



Executive Summary

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Government Finance Officers Association

**RECOGNITION FOR
IMPLEMENTING BEST PRACTICES
IN SCHOOL BUDGETING**

**Clark County School District
Nevada**

For Fiscal Year Beginning
July 1, 2017

Christopher P. Morill
EXECUTIVE DIRECTOR/CEO

Recognition for Implementing the Best Practices in School Budgeting is presented by the Government Finance Officers Association to school districts demonstrating progress towards implementing GFOA's budget process guidelines. While the district's application for the award met some required elements, not all elements have been implemented. Implementing the Best Practices in School Budgeting process improvements are a significant, multi-year undertaking that require broad collaboration and support, which the district continues its work towards implementing these additional criteria.

Budget processes are evaluated based on a number of criteria that focus on alignment of resources towards student achievement focusing on collaboration, communication, and rigorous development, evaluation, and prioritization of strategies to achieve a district's goals and objectives. In addition, the criteria includes recommendations for conveying the results of this budget process through the budget presentation and also utilizing continuous improvement approaches to monitor outcomes.

As of fiscal year 2018, the Government Finance Officers Association (GFOA) of the United States and Canada revised its criteria for budget presentation and now issues the GFOA Award for Best Practices in School Budgeting.

In past years, school districts were eligible for the GFOA Distinguished Budget Presentation Award which CCSD received for 25 straight years.

The new award program is designed to assess whether the Applicant's budget process adheres to the Best Practices developed by GFOA for School Budgeting emphasizing the alignment of the resource allocation process and improvement of student outcomes. As a result of these changes, the GFOA acknowledged that CCSD has made significant progress towards meeting their new criteria and recognized CCSD for implementing best practices in school budgeting.

This recognition is valid for a period of one year only. We believe our current budget continues to conform to program requirements; however, no submission will be made for award consideration for fiscal year 2019.



This Meritorious Budget Award is presented to

CLARK COUNTY SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2017-2018.

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



A handwritten signature in black ink, reading 'Anthony N. Dragona', positioned above a horizontal line.

Anthony N. Dragona, Ed.D., RSBA
President

A handwritten signature in black ink, reading 'John D. Musso', positioned above a horizontal line.

John D. Musso, CAE, RSBA
Executive Director

Board of School Trustees



5100 West Sahara Avenue
Las Vegas, NV 89146
<http://ccsd.net/trustees/>



President

Deanna L. Wright

District A

<http://ccsd.net/trustees/details/A>



Vice President

Carolyn Edwards

District F

<http://ccsd.net/trustees/details/F>



Clerk

Lola Brooks

District E

<http://ccsd.net/trustees/details/E>

Member

Linda P. Cavazos

District G

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Member

Kevin L. Child

District D

<http://ccsd.net/trustees/details/D>



Member

Chris Garvey

District B

<http://ccsd.net/trustees/details/B>



Member

Dr. Linda E. Young

District C

<http://ccsd.net/trustees/details/C>



The Clark County Board of School Trustees is a dedicated group of community leaders who are elected to overlapping four-year terms and represent a specific geographic region of Clark County. Although each trustee represents a different region, they are dedicated to ensuring the success of every student in the district through clear, concise direction to the superintendent. The trustees bring a wealth of experience and concern for children to their position.

Vision Statement

All students progress in school and graduate prepared to succeed and contribute in a diverse global society.



**Pat
Skorkowsky**
Retired Superintendent
June 30, 2018

This publication is designed to provide helpful information to parents, students, employees, and governmental agencies, and to better inform all readers about the District's budget and our many strengths. You also will discover a host of facts about our financial history, capital improvement projects, day-to-day operations, and a great deal of other information. With the current economic challenges facing the District and our need to reduce costs while improving performance, this publication is more important than ever. We are committed to providing the best education possible for every child.

"Together, we can ensure the success of every student in every classroom, without exceptions, without excuses."



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5100 West Sahara Avenue
Las Vegas, NV 89146

Communications Office
(702) 799-5304
newsroom.ccsd.net



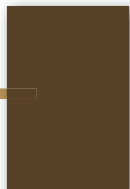
**Jesus F.
Jara**
New Superintendent
June 19, 2018

One Team, One Goal:
Making CCSD #1FORKIDS

Executive Cabinet



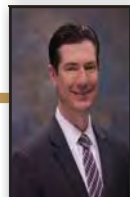
Diane Gullett
Deputy Superintendent



Jennifer Cupid-McCoy
Chief of Staff
(Picture not available)



Brenda Larsen-Mitchell
Chief Instructional Services Officer



Mike Barton
Chief College Career and Equity Officer



Eleissa Lavelle
General Counsel
(Picture not available)



