruitment efforts including building relationships and effective networks of educational partners in higher education who share similar values and produce high quality educators.

A2. The district creates promotional materials that reflect the expectations of the school district and demonstrate the value of quality and diversity within the system.

A3. The district attracts a diverse staff reflecting, to the extent possible, the diversity of the student body.

A4. Each incoming staff member engages in hiring and onboarding activities that reflect the district's mission, vision, and values, as well as internal processing efficiencies.

A5. Each student is exposed to highly qualified and licensed professionals hired with demonstrated competencies to achieve the district's mission, vision, and values.

Success Measures: Recruitment/Hiring ratios, tracking sheets, staff quality surveys, product development, annual staff diversity report, onboarding checklist, staff surveys, turnover rates, student surveys, staff evaluation data, productivity reports.

Initiative B: Enhance collective efficacy

B1. Each student experiences staff members who receive regular job-embedded professional development activities focused on relevant competencies and strategies described in the strategic plan, as well as the district professional learning values.

B2. Each teacher explores pedagogy that engage and challenge students to develop proficiency with foundational skills and connect these skills with student interests and real life applications.

B3. Each student is supported by staff who receive social-emotional, self-care and diversity training.

B4. Each staff member is engaged, dedicated to and motivated by their work, and part of a learning community that shares knowledge, grows together, and sets realistic goals.

B5. Each school practices common data review processes and collaboration structures that make informed decisions about effective teaching and learning processes.

Success Measures: Staff surveys, collaboration team feedback, classroom walk throughs, and local/state assessments.

Initiative C: Develop optimal learning spaces

C1. The district conducts an annual review of the Capital Renovation Plan to support optimal learning environments to meet the changing needs of students and staff.

C2. The district develops a blueprint of facility standards and expectations, including how the district's learning spaces will be used to support the strategic plan goals.

C3. The district manages the effects of student population shifts to ensure that all students, teachers, and staff have access to quality facilities, resources, and instructional programs.

C4. Each school has flexible facility designs that allow all stakeholders to re-configure spaces to meet the needs of specific populations, as well as the learning environments needed to achieve the goals of the strategic plan.

C5. Each student learns in attractive, safe, and engaging spaces and grounds that engage them in active and meaningful ways.

Success Measures: Reviews of capital renovation plan, cost projections, annual facility review, enrollment projections, surveys of staff and parents, and assessment of facility adaptability.

Initiative D: Advance fiscal productivity

D1. The district projects costs and manages operations associated with Strategic Plan initiatives within budgetary limitations to ensure successful planning and allocation of resources.

D2. The district manages resources efficiently, effectively, and transparently to enhance learning and demonstrate trust in the community.

D3. The district plans, manages, monitors, and reports spending to provide decision makers and the community with a reliable, accurate, and complete view of the financial performance of the educational system at all levels.

D4. The district uses the Smarter School Spending process to align resources (people, time, and money) with instructional initiatives for improving student achievement.

D5. The district will demonstrate fiscal responsibility by maintaining a balanced budget and align fund balances within School Board policy parameters.

Success Measures: Strategic plan cost analysis, Smarter School Spending process, Baldrige Self-Assessment, Meritorious Budget Award, Comprehensive Annual Financial Report, Certificate of Excellence, assessment of cost savings, and balanced budget projections.

GOAL 4: COMMUNITY SPIRIT

(\$156,100 budgeted to meet this goal, in addition to salary & benefit costs)

Initiative A: Utilize targeted outreach

A1. The district secures annual outreach targets based on feedback from the Board of Education and administrative recommendation.

A2. The district engages with specific community partners, deepening relational integration that promotes outgrowth that adds value and trust to both the school district and community.

A3. The district will make every effort to provide families healthcare and social service information and resources through increased community partnering connections.

A4. Each school engages families in the learning process by developing activities with diverse communities, provide welcoming environments that grow family involvement and use family friendly language that is comfortable and inviting for all.

A5. Each student's family is provided regular opportunities for two-way communication and informed of learning events designed for parents, which include strategies which empower them in advocacy and support of their children's education and growth.

Success Measures: Partner surveys, focus groups, administrator & teacher feedback, volunteer rates, annual events calendar, and service learning rates.

Initiative B: Build reciprocal relationships

B1. The district seeks to develop reciprocal relationships with the community, intentionally connecting our students with the community and the community with our students.

B2. The district will build upon, enhance and support existing partnerships to ensure student success, as well as seek to create and engage new partnerships that align with strategic priorities of the school system.

B3. Each school initiates opportunities to develop relationships that provide reciprocal support that add value to the school and community, provide authentic educational experiences, and serve to build trust.

B4. Each student is aware of and has the opportunity to actively serve in school and community partnerships as volunteers and through service projects.

Success Measures: Partner surveys, focus groups, feedback from teachers/administrators, use of rubrics, volunteer rates, service learning rates.

Initiative C: Grow community trust

C1. The district will look outward to strategic partners and develop community trust with colleges, social service agencies, community groups, parochial organizations, local leaders, public officials, and businesses to improve student learning and respond to greater community needs.

C2. The district will outline procedures and guidelines for tightly modeling formalized school partnerships.

C3. The district will develop a communications plan to include the use of multiple communications strategies that serve to inform and engage the community in school district information.

C4. The district will regularly remain in close communication with and engage all community partners, informing them of new developments, listening to their unique needs, and purposely bringing them together.

C5. Each school will continue to make family and community collaboration an integral part of school culture.

Success Measures: Partner surveys, exit interviews, partnering agreements, assessment of our annual communication plan report, tracking of news stories, partnering efforts, and building goal setting.

District Budget Policies/Processes

State Budget Requirements

[Section 105 Illinois Compiled Statutes 5/17-1]

Annual Budget. The board of education of each school district under 500,000 inhabitants shall, within or before the first quarter of each fiscal year, adopt an annual budget which it deems necessary to defray all necessary expenses and liabilities of the district, and in such annual budget shall specify the objects and purposes of each item and amount needed for each object and purpose.

The budget shall be entered upon a School District Budget form prepared and provided by the State Board of Education and therein shall contain a statement of the cash on hand at the beginning of the fiscal year, an estimate of the cash expected to be received during such fiscal year from all sources, an estimate of the expenditures contemplated for such fiscal year, and a statement of the estimated cash expected to be on hand at the end of such fiscal year. The estimate of taxes to be received may be based upon the amount of actual cash receipts that may reasonably be expected by the district during such fiscal year, estimated from the experience of the district in prior years and with due regard for other circumstances that may substantially affect such receipts. Nothing in this section shall be construed as requiring any district to change or preventing any district from changing from a cash basis of financing to a surplus or deficit basis of financing; or as requiring any district to change or preventing any district from changing its system of accounting.

The board of education of each district shall fix a fiscal year, therefore, if the beginning of the fiscal year of a district is subsequent to the time that the tax levy for such fiscal year shall be made, then such annual budget shall be adopted prior to the time such tax levy shall be made.

Such budget shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to public inspection for at least 30 days before final action thereon. At least 1 public hearing shall be held as to such budget prior to final action thereon. Notice of availability for public inspection and of such public hearing shall be given by publication in a newspaper published in such district, at least 30 days prior to the time of such hearing. If there is no newspaper published in such district, notice of such public hearing shall be given by posting notices thereof in 5 of the most public places in such district. It shall be the duty of the secretary of such board to make such tentative budget available to public inspection, and to arrange for such public hearing. The board may from time to time make transfers between the various items in any fund not exceeding in the aggregate 10% of the total of such fund as set forth in the budget. The board may from time to time amend such budget by the same procedure as is herein provided for its original adoption.

The District begins the budgeting process in the fall with administrative meetings and a discussion of Board assumptions. Historically, Board directives include any considered expenditure cuts to exclude line items that would have an adverse effect on educational programming.

The resulting budget reflects the financial support of the goals and objectives of the District. Principals provide information and budget requests in order to continue programs and, if aligned with strategic plan goals, expand programs.

A zero-based budgeting process is used for all salaries and benefits plus major expenses in all budget areas. Principals and district office administration submit their requests to the Assistant Superintendent for Business and Operations who then compiles the budget.

The District has developed a facility plan to address the maintenance needs of the district buildings and grounds. The facility plan is a proactive approach to complete the highest priority maintenance needs over the next five years.

The District has developed and continues to update Five Year Financial Projections. The Board, Superintendent, and Assistant Superintendent for Business review the budget preparation to monitor compliance with the Five Year Financial Projections and to take into consideration mandated changes that might affect the District's financial future.

In June, the 1st Tentative Budget is presented to the Board for its first review. At that time, the Board obtains a broad picture of the budget and approves the budget for public review. In August, the 2nd Tentative Budget is presented in near final form. The Final Budget is approved at

the September Board meeting after a public hearing is held. The detailed budget planning calendar is provided below.

2021-2022

Budget Planning Calendar

October 2020

Discuss Board assumptions for FY22 budget approach (If any significant changes are proposed)
Discuss and approve board travel/expense budget for FY21

November 2020

Finalize Board assumptions for FY22 budget approach (If any significant changes are proposed)

December 2020

Provide options to the Board that meet assumptions (If necessary)

January 2021

Provide initial administrative recommendations (If necessary)
Board Meeting: Receive direction from the Board of Education (If necessary)

February 2021

Meet with Union leadership to discuss board directives (If necessary)
COTW: Provide administrative recommendations (If necessary)
Board Meeting: Board action on administrative recommendations & present annual bond compliance report

March 2021

Board Meeting: Present names of personnel to Board for release and/or dismissal (If necessary).
Personnel must receive notifications of reductions by April 1st (May 1st for non-certified staff)

June 2021

Board Meeting: Present 1st draft of Tentative FY22 budget to Board; publish public display budget notice

August 2021

Board Meeting: Present 2nd draft of Tentative FY22 budget

September 2021

Board Meeting: Final FY22 budget presented for final approval

December 2021

Apply for Meritorious Budget Award

January – June 2022

Board Meeting: Present FY22 MBA Budget

Budget Management Process

Throughout the year, administration at the district and building level review monthly transaction reports. The District's financial software provides online, real time access to budgeting information for budget administrators. A largely paperless purchase order system is utilized. Purchase orders are approved if budget resources are available. A receiving process is utilized to ensure receipt of all goods ordered. The human resources and payroll systems are integrated, and a position control system is used for the monitoring of compensation and benefits and an electronic timekeeping system is utilized to track hourly employee time and attendance. Throughout the year, the Board of Education discusses the Five Year Financial Projections as needed and is provided information regarding its comparison to the budget. The Board of Education reviews financial results compared to budget on a monthly basis. The Board is very cognizant of the budget's sensitivity to salaries, CPI, and increased costs for technology, services, supplies and equipment.

Board Policies

Budget Adoption and Publication

The District will prepare a budget in tentative form and present it to the Board of Education. The Tentative Budget will be placed on display for a period of 30 days. The Board of Education will approve the budget no later than the end of the first quarter of the fiscal year, as provided for in the Illinois School Code.

Investment Policy

The District maintains a set of procedures for the investment of School District funds. The policy is in compliance with the Public Funds Investment Act. The Chief Investment Officer of Oak Lawn-Hometown School District 123 is Mr. Terry LaBella, Treasurer of Worth Township. Oak Lawn-Hometown School District 123's resources are pooled with other local schools to maximize investment returns and minimize investment costs. The following objectives and summary elements of the policy are included below:

Investment Objectives

The objectives for the School District's investment activities are:

1. **Safety of Principal** - Every investment is made with safety as the primary and over-riding concern. Each investment transaction shall ensure that capital loss, whether from credit or market risk, is avoided.
2. **Liquidity** - The investment portfolio shall provide sufficient liquidity to pay District obligations as they become due. In this regard, the maturity and marketability of investments

shall be considered.

3. **Rate of Return** - The highest return on investments is sought, consistent with the preservation of principal and prudent investment principles

4. **Diversification** - The investment portfolio is diversified as to materials and investments, as appropriate to the nature, purpose, and amount of the funds.

Additional elements of the Board's investment policy 4:30 include:

- A listing of authorized investments.
- The standard of care that must be maintained by the persons investing the public funds.
- Investment and diversification guidelines that are appropriate to the nature of the funds, the purpose for the funds, and the amount of the public funds within the investment portfolio.
- Guidelines regarding collateral requirements, if any, for the deposit of public funds in a financial institution made pursuant to the Act, and, if applicable, guidelines for contractual arrangements for the custody and safekeeping of that collateral.
- A system of internal controls and written operational procedures designed to prevent losses of funds that might arise from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees of the district.
- Performance measures that are appropriate to the nature of the funds, the purpose for the funds, and the amount of the public funds within the School District's investment portfolio.
- Appropriate periodic review of the investment portfolio, its effectiveness in meeting the School District's need for safety, liquidity, rate of return, and diversification, and its general performance.
- A procedure for the selection of investment advisors, money managers, and financial institutions.
- A policy regarding ethics and conflicts of interest.

Contracts and Purchasing

The District maintains a set of procedures and approval process for contract approval, bid requirements and awards and for purchasing in accordance with 105 ILCS 5/10-20.21 in section 4:60 of the Board of Education Policy Manual. The policy includes:

- Guidelines and dollar amounts for bids and quotes.

- Guidelines and dollar amounts for contract approvals.
- Pre-approval of purchase orders before purchasing.
- Purchasing within budgetary limitations.
- Board approval of lease agreements.
- Cooperative purchasing
- Conflict of interest and ethical guidelines.

Fund Balance Policy

The board recognizes the importance of financial planning to ensure the highest quality educational programs are available for all students. To facilitate unforeseen financial delays, the board targets a minimum fund balance of 25% of expenditures, which represents ninety days of operation. The date of measurement for this policy is June 30th of each year, based on data in the district's Annual Financial Report filed with the Illinois State Board of Education. If the balance ever falls below the 25% target, the Board shall budget to restore the balance to no less than the target.

Fund Structure and Measurement Basis

The district uses a modified accrual basis of accounting. Using modified accrual accounting, revenues are recognized when they become available and measurable, and expenses are recorded in the fiscal year that the purchase is intended for, regardless of the fiscal year when the funds were actually spent.

Financial administration requires that each transaction be identified for administrative and accounting purposes. The first identification is by "fund," an independent fiscal and accounting entity requiring its own set of self-balancing accounts, which is created in accordance with special regulations, restrictions, and limitations that earmark each fund for a specific activity or for attaining certain objectives (**See Explanation of Funds**). Each fund must be accounted for so that the identity of its resources and obligations and its revenues and expenditures is continually maintained.

Revenues and Other Financing Sources

- A. Transactions to be recorded as revenues are those that represent the receipt of cash without creating a liability or without canceling an asset. For example, tax collections are revenues, but cash received from the sale of bonds is an Other Financing Source since a concurrent obligation is incurred to repay at a later date. Revenues act to increase the fund balance, i.e., the equity of the fund. The District's accounting records are on a cash basis; revenues are recorded only when actually received. The budget format is also on a cash basis. For easier use, the term "revenues" as it is used throughout this document includes revenues and other financing sources, except in the line-item detail of the budget itself.
- B. School system revenues are derived from these sources: local, state, and federal.

1. Revenue from local sources is the amount of money earned within the boundaries of the LEA and available for its use, including property taxes and investment earnings.
2. Revenue from state sources is revenue from funds collected by the state and distributed to LEAs, such as state aid, state grants, and state categorical payments.
3. Revenue from federal sources is revenue from funds collected by the federal government and distributed to LEAs, such as grants for federal programs. It is unimportant whether the funds are distributed directly to the LEA system by the federal government or through some intervening agency, such as the State.

Expenditures and Other Financing Uses

- A. **Transactions** recorded in the appropriation, expenditure, and encumbrance ledger are commonly referred to as expenditure transactions and represent the payment of cash or the establishment of an obligation (encumbrance) without creating an asset or without canceling a liability. For example, payment of a teacher's salary is an expenditure, but cash disbursed to purchase a United States Treasury bill is not an expenditure since a concurrent right is created to receive cash at a later date. An example of an Other Financing Use is a transfer of money between Funds.
- B. **Fund** – Defines the overall purpose of the funds. Specific fund dimensions are discussed in **Explanation of Funds** of this part.
- C. **Function** – Function means the action or purpose for which a person or thing is issued or exists. Function includes the activities or actions, which are performed to accomplish the objectives of the enterprise. The activities of a local school system are classified into six broad areas: Instruction, Supporting Services, Community Services, Non-Programmed Charges, Debt Services, and Provision for Contingencies. Functions and sub-functions consist of activities, which have somewhat the same general operational objectives. Furthermore, categories of activities comprising each of these divisions and subdivisions are grouped according to the principal that the activities should be combinable, comparable, relatable, and mutually exclusive.
- D. **Object** – This dimension is used to describe the service or commodity obtained as a result of a specific expenditure. The object categories are Salaries, Employee Benefits, Purchased Services, Supplies and Materials, Capital Outlay, Other Transfers, and Tuition.
 1. Salaries – The total amount regularly paid or stipulated to be paid to an individual, before deductions, for personal services rendered while on the payroll of the LEA. Payments for sabbatical leave are also considered salary.
 2. Employee Benefits – Compensation, in addition to regular salary, provided to an employee. This may include such benefits as health insurance, life insurance, annual leave, sick leave, retirement, and social security.
 3. Purchased Services – Personal services rendered by persons who are not on the payroll of the LEA and other services, which may be purchased by the LEA.

4. Supplies – A material item of an expendable nature that is consumed, worn out, or deteriorated in use
5. Equipment/Capital Outlay – Any instrument, machine, apparatus, or set of articles which (a) retains its original shape and appearance with use and (b) is non-expendable, i.e., if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to repair it than to replace it with an entirely new unit.
6. Tuition – Money charged by a LEA or educational institution for a period of time, not including special charges as for books and laboratory fees.

Explanation of Funds

The District finances most of its functions through the *Governmental Funds*. The District accounts for the acquisition, use and balances of the District's expendable financial resources and the related liabilities (arising from cash transactions) through governmental funds, which include the General Fund, Special Revenue Fund, Debt Service Fund, and Capital Projects Fund.

The general operating fund of the District is the General Fund, which consists of the Educational Fund and the Operations and Maintenance Fund. It is used to account for all financial resources except those required to be accounted for in another fund.

Educational Fund

The greatest variety and largest volume of transactions shall be recorded here because the Educational Fund covers all transactions that are not specifically covered in another fund. Certain expenditures that must be charged to this fund include the direct costs of instructional, health and attendance services, lunch programs, all costs of administration (even those for buildings and grounds), and related insurance costs. Certain revenues that must be credited to this fund include educational tax levies, tuition, and equipment rentals.

Operations and Maintenance Fund

All costs of fuel, lights, gas, water, telephone service, custodial supplies and equipment, maintaining, improving, or repairing school buildings and property, renting buildings and property for school purposes, or paying of premiums for insurance on school buildings shall be charged to the Operations and Maintenance Fund.

Oak Lawn-Hometown School District 123 uses the Special Revenue Fund, which consists of the Transportation Fund and the Municipal Retirement/Social Security Fund, to account for revenues received from specific sources (other than those accounted for in the Debt Service Fund, Capital Project Fund or Fiduciary Funds) that are legally restricted to expenditures disbursed for specified purposes.

Transportation Fund

The Transportation Fund pays for transporting pupils for any purpose. Monies received for transportation purposes from any source must be deposited into this fund, except for the portion of state reimbursement applicable to other funds.

Municipal Retirement/Social Security Fund

This fund is created for the purpose of providing resources for Oak Lawn-Hometown School District 123's share of retirement benefits for covered employees and Oak Lawn-Hometown School District 123's share of Social Security and Medicare only payments for covered employees. If these two taxes are not levied, the payments shall be charged to the fund where the salaries are charged.

Debt Service Fund

The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. Taxes are levied to provide cash to retire these bonds and to pay the interest on them. To protect the bondholders, these tax collections must be accounted for in the Debt Service Fund. School districts must maintain separate debt accounting for each bond issue.

Capital Projects Fund

The Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities.

Tort Fund

This Tort fund accounts for taxes levied or bonds sold for tort immunity or tort judgement purposes. Liability insurance, property insurance, unemployment insurance and worker's compensation insurance are budgeted within the Tort Fund.

Life Safety Fund

The Life Safety Fund accounts for dollars levied or bonds issued for fire prevention, safety, energy conservation, disability access, and school security purposes. Funds can only be levied in this fund when there are not sufficient funds available in the Operations and Maintenance Fund or the Life Safety Fund to make alterations, repairs or reconstruction consistent with the aforementioned purposes.

Fiduciary Funds account for assets held by the District in a trustee capacity or as an agent for individuals, private organizations, other governments or other funds, and include the Expendable Trust and Agency Funds:

Expendable Trust Fund

The Expendable Trust Fund (**Working Cash Fund**) accounts for financial resources held by the District to be used for temporary interfund loans to any other funds for which taxes are levied. If a separate tax is levied for working cash purposes or if bonds are sold for this purpose, this fund shall be created. Cash available in this fund may be loaned to the

Educational Fund, the Operations and Maintenance Fund, Transportation Fund, or the Municipal Retirement/Social Security Fund.

Agency Fund

The Agency Fund (**Activity Funds**) includes Student Activity Funds and Convenience Accounts, which account for assets held by the District as an agent for the students, teachers, and certain other employees. These funds are custodial in nature and do not involve the measurement of the results of operations.

Budget Format

This budget document is divided into four main sections. The first section is the Executive Summary section which provides an overview of the entire fiscal year budget. The Organizational section contains this narrative and other general district information. The third section is the Financial section containing detailed budget information and analysis across all funds. The final chapter is the Informational section which provides a detailed discussion of the budget as it pertains to property taxes, student enrollment, personnel, and debt.



Financial Section

**Oak Lawn - Hometown School District 123
Budget FY 2021 - 2022**

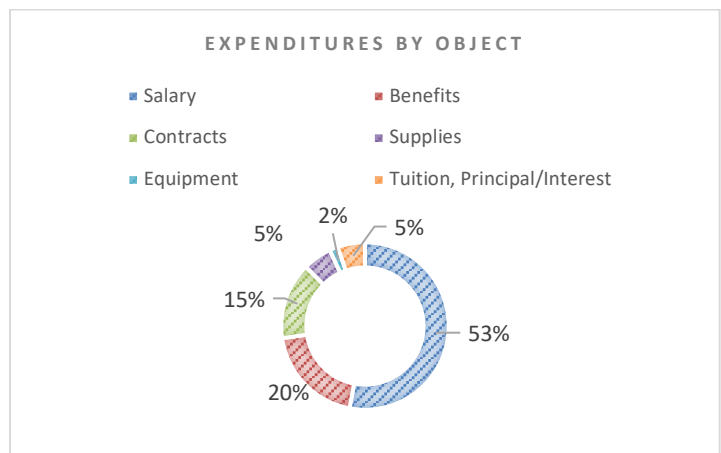
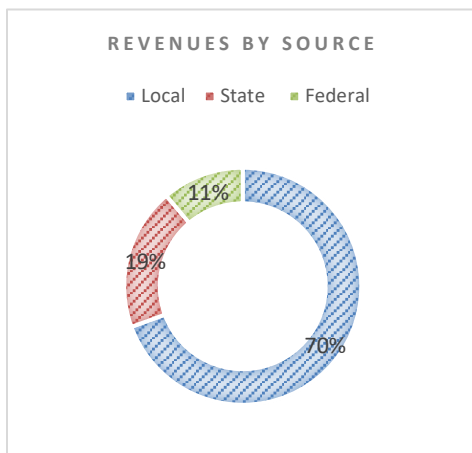


Governmental Funds/Operational Funds

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

The Operational Funds analysis is a compilation of all district funds used to operate the daily functions of the school district. This analysis excludes the Debt Service Fund, the Capital Projects Fund, and the Life Safety Fund from the governmental funds group, since these dollars are restricted.

The District's major revenues come from local, state, and federal sources in the ratios illustrated below. Major expenditure categories are defined across six objects, with the largest expense categories being staff salaries and benefits (73% of all expenditures).



Underlying Assumptions/Significant Trends

All projections assume local property taxes will continue to be levied close to the historic low Consumer Price Index of 2.5% regardless of actual rates, since the intent is to keep annual property tax increases manageable for our stakeholders. State and Federal funding is assumed to hold consistent with historical trends. Federal revenues are projected over the next three fiscal years to reflect the large influx of stimulus dollars, then federal spending is assumed to resume normal, historic funding levels with flat year to year increases.

Salaries and benefits are projected to continue over the next several years close to the current year increases of 3% for certified staff 4.2% to 4.5% for non-certified staff. Other expenses such as contracts, supplies, equipment, out of district tuition and debt service are projected to trend in line with the past several years, at or near regular inflationary increases.

Please note that where multiple year data is projected, it is highlighted in light gray; actual figures are not highlighted. The source of all numerical data and assumptions for projected figures is Oak Lawn-Hometown School District 123. All tables and charts were created with assistance from Forecast5 Analytics.

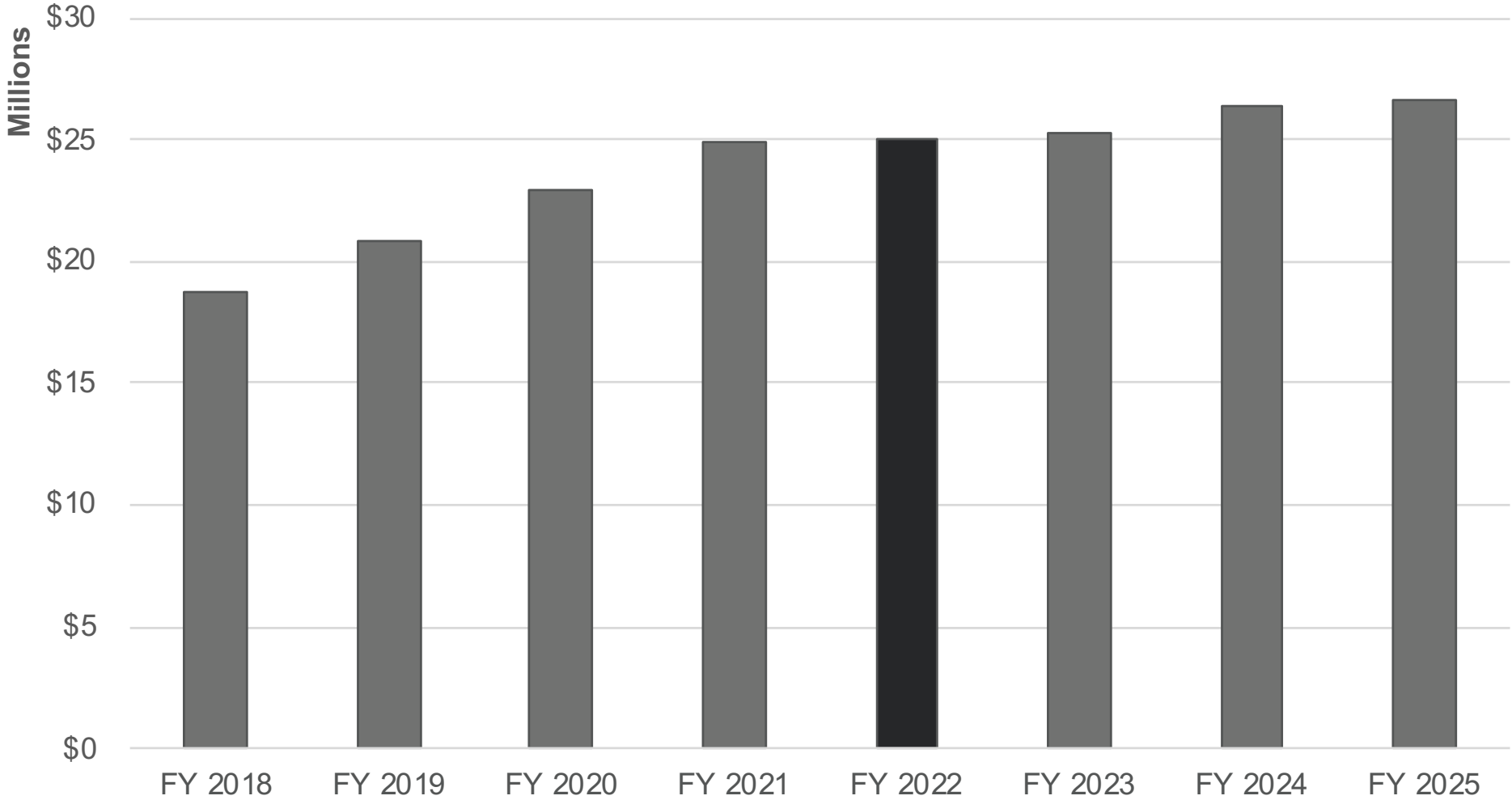
**Oak Lawn Hometown School District 123
All Government Funds
Summary Fund Balances FY 2022**

	Beginning Balance	Revenue	Expenditure	Excess (Deficit)	Other Financing Sources (Uses)	Ending Balance
Educational	\$5,330,391	\$38,615,080	\$38,571,800	\$43,280	\$0	\$5,373,671
Operations and Maintenance	\$1,236,314	\$5,807,200	\$5,795,000	\$12,200	\$0	\$1,248,514
Debt Service	\$4,192,811	\$7,752,100	\$7,609,600	\$142,500	\$0	\$4,335,311
Transportation	\$550,668	\$2,329,200	\$2,335,500	(\$6,300)	\$0	\$544,368
Municipal Retirement	\$1,065,248	\$1,490,100	\$1,404,200	\$85,900	\$0	\$1,151,148
Capital Projects	\$1,693,113	\$18,400	\$250,000	(\$231,600)	\$0	\$1,461,513
Working Cash	\$10,889,409	\$148,700	\$0	\$148,700	\$0	\$11,038,109
Tort	(\$98,128)	\$356,200	\$342,400	\$13,800	\$0	(\$84,328)
Life Safety	\$2,669	\$4,100	\$0	\$4,100	\$0	\$6,769
	\$24,862,495	\$56,521,080	\$56,308,500	\$212,580	\$0	\$25,075,075

