



EXECUTIVE SUMMARY



**Superintendent's
Recommended
Tentative Budget
Fiscal Year 2016-17**



**Dr. Brian V. Hightower
Superintendent of Schools**



**Cherokee
County
School
District**



DR. BRIAN V. HIGHTOWER
Superintendent of Schools

12 May 2016

KYLA CROMER
School Board Chair

PATSY JORDAN
School Board Vice-Chair

MIKE CHAPMAN

JOHN HARMON

CLARK MENARD

KELLY POOLE

ROBERT RECHSTEINER

Dear School Board Members:

I. INTRODUCTION -- RECOMMENDED 2016-17 TENTATIVE BUDGET

As required by Georgia Statute and the State Board of Education, the School District's Annual Budget for next fiscal year must be prepared by the Superintendent of Schools for presentment to the Board of Education for consideration and adoption prior to the end of the current fiscal year. Accordingly, the proposed 2016-17 Tentative Budget is hereby submitted for your review and consideration. **Additionally, it should be noted that this recommended Budget does not include any increase in the current School District millage rate.**

The following pages provide a detailed plan for next year's operation of the Cherokee County School District (CCSD), which addresses: the School Board's Mission and long-term Major System Priorities, as outlined in the Five-Year Strategic Plan; recommendations of School Board Members; recommendations of this year's Annual Budget Committee; and the fiscal, programmatic and operational impact of legislation approved in the 2016 session of the Georgia General Assembly and subsequently signed by the Governor.

The 2016-17 Budget continues to keep as its primary focus the continual improvement of academic achievement by our students in order to remain one of the best School Districts in the State of Georgia, Region and Nation. Our students continue to exceed State, National and International averages on test scores across-the-board; and our high school students consistently post some of the highest ACT and SAT scores in the State, signifying their readiness for next steps into college and/or the workforce. Our students master material required by the State at the highest levels; and our schools are regularly included on major national school ranking reports, such as the list of "Best High Schools" in the U.S. published by *U.S. News & World Report* and the "America's Most Challenging High Schools" list, published by the *Washington Post*. **These honors would not be possible without the financial resources and support provided by the citizens of Cherokee County and the policy leadership provided by the School Board.**

II. REVENUE FORECAST

A. State Funding

The Governor's Budget includes \$300 Million in restored State spending for K-12 public education for the 2016-17 fiscal year, in the form of reduced "Austerity Budget Reductions" within the State Quality Basic Education (QBE) formula. This results in an additional \$7.1 Million in QBE revenue to CCSD. Unfortunately, however, CCSD will not qualify for State Property Tax Equalization funding in 2016-17, a loss of \$2.4 Million to the School District. This is a direct result of increasing home values within the County, in comparison to other school districts in the State. If you will recall, while we have appreciated this additional revenue over the past two years, it was noted in last year's budget materials that we would not consider this as an annual, recurring funding source for future budgeting purposes. The net overall increase in QBE revenue of \$4.7 Million (before Mid-Term Adjustment), while certainly appreciated and reported as positive news, must be viewed in broader terms. **The fact that CCSD still will not receive \$3.9 Million in earned QBE funding due to continued "Austerity Budget Reductions" means we will not be able to hire approximately 57 teachers, which would have relieved the need for the School Board to include a waiver of maximum class size as part of its Strategic Waiver School System contract with the State.**

B. Local Funding

Local property tax collections continue to rise, reflecting the fourth consecutive year of modest increases in property valuations after the devastating assessment reductions seen during the recent recession, which resulted in a loss of \$31 Million in CCSD revenue. **This continued improvement in the local economy will result in an estimated total of \$145.7 Million in local property tax revenue to the CCSD for the 2016-17 school year, an approximate 5% increase over 2015-16 collections. This must be tempered by the fact that expected property tax collections for 2016-17 will still be \$4.2 Million less than they were in 2007, despite a millage rate that was .4 mills higher at that time. Since 2007, CCSD has added 5,451 students to total enrollment.**

C. Federal Funding

Federal funding, which makes up less than 3% of the CCSD budget, is **expected to remain essentially flat for the 2016-17 school year.** While this is a relatively small percentage of the budget, critically needed federal funds are targeted directly at serving the needs of our most at-risk students, including those from low-income households and those with disabilities, who typically require a much lower personnel/pupil ratio and significantly more resources to address their educational needs. Program managers were directed to budget for 2016-17 at 2015-16 funding levels.

III. EXPENDITURE FORECAST

A. Budgeted Enhancements

The following enhancements are included in the proposed 2016-17 Tentative Budget:

- Continue a full 180-day instructional calendar for students;
- Continue full work calendars (i.e., no furlough days) for all CCSD employees;
- Add 34 teachers to address student population growth;
- Further Districtwide reductions in class size through hiring an additional 16 teachers at the elementary school level, six teachers at the middle school level and 12 teachers at the high school level. The resulting average class size at elementary grades will be 22; middle grades will be 24; and, grades 9-12 will be 31.5;
- Increase the starting pay for beginning teachers to \$42,250;
- Provide annual longevity step raise for all eligible employees;
- Provide a 1% cost-of-living raise to all eligible employees;
- Adopt comprehensive Math Instructional Resources for all grade levels;
- Utilize three Teachers on Special Assignment (TSAs) as Content Coaches to assist schools with implementing new Math Instructional Resources;
- Pilot Response to Intervention (RTI) Facilitators (4) to assist schools with RTI processes and facilitate classroom instructional accommodations;
- Utilize one additional School Social Worker to reduce the caseloads of the existing two Social Workers;
- Add a School Nurse to serve students attending ACE Academy;
- Add three additional Technology Specialists to provide hardware and software technical assistance to K-12 teachers and support personnel and to bring the total staffing allotment in this regard back to pre-recession levels/standards;
- Add 14 new Bus Drivers and two new Bus Attendants to address continued increases in student ridership, improve efficiency and reduce ride time for students;
- Continue to allocate one-half teacher allotment at each high school... dedicated to credit recovery/helping students stay on track for graduation;
- Expand the school entry door security system that was successfully piloted this year to include card "swipe-in" access for employees at critical playground and mobile classroom area entry ways;
- Construct school front hallway security foyers at eight pilot elementary schools;
- Prepare the original Dean Rusk Middle School for occupation by Sequoyah High School (January 2017);
- Repair/realign the bus drive at Macedonia Elementary School; and,
- Utilize remaining funds to continue restoring Budget Reserves.