Jason Goudie
Chief Financial Officer



Rick Neal
Chief Operating Officer



Andre Long
Chief Human Resources Officer



Kirsten Searer
Chief of Communications and Community Engagement

Administrative Responsibilities Descriptions - Executive Cabinet

<i>Superintendent</i>	Serves as the Chief Executive Officer (CEO) of the District. He is responsible for the effective operation of the District; general administration of all instructional, business or other operations of the District; and for advising and making recommendations to the Board of Education with respect to such activities.
<i>Deputy Superintendent</i>	Administers all activities related to the education of all students. The position supervises and guides the work of the School Associate Superintendents, the Chief Instructional Services Officer, and the Chief College and Career Equity Officer.
<i>Chief of Staff</i>	Supervises Human Resources, Employee Management Relations, Diversity and Affirmative Action and Title IX, and Internal Audit.
<i>Chief of Instructional Services Officer</i>	Leads, manages, and supervises the functions in the Assessment, Accountability, Research, and School Improvement (AARSI) Division; the Educational Opportunities Division (EOD); the English Language Learner (ELL) Division; the Curriculum and Professional Development Division (CPD), and the Student Services Division (SSD).
<i>Chief College Career and Equity Officer</i>	Leads the effort to address and close educational equity gaps for children. Addresses the disproportionalities that exist in Advanced Placement, Dual Enrollment and discipline data. Manages Title I to ensure that personnel and funding address the needs of the underrepresented students. Oversees the Guidance department to ensure equity and access for all students with scheduling.
<i>Chief General Counsel</i>	Serves as the chief legal officer on all matters related to the District's operations and supervises all aspects of litigation in which the District is either a plaintiff or defendant.
<i>Chief Financial Officer</i>	Administers all activities related to the District's financial operations including all treasury, bond financing, budgeting, accounting, payroll, grants special services, and financial reporting activities.
<i>Chief Operating Officer</i>	Represents the Operations Services Unit in leading, managing, and supervising the functions in the departments of Facilities; Food Service; Purchasing, Warehousing, Mail Services, and Graphic Arts; Risk and Environmental Services; Technology and Information Systems Services, Transportation, and Vegas PBS.
<i>Chief Human Resources Officer</i>	Administers all personnel activities including recruitment, development, implementing personnel policies, and maintaining personnel records.
<i>Chief of Communications and Community Engagement</i>	Leads the academic, social, and personal growth of students through public policy development, resource acquisition, productive relationships, as well as open communications with our students and their families, our diverse communities, the media, and our education partners.



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Business and Finance Unit, Budget Department

4190 McLeod Drive • LAS VEGAS, NV 89121 • (702) 799-2666 • FAX (702) 855-3114



CLARK COUNTY SCHOOL DISTRICT

BOARD OF SCHOOL TRUSTEES

Deanna L. Wright, President
Members of the Clark County School District Board of Trustees
Residents of Clark County, Nevada:

Deanna L. Wright, President
Carolyn Edwards, Vice President
Lola Brooks, Clerk
Linda P. Cavazos, Member
Kevin L. Child, Member
Chris Garvey, Member
Dr. Linda E. Young, Member

Jesus F. Jara Ed.D., Superintendent

The **Comprehensive Annual Budget Report (CABR)** of the Clark County School District (CCSD), Clark County, Nevada for the fiscal year ended June 30, 2019, is submitted herewith representing the financial plan for the District for school year 2018-2019.

The 2018-2019 CABR represents the personnel staffing and educational programs in support of the Board of School Trustees' vision statement: ***All students progress in school and graduate prepared to succeed and contribute in a diverse global society.*** To achieve this vision, the Board sets forth four strategic imperatives. These imperatives are: Academic Excellence, Engagement, School Support, Clarity and Focus. The District works to implement the Board's vision to increase student achievement through the Superintendent's Strategic Plan known as the Pledge of Achievement. Through this pledge, the Superintendent outlines seven focus areas underlying the Board's strategic imperatives which include: Proficiency, Academic Growth, Achievement Gaps, College and Career Readiness, Value/Return on Investment, Disproportionality, and Family/Community Engagement and Customer Service. These strategic imperatives and focus areas drive the budget framework and financial management in order to support the Board vision for our stakeholders and community.

This document reflects the 2018-2019 Final Budget adopted by the Board of School Trustees on May 21, 2018. It is developed by individual administrative units and includes historical financial information for purposes of comparison and analysis. The Final Budget for 2018-2019 reflects basic state support of \$5,779 per student, an increase of \$79 from the 2017-2018 per pupil support of \$5,700. The District's enrollment is projected to increase more than 2,293 students, an increase of 0.72 percent, during 2018-2019. The budget reflects additional funding for four new elementary schools and additional program expansions with a focus to increase student achievement, promote diversity, and create an awareness of career opportunities relative to the fields of study in which students may be interested. There were numerous challenges to the process of preparing a balanced budget; however, the ability of the District to successfully manage budget pressures while striving to improve student achievement with a major focus on classroom instruction continues to be essential to the District's ability to provide comprehensive educational services to ensure we are One Team, One Goal: Making CCSD #1forkids.

