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Introduction
Executive Summary

Denver Public schools serve more than 91,000 students in 199 schools in the City and County of Denver. Nearly 70% of students qualify for free/reduced priced lunch and approximately 77% are ethnic minorities. DPS is a fast growing urban district, with growth of 19,000 students since 2006. We project that the District will continue to grow due to strong residential development and improved school offerings draw students to DPS. In the last ten years, DPS has increased the graduation rate by nearly 26% and decreased the dropout rate by 60%. DPS has continued to have significant achievement gaps, when comparing minority students and students in poverty with white and middle class students. Closing this achievement gap is one of the core tenants of the Denver Plan.

Limited state funding creates one of the largest obstacles for the District to provide financial resources necessary for educators to achieve the Denver Plan’s academic goals. The total K-12 funding in Colorado for FY2017-18 is $828 million below the full funding level as intended in the state constitution funding formulas, or $86 million below full funding for DPS. This is due to the impact of the Taxpayer Bill of Rights (TABOR) and its impact to state revenue collections. The District has been able to limit the impact of these reductions on our classrooms by using reserves built up over the last decade and by effectively managing costs.

As a result of improved economic conditions, outlook for K-12 finances has improved. Per Pupil Revenue (PPR) in FY2017-18 is expected to grow $229 over the PPR for FY2016-17 from $7,686 to $7,915. The Student Success Act (HB14-1292) provided additional funding to K-12 education this year. Despite this increase, the PPR for FY2017-18 is far below the amounts the funding formulas prescribe. DPS manages the funding gaps and improves the educational offerings for our students through prudent fiscal management, the support of local voters through mill levy overrides (operating funding) and general obligation bonds (capital funding), and state, federal and private grants received. We continue to manage fund balances to ensure that we can address future uncertainties without major interruptions to core educational services. DPS manages the funding gaps and improves the educational offerings for our students through prudent fiscal management, the support of local voters through mill levy overrides (operating funding) and general obligation bonds (capital funding), and state, federal and private grants received.

In November 2016, Denver voters approved the issuance of General Obligation Bonds to acquire, construct, and improve capital assets. This will improve the teaching and learning environment by: maintaining, repairing and renovating existing school buildings; addressing critical health, safety and security concerns in district school buildings; improving environmental sustainability; providing technology for 21st century learning; constructing additions and making improvements to existing schools; constructing new buildings to reduce overcrowding; and accommodating the expansion of early childhood education and full-day kindergarten (collectively, the ‘Projects’). The District has made significant progress of renovations of existing schools and construction of new schools. This year’s highlights include the Northfield High School at Paul Sandoval Campus, which opened in August 2015; the Regis F. Groff Campus building in far northeast Denver, housing KIPP Northeast Denver Leadership Academy and STRIVE Prep – RISE; expansion and renovations at Montbello Middle School, including thirteen classrooms and a new gym; and the purchase and renovation of a new facility for Summit Academy.
Introduction

The District continually develops and refines forward-looking financial projections as part of its budgetary process and considers it to be a critical component to successfully managing the finances of the District. This is especially true in the current economic environment as the District will continue to face funding challenges related to the declines in state support. As a result, it is paramount that the District reviews its projected financial position to ensure that appropriate rebalancing and budget setting occurs proactively. This mitigates and prepares for future financial pressures.
Mission and Vision

Our Vision: Every Child Succeeds

The mission of the Denver Public Schools is to provide all students the opportunity to achieve the knowledge and skills necessary to become contributing citizens in our diverse society.

Denver Public Schools is Thriving

Denver Public Schools is committed to meeting the educational needs of every student with great schools in every neighborhood. Our goal is to provide every child in Denver with a joyful, rigorous and personalized learning experience from preschool through high school graduation.

Under the leadership of Superintendent Tom Boasberg and guided by the tenets of the Denver Plan 2020, DPS is among the fastest-growing urban school districts in the nation in terms of enrollment and leads all large districts in Colorado in terms of student academic growth.

Joined by our community, DPS teachers, school leaders and school-support staff crafted the strategic district plan, the Denver Plan 2020, which identifies our five key goals:

Great Schools in Every Neighborhood
A Foundation for Success in School
Ready for College & Career
Support for the Whole Child
Closing the Opportunity Gap

DPS is known as a national leader for our focus on increasing the voice of our teachers in leadership roles through Teacher Leadership & Collaboration, providing a variety of school choices for families and holding all schools to the same high standards of accountability.
Demographic Facts and Figures

School Membership

For the 2017-2018 school year, Denver Public School is made up of 228 schools. Of these schools, 96 are elementary schools, 50 are middle schools, and 61 are high schools. The other schools serve varying grade distributions including, 4 early education programs and 17 kindergarten through 8th grade schools. Denver Public Schools has 4 schools opening in the fall of 2017.

As of October 2016, total student membership for Denver Public Schools was 92,331. This membership total includes grades ECE through 12th grade. DPS has increased enrollment by 1% since October count 2015. In school year 2016-2017, 20% of these students attended a charter school and 80% of these students attended a traditional district run school or alternative education school. In the prior school year, SY 2015-2016, 18.3% of students attended a charter school and 81.7% of students attended a traditional district run school or alternative education school.
**Student Composition**

Denver Public Schools serve a diverse student population. As of October 2016, 67.3% of students were eligible for free and reduced lunch. Students at DPS speak more than 170 languages in our classrooms. Spanish is the primary language for the majority of ELs in DPS. Other prevalent languages include Vietnamese, Arabic, Karen, Burmese, Somali, Amharic, Russian and Nepali. Our English Language Acquisition (ELA) programs help students learn English as they study their core subjects.

For additional resources concerning statistics and figures about DPS please refer to: [www.dpsk12.org/about-dps/facts-figures](http://www.dpsk12.org/about-dps/facts-figures)
Enrollment

Since 2014, Denver Public Schools has served more than 90,000 students each year. DPS has educational programs for students beyond the traditional school age including early childhood education, Dropout Recovery, targeted special education programs. The socioeconomic composition of these students is diverse and is comprised of nearly 70% of students qualifying for Free or Reduced Lunch and 11% identified as Gifted and Talented.

Denver Public Schools has experienced growth in enrollment since 2005 with the population increasing by nearly 20,000 students. Changes in Denver’s population are now influencing the future growth of enrollment of the district. Overall the district is continuing to project an increase in the student population, however the rate of growth will be slower than in previous years.

Denver Public Schools projects enrollment growth by school and region. Below is summary of the district’s enrollment projections based on region.

**Far Northeast Denver**

Enrollment is projected to decline in Montbello, with continued growth in the Green Valley Ranch and Gateway areas of the Far Northeast. DPS has, however, already approved several new schools that will meet capacity demands in these areas in the near term. For example, DSST at Noel will provide new middle-school seats in 2018. Facility utilization rates in the region remain high, however.

**Near Northeast Denver**

NNE-D (Stapleton, north of I-70) will continue to experience enrollment growth through 2020. All other areas of the region, including the neighborhoods of Park Hill, Montclair and Hilltop, are forecasted to experience further enrollment declines. Park Hill, for example, currently has oversupply of several hundred seats.
Introduction

DPS already has approved new schools or expanded existing schools to meet ongoing enrollment needs in Stapleton in the near term, including the expansion of McAuliffe International School to 1,100 seats.

Central Denver
Enrollment across Central Denver is expected to remain stagnant at best, or to decline. The neighborhoods of Cole, Whittier, Skyland, Cherry Creek and Capitol Hill are at particular risk for declines. There is an overall surplus of capacity in the region at all grade levels due to enrollment declines in recent years.

Northwest Denver
Enrollment in Northwest Denver has been declining for 15 years, and these declines are forecasted to continue. There is an overall surplus of capacity in the region at all grade levels.

Southeast Denver
Enrollment is roughly flat across the region. There is an overall surplus of capacity in the region at all grade levels.

Southwest Denver
Enrollment is projected to decline across the Southwest region by 2020. There is an overall surplus of capacity in the region at both the elementary and high school levels. The opening of Bear Valley International School and DSST at the Henry campus will help address middle-school seat needs in the near term.

For more information regarding enrollment trends and statistics please visit:
https://www.dpsk12.org/planning-analysis/
Financial Outlook

Colorado has experienced an expanded economy due to the state's growing population. Despite the state economic upturn, state budgets are still constrained and public education funding remains approximately $855 million below what would be considered fully funded. Although reductions to the Negative Factor have helped mitigate reductions in Per Pupil Revenue, districts' statewide are substantially underfunded compared to national averages.

Since FY2009-10, the State has withheld more than $600M from DPS through the implementation of the Negative Factor. The district has been able to mitigate the financial impact of the Negative Factor without increasing class sizes or reducing school funding through prudent financial management. In school year 2015-2016 the district decided to reduce central office staff in order to improve the district's long term financial outlook.

The district continues to forecast a constraint on resources from the state. As total revenues are constrained at the state level, we fully expect to see increases in the Negative Factor reversing the trends of the prior years. This will negatively impact K-12 education across the state, and especially DPS as other school districts exhaust their factor funding and DPS is required to take a larger share of the total Negative Factor unless substantive changes to TABOR are made.
Budget Cycle and Calendar

The Denver Public Schools fiscal year is July 1st to June 30th. Below is a timeline which illustrates the process Denver public Schools undergoes to develop the fiscal year 2016-2017 budget.

- **FY 2018-2019 Budget Recommendations**
- **Site-Level Budget Processes (Schools and Departments)**
- **Choice Enrollment Window Closes**

- **FY 2017-2018 Amended Budget**
- **Financial State of the District**
- **Choice Enrollment Window Opens**
September:
Complete fall adjustments for FY2017-2018 budget based on actual student counts for the school year and thus adjusting SBB pupil count and allocations. This process does not apply to charters.