Operational Fund Balances Only FY 2022

	Beginning Balance	Revenue	Expenditure	Excess (Deficit)	Other Financing Sources (Uses)	Ending Balance
Educational	\$5,330,391	\$38,615,080	\$38,571,800	\$43,280	\$0	\$5,373,671
Operations and Maintenance	\$1,236,314	\$5,807,200	\$5,795,000	\$12,200	\$0	\$1,248,514
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Transportation	\$550,668	\$2,329,200	\$2,335,500	(\$6,300)	\$0	\$544,368
Municipal Retirement	\$1,065,248	\$1,490,100	\$1,404,200	\$85,900	\$0	\$1,151,148
Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0
Working Cash	\$10,889,409	\$148,700	\$0	\$148,700	\$0	\$11,038,109
Tort	(\$98,128)	\$356,200	\$342,400	\$13,800	\$0	(\$84,328)
Life Safety	\$0	\$0	\$0	\$0	\$0	\$0
	\$18,973,902	\$48,746,480	\$48,448,900	\$297,580	\$0	\$19,271,482

Projected Year-End Balances | All Funds



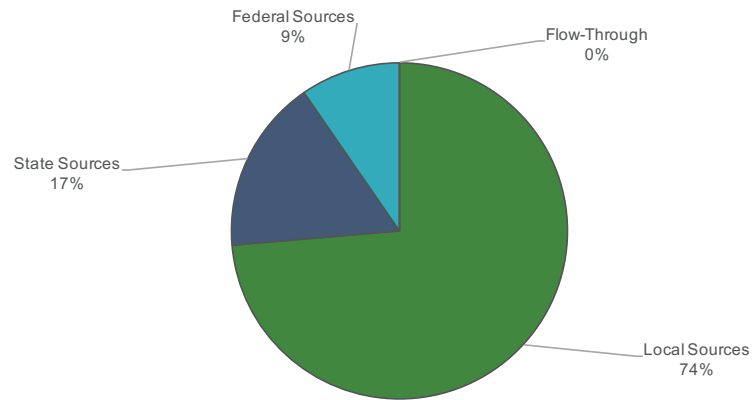
All Governmental Funds

Revenues By Source and Expenditures By Object

	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET	PROJECTED		PROJECTED		PROJECTED		
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022	% Δ	FY 2023	% Δ	FY 2024	% Δ	FY 2025	% Δ
REVENUES															
Local Sources	\$36,672,864	\$39,512,567	7.74%	\$39,538,878	0.07%	\$40,287,266	1.89%	\$41,620,400	3.31%	\$42,114,390	1.19%	\$43,657,868	3.66%	\$44,126,296	1.07%
State Sources	\$8,048,109	\$8,348,597	3.73%	\$8,953,391	7.24%	\$9,051,938	1.10%	\$9,465,735	4.57%	\$10,015,735	5.81%	\$10,565,735	5.49%	\$11,120,735	5.25%
Federal Sources	\$2,230,299	\$2,468,309	10.67%	\$2,829,155	14.62%	\$3,900,748	37.88%	\$5,434,945	39.33%	\$5,434,945	0.00%	\$3,934,945	-27.60%	\$2,734,945	-30.50%
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$46,951,272	\$50,329,473	7.20%	\$51,321,424	1.97%	\$53,239,952	3.74%	\$56,521,080	6.16%	\$57,565,070	1.85%	\$58,158,548	1.03%	\$57,981,976	-0.30%
EXPENDITURES															
Salary	\$22,832,684	\$24,036,011	5.27%	\$24,827,868	3.29%	\$25,037,568	0.84%	\$25,664,800	2.51%	\$26,301,886	2.48%	\$26,983,496	2.59%	\$27,523,382	2.00%
Employee Benefits	\$8,325,727	\$8,503,598	2.14%	\$8,931,901	5.04%	\$9,055,764	1.39%	\$9,551,800	5.48%	\$10,067,481	5.40%	\$10,623,120	5.52%	\$11,189,746	5.33%
Purchased Services	\$4,213,303	\$4,086,603	-3.01%	\$4,210,793	3.04%	\$4,131,563	-1.88%	\$7,197,700	74.21%	\$7,321,315	1.72%	\$5,748,071	-21.49%	\$5,118,049	-10.96%
Supplies and Materials	\$2,250,845	\$2,310,849	2.67%	\$2,274,135	-1.59%	\$2,551,603	12.20%	\$2,708,800	6.16%	\$2,776,368	2.49%	\$2,845,624	2.49%	\$2,916,612	2.49%
Capital Outlay	\$1,312,550	\$362,659	-72.37%	\$438,746	20.98%	\$987,986	125.18%	\$954,900	-3.35%	\$954,900	0.00%	\$954,900	0.00%	\$954,900	0.00%
Other Objects	\$18,795,997	\$8,843,311	-52.95%	\$9,249,461	4.59%	\$9,542,066	3.16%	\$9,877,900	3.52%	\$9,877,900	0.00%	\$9,877,900	0.00%	\$9,877,900	0.00%
Non-Capitalized Equipment	\$72,882	\$69,209	-5.04%	\$54,679	-20.99%	\$31,553	-42.29%	\$62,600	98.40%	\$62,600	0.00%	\$62,600	0.00%	\$62,600	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$290,000		\$0	-100.00%	\$0		\$0	
TOTAL EXPENDITURES	\$57,803,988	\$48,212,240	-16.59%	\$49,987,583	3.68%	\$51,338,103	2.70%	\$56,308,500	9.68%	\$57,362,449	1.87%	\$57,095,711	-0.47%	\$57,643,190	0.96%
SURPLUS/(DEFICIT)	(\$10,852,716)	\$2,117,233		\$1,333,841		\$1,901,849		\$212,580		\$202,621		\$1,062,837		\$338,786	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$12,254,875	\$100,000		\$925,000		\$1,925,000		\$0		\$0		\$0		\$0	
Other Financing Uses	(\$300,000)	(\$100,000)		(\$200,000)		(\$1,925,000)		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$11,954,875	\$0		\$725,000		\$0		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	\$1,102,159	\$2,117,233		\$2,058,841		\$1,901,849		\$212,580		\$202,621		\$1,062,837		\$338,786	
BEGINNING FUND BALANCE	\$17,682,413	\$18,784,572		\$20,901,805		\$22,960,646		\$24,862,495		\$25,075,075		\$25,277,696		\$26,340,534	
ENDING FUND BALANCE	\$18,784,572	\$20,901,805		\$22,960,646		\$24,862,495		\$25,075,075		\$25,277,696		\$26,340,534		\$26,679,320	
FUND BALANCE AS % OF EXPENDITURES	32.50%	43.35%		45.93%		48.43%		44.53%		44.07%		46.13%		46.28%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	3.90	5.20		5.51		5.81		5.34		5.29		5.54		5.55	

All Governmental Funds

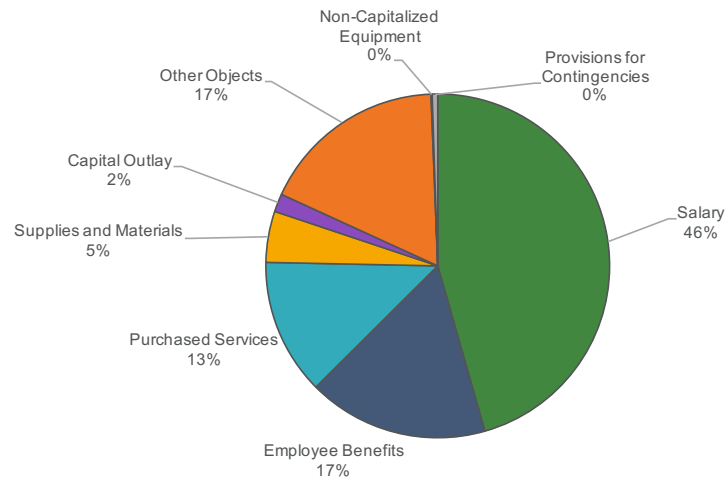
Budgeted Revenue Allocation by Source



Governmental Funds - Revenues

	FY 2021 ACTUAL	FY 2022 BUDGET	% Δ
Educational	\$39,263,073	\$38,615,080	-1.65%
Operations and Maintenance	\$3,940,264	\$5,807,200	47.38%
Transportation	\$1,380,270	\$2,329,200	68.75%
Municipal Retirement	\$1,193,267	\$1,490,100	24.88%
Capital Projects	\$22,506	\$18,400	-18.24%
Debt Service	\$7,122,026	\$7,752,100	8.85%
Tort	\$136,831	\$356,200	160.32%
Life Safety	\$4,555	\$4,100	-9.99%
Working Cash	\$177,160	\$148,700	-16.06%
Total	\$53,239,952	\$56,521,080	6.16%

Budgeted Expense Allocation by Object



Governmental Funds - Expenditures

	FY 2021 ACTUAL	FY 2022 BUDGET	% Δ
Educational	\$36,994,996	\$38,571,800	4.26%
Operations and Maintenance	\$3,598,559	\$5,795,000	61.04%
Transportation	\$1,861,248	\$2,335,500	25.48%
Municipal Retirement	\$1,135,622	\$1,404,200	23.65%
Capital Projects	\$0	\$250,000	
Debt Service	\$7,423,722	\$7,609,600	2.50%
Tort	\$323,956	\$342,400	5.69%
Life Safety	\$0	\$0	
Working Cash	\$0	\$0	
Total	\$51,338,103	\$56,308,500	9.68%

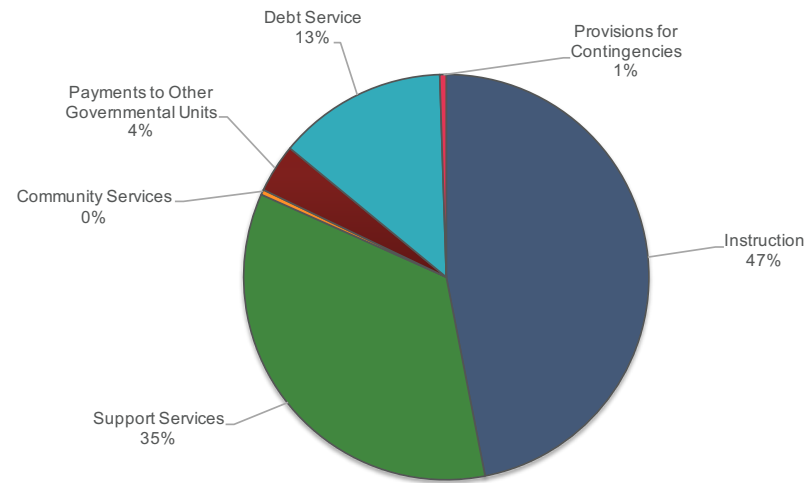
All Governmental Funds

Expenditures By Function

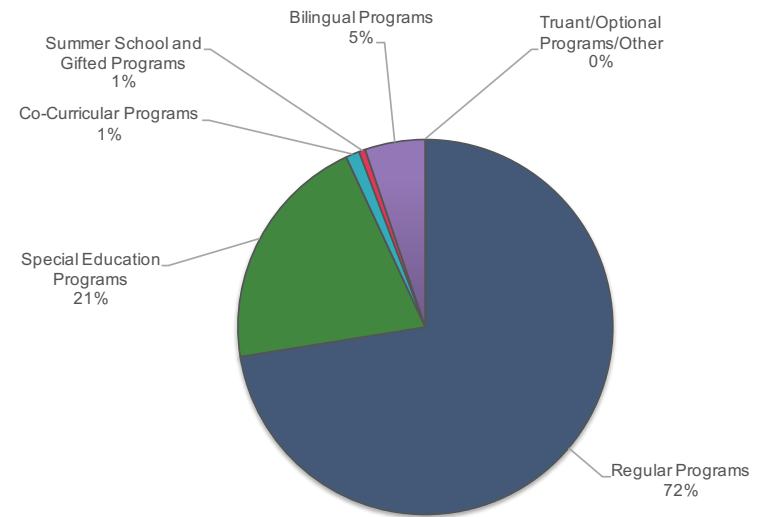
INSTRUCTION	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET	% Δ	PROJECTED	% Δ	PROJECTED	% Δ	PROJECTED	% Δ
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
Regular Programs	\$16,869,651	\$17,139,075	1.60%	\$17,752,753	3.58%	\$18,514,049	4.29%	\$19,152,700	3.45%	\$19,761,899	3.18%	\$20,413,875	3.30%	\$20,993,846	2.84%
Special Education Programs	\$4,937,397	\$5,167,517	4.66%	\$5,481,678	6.08%	\$5,248,303	-4.26%	\$5,441,600	3.68%	\$5,622,070	3.32%	\$5,815,421	3.44%	\$5,989,363	2.99%
Adult/Continuing Education Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Vocational Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Co-Curricular Programs	\$453,629	\$442,615	-2.43%	\$432,349	-2.32%	\$296,541	-31.41%	\$311,000	4.88%	\$318,524	2.42%	\$326,547	2.52%	\$332,801	1.92%
Summer School and Gifted Programs	\$153,456	\$180,338	17.52%	\$131,268	-27.21%	\$139,109	5.97%	\$147,400	5.96%	\$150,965	2.42%	\$154,770	2.52%	\$157,711	1.90%
Drivers Education Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Bilingual Programs	\$1,063,312	\$1,110,443	4.43%	\$1,175,551	5.86%	\$1,183,451	0.67%	\$1,373,900	16.09%	\$1,418,104	3.22%	\$1,465,493	3.34%	\$1,507,365	2.86%
Truant/Optional Programs/Other	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL INSTRUCTION	\$23,477,445	\$24,039,988	2.40%	\$24,973,599	3.88%	\$25,381,453	1.63%	\$26,426,600	4.12%	\$27,271,563	3.20%	\$28,176,106	3.32%	\$28,981,086	2.86%
SUPPORT SERVICES															
Pupils	\$2,903,889	\$3,144,425	8.28%	\$3,388,034	7.75%	\$3,585,596	5.83%	\$3,659,600	2.06%	\$3,773,029	3.10%	\$3,894,421	3.22%	\$4,001,195	2.74%
Instructional Staff	\$2,545,539	\$2,147,982	-15.62%	\$2,583,536	20.28%	\$2,269,870	-12.14%	\$2,543,700	12.06%	\$2,603,033	2.33%	\$2,666,230	2.43%	\$2,722,969	2.13%
General Administration	\$1,033,411	\$1,075,210	4.04%	\$1,080,753	0.52%	\$1,026,677	-5.00%	\$1,049,000	2.17%	\$1,078,622	2.82%	\$1,109,798	2.89%	\$1,139,669	2.69%
School Administration	\$1,709,197	\$1,729,682	1.20%	\$1,777,855	2.79%	\$1,833,851	3.15%	\$1,779,700	-2.95%	\$1,837,771	3.26%	\$1,899,946	3.38%	\$1,955,861	2.94%
Business Operations	\$6,854,185	\$7,011,908	2.30%	\$6,751,041	-3.72%	\$7,405,151	9.69%	\$10,377,700	40.14%	\$10,604,391	2.18%	\$9,142,831	-13.78%	\$8,624,199	-5.67%
Central Administration	\$106,692	\$107,309	0.58%	\$121,795	13.50%	\$131,099	7.64%	\$157,500	20.14%	\$161,399	2.48%	\$165,407	2.48%	\$169,450	2.44%
Other	\$5,957	(\$1,305)	-121.91%	\$0	-100.00%	(\$58)		(\$100)	72.41%	(\$100)	0.00%	(\$100)	0.00%	(\$100)	0.00%
TOTAL SUPPORT SERVICES	\$15,158,870	\$15,215,211	0.37%	\$15,703,014	3.21%	\$16,252,186	3.50%	\$19,567,100	20.40%	\$20,058,145	2.51%	\$18,878,534	-5.88%	\$18,613,244	-1.41%
COMMUNITY SERVICES	\$117,439	\$99,587	-15.20%	\$85,143	-14.50%	\$237,290	178.70%	\$228,700	-3.62%	\$235,076	2.79%	\$241,801	2.86%	\$247,947	2.54%
PAYMENTS TO OTHER GOVERNMENTAL UNITS	\$1,539,779	\$1,628,895	5.79%	\$1,973,685	21.17%	\$2,043,452	3.53%	\$2,186,500	7.00%	\$2,188,065	0.07%	\$2,189,669	0.07%	\$2,191,313	0.08%
DEBT SERVICES	\$17,510,455	\$7,228,559	-58.72%	\$7,252,142	0.33%	\$7,423,722	2.37%	\$7,609,600	2.50%	\$7,609,600	0.00%	\$7,609,600	0.00%	\$7,609,600	0.00%
PROVISIONS FOR CONTINGENCIES	\$0	\$0		\$0		\$0		\$290,000		\$0	-100.00%	\$0		\$0	
TOTAL EXPENDITURES	\$57,803,988	\$48,212,240	-16.59%	\$49,987,583	3.68%	\$51,338,103	2.70%	\$56,308,500	9.68%	\$57,362,449	1.87%	\$57,095,711	-0.47%	\$57,643,190	0.96%

All Governmental Funds

Budgeted Expenditure Analysis



Budgeted Instructional Expenditure Analysis



All Governmental Funds

Expenditures By Program and Object

Instruction	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET	% Δ	PROJECTED	% Δ	PROJECTED	% Δ	PROJECTED	% Δ
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
Regular Programs															
Salaries	\$11,875,276	\$12,472,699	5.03%	\$12,839,995	2.94%	\$13,032,746	1.50%	\$13,361,100	2.52%	\$13,683,742	2.41%	\$14,028,191	2.52%	\$14,293,621	1.89%
Employee Benefits	\$4,214,032	\$4,282,144	1.62%	\$4,502,006	5.13%	\$4,578,591	1.70%	\$4,778,200	4.36%	\$5,040,462	5.49%	\$5,323,087	5.61%	\$5,612,103	5.43%
Purchased Services	\$30,239	\$99,565	229.26%	\$131,048	31.62%	\$434,479	231.54%	\$445,700	2.58%	\$456,843	2.50%	\$468,264	2.50%	\$479,970	2.50%
Supplies and Materials	\$280,266	\$235,675	-15.91%	\$245,258	4.07%	\$452,379	84.45%	\$526,100	16.30%	\$539,253	2.50%	\$552,734	2.50%	\$566,552	2.50%
Capital Outlay	\$423,628	\$28,010	-93.39%	\$16,686	-40.43%	\$5,972	-64.21%	\$11,900	99.26%	\$11,900	0.00%	\$11,900	0.00%	\$11,900	0.00%
Other Objects	\$385	\$25	-93.51%	\$951	3704.00%	\$0	-100.00%	\$2,300		\$2,300	0.00%	\$2,300	0.00%	\$2,300	0.00%
Non-Capitalized Equipment	\$45,825	\$20,957	-54.27%	\$16,809	-19.79%	\$9,882	-41.21%	\$27,400	177.27%	\$27,400	0.00%	\$27,400	0.00%	\$27,400	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Regular Programs	\$16,869,651	\$17,139,075	1.60%	\$17,752,753	3.58%	\$18,514,049	4.29%	\$19,152,700	3.45%	\$19,761,899	3.18%	\$20,413,875	3.30%	\$20,993,846	2.84%
Special Education Programs															
Salaries	\$3,436,202	\$3,620,251	5.36%	\$3,773,539	4.23%	\$3,608,849	-4.36%	\$3,664,500	1.54%	\$3,752,990	2.41%	\$3,847,461	2.52%	\$3,920,259	1.89%
Employee Benefits	\$1,369,367	\$1,371,245	0.14%	\$1,516,457	10.59%	\$1,465,265	-3.38%	\$1,601,200	9.28%	\$1,688,803	5.47%	\$1,783,196	5.59%	\$1,879,740	5.41%
Purchased Services	\$68,557	\$100,480	46.56%	\$137,611	36.95%	\$127,192	-7.57%	\$127,300	0.08%	\$130,483	2.50%	\$133,745	2.50%	\$137,088	2.50%
Supplies and Materials	\$54,820	\$63,686	16.17%	\$45,625	-28.36%	\$46,248	1.37%	\$47,800	3.36%	\$48,995	2.50%	\$50,220	2.50%	\$51,475	2.50%
Capital Outlay	\$5,104	\$5,104	0.00%	\$0	-100.00%	\$0		\$0		\$0		\$0		\$0	
Other Objects	\$3,347	\$5,309	58.62%	\$3,117	-41.29%	\$749	-75.97%	\$800	6.81%	\$800	0.00%	\$800	0.00%	\$800	0.00%
Non-Capitalized Equipment	\$0	\$1,442		\$5,329	269.56%	\$0	-100.00%	\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Special Education Programs	\$4,937,397	\$5,167,517	4.66%	\$5,481,678	6.08%	\$5,248,303	-4.26%	\$5,441,600	3.68%	\$5,622,070	3.32%	\$5,815,421	3.44%	\$5,989,363	2.99%
Adult/Continuing Education Programs															
Salaries	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Adult/Continuing Education Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Vocational Programs															
Salaries	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Vocational Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	

(Continued)

	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	PROJECTED FY 2023	% Δ	PROJECTED FY 2024	% Δ	PROJECTED FY 2025	% Δ
Instruction - Continued															
Co-Curricular Programs															
Salaries	\$429,305	\$418,064	-2.62%	\$407,631	-2.50%	\$277,951	-31.81%	\$290,000	4.33%	\$297,003	2.41%	\$304,479	2.52%	\$310,240	1.89%
Employee Benefits	\$16,540	\$15,847	-4.19%	\$14,734	-7.02%	\$10,348	-29.77%	\$10,800	4.37%	\$11,066	2.47%	\$11,351	2.58%	\$11,576	1.98%
Purchased Services	\$987	\$1,702	72.44%	\$2,342	37.60%	\$484	-79.33%	\$2,400	395.87%	\$2,460	2.50%	\$2,522	2.50%	\$2,585	2.50%
Supplies and Materials	\$6,797	\$7,002	3.02%	\$7,642	9.14%	\$7,758	1.52%	\$7,800	0.54%	\$7,995	2.50%	\$8,195	2.50%	\$8,400	2.50%
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Co-Curricular Programs	\$453,629	\$442,615	-2.43%	\$432,349	-2.32%	\$296,541	-31.41%	\$311,000	4.88%	\$318,524	2.42%	\$326,547	2.52%	\$332,801	1.92%
Summer School and Gifted Programs															
Salaries	\$142,074	\$166,514	17.20%	\$123,945	-25.56%	\$127,802	3.11%	\$137,600	7.67%	\$140,923	2.41%	\$144,470	2.52%	\$147,204	1.89%
Employee Benefits	\$8,461	\$9,818	16.04%	\$6,147	-37.39%	\$8,426	37.07%	\$9,200	9.19%	\$9,427	2.47%	\$9,670	2.58%	\$9,861	1.98%
Purchased Services	\$0	\$0		\$0		\$2,881		\$0	-100.00%	\$0		\$0		\$0	
Supplies and Materials	\$2,921	\$4,006	37.14%	\$1,176	-70.64%	\$0	-100.00%	\$600		\$615	2.50%	\$630	2.50%	\$646	2.50%
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Summer School and Gifted Programs	\$153,456	\$180,338	17.52%	\$131,268	-27.21%	\$139,109	5.97%	\$147,400	5.96%	\$150,965	2.42%	\$154,770	2.52%	\$157,711	1.90%
Driver's Education Programs															
Salaries	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Driver's Education Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Bilingual Programs															
Salaries	\$752,869	\$788,291	4.70%	\$835,749	6.02%	\$858,615	2.74%	\$1,038,000	20.89%	\$1,063,065	2.41%	\$1,089,825	2.52%	\$1,110,446	1.89%
Employee Benefits	\$307,720	\$314,136	2.09%	\$338,687	7.82%	\$324,459	-4.20%	\$335,300	3.34%	\$354,434	5.71%	\$375,057	5.82%	\$396,304	5.66%
Purchased Services	\$2,239	\$6,926	209.33%	\$110	-98.41%	\$60	-45.45%	\$100	66.67%	\$103	2.50%	\$105	2.50%	\$108	2.50%
Supplies and Materials	\$484	\$1,090	125.21%	\$656	-39.82%	\$18	-97.26%	\$100	455.56%	\$103	2.50%	\$105	2.50%	\$108	2.50%
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$349		\$299	-14.33%	\$400	33.78%	\$400	0.00%	\$400	0.00%	\$400	0.00%
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Bilingual Programs	\$1,063,312	\$1,110,443	4.43%	\$1,175,551	5.86%	\$1,183,451	0.67%	\$1,373,900	16.09%	\$1,418,104	3.22%	\$1,465,493	3.34%	\$1,507,365	2.86%
Truant Alternative / Optional Programs / Other															
Salaries	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Truant Alternative / Optional Programs / Other	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	

(Continued)

	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	PROJECTED FY 2023	% Δ	PROJECTED FY 2024	% Δ	PROJECTED FY 2025	% Δ
Instruction - Continued															
Total Instruction															
Salaries	\$16,635,726	\$17,465,819	4.99%	\$17,980,859	2.95%	\$17,905,963	-0.42%	\$18,491,200	3.27%	\$18,937,722	2.41%	\$19,414,426	2.52%	\$19,781,770	1.89%
Employee Benefits	\$5,916,120	\$5,993,190	1.30%	\$6,378,031	6.42%	\$6,387,089	0.14%	\$6,734,700	5.44%	\$7,104,193	5.49%	\$7,502,362	5.60%	\$7,909,584	5.43%
Purchased Services	\$102,022	\$208,673	104.54%	\$271,111	29.92%	\$565,096	108.44%	\$575,500	1.84%	\$589,888	2.50%	\$604,635	2.50%	\$619,751	2.50%
Supplies and Materials	\$345,288	\$311,459	-9.80%	\$300,357	-3.56%	\$506,403	68.60%	\$582,400	15.01%	\$596,960	2.50%	\$611,884	2.50%	\$627,181	2.50%
Capital Outlay	\$428,732	\$33,114	-92.28%	\$16,686	-49.61%	\$5,972	-64.21%	\$11,900	99.26%	\$11,900	0.00%	\$11,900	0.00%	\$11,900	0.00%
Other Objects	\$3,732	\$5,334	42.93%	\$4,417	-17.19%	\$1,048	-76.27%	\$3,500	233.97%	\$3,500	0.00%	\$3,500	0.00%	\$3,500	0.00%
Non-Capitalized Equipment	\$45,825	\$22,399	-51.12%	\$22,138	-1.17%	\$9,882	-55.36%	\$27,400	177.27%	\$27,400	0.00%	\$27,400	0.00%	\$27,400	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Instruction	\$23,477,445	\$24,039,988	2.40%	\$24,973,599	3.88%	\$25,381,453	1.63%	\$26,426,600	4.12%	\$27,271,563	3.20%	\$28,176,106	3.32%	\$28,981,086	2.86%
Support Services															
Pupils															
Salaries	\$1,974,586	\$2,201,033	11.47%	\$2,456,766	11.62%	\$2,561,583	4.27%	\$2,560,400	-0.05%	\$2,622,228	2.41%	\$2,688,235	2.52%	\$2,739,100	1.89%
Employee Benefits	\$705,724	\$779,561	10.46%	\$831,911	6.72%	\$870,694	4.66%	\$940,100	7.97%	\$987,996	5.09%	\$1,039,583	5.22%	\$1,091,600	5.00%
Purchased Services	\$216,852	\$155,987	-28.07%	\$92,799	-40.51%	\$20,004	-78.44%	\$18,900	-5.52%	\$19,373	2.50%	\$19,857	2.50%	\$20,353	2.50%
Supplies and Materials	\$3,953	\$7,844	98.43%	\$6,558	-16.39%	\$122,706	1771.09%	\$129,300	5.37%	\$132,533	2.50%	\$135,846	2.50%	\$139,242	2.50%
Capital Outlay	\$0	\$0		\$0		\$10,609		\$10,900	2.74%	\$10,900	0.00%	\$10,900	0.00%	\$10,900	0.00%
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$2,774	\$0	-100.00%	\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Pupils	\$2,903,889	\$3,144,425	8.28%	\$3,388,034	7.75%	\$3,585,596	5.83%	\$3,659,600	2.06%	\$3,773,029	3.10%	\$3,894,421	3.22%	\$4,001,195	2.74%
Instructional Staff															
Salaries	\$1,064,991	\$1,085,951	1.97%	\$1,057,329	-2.64%	\$1,060,378	0.29%	\$1,177,400	11.04%	\$1,205,832	2.41%	\$1,236,185	2.52%	\$1,259,575	1.89%
Employee Benefits	\$411,590	\$428,145	4.02%	\$408,330	-4.63%	\$403,042	-1.30%	\$432,100	7.21%	\$454,504	5.18%	\$478,638	5.31%	\$503,059	5.10%
Purchased Services	\$210,976	\$193,167	-8.44%	\$555,748	187.70%	\$214,266	-61.45%	\$230,900	7.76%	\$236,673	2.50%	\$242,589	2.50%	\$248,654	2.50%
Supplies and Materials	\$175,877	\$110,936	-36.92%	\$180,479	62.69%	\$97,950	-45.73%	\$109,000	11.28%	\$111,725	2.50%	\$114,518	2.50%	\$117,381	2.50%
Capital Outlay	\$656,386	\$298,198	-54.57%	\$343,381	15.15%	\$470,556	37.04%	\$557,100	18.39%	\$557,100	0.00%	\$557,100	0.00%	\$557,100	0.00%
Other Objects	\$1,436	\$4,207	192.97%	\$6,421	52.63%	\$3,703	-42.33%	\$3,800	2.62%	\$3,800	0.00%	\$3,800	0.00%	\$3,800	0.00%
Non-Capitalized Equipment	\$24,283	\$27,378	12.75%	\$31,848	16.33%	\$19,975	-37.28%	\$33,400	67.21%	\$33,400	0.00%	\$33,400	0.00%	\$33,400	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Instructional Staff	\$2,545,539	\$2,147,982	-15.62%	\$2,583,536	20.28%	\$2,269,870	-12.14%	\$2,543,700	12.06%	\$2,603,033	2.33%	\$2,666,230	2.43%	\$2,722,969	2.13%
General Administration															
Salaries	\$276,586	\$324,440	17.30%	\$308,984	-4.76%	\$318,015	2.92%	\$328,700	3.36%	\$336,637	2.41%	\$345,111	2.52%	\$351,641	1.89%
Employee Benefits	\$101,970	\$131,885	29.34%	\$129,757	-1.61%	\$139,239	7.31%	\$144,200	3.56%	\$152,263	5.59%	\$160,951	5.71%	\$169,875	5.54%
Purchased Services	\$534,381	\$532,583	-0.34%	\$547,009	2.71%	\$421,416	-22.96%	\$460,000	9.16%	\$473,212	2.87%	\$486,806	2.87%	\$500,792	2.87%
Supplies and Materials	\$22,915	\$21,873	-4.55%	\$18,179	-16.89%	\$50,779	179.33%	\$16,400	-67.70%	\$16,810	2.50%	\$17,230	2.50%	\$17,661	2.50%
Capital Outlay	\$0	\$0		\$4,171		\$0	-100.00%	\$0		\$0		\$0		\$0	
Other Objects	\$97,559	\$64,429	-33.96%	\$72,653	12.76%	\$97,228	33.83%	\$99,700	2.54%	\$99,700	0.00%	\$99,700	0.00%	\$99,700	0.00%
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total General Administration	\$1,033,411	\$1,075,210	4.04%	\$1,080,753	0.52%	\$1,026,677	-5.00%	\$1,049,000	2.17%	\$1,078,622	2.82%	\$1,109,798	2.89%	\$1,139,669	2.69%
School Administration															
Salaries	\$1,154,118	\$1,176,809	1.97%	\$1,203,770	2.29%	\$1,236,187	2.69%	\$1,170,600	-5.31%	\$1,198,867	2.41%	\$1,229,046	2.52%	\$1,252,301	1.89%
Employee Benefits	\$471,646	\$451,195	-4.34%	\$474,746	5.22%	\$499,363	5.19%	\$514,300	2.99%	\$541,989	5.38%	\$571,818	5.50%	\$602,256	5.32%
Purchased Services	\$80,476	\$92,278	14.67%	\$94,760	2.69%	\$90,774	-4.21%	\$84,600	-6.80%	\$86,715	2.50%	\$88,883	2.50%	\$91,105	2.50%
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$2,957	\$9,400	217.89%	\$4,579	-51.29%	\$7,527	64.38%	\$10,200	35.51%	\$10,200	0.00%	\$10,200	0.00%	\$10,200	0.00%
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total School Administration	\$1,709,197	\$1,729,682	1.20%	\$1,777,855	2.79%	\$1,833,851	3.15%	\$1,779,700	-2.95%	\$1,837,771	3.26%	\$1,899,946	3.38%	\$1,955,861	2.94%