B. State Health Benefit Plan Premium Increase

The 2016-17 Tentative Budget reflects an increase of \$100 per month, per participating employee in CCSD's employer contributions for continued participation of non-certified employees in the State Health Benefit Plan (SHBP), beginning in January 2017. This will result in an increase in SHBP premiums to CCSD of \$720,000 in 2016-17 and at least double that cost in 2017-18, assuming employer contributions remain the same.

Going forward, the SHBP is forecasting a substantial operating deficit beginning in FY18 as the State of Georgia's DCH fund balance reserves are expected to decrease from a \$364 Million surplus in 2014-15 to a deficit of over \$55 Million in 2017-18. Additionally, as noted in prior budget presentations, the previous annual State-level contribution for classified/non-certified staff health insurance of several hundred million dollars per year has been completely eliminated by the Governor and General Assembly resulting in extraordinary recurring premium increases for employees and continuing cost-shifting to local school systems... and with other increases likely in subsequent years.

IV. ANNUAL BUDGETARY REVIEW

A. Board Member Budget Priorities Review

The 2016-17 Tentative Budget incorporates specific ideas and suggestions from School Board Members relative to:

- *Maintaining 180 instructional days for students;*
- *Continuing to reduce class size;*
- *Maintaining and improving access to technology in the classroom;*
- *Continuing to support the financial integrity of CCSD by providing and maintaining adequate budget reserves and reducing the reliance on short- and long-term debt;*
- *Continuing to attract and retain the best teachers, principals and support staff by offering reasonably priced healthcare options and competitive compensation;*
- *Maintaining or increasing resources for support functions (i.e., school nurses, graduation coaches, pupil transportation, athletics/boosters, etc.); and,*
- *Continuing support for the Cherokee Academies initiative and investigating other potential alternative/innovative school programming models that provide effective, research-based alternative academic and career paths for students.*

B. Committee Review

The Superintendent's Annual Budget Committee, comprised of CCSD Department Heads and Lead Principals in all Innovation Zones, has conducted a comprehensive review of all major CCSD expenditures for the current (2015-16) fiscal year and has assisted in formulation of the proposed 2016-17 Tentative Budget... with the primary goal of allocating the personnel and resources necessary to maintain and enhance student achievement in all subjects and at all grade levels. Budget committee members provided valuable ideas and problem-solving input during this rigorous process.

1. Teaching and Learning Review

Since the primary mission of the School District is teaching and learning, the vast majority of our fiscal recommendations continue to be directed toward this mission. Of the \$362.6 Million in General Fund/Operating Budget total revenue anticipated for the 2016-17 school year, \$238.6 Million (65.8%) is appropriated directly to School Instruction. In addition to appropriations made directly to schools, \$82.1 Million (22.6%) is allocated to Other Support Services. . . of which, 58.6% is allocated to departments having a direct impact on students, such as Instructional Improvement, School Administration and Pupil Transportation.

2. Employee Compensation/Benefits Review

CCSD continues to be the largest employer in Cherokee County...with an expected 2016-17 total of approximately 5,500 full- and part-time employees, including 3,000 professionally certified staff members. Recognizing our employees have been through some extremely difficult economic times over the past five years, **I am recommending funding State and Local longevity step increases for all eligible employees, beginning July 1, 2016. Additionally, recognizing the School District has provided only one cost-of-living raise in the past seven budgets, I am further recommending a 1% cost-of-living raise across all salary schedules. Additionally, I propose to raise the starting salary for beginning teachers to \$42,250, which will be extremely competitive in the Metropolitan Atlanta area.**

In approving this increase in compensation for teachers and other eligible staff, with a budgetary impact of \$7.4 Million, the School Board continues to demonstrate its commitment to keeping Cherokee County School District employees ahead of their peers relative to compensation and benefits, thereby continuing to attract and retain the best staff possible.

3. Capital Outlay Priorities Review

Cherokee County continues to experience student population growth...with an additional 558 students projected for the 2016-17 school year. Accordingly, continuing to address that growth with renovations of existing schools, improving safety/security, providing more school buses to accommodate additional riders and funding technology enhancements will require utilization of the vast majority of available capital outlay resources.

Construction funds provided by the renewed 2012 Education Special Purpose Local Option Sales Tax (SPLOST) are budgeted in 2016-17 to continue construction of the new Dr. Frank R. Petruzielo Educational Services Facility on the Bluffs Parkway and begin the construction of a new drive/additional parking at Boston Elementary School. As a result, the 2016-17 Tentative Budget addresses CCSD's immediate and long-term instructional and other support service needs and continues to

fund the School Board's Five-Year Facility Plan and Three-Year Technology Plan. Clearly, continued efforts must be undertaken to solicit and maximize critically needed additional State funding in this regard.

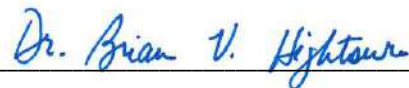
V. CONCLUSION/APPRECIATION

I am sure that School Board Members join me in thanking the Governor and General Assembly for recognizing the critical importance of public education in Georgia by restoring additional funding for 2016-17. This action by State leaders provides an opportunity for the School Board to continue CCSD's progress in reducing class size and restoring a full framework of critically needed public education programs for our students and the citizens of Cherokee County!

Additionally, we are grateful to Cherokee County voters for their continued support in helping the School District narrow the extraordinary funding gap between the School District's capital outlay needs and revenue through SPLOST renewal, thereby enabling the School District to continue to support an award-winning instructional program by addressing our most pressing construction and technology needs.

I would also like to thank Assistant Superintendent for Financial Management Kenneth Owen, Chair of the annual Budget Committee, as well as committee members for their assistance and diligence in developing this proposed 2016-17 Tentative Budget for the School Board's consideration.

As part of the School Board's Meeting on May 19, 2016, it will be requested that the School Board review and table the Tentative Budget. At its June 16, 2016 Board Meeting, after public advertisement and public hearings as required by Georgia Law, the Board will receive final comments on the Tentative Budget, make revisions, as necessary, and adopt a final CCSD Budget for FY 2016-17.

