



FISCAL YEAR

2020-21

# Budget

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Cleveland, Cuyahoga County, Ohio 44114  
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ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

This Meritorious Budget Award is presented to

# CLEVELAND METROPOLITAN SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget  
for the Fiscal Year 2019–2020.

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



A handwritten signature in black ink, reading 'T E Wohlleber'.

Thomas E. Wohlleber, CSRM  
President

A handwritten signature in black ink, reading 'David J. Lewis'.

David J. Lewis  
Executive Director

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## Message from CMSD Leadership

October 14, 2020

We are pleased to present the 2020-2021 budget for the Cleveland Municipal School District's (CMSD). Our budget supports sound financial management and long-term planning while reflecting our values and investments aligned to the key strategies articulated in *The Cleveland Plan*, which include:

1. Growing the number of high-performing District and charter schools in Cleveland and closing and replacing failing schools;
2. Focusing District's central office on key supports and governance roles and transferring authority and resources to schools;
3. Investing and phasing in high-leverage system reforms across all schools from preschool to college and career; and
4. Creating the Cleveland Transformation Alliance to ensure accountability for all public schools in the city.

This budget document is a comprehensive source of information for parents, educators, students, and community members to obtain a better understanding the District's financial plan and health. It also enables stakeholders to see investments related to the academic improvement strategies described in *The Cleveland Plan*.

In March 2020, the District suspended in-person instruction and operated under a stay-at-home order issued by Ohio's Governor, Mike DeWine, due to the Coronavirus pandemic. Concurrently, State revenue was reduced by \$5.6 million in both SY19-20 and SY20-21, and the District limited spending to essential purchases only resulting in a savings of \$11 million in general operating fund expenses. At the time of this publishing, the District continues to provide remote instruction to students, and many employees continue to work from home.

In 2020-2021, we estimate revenues of \$985.6 million from local, state, and federal sources, with \$710.1 million from general operating revenue sources, which excludes \$33.0 million from a 15-mill levy renewal on the ballot in November as well as a new 5.0 mill levy worth \$10.3 million. We are also projecting \$1.0 billion in expenses across all funds (e.g., general operating, debt, capital projects, grants, etc.) with \$746.1 million projected in general operating fund expenses.

The budget document explains the comprehensive information about our budget process, timeline, assumptions, detailed revenue, and expenditure information by funding, funding sources, and school and department. This budget was developed with the best and most recent data available to District administrators. Anticipated expenditures and revenue are estimated based on this information, and revisions may be made during the fiscal year to reflect new or changing information or unforeseen circumstances.

The information presented is structured to meet the Meritorious Budget Award's requirements established by the Association of School Business Officials (ASBO), which is the highest form of recognition in budgeting for school entities. Award attainment represents a significant accomplishment by a school entity and its management. A governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and as a communications medium to

receive this award. CMSD has earned a Meritorious Budget Award for its 2019-20 submission and has worked to ensure this submission meets those same high standards.

The preparation of this budget document could not have been accomplished without the Finance department's diligent and dedicated services and the District schools and departments involved in the budgeting processes. We express our appreciation and gratitude to the administrators striving to maintain a tradition of educational excellence in a fiscally responsible manner. We also want to acknowledge and thank our Board of Education and community for providing the fiscal support needed to develop, implement, and maintain the high quality of educational programs that allows CMSD to focus on fulfilling the academic and operational outcomes detailed in *The Cleveland Plan*. This support was evident on November 8, 2016, when Cleveland voters overwhelming voted with a 68% approval rate to support Issue 108 to renew the 4-year, 15-mill levy used to support *The Cleveland Plan*. We intend to maintain that trust with targeted, intentional investments and accurate, detailed, and transparent reporting of those investments.

We are proud of this budget book, which provides information that allows the reader to understand the District's financial operations and its goals and objectives, and how they relate to our education programs and services for the 2020-2021 fiscal year and beyond.

Respectfully submitted,



Derek M. Richey  
Chief Financial Officer

# Executive Summary

## Budget Development Process

The budget development process enables an annual cycle of reflecting on the efficacy of past and present investments and their alignment to organizational strategies and focus areas. Each year, CMSD strives to improve its budget development process. For example, last planning cycle, department leaders were asked to identify and classify investments against their duration and alignment to strategies. This year, certain departments developed multi-year, multi-fund budgets. Strategic financial planning is challenging. Each year we strive to introduce new components to add value to the overall process as well as add complementary supports to improve organizational capacity.

The initial step of the budget development process is preparing an estimated tax budget for the fiscal year. This is required by Ohio law. The tax budget is prepared using the budget template received from the County Budget Commission. The District conducts a public hearing on the proposed tax budget prior to submission to the County Budget Commission. After the public hearing, the Board of Education approves the proposed tax budget through enactment of a resolution. The tax budget package is then forwarded to the County Budget Commission, who certifies its receipt.

Using estimated revenues, existing cash balances and fund balance targets as guides, the District begins developing an annual general operating budget and budgets for grant funds. Developing the general operating budget is comprised of two work streams. The first, which begins in January, involves schools developing budget proposals based on an allocation generated primarily through a Student-Based Budgeting (SBB) formula. The SBB formula allocates resources based on unique student characteristics and projected enrollment. It includes both general funds, and federal funds. The school-developed budget proposals reflect their strategic school designs and academic achievement plans.

The second work stream involves central office administrative and support departments developing budget proposals aligned to schools' plans, expenditure targets, strategic plans, and other investments. These budgets are reviewed by department leaders, then merged and iterated upon until the budget target is reached. These activities enable the District to develop a unified budget to foster alignment among schools, central office, and different funding sources.

There were no significant changes to our budget process or budget policies from last year; though we recommended a temporary budget until the State Legislature approves a biannual budget.

## District Goals and Strategies

The budget development process is the annual vehicle to align the District's financial and human resources with the goals and strategies associated with *The Cleveland Plan*, which are enumerated below.

### Cleveland Plan Goals

- By 2018-19, triple the number of High Performing Seats (from 3,568 to 10,704).
- By 2018-19, triple the number of High/Mid Performing Seats (from 8857 to 26,571).
- By 2018-19, eliminate all failing schools (from 41 to 0).
- By 2016-17, increase city-wide pre-school enrollment by 2,000 seats (from 1,200 to 3,200).
- Annually, reduce by 20% the percent of students who failed to meet the Third Grade Reading Guarantee (from 85% to 88%).
- Annually, increase the high school graduation rate by 4% (from 64.3% to 68.3%).
- By 2016-17, increase the District high school graduation rate to 71% (from 52.2% to 71.0%).



- By 2016-17, increase college enrollment within one year's time to 66% (from 61% to 66%).
- By October 2016, present a 5-year financial forecast with a positive ending cash balance through December 2020, including levy renewal.
- By 2019-2020, complete Issue 4 construction and remodeling projects.
- By 2016-17, maintain or exceed enrollment of 37,879 students.
- Annually, increase parent engagement as measured by HB 525 by 7.5% (from 80% to 87.5%).
- Annually, reduce by 10% the percentage of students who are chronically absent (10+ days) over the prior three-year average (from 57% to 51.3%).

### **Cleveland Plan Strategies**

*The Cleveland Plan* was grounded in an emerging national approach known as the “portfolio strategy,” which showed promising results in cities such as Baltimore, Denver, and New York. The focus of this work is to significantly increase the number of high-performing schools, and reduce and eventually eliminate low performing schools. To do this, the School District has employed four distinct strategies:

1. Promote, expand, and replicate existing high-performing District and charter schools. Effective schools, measured by a consistent standard of quality now have full autonomy over school budgets, staff selection and assignment, academic and student support programs, school calendar and school schedules in exchange for high accountability standards and access to financial and other resources.
2. Start new schools. The School District continues to utilize the best national education models, invent schools that are unique to the City and encourage local community partners and teachers within the School district to co-create new and innovative school models.
3. Refocus and strengthen mid-performing schools. For those schools that met minimum state standards and have some critical academic and social conditions in place, the School District has employed precise, customized and differentiated interventions and investments, and granted some levels of autonomy.
4. Repurpose and address low-performing schools. The lowest performing schools were targeted for immediate and dramatic action, including closure and reassignment of student to better schools, closure and start-up of a new school, phase-in of a new program and phase-out of the old program, or turning the school over to a capable charter operator.

### **The Budget Timeline**

The district’s fiscal year runs from July to June. The following activities, which occurred during SY19-20, contributed to the SY20-21 budget development:

- The Ohio Department of Education releases its annual report card data on 9/12/19. This data supports strategic school design and district portfolio planning.
- Principals received preliminary SY20-21 enrollment projections on 12/6/19. They had until 12/17/19 to propose changes with justification. The enrollment planning team, consisting of the budget, student enrollment, and academic departments, reviewed and adjudicated their proposed changes before finalizing the enrollment projections. The final enrollment projections were inputted into the Student-Based Budgeting formula.
- Principals received their SY20-21 budget allocation on 2/3/20. They had until 3/6/20 to finalize

their budget. Budget review meetings were held the weeks of 2/24 and 3/2 to allow principals to review their proposals with their network leaders, finance and talent partners, and academic support services.

- On February 3, 2020, the budget template for department managers was also opened. They also had until March 7<sup>th</sup> to propose a budget, inclusive of investment requests. All academic budgets were submitted through an Excel file that enabled multi-year, multi-fund budgets; our online budget tool, MyBudgetFile, was used for non-academic budgets. Investment requests from departments were evaluated and adjudicated by the Chief Financial Officer and Chief Executive Officer.
- After aggregating all of the budgets and investment requests, the five-year forecast was presented to the Board of Education on April 14, 2020 and approved on April 28, 2020. The SY20-21 budget and appropriation measure was presented to the Board of Education on June 9, 2020 and approved on June 23, 2020. Typically between the June meetings, two community presentations are held however, due to COVID-19 the presentation were held remotely/virtually in an effort to keep the community healthy.

### Student-Based Budgeting (SBB)

In May 2013, CMSD principals worked with District leaders to design a set of budgeting rules and procedures that would support building-level autonomy as outlined in *The Cleveland Plan*. Since then, network leaders and network support teams have supported principals and their leadership teams in academic goal setting, strategic school design, and resource reallocation. Together, principals and their leadership teams constructed academic achievement plans and budgets suited to the unique needs of their students.

Under the previous budget process:

- There was significant unplanned variation among different schools' per pupil levels of funding.
- Small schools received more (per pupil) than large schools.
- Underutilized schools tended to receive more than those filled to capacity did.
- Some schools simply received more because of years-old staffing decisions.
- Schools with higher student need did not necessarily receive more (excluding temporary SIG grants).

Under the Student-Based Budgeting (SBB) process:

- A more equitable distribution of resources results in all schools funded at a more similar level to one another (per pupil), and remaining differences will be directly tied to student need.
- A more equitable distribution means that some schools receive more than they did in prior years, while others receive less.
- Money follows the student, based on the individual student's need.
- Principals have autonomy to build increasingly diverse and customized budget plans.
- Budget plans are designed to support and reflect that building's academic plan.
- Dollars (rather than staff) are allocated to schools, based on the number of students enrolled.

The SBB formula for 2020-21 distributes resources via weights. All students receive a base weight. Service-based weights are for students identified as special education and English language learners. Performance-based weights are for advanced students and students who score below proficient. Needs-based social emotional weights are for chronically absent and highly mobile students. While the components weighted remain unchanged from 2019-20, the value of each weight adjusted slightly for some weights.

### Board of Education

Cleveland's current school governance structure was created by Ohio House Bill 269 in 1997, and took

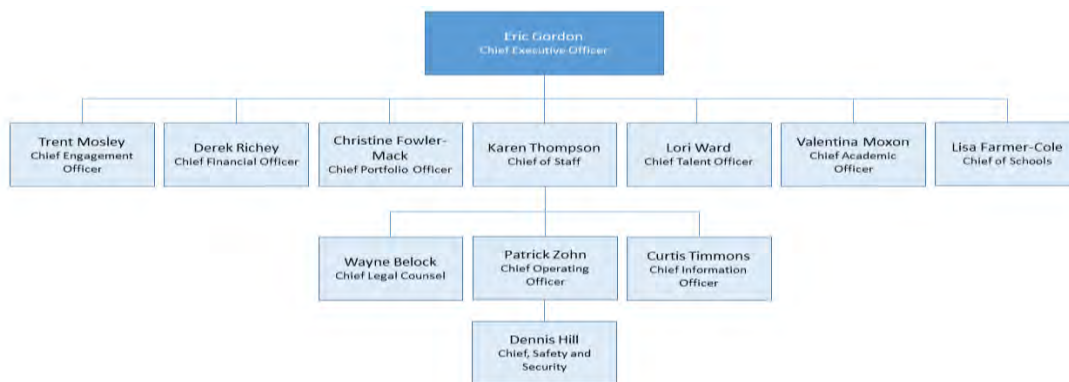
effect September 9, 1998. The Board of Education is made up of nine voting members appointed by the Mayor of Cleveland from a slate of nominees selected by a local nominating panel, established under State law. At least four of the nine members must have significant expertise in either education, finance, or business management. Board members must be residents of the School District, and at least one of the nine members must reside in part of the School District that is outside the City of Cleveland (Bratenahl, Linndale, Newburgh Heights, and parts of Brook Park and Garfield Heights). State law also provides that the presidents of Cleveland State University and Cuyahoga Community College serve as nonvoting ex officio members of the Board. At the time of this publication, there are eight Board members.

Name	Began Service as a Board Member	Present Term Expires on June 30
Anne E. Bingham, Board Chair	2014	2021
Robert M. Heard, Sr., Vice Chair	2004	2021
Louise P. Dempsey, Esq.	1998	2023
Sara Elaqad, J.D.	2019	2023
Jasmine Fryer	2017	2023
Denise W. Link	2007	2023
Willetta A. Milam, J.D.	2003	2021
Lisa Thomas, Ph.D.	2011	2021
Kathleen C. Valdez, Esq.	2019	2023
Ronald M. Berkman, ex-officio		
Dr. Alex Johnson, ex-officio		

\* At the time of publication, action had not been taken on the appointment/reappointment of these Board members; so under Ohio law, the Board Members continue to serve until appointments or reappointments are made.

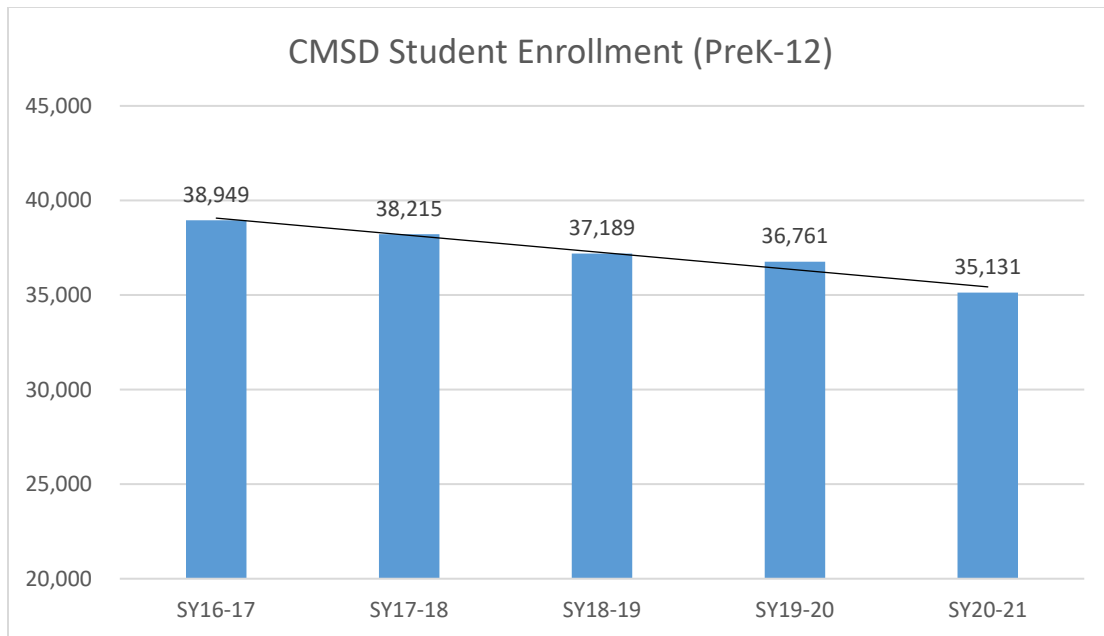
## District Leadership and Administration

The Board of Education employs a Chief Executive Officer (CEO) to lead the day-to-day operations of the District. Eric Gordon has been the CEO since 2011.