Prior year **CABRs** have earned the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) and the Meritorious Budget Award from the Association of School Business Officials (ASBO) International. This report continues to conform to the award requirements and will be submitted for consideration.

The District previously implemented an online and interactive budget information portal at www.ccsd.net/openbook. Should questions arise, please contact the Budget Department at (702) 799-2666 for additional information. To the many students, parents, citizens, and employees whose input and suggestions continue to help improve the operations of the Clark County School District, our deepest appreciation is offered.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jesus F. Jara", is written over a horizontal line.

Jesus F. Jara, Ed.D.
Superintendent of Schools

A handwritten signature in blue ink, appearing to read "Jason A. Goudie", is written over a horizontal line.

Jason A. Goudie
Chief Financial Officer

Main Office: 5100 WEST SAHARA AVENUE • LAS VEGAS, NEVADA 89146 • TELEPHONE (702) 799-CCSD (2273)

Executive Summary

Budget Presentation

The **Comprehensive Annual Budget Report** is intended to provide a comprehensive disclosure of all budgetary matters impacting the District's financial plan. It is prepared in accordance with the professional best practices provided by the Government Finance Officers Association (GFOA) and Association of School Business Officials International (ASBO) budget preparation award programs for the benefit of the citizens and other users of its financial information.

The District's budgeted financial information is prepared and maintained using the modified accrual basis of accounting for all governmental funds and the accrual basis of accounting for all proprietary funds. These bases conform with generally accepted accounting principles (GAAP). Unencumbered appropriations are not carried forward into subsequent fiscal periods.

The **Comprehensive Annual Budget Report** conforms to recommended practices put forth by the ASBO's Meritorious Budget Award (MBA) program and is recognized for implementing best practices in school budgeting by GFOA's Best Practices in School Budgeting Award program. This report is organized into an executive summary and organizational, financial, and informational sections. Please reference the table of contents for indexed location of financial information.

Financial Reporting Entity

The **Comprehensive Annual Budget Report** includes all of the activities that comprise the financial reporting entity of the Clark County School District ("District"). The District is governed by an elected, seven member Board of School Trustees ("Board"). The Board is legally separate and fiscally independent from other governing bodies; therefore, the District is a primary government and is not reported as a component unit by any other governmental unit. The District's boundaries are contiguous with Clark County, Nevada and encompass 8,012 square miles of the southern tip of the State.

Comprehensive educational services are provided to all resident students in grades kindergarten through twelfth. The District operates 358 schools and will open 2 more to serve an estimated 322,901 students during 2018-19.

Major Goals and Objectives

The District maintains its commitment to the vision set forth by the Board even through economic recessions and funding difficulties. That vision directs the superintendent to ensure: "All students progress in school and graduate prepared to succeed and contribute in a diverse global society." To achieve this vision, the Board sets forth four strategic

imperatives. These imperatives are:

1. Academic Excellence - literacy across all subject areas Pre-K through 12th grades
2. Engagement - family, student, community and employee engagement in learning
3. School Support - focused support, preparation, training and resources for staff in the schools
4. Clarity and Focus - fiscal and data transparency, accountability and strategic oversight

The Board directs the Superintendent to develop Strategic Imperatives, Pledge of Achievement, and other support strategies; identify work streams; define measurement indicators; and devise tracking and reporting protocols.

After gathering input from the Trustees, families, and the community, the Superintendent, as directed, outlined seven focus areas underlying the Board's strategic imperatives which include Proficiency; Academic Growth; Achievement Gaps; College and Career Readiness; Value/Return on Investment; Disproportionality; and Family/Community Engagement and Customer Service.

Budget Priorities

To purposely allocate and strategically expend those allocated resources to carry out the [Pledge of Achievement](#) for every student in every classroom, without exceptions, without excuses.



These strategic imperatives and focus areas drive the budget framework and financial management in order to support the board's vision for our stakeholders and community which is detailed in the Organizational section on page Org-19 and Org-20.



Superintendent's Leadership Kickoff

On August 3, 2018 the new Superintendent, Dr. Jesus F. Jara hosted his Leadership Kickoff, aka, the Back-to-School Kickoff.

Superintendent Jara presented his goal for the District:



One Team, One Goal: Making CCSD #1FORKIDS

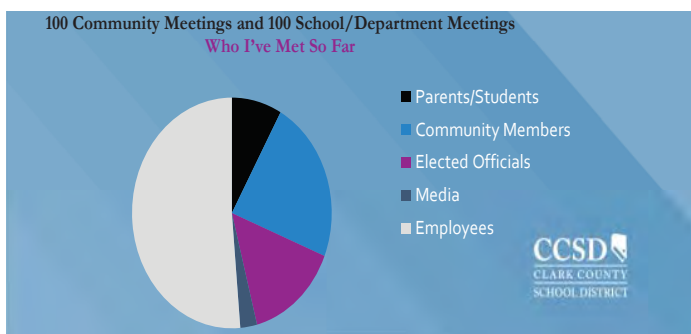
Superintendent's 90-Day Entry Plan

As the new Superintendent, Dr. Jara created and established a formal entry plan to ensure the best quality of instruction in all classrooms. Phases of the entry plan are as follows:

Phase I	Listening & Learning	May 3 - June 29
Phase II	Listening, Learning & Leading	July 1 - Sept. 18
Phase III	Development of Action Plan	Oct. 1 - Dec. 3

He is currently on Phase II of this plan.