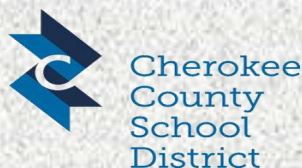
 BVH

BVH/KO
Attachment

cc: School Board Attorney
Annual Budget Committee
Principals
Assistant Principals
PTA Presidents
Cherokee County Legislative Delegation

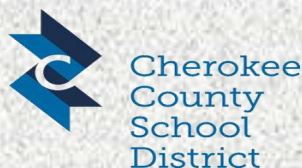
Decision-Making Guidelines

- ⇒ **School Board's Accountability Policy and Major System Priorities**
- ⇒ **School Board Member 2016-17 Budget Priorities**
- ⇒ **State Funding Cuts /“Austerity Budget Cuts”
Reduced for 2016-17**
- ⇒ **Increased Property Digest Valuation**
- ⇒ **Operational Needs (Reflecting Student Population Growth)**
 - ♦ **Staffing (Teachers/Support Staff)**
 - ♦ **Transportation (Buses/Bus Drivers)**
 - ♦ **Market Cost Increases (e.g., Fuel, Utilities, Insurance)**
- ⇒ **Competitive Employee Salary, Benefits and Working Conditions (e.g., class size)**
- ⇒ **Capital Outlay Needs**
 - ♦ **New/Replacement Facilities**
 - ♦ **Technology**
 - ♦ **Sites for Future School Construction**
 - ♦ **Other Educational Services (e.g., transportation, safety/security)**



Major System Priorities

1. **Establishing internationally competitive standards for student performance and an accountability system and policy framework designed to insure that all students are challenged individually and collectively to meet more rigorous standards.**
2. **In collaboration with technical colleges, other institutions of higher learning and the local business community, insuring that vocational/technical education programs prepare students for a diverse and technologically rich society.**
3. **Insuring that all students and staff have a safe secure environment for teaching and learning.**
4. **Attracting, retaining and training the best teachers, principals and support staff.**
5. **Utilizing technology both to improve student achievement and to increase the School District's productivity and efficiency as a major business enterprise.**
6. **Increasing parental and community involvement through public engagement policies and practices that treat parents, businesses, community-based organizations and agencies, local institutions of high learning and other public entities as true partners in the educational process.**
7. **Addressing exploding student population growth, recognizing that there is a large gap between the School District's facilities and technology needs and available capital outlay revenue.**
8. **Reviewing the potential for utilizing the School District's existing public education facilities to establish self-supporting community school evening/weekend education programs for interested Cherokee County adults.**



2016-17 Funding Priorities

General Fund

The Superintendent's Recommended FY 2016-17 Tentative Budget provides funding for implementation of the following General Fund Priorities:

- I. **Continuing to attract, retain and train the best teachers, principals, and support staff by ensuring competitive employee compensation and benefits.**
 - Districtwide reductions in class size through hiring an additional 34 classroom teachers 2,346,000
 - Provide annual salary schedule longevity step raise for all eligible certified and support staff 5,296,671
 - Provide 1% cost of living raise to all employees 2,110,000
 - Provide funding to continue competitive employee fringe benefits and to address extraordinary cost increases in Health Insurance and Teacher Retirement 720,000
- II. **Establishing internationally competitive standards for student performance and an accountability system and policy framework designed to ensure that all students are challenged individually and collectively to meet more rigorous standards.**

INSTRUCTIONAL SUPPORT/INITIATIVES

- Pilot Response to Intervention Facilitators (4) to assist schools with RTI processes and facilitate classroom accommodations \$276,000
- Provide Teachers on Special Assignment (3) to serve as Content Coaches to assist schools with implementing new Math Instructional Resources 207,000
- Adopt academic resources (consumable workbooks, online access, software, texts and material for K-12 Math courses) to support content standards 4,149,894
- Continues to provide support for academic competition and scholar recognition programs for students (i.e., Governor's Honors, Social Studies and Science Fairs, Reading Bowl, Key Scholars) 53,000
- Provides support for the planning and execution of the 2016-17SY AdvancED/SACS-CASI District Accreditation 50,000

III. Addressing student population growth, recognizing there is a significant gap between the school district's facilities and technology needs and available capital outlay revenue.

- Hire 34 classroom teachers, 2 Assistant Principals, 14 bus drivers, 2 Bus Aides, 1 Social Worker, 1 Nurse and 3 Technology Specialists to address student population growth \$2,900,900

TOTAL – 2016-17 Funding Priorities – General Fund \$18,109,465

2016-17 SPLOST CONSTRUCTION PROJECTS

On November 8, 2011, the citizens of Cherokee County were asked to support the Local School District through approval of continuation of the 1% Special Purpose Local Option Sales Tax. The referendum was again supported by the citizens and approved for the continuation of the 1% SPLOST for the years 2013 through 2017. Capital Outlay highlights for the fifth year of the 2013-2017 SPLOST construction program are as follows:

I. Addressing student population growth, recognizing that there is a large gap between the school district's facilities and technology needs and available capital outlay revenue.

<u>Project</u>	<u>2016-17 Expenditures Only</u>
• Provides funding for Phase II construction Of New/Replacement Educational Services Facility \$9,000,000	
• Provides funding for Phase I of the Boston ES driveway project 950,000	
• Continues to fund program work for system-wide maintenance and renovation needs identified, using the following criteria: Five Year Facilities Plan, Facility Budget Request Forms submitted by School Principals, Maintenance Department Repair Records, Equipment Life Expectancy, Energy Costs and Ad Hoc Budget Committee Findings and Recommendations.	
▪ Carpentry	\$349,000
▪ Electrical Upgrades	126,600
▪ Flooring	173,768
▪ Grounds Repairs	180,000
▪ HVAC/EMS Upgrades	100,000
▪ Painting	916,600
▪ Paving and Signage	1,669,500
▪ Plumbing	72,000
▪ Roofing	881,637
▪ Safety and Security	614,195
▪ Sidewalks/Walkway Canopies	234,000
▪ Miscellaneous System-wide Repairs	1,682,700 <u>\$7,000,000</u>
• Reimburses General Fund for Building Repair/Renovation \$2,000,000	

- Provides funding for 15 new school buses to Replace those in the fleet that are 10 years or older. 1,351,201

II. Utilizing technology both to improve student achievement and to increase the School District's productivity and efficiency as a major business enterprise.