November:
The Comprehensive Annual Financial Report (CAFR) is submitted to the DPS Board of Education and in mid-November by the Financial Services Department.

December:
Finance determines amendments to FY2017-2018 budget and completes a draft of the amended budget before the end of the month. Amendments are determined through forecasts based on actuals and discussions with fund owners and department managers.

Finance also presents the proposed certification of mill levies for the following calendar year to the Board of Education at a December meeting.

January:
The amended FY2017-2018 budget is presented to the Board of Education, reviewed at the Work Session meeting and voted upon by the Board of Education at the meeting in January 2018. The statutory deadline for the amended budget is January 31, 2018.


February:
Schools and departments submit detailed budget plans for FY2018-2019.

April:
The FY2017-2018 budget is amended again if necessary based on extraordinary events and the proposed FY2018-2019 budget is presented to the Board of Education.

May:
Revisions to the FY2018-2019 Proposed Budget will be presented to the Board of Education Finance and Audit committee meeting in May 2019 and the Board of Education will hold a vote on whether or not to adopt the budget in May 2019.

June:
The fiscal year closes on June 30, 2018.
Financial Transparency

Denver Public Schools is fully accredited by the Colorado Department of Education and is subject to periodic monitoring by the State to ensure continued compliance with accreditation standards. Accordingly, DPS has a strong interest in showing how district money is spent in the pursuit of a quality education for all students.

Denver Public Schools had provided financial information online for years. Now, DPS has consolidated materials in an effort to provide greater financial transparency. You can access financial data at: https://financialservices.dpsk12.org/financialtransparency/

This page provides the public with the following financial data for the prior four fiscal years:

- Comprehensive Annual Financial Reports
- District Adopted Budget
- Quarterly Financial Statements
- Investment Performance Reports
- Accounts Payable Check Registers
- Credit, Debit, and Purchase Card Statements
- Salary Schedules
Leadership
Leadership

Tom Boasberg
Superintendent

Since being unanimously appointed as Superintendent in January 2009, Mr. Tom Boasberg has led the District's efforts to accelerate its progress in student achievement and better serve the families of Denver. Over the past four years, the District has posted record enrollment increases, dramatically expanded the number of preschool and full-day kindergarten slots and cut the number of its lowest-performing schools by more than two thirds. DPS has gone from being the District with the lowest rate of student academic growth among major Colorado districts to the district with the highest rate of academic achievement growth for both students in poverty and middle class students.

Denver has sought to release the talents and entrepreneurial energies of the community’s educators, fostering the creation of over 40 new district-run and charter schools during Mr. Boasberg's term. To meet the needs of all the city’s children, Denver has established three core equities for all its public schools, both charter and district-run, equity of opportunity, access and responsibility, and accountability. For its leadership, Denver was chosen as the host of the first national District-Charter Collaboration Conference three years ago.

Before DPS, Mr. Boasberg worked for eight years at Level 3 Communications, where he was Group Vice President for Corporate Development, responsible for the company’s mergers and acquisitions and strategic partnerships. Mr. Boasberg spent his first three years at Level 3 in Hong Kong as Senior VP for Asia Corporate Development and Head of the Asian Lines of Business, establishing and running operations in China, Korea, Japan, Taiwan and Hong Kong.

Prior to Level 3 Communications, Mr. Boasberg served as legal advisor to Reed Hundt, Chairman of the Federal Communications Commission (FCC). At the FCC, he was responsible for devising policies and rules to open up the US and International telecommunications markets to competition. He also played a leading role in the establishment of the E-Rate program, which provides over $2 billion a year to high-poverty schools across the country to pay for telecom and internet services.

Prior to the FCC, he served for three years as Chief of Staff to Lee Chu-Ming, Chairman of Hong Kong’s largest political party, working on constitutional and political issues relating to Hong Kong’s change of sovereignty in 1997. He helped draft Hong Kong's election law and Bill of Rights and successfully advocated for fairer treatment of the Vietnamese boat people in Hong Kong. A speaker of Cantonese and Mandarin Chinese, he also worked as a junior high school English teacher in Hong Kong’s public schools and played semi-professional basketball in Hong Kong. He earned his B.A. in History summa cum laude from Yale College and J.D. with Distinction from Stanford Law School.
Susana Cordova brings over 20 years of experience in the Denver Public Schools to her position as Chief Academic Officer of the Denver Public Schools. She is a life-long Denver resident and has worked in DPS schools at the elementary, middle, and high school levels. She has held several positions in central administration, and was most recently the Executive Director of Teaching and Learning before moving into the role of Chief Academic Officer.

Ms. Cordova began her teaching career as a bilingual middle school teacher. From there, she taught high school English and English as a Second Language and was a dean of discipline. She served as an assistant principal for one year before becoming the Principal of Remington Elementary School, a school with a 95% free/reduced lunch population. In 2002, Ms. Cordova was recruited to the central office as the Director of Literacy. Under her supervision, DPS implemented a district-wide literacy program at all grades, with comprehensive pacing and planning guides and resources. The DPS Literacy Program included extensive support for schools with building-based coaches and ongoing professional development for teachers. Ms. Cordova received her undergraduate degree in English from the University of Denver and a master’s degree in Curriculum and Instruction/Education Administration from the University of Colorado. She is a proud alumnus of the Denver Public Schools and her two children are also DPS students.
Board of Education

Anne Rowe
President – District 1

Elected in 2011 and re-elected in 2015, Anne Rowe is honored to represent southeast Denver on the Denver School Board. She held the position of Vice President from 2013-2015 and also served as Treasurer.

Over the past 25 years, Anne has served on a number of nonprofit community boards that address the needs of Denver’s kids, including leadership positions with the Colorado Children’s Campaign, Girls Inc. and the Children’s Museum of Denver. Currently, she serves on the board of Summer Scholars.

Anne’s involvement at the school level began 16 years ago when she became part of the group of neighborhood parents who worked to re-open Slavens School. At Slavens, she served as PTA president, MSPA president and as a member of the CSC. Additionally, Anne was a founder and co-chair of Patriot Partners at George Washington High School.

In DPS, Anne has served as founding co-chair and executive board member of A+ Denver, co-chair of the DPS Advisory Committee on Immigration and Integration, and as a member of the Superintendent’s Parent Forum.

A Denver native, Anne is a small-business owner, with 20+ years in publishing and 10 years in the legal placement and concierge business. She is a graduate of Stanford University and earned her MBA at the University of Denver.

The Rowe Family lives in southeast Denver and includes Anne, her husband Frank and their daughters Kate, Tory and Biz. All three girls are graduates of Slavens K-8 and George Washington High School.
Investments
Denver Plan 2020

The Denver Plan 2020 is the Denver Public Schools five-year strategic plan. With the vision of Every Child Succeeds, we are committed to five goals designed to close academic achievement gaps and prepare all students for success in college and careers.

Great Schools in Every Neighborhood

Students and families thrive when they have high-quality education choices. DPS will dramatically increase the quality of schools available in every neighborhood to ensure that every student in every community throughout the district has access to great schools. That’s why our top Denver Plan goal is to have at least 80% of DPS students attending a high-performing school by 2020, measured by region using the district’s School Performance Framework.

How will we reach this goal? We believe that schools need to be supported, evaluated and held accountable for their results. We also believe in embracing innovative new schools instead of a one-size-fits-all approach. We are committed to creating an equitable and inclusive environment that fosters the growth of our students, and to closing the opportunity gap for African American and Latino students.

A Foundation for Success in School

Students who are reading and writing proficiently by third grade are four times more likely to graduate. That’s why the second goal of the Denver Plan 2020 – a foundation for success in school – is critically important. The goal is that by 2020, at least 80% of DPS third-graders will be at or above grade level in reading and writing.

DPS is focused on early literacy as the foundation for students’ entire academic experience. Early literacy, which DPS defines as reading, writing, speaking and listening, is essential to building a strong foundation for success in school and in life.

In order to achieve this goal and improve outcomes, we all have important roles to play which is why along with the Early Literacy Plan, the Birth to Eight Roadmap initiative was created. The roadmap is a collaboration between the Mayor’s Office of Children’s Affairs, Denver Public Schools and numerous community partners — all who are committed to ensuring Denver children are prepared to enter school ready to learn and thrive.
Ready for College and Career

At Denver Public Schools, our vision is that Every Child Succeeds. That starts with the belief that all students will achieve at the highest levels, and proudly cross the graduation stage ready for college, careers and life. Life beyond high school is different than what it used to be. Most jobs in Colorado now and in the future require training or education beyond high school.

Our DPS graduates will take many paths to pursue their dreams, and our schools must prepare them for their future. DPS is ensuring our students are ready by changing graduation requirements.

We inspire, challenge and empower our students to embrace education as an adventure to explore a variety of paths to exciting destinations, and to forge their own futures.

Support for the Whole Child

Denver Public Schools (DPS) is committed to creating equitable and inclusive environments where we ensure success of the Whole Child. We believe our school environments should encourage students to pursue their passions and interests, support their physical health and strengthen the social/emotional skills they need to succeed. The Whole Child focus is evidence of our belief that all students deserve and benefit from safe and supportive learning environments that nurture and cultivate their talents and abilities in all areas of their development and their lives.
Close the Opportunity Gap

In school districts around the country, there are disparities between the achievement of white students and that of other student groups such as students of color, English learners and students with disabilities, even though all these students have the same academic potential. This achievement gap has its roots in the lack of equitable opportunities for all students to succeed, or an opportunity gap. In DPS, we see this reflected in key indicators such as four year graduation rates and third grade reading and writing proficiency.