(Continued)

	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	PROJECTED FY 2023	% Δ	PROJECTED FY 2024	% Δ	PROJECTED FY 2025	% Δ
Support Services - Continued															
Business															
Salaries	\$1,633,420	\$1,707,663	4.55%	\$1,756,498	2.86%	\$1,837,207	4.59%	\$1,827,900	-0.51%	\$1,889,376	3.36%	\$1,956,471	3.55%	\$2,022,816	3.39%
Employee Benefits	\$694,496	\$701,585	1.02%	\$693,162	-1.20%	\$716,908	3.43%	\$745,500	3.99%	\$783,867	5.15%	\$825,194	5.27%	\$866,947	5.06%
Purchased Services	\$2,573,921	\$2,676,834	4.00%	\$2,441,895	-8.78%	\$2,625,119	7.50%	\$5,551,700	111.48%	\$5,632,453	1.45%	\$4,015,224	-28.71%	\$3,340,064	-16.81%
Supplies and Materials	\$1,688,988	\$1,837,559	8.80%	\$1,739,937	-5.31%	\$1,701,840	-2.19%	\$1,849,900	8.70%	\$1,895,995	2.49%	\$1,943,242	2.49%	\$1,991,671	2.49%
Capital Outlay	\$227,432	\$31,347	-86.22%	\$74,508	137.69%	\$497,222	567.34%	\$375,000	-24.58%	\$375,000	0.00%	\$375,000	0.00%	\$375,000	0.00%
Other Objects	\$35,928	\$37,488	4.34%	\$44,348	18.30%	\$25,159	-43.27%	\$25,900	2.95%	\$25,900	0.00%	\$25,900	0.00%	\$25,900	0.00%
Non-Capitalized Equipment	\$0	\$19,432		\$693	-96.43%	\$1,696	144.73%	\$1,800	6.13%	\$1,800	0.00%	\$1,800	0.00%	\$1,800	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Business	\$6,854,185	\$7,011,908	2.30%	\$6,751,041	-3.72%	\$7,405,151	9.69%	\$10,377,700	40.14%	\$10,604,391	2.18%	\$9,142,831	-13.78%	\$8,624,199	-5.67%
Central															
Salaries	\$53,000	\$55,000	3.77%	\$49,000	-10.91%	\$52,000	6.12%	\$0	-100.00%	\$0		\$0		\$0	
Employee Benefits	\$11,600	\$10,531	-9.22%	\$8,829	-16.16%	\$9,944	12.63%	\$10,400	4.59%	\$10,657	2.47%	\$10,931	2.58%	\$11,147	1.98%
Purchased Services	\$33,992	\$31,113	-8.47%	\$37,410	20.24%	\$65,514	75.12%	\$140,100	113.85%	\$143,603	2.50%	\$147,193	2.50%	\$150,872	2.50%
Supplies and Materials	\$5,301	\$8,866	67.25%	\$25,028	182.29%	\$2,348	-90.62%	\$5,600	138.50%	\$5,740	2.50%	\$5,884	2.50%	\$6,031	2.50%
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$2,799	\$1,799	-35.73%	\$1,528	-15.06%	\$1,293	-15.38%	\$1,400	8.28%	\$1,400	0.00%	\$1,400	0.00%	\$1,400	0.00%
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Central	\$106,692	\$107,309	0.58%	\$121,795	13.50%	\$131,099	7.64%	\$157,500	20.14%	\$161,399	2.48%	\$165,407	2.48%	\$169,450	2.44%
Other															
Salaries	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	-\$1,305		\$0	-100.00%	\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$5,957	\$0	-100.00%	\$0		-\$58		-\$100	72.41%	-\$100	0.00%	-\$100	0.00%	-\$100	0.00%
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Other	\$5,957	-\$1,305	-121.91%	\$0	-100.00%	-\$58		-\$100	72.41%	-\$100	0.00%	-\$100	0.00%	-\$100	0.00%
Total Support Services															
Salaries	\$6,156,701	\$6,550,896	6.40%	\$6,832,347	4.30%	\$7,065,370	3.41%	\$7,065,000	-0.01%	\$7,252,941	2.66%	\$7,455,048	2.79%	\$7,625,433	2.29%
Employee Benefits	\$2,397,026	\$2,502,902	4.42%	\$2,546,735	1.75%	\$2,639,190	3.63%	\$2,786,600	5.59%	\$2,931,275	5.19%	\$3,087,116	5.32%	\$3,244,884	5.11%
Purchased Services	\$3,650,598	\$3,680,657	0.82%	\$3,769,621	2.42%	\$3,437,093	-8.82%	\$6,486,200	88.71%	\$6,592,027	1.63%	\$5,000,551	-24.14%	\$4,351,841	-12.97%
Supplies and Materials	\$1,897,034	\$1,987,078	4.75%	\$1,970,181	-0.85%	\$1,975,623	0.28%	\$2,110,200	6.81%	\$2,162,803	2.49%	\$2,216,720	2.49%	\$2,271,986	2.49%
Capital Outlay	\$883,818	\$329,545	-62.71%	\$422,060	28.07%	\$978,387	131.81%	\$943,000	-3.62%	\$943,000	0.00%	\$943,000	0.00%	\$943,000	0.00%
Other Objects	\$146,636	\$117,323	-19.99%	\$129,529	10.40%	\$134,852	4.11%	\$140,900	4.48%	\$140,900	0.00%	\$140,900	0.00%	\$140,900	0.00%
Non-Capitalized Equipment	\$27,057	\$46,810	73.01%	\$32,541	-30.48%	\$21,671	-33.40%	\$35,200	62.43%	\$35,200	0.00%	\$35,200	0.00%	\$35,200	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Support Services	\$15,158,870	\$15,215,211	0.37%	\$15,703,014	3.21%	\$16,252,186	3.50%	\$19,567,100	20.40%	\$20,058,145	2.51%	\$18,878,534	-5.88%	\$18,613,244	-1.41%
Community Services															
Salaries	\$40,257	\$19,296	-52.07%	\$14,662	-24.02%	\$66,235	351.75%	\$108,600	63.96%	\$111,222	2.41%	\$114,022	2.52%	\$116,180	1.89%
Employee Benefits	\$12,581	\$7,506	-40.34%	\$7,135	-4.94%	\$29,485	313.24%	\$30,500	3.44%	\$32,013	4.96%	\$33,643	5.09%	\$35,278	4.86%
Purchased Services	\$56,078	\$60,473	7.84%	\$59,749	-1.20%	\$68,366	14.42%	\$73,400	7.36%	\$75,235	2.50%	\$77,116	2.50%	\$79,044	2.50%
Supplies and Materials	\$8,523	\$12,312	44.46%	\$3,597	-70.78%	\$69,577	1834.31%	\$16,200	-76.72%	\$16,605	2.50%	\$17,020	2.50%	\$17,446	2.50%
Capital Outlay	\$0	\$0		\$0		\$3,627		\$0	-100.00%	\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Community Services	\$117,439	\$99,587	-15.20%	\$85,143	-14.50%	\$237,290	178.70%	\$228,700	-3.62%	\$235,076	2.79%	\$241,801	2.86%	\$247,947	2.54%

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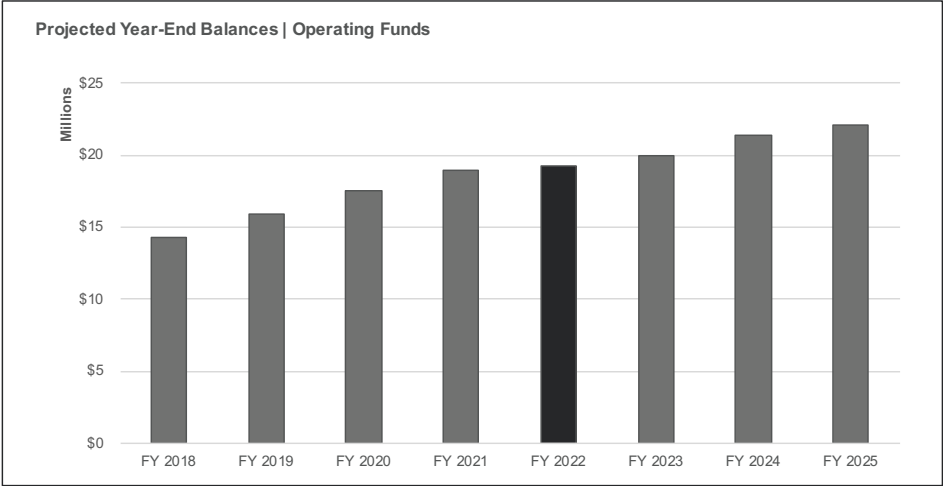
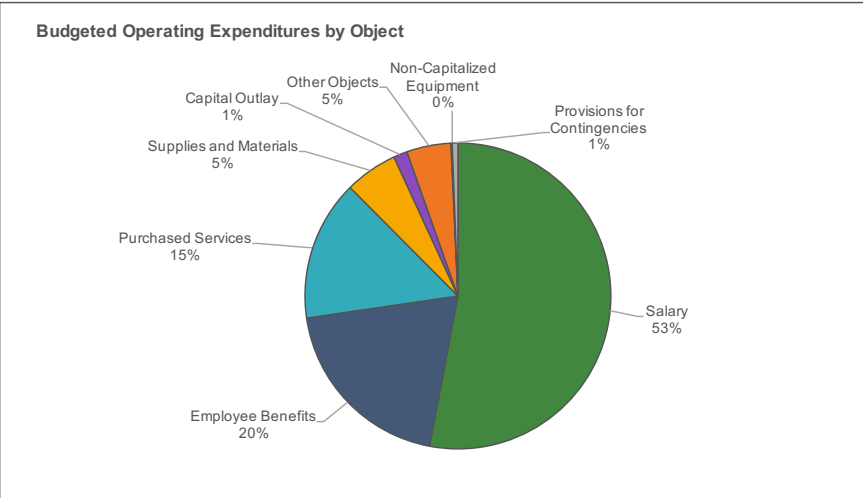
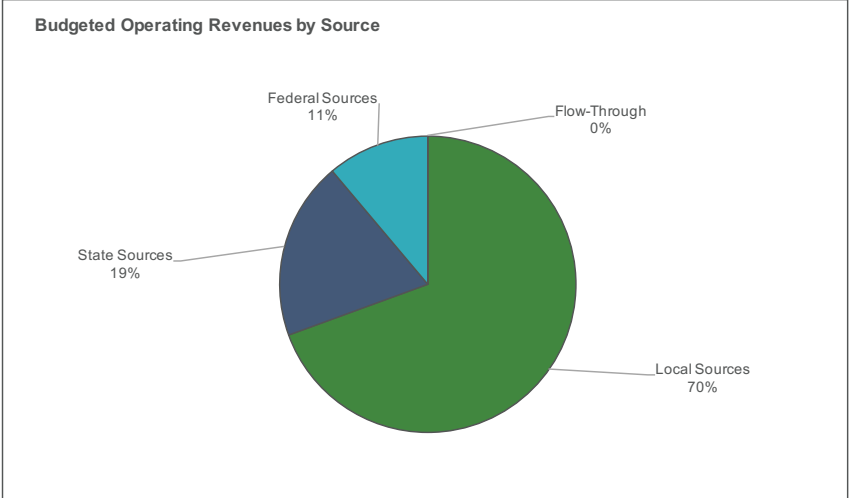
	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	PROJECTED FY 2023	% Δ	PROJECTED FY 2024	% Δ	PROJECTED FY 2025	% Δ
Payments to Other Governmental Units															
Salaries	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$186,372	\$136,800	-26.60%	\$110,312	-19.36%	\$61,008	-44.70%	\$62,600	2.61%	\$64,165	2.50%	\$65,769	2.50%	\$67,413	2.50%
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$1,353,407	\$1,492,095	10.25%	\$1,863,373	24.88%	\$1,982,444	6.39%	\$2,123,900	7.14%	\$2,123,900	0.00%	\$2,123,900	0.00%	\$2,123,900	0.00%
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Payments to Other Governmental Units	\$1,539,779	\$1,628,895	5.79%	\$1,973,685	21.17%	\$2,043,452	3.53%	\$2,186,500	7.00%	\$2,188,065	0.07%	\$2,189,669	0.07%	\$2,191,313	0.08%
Debt Services															
Salaries	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$218,233	\$0	-100.00%	\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$17,292,222	\$7,228,559	-58.20%	\$7,252,142	0.33%	\$7,423,722	2.37%	\$7,609,600	2.50%	\$7,609,600	0.00%	\$7,609,600	0.00%	\$7,609,600	0.00%
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Debt Services	\$17,510,455	\$7,228,559	-58.72%	\$7,252,142	0.33%	\$7,423,722	2.37%	\$7,609,600	2.50%	\$7,609,600	0.00%	\$7,609,600	0.00%	\$7,609,600	0.00%
Provisions for Contingencies															
Salaries	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$290,000		\$0	-100.00%	\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Provisions for Contingencies	\$0	\$0		\$0		\$0		\$290,000		\$0	-100.00%	\$0		\$0	
Total															
Salaries	\$22,832,684	\$24,036,011	5.27%	\$24,827,868	3.29%	\$25,037,568	0.84%	\$25,664,800	2.51%	\$26,301,886	2.48%	\$26,983,496	2.59%	\$27,523,382	2.00%
Employee Benefits	\$8,325,727	\$8,503,598	2.14%	\$8,931,901	5.04%	\$9,055,764	1.39%	\$9,551,800	5.48%	\$10,067,481	5.40%	\$10,623,120	5.52%	\$11,189,746	5.33%
Purchased Services	\$4,213,303	\$4,086,603	-3.01%	\$4,210,793	3.04%	\$4,131,563	-1.88%	\$7,197,700	74.21%	\$7,321,315	1.72%	\$5,748,071	-21.49%	\$5,118,049	-10.96%
Supplies and Materials	\$2,250,845	\$2,310,849	2.67%	\$2,274,135	-1.59%	\$2,551,603	12.20%	\$2,708,800	6.16%	\$2,776,368	2.49%	\$2,845,624	2.49%	\$2,916,612	2.49%
Capital Outlay	\$1,312,550	\$362,659	-72.37%	\$438,746	20.98%	\$987,986	125.18%	\$954,900	-3.35%	\$954,900	0.00%	\$954,900	0.00%	\$954,900	0.00%
Other Objects	\$18,795,997	\$8,843,311	-52.95%	\$9,249,461	4.59%	\$9,542,066	3.16%	\$10,167,900	6.56%	\$9,877,900	-2.85%	\$9,877,900	0.00%	\$9,877,900	0.00%
Non-Capitalized Equipment	\$72,882	\$69,209	-5.04%	\$54,679	-20.99%	\$31,553	-42.29%	\$62,600	98.40%	\$62,600	0.00%	\$62,600	0.00%	\$62,600	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Total Disbursements/Expenditures	\$57,803,988	\$48,212,240	-16.59%	\$49,987,583	3.68%	\$51,338,103	2.70%	\$56,308,500	9.68%	\$57,362,449	1.87%	\$57,095,711	-0.47%	\$57,643,190	0.96%

Operating Funds

Revenues By Source and Expenditures By Object

	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET	% Δ	PROJECTED	% Δ	PROJECTED	% Δ	PROJECTED	% Δ
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
REVENUES															
Local Sources	\$30,090,987	\$32,191,858	6.98%	\$32,321,664	0.40%	\$33,138,179	2.53%	\$33,845,800	2.14%	\$34,705,813	2.54%	\$36,138,475	4.13%	\$36,652,784	1.42%
State Sources	\$8,048,109	\$8,348,597	3.73%	\$8,953,391	7.24%	\$9,051,938	1.10%	\$9,465,735	4.57%	\$10,015,735	5.81%	\$10,565,735	5.49%	\$11,120,735	5.25%
Federal Sources	\$2,230,299	\$2,468,309	10.67%	\$2,829,155	14.62%	\$3,900,748	37.88%	\$5,434,945	39.33%	\$5,434,945	0.00%	\$3,934,945	-27.60%	\$2,734,945	-30.50%
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$40,369,395	\$43,008,764	6.54%	\$44,104,210	2.55%	\$46,090,865	4.50%	\$48,746,480	5.76%	\$50,156,493	2.89%	\$50,639,155	0.96%	\$50,508,464	-0.26%
EXPENDITURES															
Salary	\$22,832,684	\$24,036,011	5.27%	\$24,827,868	3.29%	\$25,037,568	0.84%	\$25,664,800	2.51%	\$26,301,886	2.48%	\$26,983,496	2.59%	\$27,523,382	2.00%
Employee Benefits	\$8,325,727	\$8,503,598	2.14%	\$8,931,901	5.04%	\$9,055,764	1.39%	\$9,551,800	5.48%	\$10,067,481	5.40%	\$10,623,120	5.52%	\$11,189,746	5.33%
Purchased Services	\$3,995,070	\$4,086,603	2.29%	\$4,210,696	3.04%	\$4,131,563	-1.88%	\$7,197,700	74.21%	\$7,321,315	1.72%	\$5,748,071	-21.49%	\$5,118,049	-10.96%
Supplies and Materials	\$2,250,845	\$2,310,849	2.67%	\$2,274,135	-1.59%	\$2,551,603	12.20%	\$2,708,800	6.16%	\$2,776,368	2.49%	\$2,845,624	2.49%	\$2,916,612	2.49%
Capital Outlay	\$1,220,238	\$362,659	-70.28%	\$438,746	20.98%	\$987,986	125.18%	\$704,900	-28.65%	\$704,900	0.00%	\$704,900	0.00%	\$704,900	0.00%
Other Objects	\$1,503,775	\$1,914,969	27.34%	\$2,297,536	19.98%	\$2,118,344	-7.80%	\$2,268,300	7.08%	\$2,268,300	0.00%	\$2,268,300	0.00%	\$2,268,300	0.00%
Non-Capitalized Equipment	\$72,882	\$69,209	-5.04%	\$54,679	-20.99%	\$31,553	-42.29%	\$62,600	98.40%	\$62,600	0.00%	\$62,600	0.00%	\$62,600	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$290,000		\$0	-100.00%	\$0		\$0	
TOTAL EXPENDITURES	\$40,201,221	\$41,283,898	2.69%	\$43,035,561	4.24%	\$43,914,381	2.04%	\$48,448,900	10.33%	\$49,502,849	2.18%	\$49,236,111	-0.54%	\$49,783,590	1.11%
SURPLUS/(DEFICIT)	\$168,174	\$1,724,866		\$1,068,649		\$2,176,484		\$297,580		\$653,644		\$1,403,044		\$724,874	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$401,520	\$0		\$725,000		\$1,200,000		\$0		\$0		\$0		\$0	
Other Financing Uses	(\$300,000)	(\$100,000)		(\$200,000)		(\$1,925,000)		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$101,520	(\$100,000)		\$525,000		(\$725,000)		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	\$269,694	\$1,624,866		\$1,593,649		\$1,451,484		\$297,580		\$653,644		\$1,403,044		\$724,874	
BEGINNING FUND BALANCE	\$14,034,209	\$14,303,903		\$15,928,769		\$17,522,418		\$18,973,902		\$19,271,482		\$19,925,126		\$21,328,171	
ENDING FUND BALANCE	\$14,303,903	\$15,928,769		\$17,522,418		\$18,973,902		\$19,271,482		\$19,925,126		\$21,328,171		\$22,053,045	
FUND BALANCE AS % OF EXPENDITURES	35.58%	38.58%		40.72%		43.21%		39.78%		40.25%		43.32%		44.30%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	4.27	4.63		4.89		5.18		4.77		4.83		5.20		5.32	

Operating Funds



EDUCATION FUND

The Educational Fund is utilized to account for most of the instructional, co-curricular, special education, pupil support, and administrative aspects of the District's operations on a day-to-day basis.

Revenue

Revenue for the Education Fund is provided from local, state, and federal sources. The total revenue in the Education Fund is expected to decrease by \$647,993 or -1.65% compared to prior year actuals. This change is mainly due to an anticipated decrease in property tax collection rates, paired with a shift of federal stimulus funds from the Education fund to the Operations & Maintenance Fund to cover capital project improvements.

Recent changes in state law allow more freedom to spread the levy amounts across all funds without concerns about individual tax rate limits in each fund, although the overall tax extension (actual local funds the district receives from property taxes) continues to be capped at 5% or prior year CPI, whichever is lower. Local sources of funding will comprise approximately 70% of revenue for the Education Fund in the fiscal year ending June 30, 2022. This percentage has remained relatively consistent over the last several fiscal years. State sources, which are comprised of unrestricted State Aid, now distributed via the Evidence Based Model of distribution, and restricted categorical aid are estimated to be 22% of total Education Fund revenue. After a one year hiatus of new funding for the Evidence Based Model, the current Education Fund budget once again includes an influx of approximately 5.5% of new dollars based on appropriations from Illinois lawmakers.

Federal sources of revenue include several categories of financial assistance, the largest being Title I (Low Income), and IDEA (Special Education) reimbursement. We continue to receive federal stimulus dollars (ESSER Funds) to help offset costs associated with Covid-19. Overall, these restricted Federal revenues make up 8% of total revenue in the Education Fund.

The Education Fund is a part of the tax cap extension limitation and is, therefore, limited in the amount of annual property tax increases along with several other funds.

The maximum tax rate limitation for the Education Fund was recently removed, which allows more freedom to levy capped tax dollars directly in the funds where the dollars are needed. For fiscal year 2022, the total property tax levy will increase by approximately 1.4% because the December 31, 2020 Consumer Price Index, which the increase is based on, was 1.4%. Since the District is a tax capped district, property tax receipts will be limited to the CPI of 1.4% plus the value of new property added to the tax base for the 2020 assessment year. The 2020 levy will be received in two payments, one in March/April of 2021 and the other in the fall of 2021. The March/April payment equals 55% of the prior year total levy and the fall payment equals the remaining balance. The budgeted property tax decrease this fiscal year is due mainly to budgeting available funds towards other funds with higher revenue need. The General State Aid formula has changed to an Evidence Based Model (EBM) that is based on over 20 unique research driven data points that have been shown to positively affect student learning. The EBM formula has a hold

harmless provision that promises all districts a state allocation no less than receipts from the prior fiscal year, while additional state dollars provided in future years will be allocated based on instructional need as determined by EBM formula.

The District also receives categorical State funds which are earmarked for special areas such as special education, English learners (EL), student transportation and student food costs. The majority of the slight increase in categorical aid is anticipated to come from the areas of special education and EL. Like the last fiscal year, no proration of state funds is anticipated for the current fiscal year.

Federal sources of funding historically have been budgeted flat to reflect the anticipated allocations that are known during budget development. The current fiscal year is unique in that over \$6.1M in Covid-19 related stimulus funds are anticipated as a one-time infusion to offset costs related to operating during the pandemic. All federal funds are paid as reimbursements on a quarterly basis after submission of a detailed expenditure report. Actual federal allocations have historically grown slowly based on changes in special education needs as well as changes to our low income student population.

Historically, the Education Fund revenues have seen irregular income flow; years of significant increases (more than 11% per year), followed by more moderate increases of 2.3% to 3.75%. These changes have been driven by surges in property tax revenue, new dollars added in the Evidence Based funding formula, and more recently the inflows of federal stimulus money. Looking to the future, revenue expectations are dampened by the near term threat of lowered property tax collection rates and limited new property tax growth prospects. One bright spot is the promise of continued Evidence Based funding for the near term, as well as use of Federal stimulus dollars through the 2024 fiscal year.

Expenditures

Total expenditures for the Education Fund are expected to increase by 4.26% or \$1,576,804. This increase is due in part to contractual salary increases for licensed (3.0%) and classified staff (4.2%-4.7%). This year's budget also includes items offset from Federal stimulus funding, such as student Chromebook purchases and instructional programs (summer school as well as after school) to help offset learning loss caused by the pandemic.

The salaries and benefits reflect the results of contract negotiations with all bargaining units. The District is entering a one year salary agreement, with further negotiations scheduled later in the school year. The current agreement features teacher salary increases of 3.0% total and support staff increases of 4.2% to 4.7% total, depending on job classification.

Post-Retirement Benefits

The District provides post-employment health care benefits other than pensions (OPEB) for retired employees who have served the district for at least 15 years. These health care benefits consist of district paid single health care premiums that are covered for five years or until the employee reaches age 65, whichever is less. The estimated amount of accrued liability for this

plan as of June 30, 2021 is \$3,911,796. The OPEB plan is currently budgeted and funded in the Education Fund as a benefit expense. For fiscal year 2021, the budgeted amount for OPEB related benefits is \$180,000.

Historically, Education Fund expenses have outpaced CPI due to increases in salary rates, benefits, and increased staffing to meet student demand, primarily in the areas of special education and English Learner (EL) populations. We are optimistically projecting this trend to flatten in the future, but this projection will depend on the outcome of contract negotiations with both the certified and non-certified bargaining units.