- Provides funding to continue implementing the School District's Three-Year Technology Plan:
 - **Data Network Services and Equipment** \$3,237,000
Addresses expenses to maintain the District's Wide Area Network. Includes the continued upgrade of wireless access throughout the District, cabling materials, modern technologies to ensure a productive, safe, protected and efficient data infrastructure.
 - **Maintenance and Replacement Equipment** 1,759,000
Facilitates the continued replacement and repair costs of legacy computers and laptops, printers, peripherals and file servers.
 - **Career Technology Pathways** 100,000
Provides funding for the acquisition and upgrade of technologies currently used in our District's Career Pathways programs in our Middle and High Schools.
 - **Assistive Technology and Special Education** 55,000
Provides for the acquisition and implementation of hardware and software designed specifically to address the needs of children with special and/or unique needs.
 - **Technology and District Initiatives** 154,000
Provides funding for the purchase of new hardware (desktops, laptops, interactive white boards, student response devices, and other peripheral devices). Addresses hardware needs for student population growth.
 - **District Software (Purchases, Renewals and Support Agreements)** 2,108,500
Comprises costs for all major District software licenses and renewable support agreements inclusive of productivity data management, administrative and curricular applications.
 - **Online Subscription Resources and Services** 500,000
Consists of subscription costs for all major District WEB-based curriculum software and Data management resources and services.

<ul style="list-style-type: none"> ▪ Purchased Professional Services Incorporates purchased services from Business Partners and vendors to provide efficient Implementations of select programs, consultation, Project management and installation services. 	95,500
TOTAL	<u>\$8,000,000</u>
TOTAL – 2016-17 SPLOST Construction Program	<u><u>\$28,301,201</u></u>

**CHEROKEE COUNTY BOARD OF EDUCATION
PROPOSED BUDGET FOR ALL FUNDS
JULY 1, 2016 - JUNE 30, 2017**

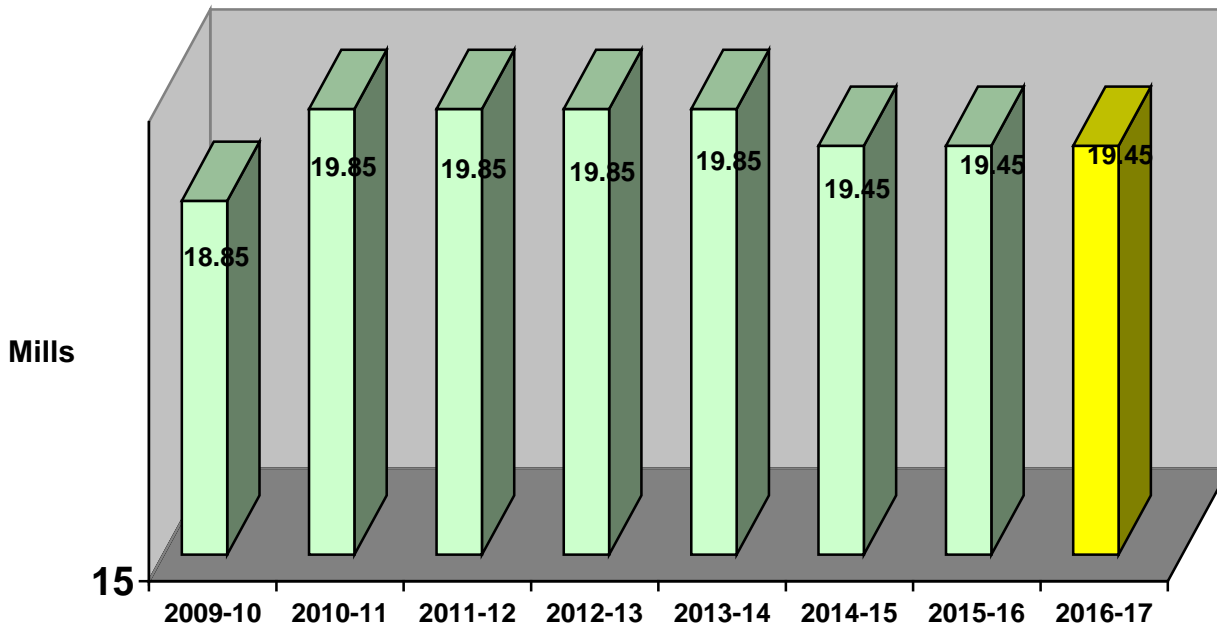
	TOTAL ALL FUNDS	GENERAL FUND	BUILDING FUND	DEBT SERVICE 1% BOND FUND	FED./STATE/COMP. GRANTS	SCHOOL FOOD SERVICE	OTHER FUNDS
REVENUE							
Local & Other Revenue	\$ 233,921,569	\$ 168,265,172	\$ 25,218,426	\$ 32,721,324	\$ -	\$ 7,707,317	\$ 9,330
State Revenue	208,522,711	194,260,274	-	-	13,817,869	444,568	-
Federal Revenue	9,522,747	121,690	-	-	-	9,401,057	-
TOTAL REVENUE	\$ 451,967,027	\$ 362,647,136	\$ 25,218,426	\$ 32,721,324	\$ 13,817,869	\$ 17,552,942	\$ 9,330
INCOMING TRANSFERS	2,943,277	-	-	236,204	-	-	2,707,073
BEGINNING BALANCES	116,963,400	48,811,262	23,334,784	37,061,020	-	2,753,035	5,003,299
TOTAL	\$ 571,873,704	\$ 411,458,398	\$ 48,553,210	\$ 70,018,548	\$ 13,817,869	\$ 20,305,977	\$ 7,719,702
EXPENDITURES							
Instruction	\$ 251,976,148	244,222,464	-	-	\$ 7,753,684	-	-
Pupil Services	14,251,442	10,925,866	-	-	3,325,576	-	-
Inst. Improvement	11,224,635	9,150,070	-	-	2,074,565	-	-
Media Services	4,595,516	4,595,516	-	-	-	-	-
General Admin	2,879,010	2,745,314	-	-	133,696	-	-
School Admin	22,285,070	22,285,070	-	-	-	-	-
Business Services	2,532,012	2,532,012	-	-	-	-	-
Maint & Operation	23,474,842	23,474,842	-	-	-	-	-
Transportation	17,024,533	16,746,074	-	-	278,459	-	-
Central Support Serv.	4,526,730	4,526,730	-	-	-	-	-
Other Support Serv.	1,188,889	-	-	-	251,889	0	\$ 937,000
School Food Services	17,480,418	-	-	-	-	\$ 17,480,418	-
Building Const.	28,992,556	691,355	\$ 28,301,201	-	-	-	-
Debt Service	56,417,425	18,044,750	0	\$ 38,372,675	-	-	-
TOTAL EXPENDITURES	\$ 458,849,226	\$ 359,940,063	\$ 28,301,201	\$ 38,372,675	\$ 13,817,869	\$ 17,480,418	\$ 937,000
OUTGOING TRANSFERS	2,943,277	2,707,073	-	236,204	-	-	-
ENDING BALANCES	110,081,201	48,811,262	20,252,009	31,409,669	-	2,825,559	6,782,702
TOTAL	\$ 571,873,704	\$ 411,458,398	\$ 48,553,210	\$ 70,018,548	\$ 13,817,869	\$ 20,305,977	\$ 7,719,702