DPS is a diverse district. Seventy-seven percent of our students are students of color and more than one-third of our students are English Learners. All bring unique, valuable perspectives and experiences to our classrooms. It is every DPS educator’s responsibility to support the development of each child’s unique assets and to provide targeted supports that will help all students achieve their potential.

In order to achieve our vision of Every Child Succeeds, we must eliminate gaps in opportunity and achievement for all our students.

For more information and resources about the Denver plan 2020 please visit:

https://www.dpsk12.org/denverplan/
2016 Bond & Mill Levy

Both a bond and mill levy are types of funding drawn from property taxes to support public projects and services. Denver Public Schools (DPS) is one of the public entities that has the ability ask voters for funding through property taxes increases. A portion of Denver residents’ property taxes go into a state fund that supports education in Denver and across the state. Another portion of property taxes are for bonds and mill levy overrides that fund only projects and services in Denver.

Bonds are one-time investments in capital projects such building classrooms, buying technology and security equipment. Bond funds help renovate older schools to update them for 21st-century learning, build brand-new school buildings and buy additional educational technology.

A mill levy funds on-going operational needs. This could look like teachers, software and social workers. A mill levy brings classrooms to life.

In November 2016, Denver voters approved bond and mill funding for students in Denver Public Schools. This vote agreed to invest $572 million in bond funding to build and improve schools and $56.6 million in operating dollars to support proven initiatives, such as early literacy. The bond and mill proposals were created by a 75-member citizens’ committee, with input from school leaders, teachers, students and community members.

Key Mill Levy Priorities

Social emotional supports and enrichments: A $15 million investment to help all schools meet the social and emotional needs of their students, a key need identified by DPS classroom teachers. Schools can target flexible funding based on their students’ needs.

Support for high-quality teachers and leaders: A $14.5 million investment in programs such as Teacher Leadership and Collaboration, a leadership model that allows our best teachers to coach and grow other teachers in their schools while staying true to their first love, teaching their own classroom of kids.

College and career readiness: An $8 million investment in real-world college and career readiness opportunities such as DPS Career Connect; students in this program are 30% more likely to graduate than their peers across all high schools and demographic groups. Learn more.

Early literacy: A $6.8 million investment will target training to all teachers in grades ECE-3 and bolster interventions for struggling readers, ensuring students are reading on grade level by grade 3. Students who reach this benchmark are four times more likely to graduate than those who don’t.

Classroom technology: A $6.6 million investment to ensure students have the tools to prepare them for the 21st Century. This investment will more than double the schools able to provide a device for every student, from 34 to 77, while providing flexible funds to allow schools to replace outdated devices.

Great learning environments: A $4.9 million investment in preventative, proactive, deferred and predictive maintenance in Denver classrooms.
Improved access to educational opportunities: A $400,000 investment to support low-income high school students who need transportation.

Key Bond Priorities

Maintenance Investment

A $252 million investment in maintaining facilities, including funding for critical maintenance items that are necessary for the safe operation of schools. Approximately half of DPS facilities were built before 1969; the oldest buildings are also the largest, encompassing about 2/3 of the district’s total square feet.

Also includes $70 million to provide cooling solutions for our 79 schools with partial or no air-conditions (includes classroom air-conditioning at the hottest 18 buildings) and $26 million in sustainability, such as converting entire district to LED lighting.

Capacity Investment

A $142 million investment in constructing new schools and creating additions to existing schools to support the projected 4,000-student enrollment increase by 2020.

Measure includes building a new campus in Far Northeast Denver to address elementary and middle school enrollment needs, expanding a campus in Far Northeast Denver to address high school enrollment needs, creating an early childhood center at Place Bridge Academy and expanding five proven programs that are over capacity by a total of 500 seats.

Quality Learning Environments Investment

A $108 million investment in upgrading learning environments at our older facilities, including focused investments at our large “baby boomer”-era secondary facilities that have received minimal visible updates or remodels in recent decades. This includes Abraham Lincoln, Thomas Jefferson, John F. Kennedy and George Washington high schools.

Also includes a flexible award to 151 schools/programs averaging $90,000 to make targeted improvements such as new, personalized furniture or upgrading classrooms to science labs.

Technology and Safety Investment

A $70 million investment to increase student technology access, which would significantly bolster the number of schools offering one device per student as well as the number of schools allowing students to take a device home.
District Fund Detail
## General Fund without Special Projects

<table>
<thead>
<tr>
<th>Unaudited ($’s in Thousands)</th>
<th>FY16-17 Adopted Budget</th>
<th>Adjustments</th>
<th>FY16-17 Amended Budget</th>
<th>Adjustments</th>
<th>FY17-18 Adopted Budget</th>
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</thead>
<tbody>
<tr>
<td><strong>Beginning Balance</strong></td>
<td>$ 79,670</td>
<td>$ 2,684</td>
<td>$ 82,354</td>
<td>$ 24,972</td>
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<td><strong>Revenue</strong></td>
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<tr>
<td>Property Taxes</td>
<td>$ 458,299</td>
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<td>$ 513,715</td>
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<td>$ 532,981</td>
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<td>State Categorical</td>
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<td>$ 31,479</td>
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<td>$ 32,560</td>
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<td>State Equalization</td>
<td>$ 308,506</td>
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<td>$ 297,994</td>
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<td>$ 312,585</td>
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<td>Specific Ownership Taxes</td>
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<td>$ 43,254</td>
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<td>Federal Revenue</td>
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<td>Other Local Support</td>
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<td>$ 26,954</td>
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<td>Charter School Capital Construction</td>
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<td>$ 2,892</td>
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<td>$ 2,975</td>
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<td>Other Miscellaneous</td>
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<td>$ -</td>
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<td>$ -</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 865,694</td>
<td>$ 51,594</td>
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<td>$ 954,029</td>
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<td><strong>Expense</strong></td>
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<td>Employee Salaries</td>
<td>$ 491,872</td>
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<td>Employee Benefits</td>
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<td>Charter Schools</td>
<td>$ 131,602</td>
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<td>$ 145,165</td>
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<td>Supplies &amp; Materials</td>
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<td>Purchased Services</td>
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<td>Property</td>
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<td>Debt Service Interest</td>
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<td>School Location/Relocation Support</td>
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<td>School Carry Forward</td>
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<td>Unassigned Teacher</td>
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## General Fund with Special Projects

### Unaudited ($'s in Thousands)

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<th>FY16-17 Amended Budget</th>
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## Grants Special Revenue Fund

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<th>FY16-17 Amended Budget</th>
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### Building Fund

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**Warehouse/Reproduction Internal Service Fund**
## Private Purpose Trust Fund

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<td>$ -</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>Other Local Support</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
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</tr>
<tr>
<td>Charter School Capital</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>Construction</td>
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<td>$ -</td>
</tr>
<tr>
<td>Other Miscellaneous</td>
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<td>-</td>
<td>$ -</td>
<td>-</td>
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<tr>
<td><strong>Total Revenue</strong></td>
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<td>$ -</td>
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</tr>
<tr>
<td><strong>Expense</strong></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Employee Salaries</td>
<td>$ -</td>
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<td>$ -</td>
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</tr>
<tr>
<td>Employee Benefits</td>
<td>$ -</td>
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</tr>
<tr>
<td>Charter Schools</td>
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<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>$ 129</td>
<td>-</td>
<td>$ 129</td>
<td>-</td>
<td>$ 129</td>
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<tr>
<td>Purchased Services</td>
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<tr>
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<tr>
<td>Site Assigned Reserves</td>
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<td>School Location/Relocation</td>
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<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>Support Reserves</td>
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<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>Unassigned Teacher</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>129</td>
<td>-</td>
<td>129</td>
<td>-</td>
<td>129</td>
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<tr>
<td><strong>Appropriated Reserves</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted – TABOR Reserves</td>
<td>$ -</td>
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<td>-</td>
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</tr>
<tr>
<td>Assigned Reserves</td>
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<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>General Contingency</td>
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<td>School Location/Relocation</td>
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<td>$ -</td>
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<td>$ -</td>
</tr>
<tr>
<td>Support Reserves</td>
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<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>Unassigned Teacher</td>
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<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>Risk Fund Reserves</td>
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<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>Additional Student Supports</td>
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<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total Appropriated Reserves</strong></td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Interfund Transfers</strong></td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total Appropriation</strong></td>
<td>129</td>
<td>-</td>
<td>129</td>
<td>-</td>
<td>129</td>
</tr>
<tr>
<td><strong>Unappropriated Reserves</strong></td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td>$ -</td>
</tr>
</tbody>
</table>
District Managed Schools
School Based vs. Centrally Allocated Resources & DPS Managed Detailed School Summaries

Denver Public schools remains focused on keeping cuts out of the classroom. Our goal is to maximize funding in the classroom and in support of schools while minimizing central administration as possible. Currently, DPS spends 96% of its resources in Schools or in School Support (Support Services, School on Central and School Reported sections of diagram), with the remaining 4% of funding going towards central administration functions (Leadership and Management).

These Cost Centers are designed to openly demonstrate how funds impact students, including where and how the resources are managed. By further breaking out the “School Support” section, our parents, families, and communities can better understand how funding supports students – especially the resources not directly managed by the school leader. Previously, expenses had been categorized into only three categories; schools, school supports, and central operations.

Charter School expenses and ECE expenses have been excluded from this summary to ensure fair comparisons between schools. Other expenses excluded are related to federal and private grants, capital/bond, and food services.

