



## *Other Governmental and Proprietary Funds*

In this sub-section, other governmental and proprietary funds are detailed with narratives of their respective services, goals, achievements, and performance measurements.

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## Special Revenue Funds

The District maintains one major governmental and six non-major governmental special revenue funds. "Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects." *Government Accounting Standards Board, Statement 54, Par. 30*

### Federal Projects Funds

The Federal Projects Funds are used to account for projects related to federally assisted activities. A detailed listing of grants is included in the appendix section. The Medicaid programs are for services rendered on behalf of eligible students receiving School-Based Child Health Services that are used to supplement the District's educational process.

### Grants From Federal Sources

For the Fiscal Years 2015-16 and 2016-17

Description	2015-16 Estimated	2016-17 Budget
<b>Title I, Part A Cluster</b>		
P.L. 103-382:		
Focus School Improvement-Title I	\$30,000	\$30,000
Title I-A Basic	101,845,276	101,847,764
<b>Special Education Cluster (IDEA)</b>		
P.L. 101-476:		
Educate Students with Disabilities	46,036,679	46,041,191
Educate the Handicapped: Preschool	1,150,000	1,150,000
<b>Carl D. Perkins Career and Technical Education</b>	4,375,250	4,375,250
<b>Indian Education Act, Title IX-A, P.L. 102-382</b>	185,000	185,000
<b>Direct Grants from the Nevada Department of Education</b>		
Investing in Innovation	680,000	-
Project Aware	65,000	65,000
<b>Direct Grants from the U.S. Department of Interior</b>		
Indian Ed Assistance - J. O'Malley Supplement	65,000	65,000
Lake Mead National Recreation Area	45,000	45,000
<b>Nevada Department of Education Pass-Thru Programs</b>		
High School Graduation Initiative	725,000	725,000
Professional Development for Arts Educators	65,000	65,000
Title I-D Neglected & Delinquent Children-Correctional	150,000	150,000
Title I-D Neglected & Delinquent Children	831,500	831,500
Title III English Language Acquisition	4,900,000	4,900,000
Title II-A Improving Teacher Quality	7,317,000	7,317,000
Education of Homeless Children and Youth	115,650	115,650
21st Century Community Learning Centers	2,438,500	2,438,500
Refugee School Impact Aid	200,000	200,000
Striving Readers Comprehensive Literacy	7,000,000	7,000,000
Title I 1003(g) School Improvement Plan	5,125,000	5,125,000
Title I 1003(g) School Improvement Plan-Cohort 5	625,000	625,000
Title I 1003(g) School Improvement Plan-Tech Assistance	395,000	395,000
GEAR UP	765,000	765,000
SRI Partnership	65,000	65,000
Mathematics & Science Partnership Project (MSP)-Science	450,000	450,000
Mathematics & Science Partnership Project (MSP)-Math	300,000	300,000

## Grants From Federal Sources - Continued

For the Fiscal Years 2015-16 and 2016-17

Description	2015-16 Estimated	2016-17 Budget
<b>Nevada Department of Transportation</b>		
Safe Routes to School	364,145	364,145
<b>PACT Coalition for Safe and Drug Free Communities</b>		
Substance Abuse Prevention Agency	222,000	222,000
<b>Southern Nevada Workforce Investment Board</b>		
Youth build Program	35,000	35,000
<b>Southern Nevada Health District</b>		
Southern Nevada Partnership to Improve Community Health	365,000	365,000
<b>United Way of Southern Nevada</b>		
Nevada Ready Pre-Kindergarten	1,104,000	1,104,000
<b>University of Las Vegas, Nevada</b>		
Improving Teacher Quality	190,000	190,000
<b>Department of Employment Training &amp; Rehabilitations (DETR)</b>		
Job Exploration & Expectation Program (JEEP)	305,000	498,000
<b>Nevada Division of Emergency Management</b>		
Seismic DW Gas Valve	126,000	126,000
Seismic Valve Project	249,000	249,000
<b>Other Federal Sources</b>		
Medicaid Reimbursement Programs	7,589,716	7,817,407
<b>Total Federal Sources Appropriations</b>	<b>\$196,494,716</b>	<b>\$196,242,407</b>

## Federal Projects Funds - Summary Of Revenues, Expenditures, And Changes In Fund Balance

For Fiscal Years 2014-15 Through 2016-17

Description	2014-15 Actuals		2015-16 Estimated Actuals		2016-17 Final Budget		2015-16 Vs. 2016-17	
	Staff	Amount	Staff	Amount	Staff	Amount	Amount	Percent
<b>Revenues and Resources:</b>								
Federal sources		\$179,940,359		\$196,494,716		\$196,242,407	\$(252,309)	(0.1)%
Opening fund balance		13,435,258		14,388,289		14,478,005	89,716	0.6%
<b>Total Resources</b>		<u>193,375,617</u>		<u>210,883,005</u>		<u>210,720,412</u>	<u>(162,593)</u>	<u>(0.1)%</u>
<b>Expenditures:</b>								
Salaries	1,330.00	91,795,980	1,358.00	106,926,000	1,365.00	106,313,400	(612,600)	(0.6)%
Employee benefits		31,111,882		36,569,600		37,243,200	673,600	1.8%
Purchased services		13,030,222		17,324,650		18,348,650	1,024,000	5.9%
Supplies		34,628,274		25,876,250		25,481,250	(395,000)	(1.5)%
Property/equipment		2,152,815		2,480,000		2,317,000	(163,000)	(6.6)%
Other expenditures		6,268,155		7,228,500		7,211,500	(17,000)	(0.2)%
<b>Total Expenditures:</b>		<u>178,987,328</u>		<u>196,405,000</u>		<u>196,915,000</u>	<u>510,000</u>	<u>0.3%</u>
Ending fund balance		14,388,289		14,478,005		13,805,412	(672,593)	(4.6)%
Source: CCSD Budget and Accounting Departments								

## Other Special Revenue Funds

The Other Special Revenue Funds are used to account for activities of the District relating to additional educational services provided to the public for student activities, drivers' education, adult education, telecommunications, special State appropriations, and other revenues from entities and individuals outside the District.

Major programs included are:

**Adult High School Diploma** – Educational program funding is for out-of-school persons (including prison inmates) 17 years of age and older who seek a high school diploma or General Educational Development (GED) certificate. The Education Services Division administers the Adult Education Program. This program also serves students enrolled in regular day schools who need to make up a number of deficient high school credits.

**Nevada Department of Education Special Appropriations** – Provides a wide range of special appropriations for enhancing educational programs, including school improvement plans, funding for full day kindergarten programs, zoom schools, operations of professional development centers, providing remedial education programs for schools designated as demonstrating need for improvement, upgrading technology in schools, and implementing other educational support programs.

**Vegas PBS** – Revenues are generated from public television memberships, corporate program sponsors, contract productions, facility rentals, and the Corporation for Public Broadcasting and includes non-instructional public television expenditures such as general audience programming and capital purchases. These sources provide approximately two-thirds of the operating budget for Vegas PBS, which includes: public television, audio and video services for the District, school cable wiring, educational satellite and cable, and closed circuit wireless services. Certain revenues in this fund are restricted by the donor for specific programming or

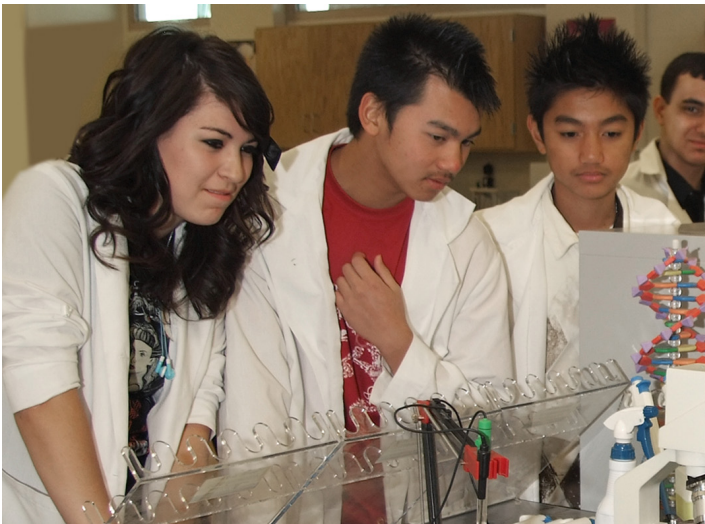
capital purchases. More detailed operations information on Vegas PBS is included in Unit 140 of the General Operating Fund.

**Special Revenue Appropriations** – Other governmental entities outside the District for special instructional projects or programs are included.