Listening/Learning/Leading



At the end of the 90 days, Dr. Jara will present his findings to the Board and convey his ideas about our status on the Pledge of Achievement. Depending on the outcome of the listening sessions, he will recommend one of the following: refresh our Pledge of Achievement, realign the Pledge of Achievement, or re-start with a new strategic plan.

The Action Plan will highlight Governance Policies and provide our vision, mission, and core beliefs as well as a Theory of Action. The Action Plan will become the Executive Staff's guiding document for our focused efforts at continuous improvement.

The work of entry occurs simultaneously with the responsibility of operating the District. The duties of day-to-day operations and problem solving are in full force while entry takes place.

Dr. Jara's initial focus goals are as follows:

A. Focus on Governance Structure and Partnership

1. Join with the Trustees as a cohesive governance team with a singular agenda focused on improving the achievement of all students through adoption and implementation of the Balanced Governance policies
2. Ensure appropriate communication protocols between Trustees and Superintendent

B. Focus on Student Achievement

1. Raise expectations for all students
2. Conduct deep review of curriculum alignment to standards, professional development and assessment
3. Conduct deep review of curriculum and programs, especially for student populations not meeting success (subgroups)
4. Identify chronically underperforming schools and initiate root-cause analysis
5. Conduct a deep review of implementation of English Language Learners (ELL) Master Plan
6. Conduct a deep review of Gifted and Talented Education (GATE)
7. Determine what methods are currently used to monitor student achievement

C. Focus on Human Capital

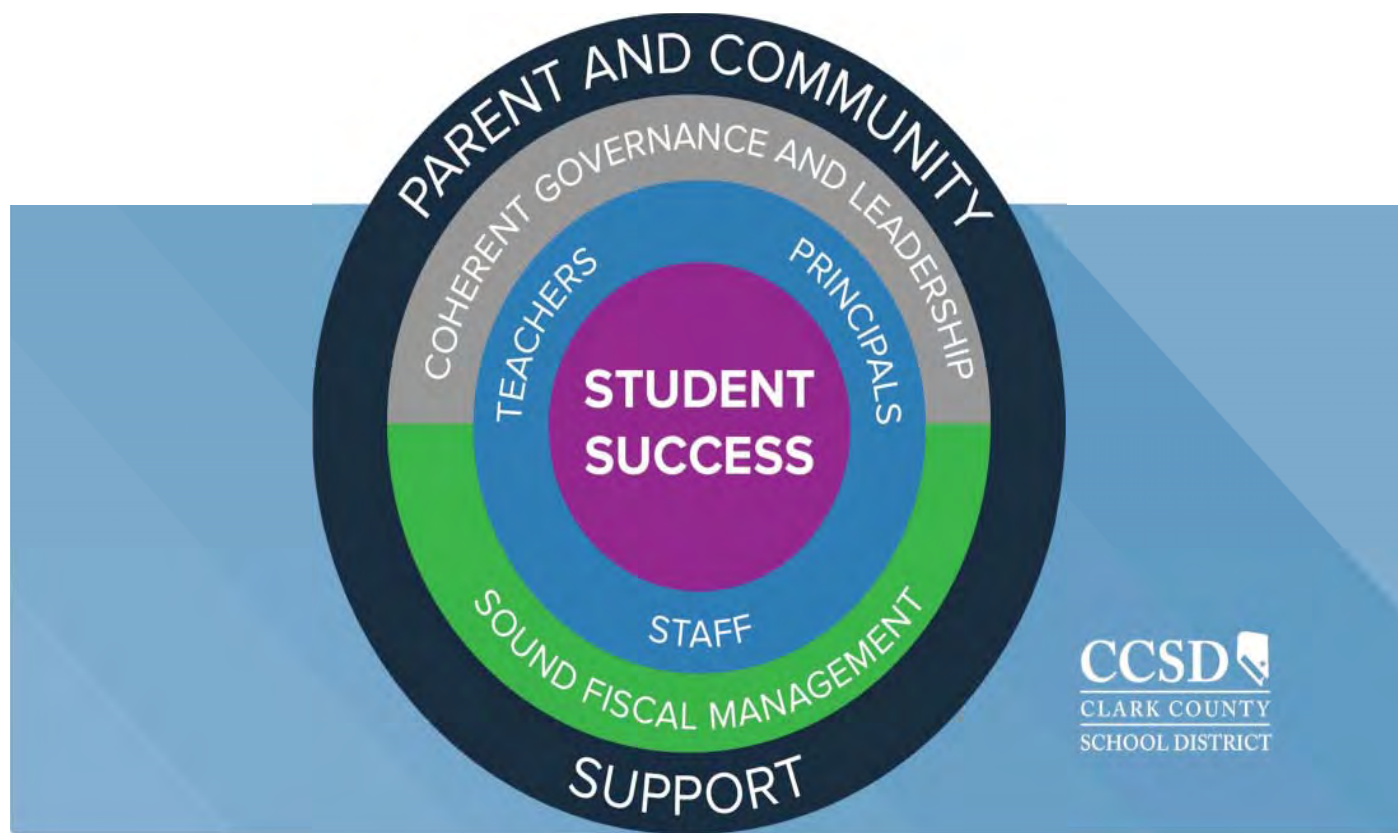
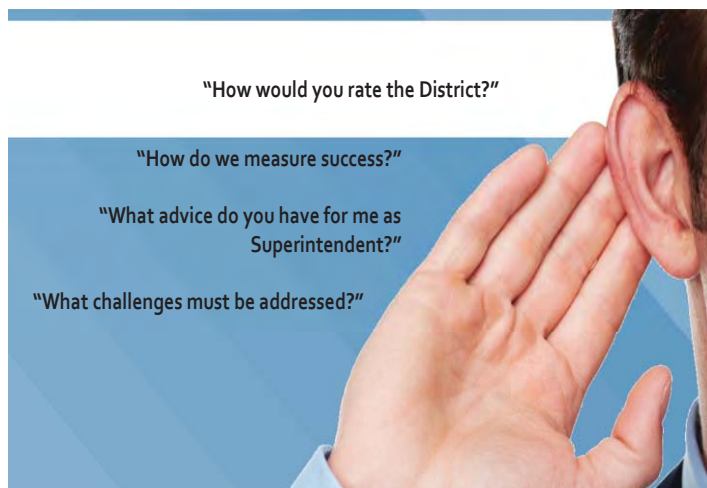
1. Review employee evaluation system
2. Strengthen collaborative relations with labor unions
3. Fully staff every classroom by first day of school
4. Invest in ongoing teacher professional development
5. Create a process for common understanding of quality instruction
6. Review process for Professional Learning Communities and collaborative team meetings in every school
7. Review and/or develop succession planning and leadership pipeline