The 6 Cost Centers are as follows:

**Principal Managed Resources - SBB**

Includes all School Managed expenditures and ProComp

**Operations**

Includes Custodial, Maintenance, Transportation, Technology Services

**Student Equity and Opportunity (formerly Student Services)**

This category mostly summarizes Center Programs which serve students with severe and exceptional needs. This excludes school-based expenses like most Mild Moderate teachers and Social Workers.

**Operations**

Includes Custodial, Maintenance, Transportation, Technology Services

**Centrally-Budgeted School Expenditures and School Supports**

Includes expenses centrally-budgeted in support of schools and students; e.g., parts of HR (School Partners, Recruitment, Teacher Leadership), FACE, Pupil Records, Assessment, CELT
Central

Includes expenses centrally-budgeted in support of schools and students; e.g., parts of HR (School Partners, Recruitment, Teacher Leadership), FACE, Pupil Records, Assessment, CELT.
In addition, this section includes many targeted supports like Textbooks, Concurrent Enrollment, Career Tech Ed, Paid Leaves for Teachers, Principal Performance Compensation, Library Services, Unassigned Teachers, and Student Board of Education. Includes Office of Superintendent, Legal, Communications, Finance, Planning & Analysis, Accounting, Purchasing, Payables, Payroll, Labor Relations, Grants, Board of Education, Chief Operating Officer

Below is the break out of dollars which were allocated direct to schools, school support, and central programs in school year 2017-2018:

<table>
<thead>
<tr>
<th>Cost Center (in millions)</th>
<th>Total FY17-18 Budget</th>
<th>% of Total Budget</th>
<th>K-12 Per Student Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>School Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal Managed Resources</td>
<td>$476</td>
<td>62%</td>
<td>$7,063</td>
</tr>
<tr>
<td>Operations</td>
<td>$118</td>
<td>15%</td>
<td>$1,745</td>
</tr>
<tr>
<td>Centrally Budgeted School Expenditures &amp; School Supports</td>
<td>$115</td>
<td>15%</td>
<td>$1,708</td>
</tr>
<tr>
<td>Center Programs &amp; SEO Services</td>
<td>$31</td>
<td>4%</td>
<td>$463</td>
</tr>
<tr>
<td><strong>Central</strong></td>
<td>$33</td>
<td>4%</td>
<td>$497</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$773</strong></td>
<td><strong>100%</strong></td>
<td><strong>11,476</strong></td>
</tr>
<tr>
<td><strong>K-12 Projected Students</strong></td>
<td><strong>67,335</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Departments
Departments at Denver Public Schools

DPS supports and provides services to schools through its departments. These departments are organized by their respective focuses. This section presents the adopted budgets for departments at DPS for the 2017-2018 school year.

Belonging to Office of the Superintendent, this budget is presented independently and does not include the budgets of departments who report to the Superintendent.

The organizations presented in blue boxes are large divisions within DPS, and many departments roll in to these divisions. The budgets presented in this document as “Chief Operating Officer” and other divisions in the blue boxes are compilations of all the departments that report to these groups.

Departments represented in the green boxes are specific to the department named in the green boxes are often shown separately and also counted in the division budgets.

** Departments Expanded On Next Page
## Expenditures:

### (1) (2)

<table>
<thead>
<tr>
<th>Employee Salaries</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrators Salaries</td>
<td>23,136,393</td>
<td>19,897,195</td>
</tr>
<tr>
<td>Professional – Instructional Salaries</td>
<td>46,360,316</td>
<td>47,553,513</td>
</tr>
<tr>
<td>Professional - Others Salaries</td>
<td>34,511,644</td>
<td>32,409,530</td>
</tr>
<tr>
<td>Paraprofessional Salaries</td>
<td>16,537,595</td>
<td>15,057,242</td>
</tr>
<tr>
<td>Office/Administrative Support Salaries</td>
<td>3,917,699</td>
<td>4,290,268</td>
</tr>
<tr>
<td>Crafts, Trades and Services Salaries</td>
<td>426,288</td>
<td>328,221</td>
</tr>
<tr>
<td><em>Amended</em></td>
<td><em>Adopted</em></td>
<td><em>Amended</em></td>
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</tbody>
</table>

### Employee Benefits

<table>
<thead>
<tr>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>28,990,702</td>
<td>29,796,557</td>
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</table>

### Purchased Services

<table>
<thead>
<tr>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>57,888,467</td>
<td>50,542,160</td>
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</tbody>
</table>

### Supplies and Materials

<table>
<thead>
<tr>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,184,148</td>
<td>24,026,856</td>
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</tbody>
</table>

### Property

<table>
<thead>
<tr>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,917,699</td>
<td>4,290,268</td>
</tr>
</tbody>
</table>

### Total Expenditures

<table>
<thead>
<tr>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>$268,417,945</td>
<td>$255,848,660</td>
</tr>
</tbody>
</table>

### Expenditures by Funding Source:

<table>
<thead>
<tr>
<th>Fund</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>152,351,415</td>
<td>150,481,731</td>
</tr>
<tr>
<td>Government Designated Purpose Grants Fund</td>
<td>76,083,632</td>
<td>69,797,842</td>
</tr>
<tr>
<td>Special Revenue Fund</td>
<td>30,010,982</td>
<td>27,174,586</td>
</tr>
<tr>
<td>Special Revenue Procomp Trust Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tuition Special Revenue Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pupil Activity Fund</td>
<td>8,815,832</td>
<td>7,840,996</td>
</tr>
<tr>
<td>Bond Redemption Fund</td>
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<td>-</td>
</tr>
<tr>
<td>Building Fund</td>
<td>993,638</td>
<td>389,982</td>
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<tr>
<td>Capital Reserve Fund</td>
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<td>-</td>
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<tr>
<td>Food Services Fund</td>
<td>33,640</td>
<td>34,845</td>
</tr>
<tr>
<td>Risk Management Internal Service Fund</td>
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<td>-</td>
</tr>
<tr>
<td>Warehouse/Reproduction Internal Service Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Private Purpose (Trust) Fund</td>
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<tr>
<td>Governmental Permanent Fund</td>
<td>128,806</td>
<td>128,806</td>
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<tr>
<td>Student Activity Fund</td>
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</tbody>
</table>

### Total Expenditures

<table>
<thead>
<tr>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>$268,417,945</td>
<td>$255,848,660</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
### Funding Snapshot

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators Salaries</td>
<td>924,841</td>
<td>9.40</td>
<td>1,052,249</td>
<td>11.40</td>
<td>127,408</td>
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<tr>
<td>Professional – Instructional Salaries</td>
<td>72,000</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>(72,000)</td>
<td>(1.00)</td>
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<tr>
<td>Professional - Others Salaries</td>
<td>2,070,811</td>
<td>29.90</td>
<td>2,281,414</td>
<td>31.90</td>
<td>210,603</td>
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<tr>
<td>Paraprofessional Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Office/Administrative Support Salaries</td>
<td>52,226</td>
<td>1.00</td>
<td>52,226</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Crafts, Trades and Services Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Employee Benefits</strong></td>
<td>685,488</td>
<td>-</td>
<td>786,270</td>
<td>-</td>
<td>100,782</td>
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<tr>
<td><strong>Purchased Services</strong></td>
<td>847,000</td>
<td>-</td>
<td>943,000</td>
<td>-</td>
<td>96,000</td>
<td>-</td>
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<tr>
<td><strong>Supplies and Materials</strong></td>
<td>1,457,978</td>
<td>-</td>
<td>1,127,878</td>
<td>-</td>
<td>(330,100)</td>
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<tr>
<td><strong>Property</strong></td>
<td>17,500</td>
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<td>17,500</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Other Expense and Reserves</strong></td>
<td>2,500</td>
<td>-</td>
<td>2,500</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 6,130,344</td>
<td>$ 41.30</td>
<td>$ 6,263,037</td>
<td>$ 44.30</td>
<td>$ 132,693</td>
<td>$ 3.00</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund.

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
## ENGLISH LANGUAGE ACQUISITION

### Funding Snapshot

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators Salaries</td>
<td>840,212</td>
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<td>651,163</td>
<td>4.00</td>
<td>(189,049)</td>
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<tr>
<td>Professional – Instructional Salaries</td>
<td>1,394,802</td>
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<td>1,101,088</td>
<td>0.80</td>
<td>(293,714)</td>
<td>(24.50)</td>
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<tr>
<td>Professional - Others Salaries</td>
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<td>39.15</td>
<td>2,728,308</td>
<td>43.30</td>
<td>333,333</td>
<td>4.15</td>
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<td>Paraprofessional Salaries</td>
<td>552,120</td>
<td>46.60</td>
<td>686,348</td>
<td>-</td>
<td>134,228</td>
<td>(46.60)</td>
</tr>
<tr>
<td>Office/Administrative Support Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Crafts, Trades and Services Salaries</td>
<td>15,393</td>
<td>0.25</td>
<td>-</td>
<td>-</td>
<td>(15,393)</td>
<td>(0.25)</td>
</tr>
<tr>
<td><strong>Employee Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,331,908</td>
<td>-</td>
<td>1,483,263</td>
<td>-</td>
<td>151,355</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Purchased Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,127,628</td>
<td>-</td>
<td>1,629,316</td>
<td>-</td>
<td>(498,312)</td>
<td>-</td>
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<tr>
<td><strong>Supplies and Materials</strong></td>
<td>193,717</td>
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<td>114,351</td>
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<td>(79,366)</td>
<td>-</td>
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<td>Property</td>
<td>14,250</td>
<td>-</td>
<td>8,520</td>
<td>-</td>
<td>(5,730)</td>
<td>-</td>
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<tr>
<td><strong>Other Expense and Reserves</strong></td>
<td>196,013</td>
<td>-</td>
<td>197,187</td>
<td>-</td>
<td>1,174</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 9,611,018</td>
<td>$ 115.30</td>
<td>$ 9,149,544</td>
<td>$ 48.10</td>
<td>$(461,474)</td>
<td>(67.20)</td>
</tr>
</tbody>
</table>