COMPARISON OF 2015-16 MILLAGE RATE TO TENTATIVE 2016-17 MILLAGE RATES

In order to participate in the State's Quality Basic Education (QBE) Program, the School District is obligated to contribute a "required local effort" amount, determined by the State to be equal to a 5 mill levy on the equalized, adjusted Cherokee County Property Tax Digest. This required local effort will be \$40,016,663 in 2016-17. Cherokee County Government also assesses taxpayers 2.10% or 0.4 mills annually (\$2,601,995) to collect local taxes, which is also included in the public schools Maintenance and Operation millage rate. **For Fiscal Year 2015-16, the millage rate will remain 19.45 mills.**

	Final 2015-16 Millage Rates	Tentative 2016-17 Millage Rates	Increase/ (Decrease)
• Maintenance & Operation Millage State of Georgia Required Local Effort Quality Basic Education	5.34	5.60	.26
• Assessment by County Government for Reimbursement of Tax Collection Costs (2.30% to 2.10%)	0.40	0.40	(0.00)
• Maint. & Operation	<u>13.71</u>	<u>13.45</u>	<u>(.26)</u>
TOTAL MILLAGE	<u>19.45</u>	<u>19.45</u>	<u>(0.0)</u>

Millage for Maintenance & Operation/Debt Service



Maintenance/Operation	19.45
Debt Service	<u>-0-</u>
Total	19.45

**GENERAL FUND
TOTAL EXPENSE BY FUNCTION/OBJECT
2016-17 BUDGET**

				IMPROVE									
			PUPIL	INSTRUCTION.	EDUCATION	GENERAL	SCHOOL	BUSINESS	OPERATIONS		CENTRAL	OTHER	CAP. OUTLAY
		INSTRUCTION	SERVICES	SVCS	MEDIA	ADMIN	ADM	SERVICES	& MAINTEN	TRANSPORT	SUPPORT	SUPPORT	TRANS. OUT
	TOTAL	1000	2100	2210	2220	2300	2400	2500	2600	2700	2800	2900	DEBT SERV.
Salaries & Wages	\$ 224,901,954	\$ 173,441,382	\$ 7,299,854	\$ 6,313,142	\$ 2,931,459	\$ 1,499,081	\$ 16,216,111	\$ 1,725,385	\$ 3,874,494	\$ 10,270,647	\$ 1,330,399	\$ -	\$ -
Employee Benefits	\$ 78,598,764	60,443,263	2,381,733	2,093,598	1,032,972	537,178	5,761,614	607,040	1,257,667	4,048,572	435,127	-	-
SUB - TOTAL	\$ 303,500,718	\$ 233,884,645	\$ 9,681,587	\$ 8,406,740	\$ 3,964,431	\$ 2,036,259	\$ 21,977,725	\$ 2,332,425	\$ 5,132,161	\$ 14,319,219	\$ 1,765,526	\$ -	\$ -
	\$ -												
Purchased Svcs.	\$ 10,602,299	\$ 26,887	\$ 1,159,475	\$ 126,686	\$ 1,500	\$ 525,604	\$ -	\$ 62,500	\$ 6,229,829	\$ 194,993	\$ 2,274,825	\$ -	\$ -
Parts & Supplies	\$ 828,694	-	-	-	-	-	-	-	-	828,694	-	-	\$ -
Water & Sewer	\$ 1,054,261	-	-	-	-	-	-	-	1,054,261	-	-	-	-
Per Diem of Board Members	\$ 51,408	-	-	-	-	51,408	-	-	-	-	-	-	-
Repairs & Maintenance	\$ 4,330,795	12,735	-	450	250	-	10,510	1,400	4,305,000	-	450	-	-
Rental of Bldgs and Equip.	\$ 50,000	-	-	-	-	-	-	-	-	50,000	-	-	-
Insurance	\$ 2,801	-	-	-	-	2,801	-	-	-	-	-	-	-
Communications	\$ 400,899	-	6,523	21,240	-	6,585	225,980	4,465	73,690	55,025	7,391	-	-
Travel	\$ 181,647	58,310	26,381	55,075	\$ 1,640	12,366	975	4,600	15,000	4,750	2,550	-	-
Other Purchase Services	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Supplies	\$ 2,598,758	1,937,675	42,100	321,555	119,590	6,350	69,880	22,150	30,780	20,000	28,678	-	-
Computer Software	\$ 2,122,084	1,579,862	4,800	42,000	-	-	-	92,172	36,500	4,250	362,500	-	-
Equipment under \$1,000	\$ 1,561,441	670,192	3,500	17,024	20,610	1,500	-	5,500	61,010	20,590	75,160	-	686,355
Fuel & Lubricants	\$ 1,195,778	-	-	-	-	-	-	-	-	1,195,778	-	-	-
Utilities & Tanked Fuel	\$ 6,089,886	-	-	-	-	-	-	-	6,089,886	-	-	-	-
Textbooks	\$ 5,700,000	5,700,000	-	-	-	-	-	-	-	-	-	-	-
Books & Periodicals	\$ 498,655	6,250	-	12,750	472,995	2,035	-	150	-	1,275	3,200	-	-
Equipment over \$1,000	\$ 644,710	186,210	-	-	14,500	-	-	-	396,000	41,000	2,000	-	5,000
Computers	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Dues & Fees	\$ 479,979	159,698	1,500	146,550	-	99,906	-	6,650	50,725	10,500	4,450	-	-
Other	\$ 45,250	-	-	-	-	500	-	-	-	-	-	-	44,750
Transfer to Other Funds	\$ 2,707,073	-	-	-	-	-	-	-	-	-	-	-	2,707,073
Debt Service	\$ 18,000,000	-	-	-	-	-	-	-	-	-	-	-	18,000,000
SUB - TOTAL	\$ 59,146,418	\$ 10,337,819	\$ 1,244,279	\$ 743,330	\$ 631,085	\$ 709,055	\$ 307,345	\$ 199,587	\$ 18,342,681	\$ 2,426,855	\$ 2,761,204	\$ -	\$ 21,443,178
TOTALS	\$ 362,647,136	\$ 244,222,464	\$ 10,925,866	\$ 9,150,070	\$ 4,595,516	\$ 2,745,314	\$ 22,285,070	\$ 2,532,012	\$ 23,474,842	\$ 16,746,074	\$ 4,526,730	\$ -	\$ 21,443,178