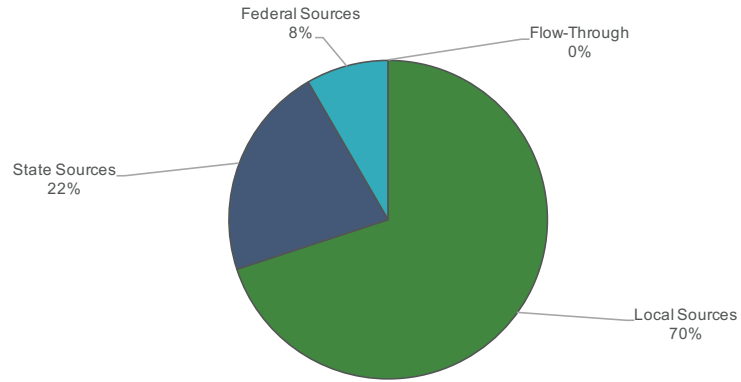
Educational Fund

Revenues By Source and Expenditures By Object

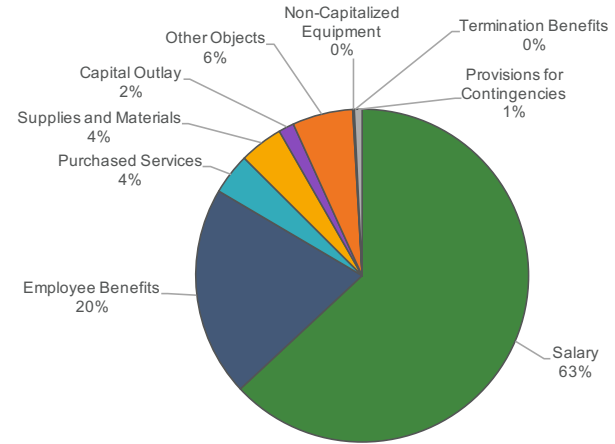
	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET	% Δ	PROJECTED	% Δ	PROJECTED	% Δ	PROJECTED	% Δ
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
REVENUES															
Local Sources	\$23,886,218	\$27,516,713	15.20%	\$27,659,290	0.52%	\$27,430,555	-0.83%	\$27,013,100	-1.52%	\$26,901,750	-0.41%	\$28,473,988	5.84%	\$29,280,831	2.83%
State Sources	\$7,097,698	\$6,975,876	-1.72%	\$7,869,942	12.82%	\$7,931,770	0.79%	\$8,367,035	5.49%	\$8,917,035	6.57%	\$9,467,035	6.17%	\$10,022,035	5.86%
Federal Sources	\$2,230,299	\$2,468,309	10.67%	\$2,829,155	14.62%	\$3,900,748	37.88%	\$3,234,945	-17.07%	\$3,234,945	0.00%	\$3,234,945	0.00%	\$2,734,945	-15.46%
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$33,214,215	\$36,960,898	11.28%	\$38,358,387	3.78%	\$39,263,073	2.36%	\$38,615,080	-1.65%	\$39,053,730	1.14%	\$41,175,968	5.43%	\$42,037,811	2.09%
EXPENDITURES															
Salary	\$21,664,077	\$22,793,244	5.21%	\$23,592,641	3.51%	\$23,708,501	0.49%	\$24,327,700	2.61%	\$24,915,161	2.41%	\$25,542,330	2.52%	\$26,025,621	1.89%
Employee Benefits	\$6,896,559	\$7,110,483	3.10%	\$7,589,101	6.73%	\$7,652,082	0.83%	\$7,871,600	2.87%	\$8,332,857	5.86%	\$8,830,097	5.97%	\$9,344,718	5.83%
Purchased Services	\$1,238,315	\$1,266,175	2.25%	\$1,658,687	31.00%	\$1,429,965	-13.79%	\$1,540,000	7.69%	\$1,578,500	2.50%	\$1,617,962	2.50%	\$1,658,412	2.50%
Supplies and Materials	\$1,171,005	\$1,090,412	-6.88%	\$1,240,802	13.79%	\$1,566,358	26.24%	\$1,634,400	4.34%	\$1,675,260	2.50%	\$1,717,142	2.50%	\$1,760,070	2.50%
Capital Outlay	\$1,087,646	\$331,312	-69.54%	\$364,238	9.94%	\$490,764	34.74%	\$579,900	18.16%	\$579,900	0.00%	\$579,900	0.00%	\$579,900	0.00%
Other Objects	\$1,489,700	\$1,790,396	20.19%	\$2,172,361	21.33%	\$2,117,469	-2.53%	\$2,267,400	7.08%	\$2,267,400	0.00%	\$2,267,400	0.00%	\$2,267,400	0.00%
Non-Capitalized Equipment	\$72,882	\$49,777	-31.70%	\$53,986	8.46%	\$29,857	-44.69%	\$60,800	103.64%	\$60,800	0.00%	\$60,800	0.00%	\$60,800	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$290,000		\$0	-100.00%	\$0		\$0	
TOTAL EXPENDITURES	\$33,620,184	\$34,431,799	2.41%	\$36,671,816	6.51%	\$36,994,996	0.88%	\$38,571,800	4.26%	\$39,409,878	2.17%	\$40,615,631	3.06%	\$41,696,920	2.66%
SURPLUS/(DEFICIT)	(\$405,969)	\$2,529,099		\$1,686,571		\$2,268,077		\$43,280		(\$356,148)		\$560,337		\$340,891	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$401,520	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$401,520	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	(\$4,449)	\$2,529,099		\$1,686,571		\$2,268,077		\$43,280		(\$356,148)		\$560,337		\$340,891	
BEGINNING FUND BALANCE	(\$1,148,907)	(\$1,153,356)		\$1,375,743		\$3,062,314		\$5,330,391		\$5,373,671		\$5,017,523		\$5,577,861	
ENDING FUND BALANCE	(\$1,153,356)	\$1,375,743		\$3,062,314		\$5,330,391		\$5,373,671		\$5,017,523		\$5,577,861		\$5,918,751	
FUND BALANCE AS % OF EXPENDITURES	-3.43%	4.00%		8.35%		14.41%		13.93%		12.73%		13.73%		14.19%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	(0.41)	0.48		1.00		1.73		1.67		1.53		1.65		1.70	

Educational Fund

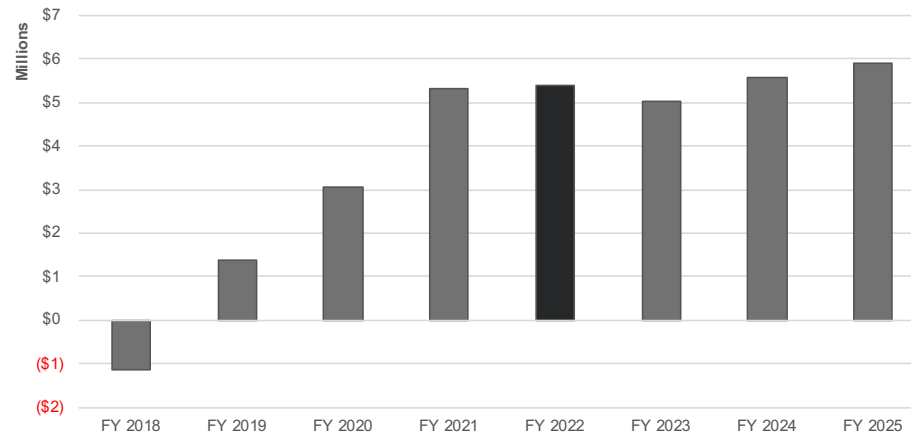
Budgeted Educational Revenues by Source



Budgeted Educational Expenditures by Object



Projected Year-End Balances | Educational Fund



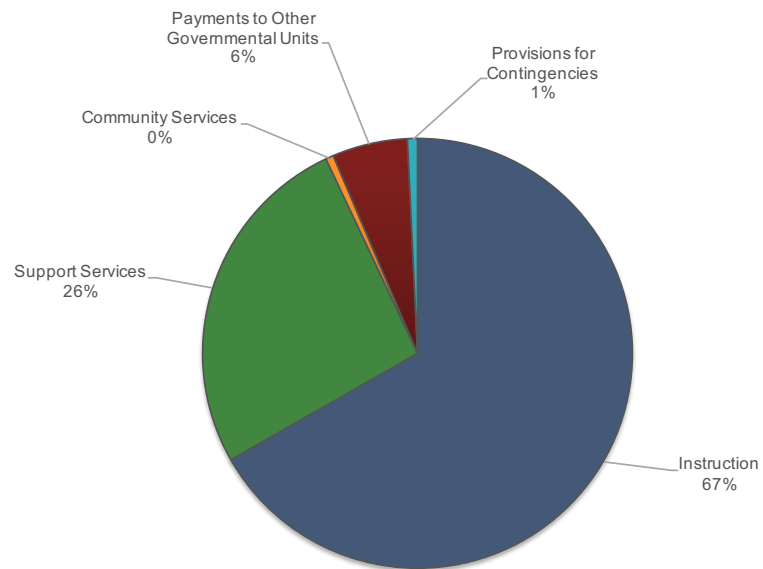
Educational Fund

Expenditures By Function

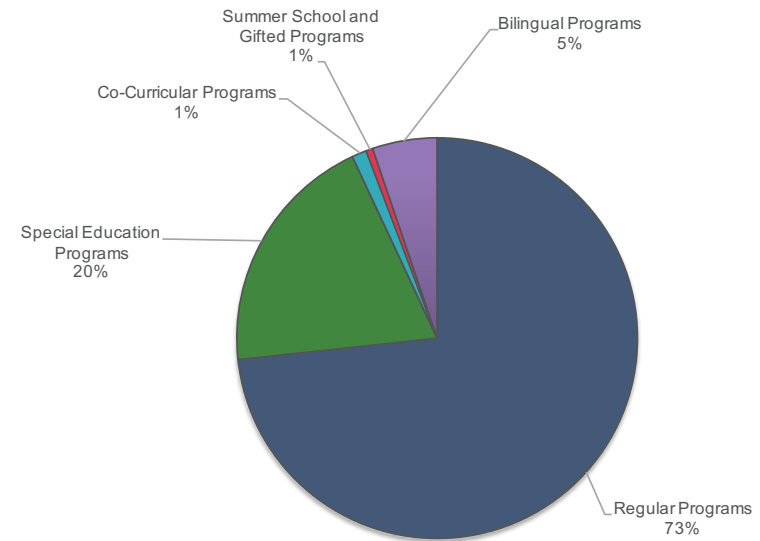
	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	PROJECTED FY 2023	% Δ	PROJECTED FY 2024	% Δ	PROJECTED FY 2025	% Δ
INSTRUCTION															
Regular Programs	\$16,671,176	\$16,937,210	1.60%	\$17,551,482	3.63%	\$18,307,528	4.31%	\$18,869,800	3.07%	\$19,472,019	3.19%	\$20,116,531	3.31%	\$20,690,614	2.85%
Special Education Programs	\$4,695,785	\$4,944,461	5.30%	\$5,240,578	5.99%	\$4,997,729	-4.63%	\$5,087,500	1.80%	\$5,259,234	3.38%	\$5,443,241	3.50%	\$5,609,813	3.06%
Adult/Continuing Education Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Vocational Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Co-Curricular Programs	\$443,022	\$432,686	-2.33%	\$423,455	-2.13%	\$290,163	-31.48%	\$304,300	4.87%	\$311,659	2.42%	\$319,505	2.52%	\$325,619	1.91%
Summer School and Gifted Programs	\$146,624	\$172,441	17.61%	\$126,655	-26.55%	\$134,545	6.23%	\$142,500	5.91%	\$145,944	2.42%	\$149,620	2.52%	\$152,459	1.90%
Drivers Education Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Bilingual Programs	\$1,030,713	\$1,079,767	4.76%	\$1,150,868	6.58%	\$1,155,040	0.36%	\$1,343,500	16.32%	\$1,386,954	3.23%	\$1,433,540	3.36%	\$1,474,780	2.88%
Truant/Optional Programs/Other	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL INSTRUCTION	\$22,987,320	\$23,566,565	2.52%	\$24,493,038	3.93%	\$24,885,005	1.60%	\$25,747,600	3.47%	\$26,575,810	3.22%	\$27,462,437	3.34%	\$28,253,285	2.88%
SUPPORT SERVICES															
Pupils	\$2,786,389	\$3,022,450	8.47%	\$3,257,362	7.77%	\$3,446,940	5.82%	\$3,474,700	0.81%	\$3,583,567	3.13%	\$3,700,080	3.25%	\$3,803,006	2.78%
Instructional Staff	\$2,426,034	\$2,038,089	-15.99%	\$2,487,860	22.07%	\$2,173,323	-12.64%	\$2,428,100	11.72%	\$2,484,581	2.33%	\$2,544,728	2.42%	\$2,599,061	2.14%
General Administration	\$601,552	\$687,943	14.36%	\$730,398	6.17%	\$686,623	-5.99%	\$689,700	0.45%	\$708,633	2.75%	\$728,783	2.84%	\$747,405	2.56%
School Administration	\$1,623,127	\$1,655,302	1.98%	\$1,701,612	2.80%	\$1,750,031	2.85%	\$1,692,600	-3.28%	\$1,748,522	3.30%	\$1,808,399	3.42%	\$1,862,502	2.99%
Business Operations	\$1,445,195	\$1,463,545	1.27%	\$1,655,647	13.13%	\$1,654,092	-0.09%	\$1,689,900	2.16%	\$1,738,054	2.85%	\$1,788,510	2.90%	\$1,837,414	2.73%
Central Administration	\$95,092	\$96,778	1.77%	\$112,966	16.73%	\$121,155	7.25%	\$147,100	21.41%	\$150,743	2.48%	\$154,476	2.48%	\$158,303	2.48%
Other	\$5,957	(\$1,305)	-121.91%	\$0	-100.00%	(\$58)		(\$100)	72.41%	(\$100)	0.00%	(\$100)	0.00%	(\$100)	0.00%
TOTAL SUPPORT SERVICES	\$8,983,346	\$8,962,802	-0.23%	\$9,945,845	10.97%	\$9,832,106	-1.14%	\$10,122,000	2.95%	\$10,414,001	2.88%	\$10,724,877	2.99%	\$11,007,590	2.64%
COMMUNITY SERVICES	\$109,739	\$97,065	-11.55%	\$82,776	-14.72%	\$234,433	183.21%	\$225,700	-3.73%	\$232,002	2.79%	\$238,648	2.86%	\$244,731	2.55%
PAYMENTS TO OTHER GOVERNMENTAL UNITS	\$1,539,779	\$1,628,895	5.79%	\$1,973,685	21.17%	\$2,043,452	3.53%	\$2,186,500	7.00%	\$2,188,065	0.07%	\$2,189,669	0.07%	\$2,191,313	0.08%
PROVISIONS FOR CONTINGENCIES	\$0	\$0		\$0		\$0		\$290,000		\$0	-100.00%	\$0		\$0	
TOTAL EXPENDITURES	\$33,620,184	\$34,255,327	1.89%	\$36,495,344	6.54%	\$36,994,996	1.37%	\$38,571,800	4.26%	\$39,409,878	2.17%	\$40,615,631	3.06%	\$41,696,920	2.66%

Educational Fund

Budgeted Expenditure Analysis



Budgeted Instructional Expenditure Analysis



OPERATIONS AND MAINTENANCE FUND

The Operations and Maintenance (O&M) Fund is for revenue and expenditures related to the operation and maintenance of the facilities and grounds of the district, including utilities.

Revenue

Revenue for the O&M Fund is primarily provided from local property taxes. Other local sources of revenue are Corporate Personal Property Replacement Taxes (CPPRT), facility rental income, and interest. The notable increase in federal revenue budgeted this year is due to the large influx of federal stimulus dollars that will be used now and in the future to modernize our HVAC systems and update the media centers at all 6 school buildings with new flooring, lighting, paint.

The historical decreases in local revenue presented in the charts below are a result of decreasing the property tax levy away from the O&M fund to relieve revenue shortfalls in other funds. This has resulted in the desired effect of spending down fund balance reserves in this fund. This trend has changed in the current budget year, where the levy strategy has changed to maintain no less than approximately \$1M in fund balance reserves looking forward, to cover costs associated with unanticipated maintenance needs.

Expenditures

Expenditures in the O&M Fund are for purposes of maintenance, cleaning and upkeep, and refurbishing of the district facilities. These expenditures include maintenance and custodial salaries, cleaning supplies, purchased services, and the equipment needed to provide these maintenance services. We have also budgeted the additional costs associated with enhanced sanitation procedures in the O&M fund. These costs consist of additional personal protective equipment and an increase in sanitation supplies to reflect additional cleaning undertaken during the pandemic period.

Over the years, the District has engaged in several energy efficiency programs to reduce costs. For example, LED interior lighting and HVAC controls were installed in several buildings to reduce energy consumption and ongoing replacement cost. This is an area the district frequently researches to ensure ongoing operational efficiencies are achieved.

The recently agreed to collective bargaining agreement for custodians and maintenance staff includes raises of 4.2% for the FY22 school year. This salary increase was not realized in this year's salary line item in the O&M budget due to anticipated reductions in overtime in this line item. The purchased services line item reflects a significant increase due mainly to anticipated HVAC repairs and media center upgrades funded by federal stimulus money.

The expenditure trend in this fund is expected to fall back to pre-pandemic levels between fiscal years 2024 and 2025, once federal stimulus dollars are exhausted and all associated maintenance projects are completed.

The Director of Operations maintains the attached Building Renovation & Maintenance Plan that

will also drive a significant portion of future spending in the O&M Fund.

Building Renovation & Maintenance Plan

Building	Description	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Brandt	Door and Door Hardware repairs			\$5,066		
Brandt	Mechanical		\$9,000			
Brandt	Electrical	\$800				
Brandt	Plumbing			\$6,100		
Brandt	LED Lighting				\$20,000	
Covington	Gym floor					\$90,000
Covington	Door and Door Hardware repairs		\$9,785			
Covington	Wall Repairs	\$4,600				
Covington	Electrical	\$1,150				
Covington	LED Lighting	\$24,000				
Gaddis	Door and Door Hardware repairs	\$6,382	\$6,382	\$6,382	\$6,382	\$6,382
Gaddis	LED Lighting			\$20,000		
Building	Description	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Hannum	Door and Door Hardware repairs		\$9,030			
Hannum	Electrical	\$750				
Hannum	LED Lighting	\$23,000				
Hometown	Door and Door hardware repairs	\$7,160				
Hometown	Mechanical	\$9,500				
Kolmar	Gym floor				\$90,000	
Kolmar	Wall repairs	\$2,000				
Kolmar	Mechanical		\$7,200			
Kolmar	Plumbing	\$6,400				
Kolmar	Classroom Floor Tile		\$175,000			
Kolmar	LED Lighting	\$25,000	-			
McGugan	Door and Door hardware repairs	\$11,733	\$11,733	\$11,733	\$11,733	\$11,733
McGugan	Wall repairs or replacement				\$33,962	
OLHMS	Door and Door hardware repairs	\$7,990				
OLHMS	Wall repairs	\$11,577				
OLHMS	LED Lighting	\$10,000	\$25,000	\$60,000		
Sward	Wall repairs		\$5,650			

Sward	Mechanical	\$7,500				
Sward	Plumbing		\$1,100			
Sward	LED Lighting	\$23,000				
	Sub-Totals	\$182,542	\$259,880	\$109,281	\$162,077	\$108,115
	5 Year Grand Total					\$821,895

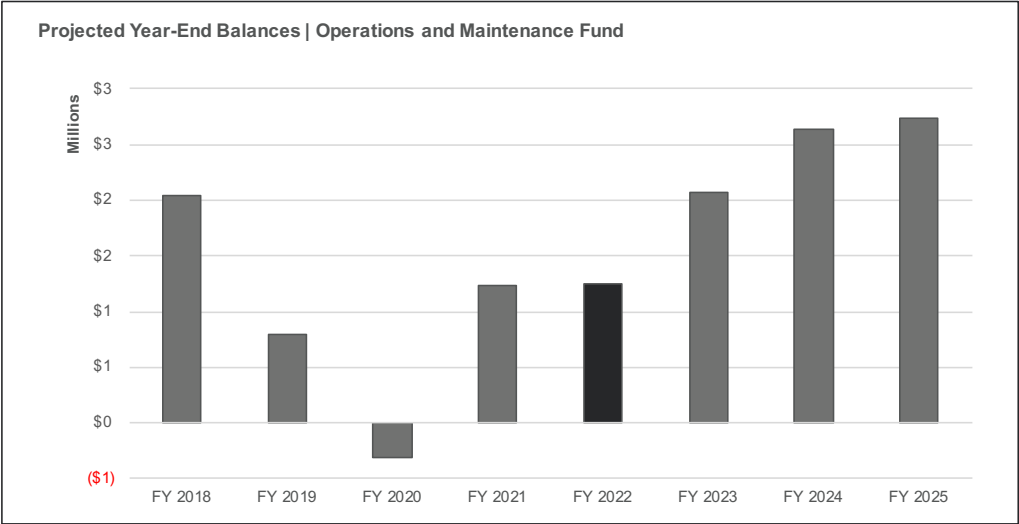
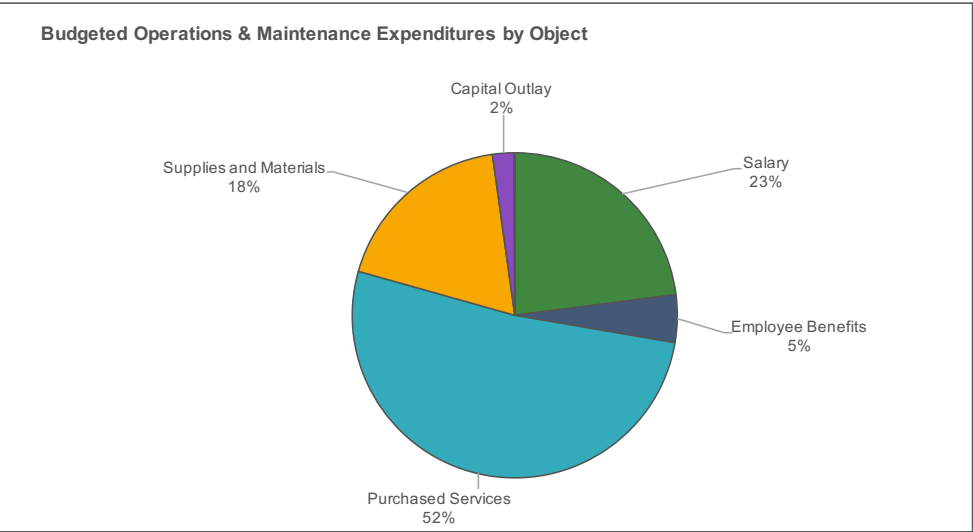
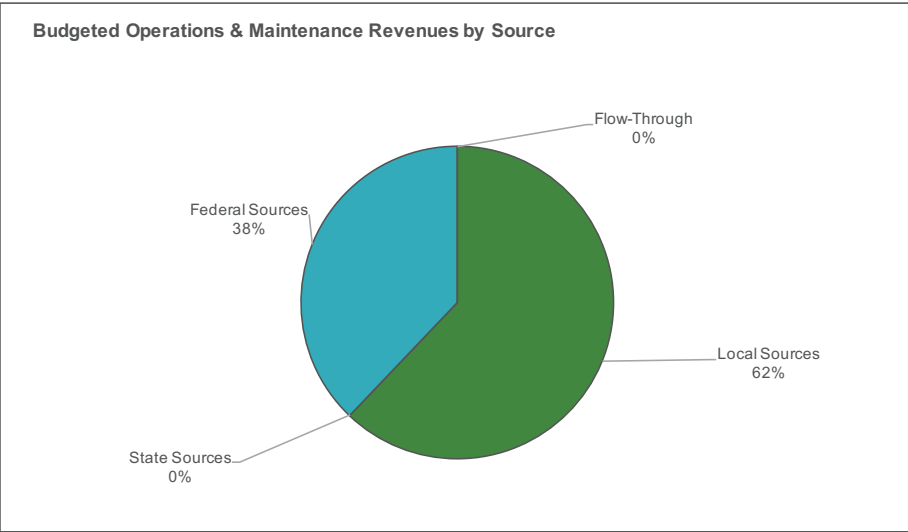
It should be noted that these building renovations are what we are addressing in the next five years based on all information we have today, but this table is not exhaustive. As other operational needs are discovered the table will be updated to better reflect our anticipated maintenance needs for the future. Larger building improvements/upgrades are also budgeted for in the Capital Projects Fund.

Operations and Maintenance Fund

Revenues By Source and Expenditures By Object

	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET	% Δ	PROJECTED	% Δ	PROJECTED	% Δ	PROJECTED	% Δ
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
REVENUES															
Local Sources	\$2,976,044	\$2,176,474	-26.87%	\$2,065,100	-5.12%	\$3,940,264	90.80%	\$3,607,200	-8.45%	\$4,582,524	27.04%	\$4,312,214	-5.90%	\$3,972,748	-7.87%
State Sources	\$0	\$0		\$50,000		\$0	-100.00%	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$2,200,000		\$2,200,000	0.00%	\$700,000	-68.18%	\$0	-100.00%
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$2,976,044	\$2,176,474	-26.87%	\$2,115,100	-2.82%	\$3,940,264	86.29%	\$5,807,200	47.38%	\$6,782,524	16.80%	\$5,012,214	-26.10%	\$3,972,748	-20.74%
EXPENDITURES															
Salary	\$1,163,419	\$1,237,371	6.36%	\$1,229,696	-0.62%	\$1,323,398	7.62%	\$1,331,200	0.59%	\$1,380,825	3.73%	\$1,435,266	3.94%	\$1,491,861	3.94%
Employee Benefits	\$269,450	\$284,172	5.46%	\$266,787	-6.12%	\$266,437	-0.13%	\$274,100	2.88%	\$293,784	7.18%	\$315,026	7.23%	\$337,703	7.20%
Purchased Services	\$459,904	\$399,826	-13.06%	\$294,346	-26.38%	\$529,549	79.91%	\$2,993,700	465.33%	\$3,068,543	2.50%	\$1,445,256	-52.90%	\$763,887	-47.15%
Supplies and Materials	\$1,074,522	\$1,219,506	13.49%	\$1,027,750	-15.72%	\$979,382	-4.71%	\$1,068,300	9.08%	\$1,095,008	2.50%	\$1,122,383	2.50%	\$1,150,442	2.50%
Capital Outlay	\$132,592	\$31,347	-76.36%	\$74,508	137.69%	\$497,222	567.34%	\$125,000	-74.86%	\$125,000	0.00%	\$125,000	0.00%	\$125,000	0.00%
Other Objects	\$655	\$124,573	#####	\$125,175	0.48%	\$875	-99.30%	\$900	2.86%	\$900	0.00%	\$900	0.00%	\$900	0.00%
Non-Capitalized Equipment	\$0	\$19,432		\$693	-96.43%	\$1,696	144.73%	\$1,800	6.13%	\$1,800	0.00%	\$1,800	0.00%	\$1,800	0.00%
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$3,100,542	\$3,316,227	6.96%	\$3,018,955	-8.96%	\$3,598,559	19.20%	\$5,795,000	61.04%	\$5,965,859	2.95%	\$4,445,631	-25.48%	\$3,871,594	-12.91%
SURPLUS/(DEFICIT)	(\$124,498)	(\$1,139,753)		(\$903,855)		\$341,705		\$12,200		\$816,665		\$566,583		\$101,154	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$0	\$0		\$0		\$1,200,000		\$0		\$0		\$0		\$0	
Other Financing Uses	(\$300,000)	(\$100,000)		(\$200,000)		\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	(\$300,000)	(\$100,000)		(\$200,000)		\$1,200,000		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	(\$424,498)	(\$1,239,753)		(\$1,103,855)		\$1,541,705		\$12,200		\$816,665		\$566,583		\$101,154	
BEGINNING FUND BALANCE	\$2,462,715	\$2,038,217		\$798,464		(\$305,391)		\$1,236,314		\$1,248,514		\$2,065,179		\$2,631,762	
ENDING FUND BALANCE	\$2,038,217	\$798,464		(\$305,391)		\$1,236,314		\$1,248,514		\$2,065,179		\$2,631,762		\$2,732,916	
FUND BALANCE AS % OF EXPENDITURES	65.74%	24.08%		-10.12%		34.36%		21.54%		34.62%		59.20%		70.59%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	7.89	2.89		(1.21)		4.12		2.59		4.15		7.10		8.47	

Operations and Maintenance Fund



DEBT SERVICE FUND

The Debt Service Fund is to account for the accumulation of resources for and the payment of principal and interest on general long-term debt and related costs.

Revenue

Revenue for the Debt Service Fund is provided from local property taxes. Tax caps do not limit the Debt Service Fund. However, it is limited by an extension restriction that limits the amount of debt service that can be paid by the District on an annual basis. The legal maximum allowable amount was established with the PTELL law of 1995 and restricts future bond issuances to the aggregate debt service extension base arising from the 1994 tax levy. This, in effect, limits the District to \$1,829,992 in annual debt service payments. The District currently has debt service commitments at the maximum level, with debt payoff scheduled for the 2028 fiscal year.

The Board of Education authorized a bond refunding to that was completed in fiscal year 2018 to capture savings for taxpayers in excess of \$1.6 million between now and 2028.

Expenditures

Expenditures are for debt service commitments only. As allowed in state statute, the excess interest income may be transferred to the Operations and Maintenance Fund if desired by the Board of Education. Debt payments to bond holders are made on a bi annual basis via wire transfer.

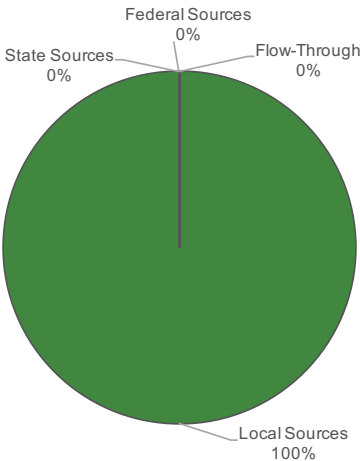
Debt Service Fund

Revenues By Source and Expenditures By Object

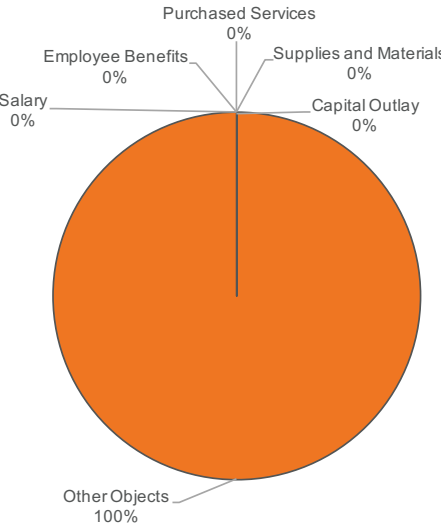
	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET	% Δ	PROJECTED	% Δ	PROJECTED	% Δ	PROJECTED	% Δ
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
REVENUES															
Local Sources	\$6,577,175	\$7,297,644	10.95%	\$7,183,014	-1.57%	\$7,122,026	-0.85%	\$7,752,100	8.85%	\$7,385,094	-4.73%	\$7,495,689	1.50%	\$7,449,728	-0.61%
State Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$6,577,175	\$7,297,644	10.95%	\$7,183,014	-1.57%	\$7,122,026	-0.85%	\$7,752,100	8.85%	\$7,385,094	-4.73%	\$7,495,689	1.50%	\$7,449,728	-0.61%
EXPENDITURES															
Salary	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$218,233	\$0	-100.00%	\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$17,292,222	\$6,928,319	-59.93%	\$6,951,925	0.34%	\$7,423,722	6.79%	\$7,609,600	2.50%	\$7,609,600	0.00%	\$7,609,600	0.00%	\$7,609,600	0.00%
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$17,510,455	\$6,928,319	-60.43%	\$6,951,925	0.34%	\$7,423,722	6.79%	\$7,609,600	2.50%	\$7,609,600	0.00%	\$7,609,600	0.00%	\$7,609,600	0.00%
SURPLUS/(DEFICIT)	(\$10,933,280)	\$369,325		\$231,089		(\$301,696)		\$142,500		(\$224,506)		(\$113,911)		(\$159,872)	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$11,553,355	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$11,553,355	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	\$620,075	\$369,325		\$231,089		(\$301,696)		\$142,500		(\$224,506)		(\$113,911)		(\$159,872)	
BEGINNING FUND BALANCE	\$3,274,018	\$3,894,093		\$4,263,418		\$4,494,507		\$4,192,811		\$4,335,311		\$4,110,805		\$3,996,894	
ENDING FUND BALANCE	\$3,894,093	\$4,263,418		\$4,494,507		\$4,192,811		\$4,335,311		\$4,110,805		\$3,996,894		\$3,837,022	
FUND BALANCE AS % OF EXPENDITURES	22.24%	61.54%		64.65%		56.48%		56.97%		54.02%		52.52%		50.42%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	2.67	7.38		7.76		6.78		6.84		6.48		6.30		6.05	

Debt Service Fund

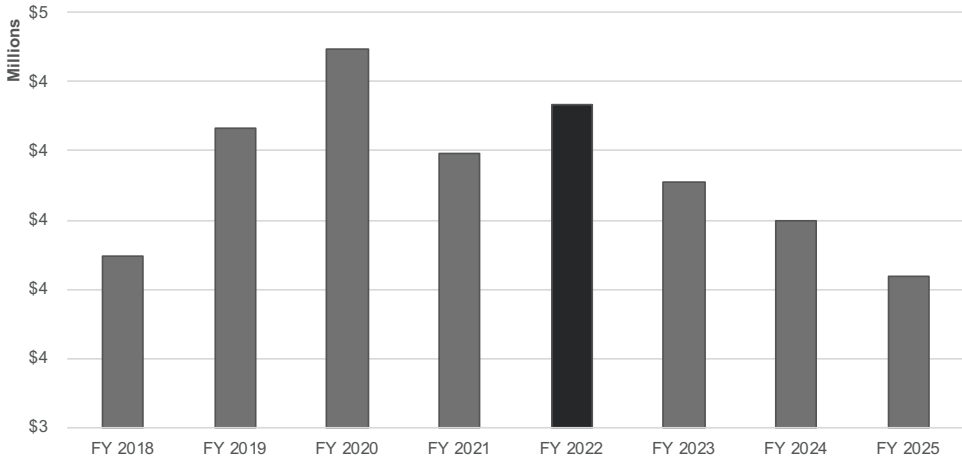
Budgeted Debt Service Revenues by Source



Budgeted Debt Service Expenditures by Object



Projected Year-End Balances | Debt Service Fund



TRANSPORTATION FUND

The Transportation Fund is for revenue and expenditures relating to the transportation of regular education and special education students to and from school, for field trips, and for after school athletic and club activity events.