### Expenditures by Funding Source

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries

---

ELA
### Funding Snapshot

#### Expenditures: (1)(2)

<table>
<thead>
<tr>
<th>Employee Salaries</th>
<th>2016-2017</th>
<th>2017-2018</th>
<th>$ Change 16-17 vs. 17-18</th>
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</thead>
<tbody>
<tr>
<td>Administrators Salaries</td>
<td>1,354,350</td>
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<tr>
<td>Professional – Instructional Salaries</td>
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<td>84,227</td>
<td>(543,567) (2.00)</td>
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<tr>
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<td>594,946</td>
<td>689,516</td>
<td>63,570 (2.17)</td>
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</table>

#### Expenditures by Funding Source: (1)(3)

| General Fund                  | 3,368,213 | 3,461,685 | 93,472 (2.75)            |
| Government Designated Purpose Grants Fund | 688,335   | 3,461,685 | (688,335) (6.58)         |

#### Total Expenditures

<table>
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<tr>
<th>2016-2017</th>
<th>2017-2018</th>
<th>$ Change 16-17 vs. 17-18</th>
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<tbody>
<tr>
<td>$4,056,548</td>
<td>$3,461,685</td>
<td>($594,863) (1.33)</td>
</tr>
</tbody>
</table>

---

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
## Leadership, Teaching & Learning

**Leadership, Teaching & Learning**

### IMAGINARIUM

#### Funding Snapshot

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<td><strong>22.20</strong></td>
<td><strong>3,145,959</strong></td>
<td><strong>19.72</strong></td>
<td><strong>(1,710,745)</strong></td>
<td><strong>(2.48)</strong></td>
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#### Expenditures by Funding Source

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<td><strong>22.20</strong></td>
<td><strong>3,145,959</strong></td>
<td><strong>19.72</strong></td>
<td><strong>(1,710,745)</strong></td>
<td><strong>(2.48)</strong></td>
</tr>
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(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
## Funding Snapshot

### Expenditures (1)(2)

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<tr>
<td>Office/Administrative Support Salaries</td>
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<td>(500)</td>
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<td>$ 1,317,400</td>
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<td>$(700,454)</td>
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### Expenditures by Funding Source: (1)(2)

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<td>Bond Redemption Fund</td>
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<tr>
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<td>Capital Reserve Fund</td>
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<tr>
<td>Food Services Fund</td>
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<td>Risk Management Internal Service Fund</td>
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<tr>
<td>Warehouse/Reproduction Internal Service Fund</td>
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<tr>
<td>Private Purpose (Trust) Fund</td>
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<td>Governmental Permanent Fund</td>
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<tr>
<td>Student Activity Fund</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 2,017,854</td>
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<td>$ 1,317,400</td>
<td>3.00</td>
<td>$(700,454)</td>
<td>0.33</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
## Access Competency & Engagement

### Funding Snapshot

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<td>$20,354,921 347.10</td>
<td>$1,954,347 (142.37)</td>
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</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund
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### Expenditures by Funding Source: (1)(2)

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<th>Funding Source</th>
<th>2016-2017 Amended Budget</th>
<th>2016-2017 Amended FTE</th>
<th>2017-2018 Adopted Budget</th>
<th>2017-2018 Adopted FTE</th>
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<th>FTE Change 16-17 vs. 17-18</th>
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<tr>
<td>Pupil Activity Fund</td>
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<tr>
<td>Risk Management Internal Service Fund</td>
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<td>Warehouse/Reproduction Internal Service Fund</td>
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<tr>
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<td>$20,354,921 347.10</td>
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## Leadership, Teaching & Learning

### STUDENT EQUITY AND OPPORTUNITY

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<th>2017-2018</th>
<th>2017-2018</th>
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<td><strong>Employee Salaries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators Salaries</td>
<td>4,115,806</td>
<td>47.35</td>
<td>4,783,262</td>
<td>53.02</td>
<td>667,456</td>
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<tr>
<td>Professional – Instructional Salaries</td>
<td>25,942,842</td>
<td>443.21</td>
<td>30,417,867</td>
<td>514.53</td>
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<td>Professional - Others Salaries</td>
<td>3,870,860</td>
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<td>3,315,372</td>
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<td>(555,488)</td>
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<td>Paraprofessional Salaries</td>
<td>11,293,365</td>
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<td>10,402,863</td>
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<td>(890,502)</td>
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<td>Office/Administrative Support Salaries</td>
<td>46,339</td>
<td>1.00</td>
<td>63,780</td>
<td>1.00</td>
<td>17,441</td>
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<td><strong>Employee Benefits</strong></td>
<td>12,338,750</td>
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<td>13,618,393</td>
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<tr>
<td><strong>Purchased Services</strong></td>
<td>18,180,299</td>
<td>-</td>
<td>18,106,420</td>
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<td>(73,879)</td>
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<tr>
<td><strong>Supplies and Materials</strong></td>
<td>1,955,395</td>
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<td>1,820,133</td>
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<td>(135,262)</td>
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<td><strong>Property</strong></td>
<td>343,463</td>
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<td>487,407</td>
<td>-</td>
<td>143,944</td>
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<td><strong>Other Expense and Reserves</strong></td>
<td>5,605,551</td>
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<td>7,087,878</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 84,779,865</td>
<td>1,080.37</td>
<td>$ 91,325,709</td>
<td>940.53</td>
<td>$ 6,545,844</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
### Funding Snapshot

**2016-2017** | **2016-2017** | **2017-2018** | **2017-2018** | **$ Change** | **FTE Change**
--- | --- | --- | --- | --- | ---
Amended Budget | Amended FTE | Adopted Budget | Adopted FTE | 16-17 vs. 16-17 | 16-17 vs. 17-18

#### Employee Salaries

- **Administrators Salaries**
  - 2016-2017: 5,331,640, 65.83 FTE
  - 2017-2018: 1,669,565, 18.00 FTE
  - Change: (3,662,075), (47.83)

- **Professional – Instructional Salaries**
  - 2016-2017: 4,961,917, 19.67 FTE
  - 2017-2018: 4,832,203, 3.00 FTE
  - Change: (129,714), (16.67)

- **Professional - Others Salaries**
  - 2016-2017: 9,622,083, 339.79 FTE
  - 2017-2018: 6,715,391, 93.82 FTE
  - Change: (2,906,702), (245.97)

- **Paraprofessional Salaries**
  - 2016-2017: 77,116, 2.05 FTE
  - 2017-2018: 79,744, 2.00 FTE
  - Change: 2,628, (0.05)

#### Employee Benefits

- 2016-2017: 3,838,016, -
- 2017-2018: 2,988,639, -
- Change: (849,377), -

#### Purchased Services

- 2016-2017: 6,747,979, -
- 2017-2018: 3,226,002, -
- Change: (3,521,977), -

#### Supplies and Materials

- 2016-2017: 6,933,199, -
- 2017-2018: 12,017,191, -
- Change: 5,083,992, -

#### Other Expense and Reserves

- 2016-2017: 7,500, -
- 2017-2018: 90,100, -
- Change: 82,600, -

**Total Expenditures**

- 2016-2017: $40,279,259, 429.34 FTE
- 2017-2018: $32,350,563, 118.82 FTE
- Change: (-7,928,696), (310.52)

#### Expenditures by Funding Source

- **General Fund**
  - 2016-2017: 32,030,725, 374.97 FTE
  - Change: (6,863,587), (262.15)

- **Government Designated Purpose Grants Fund**
  - 2016-2017: 7,650,201, 52.00 FTE
  - 2017-2018: 6,998,425, 4.00 FTE
  - Change: (651,776), (48.00)

- **Special Revenue Fund**
  - 2016-2017: 598,333, 2.37 FTE
  - 2017-2018: 185,000, 2.00 FTE
  - Change: (413,333), (0.37)

- **Special Revenue Procomp Trust Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Tuition Special Revenue Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Pupil Activity Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Bond Redemption Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Building Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Capital Reserve Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Food Services Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Risk Management Internal Service Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Warehouse/Reproduction Internal Service Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Private Purpose (Trust) Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Governmental Permanent Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

- **Student Activity Fund**
  - 2016-2017: -
  - 2017-2018: -
  - Change: -

**Total Expenditures**

- 2016-2017: $40,279,259, 429.34 FTE
- 2017-2018: $32,350,563, 118.82 FTE
- Change: (-7,928,696), (310.52)

---

1. Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund
2. Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries
## POST SECONDARY READINESS

### Funding Snapshot

<table>
<thead>
<tr>
<th>Expenditures:</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amended</td>
<td>Amended</td>
</tr>
<tr>
<td></td>
<td>Budget</td>
<td>FTE</td>
</tr>
<tr>
<td>Employee Salaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators Salaries</td>
<td>5,325,675</td>
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<tr>
<td>Professional – Instructional Salaries</td>
<td>9,564,171</td>
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<td>Professional - Others Salaries</td>
<td>7,842,473</td>
<td>140.61</td>
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<tr>
<td>Paraprofessional Salaries</td>
<td>431,952</td>
<td>9.21</td>
</tr>
<tr>
<td>Office/Administrative Support Salaries</td>
<td>2,082,800</td>
<td>21.43</td>
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<tr>
<td>Crafts, Trades and Services Salaries</td>
<td>244,741</td>
<td>6.04</td>
</tr>
<tr>
<td>Professional - Others Salaries</td>
<td>7,842,473</td>
<td>140.61</td>
</tr>
<tr>
<td>Paraprofessional Salaries</td>
<td>431,952</td>
<td>9.21</td>
</tr>
<tr>
<td>Office/Administrative Support Salaries</td>
<td>2,082,800</td>
<td>21.43</td>
</tr>
<tr>
<td>Crafts, Trades and Services Salaries</td>
<td>244,741</td>
<td>6.04</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$68,785,508</td>
<td>384.25</td>
</tr>
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</table>