**CHEROKEE COUNTY SCHOOL DISTRICT
SPLOST 2013 - 2017
CAPITAL OUTLAY FUND
FY 2016-17**

Revenue

State Funding (GSFIC)		
Dean Rusk Middle School	-	\$ -
Local Funding		
Interest	\$ 518,426	
Proceeds from Sale of Bonds	<u>24,700,000</u>	<u>25,218,426</u>
Total Revenue		\$ 25,218,426
<u>Beginning Fund Balance</u>		<u>23,334,784</u>
<u>Total Funds Available</u>		<u>\$ 48,553,210</u>

Expenditures

Construction		
Boston ES Drive	950,000	
Educational Services Facility Phase 1	<u>9,000,000</u>	<u>\$ 9,950,000</u>
Miscellaneous Renovations		7,000,000
General Fund Reimbursement for Building Repair/Renovations		2,000,000
Transportation (15 Buses and Radios)		1,351,201
Technology		<u>8,000,000</u>
Total Expenditures		\$ 28,301,201
<u>Ending Fund Balance</u>		<u>20,252,009</u>
<u>Total Expenditures and Ending Fund Balance</u>		<u>\$ 48,553,210</u>

FACILITIES MAINTENANCE PROPOSED FY17 BUDGET

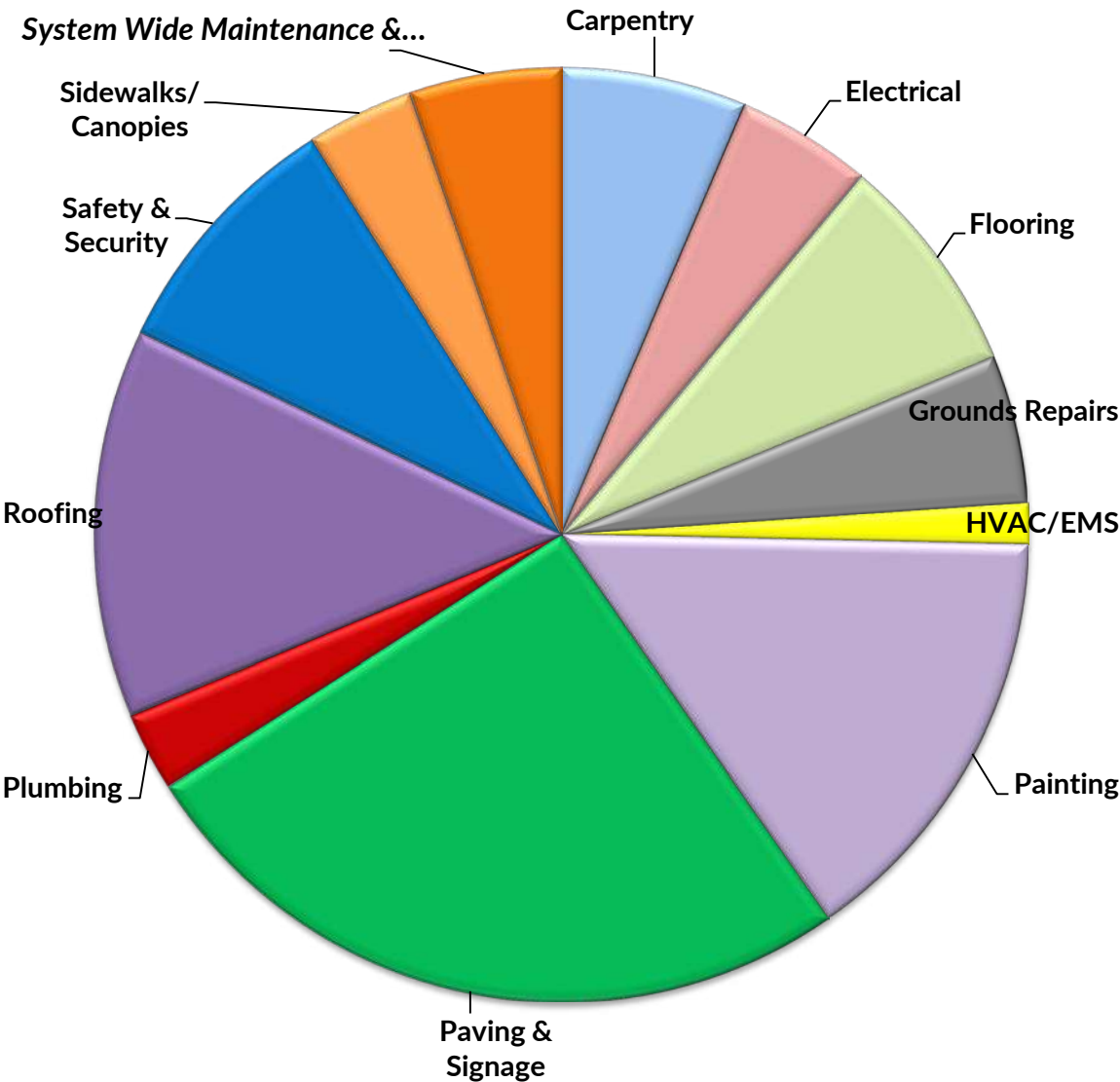
Projected Budget Totals by Category

▪ Carpentry	\$349,000
▪ Electrical	126,000
▪ Flooring	173,768
▪ Grounds Repairs	180,000
▪ HVAC/Energy Management	100,000
▪ Painting	916,600
▪ Paving & Signage	1,669,500
▪ Plumbing	72,000
▪ Roofing	881,637
▪ Safety & Security	614,195
▪ Sidewalks/Canopies	234,000
▪ System-Wide Maintenance/Contingency	1,682,700

TOTAL BUDGET

\$7,000,000

FACILITIES MAINTENANCE PROPOSED FY17 BUDGET



FY17 ED-SPLOST CONSTRUCTION EXPENDITURES

The construction projects listed below are funded through the current ED-SPLOST. The Capital Outlay funds represent the anticipated expenditure for each project.