## Other Special Revenue Funds - Budget Summary Fiscal Year 2016-17

Description	Fund	2016-17 Budget
<b>Vegas PBS Services Public and Private</b>	220	\$11,049,130
<b>State Funded Grant Programs:</b>		
Adult Education-Prison Programs	230	2,706,480
Adult Education-Regular Programs	230	9,370,520
Educational Enhancement Programs	279	5,597,610
Educational Technology	279	8,685,440
Full Day Kindergarten Program	279	67,467,180
PAR-Peer Assistance and Review	279	1,000,000
Pre-Kindergarten	279	945,500
Professional Development programs	279	4,061,980
Senate Bill SB 133: Teacher Supply	279	1,750,000
Senate Bill SB 391 - Read by 3	279	11,125,290
Senate Bill SB 405 - ZOOM	279	40,265,990
Senate Bill SB 432 - Victory Schools	279	20,715,750
Senate Bill SB 474 - Great Teachers & Leaders	279	3,410,530
Senate Bill SB 503 - Breakfast After The Bell	279	700,000
Senate Bill SB 515 - Broadband WAN	279	5,000,000
Senate Bill SB 515 - Bullying/Social Workers	279	5,594,400
Senate Bill SB 515 - Jobs for America	279	1,850,000
Senate Bill SB 515 - New Teacher Incentives	279	3,500,000
Senate Bill SB 515 - NV Ready 21 Technology	279	5,000,000
Senate Bill SB 515 - STEM MS/HS College Career Ready	279	1,253,170
Senate Bill SB 515 - Turn Around Schools	279	1,250,000
Senate Bill SB 515 - Teach NV Scholarship Program	279	1,750,000
Other	279	718,630
<b>Total State funded grant programs</b>		<u>203,718,470</u>
<b>Total Other Special Revenue Funds</b>		<u>\$214,767,600</u>

Source: Fiscal Accountability and Data Analysis





## Other Special Revenue Funds - Summary Of Revenues, Expenditures, And Changes In Fund Balance For Fiscal Years 2014-15 through 2016-17

Description	2014-15 Actuals		2015-16 Estimated Actuals		2016-17 Final Budget		2015-16 Vs. 2016-17	
	Staff	Amount	Staff	Amount	Staff	Amount	Amount	Percent
<b>Revenues and Resources:</b>								
Local sources		\$7,837,526		\$8,418,859		\$9,682,624	\$1,263,765	15.0%
State sources		97,159,093		177,367,000		204,218,470	26,851,470	15.1%
Federal sources		-		-		-	-	- %
Transfers from other funds		-		-		-	-	- %
Opening fund balance		4,239,830		4,319,798		4,319,798	-	0.0%
<b>Total Resources</b>		<u>109,236,449</u>		<u>190,105,657</u>		<u>218,220,892</u>	<u>28,115,235</u>	<u>14.8%</u>
<b>Expenditures and Uses:</b>								
Salaries	1,111.64	62,666,742	1,372.46	100,497,619	2,356.13	114,367,523	13,869,904	13.8%
Employee benefits		24,582,215		43,711,280		52,245,626	8,534,346	19.5%
Purchased services		4,916,376		16,537,060		22,259,151	5,722,091	34.6%
Supplies		6,706,062		19,837,430		21,442,010	1,604,580	8.1%
Property/equipment		3,919,754		1,063,250		1,797,000	733,750	69.0%
Other expenditures		2,125,502		4,139,220		2,656,290	(1,482,930)	-35.8%
Transfers to other funds		-		-		-	-	- %
<b>Total Expenditures and Uses</b>		<u>104,916,651</u>		<u>185,785,859</u>		<u>214,767,600</u>	<u>28,981,741</u>	<u>15.6%</u>
Ending fund balance		<u>4,319,798</u>		<u>4,319,798</u>		<u>3,453,292</u>	<u>(866,506)</u>	<u>-20.1%</u>
<b>Total Applications</b>		\$109,236,449		\$190,105,657		\$218,220,892	\$28,115,235	14.8%
Source: CCSD Budget and Accounting Departments								

## Other Special Revenue Funds - Projected Budgets For Fiscal Years 2016-17 through 2019-20 Fund Expenditure Appropriations by Major Object

Description	2016-17 Budget	2017-18 Projected	2018-19 Projected	2019-20 Projected	Growth Rate
<b>Revenues:</b>					
Local sources	\$9,682,624	\$10,000,000	\$10,500,000	\$11,000,000	4.8%
State sources	204,218,470	205,000,000	205,500,000	\$206,500,000	0.5%
Federal sources	-	-	-	-	- %
<b>Total Revenues</b>	<u>213,901,094</u>	<u>215,000,000</u>	<u>216,000,000</u>	<u>217,500,000</u>	<u>0.7%</u>
<b>Expenditures:</b>					
Salaries	114,367,523	115,000,000	115,500,000	115,500,000	0.0%
Employee benefits	52,245,626	54,000,000	54,500,000	54,500,000	0.0%
Purchased services	22,259,151	22,000,000	21,800,000	21,800,000	0.0%
Supplies	21,442,010	21,000,000	21,500,000	21,500,000	0.0%
Property and equipment	1,797,000	1,500,000	1,200,000	1,200,000	0.0%
Other expenditures	2,656,290	2,000,000	2,000,000	2,000,000	0.0%
<b>Total Expenditures</b>	<u>214,767,600</u>	<u>215,500,000</u>	<u>216,500,000</u>	<u>216,500,000</u>	<u>0.0%</u>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<u>(866,506)</u>	<u>(500,000)</u>	<u>(500,000)</u>	<u>1,000,000</u>	
<b>Other Sources and (Uses):</b>					
Transfers from other funds	-	-	-	-	
Opening fund balance - July 1	<u>4,319,798</u>	<u>3,453,292</u>	<u>2,953,292</u>	<u>2,453,292</u>	
<b>Ending Fund Balance - June 30</b>	<u>\$3,453,292</u>	<u>\$2,953,292</u>	<u>\$2,453,292</u>	<u>\$3,453,292</u>	
Source: Budget Department					

## Debt Service Funds

The Debt Service Funds are used to account for the accumulation of resources for and the payment of general long-term debt principal, interest, and related costs. The sources of revenue are property taxes, room taxes, and real property transfer taxes earmarked by statute for capital programs. Additionally, proceeds of refunding bonds are accounted for in this fund.

**Nevada Revised Statute** 387.400 limits the aggregate principal amount of the District's general obligation debt to 15% of the total assessed valuation of property within the District. Based upon the assessed valuation for fiscal year 2017 (using the Nevada Department of Taxation's estimate of \$76 billion), the District's current debt limit is \$11.5 billion. The District had outstanding general obligation debt on July 1, 2016, of \$2.6 billion, leaving additional debt capacity of \$8.9 billion, or a margin of 22.5% additional.

Balances in the Fund, which are restricted by statute only for payment of debt service, will decrease as a reflection of the instability in Clark County's assessed valuation. These balances, being restricted from other use, provide both a margin of security for the District's bonds and the opportunity to support substantial increases in bonded debt while maintaining stability in property tax rates. The schedule of statutory debt limitation indicates that existing and projected debt levels will not impact current and future operations.

### Authorized Debt

The Nevada's 78th legislative session senate bills 119 and 207 passed allowing the school District to roll over bonding authority for 10 years, covering fiscal year 2015-2016 through 2024-2025. This 10 year authority is expected to provide \$4.1 billion in funds for the District to build new schools and rehabilitate others.

### Defeasement of Debt

The District has defeased certain general obligation bonds by placing the proceeds of new bonds into irrevocable trust accounts to provide for all future debt service payments on the old bonds. Accordingly, the trust account assets and the liability for the defeased bonds are not included in the District's financial statements. During fiscal year 2015, \$330 million of previously outstanding principal is considered to be defeased.

### Debt Service Reserve Fund

**Nevada Revised Statute** 350.020 requires that the District establish a reserve account within its debt service fund for payment of the outstanding bonds of the District. Currently, the account must be established and maintained in an amount at least equal to the lesser of the amount of principal

### Summary of Debt Service As of July 1, 2016

Fiscal Year	Principal	Interest	Total Requirements
2017	\$293,180,000	\$124,530,781	\$417,710,781
2018	307,925,000	110,138,390	418,063,390
2019	304,980,000	95,095,390	400,075,390
2020	229,845,000	80,040,790	309,885,790
2021	225,465,000	68,551,940	294,016,940
2022-26	912,225,000	193,526,537	1,105,751,537
2027-35	317,185,000	50,254,100	367,439,100
Totals	\$2,590,805,000	\$722,137,925	\$3,312,942,925

Source: Schedule of Debt Repayment as of 7/1/16



and interest payments due on 25% of the outstanding bonds in the next fiscal year (\$105 million) or 10% of all principal amounts (\$259 million) outstanding at the end of fiscal year 2016-17. The projected ending fund balance at June 30, 2017, of \$25.7 million fails to exceed the 25% of all outstanding bonds principal and interest payments in the next fiscal year. However, Assembly Bill 353 (AB 353) Capital Projects Fund contains a balance of over \$314 million which may be used to cover any shortfall in the Reserve Fund.

The statutory debt capacity is established in accordance with NRS 350.013. The District's debt management policy is approved annually by the Board and filed with the Nevada Department of Taxation and the Clark County Debt Management Commission. It is expected that future increases in assessed valuation, along with retirement of existing bonds, will result in a statutory debt limitation in excess of outstanding debt.