### Expenditures by Funding Source: 

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amended</td>
<td>Amended</td>
</tr>
<tr>
<td></td>
<td>Budget</td>
<td>FTE</td>
</tr>
<tr>
<td>General Fund</td>
<td>23,812,121</td>
<td>173.54</td>
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<tr>
<td>Government Designated Purpose Grants Fund</td>
<td>9,342,610</td>
<td>63.20</td>
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<tr>
<td>Special Revenue Fund</td>
<td>26,781,305</td>
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<tr>
<td>Special Revenue Procomp Trust Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pupil Activity Fund</td>
<td>8,815,832</td>
<td>18.02</td>
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<tr>
<td>Bond Redemption Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Building Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Reserve Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Food Services Fund</td>
<td>33,640</td>
<td>1.00</td>
</tr>
<tr>
<td>Risk Management Internal Service Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Warehouse/Reproduction Internal Service Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Private Purpose (Trust) Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Governmental Permanent Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Activity Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$68,785,508</td>
<td>384.25</td>
</tr>
</tbody>
</table>

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**Post Secondary Readiness**

350
## Funding Snapshot

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators Salaries</td>
<td>2,364,718</td>
<td>20.00</td>
<td>2,539,903</td>
<td>21.50</td>
<td>175,185</td>
<td>1.50</td>
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<tr>
<td>Professional – Instructional Salaries</td>
<td>1,216,774</td>
<td>17.50</td>
<td>724,006</td>
<td>16.00</td>
<td>(492,768)</td>
<td>(1.50)</td>
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<tr>
<td>Professional - Others Salaries</td>
<td>2,206,568</td>
<td>34.33</td>
<td>2,392,607</td>
<td>30.23</td>
<td>186,039</td>
<td>(4.10)</td>
</tr>
<tr>
<td>Paraprofessional Salaries</td>
<td>658,421</td>
<td>18.30</td>
<td>645,219</td>
<td>19.30</td>
<td>(13,202)</td>
<td>(1.00)</td>
</tr>
<tr>
<td>Office/Administrative Support Salaries</td>
<td>164,062</td>
<td>4.00</td>
<td>160,545</td>
<td>4.00</td>
<td>(3,517)</td>
<td>-</td>
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<tr>
<td><strong>Employee Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>12,000</td>
<td>1.00</td>
<td>6,027</td>
<td>0.15</td>
<td>(5,973)</td>
<td>(0.85)</td>
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<td><strong>Other Expense and Reserves</strong></td>
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</tr>
<tr>
<td></td>
<td>5,985,358</td>
<td>-</td>
<td>2,216,340</td>
<td>-</td>
<td>(3,769,018)</td>
<td>-</td>
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<td><strong>Total Expenditures</strong></td>
<td>$22,349,997</td>
<td>$18,379,073</td>
<td>$95.13</td>
<td>$91.18</td>
<td>$3,970,924</td>
<td>(3.95)</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund
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## Funding Snapshot

### Expenditures:

<table>
<thead>
<tr>
<th>Employee Salaries</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrators Salaries</td>
<td>860,829</td>
<td>562,332</td>
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<tr>
<td>Professional - Instructional Salaries</td>
<td>1,969,537</td>
<td>1,206,579</td>
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<tr>
<td>Professional - Others Salaries</td>
<td>1,216,425</td>
<td>475,996</td>
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<tr>
<td>Paraprofessional Salaries</td>
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<td>-</td>
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<tr>
<td>Office/Administrative Support Salaries</td>
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<td>165,834</td>
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<td>Crafts, Trades and Services Salaries</td>
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<td>-</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>839,953</td>
<td>538,065</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>1,662,080</td>
<td>491,626</td>
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<td>Supplies and Materials</td>
<td>21,215</td>
<td>23,402</td>
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<td>Property</td>
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<td>2,000</td>
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<tr>
<td>Other Expense and Reserves</td>
<td>530,235</td>
<td>830,138</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$7,150,274</td>
<td>$4,295,572</td>
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</tbody>
</table>

### Expenditures by Funding Source:

<table>
<thead>
<tr>
<th>Fund</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>4,069,606</td>
<td>4,195,072</td>
</tr>
<tr>
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<td>3,080,668</td>
<td>100,500</td>
</tr>
<tr>
<td>Special Revenue Fund</td>
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<td>-</td>
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<tr>
<td>Special Revenue Procomp Trust Fund</td>
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<tr>
<td>Tuition Special Revenue Fund</td>
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<td>-</td>
</tr>
<tr>
<td>Pupil Activity Fund</td>
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<td>-</td>
</tr>
<tr>
<td>Bond Redemption Fund</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Building Fund</td>
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<td>-</td>
</tr>
<tr>
<td>Capital Reserve Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Food Services Fund</td>
<td>-</td>
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</tr>
<tr>
<td>Risk Management Internal Service Fund</td>
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<td>Warehouse/Reproduction Internal Service Fund</td>
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</tr>
<tr>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Activity Fund</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$7,150,274</td>
<td>$4,295,572</td>
</tr>
</tbody>
</table>

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### Expenditures:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators Salaries</td>
<td>4,265</td>
<td>0.05</td>
<td>7,350</td>
<td>0.10</td>
<td>3,085</td>
<td>0.05</td>
</tr>
<tr>
<td>Professional – Instructional Salaries</td>
<td>-</td>
<td>-</td>
<td>150,414</td>
<td>3.10</td>
<td>(5,772)</td>
<td>(0.10)</td>
</tr>
<tr>
<td>Professional - Others Salaries</td>
<td>156,186</td>
<td>3.10</td>
<td>150,414</td>
<td>3.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paraprofessional Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office/Administrative Support Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crafts, Trades and Services Salaries</td>
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<td>132,207</td>
<td>3.64</td>
<td>543</td>
<td>0.03</td>
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<td></td>
<td></td>
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<td><strong>Purchased Services</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supplies and Materials</strong></td>
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</tr>
<tr>
<td><strong>Property</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>Other Expense and Reserves</strong></td>
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<td><strong>Total Expenditures</strong></td>
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<td>$ 486,667</td>
<td>6.74</td>
<td>$ 38,606</td>
<td>(0.02)</td>
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</table>

**Expenditures by Funding Source:**

<table>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
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<td>349,104</td>
<td>4.66</td>
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</tr>
<tr>
<td>Tuition Special Revenue Fund</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pupil Activity Fund</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bond Redemption Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Building Fund</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Reserve Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Food Services Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Risk Management Internal Service Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Warehouse/Reproduction Internal Service Fund</td>
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<td>2.16</td>
<td>137,563</td>
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<tr>
<td>Private Purpose (Trust) Fund</td>
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<td>-</td>
<td>-</td>
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<td>Governmental Permanent Fund</td>
<td>-</td>
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</tr>
<tr>
<td>Student Activity Fund</td>
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<td>-</td>
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<td>6.76</td>
<td>$ 486,667</td>
<td>6.74</td>
<td>$ 38,606</td>
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</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries

---

**Chief Operating Officer**

**WAREHOUSE**
## DEPARTMENT OF TECHNOLOGY SERVICES

### Funding Snapshot

<table>
<thead>
<tr>
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<tr>
<td><strong>Employee Salaries</strong></td>
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<td>Professional - Others Salaries</td>
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<td>8,728,828</td>
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<td>93,095</td>
<td>3.75</td>
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<tr>
<td>Office/Administrative Support Salaries</td>
<td>605</td>
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<td>42,582</td>
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<td><strong>Employee Benefits</strong></td>
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<td><strong>Purchased Services</strong></td>
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<tr>
<td>Professional – Instructional Salaries</td>
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<tr>
<td>Professional - Others Salaries</td>
<td>8,635,733</td>
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<td>8,728,828</td>
<td>110.75</td>
<td>93,095</td>
<td>3.75</td>
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<td>42,582</td>
<td>1.00</td>
<td>41,977</td>
<td>1.00</td>
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<td>(125,450)</td>
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<td>$ 16,428,139</td>
<td>128.30</td>
<td>$ 16,325,313</td>
<td>130.30</td>
<td>(102,826)</td>
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### Expenditures by Funding Source:

<table>
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<tr>
<th>Funding Source</th>
<th>2016-2017</th>
<th>2017-2018</th>
<th>$ Change 16-17 vs. 17-18</th>
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<td>16,325,313</td>
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<tr>
<td>Special Revenue Procomp Trust Fund</td>
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<tr>
<td>Tuition Special Revenue Fund</td>
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<td>Pupil Activity Fund</td>
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<tr>
<td>Bond Redemption Fund</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Building Fund</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Capital Reserve Fund</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Food Services Fund</td>
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<td>-</td>
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</tr>
<tr>
<td>Risk Management Internal Service Fund</td>
<td>-</td>
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<tr>
<td>Warehouse/Reproduction Internal Service Fund</td>
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<tr>
<td>Private Purpose (Trust) Fund</td>
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<tr>
<td>Governmental Permanent Fund</td>
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</tr>
<tr>
<td>Student Activity Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 16,428,139</td>
<td>16,325,313</td>
<td>(102,826)</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
### Facilities Services