D. Focus on Efficient Operations and Finance

1. Align budget and operation decisions to District priorities
2. One-on-one reviews with all department heads
3. Assess cross-functional capacity and begin to establish key metrics and customer service goals
4. Review operational systems (Transportation/Food Service)
5. Review operational systems (Facilities/Technology/Human Resources)

6. In-depth review of all federal programs
- E. Focus on Organizational Capacity and Alignment
1. Communicate expectations to all schools
 2. Conduct a retreat with senior staff to review impact of department strategic plans, improvement plans, or metric documents for each division
 3. Review anticipated administrative vacancies across the District
 4. Discuss leadership team structures, protocols, and practices
 5. Outline communication protocol and decision making with executive staff
- F. Focus on Engagement and Community Support
1. Seek to understand the culture, history, and expectations of the entire community
 2. Proactive outreach to all stakeholders, particularly those underrepresented in public engagement
 3. Enhance relationships with outside groups
 4. Develop a clear focus on openness and transparency in all communication systems and protocols used to communicate both internally and externally

Upon successful completion of the activities of this plan, the Superintendent will provide a summary outlining his findings at a Board meeting. This will allow the Board/Superintendent team to create, revise, and/or adjust the direction of the District and modify the individual and District Goals and the Superintendent's evaluation.



Budget Process

Budgeting in the District is on a July 1 through June 30 fiscal year basis and is a year-round process. The cycle begins in the fall of the prior school year and continues until a final budget is filed with the Nevada Department of Education and the Nevada Department of Taxation in the spring of the following year. After the Average Daily Enrollment (ADE) is calculated for the first quarter of the fiscal year, the District is required to adopt an amended final budget on or before January 1, reflecting any adjustments necessary as a result of the Average Daily Enrollment.

The process of budget formulation begins with the Budget Department. This process of budget formulation is a participation process, led by the Chief Financial Officer, and includes the Superintendent's Executive Cabinet (Superintendency). After reviewing their various budget needs, the Superintendency submits their requests for staffing, supplies, and equipment to the Budget Department. These requests are then summarized by the Budget Department, whose responsibility is to prepare a tentative budget for consideration by the superintendent and presentation to the Board for approval.

An amended budget may be approved by the Board in any year in which the legislature increases (or decreases) the revenues of a local government, if the increase (or decrease) was not included or anticipated in the local government's final budget as adopted. The 2018-19 Final Budget was adopted by the Board on May 21, 2018. This *2018-19 Comprehensive Annual Budget Report* reflects the final budget.