## Debt Service Funds - Statutory Debt Limitation

### Fiscal Years 2016-17

Description	Assessed Valuation Basis
Fiscal year 2016-17 assessed value of all taxable property situated in Clark County (includes \$2,035,576,831 assessed valuation for redevelopment agencies)	\$76,633,199,093
Gross limitation -- 15% of assessed valuation (NRS 387.400)	\$11,494,979,864
Outstanding bonds of the Debt Service Fund at July 1, 2016	2,590,805,000
Excess of limitation at July 1, 2016	\$8,904,174,864
<b>Debt Limit Margin</b>	<b>22.54%</b>

Source: CCSD Budget Department

## Debt Service Funds - Statutory Debt Additional Capacity

### For Fiscal Years 2007-08 Through 2016-17

Fiscal Year	Total Assessed Valuation <sup>1</sup>	Debt Limit	Outstanding General Obligation Debt As of July 1	Additional Statutory Debt Capacity
2007-08	109,212,919,843	16,381,937,976	3,915,265,500	12,466,672,476
2008-09	115,790,200,550	17,368,530,083	5,006,995,500	12,361,534,583
2009-10	93,790,791,674	14,068,618,751	4,670,965,000	9,397,653,751
2010-11	65,758,625,871	9,863,793,881	4,110,425,000	5,753,368,881
2011-12	59,054,835,152	8,858,225,273	3,860,905,000	4,997,320,273
2012-13	55,225,712,175	8,283,856,826	3,554,575,000	4,729,281,826
2013-14	56,296,847,888	8,444,527,183	3,223,895,000	5,220,632,183
2014-15	64,252,633,650	9,637,895,048	2,894,125,000	6,743,770,048
2015-16	71,055,253,233	10,658,287,985	2,548,890,000	8,109,397,985
2016-17	76,633,199,093	11,494,979,864	2,590,805,000	8,904,174,864

(1) Includes redevelopment agencies

Source: CCSD Budget and Accounting Departments

## Property Tax Levies

### (Per \$100 Of Adjusted Assessed Valuation)

### For Fiscal Years 2012-13 Through 2016-17

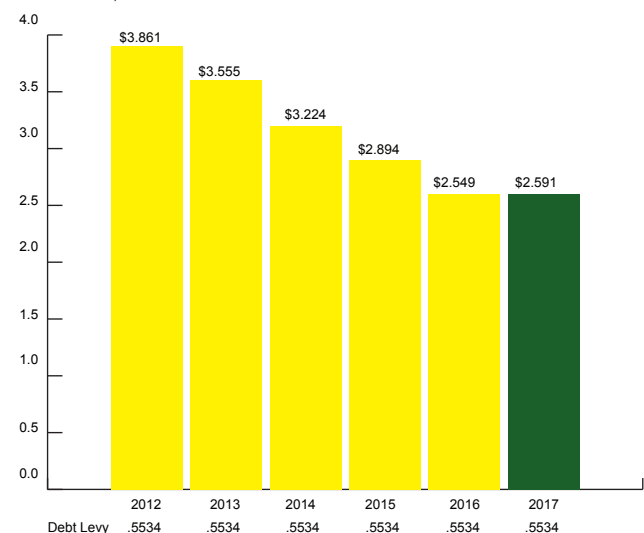
Fiscal Year	2012-13	2013-14	2014-15	2015-16	2016-17 (projected)
Basic School Levy (General Operations)	\$0.7500	\$0.7500	\$0.7500	\$0.7500	\$0.7500
Debt Service/ Special Projects Levy	0.5534	0.5534	0.5534	0.5534	0.5534
<b>Total District Levies</b>	<b>\$1.3034</b>	<b>\$1.3034</b>	<b>\$1.3034</b>	<b>\$1.3034</b>	<b>\$1.3034</b>

Source: Clark County Assessor's Office

(1) Debt includes any special tax overrides for public safety projects and other capital programs (fire safety retrofit/asbestos removal, pay-as-you-go, EPA loan).

## Supported Debt And Related Tax Levy

As of June 30, 2016



Source: Clark County Assessor's Office

## Debt Service Fund - Schedule Of General Obligation Bonds Outstanding

### As of July 1, 2016

Issue Date	Date of Final Maturity	Term	Interest Rate	Original Issue	Balance July 1, 2016
December 19, 2006B	June 15, 2026	20 Years	4.1025	450,000,000	\$263,180,000
December 19, 2006C	June 15, 2026	20 Years	4.1125	125,000,000	64,110,000
March 30, 2007A (Refunding November 2003, November 2004, November 2005)	June 15, 2025	18 Years	4.1262	473,045,000	292,895,000
December 11, 2007B	June 15, 2027	20 Years	4.3246	250,000,000	84,560,000
December 11, 2007C	June 15, 2027	20 Years	4.3330	400,000,000	110,255,000
June 3, 2008A	June 15, 2028	20 Years	4.1960	675,000,000	170,105,000
July 8, 2010A	June 15, 2024	14 Years	0.7497	104,000,000	103,900,000
July 8, 2010D	June 15, 2020	10 Years	0.7033	6,245,000	6,245,000
March 3, 2011B (Refunding September 2001D)	June 15, 2019	8 Years	2.9849	29,420,000	11,125,000
October 4, 2012A (Refunding November 2004, November 2005)	June 15, 2021	9 Years	1.6657	159,425,000	112,575,000
July 31, 2013A	June 15, 2023	10 Years	2.5233	32,855,000	21,175,000
July 31, 2013B (Refunding November 2003, November 2004, November 2005)	June 15, 2019	6 Years	1.7281	95,870,000	53,555,000
April 29, 2014A (Refunding March and November 2004)	June 15, 2020	6 Years	1.1606	131,175,000	78,690,000
April 29, 2014B (Refunding March 2004)	June 15, 2020	6 Years	1.3486	62,200,000	51,095,000
March 15, 2015A	June 15, 2019	4 Years	1.0484	257,445,000	214,760,000
March 15, 2015B	June 15, 2022	7 Years	1.5696	129,080,000	114,220,000
November 23, 2015C	June 15, 2035	20 Years	3.0542	338,445,000	338,445,000
November 23, 2015D	June 15, 2035	20 Years	3.2171	200,000,000	189,635,000
June 16, 2016A	June 15, 2025	9 Years	1.9833	186,035,000	186,035,000
June 16, 2016B	June 15, 2027	11 Years	2.2457	90,775,000	90,775,000
June 16, 2016C	June 15, 2026	10 Years	2.2654	33,470,000	33,470,000
<b>Total Outstanding Bonded Indebtness</b>					<b>\$2,590,805,000</b>
Source: CCSD Budget and Accounting Departments					





## Debt Service Funds - Summary Of Revenues, Expenditures, And Changes In Fund Balance

### For Fiscal Years 2014-15 Through 2016-17

Debt Service	2014-15 Actuals	2015-16 Estimated Actuals	2016-17 Final Budget	2015-16 vs. 2016-17	
				Amount	Percent
<b>Revenues and resources:</b>					
Local revenues	\$308,792,309	\$323,035,625	323,025,000	(10,625)	0.0%
Proceeds of refunding bonds	434,397,084	579,797,101	895,325,934	315,528,833	54.4%
Transfers from other funds	85,240,417	99,927,445	111,133,074	11,205,629	11.2%
Opening fund balance	78,420,424	26,838,866	41,127,086	14,288,220	53.2%
<b>Total revenues and resources</b>	<b>\$906,850,234</b>	<b>\$1,029,599,037</b>	<b>\$1,370,611,094</b>	<b>341,012,057</b>	<b>33.1%</b>
<b>Expenditures and other uses:</b>					
Principal	312,475,000	276,190,000	293,185,000	16,995,000	6.2%
Interest	131,837,127	132,195,695	156,141,616	23,945,921	18.1%
Purchased services	575,372	3,186,053	4,348,760	1,162,707	36.5%
Payments to refund escrow agent	435,123,869	576,900,203	891,201,001	314,300,798	54.5%
<b>Total expenditures and uses</b>	<b>880,011,368</b>	<b>988,471,951</b>	<b>1,344,876,377</b>	<b>356,404,426</b>	<b>36.1%</b>
<b>Ending fund balance</b>	<b>\$26,838,866</b>	<b>\$41,127,086</b>	<b>\$25,734,717</b>	<b>(15,392,369)</b>	<b>(37.4%)</b>
<b>Total applications</b>	<b>\$906,850,234</b>	<b>\$1,029,599,037</b>	<b>\$1,370,611,094</b>	<b>341,012,057</b>	<b>33.1%</b>

Source: CCSD Budget and Accounting Departments

## Debt Service Funds - Projected Budgets

### For Fiscal Years 2016-17 Through 2019-20

#### Fund Expenditure Appropriations by Major Object

Description	2016-17 Budget	2017-18 Projected	2018-19 Projected	2019-20 Projected	Growth Rate
<b>Revenues:</b>					
Property taxes	\$322,500,000	\$325,725,000	\$328,982,250	\$332,272,075	1.0%
Interest on investments	500,000	512,500	512,500	512,500	0.0%
Other local revenues	25,000	20,000	20,000	20,000	0.0%
<b>Total Revenues</b>	<b>323,025,000</b>	<b>326,257,500</b>	<b>329,514,750</b>	<b>332,804,575</b>	<b>1.0%</b>
<b>Expenditures:</b>					
Principal	293,185,000	307,925,000	304,980,000	229,845,000	(24.6%)
Interest	156,141,616	110,138,390	95,095,390	80,040,790	(15.8%)
Purchased services	4,348,760	-	-	-	-
<b>Total Expenditures</b>	<b>453,675,376</b>	<b>418,063,390</b>	<b>400,075,390</b>	<b>309,885,790</b>	<b>(22.5%)</b>
Excess (Deficiency) of Revenues over Expenditures	(130,650,376)	(91,805,890)	(70,560,640)	22,918,785	
<b>Other Sources and (Uses):</b>					
Proceeds of refunding bonds	895,325,934	-	-	-	
Payment to refunding escrow agent	(891,201,001)	-	-	-	
Transfer from other funds	111,133,074	97,000,000	97,000,000	97,000,000	
<b>Total Other Sources and (Uses):</b>	<b>115,258,007</b>	<b>97,000,000</b>	<b>97,000,000</b>	<b>97,000,000</b>	
Opening Fund Balance - July 1	\$41,127,086	\$25,734,717	\$30,928,827	\$57,368,187	
Ending Fund Balance - June 30	\$25,734,717	\$30,928,827	\$57,368,187	\$177,286,972	

Source: Budget Department

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## Capital Projects Funds

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There are various capital projects funds used to account for projects related to land and building acquisition, construction, and improvements to schools and other District-owned properties. The District maintains a demand-responsive and dynamic construction program to construct and renovate facilities, and to provide technology and equipment upgrades as necessary to meet the District facilities requirements. This program is described in the Capital Improvement Plan (CIP).