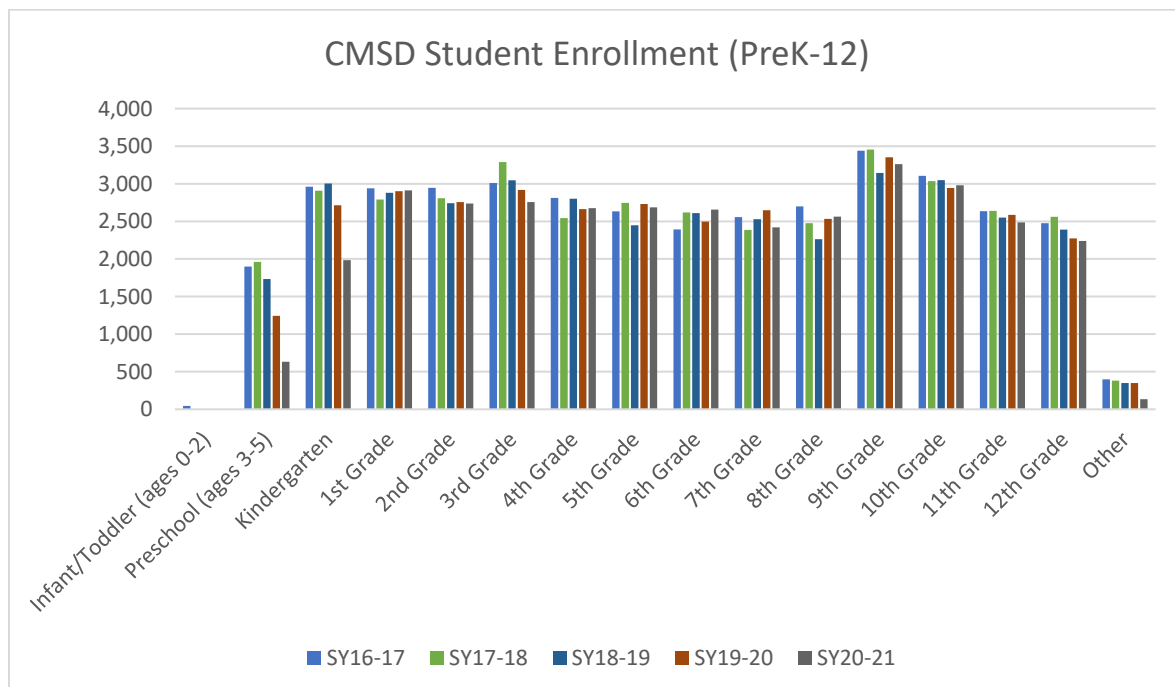
## Student Enrollment

CMSD is the second largest school district in Ohio, educating scholars in Cleveland as well as the surrounding suburbs of Bratenahl, Linndale, Newburgh Heights and parts of Garfield Heights and Brook Park. In 2020-21, the District expects to serve approximately 35,000 scholars. Our budget includes pass-through revenue for another 16,000 Cleveland students served by community schools (charters) and students served at private schools and special education schools through voucher programs. CMSD's enrollment has been decreasing slightly over the past few years and we forecast no material changes in enrollment over the next few years.



SOURCE: Ohio Department of Education for SY2016-17, and SY2017-18. CMSD PowerBI tool for SY2018-19, SY2019-20 and SY2020-21.

The following graphic reflects grade-by-grade enrollment changes over the past four years and the projection for this school year. The material trends include a decline in preschool and kindergarten, a relatively steady 1-8 enrollment but with higher enrollment levels in 1-3 as compared with 4-8, and the decline of enrollment from 9<sup>th</sup> to 12<sup>th</sup> grade.

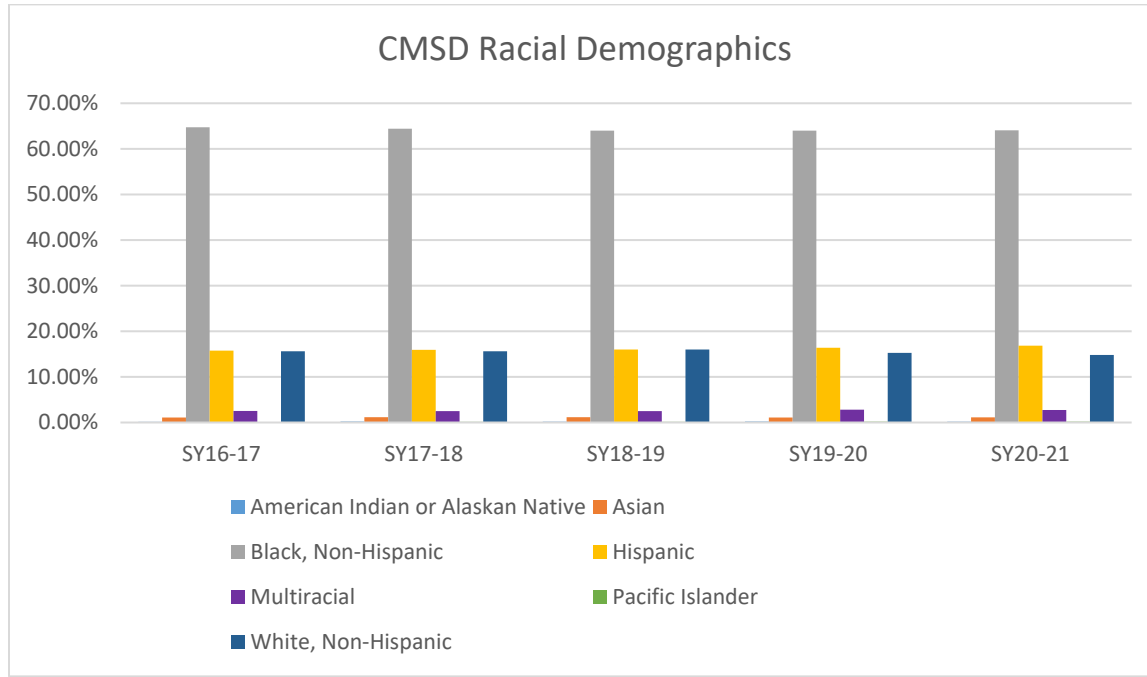


### **Student Demographics**

CMSD educates a very diverse population, including scholars from over 50 countries speaking more than 30 different languages. The following graphics show the trend line for different demographic trends over the past several year. This data comes from the Ohio Department of Education's database.

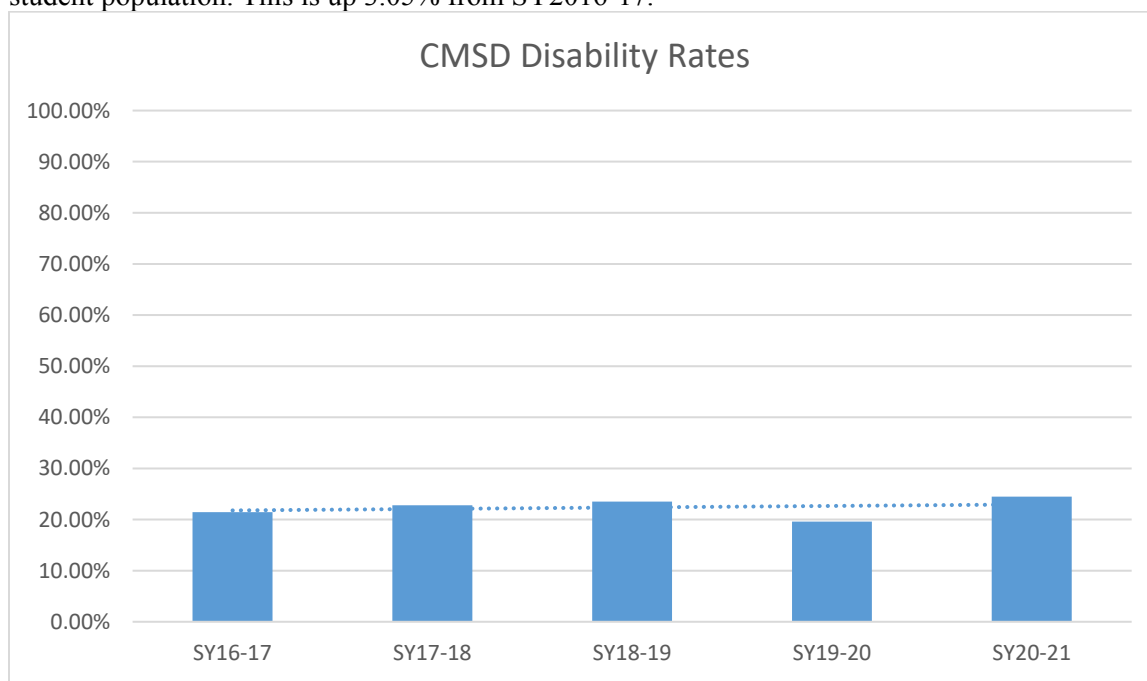
### **Racial Demographics**

CMSD student population is majority Black, Non-Hispanic. Over the past five years, CMSD Black, Non-Hispanic student population has decreased from 65% to 64% with Hispanic and White, Non-Hispanic growing by 1%.



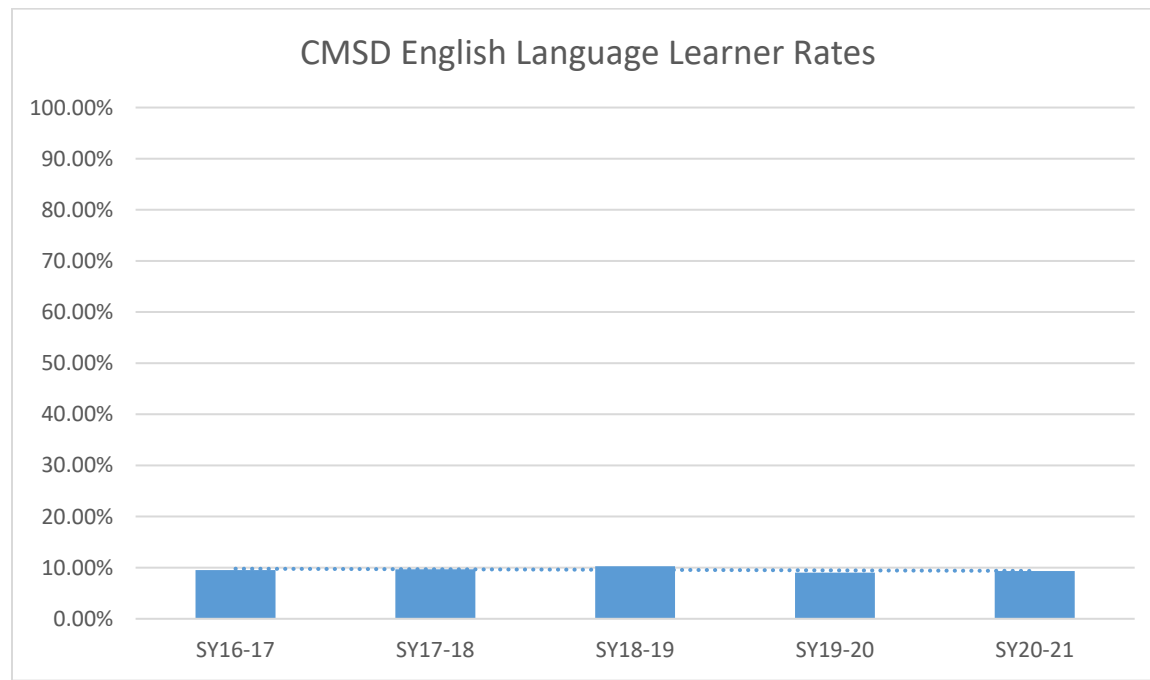
### **Disability Demographics**

In SY2020-21, over 8,000 CMSD students had a diagnosed disability, reflecting over 24% of the total student population. This is up 3.05% from SY2016-17.



### **English Language Learner Demographics**

In SY2020-21, roughly 3,300 CMSD students were classified as English language learners, reflecting over 9% of the total student population. There are 433 less English language learners in CMSD in SY2020-21 than in SY2016-17.



### **Personnel Allocations**

CMSD employs a broad range of different professionals to provide educational services to students, support to educators, and administrative and operational services. Normally, changes in staffing are tied closely with enrollment fluctuation, which has been largely consistent over this period; though the increase in staffing from SY15-16 to SY16-17 reflects a deliberate investment in additional school-based and central-office positions.

The following table reflects position classifications across the organization, inclusive of all funding sources. The table does not include supplemental positions such as athletic coaches and extracurricular roles.

<b>Job Profile</b>	<b>SY16-17 Actual</b>	<b>SY17-18 Actual</b>	<b>SY18-19 Actual</b>	<b>SY19-20 Est. Actual</b>	<b>SY20-21 Budgeted</b>
<b><u>Certificated</u></b>					
Administrator On Assignment	2	3	4	2	8
Assistant Principal	78	79	94	80	74
Audiologist	2	2	2	2	2
Chief Executive Officer	1	1	1	1	1
Curriculum & Instruction Specialist	27	31	55	33	23
Dean	2	2	2	2	2
Department Chief	2	2	2	1	2
Deputy Chief	2	2	2	2	1
Director	15	17	6	3	2
Executive Director	2	2	4	3	4
Flexible Content Expert	4	5	4	1	1

Job Profile	SY16-17 Actual	SY17-18 Actual	SY18-19 Actual	SY19-20 Est. Actual	SY20-21 Budgeted
Guidance Counselor	50	54	49	48	43
Interpreter	24	24	21	22	21
Manager	2	2	2	2	4
Network Support Leader	8	8	8	3	4
Nurse	42	56	66	52	56
Peer Coach	38	53	52	1	1
Peer Review Liaison	1	1	1	1	1
Principal	109	110	114	94	85
Program Administrator	2	2	4	4	4
Psychologist	77	79	76	80	80
Teacher	2,953	3,052	3,092	3,589	3,451
<b><u>Classified</u></b>					
Action Team Coach	12	12	10	10	9
Administrative Lieutenant	3	3	2	1	1
Administrator On Assignment	2	2	2	1	0
Ambassador, Customer Service	1	1	1	1	1
Analyst	6	6	11	20	18
Artist In Residence	7	7			0
Aspiring Principal	9	9	9		
Assistant	8	8	7	10	18
Assistant Controller	1	1			
Assistant Cook	90	142			
Assistant Coordinator	1	1	1	1	1
Assistant Custodian	63	64	67	69	66
Assistant Manager	22	32	85	86	86
Attendance Liaison	12	12	10	12	12
Attorney	5	5	5	1	3
Auditor	1	1	1		
AV/Archivist	1	2	2	1	1
Barrier Breaker	9	9	5	6	6
Bus Attendant	26	22	22	26	25
Campus Coordinator	7	7	4	3	6
Campus Data Coordinator	1	1	2	1	2
Captain	2	2	2	2	1
Cashier	42	24	18	30	26
Central Monitoring Station Operator	1	1	1	1	1
College Registrar			1	1	1
Computer Operator	2	2	2	2	1
Coordinator	28	28	55	60	63
Custodian	82	95	79	77	77
Data Strategist	2	2		1	
Dean	31	31	46	41	38
Department Chief	8	8	7	8	8
Deputy	22	22	16	16	13



<b>Job Profile</b>	<b>SY16-17 Actual</b>	<b>SY17-18 Actual</b>	<b>SY18-19 Actual</b>	<b>SY19-20 Est. Actual</b>	<b>SY20-21 Budgeted</b>
Deputy Chief	4	4	5	6	4
Design Team Leader	2	2			
Dietary	8	8	5	6	6
Director	15	15	39	33	30
Dispatcher	5	5	5	6	5
Driver	13	13	15		
Driver Trainee	2	2	5	1	1
Driver Truck	8	8	7	7	
Enterprise App Developer	1	1	2	1	1
Environmental Service Specialist	205	203	192	192	183
Executive Coach	1	1	1		
Executive Director	21	21	27	25	30
Facilities Equipment Tech	1	1			
Facilities Manager	2	2	3	4	4
Fellow			1		1
Financial Partner	9	16	26	8	8
First Cook	19	23	90	86	90
Fiscal Liaison	12	23	11	11	1
Flexible Content Expert	33	33	26	14	11
Food Specialist	3	3	5	6	6
Furniture Crew	3	3	2	2	8
Garage Mechanic	18	18	17	18	18
Hearing Officer	4	4	3	3	3
Homeless Associate, Project Act	1	1	1	1	1
Internal Account Administrator	1	1	1	1	1
Internal Auditor	2	2	3	1	1
Investigator	7	7	7	6	6
Journalist	1	1	1		
Laborer	65	65	62	32	30
Lieutenant	1	1	2	3	3
Life Skills Coach	10	10	9	9	9
Lunchroom Attendant	172	172	169	178	107
Lunchroom General Prep	33	18	33	82	78
Manager	28	29	37	23	29
Media/Marketing Copywriter	1	1	1	1	1
Network Administrator	1	2			
Para / Aide	657	701	673	457	429
Paralegal	1	1	1	1	1
Parent Mentor	2	2	2	2	2
Parts Counterman	1	1	1	2	
Policy And Labor Liaison	1	1	1	1	1
Professional Driver	220	192	208	232	228
Program Manager	11	12	16	17	19
Project Manager	8	8	7	7	8
Records Retention Clerk	1	1			



<b>Job Profile</b>	<b>SY16-17 Actual</b>	<b>SY17-18 Actual</b>	<b>SY18-19 Actual</b>	<b>SY19-20 Est. Actual</b>	<b>SY20-21 Budgeted</b>
Recruiter	5	4	5	5	5
Residency Officer	1	1	1	1	1
Satellite Cook	69	112			
School Secretary	101	101	117	73	95
Secretary / Admin & Exec. Assistant	62	62	52	82	89
Security Officer	174	174	160	172	152
Security Officer, PT	22	22	15	3	4
Senior Talent Partner	2	2	2		
Sergeant	9	9	10	10	10
Shipping Clerk	1	1	1	1	1
Solution Specialist	25	25	19	22	18
Specialist	81	82	78	78	70
Sr. Administrator					
Sr. Analyst	6	8	10	2	3
Sr. Director			1		
Sr. Engineer			1	1	
Sr. Specialist	6	6	7	4	4
Stationary Engineer Trainer	1	1	1	1	
Strategist	1	1	1	1	
Supervisor	1	1	1	5	5
Support Specialist	6	7	6	9	8
Systems Engineer	1	1	3	2	2
Talent Partner	10	10	10	4	4
Teacher	48	48	72	75	83
Translator			2	1	3
Transportation Dispatcher	1	1	2	2	2
Treasurer, Charter School					
<b>Totals</b>	<b>6,197</b>	<b>6,465</b>	<b>6,432</b>	<b>6,553</b>	<b>6,277</b>