Revenue

Revenue for the Transportation Fund is provided from local property taxes and state reimbursements. The Transportation Fund has no individual tax rate limit, although the overall tax extension is limited by property tax caps of the lessor of 5% or CPI. The District's state reimbursement for transportation is divided by category – regular education needs and special education needs.

Historically, local revenues for the Transportation Fund have decreased significantly, but by design, to direct property tax resources to other funds and to spend down the existing fund balances. The large increase in local revenue for the current budget year is due to changes in the levy allocation to ensure anticipated transportation expenditures are matched. For future years, we will continue to balance the levy to ensure a reasonable fund balance of approximately three to four month's expenses are maintained.

Expenditures

Total transportation costs are expected to increase 25% in the current fiscal year due to rising contractor costs as well as increased routes and usage since resuming normal scheduling. Regular education transportation is handled by contract with First Student, while special education services are provided via contract with RichLee Bus. In explaining the rising costs, both transportation companies cite increasing driver wages and benefits required to attract and retain drivers and bus attendants. With these higher wages and benefits now in place, we are optimistic that these large increases will lower contractor cost increases to CPI levels in future fiscal years.

The small amount charged to the salary and benefit line items is a portion of the superintendent's salary that is allowable for reimbursement under the state guidelines. This is the maximum amount claimable for in house administrative duties related to the day to day management of student transportation.

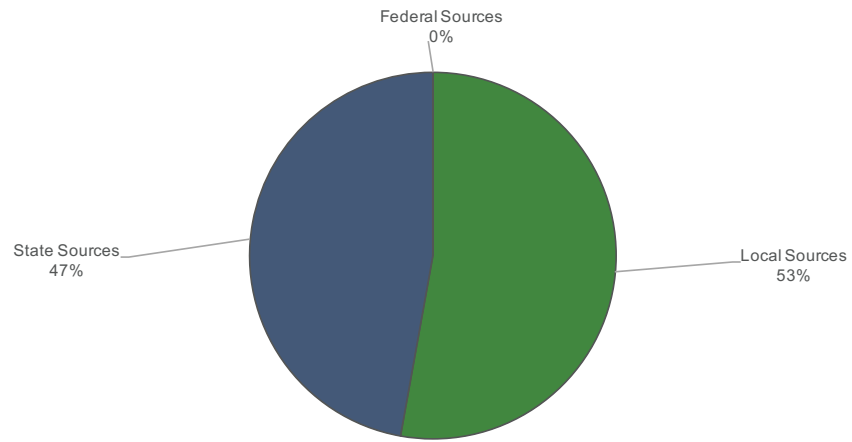
Transportation Fund

Revenues By Source and Expenditures By Object

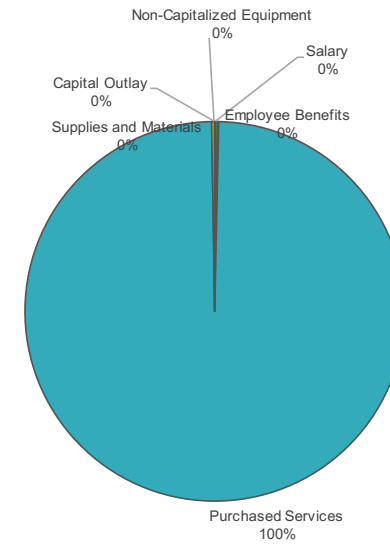
	ACTUAL	ACTUAL	% Δ	ACTUAL	ACTUAL	% Δ	BUDGET	% Δ	PROJECTED	% Δ	PROJECTED	% Δ	PROJECTED	% Δ
	FY 2018	FY 2019		FY 2020	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
REVENUES														
Local Sources	\$1,201,314	\$39,447	-96.72%	\$264,832	\$260,102	-1.79%	\$1,230,500	373.08%	\$1,268,501	3.09%	\$1,321,401	4.17%	\$1,340,391	1.44%
State Sources	\$950,411	\$1,372,721	44.43%	\$1,033,449	\$1,120,168	8.39%	\$1,098,700	-1.92%	\$1,098,700	0.00%	\$1,098,700	0.00%	\$1,098,700	0.00%
Federal Sources	\$0	\$0		\$0	\$0		\$0		\$0		\$0		\$0	
Flow-Through	\$0	\$0		\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$2,151,725	\$1,412,168	-34.37%	\$1,298,281	\$1,380,270	6.32%	\$2,329,200	68.75%	\$2,367,201	1.63%	\$2,420,101	2.23%	\$2,439,091	0.78%
EXPENDITURES														
Salary	\$5,188	\$5,396	4.01%	\$5,531	\$5,669	2.50%	\$5,900	4.07%	\$5,900	0.00%	\$5,900	0.00%	\$5,900	0.00%
Employee Benefits	\$1,447	\$1,471	1.66%	\$1,560	\$1,623	4.04%	\$1,900	17.07%	\$1,996	5.06%	\$2,100	5.19%	\$2,205	4.99%
Purchased Services	\$1,898,359	\$2,053,423	8.17%	\$1,922,147	\$1,848,093	-3.85%	\$2,321,600	25.62%	\$2,321,600	0.00%	\$2,321,600	0.00%	\$2,321,600	0.00%
Supplies and Materials	\$5,318	\$931	-82.49%	\$5,583	\$5,863	5.02%	\$6,100	4.04%	\$6,100	0.00%	\$6,100	0.00%	\$6,100	0.00%
Capital Outlay	\$0	\$0		\$0	\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0	\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0	\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0	\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0	\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$1,910,312	\$2,061,221	7.90%	\$1,934,821	\$1,861,248	-3.80%	\$2,335,500	25.48%	\$2,335,596	0.00%	\$2,335,700	0.00%	\$2,335,805	0.00%
SURPLUS/(DEFICIT)	\$241,413	(\$649,053)		(\$636,540)	(\$480,978)		(\$6,300)		\$31,605		\$84,401		\$103,286	
OTHER FINANCING SOURCES/(USES)														
Other Financing Sources	\$0	\$0		\$0	\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0	(\$800,000)		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$0	\$0		\$0	(\$800,000)		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	\$241,413	(\$649,053)		(\$636,540)	(\$1,280,978)		(\$6,300)		\$31,605		\$84,401		\$103,286	
BEGINNING FUND BALANCE	\$2,875,826	\$3,117,239		\$2,468,186	\$1,831,646		\$550,668		\$544,368		\$575,973		\$660,374	
ENDING FUND BALANCE	\$3,117,239	\$2,468,186		\$1,831,646	\$550,668		\$544,368		\$575,973		\$660,374		\$763,661	
FUND BALANCE AS % OF EXPENDITURES	163.18%	119.74%		94.67%	29.59%		23.31%		24.66%		28.27%		32.69%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	19.58	14.37		11.36	3.55		2.80		2.96		3.39		3.92	

Transportation Fund

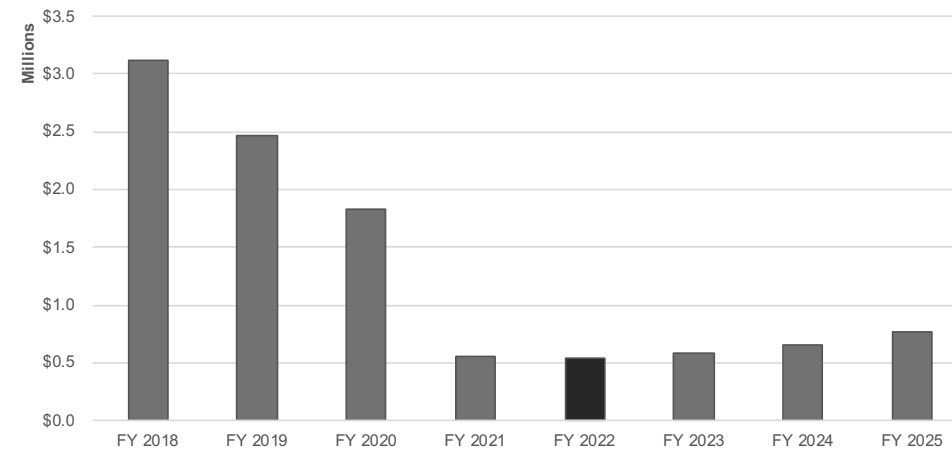
Budgeted Transportation Revenues by Source



Budgeted Transportation Expenditures by Object



Projected Year-End Balances | Transportation Fund



MUNICIPAL RETIREMENT/SOCIAL SECURITY FUND

The Municipal Retirement and Social Security Fund is to account for the District’s portion of pension contributions to the IMRF Fund and for Social Security/Medicaid benefits for non-certified employees.

Revenue

Revenue for the Municipal Retirement/Social Security Fund is provided from local property taxes. Although there is no tax rate limit for this fund, it is a part of the overall tax cap extension limitation and is therefore limited the same as the other funds under the tax cap. The levy has been increased over the past several years in order to build accumulated fund balances as a budget contingency.

Expenditures

Annual expenditures in the IMRF Fund are for payments to the Illinois Municipal Retirement Fund and for Social Security payments to the IRS on behalf of non-certified personnel. The IMRF rate is imposed by the State of Illinois and is based on the actuarial cost of retirement, supplemental retirement, death, and disability benefits for the district’s non-certified, full time workforce. A large driver of the District’s IMRF contribution rate between the fiscal years of 2011 and 2018 was due to an early retirement incentive the district implemented in 2010. The IMRF rate will decrease to 10.07% on January 1, 2022.

IMRF Calendar Year Rate History

2011	14.52%	2017	14.58%
2012	15.17%	2018	13.88%
2013	15.57%	2019	9.36%
2014	15.00%	2020	11.26%
2015	15.32%	2021	11.72%
2016	15.67%	2022	10.07%

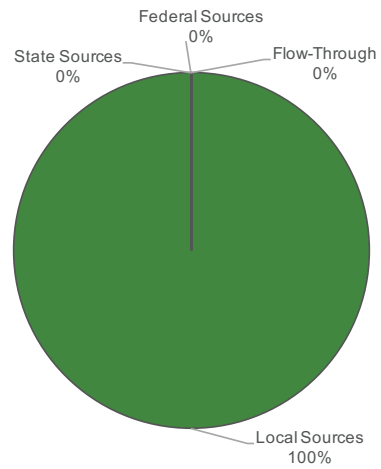
Municipal Retirement / Social Security Fund

Revenues By Source and Expenditures By Object

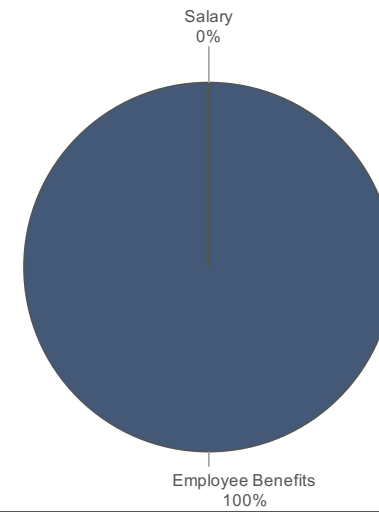
	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	PROJECTED FY 2023	% Δ	PROJECTED FY 2024	% Δ	PROJECTED FY 2025	% Δ
REVENUES															
Local Sources	\$1,365,213	\$1,499,748	9.85%	\$1,496,522	-0.22%	\$1,193,267	-20.26%	\$1,490,100	24.88%	\$1,439,580	-3.39%	\$1,501,546	4.30%	\$1,523,790	1.48%
State Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$1,365,213	\$1,499,748	9.85%	\$1,496,522	-0.22%	\$1,193,267	-20.26%	\$1,490,100	24.88%	\$1,439,580	-3.39%	\$1,501,546	4.30%	\$1,523,790	1.48%
EXPENDITURES															
Salary	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$1,158,271	\$1,107,472	-4.39%	\$1,074,453	-2.98%	\$1,135,622	5.69%	\$1,404,200	23.65%	\$1,438,844	2.47%	\$1,475,897	2.58%	\$1,505,121	1.98%
Purchased Services	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$1,158,271	\$1,107,472	-4.39%	\$1,074,453	-2.98%	\$1,135,622	5.69%	\$1,404,200	23.65%	\$1,438,844	2.47%	\$1,475,897	2.58%	\$1,505,121	1.98%
SURPLUS/(DEFICIT)	\$206,942	\$392,276		\$422,069		\$57,645		\$85,900		\$736		\$25,649		\$18,669	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	\$206,942	\$392,276		\$422,069		\$57,645		\$85,900		\$736		\$25,649		\$18,669	
BEGINNING FUND BALANCE	(\$13,684)	\$193,258		\$585,534		\$1,007,603		\$1,065,248		\$1,151,148		\$1,151,884		\$1,177,533	
ENDING FUND BALANCE	\$193,258	\$585,534		\$1,007,603		\$1,065,248		\$1,151,148		\$1,151,884		\$1,177,533		\$1,196,202	
FUND BALANCE AS % OF EXPENDITURES	16.69%	52.87%		93.78%		93.80%		81.98%		80.06%		79.78%		79.48%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	2.00	6.34		11.25		11.26		9.84		9.61		9.57		9.54	

Municipal Retirement / Social Security Fund

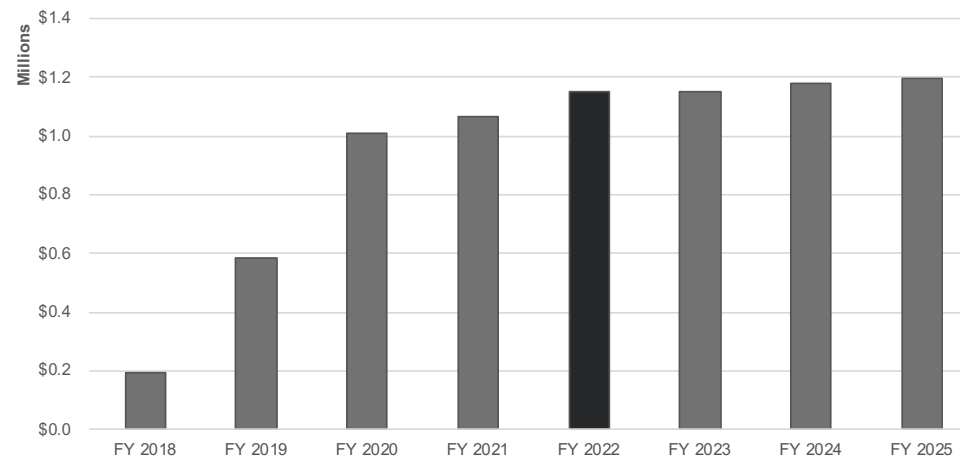
Budgeted Municipal Retirement / Social Security Revenues by Source



Budgeted Municipal Retirement / Social Security Expenditures by Object



Projected Year-End Balances | Municipal Retirement / Social Security Fund

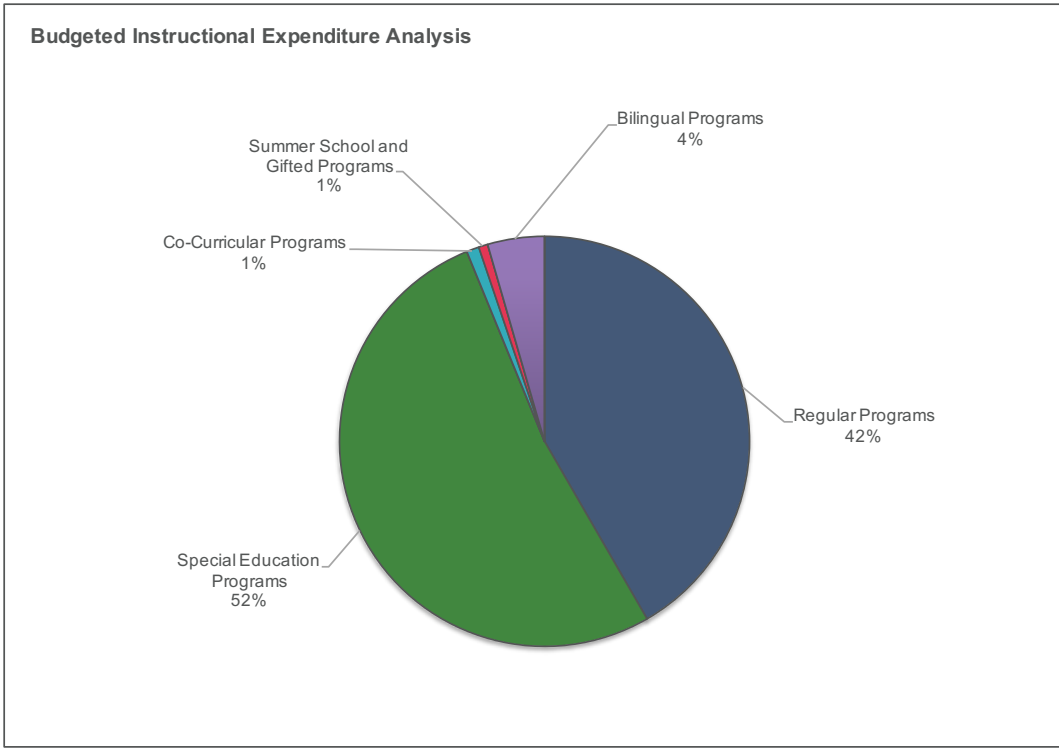
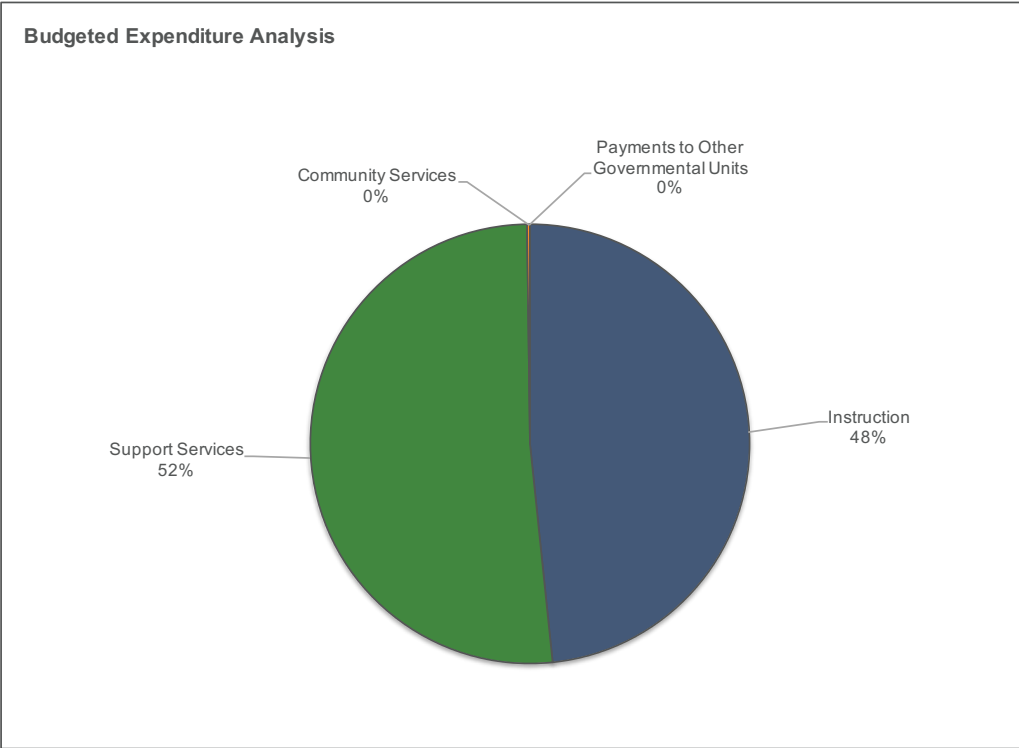


Municipal Retirement / Social Security Fund

Expenditures By Function

	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET		PROJECTED		PROJECTED		PROJECTED	
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022	% Δ	FY 2023	% Δ	FY 2024	% Δ	FY 2025	% Δ
INSTRUCTION															
Regular Programs	\$198,475	\$201,865	1.71%	\$201,271	-0.29%	\$206,521	2.61%	\$282,900	36.98%	\$289,880	2.47%	\$297,345	2.58%	\$303,232	1.98%
Special Education Programs	\$241,612	\$223,056	-7.68%	\$241,100	8.09%	\$250,574	3.93%	\$354,100	41.32%	\$362,836	2.47%	\$372,180	2.58%	\$379,549	1.98%
Adult/Continuing Education Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Vocational Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Co-Curricular Programs	\$10,607	\$9,929	-6.39%	\$8,894	-10.42%	\$6,378	-28.29%	\$6,700	5.05%	\$6,865	2.47%	\$7,042	2.58%	\$7,182	1.98%
Summer School and Gifted Programs	\$6,832	\$7,897	15.59%	\$4,613	-41.59%	\$4,564	-1.06%	\$4,900	7.36%	\$5,021	2.47%	\$5,150	2.58%	\$5,252	1.98%
Drivers Education Programs	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Bilingual Programs	\$32,599	\$30,676	-5.90%	\$24,683	-19.54%	\$28,411	15.10%	\$30,400	7.00%	\$31,150	2.47%	\$31,952	2.58%	\$32,585	1.98%
Truant/Optional Programs/Other	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL INSTRUCTION	\$490,125	\$473,423	-3.41%	\$480,561	1.51%	\$496,448	3.31%	\$679,000	36.77%	\$695,752	2.47%	\$713,669	2.58%	\$727,800	1.98%
SUPPORT SERVICES															
Pupils	\$117,500	\$121,975	3.81%	\$130,672	7.13%	\$138,656	6.11%	\$184,900	33.35%	\$189,462	2.47%	\$194,341	2.58%	\$198,189	1.98%
Instructional Staff	\$119,505	\$109,893	-8.04%	\$95,676	-12.94%	\$96,547	0.91%	\$115,600	19.73%	\$118,452	2.47%	\$121,502	2.58%	\$123,908	1.98%
General Administration	\$19,947	\$20,088	0.71%	\$14,839	-26.13%	\$16,098	8.48%	\$16,900	4.98%	\$17,317	2.47%	\$17,763	2.58%	\$18,115	1.98%
School Administration	\$86,070	\$74,380	-13.58%	\$76,243	-2.50%	\$83,820	9.94%	\$87,100	3.91%	\$89,249	2.47%	\$91,547	2.58%	\$93,360	1.98%
Business Operations	\$305,824	\$294,660	-3.65%	\$265,266	-9.98%	\$291,252	9.80%	\$307,300	5.51%	\$314,882	2.47%	\$322,990	2.58%	\$329,386	1.98%
Central Administration	\$11,600	\$10,531	-9.22%	\$8,829	-16.16%	\$9,944	12.63%	\$10,400	4.59%	\$10,657	2.47%	\$10,931	2.58%	\$11,147	1.98%
Other	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL SUPPORT SERVICES	\$660,446	\$631,527	-4.38%	\$591,525	-6.33%	\$636,317	7.57%	\$722,200	13.50%	\$740,018	2.47%	\$759,075	2.58%	\$774,105	1.98%
COMMUNITY SERVICES	\$7,700	\$2,522	-67.25%	\$2,367	-6.15%	\$2,857	20.70%	\$3,000	5.01%	\$3,074	2.47%	\$3,153	2.58%	\$3,216	1.98%
PAYMENTS TO OTHER GOVERNMENTAL UNITS	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$1,158,271	\$1,107,472	-4.39%	\$1,074,453	-2.98%	\$1,135,622	5.69%	\$1,404,200	23.65%	\$1,438,844	2.47%	\$1,475,897	2.58%	\$1,505,121	1.98%

Municipal Retirement / Social Security Fund



CAPITAL PROJECTS FUND

The Capital Projects Fund is to account for proceeds resulting from bonds or other long term financing agreements or construction or maintenance grants used to finance facility refurbishing and construction projects, capital leases, or lease purchase agreements.

Revenue

The main source of revenue for this fund is interest on the prior year's excess bond proceeds, and transfers from other funds. The school board has prioritized refunding the Capital Projects Fund to a minimum level of approximately \$1 million to pay for future construction needs. The refunding will come from operational funds and the transfer amount each year will ultimately be decided upon by the board of education upon administrative recommendation.

Expenditures

The District has developed a capital facility plan to address the maintenance priorities of the district's buildings and grounds. The facility plan is a proactive approach to complete the highest priority maintenance needs over the next five-year period. While the majority of the costs associated with this plan will be budgeted within the Operations and Maintenance Fund, the Capital Projects Fund could be used as a contingency in case of unforeseen costs being uncovered during renovations. For FY22, the only budgeted expenditure for this fund is for a parking lot addition of approximately 31 new parking spaces at Hometown Elementary School, which was completed in late summer 2021. Future year expenses assume a contingency to relieve the Operations and Maintenance Fund each year.

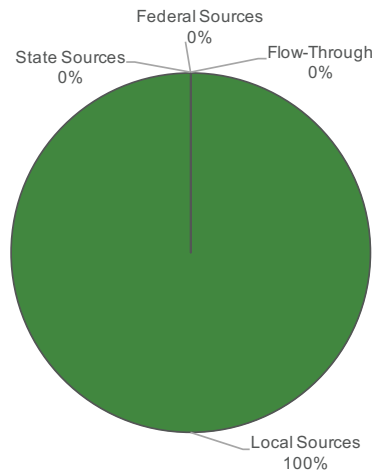
Capital Projects Fund

Revenues By Source and Expenditures By Object

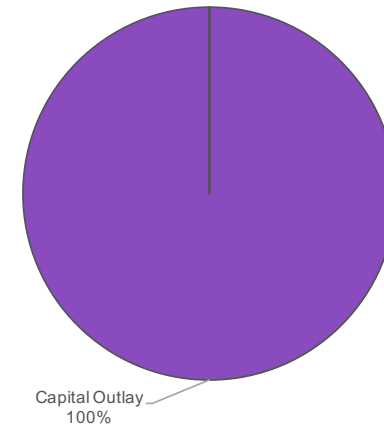
	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	ESTIMATE FY 2023	% Δ	ESTIMATE FY 2024	% Δ	ESTIMATE FY 2025	% Δ
REVENUES															
Local Sources	\$3,307	\$22,095	568.13%	\$31,224	41.32%	\$22,506	-27.92%	\$18,400	-18.24%	\$18,400	0.00%	\$18,400	0.00%	\$18,400	0.00%
State Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$3,307	\$22,095	568.13%	\$31,224	41.32%	\$22,506	-27.92%	\$18,400	-18.24%	\$18,400	0.00%	\$18,400	0.00%	\$18,400	0.00%
EXPENDITURES															
Salary	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$250,000		\$250,000	0.00%	\$250,000	0.00%	\$250,000	0.00%
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$0	\$0		\$0		\$0		\$250,000		\$250,000	0.00%	\$250,000	0.00%	\$250,000	0.00%
SURPLUS/(DEFICIT)	\$3,307	\$22,095		\$31,224		\$22,506		(\$231,600)		(\$231,600)		(\$231,600)		(\$231,600)	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$300,000	\$100,000		\$200,000		\$725,000		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$300,000	\$100,000		\$200,000		\$725,000		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	\$303,307	\$122,095		\$231,224		\$747,506		(\$231,600)		(\$231,600)		(\$231,600)		(\$231,600)	
BEGINNING FUND BALANCE	\$288,981	\$592,288		\$714,383		\$945,607		\$1,693,113		\$1,461,513		\$1,229,913		\$998,313	
ENDING FUND BALANCE	\$592,288	\$714,383		\$945,607		\$1,693,113		\$1,461,513		\$1,229,913		\$998,313		\$766,713	
FUND BALANCE AS % OF EXPENDITURES	0.00%	0.00%		0.00%		0.00%		584.61%		491.97%		399.33%		306.69%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	0.00	0.00		0.00		0.00		70.15		59.04		47.92		36.80	

Capital Projects Fund

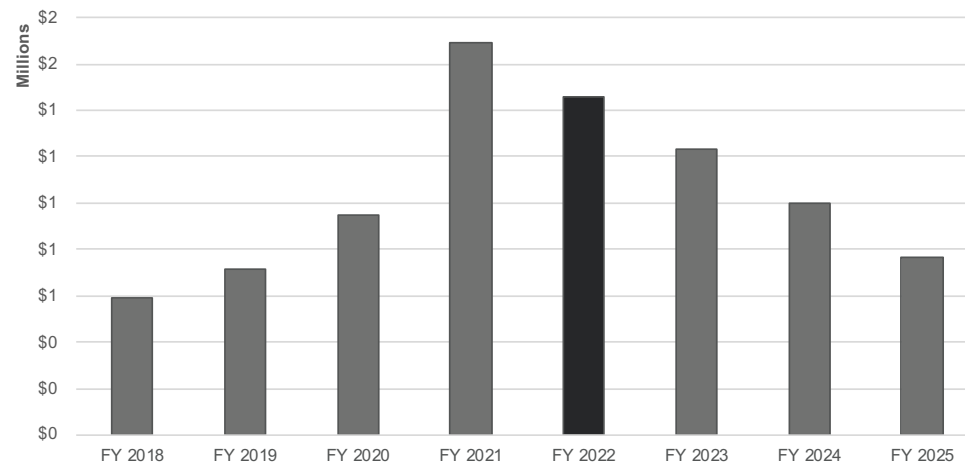
Budgeted Capital Project Revenues by Source



Budgeted Capital Project Expenditures by Object



Projected Year-End Balances | Capital Projects Fund



WORKING CASH FUND

The Working Cash Fund is to account for financial resources held by the District which may be temporarily loaned to other funds. It is the primary reserve fund for the District.