**The Capital Improvement Plan** – The Capital Improvement Plan (CIP) is developed in alignment with the District's Strategic Imperative for Clarity and Focus, as well as the Value/Return on Investment Focus Area. The CIP is a financial plan of the major and non-major capital projects funds to be utilized for the acquisition of land and buildings, construction of new buildings, improvement or replacement of District-owned facilities and infrastructure, and the upgrade of technology. Those capital improvements are projects with long useful lives that will acquire buildings and land, provide land improvements, construct new buildings, and expand, upgrade, or repair existing facilities and infrastructure. Capital project expenditures generally transpire over two or more years and will require recording the project expenditures over multiple fiscal year budgets. Capital projects are generally funded with bonded debt due to the significant costs involved and the need to spread the acquisition cost of the asset over several years.

The CIP addresses the growth demands of the District as well as the renovation and modernization needs. The number of schools maintained and the age of the schools places unrelenting demands on the available modernization funds. The CIP provides for the possibility of a full replacement of a building or a wing of a building, and replacement and/or major renovation of building components once the useful life has been reached. The plan also addresses major renovations needed for mandated modifications and changing educational program needs.

Modifications are needed at schools to bring the facilities up to date in design and function. Modernization is much more than merely a cosmetic effort. It is essential work intended to extend the life of the facility and provide improved physical facilities essential for student achievement.

### Capital Improvement Plan Process

The Capital Improvement Plan (CIP) is updated annually to outline the planned capital improvements within the available financial resources by the Facilities and Bond Fund Financial Management office. Input is shared from the Demographics and Zoning Department, the Real Property Management Department, the Facilities Division and Construction Management. The Instructional Division, the Maintenance Department, the Technology Division, and the Purchasing Department also contribute during the planning and construction phases. The CIP is reviewed frequently by the Capital Planning Group (CPG) and the Bond Oversight Committee (BOC), and approved by the Board of School Trustees through a formal revision process.

The five-year CIP is prepared showing the planned expenditures in the various capital funds for the next five years. Although the five-year CIP shows projects scheduled throughout the five-year plan, it is only those expenditures shown in the first year of the plan that are adopted as part of the current fiscal year budget. The five-year CIP takes into account the design, execution, completion, and close-out of previously approved projects, and the start-up of future projects. The 2016-17 through 2020-21 five-year CIP, includes a revision to the program based on updated revenue projections, enrollment projections, and additional needs and was formally approved by the Board of Trustees in April 2016.

### Capital Improvement Program Revenue Sources

Nevada is a state that historically has not provided assistance for school construction and modernization projects. Seeking voter approval to pass bond questions has been the only feasible way of obtaining financing to build schools at the pace needed. The District did not receive the approval of Clark County voters for bond questions and the Nevada's 78th legislative session senate bills 119 and 207 passed allowing the school District to roll over bonding authority for 10 years, covering fiscal year 2015-2016 through 2024-2025. This 10 year authority is expected to provide \$4.1 billion in funds for the District to build new schools and rehabilitate others.

Senate bills 119 and 207 approved in 2015, provided the District with ongoing and reliable revenues to address the financing of land acquisition for schools, and the design, new construction, and repair of school facilities. This bill provided three proactive solutions to fund construction.

## Five Year Capital Improvement Plan (CIP)

For Fiscal Years 2016-17 Through 2020-21

Descriptions	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
<b>1998 Capital Improvement Program</b>					
New Construction:					
Replacement/Phased Replacement Schools	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -
Additions to Existing Schools	25,000,000				
Rehab/Modernization:	25,000,000	-	-	-	-
<b>Fund Total</b>	<b>65,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2015 Capital Improvement Program</b>					
Land Acquisition/Land Improvements:	35,000,000	35,000,000	35,000,000	15,000,000	10,000,000
New Construction:					
Elementary Schools	165,000,000	200,835,000	175,660,000	157,550,000	148,355,000
High Schools	-	9,500,000	62,000,000	106,500,000	61,500,000
Replacement Schools	103,825,000	148,890,000	89,030,000	71,580,000	66,800,000
Additions for Capacity	84,275,000	114,035,000	126,175,000	60,000,000	21,775,000
Rehab/Modernization:	11,900,000	40,000,000	50,000,000	75,000,000	75,000,000
Technology Equipment:	-	35,000,000	35,000,000	40,000,000	40,000,000
<b>Fund Total</b>	<b>400,000,000</b>	<b>583,260,000</b>	<b>572,865,000</b>	<b>525,630,000</b>	<b>423,430,000</b>
<b>Building and Sites</b>					
Land Acquisition:	-	-	-	-	-
Site Improvements:	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Fund Total</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Governmental Services Tax</b>					
New Construction:					
Other Buildings	-	-	-	-	-
Rehab/Modernization:	37,500,000	23,700,000	13,700,000	13,700,000	13,700,000
Purchase Portable Classrooms	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Relocate Portable Classrooms	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
<b>Fund Total</b>	<b>45,000,000</b>	<b>31,200,000</b>	<b>21,200,000</b>	<b>21,200,000</b>	<b>21,200,000</b>
<b>Capital Replacement Fund</b>					
Rehab/Modernization:	20,000,000	-	-	-	-
Technology/Equipment:	25,000,000				
<b>Fund Total</b>	<b>45,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total All Capital Funds</b>	<b>\$556,000,000</b>	<b>\$615,460,000</b>	<b>\$595,065,000</b>	<b>\$547,830,000</b>	<b>\$445,630,000</b>



## Freeze on Property Tax Rates for Long-Term Bonding

In 1998, the Board authorized a ballot initiative seeking approval to freeze property tax rates for long-term bonding that would enable the District to issue general obligation bonds until 2008 while maintaining a property tax levy of .5534 for school bond debt service. In the 1998 election, voters provided approval for the bond initiative which froze the tax rate for school construction for a decade. The 2015 Legislative Session approved Senate Bills 119 (SB119) and 207 (SB207), authorized the District to begin to issue general obligation bonds until 2025, maintaining the property tax levy of .5534 for school bond debt service. This extension or “roll-over” of the authority was not approved by voters.

## County Room Tax Proceeds

The Board of County Commissioners was authorized to increase the Clark County room tax rate by one percent beginning August 1997. Proceeds from this tax are deposited in the District's fund for capital projects. Also, effective July 1, 1999, the five-eighths of one percent of the room tax previously provided to the Las Vegas Convention and Visitors Authority is now a revenue component of the District's Capital Projects Fund.

## 1998 Capital Improvement Program

### Building and Modernization Plan

Descriptions	Program Total	Percent of Total Program	Number of Schools
<b>Land Acquisition</b>	\$211,860,000	4.3%	
<b>New School Construction</b>			
Special/Alternative	35,602,152	0.7%	2
Elementary	1,118,382,121	22.8%	61
Middle	630,705,965	12.9%	22
Senior High	655,285,000	13.4%	11
Career and Technical Academy	479,805,000	9.8%	5
<b>Total New School Construction</b>	2,919,780,238	59.5%	101
<b>Replacement Schools</b>			
Elementary	181,227,589	3.7%	8
Middle	106,466,891	2.2%	2
Senior High	77,210,359	1.6%	1
Special Schools	39,291,430	0.8%	2
<b>Total Replacement Schools</b>	404,196,269	8.2%	13
<b>Phase Replacements</b>			
Elementary	28,698,664	0.6%	3
Senior High	116,296,719	2.4%	2
Career & Technical Academy	31,834,617	0.6%	1
<b>Total Phase Replacements</b>	176,830,000	3.6%	6
<b>Additions to Existing Schools</b>			
Elementary	63,894,884	1.3%	4
Middle	12,422,626	0.3%	1
Senior High	65,282,323	1.3%	10
<b>Total Additions to Existing Schools</b>	141,599,833	2.9%	15
<b>Rehabilitation and Modernization</b>			
Modernization/Upgrade	759,819,673	15.5%	229
Computer, Furniture and Equipment Replacement	129,999,400	2.6%	229
Technology Upgrades	81,975,361	1.7%	229
Portable Classrooms	21,098,973	0.4%	
<b>Total Rehabilitation and Modernization</b>	992,893,407	20.2%	
<b>Satellite Bus Transportation Centers</b>	60,532,000	1.2%	2
<b>Total 1998 Capital Improvement Plan</b>	\$4,907,691,747	100.0%	
Source: CCSD Facilities and Bond Financial Management			