## Revenues and Expenditures for All Funds

CMSD's 2020-2021 budget includes an estimated \$1.09 billion in revenue and \$742.9.1 million in expenses across all sources and categories.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>
<b><i>Revenues</i></b>					
Local	\$372,206,013	\$393,195,218	\$398,268,392	\$404,934,775	\$383,068,297
State	\$511,336,970	\$556,130,302	\$515,912,638	\$531,875,837	\$503,482,186
Federal	\$101,165,164	\$96,036,523	\$124,541,913	\$91,702,694	\$87,673,051
Other	\$12,721,041	\$10,810,918	\$8,035,533	\$12,053,535	\$11,403,285
<b><i>Total Revenue</i></b>	<b><i>\$997,429,188</i></b>	<b><i>\$1,056,172,961</i></b>	<b><i>\$1,046,758,476</i></b>	<b><i>\$1,040,566,841</i></b>	<b><i>\$985,626,819</i></b>
<b><i>Expenditures (by object)</i></b>					
Salaries	\$383,599,386	\$410,003,816	\$426,969,197	\$403,541,259	\$400,797,178
Benefits	\$138,851,138	\$149,656,537	\$156,090,439	\$160,394,008	\$159,303,328
Purchase Services	\$353,725,825	\$368,135,693	\$375,085,832	\$357,048,368	\$354,620,440
Materials & Supplies	\$35,325,510	\$42,900,577	\$44,391,401	\$27,995,089	\$27,746,925
Capital Outlay	\$51,524,360	\$94,570,810	\$113,830,569	\$68,589,835	\$68,065,627
Other Objects	\$33,800,638	\$32,805,964	\$36,833,781	\$34,522,624	\$34,287,870
Other Uses of Funds	\$12,323,767	\$9,111,000	\$8,000,000	\$10,224,518	\$10,154,991
<b><i>Total Expenditures</i></b>	<b><i>\$1,009,150,624</i></b>	<b><i>\$1,107,184,397</i></b>	<b><i>\$1,161,201,219</i></b>	<b><i>\$1,062,315,701</i></b>	<b><i>\$1,054,976,359</i></b>
<b><i>Expenditures (by function)</i></b>					
Instruction	\$526,138,430	\$555,667,958	\$571,856,115	\$555,773,630	\$551,994,370
Supporting Services	\$363,526,554	\$394,915,176	\$410,251,475	\$373,106,165	\$370,569,044
Non-Instructional	\$36,227,973	\$38,968,081	\$37,640,642	\$37,368,652	\$37,114,545
Extracurricular Activities	\$6,122,110	\$6,633,009	\$6,211,749	\$6,181,018	\$6,081,189
Facilities & Construction	\$45,289,586	\$89,511,874	\$108,128,918	\$60,544,119	\$60,074,622
Debt Service	\$19,522,204	\$18,989,512	\$19,112,322	\$19,117,599	\$18,987,599
Other Uses of Funds	\$12,323,767	\$9,111,000	\$8,000,000	\$10,224,518	\$10,154,991
<b><i>Total Expenditures</i></b>	<b><i>\$1,009,150,624</i></b>	<b><i>\$1,113,796,610</i></b>	<b><i>\$1,161,201,219</i></b>	<b><i>\$1,062,315,701</i></b>	<b><i>\$1,054,976,359</i></b>

## Revenue by Fund

The following table identifies fund-level detail on prior and projected revenue. Following each fund name is the numeric indicator used with CMSD's financial management system.

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Est. Actual	FY 20201 Budget
General (001)	\$739,612,661	\$730,015,694	\$741,848,056	\$750,698,119	\$710,160,421
Bond Retirement (002)	23,774,256	25,566,259	25,752,318	21,524,279	20,361,968
Permanent Improvement (003)	3,987,480	4,199,138	3,173,836	3,021,453	2,858,295
Food Services (006)	21,700,063	24,331,323	25,844,101	20,130,032	19,043,010
Special Trust (007)	9,247,983	6,819,215	4,810,994	5,798,220	5,485,116
Classroom Facilities (010)	13,542,484	71,615,070	22,581,148	29,552,119	27,956,305
Public School Support (018)	451,573	471,222	355,990	239,911	226,956
Other Grants (019)	718,277	634,910	684,588	0	0
Liability Self-Insurance (023)	1,000,000	6,242	0	1,144,051	1,082,272
Employee Benefits Self-Insurance (024)	82,373,335	98,234,653	101,213,713	101,666,049	96,176,082
Classroom Facilities Maintenance (034)	4,153,652	4,290,325	4,134,482	3,721,439	3,520,481
Partnering Community School (036)	4,142,005	4,414,532	4,160,506	3,528,219	3,337,695
Student Managed Student Activity (200)	483,663	482,556	549,487	358,292	338,944
District Managed Student Activity (300)	114,001	89,511	96,111	108,655	102,787
Auxiliary Services (NPSS) (401)	9,449,900	8,713,675	8,635,025	8,947,455	8,464,292
Public School Preschool (439)	880,944	1,337,448	1,655,308	1,553,638	1,469,742
Vocational Education Enhancement (461)	31,940	28,312	32,388	36,997	35,000
Alternative Schools (463)	339,901	71,390	394,000	0	0
Student Wellness and Success (467)	0	0	0	8,896,763	8,416,337
Miscellaneous State Grants (499)	1,879,253	1,102,425	2,118,001	2,067,718	1,956,061
Race to the Top (506)	0	0	0	0	0
Elementary and Secondary School Emergency Relief (ESSER) (507)	0	0	0	1,224,518	1,158,394
School Maintenance and Operational Assistance (512)	0	177,859	139,122	79,037	74,769
IDEA, Part B Special Education (516)	21,902,649	16,069,009	25,454,795	17,028,395	17,317,769
Vocational Education: Carl D. Perkins (524)	2,332,525	1,420,990	1,815,410	1,710,480	1,618,114
Title 1 School Improvement Stimulus A (536)	4,820,153	5,478,674	4,922,715	1,977,171	1,870,404

Revenue	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Est. Actual	FY 20201 Budget
Title I School Improvement Stimulus G (537)	4,112,624	5,264,055	6,667,435	6,546,593	6,193,077
Title III - Limited English Proficiency (551)	881,300	628,909	1,065,192	651,256	657,768
Refugee Children School Impact Act (571)	57,980	68,000	49,453	432,834	409,461
Title I - Disadvantaged Children/Targeted Assistance (572)	38,382,135	40,039,841	47,809,448	42,634,084	40,331,844
IDEA Preschool Grant for the Handicapped (587)	535,752	251,657	549,197	295,793	279,820
Improving Teacher Quality (590)	5,591,222	2,399,269	4,157,294	1,151,887	1,089,685
Miscellaneous Federal Grants (599)	929,477	1,950,798	6,088,363	3,841,384	3,633,949
<b>Total Revenue</b>	<b>\$997,429,188</b>	<b>\$1,056,172,961</b>	<b>\$1,046,758,476</b>	<b>\$1,040,566,841</b>	<b>\$985,626,819</b>

### Expenditures by Fund

The following table identifies fund-level detail on prior and estimated expenditures.

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Est. Actual	FY 2021 Budget
General (001)	\$718,066,230	\$762,972,913	\$789,679,046	\$751,232,556	\$746,124,174
Bond Retirement (002)	19,422,657	19,535,063	19,717,865	19,577,408	19,444,281
Permanent Improvement (003)	21,995,200	39,514,992	17,274,281	13,856,231	13,762,009
Food Services (006)	22,882,184	23,682,752	22,345,863	21,197,027	21,052,887
Special Trust (007)	7,070,231	8,301,127	7,909,447	4,636,320	4,604,793
Classroom Facilities (010)	25,520,564	50,051,447	90,912,122	46,025,900	45,712,924
Public School Support (018)	330,218	258,043	287,921	165,645	164,519
Other Grants (019)	1,677,493	1,488,642	87,879	0	0
Liability Self-Insurance (023)	543,503	742,424	633,799	539,923	536,252
Employee Benefits Self-Insurance (024)	83,510,567	97,391,055	101,849,308	96,412,318	95,756,714
Classroom Facilities Maintenance (034)	10,131,804	4,359,496	5,887,119	4,225,310	4,196,578
Partnering Community School (036)	4,142,004	3,982,572	3,965,003	3,905,122	3,878,568
Student Managed Student Activity (200)	602,949	476,643	518,991	417,940	415,098
District Managed Student Activity (300)	156,138	109,773	95,579	116,660	115,866
Auxiliary Services (NPSS) (401)	7,847,607	9,975,662	8,153,194	9,184,137	9,121,685
Management Information System (432)	3	0	0	0	0
Public School Preschool (439)	827,303	1,440,264	1,459,006	1,545,226	1,534,718
Data Communications for School Buildings (451)	345,010	0	0	0	0

<b>Expenditures</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>
School Net Professional Development (452)	40	0	0	0	0
Vocational Education Enhancement (461)	14,386	49,207	20,315	23,891	23,729
Alternative Schools (463)	306,017	68,602	20,000	20,000	19,864
Student Wellness and Success (467)	0	0	0	7,478,466	7,427,612
Miscellaneous State Grants (499)	2,062,388	953,815	953,726	2,336,443	2,320,555
Race to the Top (506)	66,096	0	0	0	0
Elementary and Secondary School Emergency Relief (ESSER) (507)	0	0	0	1,237,824	1,229,407
School Maintenance and Operational Assistance (512)	46,009	284,898	133,286	13,550	13,458
IDEA, Part B Special Education (516)	22,435,152	19,942,655	23,241,679	18,687,318	18,560,244
Vocational Education: Carl D. Perkins (524)	2,036,198	1,671,536	1,840,325	1,381,123	1,371,731
Title I School Improvement Stimulus A (536)	4,238,384	5,736,339	4,367,892	1,529,807	1,519,405
Title I School Improvement Stimulus G (537)	4,050,427	5,023,354	6,903,473	5,980,205	5,939,539
Title III - Limited English Proficiency (551)	797,683	858,243	894,403	655,973	651,512
Refugee Children School Impact Act (571)	94,163	19,407	129,249	136,626	135,696
Title I - Disadvantaged Children/Targeted Assistance (572)	41,514,525	41,619,156	41,308,039	43,633,477	43,336,769
IDEA Preschool Grant for the Handicapped (587)	394,182	407,951	334,657	289,171	287,205
Improving Teacher Quality (590)	4,989,732	4,875,846	3,313,808	1,354,463	1,345,252
Miscellaneous Federal Grants (599)	1,033,577	1,390,520	6,963,945	3,308,429	3,285,932
<b>Total Expenditures</b>	<b>\$1,009,150,624</b>	<b>\$1,107,184,397</b>	<b>\$1,161,201,219</b>	<b>\$1,061,104,489</b>	<b>\$1,053,888,979</b>

### Fund Balance by Fund

The following table identifies fund-level detail on prior fund balance and the estimated ending fund balance at the end of this fiscal year.

<b>Ending Fund Balance</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>
General (001)	\$120,644,428	\$87,687,209	\$39,856,219	\$39,321,782	\$3,358,029
Bond Retirement (002)	36,325,974	42,357,170	48,391,624	50,338,495	51,256,181
Permanent Improvement (003)	154,196,441	154,196,441	154,196,441	154,196,441	154,196,441
Food Services (006)	1,063,887	1,712,458	5,210,696	4,143,701	2,133,825
Special Trust (007)	10,506,539	9,024,627	5,926,174	7,088,073	7,968,396
Classroom Facilities (010)	69,350,805	90,914,428	22,583,454	6,109,673	(11,646,946)

Public School Support (018)	540,086	753,265	821,335	895,601	958,038
Other Grants (019)	(1,272,639)	(2,126,371)	(1,529,662)	(1,529,662)	(1,529,662)
Liability Self-Insurance (023)	2,794,193	2,058,011	1,424,212	2,028,339	2,574,359
Employee Benefits Self-Insurance (024)	11,379,408	12,223,006	11,587,411	16,841,141	17,260,509
Classroom Facilities Maintenance (034)	6,061,947	5,992,776	4,240,139	3,736,267	3,060,170
Partnering Community School (036)	1	431,961	627,464	250,561	(290,311)
Student Managed Student Activity (200)	528,133	534,046	564,542	504,894	428,739
District Managed Student Activity (300)	147,690	127,428	127,960	119,955	106,876
Auxiliary Services (NPSS) (401)	4,423,898	3,161,911	3,643,742	3,407,059	2,749,666
Management Information System (432)	(0)	(0)	(0)	(0)	(0)
Public School Preschool (439)	(114,067)	(216,883)	(20,581)	(12,169)	(77,146)
Data Communications for School Buildings (451)	0	0	0	0	0
School Net Professional Development (452)	0	0	0	0	0
Vocational Education Enhancement (461)	16,456	(4,439)	7,634	20,740	32,011
Alternative Schools (463)	2,074	4,862	378,862	358,862	338,998
Student Wellness and Success (467)	0	0	0	1,418,297	2,407,022
Miscellaneous State Grants (499)	278,931	427,541	1,591,816	1,323,091	958,597
Race to the Top (506)	(0)	(0)	(0)	(0)	(0)
Elementary and Secondary School Emergency Relief (ESSER) (507)	0	0	0	(13,306)	(84,320)
School Maintenance and Operational Assistance (512)	127,843	20,804	26,640	92,127	153,438
IDEA, Part B Special Education (516)	671,551	(3,202,095)	(988,979)	(2,647,901)	(3,890,376)
Vocational Education: Carl D. Perkins (524)	207,169	(43,377)	(68,291)	261,066	507,449
Title I School Improvement Stimulus A (536)	(592,823)	(850,488)	(295,664)	151,699	502,698
Title I School Improvement Stimulus G (537)	393,816	634,517	398,479	964,868	1,218,405
Title III - Limited English Proficiency (551)	55,243	(174,091)	(3,303)	(8,020)	(1,764)
Refugee Children School Impact Act (571)	32,239	80,832	1,037	297,245	571,009
Title I - Disadvantaged Children/Targeted Assistance (572)	(1,284,900)	(2,864,215)	3,637,194	2,637,802	(367,123)
IDEA Preschool Grant for the Handicapped (587)	(173,043)	(329,337)	(114,798)	(108,176)	(115,560)
Improving Teacher Quality (590)	274,680	(2,201,897)	(1,358,411)	(1,560,986)	(1,816,553)
Miscellaneous Federal Grants (599)	(7,380)	552,898	(322,684)	210,271	558,288

## Per Pupil Expenditures

As the primary local education authority in Cleveland, CMSD receives pass-through revenue (and matched expenditures) for approximately 16,000 students served by charter, private, and special education schools. Except for the table in this sub-section about per pupil expenditures, the preceding tables and all remaining tables and figures in this budget book include these pass-through revenues and associated expenses.

This table reflects only those expenditures associated with students enrolled in CMSD schools.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>
Total Expenditures	\$718,066,230	\$762,972,913	\$789,679,046	\$751,232,556	\$746,124,174
Students	38,949	38,215	37,189	36,761	35,131
Per Pupil Expenditures	\$18,436	\$19,965	\$21,234	\$20,436	\$21,238

Determining the total expenditures for only the ~39,000 CMSD students involves “backing out” certain expenditures groups:

- All expenditures in objects 470-479 in the general operating fund because they represent the pass-through revenue to charter and special education schools.
- All of Fund 24. This is excluded because the self-insurance expenses are double-counted in other Funds.
- All of Funds 19, 36, and 401 because they represents expenses and pass-through revenue associated with charter and private schools.
- The portion of federal grants allocated to private schools in Funds 516 and 572.

It is possible some additional minor and miscellaneous non-CMSD expenditures are reflected in other funds, but this reflects a precise estimate.

## Departmental Per-Pupil Spend

One of the components of the Portfolio Strategy is reflecting “common pricing of facilities and services across sectors.” The following table reflects the per pupil cost of central office managed resources. The data reflects only the general fund.

<b>Cost Center</b>	<b>Cost Center Name</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>
<b>Academics</b>		<b>\$1,422</b>	<b>\$2,279</b>	<b>\$4,481</b>	<b>\$1,312</b>	<b>\$3,630</b>
2001CC	Chief Academic Officer	\$23	\$25	\$24	\$6	\$14
2002CC	Arts Education	\$13	\$16	\$19	\$9	\$20
2003CC	Multilingual-Multicultural Education	\$23	\$70	\$59	\$41	\$46
2004CC	Gifted and Talented Service	\$34	\$42	\$90	\$45	\$88
2005CC	Career and Technical Education	\$37	\$58	\$76	\$21	\$38
2006CC	Special Education Vocational Career Transition	\$35	\$33	\$42	\$41	\$40
2007CC	Nursing Services	\$110	\$228	\$3	\$65	\$142
2008CC	State and Federal Programs	\$10	\$349	\$516	\$70	\$130
2009CC	Curriculum and Instruction	\$28	\$198	\$109	\$40	\$50
2010CC	Third Grade Guarantee	\$1	\$4	\$40	\$5	\$8



2011CC	City Arts Education	\$7	\$6	\$6	\$4	\$3
2012CC	City Extracurricular Central	\$4	\$6	\$6	\$4	\$19
2013CC	Extracurricular Activities	\$10	\$12	\$16	\$8	\$11
2014CC	Interscholastic Athletics	\$68	\$65	\$71	\$45	\$89
2015CC	Academic Leadership Team	\$243	\$203	\$174	\$132	\$136
2017CC	Full Day Kindergarten	\$0	\$0	\$5	\$5	\$1
2019CC	Textbooks	\$125	\$0	\$131	\$45	\$162
2020CC	Youth Services	\$21	\$48	\$35	\$15	\$21
2021CC	Pre-Kindergarten Startup Costs	\$22	\$32	\$337	\$61	\$373
2023CC	Advancement Officer	\$6	\$6	\$7	\$5	\$4
2024CC	Closing the Achievement Gap	\$30	\$37	\$37	\$32	\$32
2026CC	Summer School	-\$12	\$0	\$0	\$0	\$0
2051CC	Credit Recovery	\$8	\$0	\$0	\$0	\$0
2101CC	Special Education Planning and Operations	\$43	\$123	\$1,965	\$59	\$1,550
2104CC	Special Education Home Instruction	\$21	\$18	\$18	\$9	\$18
2105CC	Special Education Related Services	\$305	\$440	\$428	\$379	\$379
2106CC	Psychological Services	\$185	\$236	\$255	\$151	\$236
2107CC	Transition Costs	\$13	\$17	\$0	\$0	\$0
6504CC	New School Design	\$8	\$7	\$11	\$12	\$11
6507CC	Portfolio Engagement	\$0	\$0	\$0	\$2	\$7
<b>Board Office</b>		<b>\$8</b>	<b>\$9</b>	<b>\$9</b>	<b>\$7</b>	<b>\$8</b>
1301CC	Board Office	\$8	\$9	\$9	\$7	\$8
<b>Chief Executive Officer</b>		<b>\$38</b>	<b>\$58</b>	<b>\$45</b>	<b>\$30</b>	<b>\$63</b>
1001CC	Chief Executive Officer	\$38	\$45	\$45	\$30	\$63
1004CC	Chief Implementation Officer	\$0	\$13	\$0	\$0	\$0
<b>Communications</b>		<b>\$43</b>	<b>\$57</b>	<b>\$60</b>	<b>\$46</b>	<b>\$47</b>
1501CC	District Communications	\$43	\$57	\$60	\$46	\$47
<b>Engagement Office</b>		<b>\$69</b>	<b>\$81</b>	<b>\$139</b>	<b>\$97</b>	<b>\$158</b>
1002CC	Policy and Labor Relations	\$4	\$6	\$7	\$3	\$3
1005CC	Customer Experience	\$6	\$17	\$18	\$14	\$16
1501CC	District Communications	\$0	\$0	\$0	\$10	\$30
1751CC	Engagement Officer	\$24	\$31	\$35	\$25	\$29
2016CC	Admissions and Attendance	\$13	\$0	\$41	\$8	\$12
2027CC	Family and Community Engagement	\$22	\$27	\$39	\$37	\$69
6502CC	Student Assignments	\$4	\$6	\$7	\$3	\$3