❖ Educational Services Complex (FY17)	\$9,000,000
❖ Phase II	
❖ Final Expenditure for this project	
❖ Boston ES Driveway Project (FY17)	\$950,000
❖ Phase I, Completion 2018	
❖ Pending GDOT Approval	
❖ Current Pricing based on Engineering Estimate	
Total Projected Capital Outlay Expenses	\$9,950,000

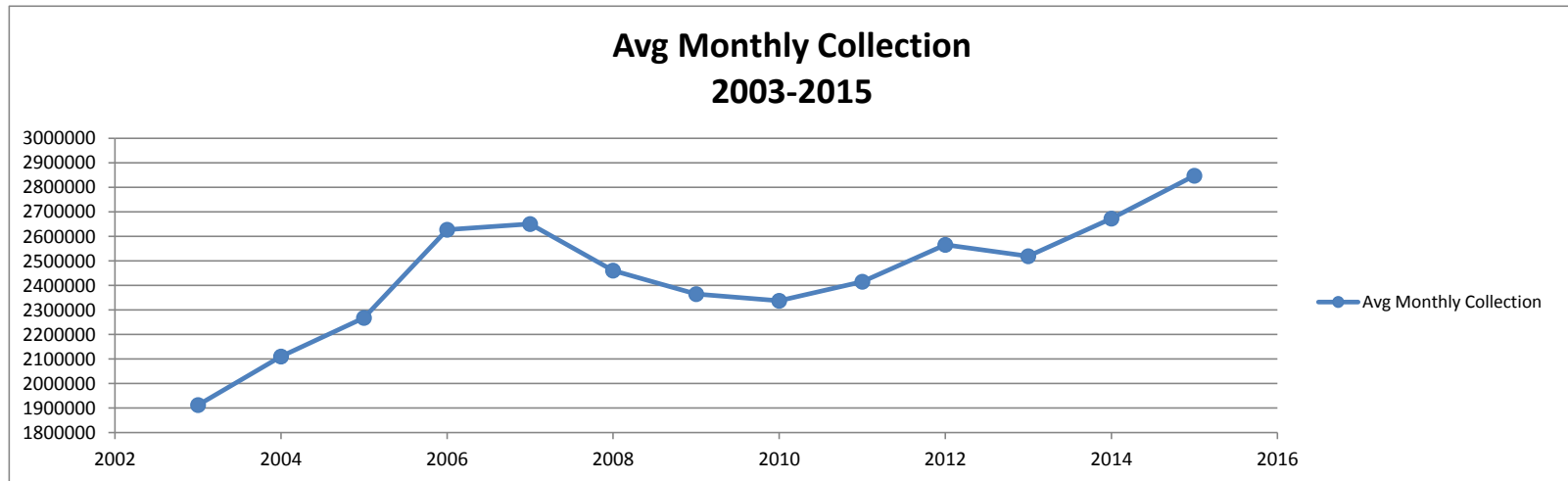
BOND DEBT SERVICE

The following chart shows the debt service payments scheduled, compared to the SPLOST income projected (at 3% growth), and the fund balance that would grow as a result. This assumes debt service payments as currently scheduled; higher payments would eliminate more principal and reduce interest payments accordingly.

FISCAL YEAR	DEBT OUTSTANDING (PRINCIPAL + INTEREST)	PROJECTED SPLOST COLLECTIONS AT 3% GROWTH	ACCUMULATED FUND BALANCE
Beginning Fund Balance			
SPLOST Fund 7/1/2016			\$ 37,061,020
2016-17	(35,411,414)	32,321,891	33,971,497
2017-18	(38,090,427)	33,291,547	29,172,617
2018-19	(26,482,752)	34,290,293	36,980,158
2019-20	(32,525,952)	35,319,002	39,773,208
2020-21	(37,308,677)	36,378,572	38,843,103
2021-22	(40,035,677)	37,469,929	36,277,355
2022-23	(40,756,677)	38,594,027	34,114,705
2023-24	(41,579,552)	39,751,847	32,287,000
2024-25	(42,544,254)	40,944,403	30,687,149
2025-26	(49,111,875)	42,172,735	23,748,009
2026-27	(38,770,439)	43,437,917	28,415,487
2027-28	(38,173,836)	44,741,054	34,982,705
2028-29	(14,286,136)	46,083,256	66,779,825
2029-30	(12,098,925)	47,465,785	102,146,685
2030-31	(12,103,425)	48,889,758	138,933,018
2031-32	(12,119,238)	50,356,451	177,170,231
2032-33	(12,118,250)	51,867,144	216,919,125
2033-34	(5,648,600)	53,423,158	264,693,683
TOTAL	\$ (529,166,106)	\$ 756,798,769	264,693,683