## 2015 Capital Improvement Program (Revision 1) Approved April 06, 2016

### Building and Modernization Plan

Descriptions	Program Total	Percent of Total Program	Number of Schools
<b>New Schools for Capacity</b>			
<b>Land Acquisition</b>	130,000,000	3.2%	
Elementary	1,290,000,000	31.5%	35
Senior High	260,000,000	6.3%	2
Total New School Construction	1,680,000,000	41.0%	37
<b>Replacement Schools</b>			
Elementary	323,900,000	7.9%	9
Middle	121,100,000	3.0%	2
<b>Total Replacement Schools</b>	445,000,000	10.9%	11
<b>Phased Replacements</b>			
Elementary	44,000,000	1.0%	2
Senior High	36,000,000	.9%	2
Career & Technical Academy	55,000,000	1.3%	1
<b>Total Phased Replacements</b>	135,000,000	3.2%	5
<b>Additions to Existing Schools</b>			
Elementary	325,000,000	7.9%	54
<b>Total Additions to Existing Schools</b>	325,000,000	7.9%	18
<b>Rehabilitation and Modernization</b>			
Modernization/Upgrade	1,065,000,000	26.0%	
Furniture and Equipment Upgrade/Replacement	200,000,000	4.9%	
Technology Upgrades	250,000,000	6.1%	
<b>Total Rehabilitation and Modernization</b>	1,515,000,000	37.0%	
<b>Total 2015 Capital Improvement Program</b>	\$ 4,100,000,000	100.0%	

Source: CCSD Facilities and Bond Financial Management



Real Property Transfer Tax Proceeds

This bill also authorized an increase in the real property transfer tax from 65 cents to \$1.25 for each \$500 of value. Proceeds from this 60 cents increase are deposited in the District’s Capital Projects Fund.

Major Capital Projects Funds

1998 Capital Improvement Program

Legislative Assembly Bill 353 (AB 353) provided the District the opportunity to offer a proactive solution to the voters of Clark County by financing public school construction and renovation as needed without increasing the property tax rate.

Voters authorized the issuance of bonds through June 2008, to be repaid within the existing property tax levy, allowing greater flexibility in responding to the imminent need to provide seats for new students and to repair and renovate existing school facilities. General obligation bonds issued under AB 353 were approved only after determination by the Board and after receiving approval from the Clark

County Oversight Panel for School Facilities and the Debt Management Commission.

In addition to property tax supported bonds, AB 353 provided additional sources of capital funding for the District with approval of the room tax and the real property transfer tax. AB 353 provides safeguards to taxpayers through the tax freeze, more stringent debt reserve requirements, and requiring bond issuance approval by both the Oversight Panel for School Facilities and the Debt Management Commission.

Legislative Senate Bill 207 (SB207) was enacted to allow roll over bonding authority for 10 years without a vote of the people. This rollover authority authorized the boards of trustees of a school district with prior voter approval to issue general obligation bonds to raise money for certain specified purposes related to school facilities including: (1) the construction, design or purchase of new building for schools; (2) enlarging, remodeling or repairing existing buildings or grounds for schools; and (3) acquiring sites for building schools. This funding authority is projected to generate approximately \$4.1 billion dollars over the next ten years.

The District’s Capital Improvement Program is continually reviewed by the Bond Oversight Committee (BOC). The

New School Completion Schedule  
Fiscal Years 2017-2025

Opening School Year	Elementary School	High School	Replacement Schools	Phased Replacement Schools	Total
2016-17	-	-	-	-	-
2017-18	6	-	2 RES	-	8
2018-19	6	-	1 RMS & 2 RES	1 RHS & 1 RES/MS/HS	11
2019-20	5	-	1 RES	1 RES & 1 RHS	8
2020-21	4	1	2 RES	-	7
2021-22	4	1	1 RES	1 RES	7
2022-23	4	-	2 RES	-	6
2023-24	4	-	-	-	4
2024-25	2	-	-	-	2
Totals	35	2	11	5	53

RES = Replacement Elementary School  
RMS = Replacement Middle School  
RHS = Replacement High School  
Source: CCSD Facilities and Bond Financial Management



committee will determine whether to prepare a current revision of the program based upon updated revenue projections, enrollment projections, and additional needs. Revision 19 to the 1998 CIP and Revision 1 to the 2015 CIP were reviewed and recommended for approval by the BOC on March 17, 2016, and approved by the Board on April 6, 2016.

### 2015 Capital Improvement Plan

The Board initially approved a start-up plan for the 2015 CIP on March 26, 2015, with final approval given to the plan on June 29, 2015. The start-up plan includes the construction of six (6) new elementary schools and the replacement of two (2) aging elementary schools scheduled to open in the 2017-2018 school year, and the construction of six (6) new elementary schools scheduled to open in the 2018-2019 school year.

The District completed the ten year capital plan to utilize the projected revenue for the 2015 CIP. Public input meetings took place in August and September 2015. A report of the findings of the feedback received, and the draft recommendations for guiding principles and spending allocations for the Plan were reviewed and recommended for approval by the BOC on September 17, 2015. The proposed Plan was reviewed through the Capital Improvement Plan process, receiving reviews and recommendations from Executive Cabinet, the Superintendent, the Capital Planning Group, and the Bond Oversight Committee prior to approval by the Board of School Trustees. The Board approved the Plan for the 2015 Capital Improvement Program on September 24, 2015.

Revision 1 to the 2015 CIP were reviewed and recommended for approval by the BOC on March 17, 2016, and approved by the Board on April 6, 2016.

### Student Enrollment Projections

The Demographics and Zoning Department utilizes current birth rates and cohort projection techniques, including review of the number of new residents moving into Clark County and the advancement of students through grade levels, to calculate the student enrollment projections. The District has maintained a reliable accuracy rating compared to actual enrollments in previous years' projections.

Student enrollment has increased by over 31,000 students



during the past ten years. The fiscal 2015-16 estimated student enrollment is 319,172 and is projected to increase to 321,308 during 2016-17. Current projections indicate that school population will increase steadily over the next three years.

### Cost of Building New Schools

It is useful to look at several factors when analyzing the cost of building new schools. Although single designs are frequently used for new schools, the specific site adaptations, construction, and equipment needs will vary for each school. A formula is necessary to account for the variables to accommodate escalating prices, in addition to providing a contingency for unforeseen events.

Site development costs can add significantly to the school's projected cost. Site development costs are those costs related to preparing the site for construction and occupation. Activities may include leveling the site, installing utility services, and building roads and other infrastructure to the school. Costs can range between \$3 million and \$10.5 million per school for site development.

The figures in this summary reflect the current average "turnkey costs." The budgets for these costs are developed using the estimated construction cost as a base and adding set percentages for design fees, telecommunications (including the linking of the security, intercom, clock and telephone systems), inspection and administrative costs, contingency costs, and furnishings.

The average turnkey costs of schools by type are:

Elementary School, \$27.4 million  
Middle School, \$40 million  
High School, \$105.7 million  
Career and Technical Academy, \$115 million

### New School Construction

Since 1990, the District has addressed its rapidly growing student population through the efficient use of prototype designs for new schools. Experienced school design architects have carefully expanded the current prototype. The input of educators has been utilized to incorporate the space design needed for a successful educational program at each site. The designs also incorporated the most economical life cycle cost to operate and maintain the facility. The current prototype design has been repeated for the construction of almost every new school built during the past two decades. This practice has saved significant time and millions in design and construction fees.



## Cost Saving Measures

The District views its responsibility to expend scarce capital funding wisely. Management practices and construction protocols are constantly monitored to achieve maximum efficiency. Due to this proactive approach, additional funding was realized to enable the modernization of far more schools than originally projected. Measures that have resulted in significant savings include the packaging of multiple projects for bidding, peer reviews, focusing on energy efficient designs, considerable scrutiny of change orders, and careful monitoring of inspection practices. Value engineering is the process of reviewing the design of a facility before it is advertised for competitive bidding contributes to significant savings being realized and provides guidelines for future construction projects.

### Energy Efficiency

The District has accomplished hundreds of major modernizations at existing school sites replacing major mechanical systems in older schools with more energy efficient systems. This has generated significant savings to the General Fund for electricity and water consumption.

The replacement of a chiller at a high school with more energy efficient systems saves approximately \$25,000 each year in energy costs. By replacing multiple systems at a high school site by including a new HVAC system, roof, electrical and lighting upgrades, and adding day lighting, results in savings in excess of \$100,000 per year in energy consumption costs.

### Solar Photovoltaic Systems

The District utilizing ARRA grant funding and cash rebates from NV Energy has installed solar photovoltaic systems at 35 schools and the Vegas PBS building. The systems generate electricity by converting sunlight into electric current at a substantial savings of at least \$330,000 annually.

## Non-Major Capital Projects Funds

### Building and Sites (Fund 330)

Proceeds are used for the construction, purchases, or modernization of buildings or sites. Sources of revenue in the fund are receipts from the rental and sales of District property. The dollar amount received each year is not sufficient to respond to the District's long term capital needs.

### Governmental Services Tax (Fund 340)

Proceeds are used for the construction, purchase, or



modernization of District-owned facilities in response to any immediate facility needs to accommodate enrollment fluctuations and growth, staff changes and growth, and changes to and/or addition of educational programs. The dollar amount received each year is not sufficient to respond to the District's long term capital needs.