<b>Finance</b>		<b>\$474</b>	<b>\$5,789</b>	<b>\$5,827</b>	<b>\$5,865</b>	<b>\$6,506</b>
4001CC	Chief Financial and Administrative Officer	\$17	\$19	\$31	\$14	\$870
4002CC	Cash Management	\$4	\$4	\$4	\$3	\$4
4003CC	Accounts Payable	\$13	\$16	\$19	\$11	\$19
4004CC	Payroll	\$32	\$30	\$31	\$35	\$33
4005CC	Grants Management	\$4	\$8	\$19	\$3	\$3
4006CC	Budgets	\$32	\$212	\$30	\$65	\$19
4007CC	Purchasing	\$17	\$21	\$25	\$18	\$20
4010CC	Fixed Charges	\$178	\$388	\$417	\$272	\$296
4011CC	Finance Technical Support	\$3	\$3	-\$1	\$0	\$0
4012CC	Financial Reporting	\$24	\$27	\$28	\$25	\$30
4013CC	Internal Audit	\$11	\$13	\$13	\$10	\$11
4014CC	Special Projects Financial	\$0	\$5,047	\$5,069	\$5,232	\$5,200
4016CC	Transfers and Advances	\$174	\$0	\$142	\$177	\$0
4017CC	Health and Life	-\$34	\$0	\$0	\$0	\$0
<b>Information Technology</b>		<b>\$504</b>	<b>\$405</b>	<b>\$446</b>	<b>\$300</b>	<b>\$10</b>
5002CC	Student Administrative Service	\$47	\$0	\$0	\$0	\$0
5003CC	Student Services - Administration	\$0	\$35	\$39	\$24	\$1
5004CC	MIS eRate	\$78	\$94	\$120	\$59	\$2
5005CC	MIS Software Systems	\$171	\$209	\$286	\$218	\$3
5007CC	Workday	\$208	\$67	\$0	\$0	\$4
<b>Legal</b>		<b>\$190</b>	<b>\$236</b>	<b>\$247</b>	<b>\$184</b>	<b>\$282</b>
6001CC	Legal Services	\$110	\$116	\$143	\$97	\$257
6002CC	Risk Management	\$33	\$35	\$40	\$39	\$1
6003CC	Workers Compensation	\$8	\$26	\$20	\$13	\$1
6004CC	Student Hearings and Appeals	\$17	\$17	\$18	\$12	\$12
6005CC	Cleveland Teachers Union	\$9	\$9	\$10	\$5	\$2
6006CC	Conflict Mediation	\$6	\$6	\$7	\$7	\$8
6007CC	Negotiation Costs	\$8	\$27	\$10	\$12	\$1
<b>Operations</b>		<b>\$1,445</b>	<b>\$2,270</b>	<b>\$3,133</b>	<b>\$1,628</b>	<b>\$2,894</b>
3001CC	Chief Operating Officer	\$26	\$31	\$31	\$26	\$55
3002CC	Facilities Administration	\$168	\$282	\$827	\$182	\$894
3003CC	Trades	\$146	\$158	\$153	\$151	\$169
3004CC	Inventory and Distribution	\$13	\$27	\$15	\$15	\$16
3005CC	Construction Management	\$11	\$11	\$504	\$59	\$77
3006CC	School Closings	\$10	\$15	\$15	\$14	\$51
3007CC	Mail and Print Center	\$22	\$29	\$28	\$17	\$52
3008CC	Transportation Planning	\$329	\$351	\$432	\$385	\$417
3009CC	Safety and Security	\$165	\$194	\$466	\$184	\$472

3010CC	Transportation Depots	\$489	\$1,098	\$571	\$500	\$596
3011CC	Transportation Maintenance	\$64	\$73	\$92	\$76	\$72
3012CC	Grade Restructuring	\$0	\$0	\$0	\$0	\$0
3015CC	East Professional Center	\$0	\$0	\$0	\$13	\$12
3016CC	Bratenhal Professional Development Center	\$0	\$0	\$0	\$1	\$1
3018CC	Woodland Data Center	\$0	\$0	\$0	\$3	\$3
3019CC	Ridge Road Department	\$0	\$0	\$0	\$4	\$5
<b>Portfolio</b>		<b>\$180</b>	<b>\$170</b>	<b>\$185</b>	<b>\$118</b>	<b>\$180</b>
2022CC	Organizational Accountability	\$70	\$103	\$109	\$61	\$63
5006CC	EMIS Reporting	\$8	\$9	\$10	\$9	\$16
6501CC	Portfolio Planning and Management	\$87	\$28	\$33	\$29	\$73
6503CC	School Performance	\$10	\$24	\$20	\$7	\$12
6508CC	Portfolio Policy and Planning	\$0	\$0	\$0	\$2	\$7
9886CC	Community School Sponsorship Fees	\$6	\$6	\$14	\$9	\$9
<b>Talent</b>		<b>\$209</b>	<b>\$198</b>	<b>\$214</b>	<b>\$184</b>	<b>\$214</b>
2018CC	Professional Development	\$11	\$23	\$25	\$18	\$28
7001CC	Human Resources	\$139	\$175	\$189	\$108	\$127
7002CC	Substitutes	\$0	\$0	\$0	\$58	\$60
7003CC	Resident Educator	\$59	\$0	\$0	\$0	\$0
<b>Total</b>		<b>\$4,589</b>	<b>\$11,525</b>	<b>\$14,805</b>	<b>\$9,797</b>	<b>\$13,987</b>

### Trends, Events, Initiatives, and Financial Changes

The following assumptions were used in preparing the FY21 general operating budget and five-year forecast.

#### Revenue Assumptions

- 31.1% of General Fund Revenue comes from Local Property Tax
  - Reappraisal was completed in 2018, we saw an increase of 10% in our property values. Values increased from \$4.8 billion to \$5.2 billion with a current valuation of \$5.2 billion
  - Current collection rate is 88.3%, which is down 0.1% from the prior year
  - Assume current rate through 2024
  - 4-year, 15 mill levy expires on December 31, 2020. Forecast assume non-renewal
- 62% of General Fund Revenue comes from Foundation Formula
  - The forecast includes the \$5.6 million reduction that the state announced in May related to COVID-19 funding issues for SY20 and SY21
  - The forecast utilizes the current foundation formula for the next two years
  - All school districts are on a guarantee funding for the next two school years based on what we received in the previous school year
  - The Student Wellness and Success dollars that the District is scheduled to receive in the SY2019-20 and SY20-21 years are not reflected in the forecast

**Expenditure Assumptions**

- General
  - The forecast does not include across-the-board salary increases in SY19-20 through SY22-23, but it does include estimates for step increases and other incentive pay.
  - The forecast projects an annual 5.5% increase in healthcare costs in SY20-21 and beyond. This reflects a savings of 2% due to lower healthcare claims.
- Department – Managed Budgets
  - The forecast reflects declining bus lease payments in SY20 and SY21. The final payment is in SY21.
  - The forecast reflects \$3 million for capital improvements.
  - The forecast reflects a reduction in expenditures of approximately \$37.5 million SY19-20 through SY22-23 to ensure a positive fund balance in SY19-20.
  - The forecast reflects a further reduction of \$8.9 million and \$12.8 million in SY19-20 and SY20-21 respectively. This reduction represents a shifting of planned general fund expenditures to student wellness funds.
  - Expenses offset by student wellness funds will return to the general funds in SY21-22 and subsequent years.
- “Fixed” Costs – Tuition/Community School Pass-Through
  - The forecast reflects slight annual increases in tuition and pass-through expenses for out of district placements.

Capital Project initiatives are reflected in the Permanent Improvement Fund and Classroom Facilities Fund. They account for and report financial resources that are restricted, committed, or assigned to capital outlay expenditure. The District continually strives to improve schools and facilities for the betterment of the educators and students.

Segments 1-5 of the current Capital Projects program have been substantially completed; segments 6 and 7 are estimated to complete before December 31, 2017. Segments 8 and 9 have no accurate estimated completion date at this time. More detail about the construction segments, including the schools affected and actual or estimated costs are available in the Financial Section.

Due to the COVID-19 pandemic, there are possible impacts that could affect the District’s revenues and expenditures in current and future fiscal years.

**Revenue**

- There is a possible decrease in property tax collections in next fiscal; for each 1% drop in our collection rate results in about \$2.5 million less in revenue
- Possibility of less state funding next year if the state does not make revenue projections next year
- Interest income can drop if recession continues longer than expected. Current forecast shows \$1.8 million in interest income next fiscal year
- Possibility of additional aid from the CARES Act

**Expenditure**

- Potential of make-up claims for medical insurance over the first six months of next fiscal year
- Possible decreases in Overtime and some Supplemental pays while the stay at home order is in place
- Increases in technology purchases related to the shut down
- Possible decreases in facility related expenses (utilities ect.)

## Budget Forecast

The following tables include forecasts of revenue and expenditures by Fund for the next three fiscal years.

### Forecasted Revenue

Revenue	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
General (001)	\$687,719,352	\$695,834,440	\$702,792,784
Bond Retirement (002)	19,718,529	19,951,208	20,150,720
Permanent Improvement (003)	2,767,973	2,800,635	2,828,641
Food Services (006)	19,233,440	19,460,395	19,849,603
Special Trust (007)	5,311,786	5,374,465	5,428,210
Classroom Facilities (010)	28,235,868	28,569,051	28,854,742
Public School Support (018)	219,784	222,378	224,601
Other Grants (019)	0	0	0
Liability Self-Insurance (023)	1,048,072	1,060,439	1,071,044
Employee Benefits Self-Insurance (024)	93,136,918	94,235,933	95,178,293
Classroom Facilities Maintenance (034)	3,409,234	3,449,463	3,483,958
Partnering Community School (036)	3,232,224	3,270,364	3,303,068
Student Managed Student Activity (200)	328,233	332,107	335,428
District Managed Student Activity (300)	99,539	100,714	101,721
Auxiliary Services (NPSS) (401)	8,196,820	8,293,543	8,376,478
Public School Preschool (439)	1,423,298	1,440,093	1,454,494
Vocational Education Enhancement (461)	33,894	34,293	34,636
Alternative Schools (463)	0	0	0
Student Wellness and Success (467)	8,150,381	8,246,556	8,329,021
Miscellaneous State Grants (499)	1,894,249	1,916,602	1,935,768
Elementary and Secondary School Emergency Relief (ESSER) (507)	1,121,789	1,135,026	1,146,376
School Maintenance and Operational Assistance (512)	72,407	73,261	73,994
IDEA, Part B Special Education (516)	17,612,418	17,912,443	18,217,946
Vocational Education: Carl D. Perkins (524)	1,566,982	1,585,472	1,601,327
Title 1 School Improvement Stimulus A (536)	1,811,299	1,832,672	1,850,999
Title 1 School Improvement Stimulus G (537)	5,997,376	6,068,145	6,128,826
Title III - Limited English Proficiency (551)	664,346	670,989	677,699
Refugee Children School Impact Act (571)	396,522	401,201	405,213
Title I - Disadvantaged Children/Targeted Assistance (572)	40,735,162	41,215,837	41,627,996
IDEA Preschool Grant for the Handicapped (587)	270,978	274,176	276,917
Improving Teacher Quality (590)	1,100,582	1,113,569	1,124,705
Miscellaneous Federal Grants (599)	3,519,116	3,560,642	3,596,248
<b>Total Revenue</b>	<b>\$959,028,572</b>	<b>\$970,436,112</b>	<b>\$980,461,456</b>

**Forecasted Expenditures**

<b>Expenditure</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
General (001)	\$773,581,544	\$779,306,047	\$785,384,635
Bond Retirement (002)	20,159,831	20,309,014	20,467,424
Permanent Improvement (003)	14,268,451	14,374,037	14,486,155
Food Services (006)	21,263,416	21,420,765	21,587,847
Special Trust (007)	4,774,249	4,809,579	4,847,093
Classroom Facilities (010)	41,141,632	37,027,469	33,324,722
Public School Support (018)	170,573	171,835	173,176
Other Grants (019)	0	0	0
Liability Self-Insurance (023)	555,986	560,100	564,469
Employee Benefits Self-Insurance (024)	99,280,561	100,015,238	100,795,356
Classroom Facilities Maintenance (034)	4,351,012	4,383,210	4,417,399
Partnering Community School (036)	4,021,299	4,051,056	4,082,655
Student Managed Student Activity (200)	430,374	433,559	436,940
District Managed Student Activity (300)	120,130	121,019	121,963
Auxiliary Services (NPSS) (401)	9,457,363	9,527,347	9,601,661
Public School Preschool (439)	1,591,196	1,602,971	1,615,474
Vocational Education Enhancement (461)	24,602	24,784	24,978
Student Wellness and Success (467)	20,595	20,747	20,909
Alternative Schools (463)	7,700,948	7,757,935	7,818,447
Miscellaneous State Grants (499)	2,405,951	2,423,755	2,442,661
Elementary and Secondary School Emergency Relief (ESSER) (507)	1,274,649	1,284,082	1,294,097
School Maintenance and Operational Assistance (512)	13,954	14,057	14,167
IDEA, Part B Special Education (516)	19,243,261	19,385,661	19,536,869
Vocational Education: Carl D. Perkins (524)	1,422,211	1,432,735	1,443,911
Title 1 School Improvement Stimulus A (536)	1,575,319	1,586,976	1,599,355
Title 1 School Improvement Stimulus G (537)	6,158,114	6,203,684	6,252,073
Title III - Limited English Proficiency (551)	647,082	642,682	638,311
Refugee Children School Impact Act (571)	140,690	141,731	142,837
Title I - Disadvantaged Children/Targeted Assistance (572)	43,770,137	44,094,036	44,437,969
IDEA Preschool Grant for the Handicapped (587)	297,774	299,977	302,317
Improving Teacher Quality (590)	1,358,705	1,368,759	1,379,436
Miscellaneous Federal Grants (599)	3,406,854	3,432,065	3,458,835
<b>Total Expenditures</b>	<b>\$1,084,628,464</b>	<b>\$1,088,226,914</b>	<b>\$1,092,714,140</b>

**Debt Changes**

Over the past years, the District's changes in debt have primarily been in the issuance of School Improvement Bonds. The District did not issue/refund any debt in fiscal year 2018, but did so in the following instances over recent years:

- On June 10, 2015, the School District issued \$200,000,000 of General Obligation School Improvement Bonds consisting of \$150,800,000 of Tax Exempt School Improvement Bonds, Series 2015A and \$49,200,000 of Federally Taxable Qualified School Construction Bonds, Series 2015B bearing interest at the rate of 2.00% - 5.02% per annum. The premium received on this bond issue was \$9,277,561 and after deducting the bond issuance costs, \$8,500,106 was transferred to the Debt Service Fund. Issue 4, which was approved by voters on November 4, 2014, will allow for construction of 20-22 new schools and the refurbishing of 20-23 schools. This debt will be retired from the Debt Service Fund.
- On January 9, 2014, the School District issued \$10,525,000 of School Improvement Refunding Bonds, Series 2014, at a true interest cost of approximately 3%. Proceeds of this bond issue (including a portion of the original issue premium), together with \$6,124,354 of cash on hand in the District's bond retirement fund totaled \$16,913,400. This was deposited in an escrow fund that is being used ultimately to pay principal of and interest on \$10,789,045 in aggregate principal amount of certain of the District's School Improvement Bonds, Series 2004, through June 1, 2014, the date of optional early redemption of those series 2004 Bonds. As a result, those Series 2004 bonds were defeased and considered no longer outstanding for purposes of the School district's direct debt limitations. This refunding transaction resulted in a reduction in future debt of \$7,643,843, equivalent to then-present values savings (at the time of sale of the Refunding Bonds) of \$7,175,176, which, after deducting contributions to the escrow fund from sources other than the proceeds of the Refunding Bonds, yielded net present value savings of approximately \$1,050,822.
- On January 29, 2013, the School district issued \$45,600,000 of School Improvement Refunding Bonds, Series 2013, at a true interest cost of approximately 3%. Proceeds of this bond issue (including a portion of the original issue premium), together with \$12,000,000 of cash on hand in the District's bond retirement fund totaled \$63,366,472.36. This was deposited in an escrow fund that is being used ultimately to pay principal of and interest on \$59,020,000 in aggregate principal amount of certain of the District's School Improvement Bonds, Series 2004, through June 1, 2014, the date of optional early redemption of those Series 2004 Bonds. As a result, those Series 2004 Bonds were defeased and considered no longer outstanding for purposes of the District's direct debt limitations.