Review of Historical SPLOST Receipts

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
January	1,861,626	1,846,501	2,018,474	2,227,395	2,367,577	2,296,911	2,180,504	2,442,747	2,769,175	3,046,673	3,063,568	3,175,864	3,574,420	3,604,485
February	2,037,485	2,054,203	2,274,791	2,638,846	2,800,280	2,846,163	2,729,722	2,351,940	2,151,326	2,361,497	2,269,305	2,322,123	2,582,194	
March	1,645,081	2,098,242	2,022,690	2,428,963	2,608,279	1,960,064	2,196,992	2,112,848	2,238,054	2,351,696	2,563,313	2,351,488	2,529,255	
April	1,700,681	1,813,003	2,043,951	2,439,420	2,369,407	2,408,444	1,711,344	2,481,825	2,374,900	2,577,290	2,428,310	2,627,301	2,677,568	
May	1,767,097	2,160,954	2,271,327	2,550,253	2,534,007	2,699,122	3,163,000	2,335,399	2,342,849	2,287,593	2,381,702	2,602,365	2,859,845	
June	1,913,712	2,284,814	2,387,245	2,733,425	2,996,063	2,391,211	2,216,734	2,504,521	2,387,487	2,818,714	2,454,181	2,699,208	2,866,891	
July	1,966,884	2,306,355	2,284,445	2,593,436	2,816,001	2,580,678	2,176,212	2,336,803	2,481,425	2,622,220	2,427,504	2,721,371	2,938,783	
August	1,954,906	2,135,552	2,346,742	2,883,991	2,325,093	2,695,598	2,355,890	2,369,606	2,598,259	2,615,861	2,510,633	2,782,520	2,854,492	
September	1,950,025	2,137,650	2,362,715	2,971,066	3,060,093	2,476,473	2,550,181	2,473,608	2,526,744	2,566,788	2,605,298	2,684,587	2,869,196	
October	1,991,231	2,287,771	2,651,612	2,956,752	2,516,538	2,385,210	2,097,627	2,245,568	2,473,973	2,511,420	2,493,932	2,706,244	2,754,073	
November	2,246,032	2,245,924	2,274,697	3,301,228	2,800,299	2,681,097	2,441,606	2,216,851	2,329,529	2,480,590	2,428,645	2,574,209	2,734,219	
December	1,910,788	1,950,999	2,279,752	1,805,266	2,617,693	2,107,192	2,349,124	2,183,962	2,312,919	2,567,922	2,602,645	2,828,394	2,930,681	
Total	\$22,945,548	\$25,321,969	\$27,218,440	\$31,530,041	\$31,811,330	\$29,528,163	\$28,168,935	\$28,055,678	\$28,986,639	\$30,808,264	\$30,229,035	\$32,075,673	\$34,171,617	
Avg Collection/Month	\$1,912,129	\$2,110,164	\$2,268,203	\$2,627,503	\$2,650,944	\$2,460,680	\$2,364,509	\$2,337,973	\$2,415,553	\$2,567,355	\$2,519,086	\$2,672,973	\$2,847,635	
Annual Growth Rate	--	10.36%	7.49%	15.84%	0.89%	-7.18%	-3.91%	-1.12%	3.32%	6.28%	-1.88%	6.11%	6.53%	



**CHEROKEE COUNTY SCHOOL DISTRICT
SCHOOL NUTRITION BUDGET
2016-17**

REVENUES

	ACTUAL 2014-2015	PROJECTED 2015-2016	BUDGET 2016-2017
LOCAL REVENUE (Student & Adult Meals, Supplemental Sales, et	\$ 6,383,999.86	\$ 6,403,847.00	\$ 7,707,317.41
STATE REVENUE (State Salary Supplement)	444,567.00	444,568.00	444,568.00
FEDERAL REVENUE (Student Meals, Free, Reduced, Paid, Entitlen	8,631,352.00	8,932,122.00	9,401,057.33
TOTAL REVENUE	\$ 15,459,918.86	\$ 15,780,537.00	\$ 17,552,942.74
BEGINNING FUND BALANCE	3,903,696.00	3,749,276.35	3,031,194.35
	<u>\$ 19,363,614.86</u>	<u>\$ 19,529,813.35</u>	<u>\$ 20,584,137.09</u>

EXPENSES

	ACTUAL 2014-2015	PROJECTED 2015-2016	BUDGET 2016-2017
SALARIES - CLERICAL CENTRAL OFFICE (6)	\$ 266,524.06	\$ 219,924.00	\$ 223,573.00
SALARIES - ADMINISTRATIVE (5)	326,880.35	386,378.00	395,590.00
SALARIES -Manager on Special Assignment (1)	-	27,712.00	28,231.00
SALARIES - LUNCHROOM	4,759,623.87	4,765,480.00	5,038,263.00
SALARIES - MONITORS (193)	279,135.20	285,000.00	315,360.00
BENEFITS	2,284,671.05	2,475,607.00	2,957,679.00
PROFESSIONAL & TECHNICAL SERVICES (Horizon, Audit)	64,333.75	82,000.00	85,000.00
EQUIPMENT MAINTENANCE	1,782.97	1,800.00	1,800.00
COMMUNICATIONS	-	3,000.00	4,000.00
STAFF DEVELOPMENT/TRAINING	7,943.79	15,000.00	15,000.00
OTHER PURCHASED SERVICES	100,726.30	110,000.00	126,560.00
SUPPLIES (Office, Cleaning, Chemicals, Paper, Uniforms, Misc)	645,049.26	663,967.00	686,967.00
PURCHASE OF COMPUTER SOFTWARE	56,730.75	10,000.00	10,000.00
EQUIPMENT	96,557.17	180,000.00	200,000.00
PURCHASE AND REPLACEMENT OF COMPUTERS	-	3,000.00	5,000.00
FUEL/ENERGY	1,664.99	2,500.00	3,000.00
FOOD USAGE (Purchased and USDA Entitlement)	7,007,351.53	7,238,151.00	7,355,295.00
DUES AND FEES	22,298.92	25,000.00	25,000.00
BOOKS AND PERIODICALS	3,508.41	4,000.00	4,000.00
OTHER EXPENSE	0.00	100.00	100.00
TOTAL EXPENSE	\$ 15,924,782.37	\$ 16,498,619.00	\$ 17,480,418.00
ENDING FUND BALANCE	3,749,276.35	3,031,194.35	3,103,719.09
	<u>\$ 19,363,614.86</u>	<u>\$ 19,529,813.35</u>	<u>\$ 20,584,137.09</u>

CHEROKEE COUNTY SCHOOL DISTRICT

DR. BRIAN V. HIGHTOWER

SUPERINTENDENT OF SCHOOLS

SCHOOL BOARD MEMBERS

Kyla Cromer, School Board Chair

Patsy Jordan, School Board Vice-Chair

Mike Chapman

John Harmon

Clark Menard

Kelly Poole

Robert Rechsteiner



Cherokee
County
School
District