### Capital Replacement (Fund 370)

Resources in the Fund are transfers from other funds made pursuant to a plan approved by the Board to provide equipment and maintenance for projects ordinarily not undertaken more frequently than once every five years. As the resources are provided from other funds, the dollar amount of the transfers is not sufficient to respond to the District's long-term capital needs.



## Capital Projects Funds - Funds Summary

Fiscal Year 2015-16

Funds Budget Descriptions	Staff	Amount
<b>Fund 308 - 1998 Bond Proceeds</b>		
New school construction		\$51,755,000
New construction other facilities	-	500,000
Construction Management	-	120,000
1998 Bond issue administrative support	-	550,000
Construction Management	4.00	12,075,000
Rehabilitation Modernation Management technology	-	
<b>Total - Fund 308</b>	<b>4.00</b>	<b>\$65,000,000</b>
<b>Fund 315 - 2015 Capital Improvement Program</b>		
New school construction		165,000,000
Replacement schools	-	103,000,000
Additions to existing schools-rehab/modernization	-	90,730,000
Rehabilitation of existing schools	2.50	270,000
Construction management	61.00	6,000,000
Land acquisition	-	35,000,000
<b>Total - Fund 315</b>	<b>63.50</b>	<b>\$400,000,000</b>
<b>Fund 330 - Buildings &amp; Sites</b>		
Site purchases & leases	63.50	400,000,000
Other expenditures	-	390,000
<b>Total - Fund 330</b>	<b>-</b>	<b>\$1,000,000</b>
<b>Fund 340 - Governmental Services Tax</b>		
Refurbish/modernization crew	33.00	2,350,000
Refurbish & modernization projects	-	875,000
Asphalt/drain/offsite	-	500,000
Furniture & equipment	-	10,000
Portables & trailers	-	30,812,500
Other expenditures	3.00	10,452,500
<b>Total - Fund 340</b>	<b>36.00</b>	<b>\$45,000,000</b>
<b>Fund 370 - Capital Replacement &amp; Maintenance</b>		
Rehabilitation/modernization	-	20,000,000
Technology/Equipment	-	25,000,000
<b>Total - Fund 370</b>	<b>-</b>	<b>\$45,000,000</b>
<b>Transfers</b>		
Transfer to debt service fund	-	111,133,074
<b>2015-16 Capital Projects Budget</b>	<b>103.50</b>	<b>\$667,133,074</b>

Source: CCSD Facilities and Bond Financial Management

## Capital Projects Funds - Summary Of Budget Categories

For Fiscal Years 2014-15 Through 2016-17

General Ledger Accounts	Description	2014-15 Actuals		2015-16 Estimated Actuals		2016-17 Final Budget	
		Staff	Actual	Staff	Amount	Staff	Amount
5118130000	Assistant Directors	-	-	1.15	102,653	4.00	382,260
5118135000	Assistant Superintendent	-	-	1.50	173,590	1.50	182,416
5118138000	Chief Financial Officer	-	-	0.25	34,416	-	-
5118141000	Deputy Financial Officer	-	-	0.25	22,989	-	-
5118170000	Coordinators & Specialists	2.00	174,736	7.60	501,846	12.00	1,074,029
5118190000	Directors	3.00	302,908	4.00	421,491	3.50	363,770
5118855000	Coordinator I	1.00	91,131	1.00	90,491	-	-
5118860000	Coordinator II	-	-	-	-	1.00	68,616
5118865000	Coordinator III	3.00	269,579	2.00	230,274	-	-
5116154000	Project Facilitator	2.00	55,616	-	-	-	-
5117020000	Buyers/Buyer Assistant	-	-	0.50	39,614	-	-
5117030000	Classified-salaries	-	-	-	-	-	315,000
5117400000	Data Management Specialist	1.00	69,529	1.00	68,461	0.50	34,217
5117405000	Systems Analysts/Specialists	1.00	99,375	1.00	101,127	0.50	48,156
5117650000	Secretarial & Clerical	5.00	218,380	22.30	1,114,602	28.50	1,424,211
5117725000	Classified labor	3.00	147,849	1.00	73,149	3.00	430,000
5117805000	Maintenance	30.00	1,940,111	29.00	1,906,217	33.00	2,352,500
5117905000	Inspectors	3.00	224,961	10.00	946,174	16.00	1,512,325
5200000000	Employee Fringe Benefits	-	1,158,554	-	2,080,000	-	2,895,000
5300000000	Purchased Prof. & Tech. Services	-	6,448,988	-	19,899,337	-	35,002,500
5400000000	Purchased Property Services	-	19,463,771	-	34,477,941	-	419,205,000
5500000000	Other Purchased Services	-	55,440	-	84,906	-	-
5600000000	Supplies	-	10,460,420	-	10,470,000	-	14,270,000
5700000000	Property/Equipment	-	-	-	14,000,000	-	32,000,000
5800000000	Other Expenses	-	10,568	-	44,000	-	230,000
6311000000	Site Purchase	-	-	-	-	-	-
5910000000	Interfund Transfers	-	84,106,168	-	99,927,270	-	111,133,074
<b>TOTAL CAPITAL BUDGET</b>		<b>54.00</b>	<b>125,298,084</b>	<b>82.55</b>	<b>186,810,548</b>	<b>103.50</b>	<b>622,923,074</b>

Source: CCSD Facilities and Bond Financial Management

## Capital Projects Funds - Summary of Revenues, Expenditures, And Changes In Fund Balance

For Fiscal Years 2014-15 Through 2016-17

Description	2014-15 Actuals		2015-16 Estimated Actuals		2016-17 Final Budget		2015-16 Vs. 2016-17	
	Staff	Amount	Staff	Amount	Staff	Amount	Amount	Percent
Local revenues		\$130,780,021		\$140,194,420		\$142,112,000	\$1,917,580	1.4%
Federal revenues		5,630,347		5,656,000		5,656,000	-	0.0%
Transfers from other Funds		917,776		-		-	-	-
Loan Proceeds		-		379,448,000		160,000,000	(219,448,000)	100.0%
Opening fund balance		289,792,502		301,822,562		640,310,434	338,487,872	112.1%
Total revenues and resources		427,120,646		827,120,982		948,078,434	120,957,452	14.6%
Salaries	54.00	3,569,174	82.55	5,912,000	103.50	8,185,000	2,273,000	38.4%
Employee benefits		1,158,554		2,080,000		2,895,000	815,000	39.2%
Purchased services		25,993,200		54,377,278		454,207,500	399,830,222	735.3%
Supplies		10,460,420		10,470,000		14,270,000	3,800,000	36.3%
Property and equipment		-		14,000,000		32,000,000	18,000,000	100.0%
Other expenditures		10,568		44,000		232,500	188,500	428.4%
Transfers to other Funds		84,106,168		99,927,270		111,133,074	11,205,804	11.2%
Total expenditures and uses		125,298,084		186,810,548		622,923,074	436,112,526	233.5%
Ending fund balance		301,822,562		640,310,434		325,155,360	(315,155,074)	-49.2%
Total Applications	54.00	\$427,120,646	82.55	\$827,120,982	103.50	\$948,078,434	\$120,957,452	43.6%

Source: CCSD Budget and Accounting Departments

## Capital Project Funds - Expenditures Summary

For Fiscal Years 2012-13 Through 2016-17

	2012-13	2013-14	2014-15	2015-16	2016-17
Description	Actual	Actual	Actual	Estimated Actual	Final Budget
<b>Regular Programs</b>					
<b>Instruction</b>					
Salaries	\$175,710	\$16,334	-	\$2,000	\$150,000
Benefits	44,454	5,790	-	-	50,000
Purchased Services	687,201	16,962	5,612	2,000	350,000
Supplies	5,029,679	1,069,084	1,406,223	750,000	8,075,000
Property	-	429,223	-	-	-
Other	-	-	-	-	80,000
<b>Other Direct Support</b>					
Supplies	256,955	14,498	86,250	-	625,000
<b>Undistributed Expenditures</b>					
<b>Instructional Staff Support</b>					
Salaries	79,324	459,009	273,833	-	-
Benefits	27,087	150,289	33,869	-	-
Purchased Services	592,280	889,909	474,606	-	-
Supplies			135,468	-	-
<b>Central Services</b>					
Purchased Services	487,246	987,783	594,429	1,905,803	790,000
Supplies			-	1,800,000	2,000,000
<b>Oper./Maint. Plant Services</b>					
Salaries	2,325,744	1,181,344	679,542	200,000	-
Benefits	541,912	234,056	192,858	65,000	-
Purchased Services	238,528	119,206	629,946	105,000	525,000
Supplies	550,793	850,538	480,868	500,000	-
Property	-	29,468	-	-	-
Other	700	-	700	1,500	-
<b>Student Transportation</b>					
Property	-	-	-	-	-
<b>Land Acquisition</b>					
Salaries	50,502	-	-	-	-
Benefits	19,029	-	-	-	-
Purchased Services	107,448	33,991	43,638	1,110,000	3,250,000
Supplies	-	-	-	-	-
Property	2,640	21,452	-	14,000,000	32,000,000
Other	11,013	4,226	1,701	3,000	10,000
<b>Site Improvements</b>					
Salaries	96,125	12,569	26,155	60,000	-
Benefits	21,491	4,239	9,046	20,000	-
Purchased Services	12,715,308	4,034,976	3,069,142	10,300,000	34,200,000
Supplies	28,132	3,031	6,639	22,500	60,000
Property	-	-	-	-	-
Other	50	-	1,000	22,500	67,500
<b>Architecture/Engineering</b>					
Salaries	-	546	7,296	-	-
Benefits	-	140	2,545	-	-
Purchased Services	93,420	41,709	36,058	475	-
<b>Building Acq. and Const.</b>					
Salaries	845,019	377,563	865,630	540,000	80,000
Benefits	171,243	115,029	303,249	190,000	20,000
Purchased Services	22,573,572	6,785,317	2,200,938	20,684,000	315,205,000
Supplies	2,667,551	1,458,665	6,805,348	6,950,000	400,000
Property	-	-	-	-	-
Other	13,933	1,123	449	6,000	50,000