#### **Current Debt Obligation by Fund**

The Bond Retirement debt refers to debt issued for construction projects, while the general fund debt refers to an outstanding lease obligation for buses.

Fiscal Year	General Fund			Bond Retirement		
	Principal	Interest	Total	Principal	Interest	Total
2021	1,350,745	11,255	1,362,000	6,375,000	12,758,431	19,133,431
2022	-	-	-	6,725,000	12,453,331	19,178,331
2023	-	-	-	7,035,000	12,161,631	19,196,631

A more in-depth analysis of debt changes can be found under Debt Obligations in the Financial Section.

#### **Tax Base**

The School District's property tax base is broken down into three main categories, Class I Real Estate, Class II Real Estate and Tangible Personal Property.



**Class I Real Estate Property**

- ***Agricultural Property*** – Land and improvements used for agricultural purposes.
- ***Residential Property*** – Land used and occupied by one, two, or three families.

**Class II Real Estate Property**

- ***Commercial Property*** – The land and improvements to land which are owned or occupied for general commercial and income producing purposes. These purposes, where production of income is a factor to be considered in arriving at true value, include, but is not limited to, apartment houses, hotels, motels, theaters, office buildings, warehouses, retail and wholesale stores, bank buildings, commercial garages, commercial parking lots, and shopping centers.
- ***Mineral Property*** – Land, and the buildings and improvements thereon, used for mining coal and other minerals as well as the production of oil and gas including the rights to mine and produce such minerals whether separated from the fee or not.
- ***Industrial Property*** – The land and improvements to land used for manufacturing, processing, or refining foods and materials, and warehouses used in connection therewith.

**Tangible Personal Property and Public Utility**

- ***Tangible Personal Property*** – Prior to calendar year (CY) 2009, all machinery, inventory, furniture, fixtures and other equipment used in the course of conducting business were classified as Tangible Personal Property, included in the School District's assessed values and taxed accordingly. The tax rate for this type of property has been reduced over the years from a high of 88% in the 1960's to 23% in CY05. House Bill (H.B.) 66 dramatically changed the phase-out of inventory taxes by reducing the tangible property tax assessment rate to 18.75% in CY06, 12.50% in CY07, 6.25% in CY08 and down to 0 in CY09. H.B. 66 completely phased out tangible taxes on machinery, equipment, furniture and fixtures by the same rates used for the inventory phase-out, which prior to H.B.66 were not scheduled to be reduced. The telephone tangible personal property tax assessment rate was reduced by 20% in CY07 and 5% each additional year until it was eliminated in CY11.
- ***Public Utility – Personal Property*** – Public utility companies, including electric, natural gas, pipelines, water works, water transportation, heating and telegraph companies are taxed (with a few exceptions) on all tangible personal property. The percent of true value at which this type of property is taxed varies according to the type of public utility. This taxable property is called public utility-personal property. This is now the only type of personal property that remains subject to taxation.

**Total and Effective Tax Rates**

The following table reflects total and effective tax rates. The year 2018 represents the most recent information because property taxes are paid in arrears.

<b>Tax Year</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Total Millage	79.40	79.30	79.30	79.30	79.30
Total Millage Operating	73.20	73.20	73.20	73.20	73.20
Total PI Fund	1.00	1.00	1.00	1.00	1.00
Total Class I Residential Rate	52.20	52.48	52.53	52.53	52.53
Total Class II Commercial Rate	60.61	61.74	61.57	61.57	61.57
General Fund Inside Millage Rate	4.00	4.00	4.00	4.00	4.00
Bond Rate	5.20	5.10	5.10	5.10	5.10
Avg. Tax Burden on \$50,000 Home	799.31	803.36	804.37	804.37	804.37

# Organizational Section



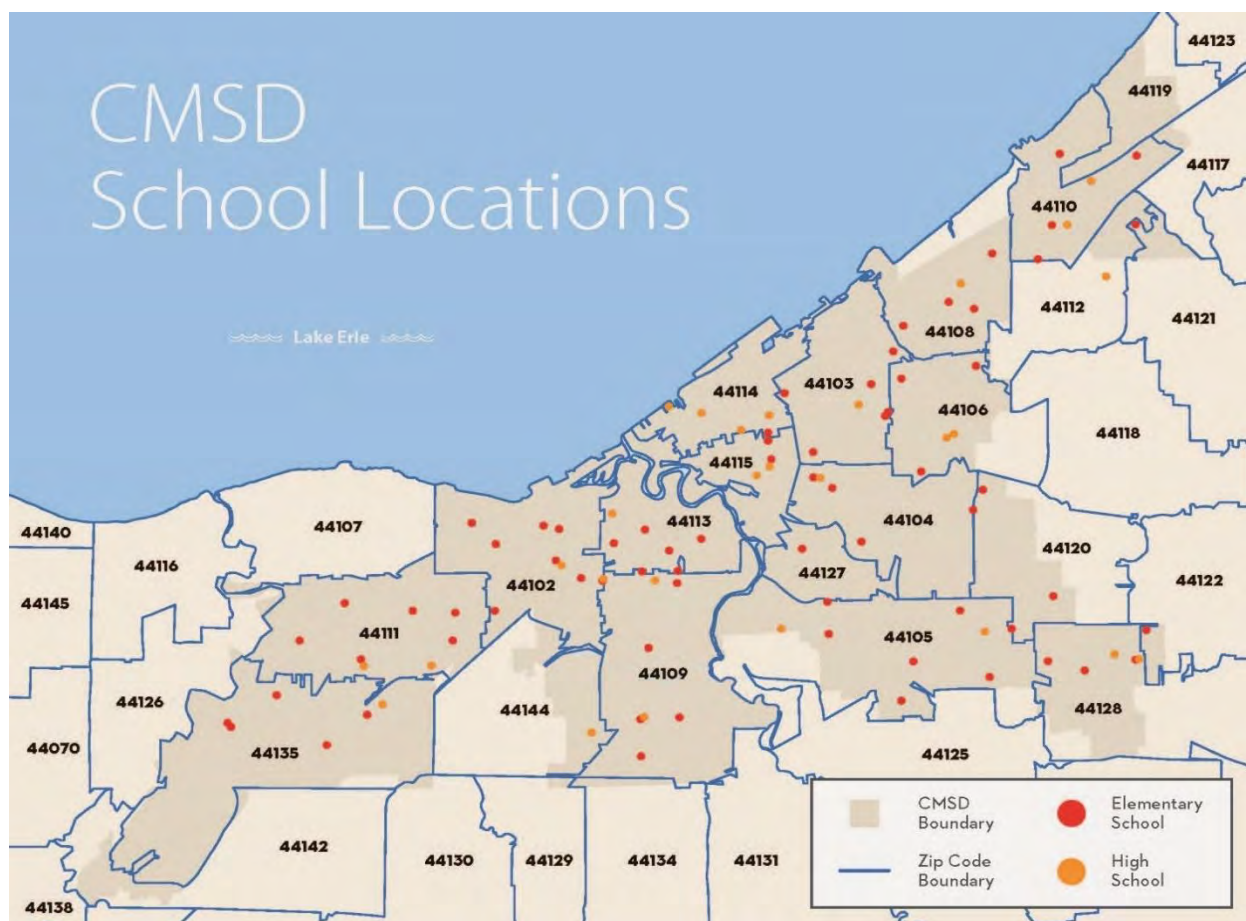


# Organizational Section

## About CMSD

The District currently provides approximately 35,000 Cleveland area students a public school education, whereby each child has access to programs and services that are appropriate to his or her needs. In addition to regular educational programs for Pre-K through 12<sup>th</sup> grade students, the District also offers comprehensive vocational education, special education, and bilingual education programs. In 2020-21, the District will offer 65 K-8 and Pre-K-8 schools, 36 high schools, one Pre-K-2 school, one PreK-5 school, and one K-12 school. In addition, classes will be provided in four residential school programs.

The School District is an independent metropolitan school district and is not a component unit of another government.



## Governance Structure

Cleveland's current school governance structure was created by Ohio House Bill 269 in 1997, and took effect September 9, 1998. The Board of Education is made up of nine voting members appointed by the Mayor of Cleveland from a slate of nominees selected by a local nominating panel, established under State law. At least four of the nine members must have significant expertise in either education, finance, or business management. Board members must be residents of the School District, and at least one of the nine

members must reside in part of the School District that is outside the City of Cleveland (Bratenahl, Linndale, Newburgh Heights, and parts of Brook Park and Garfield Heights). State law also provides that the presidents of Cleveland State University and Cuyahoga Community College serve as nonvoting ex officio members of the Board. At the time of this publication, there are nine Board members.

The Board of Education functions as the governing body of the School District. Board responsibilities include hiring the School District Chief Executive Officer (with the concurrence of the Mayor); setting School District policy; approving the School District budget; establishing goals and accountability standards; and promoting parent, family, and community involvement in the schools.

The Board of Education meetings are held on two Tuesdays each month at 6:30pm. The first meeting of each month is a work session, held at the Board of Education Administration Building, 1111 Superior Avenue E, Cleveland, and devoted primarily to information gathering, discussion and deliberation on issues or topics for future Board business meetings. The second meeting of each month is a business meeting, held at various schools throughout the School District, and devoted primarily with the consideration of and voting on Board resolutions.

Parents and the community are encouraged to attend Board meetings. In addition to conducting the business of the School District at these meetings, the Board also provides for public participation (at Board business meetings) in order to hear community concerns, and recognizes the achievements of our students and staff, and the contributions of our community partners. The Board also holds a number of Community Forums throughout the year on policy issues of interest to the community.

Currently meetings are held remotely/virtually due to the COVID-19 pandemic.

## Board of Education Members

The following identifies each Board member, the year they began service, and the year their present term expires (on June 30<sup>th</sup> of that year).



**Anne E. Bingham**  
Board Chair  
2014-2021



**Robert M. Heard, Sr.**  
Board Vice Chair  
2004-2021



**Louise P. Dempsey, Esq.**  
1998-2023



**Sara Elaquad, J.D.**  
2019-2023



**Jasmine Fryer**  
2017-2023



**Denise W. Link**  
2007-2023



**Willetta A. Milam, J.D.**  
2003-2021



**Lisa Thomas, Ph.D.**  
2011-2021



**Kathleen C. Valdez, Esq.**  
2019-2023



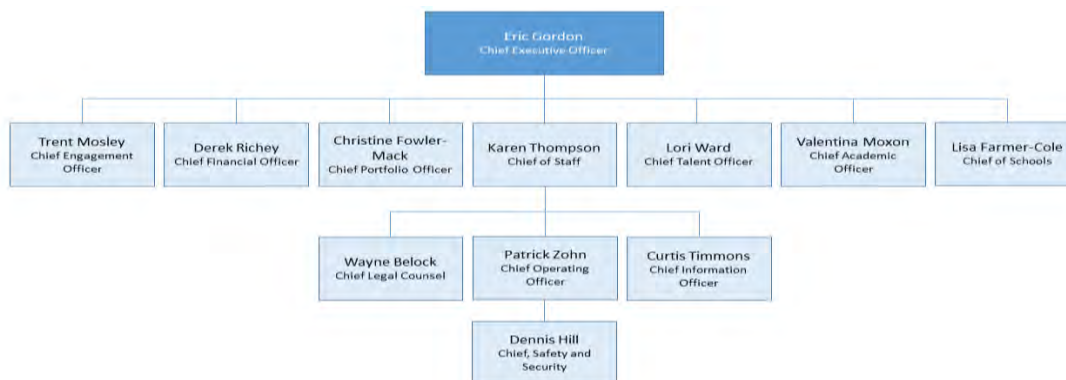
**Dr. Alex Johnson**  
Ex Officio



**Harlan M. Sands, JD., MBA**  
Ex Officio

## District Leadership and Administration

The Board of Education employs a Chief Executive Officer (CEO) to lead the day-to-day operations of the District. Eric Gordon has been the CEO since 2011.



## CMUSD Mission and Goals

### Vision / Mission Statement

**Vision:** The Cleveland Municipal School district envisions 21st Century Schools of Choice where students will be challenged with a rigorous curriculum that considers the individual learning styles, program preferences and academic capabilities of each student, while utilizing the highest quality professional educators, administrators and support staff available.

**Mission:** The Cleveland Municipal School District will strive for nothing less than a school district of premier status that will be emulated for its best practices in the areas of academics, buildings and facilities, customer service, safety and security, and student services purposefully designed to produce graduates prepared to assume leadership roles as students in colleges and universities, as professionals in their chosen careers and as citizens in a global society.

### The Cleveland Plan

CMUSD has been executing *The Cleveland Plan* since 2012. At its core, *The Cleveland Plan* has the goal to ensure that every child in Cleveland attends a high-quality school and that every neighborhood has a multitude of great schools from which families can choose. To do this, Cleveland has been transitioning from a traditional, single-source school district to a new system of district and charter schools that are held to the highest standards and work in partnership to create dramatic student achievement gains for every child. The plan is built upon growing the number of excellent schools in Cleveland, regardless of provider, and giving these schools autonomy over staff and budgets in exchange for high accountability and performance. We will create an environment that empowers and values principals and teachers as professionals and makes certain that our students are held to the highest expectation.

#### *Two equally compelling dynamics:*

First, we are driven by a fierce sense of urgency. We know that students in Cleveland must have the knowledge, skills and attributes that position them to be successful and competitive in the 21st century global economy. We know that we must re-establish public trust and confidence in our schools and reverse the district's steep drop in enrollment over the last decade. We must position the District on a path toward financial sustainability to avoid draconian cuts in services that result in more students and families leaving the District and the city.

Second, we are driven by an informed sense of hope, as Cleveland has already started this journey toward



transformation. The last several years have shown investments in new and redesigned schools, partnerships between the district and high-performing charter schools, differentiated investments in schools, a robust teacher support and evaluation system, and more. Cleveland already has innovative options that are achieving noteworthy results for many of our students. However, it won't be enough until every student is in a great school. We must work toward a new vision of education that will inspire and convince the public that our city and our schools are worthy from the investment from their children and dollars.

### Cleveland Plan Strategies

The Plan was grounded in an emerging national approach known as the “portfolio strategy,” which showed promising results in cities such as Baltimore, Denver, and New York. The focus of this work is to significantly increase the number of high-performing schools and reduce and, eventually, eliminate low performing schools. To do this, CMSD is employing four distinct strategies:

1. Promote, expand, and replicate existing high-performing district and charter school. Effective schools, measured by a consistent standard of quality, now have full autonomy over school budgets, staff selection and assignment, academic and student support programs, school calendar and school schedules in exchange for high accountability standards and access to financial and other resources.
2. Start new schools. The School District continues to utilize the best national education models, invent schools that are unique to the city and encourage local community partners and teachers within the school district to co-create new and innovative school models.
3. Refocus and strengthen mid-performing schools. For those schools that met minimum state standards and have some critical academic and social conditions in place, the School District has employed precise, customized and differentiated interventions and investments, and granted some levels of autonomy.
4. Repurpose and address low-performing schools. The lowest performing schools were targeted for immediate and dramatic action, including closure and reassignment of students to better schools, closure and start-up of a new school, phase-in of a new program and phase-out of the old program, or turning the school over to a capable charter operator.

**In addition, organizational roles and relationships have changed under *The Cleveland Plan* in four fundamental ways:**

1. Central office oversees the portfolio of schools to ensure continuous improvement, provide system coordination for essential functions (enrollment, data systems, etc.) and provide some targeted services directly to schools.
2. Schools have varying levels of autonomy based on their level of performance and are accountable for delivering an excellent education.
3. All schools now have to abide by certain state and federal requirements, such as state testing, and serving students with disabilities, in addition to students who are English language learners, among others.
4. The School District has shifted from traditional budgeting to a weighted per-pupil funding system for all schools and has transferred a majority of spending control to schools based on the number and needs of the students they enroll. This includes the transfer of some locally generated tax

revenues to high-performing charter schools that are sponsored by or have agreements with the School District.

### District Goals

- By 2018-19, triple the number of High Performing Seats (from 3,568 to 10,704).
- By 2018-19, triple the number of High/Mid Performing Seats (from 8857 to 26,571).
- By 2018-19, eliminate all failing schools (from 41 to 0).
- By 2016-17, increase city-wide pre-school enrollment by 2000 seats (from 1,200 to 3,200).
- Annually, reduce by 20% the amount of students who failed to meet the Third Grade Reading Guarantee (from 85% to 88%).
- Annually, increase the high school graduation rate by 4% (from 64.3% to 68.3%).
- By 2016-17, increase the District high school graduation rate to 71% (from 52.2% to 71.0%).
- By 2016-17, increase college enrollment within one year's time to 66% (from 61% to 66%).
- By October 2016, present a 5-year financial forecast with a positive ending cash balance through December 2020, including levy renewal.
- By 2019-2020, complete Issue 4 construction and remodeling projects.
- By 2016-17, maintain or exceed enrollment of 37,879 students.
- Annually, increase parent engagement as measured by HB 525 by 7.5% (from 80% to 87.5%).
- Annually, reduce by 10% the percentage of students who are chronically absent (10+ days) over the prior three-year average (from 57% to 51.3%).

### Investments Related to District Goals

While many CMSD expenditures would remain the same regardless of district goals, there are specific investments tied to the specific goals outlined above. For example, the District has:

- Raised \$200 million in bond proceeds to fund the Issue 4 construction and remodeling projects.
- Budgeted nearly \$4 million towards a Portfolio Office to guide our annual accountability cycle, school choice process, portfolio planning, and new school design. These efforts encompass the goals around increasing the number of high performing seats.
- Budgeted \$2.3 million for Early Childhood teachers and support staff for Preschool.
- Budgeted nearly \$1 million for Family and Community Engagement activities and resources to increase parent engagement.

CMSD has also shifted and focused existing expenditures to address needed improvements in third grade reading, graduation rates, and chronic absenteeism.