Revenue

Revenue for the Working Cash Fund is provided from local property taxes and interest derived from the invested fund balance of \$10.9 million.

Expenditures

There are no planned expenditures or transfers from this fund in fiscal year 2022.

Fund Balance

Within the governmental fund types, the District's fund balances are reported in one of the following classifications:

Non-spendable – includes amounts that cannot be spent because they are either: a) not in spendable form; or b) legally or contractually required to be maintained intact. As of June 30, 2021, the District had no non-spendable fund balances.

Restricted – includes amounts that are restricted to specific purposes, that is, when constraints placed on the use of resources are either: a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or b) imposed by law through constitutional provisions or enabling legislation.

Committed – includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the District's highest level of decision-making authority. Committed amounts cannot be used for any other purpose unless the District removes or changes the specified use by taking the same type of action it employed to previously commit those amounts. The District's highest level of decision-making authority rests with the District's Board of Education. The District passes formal resolutions to commit their fund balances. As of June 30, 2021, the District had no committed fund balances.

Assigned – includes amounts that are constrained by the District's intent to be used for specific purposes, but that are neither restricted nor committed. Intent is expressed by: a) the District's Board of Education itself; or b) a body or official to which the Board of Education has delegated the authority to assign amounts to be used for specific purposes. The District's Board of Education has not delegated authority to any other body or official to assign amounts for a specific purpose within the General Fund. Within the other governmental fund types (special revenue, debt service, capital projects) resources are assigned in accordance with the established und purpose and approved budget/appropriation. Residual fund balances in these fund types that are not restricted or committed are reported as assigned. As of June 30, 2021, the District had no assigned fund balances.

Unassigned – includes the residual fund balance that has not been restricted, committed, or assigned within the general fund and unassigned deficit fund balances of other governmental funds.

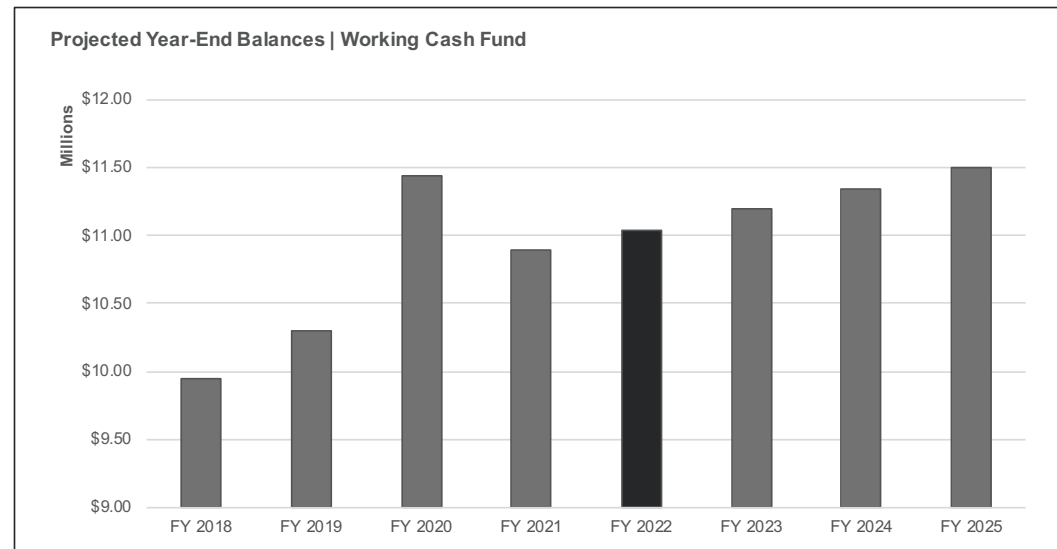
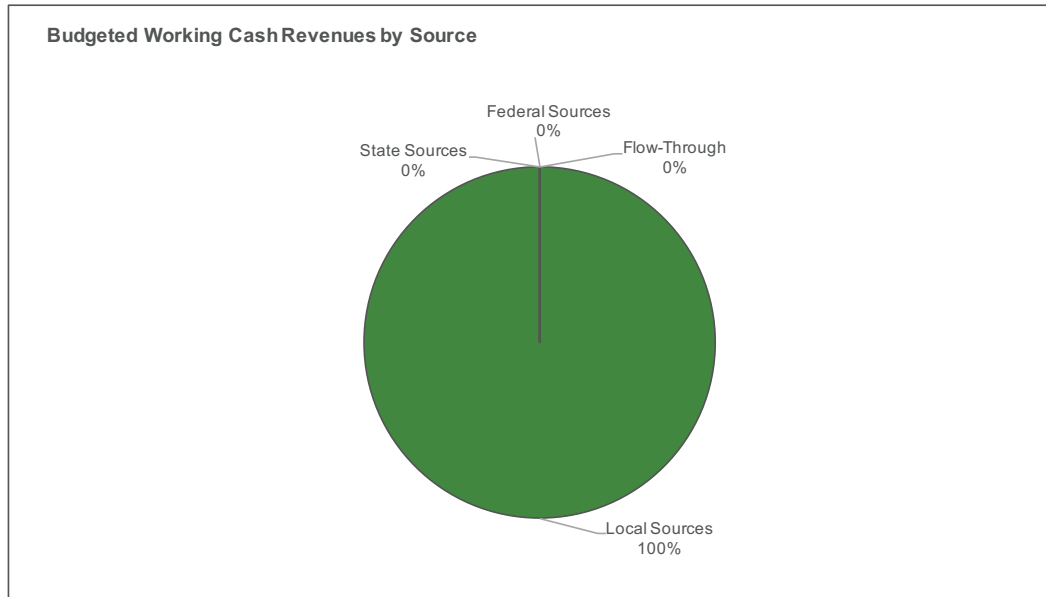
It is the District's policy to consider restricted resources to have been spent first when an expenditure is incurred for which both restricted and unrestricted (i.e., committed, assigned or unassigned fund balances) are available, followed by committed and then assigned fund balances. Unassigned amounts are used only after the other resources have been used.

Working Cash Fund

Revenues By Source and Expenditures By Object

	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	PROJECTED FY 2023	% Δ	PROJECTED FY 2024	% Δ	PROJECTED FY 2025	% Δ
REVENUES															
Local Sources	\$87,501	\$350,136	300.15%	\$410,913	17.36%	\$177,160	-56.89%	\$148,700	-16.06%	\$153,783	3.42%	\$154,004	0.14%	\$154,084	0.05%
State Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$87,501	\$350,136	300.15%	\$410,913	17.36%	\$177,160	-56.89%	\$148,700	-16.06%	\$153,783	3.42%	\$154,004	0.14%	\$154,084	0.05%
EXPENDITURES															
Salary	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT)	\$87,501	\$350,136		\$410,913		\$177,160		\$148,700		\$153,783		\$154,004		\$154,084	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$0	\$0		\$725,000		\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		(\$725,000)		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$0	\$0		\$725,000		(\$725,000)		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	\$87,501	\$350,136		\$1,135,913		(\$547,840)		\$148,700		\$153,783		\$154,004		\$154,084	
BEGINNING FUND BALANCE	\$9,863,699	\$9,951,200		\$10,301,336		\$11,437,249		\$10,889,409		\$11,038,109		\$11,191,892		\$11,345,896	
ENDING FUND BALANCE	\$9,951,200	\$10,301,336		\$11,437,249		\$10,889,409		\$11,038,109		\$11,191,892		\$11,345,896		\$11,499,980	
FUND BALANCE AS % OF EXPENDITURES	0.00%	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	0.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	

Working Cash Fund



TORT IMMUNITY FUND

The Tort Immunity Fund is for revenue and expenditures related to Property, Liability and Workers' Compensation insurance, legal costs and fees, health safety inspection fees, and safety related maintenance and repair needs of the District. The District is a member of the Collective Liability Insurance Cooperative (CLIC), a consortium of 173 Illinois school districts in the property/casualty program and 139 school districts in the Worker's Compensation program. Besides providing competitively bid insurance products, the cooperative provides insurance expertise, legal services and related professional development.

Revenue

Revenue for the Tort Immunity Fund is provided mainly from local property taxes. Although there is no tax rate limit, the Tort Immunity Fund is a part of the "tax cap" extension limitation and is therefore limited by prior year CPI the same way as the other funds under the tax cap.

Insurance premiums have been difficult to predict, although the district has realized significant decreases in Worker's Compensation insurance premiums over the past four school years. He have seen a slight uptick in premiums, driven by increases in cyber liability insurance. We will adapt our levy to match our expenses in this fund as needed.

Expenditures

Expenditures in the Tort Fund relate primarily to the cost of the District's property and liability insurance, worker's compensation insurance, and for costs associated with paying deductibles and other potential litigation purposes. The expenses in this fund have steadily decreased due to lower worker's compensation premiums and building/liability premiums. This is the result of favorable claims experience over the past several school years, with a slight uptick in cyber liability insurance premiums for the current budget year.

We will continue to work with our insurance cooperative advisors to monitor potential changes in our insurance premiums. We have been fortunate to have experienced several years of significant decreases based on good luck, but are watchful for changes that can reverse this trend in any significant manner.

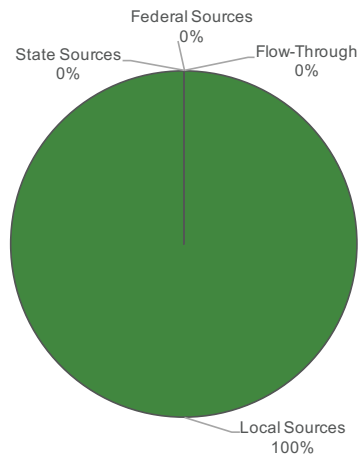
Tort Fund

Revenues By Source and Expenditures By Object

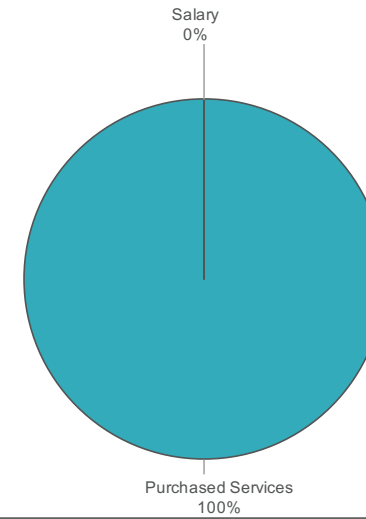
	ACTUAL	ACTUAL	% Δ	ACTUAL	% Δ	ACTUAL	% Δ	BUDGET	% Δ	PROJECTED	% Δ	PROJECTED	% Δ	PROJECTED	% Δ
	FY 2018	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
REVENUES															
Local Sources	\$574,697	\$609,340	6.03%	\$425,007	-30.25%	\$136,831	-67.81%	\$356,200	160.32%	\$359,675	0.98%	\$375,322	4.35%	\$380,940	1.50%
State Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$574,697	\$609,340	6.03%	\$425,007	-30.25%	\$136,831	-67.81%	\$356,200	160.32%	\$359,675	0.98%	\$375,322	4.35%	\$380,940	1.50%
EXPENDITURES															
Salary	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$398,492	\$367,179	-7.86%	\$335,516	-8.62%	\$323,956	-3.45%	\$342,400	5.69%	\$352,672	3.00%	\$363,252	3.00%	\$374,150	3.00%
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$13,420	\$0	-100.00%	\$0		\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$411,912	\$367,179	-10.86%	\$335,516	-8.62%	\$323,956	-3.45%	\$342,400	5.69%	\$352,672	3.00%	\$363,252	3.00%	\$374,150	3.00%
SURPLUS/(DEFICIT)	\$162,785	\$242,161		\$89,491		(\$187,125)		\$13,800		\$7,003		\$12,070		\$6,790	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		(\$400,000)		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$0	\$0		\$0		(\$400,000)		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	\$162,785	\$242,161		\$89,491		(\$587,125)		\$13,800		\$7,003		\$12,070		\$6,790	
BEGINNING FUND BALANCE	(\$5,440)	\$157,345		\$399,506		\$488,997		(\$98,128)		(\$84,328)		(\$77,325)		(\$65,255)	
ENDING FUND BALANCE	\$157,345	\$399,506		\$488,997		(\$98,128)		(\$84,328)		(\$77,325)		(\$65,255)		(\$58,465)	
FUND BALANCE AS % OF EXPENDITURES	38.20%	108.80%		145.74%		-30.29%		-24.63%		-21.93%		-17.96%		-15.63%	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	4.58	13.06		17.49		(3.63)		(2.96)		(2.63)		(2.16)		(1.88)	

Tort Fund

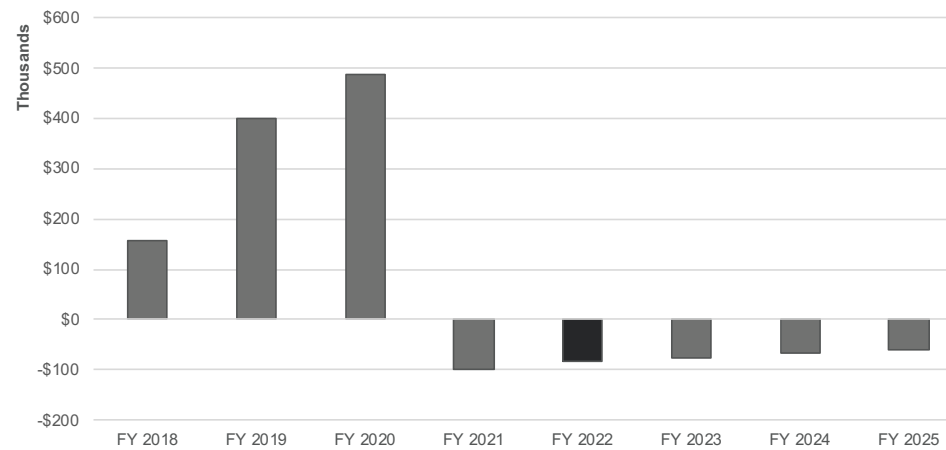
Budgeted Tort Revenues by Source



Budgeted Tort Expenditures by Object



Projected Year-End Balances | Tort Fund



LIFE SAFETY FUND

The Life Safety Fund is to account for state approved fire prevention and life safety construction projects through the issuance of general obligation bonded debt or property tax levy.

Revenue

Revenue for the Life Safety Fund is provided from Local Property Taxes. The Life Safety Fund is a fund limited by tax caps. The legal maximum allowable rate is \$0.10 cents per \$100 of EAV. The District must have Life Safety amendments approved and on file at the Illinois State Board of Education to collect the Life Safety levy.

The District maintains a current 10-year Life Safety Plan. The most recent Life Safety Survey was completed during the 2015-2016 school year.

Expenditures

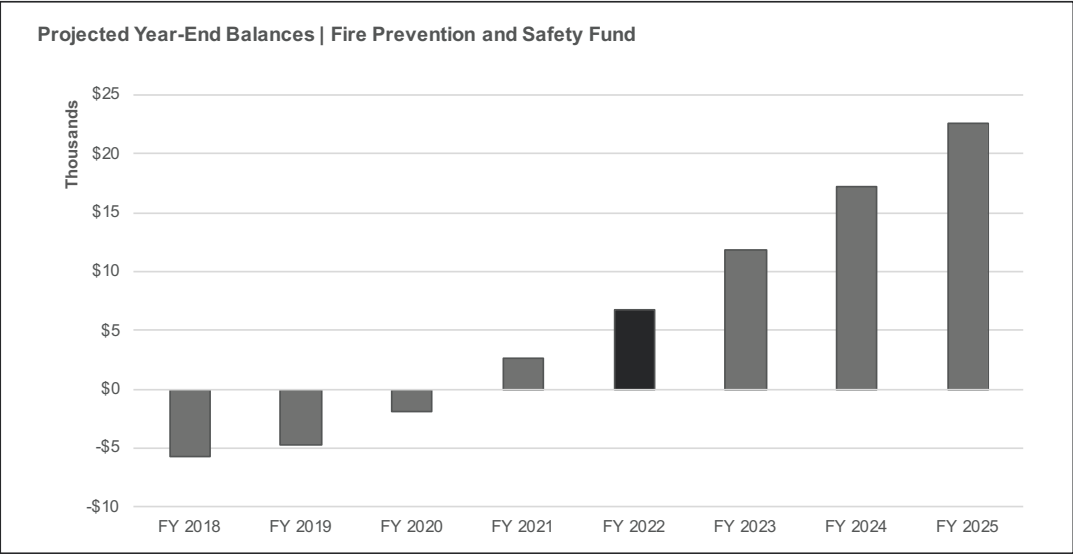
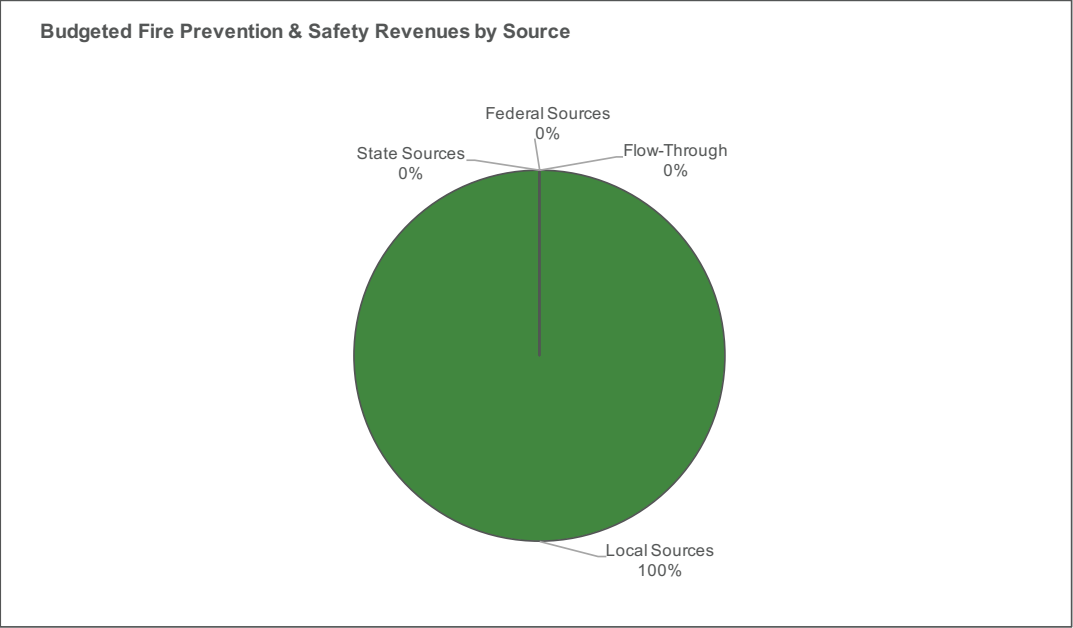
Historical expenditures from the prior fiscal year was for architectural and engineering costs related to updating our aforementioned 10-year Life Safety Plan. Currently, there are no expenditures budgeted to this fund; associated Life Safety work is budgeted within the O&M Fund.

Fire Prevention and Safety Fund

Revenues By Source and Expenditures By Object

	ACTUAL FY 2018	ACTUAL FY 2019	% Δ	ACTUAL FY 2020	% Δ	ACTUAL FY 2021	% Δ	BUDGET FY 2022	% Δ	PROJECTED FY 2023	% Δ	PROJECTED FY 2024	% Δ	PROJECTED FY 2025	% Δ
REVENUES															
Local Sources	\$1,395	\$970	-30.47%	\$2,976	206.80%	\$4,555	53.06%	\$4,100	-9.99%	\$5,083	23.98%	\$5,304	4.35%	\$5,384	1.51%
State Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Flow-Through	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$1,395	\$970	-30.47%	\$2,976	206.80%	\$4,555	53.06%	\$4,100	-9.99%	\$5,083	23.98%	\$5,304	4.35%	\$5,384	1.51%
EXPENDITURES															
Salary	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Employee Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Purchased Services	\$0	\$0		\$97		\$0	-100.00%	\$0		\$0		\$0		\$0	
Supplies and Materials	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Capital Outlay	\$92,312	\$0	-100.00%	\$0		\$0		\$0		\$0		\$0		\$0	
Other Objects	\$0	\$23		\$0	-100.00%	\$0		\$0		\$0		\$0		\$0	
Non-Capitalized Equipment	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Termination Benefits	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Provisions for Contingencies	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL EXPENDITURES	\$92,312	\$23	-99.98%	\$97	321.74%	\$0	-100.00%	\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT)	(\$90,917)	\$947		\$2,879		\$4,555		\$4,100		\$5,083		\$5,304		\$5,384	
OTHER FINANCING SOURCES/(USES)															
Other Financing Sources	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
TOTAL OTHER FINANCING SOURCES/(USES)	\$0	\$0		\$0		\$0		\$0		\$0		\$0		\$0	
SURPLUS/(DEFICIT) WITH OTHER SOURCES/(USES)	(\$90,917)	\$947		\$2,879		\$4,555		\$4,100		\$5,083		\$5,304		\$5,384	
BEGINNING FUND BALANCE	\$85,205	(\$5,712)		(\$4,765)		(\$1,886)		\$2,669		\$6,769		\$11,852		\$17,156	
ENDING FUND BALANCE	(\$5,712)	(\$4,765)		(\$1,886)		\$2,669		\$6,769		\$11,852		\$17,156		\$22,540	
FUND BALANCE AS % OF EXPENDITURES	-6.19%	-20717.39%		-1944.33%		--		--		--		--		--	
FUND BALANCE AS # OF MONTHS OF EXPENDITURES	(0.74)	(2,486.09)		(233.32)		--		--		--		--		--	

Fire Prevention and Safety Fund





Informational Section

**Oak Lawn - Hometown
School District 123
Budget FY 2021 – 2022**



DEBT MARGIN

Calculation of Statutory Debt Limitation and Debt Margin

2020 Equalized Assessed Valuation	\$795,983,119
Percentage Limitation	6.9%
Statutory Debt Limitation	<u>\$54,922,835</u>
Less: Outstanding Long-term Debt*	<u>\$11,957,635</u>
Debt Margin	<u>\$42,965,200</u>

* As of June 30, 2021; excludes \$23,968,968 of accrued interest.

Source: RSM US LLP Audited Financial Statements for Oak Lawn-Hometown D123 FY 2021, pg. 29.

According to the Illinois School Code, school districts maintaining grades K through 8 or 9 through 12 shall become indebted in any manner or for any purpose to an amount, including existing indebtedness, in the aggregate not exceeding 6.9% on the value of the taxable property. Unit districts shall not become indebted in any manner or for any purpose to an amount, including existing indebtedness, in the aggregate exceeding 13.8% on the value of the taxable property.

Additional indebtedness may be incurred in an amount not to exceed the estimated cost of acquiring or improving school sites or constructing and equipping additional building facilities under the following conditions:

- There is an increase in enrollment by not less than 35% or by not less than 200 students.
- The Regional Superintendent of Schools and the State Superintendent of Education concur in enrollment projections and the estimated costs of the new buildings.
- The voters in the school district approve a proposition for the issuance of the bonds.

The District has a reasonable debt margin available for future bond issues if required. The Board of Education reduced the district's future debt payments via debt refunding in 2017, a move that will save taxpayers over \$1.6 million over the next nine years.

Bonded Debt Amortization Schedules

Debt Service Fund Impact 2021-2028

The schedule below illustrates future debt payments required from the Debt Service Fund as of June 30, 2021. State law provides for a separate tax to be levied for payment on bonds approved through a voter referendum. The funds received from these bond issues went towards major renovations and updates across the eight district owned buildings, construction of the OLHMS

Middle School in 2005, and to build the working cash fund reserves in 2007.

**Schedule of Debt Service
Year Ended June 30, 2021**

	Year Ending June 30th	Total Principal	Total Interest	Total Principal and Interest
Total Outstanding Debt				
	2022	\$1,919,990	\$5,043,456	\$6,963,446
	2023	\$1,846,703	\$5,113,729	\$6,960,432
	2024	\$1,642,770	\$5,317,630	\$6,960,400
	2025	\$1,669,484	\$6,022,816	\$7,692,300
	2026	\$1,623,810	\$6,068,890	\$7,692,700
	2027	\$2,154,878	\$12,886,372	\$15,041,250
	2028	\$1,100,000	\$27,500	\$1,127,500
		\$11,957,635	\$40,480,393	\$52,438,028
		\$23,968,968	\$(23,968,968)	\$0
Accreted Value		\$35,926,603	\$16,511,425	\$52,438,028

Source: Audited Financial Statements – RSM LLC

**PROPERTY TAX ASSESSMENT RATE AND COLLECTIONS
Property Taxes Assessed and Collected**

Levy Year	Taxes Assessed	Current Collection	Current Collection % of Taxes Assessed
2012	\$33,154,692	\$32,586,957	98.3%
2013	\$33,640,080	\$32,299,275	96.0%
2014	\$34,921,378	\$33,770,879	96.7%
2015	\$35,187,841	\$34,071,504	96.8%
2016	\$35,443,296	\$34,489,370	97.3%
2017	\$37,017,038	\$36,147,648	97.7%
2018	\$37,687,306	\$36,984,466	98.1%
2019	\$38,344,574	\$37,453,571	97.7%
2020*	\$39,487,864	\$38,303,228	97.0%
2021*	\$40,050,140	\$38,848,636	97.0%
2022*	\$40,851,143	\$39,625,609	97.0%
2023*	\$41,668,166	\$40,418,121	97.0%
2024*	\$42,584,866	\$41,307,320	97.0%

*Estimated

Source: Audited Financial Statements – RSM LLC

MAJOR CAPITAL IMPROVEMENT PROJECTS

The District is planning on several construction projects during the summer of 2022, funded primarily with federal stimulus dollars. We are updating many components of our HVAC systems districtwide, as well as renovating the media centers at Hometown School and Oak Lawn-Hometown Middle School with new furniture, lighting, flooring and some light construction work to add new meeting spaces. These summer projects are estimated to cost approximately \$1.6M. The building capacity at all building sites is adequate for current student enrollments and all buildings are regularly maintained as described in the next section.

Maintenance Improvements

There are several longer range relatively small scale construction improvements scheduled over the next several school years. These tasks involve routine maintenance projects such as addressing minor code violations identified in the 10-year Life Safety Survey across all nine district owned buildings. The 10-year Life Safety Survey was updated during the 2015-2016 school year. This study, completed by the District’s architects, will drive the majority of construction improvements over the next several fiscal years.

A prioritized list of these projects and estimated costs has been provided to the school board for consideration in conjunction with the next several budget cycles. The following table summarizes these construction improvements, location, the anticipated cost, and planned year of completion. All of these improvements are lower priority, as determined by the engineers who conducted the 10 year Life Safety Survey. To clarify, although the Life Safety Survey allows lower priority projects to be completed over 10 years, we are striving to complete all required projects over the next 5 years, for an anticipated completion date of 2026. These projects will be budgeted for in the Operations and Maintenance Budget, with funds from the Capital Projects Fund available as a contingency for higher than anticipated costs for renovations.

Building Renovation & Maintenance Plan

Building	Description	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Brandt	Door and Door Hardware repairs			\$5,066		
Brandt	Mechanical		\$9,000			
Brandt	Electrical	\$800				
Brandt	Plumbing			\$6,100		
Brandt	LED Lighting				\$20,000	
Covington	Gym floor					\$90,000
Covington	Door and Door Hardware repairs		\$9,785			
Covington	Wall Repairs	\$4,600				
Covington	Electrical	\$1,150				
Covington	LED Lighting	\$24,000				
Gaddis	Door and Door Hardware repairs	\$6,382	\$6,382	\$6,382	\$6,382	\$6,382
Gaddis	LED Lighting			\$20,000		

Building	Description	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Hannum	Door and Door Hardware repairs		\$9,030			
Hannum	Electrical	\$750				
Hannum	LED Lighting	\$23,000				
Hometown	Door and Door hardware repairs	\$7,160				
Hometown	Mechanical	\$9,500				
Kolmar	Gym floor				\$90,000	
Kolmar	Wall repairs	\$2,000				
Kolmar	Mechanical		\$7,200			
Kolmar	Plumbing	\$6,400				
Kolmar	Classroom Floor Tile		\$175,000			
Kolmar	LED Lighting	\$25,000	-			
McGugan	Door and Door hardware repairs	\$11,733	\$11,733	\$11,733	\$11,733	\$11,733
McGugan	Wall repairs or replacement				\$33,962	
OLHMS	Door and Door hardware repairs	\$7,990				
OLHMS	Wall repairs	\$11,577				
OLHMS	LED Lighting	\$10,000	\$25,000	\$60,000		
Sward	Wall repairs		\$5,650			
Sward	Mechanical	\$7,500				
Sward	Plumbing		\$1,100			
Sward	LED Lighting	\$23,000				
	Sub-Totals	\$182,542	\$259,880	\$109,281	\$162,077	\$108,115
	5 Year Grand Total					\$821,895

LOCAL PROPERTY TAX RATE/TIF DISTRICTS/EAV

The primary source of revenue for the District is local property taxes. It represents close to 75% of all governmental fund revenues. Illinois real property values and related taxes are established on a calendar year basis. Property assessments for the 2020 calendar year provide the basis for property tax revenues distributed in calendar year 2021. Due to the payment method of property taxes in Cook County, which distributes taxes in the spring at 55% of the prior year's amount and then provides a catch-up payment of remaining amount in the fall, the District will receive the entire catch-up of the 2020 levy in the fall of 2021 (which is in fiscal year 2022). The consumer price index (CPI) used for the 2020 levy was 2.3%. The CPI that will be used for the 2021 levy will be 1.4%. Each levy also includes an increase in revenue generated by new property added to the tax base.

Tax objections, assessment challenges, unpaid taxes, and Tax Increment Financing (TIF) districts within the District boundaries decrease the local revenue potential. Currently, there are four active Tax Increment Financing (TIF) districts within the District's boundaries:

- Oak Lawn Cicero Avenue (90th Street and Cicero)
- Oak Lawn Commuter Parking (Metra Station on 95th Street and Commuter Lot)
- Oak Lawn Train Station (North side of 95th Street between 51st Avenue and 50th Court)
- Patriot Station (North side of 96th St, East of S. Cook Ave, West of Tulley Ave, and along the Norfolk Southern Railroad between Central and Cicero)

TIF districting is a program designed to create economic growth in areas of a community where redevelopment likely would not occur without public investment. When a TIF is created, the Equalized Assessed Value (EAV) of the TIF district is frozen, and the school district does not receive additional tax dollars produced within the TIF district during the duration of the TIF. Therefore, incremental EAV accumulates within the TIF district and tax revenue generated is redirected to the respective village for economic development purposes. Most TIF districts expire after 23 years, though they can be extended in some circumstances.