## Capital Project Funds - Expenditures Summary - Continued

For Fiscal Years 2012-13 Through 2016-17

	2012-13	2013-14	2014-15	2015-16	2016-17
Description	Actual	Actual	Actual	Estimated Actual	Final Budget
<b>Building Improvements</b>					
Salaries	3,102,910	1,000,255	292,406	270,000	150,000
Benefits	753,427	294,209	91,190	90,000	50,000
Purchased Services	43,320,333	15,805,507	18,882,897	20,000,000	98,312,500
Supplies	2,511,120	343,045	1,244,021	351,000	2,850,000
Property	-	-	-	-	-
Other	13,311	2,131	1,588	2,500	-
<b>Other Facilities Acq. and Const.</b>					
Salaries	2,578,480	1,986,461	1,424,312	4,840,000	7,805,000
Benefits	1,086,456	715,355	525,797	1,715,000	2,775,000
Purchased Services	32,700	23,431	55,934	270,000	1,575,000
Supplies	391,680	327,854	295,603	96,500	260,000
Property	11,998	-	-	-	-
Other	4,133	13,337	5,130	8,500	25,000
Interfund Transfers	112,681,421	92,362,790	84,106,168	99,927,270	111,133,074
<b>Total Expenditures and Uses</b>	<b>\$216,942,058</b>	<b>\$132,222,444</b>	<b>\$125,298,084</b>	<b>\$186,810,548</b>	<b>\$622,923,074</b>

Source: CCSD Facilities and Bond Financial Management



## Capital Projects Funds - Projected Budgets

For Fiscal Years 2016-17 Through 2019-20

### Fund Expenditure Appropriations by Major Object

Description	2016-17 Budget	2017-18 Projected	2018-19 Projected	2019-20 Projected	Projected Growth Rate
<b>Revenues:</b>					
Real estate transfer taxes	\$24,000,000	\$20,075,000	\$20,325,000	\$20,825,000	2.5%
Hotel room taxes	85,000,000	79,500,000	79,750,000	80,000,000	0.3%
Governmental services taxes	28,000,000	26,600,000	26,850,000	23,000,000	(14.3)%
Interest on investments	5,085,000	4,990,000	4,740,000	4,490,000	(5.3)%
Other local revenues	27,000	50,000	50,000	50,000	0%
Federal Revenues	5,656,000	5,656,000	5,625,000	5,625,000	0%
Total Revenues	147,768,000	136,871,000	137,340,000	133,990,000	(2.4)%
<b>Expenditures:</b>					
Salaries	8,185,000	21,860,000	21,145,000	19,430,000	(8.1)%
Employee benefits	2,895,000	7,000,000	7,000,000	6,500,000	(7.1)%
Purchased services	454,207,500	502,900,000	486,300,000	447,700,000	(7.9)%
Supplies	14,270,000	17,000,000	16,500,000	15,200,000	(7.9)%
Property and equipment	32,000,000	66,000,000	63,420,000	58,400,000	(7.9)%
Other expenditures	232,500	700,000	700,000	600,000	(14.3)%
Total Expenditures	511,790,000	615,460,000	595,065,000	547,830,000	(7.9)%
Excess (Deficiency) of Revenues over Expenditures	(364,022,000)	(478,589,000)	(457,725,000)	(413,840,000)	(9.6)%
<b>Other Sources and (Uses):</b>					
Loan Proceeds	160,000,000	661,800,000	624,900,000	298,500,000	(52.2)%
Transfers from Other Funds		-	-	-	
Transfers to Other Funds	(111,133,074)	(111,800,000)	(111,800,000)	(111,800,000)	0.0%
Total Other Sources and (Uses)	48,866,926	550,000,000	513,100,000	186,700,000	(63.6)%
Opening Fund Balance - July 1	640,310,434	325,155,360	396,566,360	451,941,360	14.0%
Ending Fund Balance - June 30	\$325,155,360	\$396,566,360	\$451,941,360	\$224,801,360	(50.3)%

## Proprietary Funds

The Proprietary Funds are comprised of the Food Services Fund (Enterprise Fund) and the Graphic Arts Center and Risk Management Funds (Internal Service Funds).

### Enterprise Fund

An enterprise fund may be used to report any activity for which a fee is charged to external users for goods or services.

### Food Services Fund

The Food Services Department constantly strives to have one of the most progressive school food programs in the nation. Responding to changing federal regulations and customer preferences is a combination that has worked well over the years. Providing exceptional customer service is of the utmost importance.

Students, administrators, and members of the community are involved in the constant evolution of the program. Department employees take particular pride in their work and maintain a creative approach to the business of providing meals to students.

Strong emphasis is placed on operating in a fiscally responsible manner by each kitchen manager. Food quality and customer service have high priority. The Department recognizes that the most important function is to meet nutritional needs of students.

### Meals Served

#### National School Lunch/Breakfast Programs Only

Year	Breakfast	Lunch	Total Meals Served
2010-11	7,651,544	27,244,928	34,896,472
2011-12	10,878,516	27,615,003	38,493,519
2012-13	11,780,339	27,385,650	39,255,989
2013-14	11,791,315	27,591,394	39,382,709
2014-15	11,783,453	27,926,595	39,710,048
2015-16 <sup>1</sup>	15,213,851	28,309,453	43,523,304

<sup>1</sup> Estimated

### Mission Statement

We serve nutritious meals with outstanding customer service while maintaining cost effectiveness.

**Motto:** Food Service - Fuel for student achievement

The Fund is an enterprise fund used to account for food service operations that are financed and operated in a manner similar to private business enterprise, where net income is necessary for sound financial administration. The Department is expected to be self supporting and does not receive funds from the General Fund. The primary



sources of revenue are cash sales and USDA subsidies. The Department serves approximately 249,000 breakfasts, lunches, and snacks each day to students of the District.

The Department continues successful business operations through 1) proper staffing, 2) best business practices, and 3) responsible financial decisions. However, we never forget that our main mission is to feed students nutritious meals while maintaining cost effectiveness.

**Food Service Department, Cost Center 3060001953**, is an enterprise fund used to account for food service operations that are financed and operated in a manner similar to private business enterprise, where net income is necessary for sound financial administration. The Department is expected to be self-supporting and does not receive funds from the General Fund. The primary sources of revenue are cash sales and United States Department of Agriculture (USDA) subsidies. The Department serves approximately 249,000 breakfasts, lunches, and snacks each day to students of the District.

### FY 2015-16 Accomplishments

- Continued to improve food quality through student surveys and improved recipes from our central kitchen to deliver four new menu items monthly.
- Redesigned Food Service's menus to increase the visual appeal of the menu, created a variety of new food options, and redesigned the milk cartons to support the Say No To Bullying Campaign and the Pledge of Achievement Campaign.

### Strategic Imperative: Engagement

**Focus Area:** Family/Community Engagement and Customer Service

- Elected 20 new Community Eligibility Provision (CEP) schools, increasing from 10 to 30 sites.
- Increased Provision 2 (PII) schools from 24 to 33.

- Maintained “A” rating at all kitchens on the Southern Nevada Health Inspections with 89 percent receiving “0” demerits.

**Strategic Imperative:** School Support

**Focus Area:** Family/Community Engagement and Customer Service

- Re-awarded the 6¢ Menu Certification from the USDA.
- Served an average of 89,234 breakfasts per day on the School Breakfast Program (SBP) and served an average of 159,950 lunches per day on the National School Lunch Program (NSLP).

**Strategic Imperative:** Clarity and Focus

**Focus Area:** Value/Return on Investment

- Successfully coordinated 76 schools serving Breakfast After the Bell.

**Strategic Imperative:** Engagement

**Focus Area:** Achievement Gaps

#### **FY 2016-17 Objectives**

Implement 101 new sites for Nevada Senate Bill 503, Breakfast After the Bell, totaling 175 schools.

**Strategic Imperative:** Engagement

**Focus Area:** Achievement Gaps

- Improve community partnerships.
- Increase the breakfast participation rate from 26 to 31 percent.
- Increase the lunch participation rate from 49 to 54 percent.

**Strategic Imperative:** Engagement

**Focus Area:** Family/Community Engagement and Customer Service

- Improve customer and school relations.
- Increase Community Eligibility Provision (CEP) schools from 30 to 102.

**Strategic Imperative:** School Support

**Focus Area:** Family/Community Engagement and Customer Service

- Measure customer satisfaction by providing opportunities for all customers to provide feedback through surveys.