### Budget and Financial Items That Impact Our District

CMSD codes financial transactions in accordance with the Uniform School Accounting System (USAS) developed and maintained by the Ohio Auditor of State. The USAS is based upon the use of a combination of dimensions (different sets of codes, each of which supplies different elements of information). By selecting the most appropriate code within each required dimension, each financial transaction of the School District will be adequately identified.

The use of certain dimensions to identify each type of financial transaction is the responsibility of the financial management system of the School District. The determination should consider the informational needs of the school district, the Ohio Department of Education, and other regulatory agencies. For various reasons, certain financial transactions should be coded in more detail than others should.

With the implementation of CMSD's new financial management system, Workday, on July 1, 2017, nearly

every USAS-directed account code has been slightly altered to align with the data configuration in Workday. For example, USAS object 419 for Other Professional and Technical Services is reflected as 419SC in Workday. The “SC” referring to Spend Category as opposed to object.

The most recent version of the USAS User Manual can found on the Ohio Auditor of State’s website: [https://ohioauditor.gov/publications/uniform\\_school\\_accounting\\_system\\_user\\_manual.pdf](https://ohioauditor.gov/publications/uniform_school_accounting_system_user_manual.pdf)

## **Funds and Fund Types**

The School District uses funds to maintain its financial records during the year. Fund accounting is designed to demonstrate legal compliance and to aid management by segregating transactions related to certain School District functions or activities. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. The various funds of the School District are grouped into the categories of governmental, proprietary, and fiduciary. Each fund also has an associated fund number; for example, the General Fund is 001.

### **Governmental Funds**

Governmental funds are those through which most governmental functions typically are financed. Governmental fund reporting focuses on the sources, uses and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used. Current liabilities are assigned to the fund from which they will be paid. The difference between governmental fund assets and liabilities is reported as fund balance. The following are the School District’s major governmental funds:

#### **General Fund 001**

The general fund is used to account for all financial resources, except those required to be accounted for in another fund. The general fund is available to the School District for any purpose, provided it is expended or transferred according to the general laws of Ohio.

#### **Debt Service Fund 002**

The debt service fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. Debt service funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

### **Capital Projects Funds**

Capital projects funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

#### **Permanent Improvement 003**

A fund provided to account for all transactions related to the acquiring, constructing, or improving of such permanent improvements

#### **Classroom Facilities 010**

A fund provided to account for monies received and expended in connection with contracts entered into by the School District and the Ohio School Facilities Commission for the building and equipping of classroom facilities.

#### **Classroom Facilities Maintenance 034**

A fund used to account for the proceeds of a levy for the maintenance of facilities. The classroom facilities fund is used to account for monies received and expended in connection with contracts entered into by the School District for the construction or renovation to classroom facilities.

**Proprietary Funds**

Proprietary funds focus on the determination of operating income, changes in net position, financial position and cash flows and are classified as either enterprise or internal service. The School District only has internal service funds.

**Food Services 006**

This fund is used to record financial transactions related to food service operations.

**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.

**Special Trust 007**

The special trust fund may be classified as a special revenue, permanent, or a private purpose trust fund. A special revenue fund should be used if the original contributions can be expended for School District programs. A permanent fund should be used if only the earnings on the original proceeds can be expended and not the principal. If the original contribution, whether required to be kept intact or not, and the earnings do not support the School District's programs, then the fund will be classified as a private purpose trust fund.

**Public School Support 018**

A fund provided to account for specific local revenue sources, other than taxes or expendable trusts (i.e. profits from vending machines, sales of pictures, etc.), that are restricted to expenditures for specified purposes approved by board resolution. Such expenditures may include curricular and extra-curricular related purchases.

**Other Grants 019**

A fund used to account for the proceeds of specific revenue sources, except for State and Federal grants that are legally restricted to expenditures for specified purposes. The purpose of this grant is to fund Promise Academy.

**District Managed Student Activity 300**

A fund provided to account for those student activity programs which have student participation in the activity but do not have student management of the programs. This fund would usually include athletic programs but could also include the band, cheerleaders, flag corps, and other similar types of activities.

**Auxiliary Services 401**

A fund used to account for monies that provide services and materials to pupils attending non-public schools within the school district.

**Management Information System 432**

A fund provided for hardware and software development, or other costs associated with the requirements of the management information system.

**Public School Preschool 439**

A fund to assist school districts in paying the cost of preschool programs for three and four year olds.

**Data Communications 451**

A fund provided to account for money appropriated for Ohio Educational Computer Network Connections.



**School Net Professional Development 452**

A fund provided to account for a limited number of professional development subsidy grants.

**Vocational Education Enhancement 461**

A fund used to account for Vocational Education Enhancements that: 1) expand the number of students enrolled in tech prep programs 2) enable students to develop career plans, to identify initial educational and career goals, and to develop a career passport which provides a clear understanding of the student's knowledge, skills, and credentials to present to future employers, universities, and other training institutes and 3) replace or update equipment essential for the instruction of students in job skills taught as part of a vocational program or programs approved for such instruction by the State Board of Education.

**Alternative Schools 463**

A fund used to account for alternative educational programs for existing and new at-risk and delinquent youth. Programs shall be focused on youth in one or more of the following categories: those who have been expelled or suspended, those who have dropped out of school or are at risk of dropping out of school, those who are habitually truant or disruptive, or those on probation or parole from a Department of Youth Services' facility.

**Student Wellness and Success 467**

This fund is used to account for state monies distributed in accordance with ORC section 3317.26, that are restricted for specific purposes related to student wellness including mental health services, services for homeless youth, services for child welfare involved youth, community liaisons, physical health care services, mentoring programs, family engagement and supportive services, city connects programming, professional development regarding the provision of trauma-informed care, and professional development regarding cultural competence.

**Miscellaneous State Grants 499**

A fund used to account for various monies received from state agencies which are not classified elsewhere. A separate special cost center must be used for each grant.

**Race to the Top 506**

To provide for either a new program or expansion of an existing program, support initiatives in the following areas: Standards and Assessments; Using Data to improve Instruction; Great Teachers and Leaders; and Turning Around the Lowest-Achieving Schools.

**Elementary and Secondary School Emergency Relief (ESSER) 507**

To provide emergency relief grants to school districts related to the COVID-19 pandemic. Restrictions include, but are not limited to, providing for coordination of preparedness and response efforts, training and professional development of staff, planning and coordination during long-term closure, and purchasing technology for students.

**School Maintenance and Operational Assistance (Impact Aid/SAFA) 512**

Funds to aid school districts significantly affected (1) by a loss of revenue from taxable real property acquired by the federal government; (2) by provision of public education to children who live on federal property; or (3) by a sudden and substantial increase in school attendance as a result of federal activities.

**IDEA, Part B, Special Education, Education of Handicapped Children 516**

Grants to assist states in providing an appropriate public education to all children with disabilities.

**Vocational Education: Carl D. Perkins Vocational Education Act of 1984 524**

Funds to boards of education, teacher training institutions, and the state administering agency for

cooperating in development of vocational education programs in the following categories: secondary, post-secondary, adult, disadvantaged and handicapped persons, exemplary programs, cooperative education, construction of area vocational schools, ancillary services, research, advisory committees, and work-study projects, including sex equity grants.

### **Title II D Technology 533**

To improve State academic achievement through technology in schools; to assist students in becoming technologically literate by the end of eighth grade, and; to encourage effective integration of technology with teacher training and curriculum development to establish successful research-based instructional methods.

### **Title I School Improvement Stimulus A 536**

To help schools improve the teaching and learning of children failing, or at risk of failing to meet challenging State academic achievement standards.

### **Title I School Improvement Stimulus G 537**

To raise the achievement of students in the lowest-performing schools.

### **Title III, Limited English Proficiency 551**

Funds to develop and carry out elementary and secondary school programs, including activities at the pre-school level, to meet the educational needs of children of limited English proficiency. These programs provide structured English language instruction, with respect to the years of study to which the program is applicable, and instruction in the child's native language to the extent necessary to allow a child to achieve competence in English. The instruction must incorporate the cultural heritage of these children and of other children in American society. The instruction must be, to the extent necessary, in all courses or subjects of study, which will allow a child to meet grade promotion and graduation standards.

### **Refugee Children School Impact Act 571**

To provide educational services to meet educational needs of refugee children who are enrolled in public and non-profit private elementary and secondary schools.

### **Title I, Disadvantaged Children/Targeted Assistance 572**

To provide financial assistance to State and Local educational agencies to meet the special needs of educationally deprived children. Included are the Even Start and Comprehensive School Reform programs.

### **IDEA Preschool Grant for the Handicapped 587**

The Preschool Grant Program, Section 619 of Public Law 99 -457, addresses the improvement and expansion of services for handicapped children ages three (3) through five (5) years.

### **Improving Teacher Quality 590**

A fund used to account for monies to hire additional classroom teachers in grades 1 through 3, so that the number of students per teacher will be reduced.

### **Miscellaneous Federal Grants 599**

A fund used to account for various monies received through state agencies from the federal government or directly from the federal government which are not classified elsewhere. A separate cost center must be used for each grant.

### **Internal Service Funds**

The internal service funds account for the financing of services provided by one department or agency to other departments or agencies of the School District on a cost reimbursement basis. The internal service fund is used to account for and finance its uninsured risks of loss and associated expenses attributable to

deductibles and self-insured retention limits for general liability, property damage claim settlements and judgments and self-insurance programs for employee medical benefits.

### **Liability Self-Insurance 023**

This fund should have the self-insurance money deposited in it and all appropriate self-insurance payments made from it. The Self-Insurance Fund may be a fund that serves a pool of participating local governments or a pool of funds within a given local government. The Self-Insurance Fund does not require permission of the Auditor of State for establishment. The Board of Education should establish the fund by resolution.

### **Employee Benefits Self-Insurance 024**

A fund provided to account for monies received from other funds as payment for providing medical, hospitalization, life, dental, vision, or any other similar employee benefits. The Employee Benefits Self-Insurance Fund may make payments for services provided to employees, for reimbursements to employees who have paid providers, to third party administrators for claim payment or administration, for stop-loss coverage or for any other reinsurance or other similar purposes.

### **Fiduciary Funds**

Fiduciary fund reporting focuses on net position and changes in net position. The fiduciary fund category is split into four classifications: pension trust funds, investment trust funds, private-purpose trust funds and agency funds. Trust funds are used to account for assets held by the School District under a trust agreement for individuals, private organizations, or other governments and are therefore not available to support the School District's own programs. The School District has no trust funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The School District has two agency funds, one that accounts for student activities and one that accounts for various payroll withholding items.

### **Student Managed Activity Account 200**

A fund provided to account for those student activity programs, which have student participation in the activity and have students involved in the management of the program. This fund typically includes those student activities, which consist of a student body, student president, student treasurer, and faculty advisor.

### **Classification of Key Revenues and Expenditures**

Revenues and expenditures are coded based on the following guidance provided in the USAS User Manual. The detailed revenue and expenditure codes and definitions can be found in the most current USAS User Manual, found here:

[https://ohioauditor.gov/publications/uniform\\_school\\_accounting\\_system\\_user\\_manual.pdf](https://ohioauditor.gov/publications/uniform_school_accounting_system_user_manual.pdf)

### **Revenues**

All revenues must be attributed to some fund and received from a specified source. Some revenues must also be related to an applicable program (Special Cost Center or Subject). Revenues, which are attributed to applicable programs, are generally restricted, in that the monies received can only be spent for restricted purposes.

The requirements of revenue accounting and reporting are not as extensive as expenditure accounting and reporting, in terms of number of dimensions and required detail level within the receipt dimension. The dimensions used for revenue accounting are as follows with "x" indicating the number of values.

<b>Dimension</b>	<b>USAS Reference</b>	<b>Used by CMSD</b>
Transaction Indicator	XX	No (by EMIS)
Fund	XXX	Yes
Receipt	XXXX	Yes

Special Cost Center	XXXX	Yes
Subject Area / Subject	XXXXXX	No
Operational Unit	XXX	Yes

### **Expenditures**

Expenditure accounting and reporting is based on a multi-dimensional system. A transaction requires the use of several dimensions, each of which has a separate meaning. No single dimension would provide enough information for accountability and responsive management. Objects of expenditure such as salaries, purchased services, supplies, and materials are meaningless unless they are directly related to at least the fund and function dimensions. By relating a specific expenditure to all dimensions, accountability that is more complete is realized, and more information is available to management.

The Uniform School Accounting System uses nine dimensions in the following sequence:

<b>Dimension</b>	<b>USAS Reference</b>	<b>Used by CMSD</b>
Transaction Indicator	XX	No (by EMIS)
Fund	XXX	Yes
Function	XXXX	Yes
Object	XXX	Yes
Special Cost Center	XXXX	Yes
Subject Area / Subject	XXXXXX	No
Operational Unit	XXX	Yes
Job Assignment	XXX	No

Reporting requirements determine the dimensions (and the level of detail within those dimensions) that must be used. Local needs determine extended usage of the remaining dimensions and associated levels of detail. CMSD does not presently utilize the Subject Area/Subject, Instructional Level, and Job Assignment dimensions.

### **Fund Balance**

Fund Balance is divided into five classifications based primarily on the extent to which the District is bound to observe constraints imposed upon the use of the resources in the governmental funds. The classifications are as follows:

#### **Non-spendable**

The non-spendable fund balance category included amounts that cannot be spent because they are not in spendable form, or legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash.

#### **Restricted**

Fund balance is reported as restricted when constraints placed on the use of resources are either externally imposed by creditors (such as through debt covenants), grantors, contributors, laws or regulations of other governments, or is imposed by law through constitutional provisions or enabling legislation.

#### **Committed**

The committed fund balance classification includes amounts that can be used only for the specific purposes imposed by a formal action (resolution) of the Board of Education. Those committed amounts cannot be used for any other purpose unless the Board of Education removes or changes the specified use by taking the same type of action (resolution) it employed to previously commit those amounts. In contrast, to fund balance that is restricted by enabling legislation, committed fund balance classification may be redeployed for other purposes with appropriate due process. Constraints imposed on the use of committed amounts are

imposed by the Board of Education, separate from the authorization to raise the underlying revenue; therefore, compliance with these restraints is not considered to be legally enforceable. Committed fund balance also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

**Assigned**

Amounts in the assigned fund balance classification are intended to be used by the District for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the General Fund, assigned amounts represent intended uses established by the Board of Education or the Chief Financial Officer, who has been delegated that authority by the CEO.

**Unassigned**

Unassigned fund balance is the residual classification for the General Fund and includes all spendable amounts not contained in the other classifications. In other governmental funds, the unassigned classification is used only to report a deficit balance resulting from overspending for a specific purpose for which amounts had been restricted, committed, or assigned.

The District applies restricted resources first when expenditures are incurred for purposes which either restricted or unrestricted (committed, assigned, and unassigned) amounts are available. Similarly, within unrestricted fund balance, committed amounts are reduced first, followed by assigned, then unassigned when expenditures are incurred for purposes which amounts in any of the unrestricted fund balance classifications could be used.

There are no policies on any minimum or maximum fund balance; however districts in Ohio cannot submit a five-year forecast to the State of Ohio with a negative fund balance projected in the current fiscal year.

## Basis of Accounting and Budgeting

### Basis of Accounting

Basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. Government-wide financial statements are prepared using the accrual basis of accounting. Governmental funds use the modified accrual basis of accounting. Proprietary and fiduciary funds also use the accrual basis of accounting. Differences in the accrual and the modified accrual basis of accounting arise in the recognition of revenue, the recording of deferred inflows of resources, and in the presentation of expenses versus expenditures.

**Revenues - Exchange and Non-Exchange Transactions**

Revenue resulting from exchange transactions, in which each party gives and receives essentially equal value, is recorded on the accrual basis when the exchange takes place. On a modified accrual basis, revenue is recorded in the fiscal year in which the resources are measurable and become available. Available means that the resources will be collected within the current fiscal year or are expected to be collected soon enough thereafter to be used to pay liabilities of the current fiscal year. For the School District, “available” means expected to be received within sixty days of the fiscal year-end.

Non-exchange transactions, in which the school district receives value without directly giving equal value in return, include property taxes, grants, entitlements and donations. On an accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from grants, entitlements and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied. Eligibility requirements include timing, matching and expenditure requirements. Timing



requirements specify the year when the resources are required to be used or the fiscal year when use is first permitted. Matching requirements instruct that the School District must provide local resources to be used for a specified purpose. Expenditure requirements entail that resources are provided to the School District on a reimbursement basis. On a modified accrual basis, revenue from non-exchange transactions must also be available before it can be recognized.

Under the modified accrual basis, the following revenue sources are considered to be both measurable and available at fiscal year-end: advance on property taxes, investment income, the State's share of the classroom facility project, tuition, grants and student fees.

### **Deferred Outflows/Inflows of Resources**

In addition to assets, the statements of financial position will sometimes report a separate section for deferred outflows of resources. Deferred outflows of resources represent a consumption of net position that applies to a future period and will not be recognized as an outflow of resources (expense/expenditure) until then. For the School District, deferred outflows of resources are reported on the government-wide statement of net position for deferred charges on refunding and for pension. A deferred charge on refunding results from the difference in the carrying value of refunded debt and its reacquisition price. The amount is deferred and amortized over the shorter of the life of the refunded or refunding debt.

In addition to liabilities, the statements of financial position report a separate section for deferred inflows of resources. Deferred inflows of resources represent an acquisition of net position that applies to a future period and will not be recognized until that time. For the School District, deferred inflows of resources included property taxes, pension, and unavailable revenue. Property Taxes represent amounts for which there is an enforceable legal claim as of June 30, 2020, but which were levied to finance fiscal year 2021 operations. These amounts have been recorded as a deferred inflow on both the government-wide statement of net position and governmental fund financial statements. Unavailable revenue is reported only on the governmental funds balance sheet, and represents receivables which will not be collected within the available period. For the School District, unavailable revenue includes delinquent property taxes, intergovernmental grants, and miscellaneous revenues. These amounts are deferred and recognized as an inflow of resources in the period the amounts become available. Deferred inflows of resources related to pension are reported on the government-wide statement of net pension.