After the Board approves the amended final budget, it became the responsibility of the Budget Department to implement and monitor the budget. A system of budget allotments is established for each departmental unit (reference unit budgets in the General Operating Budget section). Daily review of transaction data is available with user access through network connections which reflect appropriation levels, encumbrances, and year-to-date expenditures. This reporting system also enables the Budget Department to monitor all of the District's budgets on a regular basis and provides the necessary controls.

If it becomes necessary during the course of the year to change any of the departmental budgets, transfers are initiated by department heads and approved by the appropriate administrator. Transfers between programs or function classifications require approval of the Board.



Budget Policies and Organization

Resource management is guided and constrained by Board policies. These policies, as they relate to budget and finance, are established through Board regulations 3110 and 3130. These Board regulations set forth the authority and expectations to manage District resources based on established guidelines.

Additional guidelines are provided through set performance measurements. These performance measurements, as they relate to budget and finance, are communicated through Superintendent Evaluations (SE). Superintendent Evaluations communicate expectations for management by limiting the abilities of management to harm the organization through strategic planning and/or day to day operational decision making.

The accounting and budgeting policies of the District conform to the accounting principles and budgeting best practices for local districts as prescribed by the Nevada Department of Education and generally accepted accounting principles.

Basis of budgeting refers to when revenues and expenditures or expenses are recognized in the accounts and reported on the financial statements. Basis of budgeting relates to the timing of the measurement made, regardless of the measurement focus applied.

Funds included in the preparation of the fiscal year 2018-19 budget are reflected on the following page titled District Funds.

Governmental Accounting - Funds Overview

The District maintains 24 governmental funds that are used to account for all tax funded activities, including Federal and State aid. Through the *current financial resources measurement focus* the following funds classifications are used to group District activities:

General Fund - This major governmental fund is the District's operating fund and is used to account for all financial transactions and expenditures associated with the administration and daily operations of the schools except for Federal and State grant-funded programs, school construction, debt service, food service operations, and interdepartmental services.

Special Revenue Funds - the District maintains one major governmental and seven non-major governmental special revenue funds. These funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Debt Service Funds - The District operates two major debt service funds that are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Capital Projects Funds - the District maintains three major governmental and three non-major governmental capital projects funds to account for all resources used exclusively for acquiring and improving school sites, constructing and equipping new school facilities, and renovations.

Proprietary Funds - These funds account for the District's business-type activities. The economic resources measurement focus is proprietary in nature relying on the determination of operating income, changes in net position, financial position and cash flows. There are two types of proprietary funds: enterprise and internal service funds.

There are three distinctions between enterprise and internal service funds: first, a fundamental difference between the customers serviced; second, the extent to which expenses are recovered through charges and fees; and third, the application of private sector reporting requirements. The District maintains one enterprise fund and two internal service funds that provide for food services, risk management services and graphic arts services.

Financial Plan

The District's financial plan is developed within projected available resources and is presented by budget units within each fund. Total resources for all funds of the District, including beginning balances and other financing sources, are \$4.9 billion. Expenditures total \$4.2 billion, with ending balances for all funds combined totaling \$687 million. The amount of ending balances primarily reflects the expectation

District Funds

General Funds

0100 ⁽¹⁾	General Fund
0140 ⁽¹⁾	Indirect Cost Fund
0160 ⁽¹⁾	Donations and Trusts Fund
0161 ⁽¹⁾	Donations and Trusts Fund - Unrestricted
0170 ⁽¹⁾	District Projects Fund

Special Revenue Funds

0200	Class Size Reduction Fund
0205	SB178 Nevada Education Fun Plan
0220	Vegas PBS Fund
0230	Adult High School Diploma Program Fund
0250 ⁽¹⁾	Special Education Fund
0279	State Grants/Projects Fund
0280	Federal Projects Fund
0285	Medicaid Fund

Debt Service Funds

0400 ⁽¹⁾	Debt Service Fund
0401 ⁽¹⁾	Debt Service Revenue Bonds Fund

Capital Projects Funds

0308 ⁽¹⁾	Bond Fund - 1998 Building Program
0315 ⁽¹⁾	Bond Fund - 2015 Capital Program
0330	Building And Sites Fund
0335 ⁽¹⁾	AB 353 Fund - 1998 Building Program
0340	Governmental Services Tax Fund
0370	Capital Replacement Fund

Enterprise Fund

0600	Food Services Fund
------	--------------------

Internal Service Funds

0700	Insurance And Risk Management Fund
0710	Graphic Arts Production Fund

(1) Major funds in the government-wide financial statements.

that the District will have balances in the General Operating Fund (\$45.5 million), Capital Projects (\$465.2 million), and Debt Service Funds (\$112.4 million). The General Fund together with the Special Education Fund provides for the General Operating Fund and includes the budgets necessary to provide for the basic instruction of students and the day-to-day operational activities of the school system.