**Strategic Imperative:** Engagement

**Focus Area:** Family/Community Engagement and Customer Service



**Food Services Fund - Summary of Income, Expenses, And Changes In Net Position**  
**'For Fiscal Years 2014-15 Through 2016-17**

Food Service Description	2014-15 Actuals		2015-16 Estimated Actuals		2016-17 Final Budget		2015-16 vs. 2016-17	
	Staff	Amount	Staff	Budget	Staff	Budget	\$ Change	% Change
<b>Operating Income:</b>								
Sales		\$15,305,161		\$13,684,000		\$14,225,000	541,000	4.0%
<b>Operating Expenses:</b>								
Salaries	438.13	27,906,573	490.90	27,982,764	517.70	28,015,795	33,031	0.1%
Employee benefits		9,537,457		10,600,000		10,605,258	5,258	- %
Purchased services		5,389,381		5,800,000		5,312,000	(488,000)	(8.4%)
Supplies		62,980,831		67,101,000		78,049,000	10,948,000	16.3%
Depreciation		1,493,525		1,534,167		1,700,000	165,833	10.8%
Other expenses		2,761,047		3,087,000		3,005,000	(82,000)	(2.7%)
<b>Total Operating Expenses</b>		110,068,814		116,104,931		126,687,053	10,582,122	9.1%
<b>Operating Loss</b>		(94,763,653)		(102,420,931)		(112,462,053)	(10,041,122)	9.8%
<b>Nonoperating Income:</b>								
Federal subsidies		94,259,124		103,685,036		107,000,000	3,314,964	3.2%
Commodities received		8,067,003		8,400,000		8,400,000	-	- %
State subsidies		479,135		479,135		450,000	(29,135)	(6.1%)
Investment income		223,300		135,000		135,000	-	- %
Other income		-		-		-	-	- %
<b>Total Nonoperating Income</b>		103,028,562		112,699,171		115,985,000	1,470,041	1.4 %
Net Gain (Loss)		8,264,909		10,278,240		3,522,947	3,285,829	2.9%
Prior Period Restatement (GASB 68)		(40,832,103)					(6,755,293)	(65.7%)
Beginning Net Position		\$24,148,938		\$32,413,847		\$42,692,087	10,278,240	31.7%
<b>Ending Net Position</b>	438.13	\$32,413,847	490.90	\$42,692,087	517.70	\$46,215,034	3,522,947	8.3%
Source: CCSD Budget and Accounting Departments							3,522,947	8.3%



## Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis. Budgeting for Internal Service Funds is designed to accumulate the total cost of operations for providing a particular service. Graphics Production services and Risk Management operations currently provide the activities for this fund.

### Graphic Arts Center Fund

#### Mission

The mission of the Graphic Arts Center is to provide superior services and support for the students and employees of the District with a continuing commitment to improvement and education; to serve as responsible custodians of taxpayer funds ensuring maximum value for each dollar spent; and uphold the highest ethical and legal standards ensuring that all suppliers and customers are treated equally and fairly.

**Strategic Imperative:** Clarity and Focus

**Focus Area:** Value/Return on Investment

#### Services

The Center is comprised of several sections including Design, Printing, Copying, and Forms. The Printing and Copying sections utilize large graphic machinery, including high-speed copiers and multi-color presses, to serve the District's requirements.

#### Fiscal Year 2015-16 Accomplishments:

- Reduced staff
- Increased staff capability across section boundaries
- Increased output and revenue
- Increased printed material output
- Utilized temporary labor to accommodate business surges

#### Fiscal Year 2016-17 Objectives:

- Identify more cost effective means of production
- Investigate expanded product lines for customers
- Continue staff development in all areas
- Increase print on demand selection
- Monitor staffing levels and adjust as necessary

Performance Measures	2013-14	2014-15	2015-16
Copy center income	\$ 657,159	\$ 891,866	\$ 922,872
Printing income	596,526	552,746	644,227
Graphic service income	23,640	30,950	29,523
Color copy income	191,132	306,961	354,319
Subcontracting income	110,170	144,901	138,220
Art and darkroom Income	100,741	68,644	113,424
<b>Total income</b>	<b>\$1,679,368</b>	<b>\$1,996,068</b>	<b>\$2,202,585</b>
<b>Salary expenses</b>	<b>\$949,217</b>	<b>\$998,357</b>	<b>\$980,700</b>

## Risk Management Fund

### Mission Statement

The Department is responsible for identifying the risk exposures of the District and recommending the most efficient and cost effective methods for handling those exposures. Methods include transferring risk through the purchase of insurance; assisting other departments with loss control; managing environmental concerns; and oversight of the self-insured claims for property damages, public liability, motor vehicle liability, school board legal liability, workers' compensation, boiler and machinery, and crime. The Department also provides reliable service district-wide for environmental compliance and resolution of environmental issues and complaints.

The Department continued to provide the following services in accordance with its mission using the most efficient and cost effective methods:

- Providing loss control services for other departments, including risk assessments and safety training
- Administering the self-insured claims for property damages, public liability, motor vehicle liability, school board legal liability, workers' compensation, boiler and machinery, and crime
- Transferring risk through the purchase of insurance
- Collaborating with local, state, and federal agencies to ensure compliance with all applicable safety and health requirements
- Development and implementation of environmental programs to make certain district-wide activities comply with established laws, policies, and regulations

#### Fiscal Year 2015-16 Accomplishments:

- Facilitated transition from one third-party administrator (TPA) to another TPA focusing on minimizing disruptions of day-to-day claims administration operations
- Commenced discussion with other departments to improve the handling of employee related issues that are intertwined with workers compensation
- Collaborated with TPA to develop processes to document accomplishments in meeting claims handling expectations and to set measures for improvements
- Further developed our environmental services program to support the needs of the District
- Implemented a playground maintenance program utilizing certified members of the safety section

#### Fiscal Year 2016-17 Objectives:

- Update obsolete District regulations on occupationally injured employees in conjunction with other departments
- Implement the claim audit module within the risk management information system as a tool to objectively gauge the Third Party Administrator's adherence to District requirements and industry standards

- Collaborate with other District departments to improve the timeliness of reporting covered property loss claims and reduce the length of time to bring those claims to completion
- Develop a program to receive and review certificates of insurance required of vendors and ensure compliance with contractual requirements
- Further develop programs within the Environmental Health and Safety Services unit program for employees who have been injured on the job

Performance Measures	2013-14	2014-15	2015-16
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#### Number of Claims

Property/Liability count	1,522	1,724	1,733
Workers' Compensation count	1,403	1,381	1,308

#### Total Insurance Premiums

Property, Liability, and Workers' Compensation	\$2,471,987	\$2,471,987	\$2,583,108
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#### Claim Count Ratio

Property/Liability per \$1,000 Premium	0.62	.70	.67
Workers' Compensation per \$100,000	10.54	11.19	12.59

#### Third-Party Recoveries

Property/Liability	\$219,282	\$176,306	\$724,092
Workers' Compensation	\$187,763	\$148,736	\$166,335

#### Managed Care Savings

Workers' Compensation	\$1,723,007	\$1,719,498	\$1,946,898
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## Internal Service Funds - Summary Of Income, Expenses, And Changes In Net Position

For Fiscal Years 2014-15 Through 2016-17

Internal Service Description	2014-15 Actuals		2015-16 Estimated Actuals		2016-17 Final Budget		2015-16 vs. 2016-17	
	Staff	Amount	Staff	Budget	Staff	Budget	\$ Change	% Change
<b>Operating Income:</b>								
Local sources		\$20,385,150		\$21,959,000		\$22,505,000	546,000	2.5%
<b>Operating Expenses:</b>								
Salaries	53.25	3,674,046	40.25	2,574,000	49.25	2,930,734	356,734	13.9%
Employee benefits		1,250,407		1,026,600		1,246,756	220,156	21.4%
Purchased services		5,552,358		5,297,300		7,124,058	1,826,758	34.5%
Supplies		1,039,689		890,300		795,731	(94,569)	(10.6%)
Property		0		0		90,000	90,000	-
Depreciation		168,630		164,000		95,000	(69,000)	(42.1%)
Other expenses		12,203,326		11,847,000		12,067,727	220,727	1.9%
<b>Total Operating Expenses</b>		<b>23,888,456</b>		<b>21,799,200</b>		<b>24,350,006</b>	<b>2,550,806</b>	<b>11.7%</b>
<b>Operating Income (Loss)</b>		<b>(3,503,306)</b>		<b>159,800</b>		<b>(1,845,006)</b>	<b>(2,004,806)</b>	<b>(1,254.6%)</b>
Nonoperating income		192,834		214,000		165,000	(49,000)	(22.9%)
<b>Prior Period Restatement (GASB 68)</b>		<b>(7,321,619)</b>						
<b>Beginning Net Position</b>		<b>\$9,145,235</b>		<b>\$5,834,763</b>		<b>\$6,208,563</b>	<b>373,800</b>	<b>6.4%</b>
<b>Ending Net Position</b>	53.25	<b>\$5,834,763</b>	40.25	<b>\$6,208,563</b>	49.25	<b>\$4,528,557</b>	<b>(1,680,006)</b>	<b>(27.1%)</b>
Source: CCSD Budget and Accounting Departments								