### **Expenses/Expenditures**

On the accrual basis of accounting, expenses are recognized at the time they are incurred. The fair value of donated commodities used during the year is reported on the operating statement as an expense with a like amount reported as donated commodities revenue. Unused donated commodities are also reported as donated commodities revenue.

The measurement focus, of governmental fund accounting, is on decreases in net financial resources (expenditures) rather than expenses. Expenditures are generally recognized in the accounting period in which the related fund liability is incurred, if measurable. Allocations of cost, such as depreciation and amortization, are not recognized in governmental funds.

### **Basis of Budgeting**

Since the 2014-2015 academic year, the Cleveland Municipal School District has adopted the Student-Based Budgeting model. This model budgets funds based upon student enrollment and need—to allow greater equity to each scholar, more school autonomy and a portfolio school strategy. Individual funds are separated according to fund source, which Special Cost Centers identify the purpose. Object codes further differentiate spending. The differentiated District budget funds are:

### **General Purpose Fund**

This is the District's primary operating fund for all financial resources except where otherwise accounted

in another fund.

**Federal and State Grant Categorical Funds**

These funds are isolated for expenditure of Federal and State grants.

**Special Trust Funds**

Both originating from government and private sources, Special Trust Funds are relegated to specific programming or as a supplement to general purpose funds.

Account numbers are made in accordance to the Uniform School Accounting System administered by the Auditor of State.

**Long-Term Financial Planning**

The Board of Education has assigned responsibility for annual and long-term financial planning to the Chief Financial Officer/Treasurer. The policies require that the first objective of financial management planning is to provide for the education of the School District's children. We are expected to use the best available techniques for budget development and management, as well as engage in strategic, long-term financial planning which attempts to forecast the need for future educational and capital expenditures.

The School District prepares a Five Year Forecast along with assumptions prior to October 31<sup>st</sup> of each fiscal year and updates this forecast between April 1 and May 31<sup>st</sup> of each fiscal year.

The long-term planning includes consideration of changes in our portfolio of schools, enrollment and demographic patterns as well as potential changes in compensation and fringe benefits.

**Relevant Financial Policies**

At the beginning of each fiscal year, the School District adopts either a temporary or permanent appropriation measure for that fiscal year. If a temporary appropriation measure is first adopted, the permanent appropriation measure must be adopted upon receipt from the County Auditor of an amended certificate of estimated resources based on final assessed values and tax rates, which is usually within the first three months of the fiscal year.

Annual appropriations may not exceed the County Budget Commission's official estimate of resources. The County Auditor must certify that the School District's appropriation measures, including any supplements or amendments, do not exceed the amount set forth in the latest of those official estimates.

All disbursements and transfers of cash between funds require appropriation authority. Budgets are controlled at the fund level. All purchase order requests must be approved by the appropriate levels of authority and certified by the Chief Financial Officer/Treasurer; necessary funds are then encumbered and purchase orders are released to vendors.

The accounting system used by the School District provides interim financial reports which detail year-to-date expenditures and encumbrances versus the original appropriation and additional appropriations made to date.

Each administrator and school principal has furnished monthly reports showing the status of the budget accounts for which they are responsible. In addition, an on-line inquiry system is available for each cost center site.

The School District pursues an aggressive cash management program by expediting the receipt of revenues and prudently investing and depositing available cash in obligations collateralized by instruments issued by the United States Government, governmental agencies, corporations or the State of Ohio or insured by the Federal Deposit Insurance Corporation (FDIC) and/or the Securities Investor Protection Corporation



(SIPC).

Protection of the School District's deposits are provided by the FDIC and/or by qualified securities pledged by the institution holding the assets. By law, financial institutions may establish a collateral pool to cover all public deposits. The market value of the pooled collateral must equal at least 105 percent of public funds deposited. Collateral is held by trustees including the Federal Reserve Bank and other designated third-party trustees of the financial institutions.

## FY21 Budget Development Process

The District's Budgets and Grants department is comprised of an Executive Director, Director, Manager of Budgets, Sr. Financial Analysts, and Finance Partners. The Budgets and Grants department is responsible for financial planning, analysis, and ongoing management of District funds.

The budget development process enables an annual cycle of reflecting on efficacy of past and present investments and their alignment to organizational strategies and focus areas. Each year, CMSD strives to improve its budget development process. For example, last planning cycle, department leaders were asked to identify and classify investments against their duration and alignment to strategies. This year, certain departments developed multi-year, multi-fund budgets. Strategic financial planning is challenging. Each year we strive to introduce new components to add value to the overall process as well as complementary supports to improve organizational capacity.

The initial step of the budget development process is preparing an estimated tax budget for the fiscal year. This is required by Ohio law. The tax budget is prepared using the budget template received from the County Budget Commission. The District conducts a public hearing on the proposed tax budget prior to submission to the County Budget Commission. After the public hearing, the Board of Education approves the proposed tax budget through enactment of a resolution. The tax budget package is then forwarded to the County Budget Commission, who certifies its receipt. The prior year actual Average Daily Membership (ADM), the State biennium budget and estimates from the Dept. of Education, are the bases for estimating State Foundation Program revenue.

Using estimated revenues, existing cash balances, and fund balance targets as guides, the District begins developing an annual general operating budget and budgets for grant funds. Developing the general operating budget is comprised of two work streams. The first, which begins in January, involves schools developing budget proposals based on an allocation generated primarily through a Student-Based Budgeting (SBB) formula. The SBB formula allocates resources based on unique student characteristics and projected enrollment, and includes both general funds, and federal funds. The school-developed budget proposals reflect their strategic school designs and academic achievement plans.

The second work stream involves central office administrative and support departments developing budget proposals aligned to schools' plans, expenditure targets, strategic plans, and other investments. These budgets are reviewed by department leaders, then merged and iterated upon until the budget target is reached. These activities enable the District to develop a unified budget to foster alignment among schools and central office, and between different funding sources.

The Food Services budget is developed using the same timeline as the general operating budget. For state and federal grants, we develop an estimated appropriation amount based on guidance from the state and federal departments of education, but those budgets are developed on a timeline dictated by the grants. Many of the recurring federal grants, such as Title I, Title II, IDEA, etc. are developed on the same timeline as the general operating budget, though they are amended later in the fiscal year if there is carryover from the prior year.

An FY20-21 appropriation was presented to the Board of Education on June 9, 2020 and approved on June 23, 2020. Typically between Board meetings, two community events are held to present budget information however due to COVID-19 these events were cancelled to keep the community healthy and safe.

The Capital Projects budgets for Funds 003, 010, and 034 follow a project-based timeline rather than a strict fiscal year. Because CMSD's capital programs are co-funded with the State of Ohio, each segment is negotiated with the State of Ohio. The planning cycle involves lengthy discussions of enrollment projections, project scope, etc., but it does not follow a predictable or time-bound cycle. At the time of finalizing this budget book, CMSD was in active discussions with the State of Ohio about the construction projects envisioned for Segment 8.

There were no significant changes to our budget process or budget policies from last year; though we recommended a temporary General Fund appropriation until the State Legislature approves a biannual budget.

### Student-Based Budgeting

In May 2013, CMSD principals worked with District leaders to design a set of budgeting rules and procedures that would support building-level autonomy as outlined in *The Cleveland Plan*. Since then, Network Leaders and School Design coaches have implemented CMSD's Portfolio Strategy, the centerpiece of *The Cleveland Plan*. Their support for principals in academic goal setting, strategic school design and resource reallocation is an integral part of the work. Together, principals and their academic teams are now able to design academic achievement plans and budgets suited to the unique needs of their students.

CMSD schools now have much larger discretionary budgets – encompassing both General Fund and Title-funded resources – such that the budgeting endeavor has significantly grown in impact and complexity. School leaders and their administrative teams must familiarize themselves with the SBB guidelines in order to maintain responsibility for autonomous budgeting. Each school's finance partner will be the primary point of contact for helping schools navigate the rules and guidelines that follow. The CMSD Finance Department has developed a set of rules that will help schools spend their discretionary budgets in an effective, responsible and legally compliant manner.

Under the previous budget process:

- There was significant unplanned variation among different schools' per pupil levels of funding.
- Small schools received more (per pupil) than large schools.
- Underutilized schools tended to receive more than those filled to capacity did.
- Some schools simply received more because of years-old staffing decisions.
- Schools with higher student need did not necessarily receive more.

Under the Student-Based Budgeting process:

- A more equitable distribution of resources will see all schools funded at a more similar level to one another (per pupil), and remaining differences will be directly tied to student need.
- A more equitable distribution means that some schools will receive more than they did in prior years, while others will receive less.

In Student-Based Budgeting:

- Money follows the student, based on the individual student's need.
- Principals have autonomy to build increasingly diverse and customized budget plans.
- Budget plans are designed to support and reflect that building's academic plan.
- Dollars (rather than staff) are allocated to schools, based on the number of students enrolled.

- Budget needs are weighted using objective, measurable facts about each individual student that are known to drive educational costs.

Essentially, dollars follow the student, based on each student's need, where each need has a weight characteristic and amount.

The previous "one-size-fits-all" approach to school budget allocations has been replaced with the SBB philosophy that it costs a different amount of money to provide an appropriate education for different types of students. Accordingly, schools with the neediest populations are better served with "categorical weights."

The money a school receives on behalf of each student, therefore, is calculated by adding the "base weight" (the amount each student receives) to the "categorical weights" (the special values for which each student qualifies based on his needs):



### Where does the money come from?

Each school will receive the majority of its dollars through Student-Based Budgeting and will have discretion to spend those dollars within a set of boundaries. Each school will also receive a small set of non-instructional staff FTEs according to the district's objectives and receive certain grant dollars according to the terms of the grant.

#### The SBB Pool:

- The total dollar sum that goes directly to schools through the Student-Based Budgeting process.
- The sum total of all the resources that schools are responsible for budgeting.

#### The Non-SBB Pool:

- Money schools continue to receive from state and federal grants.
- Certain staff FTE's according to the District's support plan (staff for which schools are not responsible for budgeting. (Note: Principals still have the ability to interview and staff candidates for some staff positions allocated by central office departments.)

Type of Resource	In SBB?	Follows the Student?	School Chooses?
SBB Pool Dollars	Yes	Yes	Yes
Grant Dollars	No	Depends on Grant Terms	Sometimes
Non-SBB Staff Positions	No	No	No

Through investigating multiple years of student achievement data, the SBB Design Team recommended a set of student characteristics that the District should prioritize in directing extra resources to the highest need schools. The Design Team looked for characteristics that were:

- **Relevant:** The characteristic must represent a real student need that demands more resources to educate.
- **Measurable:** The characteristic must be indisputably and objectively measurable, so we can all agree on which students qualify for it.
- **Student-Based:** The characteristic must be linked to an individual student, not a school's decisions, such that any student will trigger the same funding level regardless of which school he or she

attends. For this reason, the Design Team chose “incoming” student characteristics (e.g. 8<sup>th</sup> grade performance for HS students) when possible.

### **SY2020-21 SBB Formula**

Student Characteristic		SY19-20	SY20-21	Change Driver
Foundation Amount for All Students	K-12 Pre-K*	\$4,702 \$705	\$4,751 \$713	Increase in small school and gain/loss protections resulted in more dollars to the base weight
Grade Level	K-3 9-12	\$489 \$130	\$489 \$130	
Special Education (based on disability type and service model)	CC R/I K8 CC SC K8 CC R/I HS CC SC HS IBI/ED*	\$7,918 \$4,524 \$5,938 \$2,545 \$729	\$7,918 \$4,524 \$5,938 \$2,545 \$729	
ELL (based on LAU code)	LAU A K8 LAU B K8 LAU C K8 LAU A HS LAU B HS LAU C HS	\$2,399 \$2,000 \$1,600 \$2,399 \$2,240 \$2,000	\$2,549 \$2,249 \$1,600 \$2,549 \$2,249 \$2,000	
Below Proficient in Reading (based on 3rd and 8th grade proficiency)	K8 HS	\$1,500 \$1,500	\$1,500 \$1,500	
Above Proficient in Reading (based on 3rd and 8th grade proficiency)	K8 HS	\$750 \$1,500	\$750 \$1,500	
Attendance (based on students absent)	HS	\$750	\$750	
Mobility (based on students who have transferred schools in past year)	K8	\$750	\$750	

\*These student groups receive less funding through the SBB formula because the resources supporting these students are controlled centrally.

### **Enrollment Projections & Fall Adjustments**

School-by-school enrollment cannot be measured until the beginning of the school year but budget planning must begin the previous winter. The District, therefore, relies on projected enrollment figures to apply the aforementioned student weights and generate school budgets and subsequent adjustments once enrollment figures stabilize. Toward that end:

- The District puts a high premium on accurate projection numbers to give schools accurate preliminary budgets and enable targeted planning.
- The District adjusts school budgets in late August/early September in a manner, that balances equitable distribution of resources with minimal disruption to existing budgets.
- In November/December of the planning year, the District will calculate estimated enrollment for September of the following school year.
- Enrollment estimates are provided for each school, both in total and for each student subgroup that corresponds to a weighted characteristic (e.g. total students, students by grade, students by Special Education code, etc.).
- The projection method used predicts whether a student will remain in a school from one year to the

next. It also measures cohort level trends to predict beginning and mid-year entry of students not currently attending a school. These measures combined predict the next year's enrollment for each grade in a school.

- This set of raw enrollment projections will be presented to each building principal for review and feedback over a period of 7-10 days. It is each principal's responsibility to suggest revisions to the enrollment projections in order to better estimate the actual enrollment in September of the following year.
- If suggesting revisions, principals must provide justification and documentation for why enrollment will vary from the historical trend. The Academics Office will bear final responsibility for incorporating this feedback into final enrollment projections and ensuring that total projected enrollment is consistent with the District's aggregate growth trajectory and independent third party estimates.
- Once finalized, projected enrollment figures will be used to calculate each school's preliminary budget allocation and will not be changed until September of the following school year.
- The following August/September, the District will generate an enrollment report to assess the actual number of students by school, both in total and for each subgroup included in the SBB formula.
- In pursuit of equity, schools that had been over-projected (i.e., fewer students than projected) would have to reduce their budgets commensurately, which may entail releasing staff positions to necessary transfer.
- Schools in this position will have the flexibility to choose which resources should be removed from the roster (using necessary transfer provisions for staff), pursuant to the autonomy rules outlined in this document.
- Schools that had been under-projected (i.e. more students than projected) will be credited a supplemental budget total and will have the flexibility to choose which resources to purchase, pursuant to the autonomy rules outlined in this document.
- In pursuit of stability, however, school budgets will not necessarily be adjusted fully implied by the difference between projected and actual enrollment. Rather, fall budget adjustments will be capped at 10% (gain or loss) of a school's initial budget allocation.

### **Baseline Services and Baseline Supplement**

The District is committed to ensuring that schools have enough money to purchase "baseline services" – defined as a standard set of resources traditionally present in most CMSD schools. This is the minimum set of services the SBB allocation will provide for all schools, regardless of their size and characteristics. Every school will receive sufficient funds to budget for the following resources. However, principals still have the flexibility to choose how they want to use their budget – they can opt to use it differently than the baseline definition below.

For K8 schools, a baseline service was defined as follows:

Category	SY 2020-21 Baseline Policy
Resulting K8 Classroom Teacher Staff Ratio	26:1 with the following minimums: <ul style="list-style-type: none"> <li>▪ 8.0 FTEs if &lt;275 students</li> <li>▪ 11.0 FTEs if 275-300</li> <li>▪ 12.0 FTEs if 300-350</li> <li>▪ 13.0 FTEs if 350+</li> </ul>
K8 Encore Staff Ratio	5:1 ratio with Classroom Teachers with a minimum of 2.0 FTEs
Special Education Teachers	Minimum of 2.0 FTEs
Principal	1.0 FTE
School Secretary	1.0 FTE



Instructional Aide, PCIA	1.0 FTE
Supplies, Textbooks, Materials	\$78 per student
Subs/Class Coverage	\$2,385 per teacher
Class Overage	\$63 per student
Differentials (NOW, WAVE, Proficiency Test Consultant)	\$4,280

For high schools, a baseline service was defined as follows:

Category	SY 2020-21 Baseline Policy
HS Teacher Ratio	26:1 ratio; minimum of 13.0 FTEs (unless in a transition status.
Principal	1.0 FTE
School Secretary	1.0 FTE
Guidance Counselor	1.0 FTE
Instructional Aide, PCIA	1.0 FTE
Supplies, Textbooks, Materials	\$92 per student
Subs/Class Coverage	\$2,385 per teacher
Class Overage	\$53 per student
Differentials (NOW, WAVE, Proficiency Test Consultant)	\$5,597

Baseline services are provided for all schools, regardless of whether a school's initial SBB allocation (i.e., student enrollment multiplied by student weights) is insufficient to pay for these services. Essentially, the District will add money to the school's allocation, bringing it up to the baseline.

The Finance Department holds a reserve from the SBB Pool sufficient to cover this "baseline supplement". Very small schools are those most likely to fall short of being able to afford "baseline services" on their own. Therefore, the baseline services listed should be considered appropriate in the context of a small school with 300 students.