The Village of Oak Lawn leadership has recently discussed increasing the area of the Patriot Station TIF district northeast to connect the three contiguous TIF districts to the Cicero Avenue TIF. This strategy would allow the Village to access accumulated funds in the Cicero Avenue TIF to pay off the remaining debt associated with the other TIF developments. District leadership has worked with the Village to develop a revenue sharing agreement for excess funds within these TIF districts that was agreeable to all sides.

The Patriot Station Memo of Understanding (MOU) is currently the only surplus distribution/revenue sharing agreement between the Village of Oak Lawn and Oak Lawn-Hometown School District 123. The Cicero Avenue TIF, Commuter Parking TIF, and the Train Station TIF are scheduled to expire within the next ten years, while the Patriot Station TIF district does not expire for more than ten years.

Equalized Assessed Valuations (EAV) are designed to assure equal valuation treatment across Illinois. EAV represents the taxable property base for schools as certified by the Illinois Department of Revenue. Each board of education makes an annual levy in terms of dollar amounts and certifies this levy to the county clerk. The county clerk is responsible for making extensions of taxes levied within the constraints of the school district limitations. Tax rates for school districts are related to specific purposes. School districts in Illinois are subject to various limitations in property tax rates for each purpose. These rates can be increased through voter referendum, but not exceeding a maximum statutory tax rate. A tax rate in Illinois reflects the dollars levied per \$100 of EAV of real property. Dividing the dollar amount of the tax levy by total EAV of the taxing district and multiplying the product by 100 calculates the tax rate¹.

The property tax is a stable, consistent revenue source, but with the passage of the Property Tax

¹ Source: James B. Fritts "Essentials of Illinois School Finance, 6th ed.

Extension Limitation Law (PTELL or “tax cap”) in 1995, the growth of revenue is now limited to the lesser of 5% or the Consumer Price Index (CPI). The tax cap law was designed to reduce the rate of growth of property taxes for the individual taxpayer. The law allows the District to seek referendum approval to increase the total tax rate. This reliance on taxes makes the District conscious of strong interest to limit the increase in property taxes. The District is diligent in its efforts to contain costs and to be good stewards of the resources available.

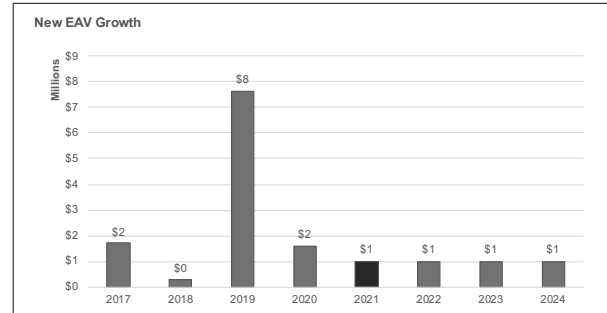
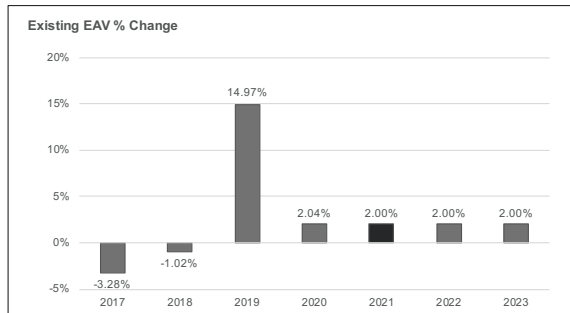
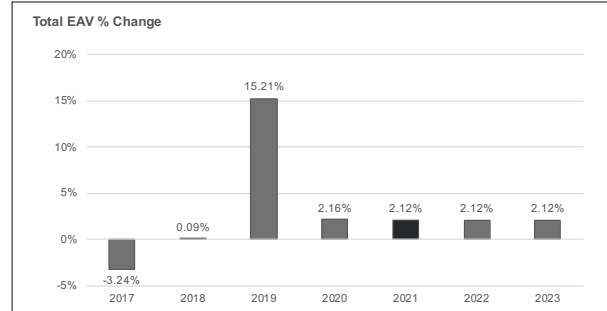
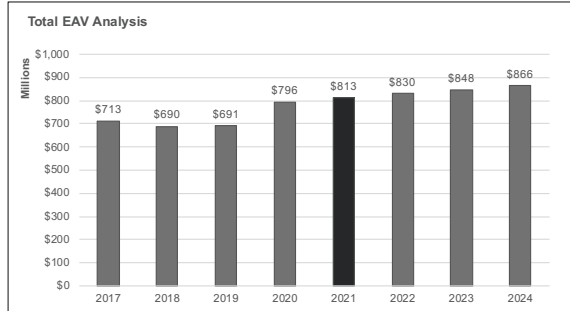
Tax extension increases are governed by the increase in the (EAV) and the PTELL. The total tax extended by the County Clerk may increase by a limited amount each year. Within that aggregate increase, the District has authority to distribute the tax to the prescribed individual funds as long as the distribution stays below the fund rate ceiling that is prescribed by law. The method this District follows is to find the new aggregate limit by multiplying the previous year’s tax extension by the new PTELL limit, then adjusting individual levies so as not to exceed its rate ceiling. In previous years, this has allowed the District to adjust down certain levies and give the Education Fund the highest priority.

The Tax Cap slows the growth of revenues to school districts and reduces the tax rates when property values and assessments increase faster than the rate of inflation. Since the District has a high reliance on local property taxes for revenue, the Consumer Price Index plays a crucial role in future revenue projections. Although the most recent CPI was significantly higher than historical averages (projected to be over 6% at the time of this writing), our Board and leadership team anticipate levying significantly under this figure in the future. Based on this understanding, current projections anticipate CPI and the resulting levy amounts to grow at no more than 3.5% per year in the future.

Equalized Assessed Valuation

Analysis by Levy Year

LEVY YEAR	ACTUAL 2017	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ESTIMATED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024
CONSUMER PRICE INDEX	2.10%	2.10%	1.90%	2.30%	1.40%	3.50%	2.00%	2.00%
EQUALIZED ASSESSED VALUATION	\$713,142,191	\$690,042,462	\$690,647,261	\$795,683,119	\$812,902,781	\$830,160,837	\$847,764,054	\$865,719,335
% CHANGE IN EAV	14.71%	-3.24%	0.09%	15.21%	2.16%	2.12%	2.12%	2.12%
NEW GROWTH	\$1,722,029	\$278,876	\$7,641,675	\$1,617,244	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
% OF TOTAL EAV	0.24%	0.04%	1.11%	0.20%	0.12%	0.12%	0.12%	0.12%
EXISTING EAV	\$89,753,152	(\$23,378,605)	(\$7,036,876)	\$103,418,614	\$16,219,662	\$16,258,056	\$16,603,217	\$16,955,281
% OF TOTAL EAV	14.44%	-3.28%	-1.02%	14.97%	2.04%	2.00%	2.00%	2.00%

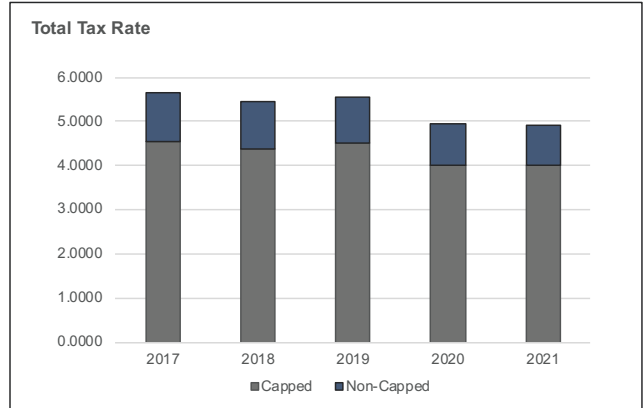
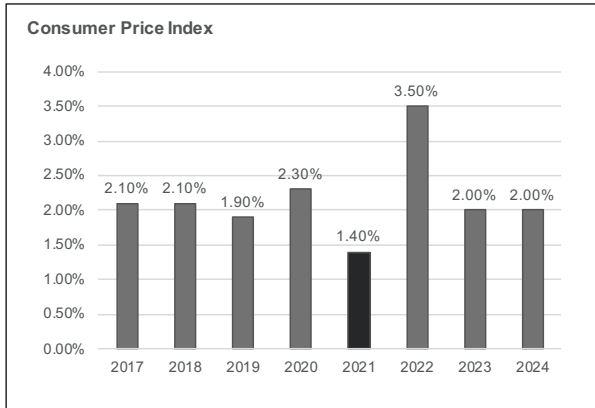


Source: Cook County Assessor's Office & Forecast5 Analytics

Property Tax Rates

Analysis by Levy Year

LEVY YEAR	ACTUAL 2017	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ESTIMATED 2021
CAPPED LEVY	\$29,643,527	\$30,307,001	\$31,236,590	\$32,024,477	\$32,512,816
RATE	4.5323	4.3920	4.5230	4.0230	3.9996
NON-CAPPED LEVY	\$7,352,466	\$7,380,305	\$7,107,984	\$7,463,387	\$7,465,000
RATE	1.1241	1.0695	1.0291	0.9377	0.9183
TOTAL LEVY	\$36,995,993	\$37,687,306	\$38,344,574	\$39,487,864	\$39,977,816
TOTAL RATE	5.6564	5.4615	5.5521	4.9607	4.9179

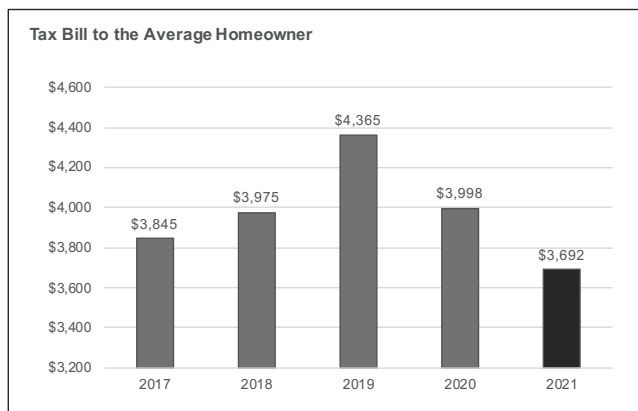


Source: Cook County Clerk's Office of Tax Extension and Rates & Forecast5 Analytics

Tax Rate Effect on the Average Homeowner

Analysis by Levy Year

LEVY YEAR	ACTUAL 2017	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	ESTIMATED 2021
Median Value of a Home	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Average Change in Market Value	-	0.00%	0.00%	0.00%	0.00%
Assessed % of Market Value	10.00%	10.00%	10.00%	10.00%	10.00%
County Multiplier	2.9627	2.9109	2.9160	3.2234	3.0033
Taxable Value	\$74,068	\$72,773	\$72,900	\$80,585	\$75,081
Property Tax Rate Assessed	5.191	5.462	5.988	4.961	4.9179
Property Tax Due	\$3,845	\$3,975	\$4,365	\$3,998	\$3,692
Tax Increase/(Decrease) from Prior Year		\$130	\$390	(\$367)	(\$306)
% Change in Taxes from Prior Year		3.38%	9.81%	-8.41%	-7.65%



Source: Cook County Clerk’s Office of Tax Extension and Rates & Forecast5 Analytics

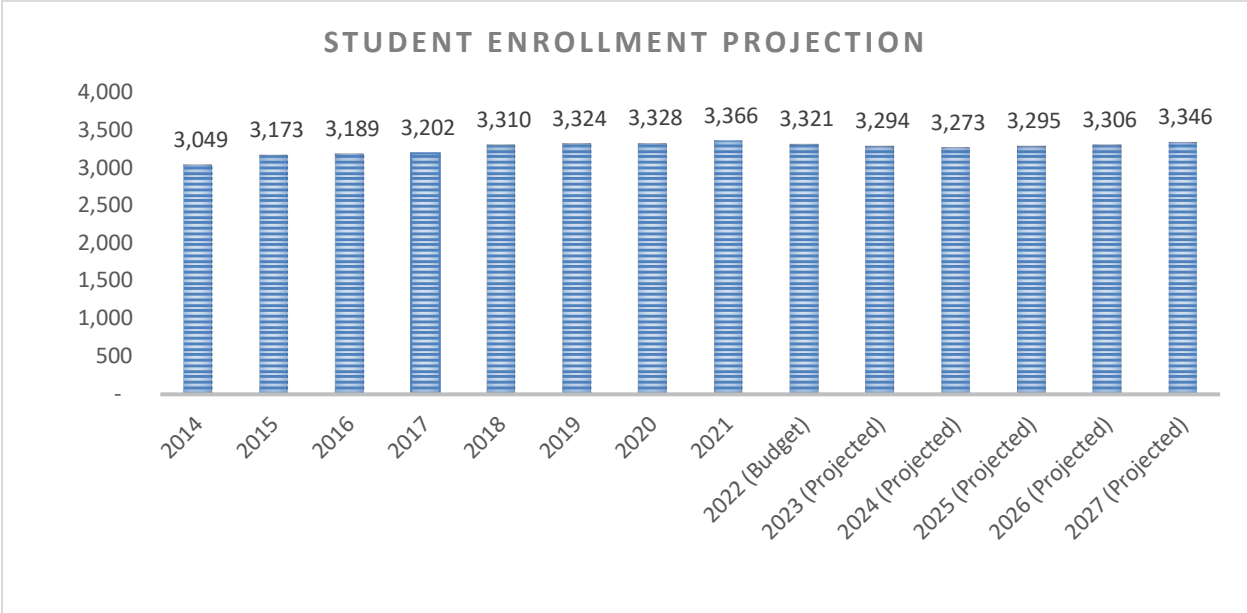
ENROLLMENT

Enrollment Projection Methodology

Dr. John Kasarda conducted a formal enrollment forecast for Oak Lawn-Hometown School District 123, with a report of his findings presented in January 2020. The purpose of the study was to provide the District with information and data pertaining to enrollment projections through the school year 2024-2025. In addition to the projections, enrollment trend information has been developed for fiscal years through the 2029-2030 school year. Since this study was completed, the district’s actual enrollment has followed very closely the projected trend.

Enrollment projections were accomplished using a combination of statistical and analytic procedures. District enrollment data was obtained from the official enrollment report on September 30th for the past 20 school years. The Illinois Department of Public Health supplied live birth information which was helpful in developing pre-K and kindergarten enrollment projections.

In total, the development of grade by grade enrollment projections was based on analysis of retention ratios computed as the cohort survival statistic. In this regard, 2, 3, and 5-year retention ratios were computed from the district’s enrollment history. Major factors that could influence these projections include the availability and affordability of housing, community development, changes in local birth statistics, population mobility, employment opportunities, shifts in non-public school enrollments, and transportation changes. Any significant change in one or more of these factors will have an impact on the District enrollment to some degree. Based on information observed up through the early 2019-2020 school year, three possible scenarios were presented (series A (low estimates), series B (expected estimates) and series C (high estimates). In following the expected, series B estimates, continued enrollment growth is expected, but nothing the district could not handle given current building capacity. The chart below details the historical and projected enrollment for the District, through 2026 as provided by Dr. Kasarda’s study.



Source: Dr. John Kasarda’s Enrollment Study - 2020

STAFFING AND ATTENDANCE

Staff Full Time Equivalent (FTE) Chart

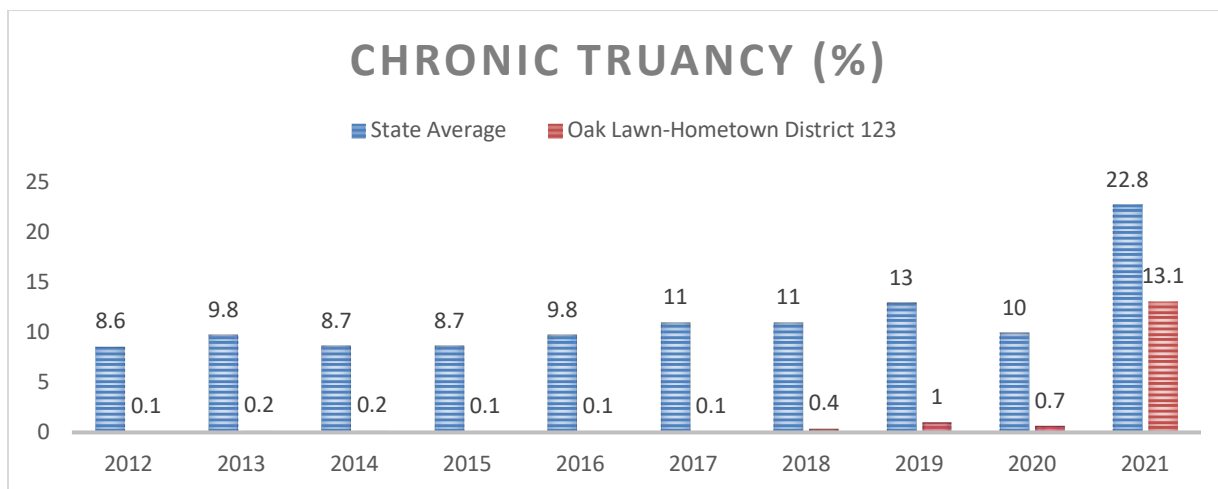
Staffing in the district has historically increased over the years due to increases in enrollment and changes in instructional need. Special education staffing levels in particular have risen over the years to assist in addressing challenging student behaviors. The chart below shows the allocation between instructional, ancillary, and administrative staff. Ancillary staff includes teaching assistants, social workers, speech paths, psychologists, school nurses, guidance counselor, media staff, and curriculum specialists/instructional coaches. The decrease in positions for the current budget year are due to planned cost containment measures and were handled primarily by not replacing staff who either retired or voluntarily left the district at the end of the prior school year.

School Year	Instructional	Ancillary	Administrative	Total Staff
2016-2017	226	99	22	347
2017-2018	230	101	22	353
2018-2019	230	104	22	356
2019-2020	238	106	22	366
2020-2021	239	109	22	370

Source: D123 Human Resource Records

Chronic Truancy and Attendance Rates

The truancy graph shows the percentage of students in district who miss 5 percent or more of school days per year (9 days) without a valid excuse. Historically, Oak Lawn-Hometown School District 123 has had between 0.1% to 1% of students who meet this criterion, but the impact of the pandemic and remote learning has unfortunately increased our truancy rate last year. We are working with our regional superintendent’s office to make contact with the families of these students and hopefully drive this troubling percentage down in the future.

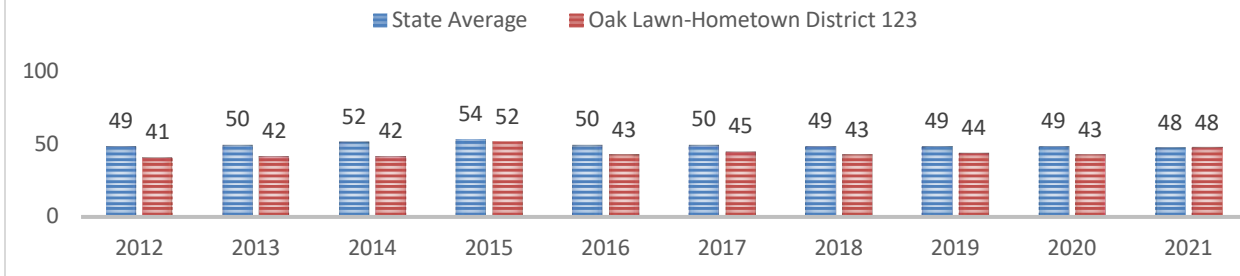


Source: IllinoisReportCard.Com

National School Lunch Program

The District participates in the National School Lunch Program, which provides free breakfast and lunch to students who qualify based on family income level. The chart below illustrates the percentage of students who qualify for free lunch by year.

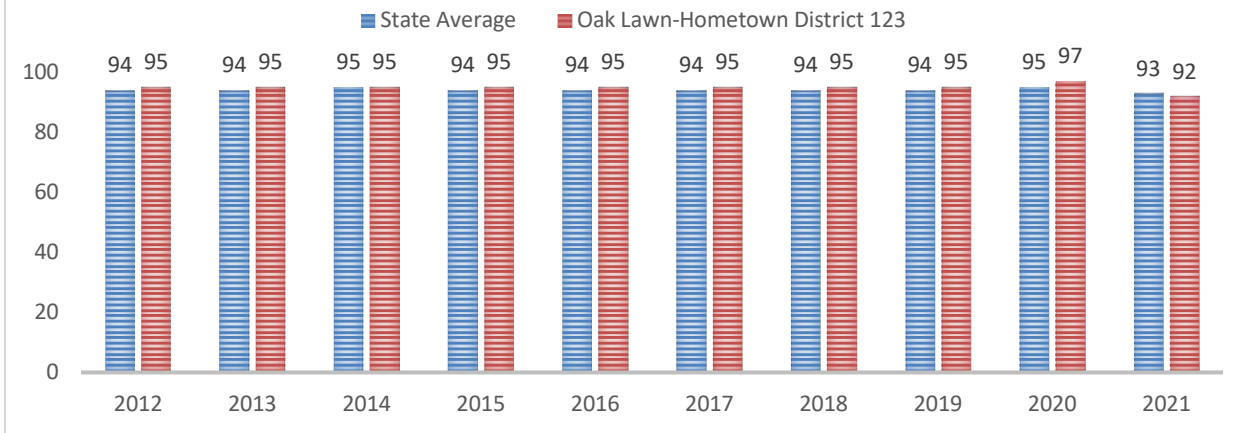
PERCENTAGE FREE LUNCH ELIGIBLE STUDENTS BY YEAR (%)



Source: IllinoisReportCard.Com

The student attendance graph below shows the average daily attendance in district for the past nine years, along with the state averages.

ATTENDANCE (%)



Source: IllinoisReportCard.Com

PERFORMANCE MEASURES

Due to the suspension of in-person learning during the spring of 2020, standardized student achievement data was unable to be collected for FY20 and only partial data was collected FY21. All information below pertains to the latest information available as of this writing. More information on student achievement is available at <https://www.illinoisreportcard.com/>.

Oak Lawn-Hometown School District 123 students typically score above state averages in major performance indicators. This pattern of achievement is graphically illustrated in the graphs on the following page. Information is derived from the 2021 Illinois School Report Card. The Illinois State Board of Education has published the Illinois School Report Card each year since 1986, to assist parents in evaluating how their public school district’s performance compares with local peers and overall state averages.

Oak Lawn-Hometown School District 123 students in grades three through eight take the IAR Test (Illinois Assessment of Readiness). The students are graded on the core subjects of Mathematics and English/Language Arts (ELA). The Dynamic Learning Maps Assessment (DLM) is administered to students with disabilities whose Individualized Education Programs (IEP's) indicate that participation in the IAR would not be appropriate. An IEP is a written plan for a child with a disability who is eligible to receive special education services under the Individuals with Disabilities Education Act. Less than 1.5% of Oak Lawn-Hometown's students take the DLM Test.

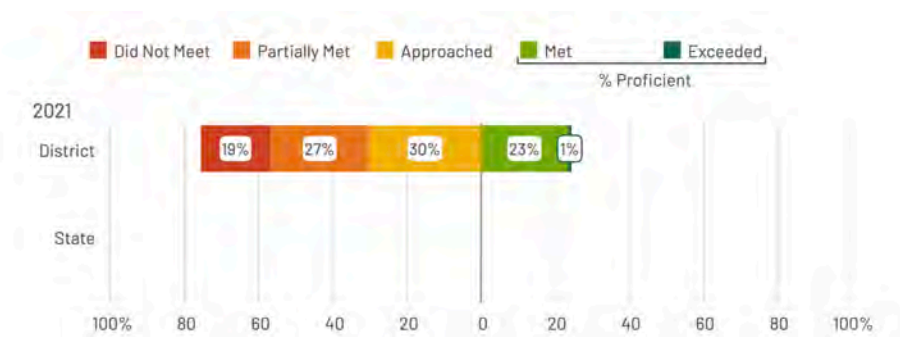
A wide variety of staff development programs and an effective use of networked technology have helped teachers and administrators cope with increased demands and limited resources. Oak Lawn-Hometown School District 123 continues to be dedicated to the students and families we serve.

Standardized Test Scores/ Student Academic Growth

Student academic growth is a measurement of students advancing from one performance level on the IAR to another performance level (or “growing”) from one year to the next. Unlike test scores, which only show a one-time snapshot of students’ achievement, student academic growth compares students’ achievement from one year to the next to measure improvements over time.

This bar graph shows the performance levels in English/Language Arts and Mathematics by students in the district for FY21. Since no State data was available for comparison, FY19 data is provided for comparison. The measure is computed for all students based on their performance on state tests and represents the average growth that students are making each year. Scores in dark orange indicate students not meeting expectations, light orange values indicate partially met expectations, yellow indicates the student is approaching expectations and green values indicate expectations are met. Dark green values indicate students who exceed expectations. Students who meet or exceed expectations are likely to be on track for the next grade and ultimately for college and career readiness.

English/Language Arts Performance

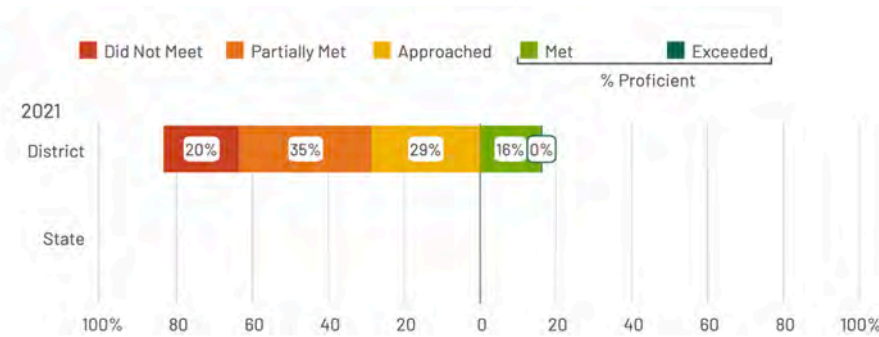


Source: IllinoisReportCard.Com

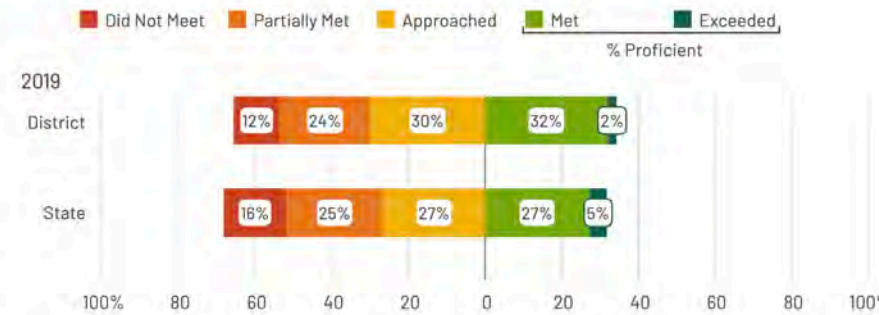


Source: IllinoisReportCard.Com

Mathematics Performance



Source: IllinoisReportCard.Com – FY 2021

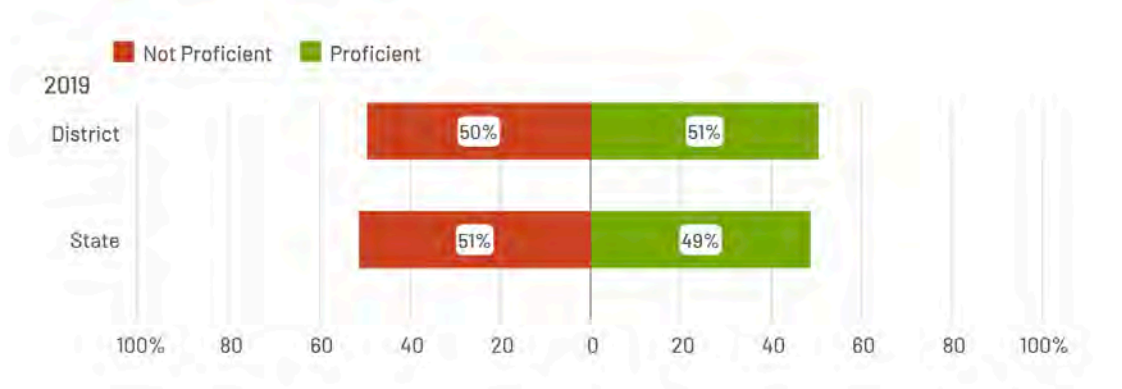


Source: IllinoisReportCard.Com – FY 2019

Science Performance

The bar graph below displays the percentage of students who are proficient and who are not proficient on the Illinois Science Assessment. The graph below is zero-based, meaning the percentage of students who are not proficient are shown to the left of the zero line, in red. The percentage of students who are proficient in science are shown to the

right of the zero line, in green. No data is available for FY 2020 or FY2021, so the available data from FY 2019 is presented below:

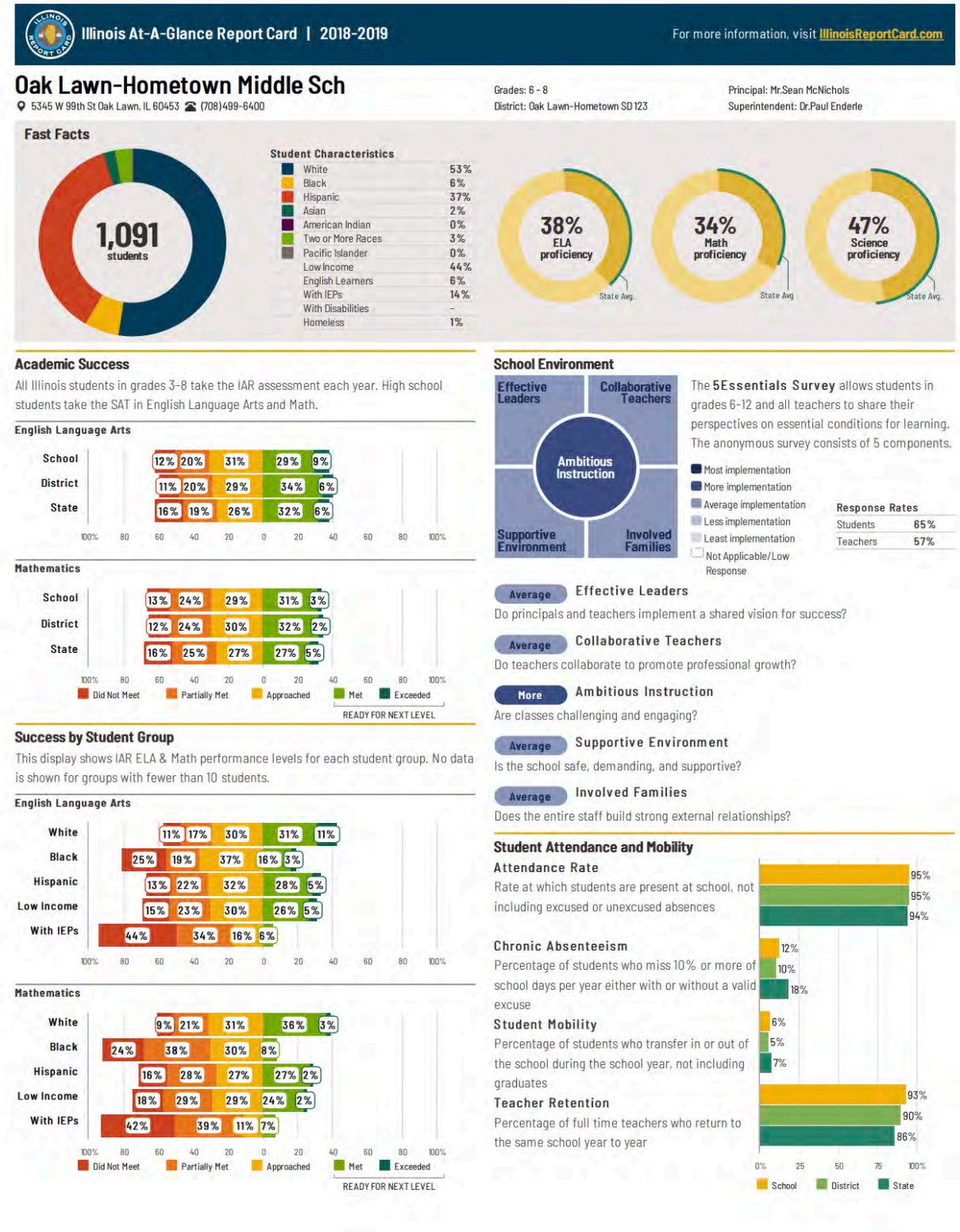


Source: IllinoisReportCard.Com – FY2019

Please note: The Covid-19 pandemic prompted the U.S. Department of Education to offer states a waiver of all federally required assessments, summative designations, and many reporting requirements for the Illinois Report Card for the 2019-2020 and 2020-2021 school years. Since the federal waiver impacts the majority of metrics reported on the At-a-Glance report cards featured in the next section, the Illinois School Board of Education was unable to produce this data for the past two years. Therefore, the next section, Performance Measures/Demographics by School, includes the most recent information available at the time of production from the 2018-2019 school year.