#### Funding Snapshot

<table>
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<tr>
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<tr>
<td></td>
<td>Amended</td>
<td>Amended</td>
<td>Adopted</td>
<td>Adopted</td>
<td>16-17 vs.</td>
<td>16-17 vs.</td>
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<tr>
<td></td>
<td>Budget</td>
<td>FTE</td>
<td>Budget</td>
<td>FTE</td>
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</tr>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
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<td>4,700</td>
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<td>113,939</td>
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<td>25,684,932</td>
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<td>8,139,566</td>
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<td>8,454,632</td>
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<td><strong>Purchased Services</strong></td>
<td></td>
<td></td>
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<tr>
<td>10,070,277</td>
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<td>12,211,666</td>
<td>-</td>
<td></td>
<td>2,141,389</td>
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<td><strong>Supplies and Materials</strong></td>
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<td>19,637,941</td>
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<td>19,853,609</td>
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<td>215,668</td>
<td>-</td>
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<td>11,453,487</td>
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<td>46,925,764</td>
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<td><strong>Other Expense and Reserves</strong></td>
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<tr>
<td>24,673,721</td>
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<td>20,248,120</td>
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<td>(4,425,601)</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
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<td>$934.20</td>
<td>$137,449,869</td>
<td>$939.35</td>
<td>$34,799,139</td>
<td>5.15</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
### Financial Services

**Funding Snapshot**

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Administrators Salaries</td>
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<td>2,533,315</td>
<td>28.40</td>
<td>86,326</td>
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<tr>
<td>Professional - Instructional Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Professional - Others Salaries</td>
<td>4,571,592</td>
<td>71.85</td>
<td>4,850,962</td>
<td>77.15</td>
<td>279,370</td>
<td>5.30</td>
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<td>Paraprofessional Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Office/Administrative Support Salaries</td>
<td>1,383,204</td>
<td>29.20</td>
<td>1,342,511</td>
<td>27.00</td>
<td>(40,693)</td>
<td>(2.20)</td>
</tr>
<tr>
<td>Crafts, Trades and Services Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Employee Benefits</strong></td>
<td>1,911,124</td>
<td>-</td>
<td>2,096,351</td>
<td>-</td>
<td>185,227</td>
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<tr>
<td><strong>Purchased Services</strong></td>
<td>9,677,434</td>
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<td>9,795,709</td>
<td>-</td>
<td>118,275</td>
<td>-</td>
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<td><strong>Supplies and Materials</strong></td>
<td>91,590</td>
<td>-</td>
<td>376,641</td>
<td>-</td>
<td>285,051</td>
<td>-</td>
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<td><strong>Property</strong></td>
<td>83,029</td>
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<td>93,100</td>
<td>-</td>
<td>10,071</td>
<td>-</td>
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<tr>
<td><strong>Other Expense and Reserves</strong></td>
<td>27,150</td>
<td>-</td>
<td>(450,912)</td>
<td>-</td>
<td>(478,062)</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 20,192,112</strong></td>
<td><strong>$ 20,637,677</strong></td>
<td><strong>$ 20,637,677</strong></td>
<td><strong>$ 445,565</strong></td>
<td><strong>$ 445,565</strong></td>
<td><strong>$ 445,565</strong></td>
</tr>
</tbody>
</table>

**Expenditures by Funding Source: (1)(2)**

| General Fund | 18,871,408 | 123.14 | 19,339,833 | 127.35 | 468,425 | 4.21 |
| Government Designated Purpose Grants Fund | - | - | - | - | - | - |
| Special Revenue Fund | - | - | - | - | - | - |
| Special Revenue Procomp Trust Fund | - | - | - | - | - | - |
| Tuition Special Revenue Fund | - | - | - | - | - | - |
| Pupil Activity Fund | - | - | - | - | - | - |
| Bond Redemption Fund | - | - | - | - | - | - |
| Building Fund | 498,216 | 5.20 | 511,360 | 5.20 | 13,144 | - |
| Capital Reserve Fund | - | - | - | - | - | - |
| Food Services Fund | - | - | - | - | - | - |
| Risk Management Internal Service Fund | - | - | - | - | - | - |
| Warehouse/Reproduction Internal Service Fund | 822,488 | - | 786,484 | - | (36,004) | - |
| Private Purpose (Trust) Fund | - | - | - | - | - | - |
| Governmental Permanent Fund | - | - | - | - | - | - |
| Student Activity Fund | - | - | - | - | - | - |

**Total Expenditures**

| **$ 20,192,112** | **$ 20,637,677** | **$ 20,637,677** | **$ 445,565** | **$ 445,565** |

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries
## Funding Snapshot

### Expenditures: (1)(2)

<table>
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<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators Salaries</td>
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<td>252,681</td>
<td>2.90</td>
<td>(86,169)</td>
<td>(1.05)</td>
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<tr>
<td>Professional – Instructional Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Professional - Others Salaries</td>
<td>4,143,871</td>
<td>131.65</td>
<td>3,944,687</td>
<td>120.68</td>
<td>(199,184)</td>
<td>(10.97)</td>
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<tr>
<td>Paraprofessional Salaries</td>
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<td>-</td>
<td>-</td>
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<td>Office/Administrative Support Salaries</td>
<td>720,695</td>
<td>19.25</td>
<td>760,376</td>
<td>19.25</td>
<td>39,681</td>
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<td><strong>Employee Benefits</strong></td>
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<td>3,889,529</td>
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<td>251,348</td>
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<td><strong>Purchased Services</strong></td>
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<td>897,750</td>
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<td><strong>Supplies and Materials</strong></td>
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<td><strong>Property</strong></td>
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<td>160,300</td>
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<td><strong>Other Expense and Reserves</strong></td>
<td>2,367,930</td>
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<td>62,000</td>
<td>-</td>
<td>(2,305,930)</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
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<td>790.39</td>
<td>$ 43,128,556</td>
<td>772.94</td>
<td>$ (1,708,934)</td>
<td>(17.45)</td>
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</tbody>
</table>

**Expenditures by Funding Source: (1)(2)**

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2016-2017 Amended Budget</th>
<th>2017-2018 Adopted Budget</th>
<th>$ Change 16-17 vs. 17-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Government Designated Purpose Grants Fund</td>
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<tr>
<td>Special Revenue Fund</td>
<td>130,000</td>
<td>170,000</td>
<td>40,000</td>
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<tr>
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</tr>
<tr>
<td>Tuition Special Revenue Fund</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Pupil Activity Fund</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bond Redemption Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Building Fund</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Reserve Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Food Services Fund</td>
<td>44,707,490</td>
<td>42,958,556</td>
<td>(1,748,934)</td>
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<tr>
<td>Risk Management Internal Service Fund</td>
<td>-</td>
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<tr>
<td>Warehouse/Reproduction Internal Service Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Private Purpose (Trust) Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Governmental Permanent Fund</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Student Activity Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 44,837,490</td>
<td>$ 43,128,556</td>
<td>$ (1,708,934)</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries
### Expenditures:

<table>
<thead>
<tr>
<th>Description</th>
<th>2016-2017 Amended Budget</th>
<th>2017-2018 Adopted Budget</th>
<th>$ Change 16-17 vs. 17-18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,539,346</td>
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<td>Professional - Instructional Salaries</td>
<td>-</td>
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<tr>
<td>Professional - Others Salaries</td>
<td>2,027,329</td>
<td>2,934,308</td>
<td>906,979 12.65</td>
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<tr>
<td>Paraprofessional Salaries</td>
<td>-</td>
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<tr>
<td>Office/Administrative Support Salaries</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>Crafts, Trades and Services Salaries</td>
<td>-</td>
<td>130,000</td>
<td>130,000 1.00</td>
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<td>(46,021) -</td>
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<td>Other Expense and Reserves</td>
<td>(149,688)</td>
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<tr>
<td>Total Expenditures</td>
<td>$ 5,323,717</td>
<td>$ 6,725,779</td>
<td>$ 1,402,062 9.17</td>
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</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries

### Expenditures by Funding Source:

<table>
<thead>
<tr>
<th>Description</th>
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<th>2017-2018 Adopted Budget</th>
<th>$ Change 16-17 vs. 17-18</th>
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<td>Special Revenue Procomp Trust Fund</td>
<td>-</td>
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<tr>
<td>Tuition Special Revenue Fund</td>
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<tr>
<td>Pupil Activity Fund</td>
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<tr>
<td>Bond Redemption Fund</td>
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<tr>
<td>Risk Management Internal Service Fund</td>
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<tr>
<td>Warehouse/Reproduction Internal Service Fund</td>
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<tr>
<td>Private Purpose (Trust) Fund</td>
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<tr>
<td>Governmental Permanent Fund</td>
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<tr>
<td>Student Activity Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 5,323,717</td>
<td>$ 6,725,779</td>
<td>$ 1,402,062 9.17</td>
</tr>
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</table>
### Funding Snapshot

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</thead>
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<td><strong>Employee Salaries</strong></td>
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<td>-</td>
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<td>1.00</td>
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<td>-</td>
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<td>(1.00)</td>
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<td>2,706,747</td>
<td>89.00</td>
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<td>(5.84)</td>
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<td>1,278,574</td>
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<td>15,165</td>
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<td>295,500</td>
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<td>202,603</td>
<td>-</td>
<td>23,654</td>
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<td>10,000</td>
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<td>-</td>
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<tr>
<td><strong>Other Expense and Reserves</strong></td>
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<td>142,875</td>
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<td><strong>Total Expenditures</strong></td>
<td>$ 6,375,106</td>
<td>136.84</td>
<td>$ 6,713,665</td>
<td>131.00</td>
<td>$ 338,559</td>
<td>(5.84)</td>
</tr>
</tbody>
</table>