The final budget summary reflects a total decrease in ending fund balances of over \$222.6 million, or 24.5%. The Capital Projects Funds has a planned decrease of \$237.5 million, or 33.8% for the spending of bond proceeds as the District operationalizes the 2015 Capital Improvement program.

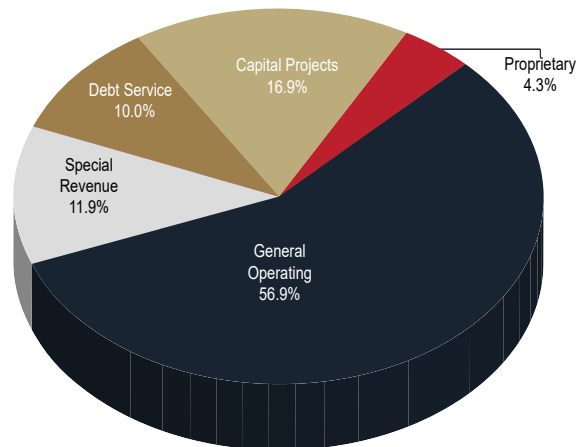


Districtwide Funds Analysis

Revenue Highlights: In addition to the discussion of the General Operating Fund revenues on page ES-14, all funds will experience increases in total revenues with the largest increases in the General Operating and Special Revenue Funds. The 2018-2019 General Operating Fund increase of \$36.4 million is generated from Local School Support Tax and property tax while the \$37.6 million Special Revenue Fund increase is in State Grants.

Expenditure Highlights: Pages ES-16 through ES-18 present an overview of the General Operating Fund expenditures. The 2018-2019 General Operating Fund Expenditures will increase by \$80.4 million from 2017-2018. In the Capital Projects Fund there is a decrease of \$368.4 million related to increased spending related to new school construction and other school capital projects. Additionally, there is a \$15.7 million increase in the Proprietary Funds, related to Food Service supplies.

All Funds - Expenditure Summary
Fiscal Year 2018-19
Final Budget



Source: CCSD Budget Department

All District Funds - Final Budget Summary

Statement of Revenues, Expenditures, and Changes in Fund Balance

Fiscal Year 2018-19

Description	General Operating Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Proprietary Funds¹	Total All Funds
Revenues:						
Local sources	\$1,587,588,000	\$11,219,182	\$370,025,000	\$169,096,600	\$39,765,000	\$2,177,693,782
State sources	769,620,000	285,308,096	-	-	475,000	1,055,403,096
Federal sources	1,600,000	204,054,510	-	5,650,000	136,047,519	347,352,029
Total revenues	2,358,808,000	500,581,788	370,025,000	174,746,600	176,287,519	3,580,448,907
Expenditures:						
Salaries	1,476,242,941	270,496,551	-	14,640,500	34,419,588	1,795,799,580
Employee fringe benefits	639,856,135	117,365,725	-	5,791,500	12,666,420	775,679,780
Purchased services	89,922,281	49,307,128	-	626,613,000	11,615,200	777,457,609
Supplies	144,490,710	54,352,924	-	45,020,000	101,455,750	345,319,384
Property and equipment	57,105,813	1,632,884	-	25,000,000	-	83,738,697
Other expenditures	3,971,431	11,741,585	-	735,000	20,164,100	36,612,116
Depreciation	-	-	-	-	1,825,000	1,825,000
Debt service	-	-	423,543,865	-	-	423,543,865
Total expenditures	2,411,589,311	504,896,797	423,543,865	717,800,000	182,146,058	4,239,976,031
Excess (deficiency) of revenues over expenditures	(52,781,311)	(4,315,009)	(53,518,865)	(543,053,400)	(5,858,539)	(659,527,124)
Other sources (uses):						
Gain on disposal of assets	-	-	-	-	-	-
Sale of bonds	36,975,000	-	-	400,000,000	-	436,975,000
Proceeds of refunding bonds	-	-	-	-	-	-
Payment to escrow agent	-	-	-	-	-	-
Loan proceeds	-	-	-	-	-	-
Transfers from other funds	332,944,295	-	94,415,915	-	-	427,360,210
Transfers to other funds	(332,944,295)	-	-	(94,415,915)	-	(427,360,210)
Total other sources (uses)	36,975,000	-	94,415,915	305,584,085	-	436,975,000
Fund balances, July 1	61,335,311	12,184,032	71,489,675	702,687,331	62,287,765	909,984,115
Fund balances, June 30	\$45,529,000	\$7,869,023	\$112,386,725	\$465,218,016	\$56,429,226	\$687,431,991
Percent increase (decrease)	(25.8%)	(35.4%)	57.2%	(33.8%)	(9.4%)	(24.5%)

(1) Proprietary funds ending fund balances are reflected as cumulative unrestricted net assets.