Performance Measures/Demographics by School

The information below shows performance by each of the district's six schools, provided by <http://www.illinoisreportcard.com/>.





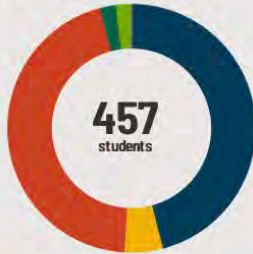
J Covington Elem School

9130 S 52nd Ave Oak Lawn, IL 60453 (708)423-1530

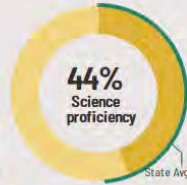
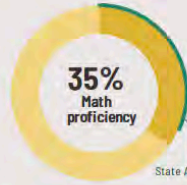
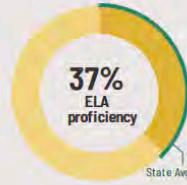
Grades: PK - 5
District: Oak Lawn-Hometown SD 123

Principal: Mr. John Wawczak
Superintendent: Dr. Paul Enderle

Fast Facts



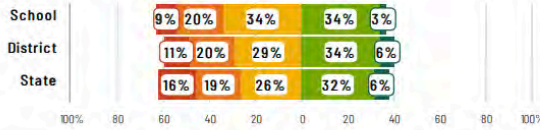
Student Characteristics	
White	46%
Black	5%
Hispanic	45%
Asian	2%
American Indian	0%
Two or More Races	2%
Pacific Islander	0%
Low Income	46%
English Learners	25%
With IEPs	16%
With Disabilities	-
Homeless	0%



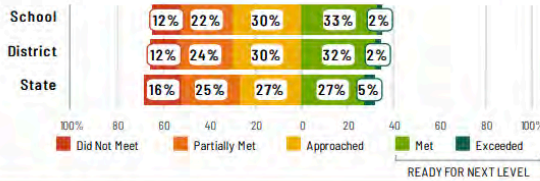
Academic Success

All Illinois students in grades 3-8 take the IAR assessment each year. High school students take the SAT in English Language Arts and Math.

English Language Arts



Mathematics



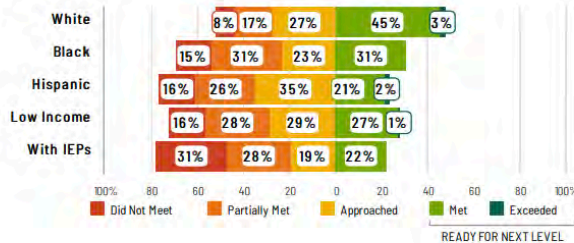
Success by Student Group

This display shows IAR ELA & Math performance levels for each student group. No data is shown for groups with fewer than 10 students.

English Language Arts



Mathematics



School Environment



The 5Essentials Survey allows students in grades 6-12 and all teachers to share their perspectives on essential conditions for learning. The anonymous survey consists of 5 components.

- Most implementation
- More implementation
- Average implementation
- Less implementation
- Least implementation
- Not Applicable/Low Response

Response Rates

Students	98%
Teachers	56%

Less Effective Leaders
Do principals and teachers implement a shared vision for success?

Less Collaborative Teachers
Do teachers collaborate to promote professional growth?

Average Ambitious Instruction
Are classes challenging and engaging?

More Supportive Environment
Is the school safe, demanding, and supportive?

Average Involved Families
Does the entire staff build strong external relationships?

Student Attendance and Mobility

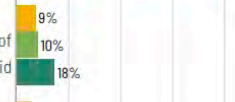
Attendance Rate

Rate at which students are present at school, not including excused or unexcused absences



Chronic Absenteeism

Percentage of students who miss 10% or more of school days per year either with or without a valid excuse



Student Mobility

Percentage of students who transfer in or out of the school during the school year, not including graduates



Teacher Retention

Percentage of full time teachers who return to the same school year to year





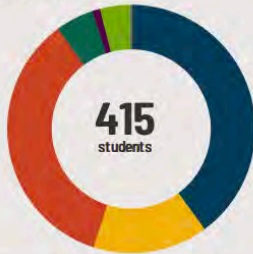
J M Hannum Elem School

9800 S Tripp Ave Oak Lawn, IL 60453 (708)423-1690

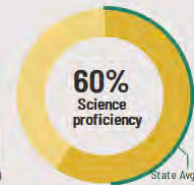
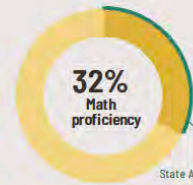
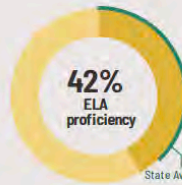
Grades: K - 5
District: Oak Lawn-Hometown SD 123

Principal: Mrs. Anne McGovern
Superintendent: Dr. Paul Enderle

Fast Facts



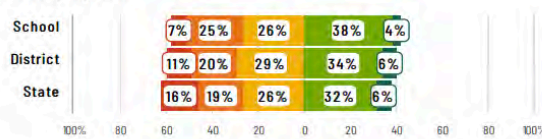
Student Characteristics	
White	40%
Black	15%
Hispanic	35%
Asian	5%
American Indian	1%
Two or More Races	4%
Pacific Islander	0%
Low Income	49%
English Learners	25%
With IEPs	8%
With Disabilities	-
Homeless	1%



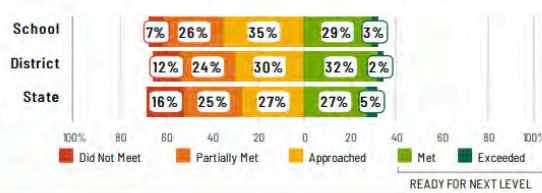
Academic Success

All Illinois students in grades 3-8 take the IAR assessment each year. High school students take the SAT in English Language Arts and Math.

English Language Arts



Mathematics



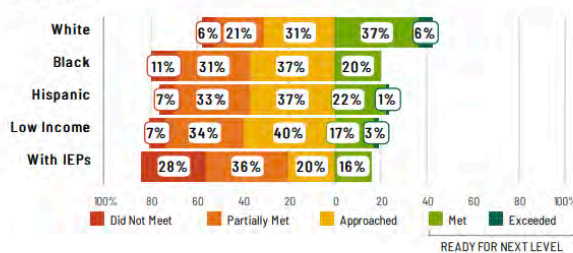
Success by Student Group

This display shows IAR ELA & Math performance levels for each student group. No data is shown for groups with fewer than 10 students.

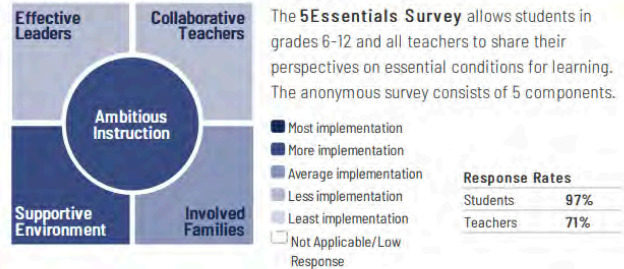
English Language Arts



Mathematics

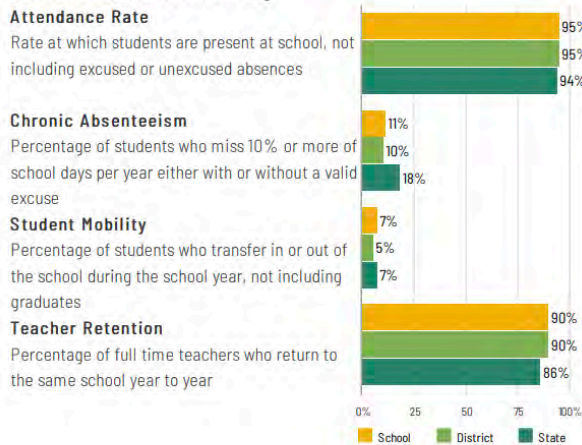


School Environment



- Less Effective Leaders**
Do principals and teachers implement a shared vision for success?
- Less Collaborative Teachers**
Do teachers collaborate to promote professional growth?
- More Ambitious Instruction**
Are classes challenging and engaging?
- More Supportive Environment**
Is the school safe, demanding, and supportive?
- Average Involved Families**
Does the entire staff build strong external relationships?

Student Attendance and Mobility





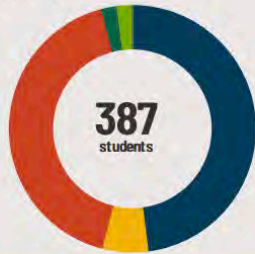
Hometown Elem School

8870 S Duffy Ave Hometown, IL 60456 (708) 423-7360

Grades: PK - 5
District: Oak Lawn-Hometown SD 123

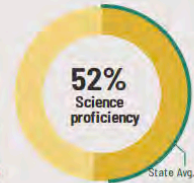
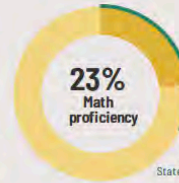
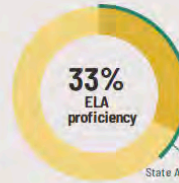
Principal: Dr. Kathleen Spreitzer
Superintendent: Dr. Paul Enderle

Fast Facts



Student Characteristics

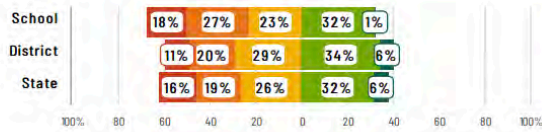
White	48%
Black	8%
Hispanic	42%
Asian	2%
American Indian	0%
Two or More Races	2%
Pacific Islander	0%
Low Income	64%
English Learners	22%
With IEPs	29%
With Disabilities	-
Homeless	1%



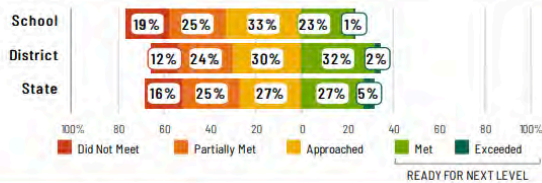
Academic Success

All Illinois students in grades 3-8 take the IAR assessment each year. High school students take the SAT in English Language Arts and Math.

English Language Arts



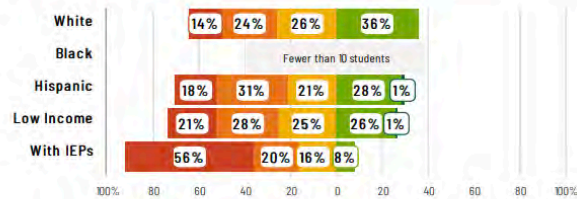
Mathematics



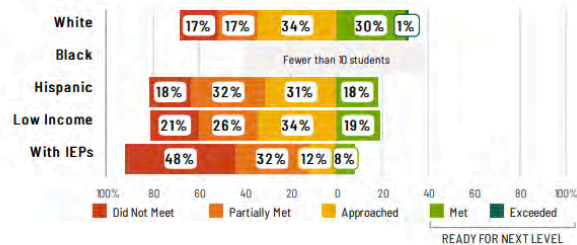
Success by Student Group

This display shows IAR ELA & Math performance levels for each student group. No data is shown for groups with fewer than 10 students.

English Language Arts



Mathematics



School Environment



The 5Essentials Survey allows students in grades 6-12 and all teachers to share their perspectives on essential conditions for learning. The anonymous survey consists of 5 components.

- Most implementation
- More implementation
- Average implementation
- Less implementation
- Least implementation
- Not Applicable/Low Response

Response Rates

Students	100%
Teachers	68%

Average Effective Leaders

Do principals and teachers implement a shared vision for success?

Average Collaborative Teachers

Do teachers collaborate to promote professional growth?

Average Ambitious Instruction

Are classes challenging and engaging?

More Supportive Environment

Is the school safe, demanding, and supportive?

More Involved Families

Does the entire staff build strong external relationships?

Student Attendance and Mobility

Attendance Rate

Rate at which students are present at school, not including excused or unexcused absences

Chronic Absenteeism

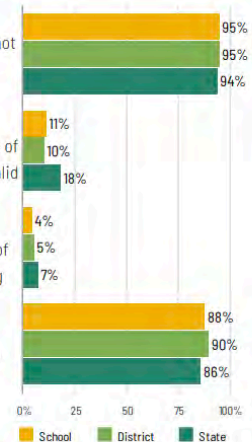
Percentage of students who miss 10% or more of school days per year either with or without a valid excuse

Student Mobility

Percentage of students who transfer in or out of the school during the school year, not including graduates

Teacher Retention

Percentage of full time teachers who return to the same school year to year





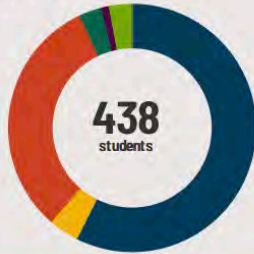
Kolmar Avenue Elem School

10425 S Kolmar Ave Oak Lawn, IL 60453 (708)422-1800

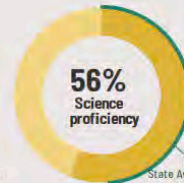
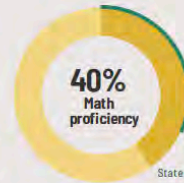
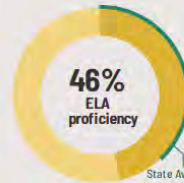
Grades: PK - 5
District: Oak Lawn-Hometown SD 123

Principal: Mr. David Creech
Superintendent: Dr. Paul Enderle

Fast Facts



Student Characteristics	
White	58%
Black	4%
Hispanic	32%
Asian	3%
American Indian	1%
Two or More Races	3%
Pacific Islander	0%
Low Income	35%
English Learners	21%
With IEPs	25%
With Disabilities	-
Homeless	0%



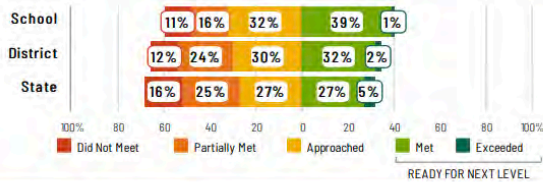
Academic Success

All Illinois students in grades 3-8 take the IAR assessment each year. High school students take the SAT in English Language Arts and Math.

English Language Arts



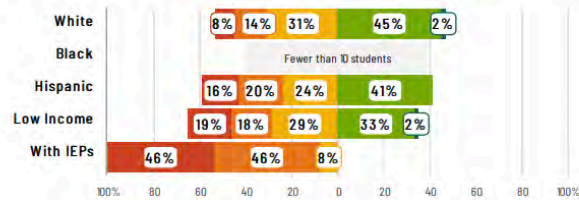
Mathematics



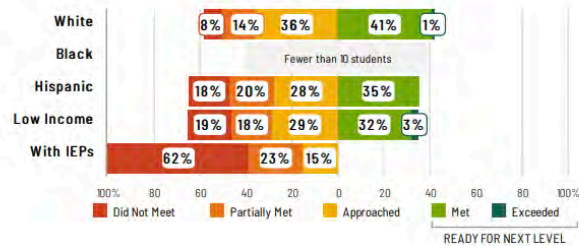
Success by Student Group

This display shows IAR ELA & Math performance levels for each student group. No data is shown for groups with fewer than 10 students.

English Language Arts



Mathematics



School Environment



The 5Essentials Survey allows students in grades 6-12 and all teachers to share their perspectives on essential conditions for learning. The anonymous survey consists of 5 components.

- Most implementation
- More implementation
- Average implementation
- Less implementation
- Least implementation
- Not Applicable/Low Response

Response Rates

Students	83%
Teachers	65%

Average Effective Leaders

Do principals and teachers implement a shared vision for success?

Average Collaborative Teachers

Do teachers collaborate to promote professional growth?

More Ambitious Instruction

Are classes challenging and engaging?

Most Supportive Environment

Is the school safe, demanding, and supportive?

More Involved Families

Does the entire staff build strong external relationships?

Student Attendance and Mobility

Attendance Rate

Rate at which students are present at school, not including excused or unexcused absences



Chronic Absenteeism

Percentage of students who miss 10% or more of school days per year either with or without a valid excuse



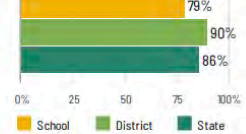
Student Mobility

Percentage of students who transfer in or out of the school during the school year, not including graduates



Teacher Retention

Percentage of full time teachers who return to the same school year to year





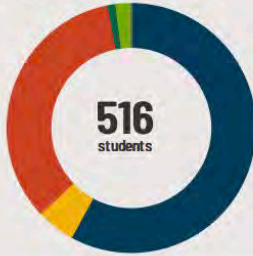
Sward Elem School

9830 S Brandt Ave Oak Lawn, IL 60453 (708)423-7820

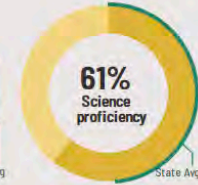
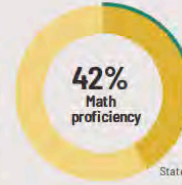
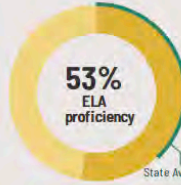
Grades: PK - 5
District: Oak Lawn-Hometown SD 123

Principal: Mrs.Candice Kramer
Superintendent: Dr.Paul Enderle

Fast Facts



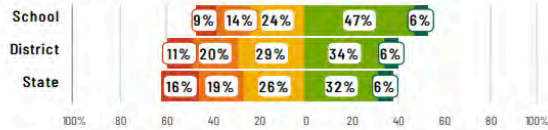
Student Characteristics	
White	58%
Black	5%
Hispanic	34%
Asian	1%
American Indian	0%
Two or More Races	2%
Pacific Islander	0%
Low Income	33%
English Learners	13%
With IEPs	9%
With Disabilities	-
Homeless	1%



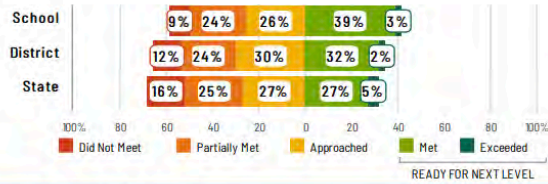
Academic Success

All Illinois students in grades 3-8 take the IAR assessment each year. High school students take the SAT in English Language Arts and Math.

English Language Arts



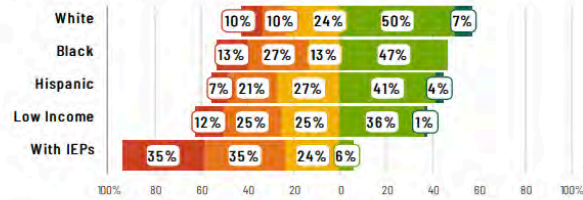
Mathematics



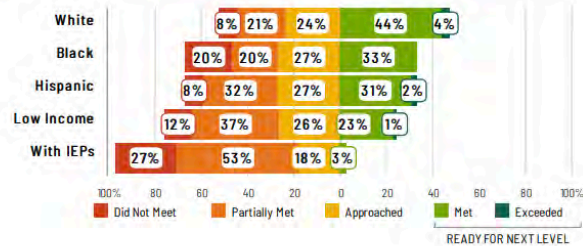
Success by Student Group

This display shows IAR ELA & Math performance levels for each student group. No data is shown for groups with fewer than 10 students.

English Language Arts



Mathematics



School Environment



The 5Essentials Survey allows students in grades 6-12 and all teachers to share their perspectives on essential conditions for learning. The anonymous survey consists of 5 components.

- Most implementation
- More implementation
- Average implementation
- Less implementation
- Least implementation
- Not Applicable/Low Response

Response Rates

Students	95%
Teachers	73%

Average Effective Leaders

Do principals and teachers implement a shared vision for success?

Average Collaborative Teachers

Do teachers collaborate to promote professional growth?

More Ambitious Instruction

Are classes challenging and engaging?

More Supportive Environment

Is the school safe, demanding, and supportive?

More Involved Families

Does the entire staff build strong external relationships?

Student Attendance and Mobility

Attendance Rate

Rate at which students are present at school, not including excused or unexcused absences



Chronic Absenteeism

Percentage of students who miss 10% or more of school days per year either with or without a valid excuse



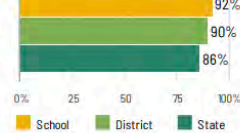
Student Mobility

Percentage of students who transfer in or out of the school during the school year, not including graduates



Teacher Retention

Percentage of full time teachers who return to the same school year to year



GLOSSARY OF TERMS

Accounting System – The total structure of records and procedures which discover, record, classify, and report information on the financial position and operations of a school district.

ADA - Average Daily Attendance. ADA is the total number of students in attendance on any day. This was used for the General State Aid Calculation, and now utilized for the EBM calculation (see EBM).

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation - A valuation set upon real or other property by a government as a basis for levying taxes.

Board of Education - The elected or appointed body which has been created according to State law and vested with responsibilities for educational activities in a given geographical area.

Bond - A written promise to pay a specific sum of money (face value) at a fixed time in the future (maturity date) and carrying interest at a fixed rate.

Bond Fund - This fund accounts for the District's bond principal and interest payments.

Bond Refinancing - The payoff and reissue of bonds to obtain better interest rates and/or bond conditions.

Bonds Issued - The bonds that were sold.

Budget - The planning document for each school department providing management control over expenditures in general fund, special revenue fund, debt service fund, and the building fund.

Budget Calendar - The schedule of key dates used in the preparation and adoption of the Annual Budget.

Budgetary Control - The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CABS – Capital Appreciation Bonds – A municipal security that pays the bondholder the original sum invested and interest in one lump sum at the end of bond's maturity.

Capital Projects Fund - This fund accounts for the financial resources to be used for the acquisition or construction of major capital facilities.

Carryover - Funds appropriated but unspent in the first fiscal year which are brought forward for expenditures in the succeeding fiscal year(s).

Classification, Object - This term has reference to an article or service received; for example, salaries, employee benefits or supplies.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contracted Services - Services rendered by private firms, individuals, or other agencies.

COTW – Committee of the Whole – a general committee comprised of the entire school board that studies individual areas of interest to the board such as finance, curriculum, & policy. An alternative to identifying separate committees comprised of selected board members who would then report out the committee’s findings to the entire board.

CPI - Consumer Price Index - A measure of the average changes over time in the prices paid by urban consumers for a market basket of consumer goods and services.

CPPRT - Corporate Personal Property Tax - A state collected tax on the net income of the business and an invested capital tax on utilities.

D123 – Shorthand for Oak Lawn-Hometown School District 123.

Debt - An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of local education agencies include bonds, warrants and notes, etc.

Debt Limit - The maximum amount of general obligation debt which is legally permitted.

Deficit - The excess of an entity’s liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Delinquent Taxes - Taxes that remain unpaid on or after the date on which a penalty for non-payment is attached.

DLM – Dynamic Learning Maps Assessment – A test administered to students with disabilities whose Individual Education Plan indicates participation in the DLM is warranted.

EAV-Equalized Assessed Valuation - The District assessed valuation adjusted for the county average sales ratio. The calculation to equalize the assessed valuation only adjusts real property assessed valuation.

EBM – Evidence Based Model – Illinois model of distributing state funding using a series of data points that research evidence suggests improves student achievement.

ELA – Abbreviation for English/Language Arts.

Education Fund - This fund accounts for the majority of the instructional and administrative aspects of the District’s operations. Certain expenditures that must be charged to this fund include the direct costs of instructional, health and attendance services, lunch programs, all costs

of administration and related insurance costs.

Employee Benefits - Expenditures may include health, dental, optical, life and long-term disability as well as FICA, retirement payment to the Teachers Retirement Service, Illinois Municipal Retirement Fund, and Workers' Compensation insurance.

Encumbrance - The commitment of budgeted funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Expenditure - Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, capital outlay, intergovernmental grants, and entitlements.

Fiscal Year (FY) – 365 days between July 1st - June 30th.

Full Time Equivalent (FTE) - The amount of employed time required in a part-time position expressed in proportion to that required in a full-time position, with 1.0 representing one full-time position.

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

Fund - An accounting entity that has a set of self-balancing accounts that records all financial transactions for specific activities or government functions.

Fund Balance - The excess of assets of a fund over its liabilities and reserves.

Fund Balance Beginning - Money appropriated from previous years fund balance.

General Obligation Bonds - Bonds issued to finance major projects with resources from tax collection to repay the debt. This debt is backed by the full faith, credit and taxing power of the government.

Grants – Funds given by the government or other organization to be used for a specific purpose, activity, or facility.

IAR – Abbreviation for Illinois Assessment of Readiness, The current statewide achievement test in Illinois to measure student progress to ensure they are on track to be successful in college and careers.

IDEA – Individuals with Disabilities Education Act – Federal law that provides rights and protections to students with disabilities and their parents. Mandates a free and appropriate education regardless of individual need.

IEP - Individualized Education Program - A written plan for a child with a disability who is eligible to receive special education services under the Individuals with Disabilities Education Act.

IMRF – Illinois Municipal Retirement Fund – Pension plan for non-licensed school workers such as classroom aides, custodians and maintenance workers.

Instruction - The activities dealing directly with the teaching of students or improving the quality of teaching.

Inter-Fund Transfers - Amounts transferred from one fund to another fund.

LEA - This is an acronym for Local Educational Agency.

Levy - The total of taxes or special assessments imposed by a governmental unit.

Municipal Retirement/Social Security Fund - This fund accounts for the District's portion of personnel pension costs.

OPEB – Other Post-Employment Benefits – In D123's case, this generally refers to teacher health insurance premiums paid in retirement for five years or age 65, whichever is sooner.

Operations and Maintenance Fund - This fund accounts for the repair and maintenance of District property. All costs of fuel, lights, gas, water, telephone services, custodial supplies, maintaining, improving, or repairing school buildings and property for school purposes are charged to this fund.

Program - The definition of an effort to accomplish a specific objective or objectives consistent with funds or resources available.

Property Tax - Tax levied on the assessed value of real property.

PTELL – Property Tax Extension Limitation Law – Commonly referred to as “Tax Caps”, the law limits school districts tax extensions (or the amount the district receives from property tax proceeds) to 5% or the prior year consumer price index (CPI) percentage, whichever is lower.

Revenue - The income of a government from taxation or other sources appropriated for the payment of the public expenses.

Special Education - This is specially designed instruction and services, provided at no cost to the parents, to meet the unique needs of a child with a disability. This may include instruction conducted in the classroom, in the home, in hospitals, in institutions, and in other settings. This may also include instruction in physical education.

State Equalized Value - This is one-half of the market value determined by the local municipal assessor.

Strategic Planning - This is the process employed by the District to chart a course for the future including preparation of a mission statement, district beliefs, goal setting, learner outcomes, and student profile.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TIF – Tax Increment Financing – A method of public financing for community improvement projects in areas that would otherwise remain undeveloped. Assessed increases in parcels of land covered by TIFs remain unavailable to school districts and other public bodies for up to 23 years.

Transportation Fund - This fund accounts for all the activity relating to student transportation to and from schools and for extracurricular and co-curricular activities.

TRS – Teacher Retirement System – Statewide pension plan for public teachers and other licensed support staff in Illinois.

Working Cash Fund - This fund typically makes up reserve funds and allows for inter-fund borrowing.

Zero-Based Budgeting – A method of budgeting that starts each line item at zero and new costs must be justified for need in the new accounting period.