Expenditures by Funding Source:

| General Fund | 6,242,437 | 129.00 | 6,601,742 | 131.00 | 359,305 | 2.00 |
| Government Designated Purpose Grants Fund | 132,669 | 7.84 | 111,923 | - | (20,746) | (7.84) |
| Special Revenue Fund | - | - | - | - | - | - |
| Special Revenue Procomp Trust Fund | - | - | - | - | - | - |
| Tuition Special Revenue Fund | - | - | - | - | - | - |
| Pupil Activity Fund | - | - | - | - | - | - |
| Bond Redemption Fund | - | - | - | - | - | - |
| Building Fund | - | - | - | - | - | - |
| Capital Reserve Fund | - | - | - | - | - | - |
| Food Services Fund | - | - | - | - | - | - |
| Risk Management Internal Service Fund | - | - | - | - | - | - |
| Warehouse/Reproduction Internal Service Fund | - | - | - | - | - | - |
| Private Purpose (Trust) Fund | - | - | - | - | - | - |
| Governmental Permanent Fund | - | - | - | - | - | - |
| Student Activity Fund | - | - | - | - | - | - |
| **Total Expenditures** | $ 6,375,106 | 136.84 | $ 6,713,665 | 131.00 | $ 338,559 | (5.84) |

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund
(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries
## Transportation

### Funding Snapshot

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
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<tr>
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<tr>
<td>Professional - Others Salaries</td>
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<td>1,872,107</td>
<td>31.00</td>
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<td>Paraprofessional Salaries</td>
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<td>(9.20)</td>
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<td>159,203</td>
<td>4.00</td>
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<td><strong>Employee Benefits</strong></td>
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<tr>
<td></td>
<td>4,027,925</td>
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<tr>
<td><strong>Purchased Services</strong></td>
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<td>4,442,818</td>
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<td>6,593,817</td>
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<td>2,150,999</td>
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<td><strong>Supplies and Materials</strong></td>
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<td>3,076,500</td>
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<td>(158,500)</td>
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<tr>
<td><strong>Other Expense and Reserves</strong></td>
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<td></td>
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<tr>
<td></td>
<td>(2,032,000)</td>
<td>-</td>
<td>(2,246,000)</td>
<td>-</td>
<td>(214,000)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 24,399,532</td>
<td>526.63</td>
<td>$ 26,338,912</td>
<td>501.65</td>
<td>$ 1,939,380</td>
<td>(24.98)</td>
</tr>
</tbody>
</table>

### Expenditures by Funding Source

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2016-2017 Amended Budget</th>
<th>2016-2017 Amended FTE</th>
<th>2017-2018 Adopted Budget</th>
<th>2017-2018 Adopted FTE</th>
<th>$ Change 16-17 vs. 17-18</th>
<th>FTE Change 16-17 vs. 17-17</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td>24,898,532</td>
<td>526.63</td>
<td>26,338,912</td>
<td>501.65</td>
<td>1,440,380</td>
<td>(24.98)</td>
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<tr>
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<td>-</td>
<td>-</td>
<td>(100,000)</td>
<td>-</td>
</tr>
<tr>
<td>Special Revenue Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Special Revenue Procomp Trust Fund</td>
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<td>-</td>
<td>-</td>
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<td>Tuition Special Revenue Fund</td>
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<td>Pupil Activity Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bond Redemption Fund</td>
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<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Building Fund</td>
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<td>Capital Reserve Fund</td>
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<tr>
<td>Food Services Fund</td>
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<td>Risk Management Internal Service Fund</td>
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<td>Warehouse/Reproduction Internal Service Fund</td>
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<td>Private Purpose (Trust) Fund</td>
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<tr>
<td>Student Activity Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 24,998,532</td>
<td>526.63</td>
<td>$ 26,338,912</td>
<td>501.65</td>
<td>$ 1,340,380</td>
<td>(24.98)</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund
(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
## PORTFOLIO MANAGEMENT

### Funding Snapshot

<table>
<thead>
<tr>
<th>Expenditures (1)(2)</th>
<th>2016-2017 Amended Budget</th>
<th>FTE Change</th>
<th>2016-2017 Amended FTE</th>
<th>2017-2018 Adopted Budget</th>
<th>FTE Change</th>
<th>2017-2018 Adopted FTE</th>
<th>$ Change 16-17 vs. 16-17</th>
<th>FTE Change 16-17 vs. 16-17</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
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<td>433,731</td>
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<td>(1.00)</td>
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<tr>
<td>Office/Administrative Support Salaries</td>
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<tr>
<td>Crafts, Trades and Services Salaries</td>
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<td>-</td>
<td>-</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employee Benefits</strong></td>
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<td>$ 1,528,119</td>
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### Expenditures by Funding Source: (1)(2)

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<th>2016-2017 Amended FTE</th>
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<td><strong>Total Expenditures</strong></td>
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<td>12.00</td>
<td>$ 1,528,119</td>
<td>13.00</td>
<td>$ (95,727)</td>
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</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries
## Funding Snapshot

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### Expenditures by Funding Source: $(1)(2)$

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<td>Tuition Special Revenue Fund</td>
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<td>Warehouse/Reproduction Internal Service Fund</td>
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<td>Private Purpose (Trust) Fund</td>
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<tr>
<td>Student Activity Fund</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 3,734,412</td>
<td>$ 4,221,756</td>
<td>$ 487,344</td>
<td>2.77</td>
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</table>

$(1)$ Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

$(2)$ Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
### Charter and Contract Schools

#### Funding Snapshot

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<td>$12,460,752</td>
<td>(3.00)</td>
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</table>

Expenditures by Funding Source: (1) (2)

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<td>Building Fund</td>
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<td>Food Services Fund</td>
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<td>Risk Management Internal Service Fund</td>
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<td>Warehouse/Reproduction Internal Service Fund</td>
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<td>Private Purpose (Trust) Fund</td>
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<tr>
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<tr>
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<td>$154,305,983</td>
<td>3.00</td>
<td>$166,766,735</td>
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<td>$12,460,752</td>
<td>(3.00)</td>
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</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund.
(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
### Funding Snapshot

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<th>Expenditures: (1)(2)</th>
<th>2016-2017 Amended</th>
<th>2016-2017 Amended</th>
<th>2017-2018 Adopted</th>
<th>2017-2018 Adopted</th>
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<td><strong>Employee Salaries</strong></td>
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<tr>
<td>Crafts, Trades and Services Salaries</td>
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<td><strong>Other Expense and Reserves</strong></td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 1,352,489</td>
<td>8.55</td>
<td>$ 1,362,763</td>
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<td>$ 10,274</td>
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### Expenditures by Funding Source: (1)(2)

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<td>$ 1,362,763</td>
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<td>$ 10,274</td>
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</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund
(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.
### HUMAN RESOURCES

#### Funding Snapshot

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### Expenditures by Funding Source: (1) (2)

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<tr>
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</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund
(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries
## COMMUNITY ENGAGEMENT

### Funding Snapshot

<table>
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<th>2017-2018</th>
<th>$ Change 16-17 vs. 17-18</th>
<th>FTE Change 16-17 vs. 17-18</th>
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<tbody>
<tr>
<td>Employee Salaries</td>
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<td>144,608</td>
<td>(16,391) (0.25)</td>
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<td>160,999</td>
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<td>Paraprofessional Salaries</td>
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<tr>
<td>Office/Administrative Support Salaries</td>
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<tr>
<td>Crafts, Trades and Services Salaries</td>
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</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries
## Funding Snapshot

<table>
<thead>
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<th>Expenditures</th>
<th>2016-2017</th>
<th>2017-2018</th>
<th>$ Change 16-17 vs. 16-17</th>
<th>FTE Change 16-17 vs. 17-18</th>
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<tbody>
<tr>
<td><strong>Employee Salaries</strong></td>
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<tr>
<td><strong>Total Expenditures</strong></td>
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<td>$5,808,336</td>
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## Expenditures by Funding Source: (1)(2)

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<th>FTE Change 16-17 vs. 17-18</th>
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<td><strong>Tuition Special Revenue Fund</strong></td>
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<td><strong>Pupil Activity Fund</strong></td>
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<td><strong>Food Services Fund</strong></td>
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<td><strong>Risk Management Internal Service Fund</strong></td>
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<td>$5,867,283</td>
<td>58.26</td>
<td>$5,808,336</td>
<td>55.02</td>
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</table>

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## OFFICE OF THE SUPERINTENDENT

### Funding Snapshot

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<tr>
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<td>Crafts, Trades and Services Salaries</td>
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### Expenditures by Funding Source: (1)(2)

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<th>2016-2017 Amended FTE</th>
<th>2017-2018 Adopted Budget</th>
<th>2017-2018 Adopted FTE</th>
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<th>FTE Change 16-17 vs. 17-18</th>
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<tr>
<td>Building Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Reserve Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Food Services Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Risk Management Internal Service Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Warehouse/Reproduction Internal Service Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Private Purpose (Trust) Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Governmental Permanent Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Activity Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 598,004</td>
<td>4.00</td>
<td>$ 803,571</td>
<td>5.50</td>
<td>$ 205,567</td>
<td>1.50</td>
</tr>
</tbody>
</table>

(1) Includes expenditures and personnel across fourteen of the fifteen district funds. Does not include Student Activity Fund

(2) Includes funds budgeted in support of schools. There will be overlap between these funds and those reported in the central section of the school summaries.