Source: CCSD Budget Department

All District Funds - Final Budget Analysis For Fiscal Years 2016-17 through 2018-19

Description	Actual 2016-17	Estimated 2017-18	Final Budget 2018-19	FY 2017-18 vs. FY 2018-19 \$ Change	% Change
Revenues:					
Local sources	2,028,042,850	\$2,110,384,685	\$2,177,693,782	\$67,309,097	3.2%
State sources	1,002,357,004	1,024,665,685	1,055,403,096	30,737,411	3.0%
Federal sources	316,094,995	339,842,275	347,352,029	7,509,754	2.2%
Total revenues	3,346,494,849	3,474,892,645	3,580,448,907	105,556,262	3.0%
Expenditures:					
Salaries	1,733,616,684	1,749,157,844	1,795,799,580	(46,641,736)	(2.7%)
Employee fringe benefits	711,811,443	728,804,389	775,679,780	(46,875,391)	(6.4%)
Purchased services	464,784,103	459,725,455	777,457,609	(317,732,154)	(69.1%)
Supplies	296,122,699	291,857,871	345,319,384	(53,461,513)	(18.3%)
Property and equipment	15,538,425	43,875,577	83,738,697	(39,863,120)	(90.9%)
Other expenditures	41,758,548	39,575,581	36,612,116	2,963,465	7.5%
Depreciation	1,663,980	2,205,000	1,825,000	380,000	17.2%
Debt service	423,493,571	431,645,538	423,543,865	8,101,673	1.9%
Total expenditures	3,688,789,453	3,746,847,255	4,239,976,031	(493,128,776)	(13.2%)
Excess (deficiency) of revenues over expenditures	(342,294,604)	(271,954,610)	(659,527,124)	(387,572,514)	(142.5%)
Other financing sources (uses):					
Gain on disposal of assets	-	1,085,778	-	(1,085,778)	(100.0%)
Sale of bonds	239,600,937	453,770,437	436,975,000	(16,795,437)	(3.7%)
Proceeds of refunding bonds	713,305,918	102,838,989	-	(102,838,989)	(100.0%)
Payment to escrow agent	(710,193,736)	(102,558,924)	-	102,558,924	(100.0%)
Loan proceeds	-	-	-	-	-
Prior period restatement (GASB 68)	-	-	-	-	-
Interfund transfers in	443,003,166	420,026,994	427,360,210	7,333,216	1.7%
Interfund transfers (out)	(443,003,166)	(420,026,994)	(427,360,210)	(7,333,216)	(1.7%)
Total other financing sources	242,713,119	455,136,280	436,975,000	(18,161,280)	(4.0%)
Fund balances - July 1	826,383,930	726,802,445	909,984,115	183,181,670	25.2%
Fund balances - June 30	\$726,802,444	\$909,984,115	\$687,431,991	(\$222,552,124)	(24.5%)

Source: CCSD Budget and Accounting Departments

The General Operating Budget - General and Special Education Funds Combined

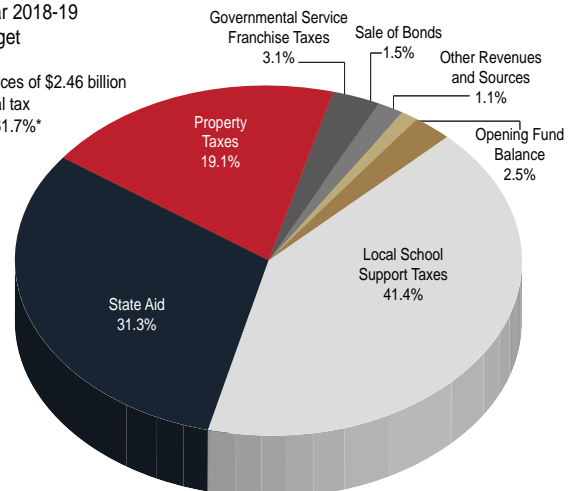
Revenues - During fiscal year 2018-19, it is anticipated that General Operating Fund revenues will increase by 1.6% to \$2.36 billion compared to \$2.32 billion from the prior year. The largest factors contributing to the net change in financial resources is the \$6.0 million and \$29.7 million increases in property tax and local school support tax revenues, respectively.

Projected General Operating Fund resources of \$2.46 billion, including revenues, bond proceeds, and beginning balances, and expenditures of more than \$2.41 billion generally reflect the continuation of current service levels and implementation of budgetary reductions and cost saving measures within projected revenues and provide for a projected ending balance of \$45.6 million with no reserve for contingencies.

Local sources are projected to total \$1.59 billion, or 67.3% of the General Operating Fund revenues, while State funding

General Operating Fund Resources
Fiscal Year 2018-19
Final Budget

Total resources of \$2.46 billion
County local tax
resources 61.7%*



*County taxes include: Local School Support Taxes (Sales Tax), Property Taxes, Governmental Service Taxes, Franchise Taxes and other county taxes.

Source: CCSD Budget Department