### **Other Uses of the SBB Pool**

The majority of the dollars in the SBB Pool are allocated on a per-pupil basis based on each school's enrollment and student need characteristics and the "baseline supplement" represents one exception to this rule, as some dollars are allocated to small schools in spite of their enrollment and student need characteristics. A few other small portions of the SBB Pool are reserved for distribution on a different basis:

- **Specialty School Allocation:** Some schools in CMSD operate unique academic models that are fundamentally more resource-intensive than others are. The Portfolio Office makes deliberate choices to offer a diverse array of academic options to all Cleveland students within the practical boundaries of cost and accessibility. A small set of schools in the SY16-17 school year received an allocation of dollars in addition to their SBB allocation to allow the maintenance of these higher-cost academic models, such as Career and Technical Education or Arts programs:

Model Type	List of Special Purpose Schools
New Tech Models	Collinwood High School
	New Tech West
	Facing History New Tech

Model Type	List of Special Purpose Schools
One-off Unique Models	East Technical High School
	MC2STEM
	Dike School of the Arts
	Cleveland School of the Arts
CTE Models	Garrett Morgan School of Science
	Jane Addams Business Careers Center
	Washington Park Environmental Studies
	Max S. Hayes High School
	Martin Luther King Jr. Campus

- **New School Transition Funding:** On a regular basis, the Portfolio Office introduces new school models to the District. New schools typically require a set of start-up costs different from the operating costs of other schools, such as leadership training, staff professional development, and technology infrastructure investments. Toward this end, the Finance Department will reserve some money based on the approved budgets submitted by each new school. New school transition funding typically spans three or four years, depending on the agreement between the District and the new school's leadership team. The District expects that all new schools will be able to maintain their expenses sustainably on normal SBB dollars after four years of operation. Eleven schools will receive new school transition funding next year. These schools are Bard Early College East, Campus International High School, Davis Aerospace and Maritime High School, John Adams College and Career, John Marshall School of Business and Civic Leadership, John Marshall School of Information Technology, Lincoln-West Global Studies, Lincoln-West Science & Health, Rhodes College and Career, Rhodes School of Environmental Studies, and William Rainey Harper.

### The Budget Timeline

The District's fiscal year runs from July to June. The following activities, which occurred during SY19-20, contributed to the SY20-21 budget development:

- The Ohio Department of Education releases its annual report card data on 9/12/19. This data supports strategic school design and district portfolio planning.
- Principals received preliminary SY20-21 enrollment projections on 12/6/19. They had until 12/17/19 to propose changes with justification. The enrollment planning team, consisting of the budget, student enrollment, and academic departments, reviewed and adjudicated their proposed changes before finalizing the enrollment projections. The final enrollment projections were inputted into the Student-Based Budgeting formula.
- Principals received their SY20-21 budget allocation on 2/3/20. They had until 3/6/20 to finalize their budget. Budget review meetings were held the weeks of 2/22 and 3/2 to allow principals to review their proposals with their network leaders, finance and talent partners, and academic support services.
- On February 3, 2019, the budget template for department managers was also opened. They also had until March 7<sup>th</sup> to propose a budget, inclusive of investment requests. All academic budgets were submitted through an Excel file that enabled multi-year, multi-fund budgets; our online budget tool, MyBudgetFile, was used for non-academic budgets. Investment requests from departments were evaluated and adjudicated by the Chief Financial Officer and Chief Executive Officer.



- After aggregating all of the budgets and investment requests, the five-year forecast was presented to the Board of Education on April 14, 2020 and approved on April 28, 2020. The SY20-21 budget and appropriation measure was presented to the Board of Education on June 9, 2020 and approved on June 23, 2020. Typically between the June meetings, two community presentations are held however, due to COVID-19 the presentation were held remotely/virtually in an effort to keep the community healthy.

### Budget Management

The Budgets and Grants department provides ongoing budget and expenses management through a team of Finance Partners and Sr. Financial Analysts who are assigned to support individual schools/departments and individual funds, respectively. This matrix team of finance professionals provide ongoing budget-to-actual reporting as well as track personnel expenses, forecast and anticipate school, department, and fund needs, and help resolve issues and concerns.

All District purchases – all goods and services – are processed through procurement. Purchase orders and supplier contracts are created only when funds are available and all authorized approvals are given.

### Other Sustaining Revenues

The District does not have any other sustaining revenue sources, such as cell towers, partnerships, tuition based programs, alternative schools that generate income, etc.

# Financial Section



Financial Section

## Financial Section

This section contains detailed information about past, budgeted, and projected future expenditures. It contains visibility to expenditures at the fund, object, and function level as well as detailed information at the cost center level for the general operating fund budget. There is also a subsection providing more detail on the capital projects budget.

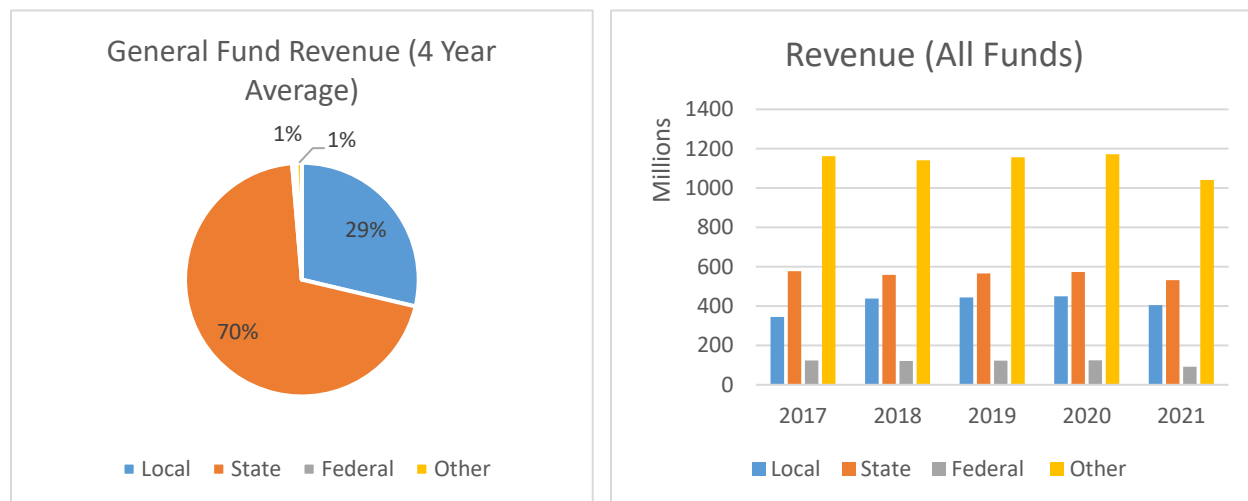
It is important to note the information contained herein about current and future budgets reflects accurate information known at publication. Individual department budgets will adjust throughout the fiscal year and assumptions about future events will change.

### Major Revenue Sources and Expenditure Drivers

There are certain revenue sources and expenditure drivers that account for a significant portion of District financial activity.

#### Revenue

CMSD's revenue derives from a combination of state funds, local sources such as property taxes (and in some cases income taxes) and federal funds. The amount of state funds that CMSD receives is based on a formula that takes into account the student enrollment and the property wealth of the district. The majority of our general operating funds comes from the State of Ohio (66%). Local sources of revenue account for 32.0% and other miscellaneous sources (e.g., reimbursements, advances, etc.) account for the balance. State and Federal grants and state construction funding account for the majority of non-general operating revenue.

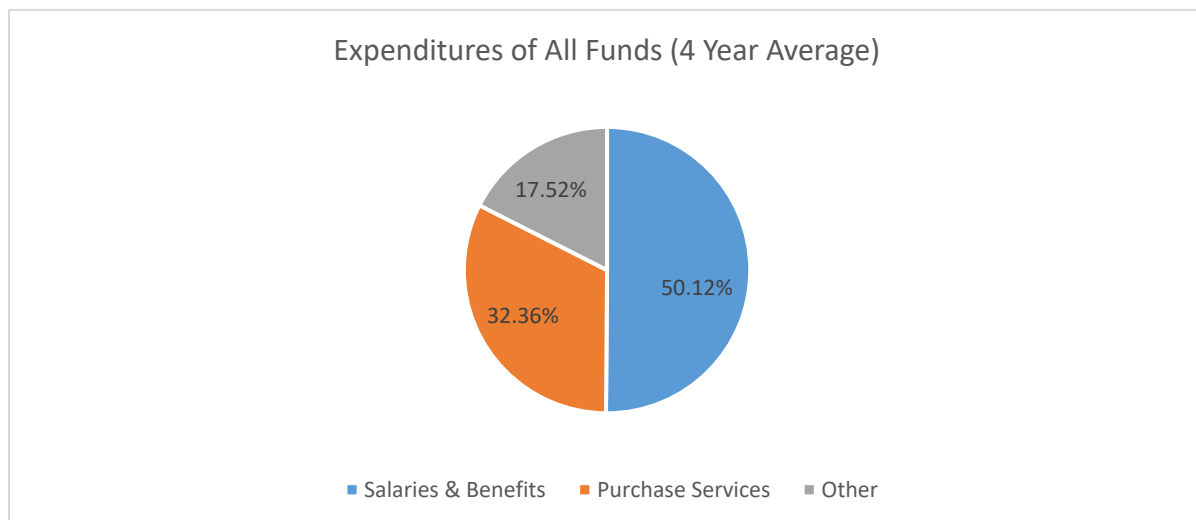
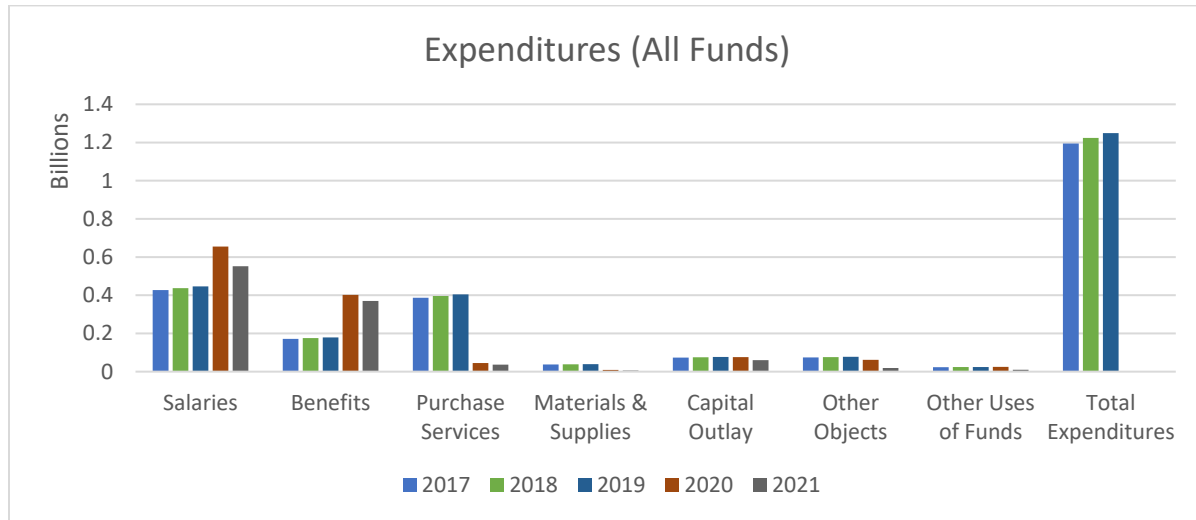


The Ohio Department of Education's General Revenue Fund budget represents the largest component of CMSD's revenue. These funds, along with profits from the Ohio Lottery are used to fund all of Ohio's 612 public school districts, 49 joint vocational school districts, and approximately 370 public community schools. They also fund the activities of the Ohio Department of Education, including funding for early childhood education, pre-school special education, assessments, and the A-F report card. In addition to state aid through the foundation program, many school districts receive reimbursements payments for lost property tax revenue caused by the phase out of the general business tangible personal property tax (TPP) and the reduction of property tax assessment rates on utility property (KwH). Finally, the state pays 10% of locally levied property taxes for residential and agricultural real property owners, an additional 2.5% for homeowners, and represents property tax relief to individual property taxpayers in Ohio.

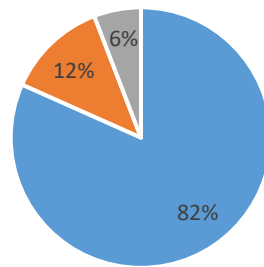
## Expenditures

Across all funds, salary and benefits account for ~50% of total expenditures with purchased services accounting for another ~33%. Community school (charter) pass-through expenditures and tuition payments to other providers accounts for more than 50% of the purchased services total, or roughly 18% of total expenditures. Supplies and materials, capital outlay, and other uses account for the balance.

Excluding pass-through payments to charter schools and other providers, salaries and benefits have historically accounted for 81-85% of expenditures within the general operating fund over the past few years. As a percent of salaries and wages, fringe benefits costs average around 40%.



General Fund Expenditures (Excluding Pass-Through Payments)



■ Salaries & Benefits ■ Purchase Services ■ Other

### Assumptions Used to Develop Budgets

The following assumptions were used in preparing the FY21 general operating budget and five-year forecast.

#### Revenue Assumptions

- 31.1% of General Fund Revenue comes from Local Property Tax
  - Reappraisal was completed in 2018, we saw an increase of 10% in our property values. Values increased from \$4.8 billion to \$5.2 billion with a current valuation of \$5.2 billion
  - Current collection rate is 88.3%, which is down 0.1% from the prior year
  - Assume current rate through 2024
  - 4-year, 15 mill levy expires on December 31, 2020. Forecast assume non-renewal
- 62% of General Fund Revenue comes from Foundation Formula
  - The forecast includes the \$5.6 million reduction that the state announced in May related to COVID-19 funding issues for SY20 and SY21
  - The forecast utilizes the current foundation formula for the next two years
  - All school districts are on a guarantee funding for the next two school years based on what we received in the previous school year
  - The Student Wellness and Success dollars that the District is scheduled to receive in the SY2019-20 and SY20-21 years are not reflected in the forecast

#### Expenditure Assumptions

- General
  - The forecast does not include across-the-board salary increases in SY19-20 through SY22-23, but it does include estimates for step increases and other incentive pay.
  - The forecast projects an annual 5.5% increase in healthcare costs in SY20-21 and beyond. This reflects a savings of 2% due to lower healthcare claims.
- Department – Managed Budgets
  - The forecast reflects declining bus lease payments in SY20 and SY21. The final payment is in SY21.
  - The forecast reflects \$3 million for capital improvements.
  - The forecast reflects a reduction in expenditures of approximately \$37.5 million SY19-20 through SY22-23 to ensure a positive fund balance in SY19-20.
  - The forecast reflects a further reduction of \$8.9 million and \$12.8 million in SY19-20 and SY20-21 respectively. This reduction represents a shifting of planned general fund expenditures to student wellness funds.

- Expenses offset by student wellness funds will return to the general funds in SY21-22 and subsequent years.
- “Fixed” Costs – Tuition/Community School Pass-Through
  - The forecast reflects slight annual increases in tuition and pass-through expenses for out of district placements.

Due to the COVID-19 pandemic, there are possible impacts that could affect the District’s revenues and expenditures in current and future fiscal years.

#### Revenue

- There is a possible decrease in property tax collections in next fiscal; for each 1% drop in our collection rate results in about \$2.5 million less in revenue
- Possibility of less state funding next year if the state does not make revenue projections next year
- Interest income can drop if recession continues longer than expected. Current forecast shows \$1.8 million in interest income next fiscal year
- Possibility of additional aid from the CARES Act

#### Expenditure

- Potential of make-up claims for medical insurance over the first six months of next fiscal year
- Possible decreases in Overtime and some Supplemental pays while the stay at home order is in place
- Increases in technology purchases related to the shut down
- Possible decreases in facility related expenses (utilities ect.)

### Changes in Fund Balances

The District has been diligent about monitoring its fund balance. Prior to the levy renewal on November 8, 2016, CMSD was forecasting a negative fund balance in FY2020-21. Following the passage of that levy, CMSD is now projecting a negative fund balance in FY2023-24. We will actively engage district leadership, Board members, and the community in solutions over the coming fiscal years to “right-size” expenses and/or revenue to ensure a healthy fund balance.

### Capital Projects

The capital projects funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

The individual fund types that make up the capital projects funds are as follows:

- Permanent Improvement Fund
- Classroom Facilities Fund

In 2000, a Facilities Assessment Commission was established to review the condition of the School District’s facilities. The Commission recommended that a complete renovation program of all School District facilities be undertaken and that a substantial contribution from the State of Ohio (through the Ohio School Facilities Commission) could be included in the proposed construction and renovation plan by participation in the Classroom Facilities Assistance Program (CFAP).

The approval of a bond issue and tax levy by the voters on May 8, 2001, made the School District eligible for participation in the programs of the Commission. These programs provide assistance to Ohio school



districts in the assessment of a school district's facilities and funding for a portion of the cost of upgrading said school district's facilities by renovating or constructing new facilities. Since passage of the bond issue, the School District and the Commission have worked together to create a Master Facilities Plan (henceforth referred to as the Project) for the construction, renovation and acquisition of classroom facilities that has been approved by the Board and State. The Project is currently estimated to cost \$1.2 billion in aggregate, not including over \$193 million of locally funded initiatives (i.e., permanent improvements the costs of which are not matched by State contributions).

The Project is divided into seven overlapping "segments." The cost of each segment is to be borne by the State and District in the same proportion – 68% by the State and 32% by the District. Before the State will agree to fund its share of a given segment of the Project, the District must produce its full share of the cost of that segment. Appropriations for the State's share of a given segment of the Project are made on a fiscal biennium basis, with the Commission determining biennial amounts based on the District's estimated construction schedule. The Revised Code and the Commission's regulations require that any increase in costs above the amount agreed to and budgeted be paid first from interest earned and available in the construction fund and then borne by the State and the District in the same proportion as the initial cost.

### Construction Segments

To date, the District has entered into seven segment agreements with the Commission. These seven segments are currently estimated to cost, and to be funded with District and State dollars, as follows:

Segment	Total Cost	District Share	State Share
One	\$218,634,101	\$69,962,912	\$148,671,189
Two	99,998,886	31,999,644	67,999,242
Three	132,209,511	42,307,043	89,902,468
Four	135,924,569	43,495,862	92,428,707
Five	193,876,826	62,040,585	131,836,241
Six	32,401,145	10,368,366	22,032,779
Seven	196,493,861	62,878,036	133,615,825

The first, second, third, fourth and fifth segments of the Project have been completed substantially, and included the following improvements at the following costs (including, in all cases, both the District's share of the cost and the State's share of the cost), as of June 30, 2017.

### Segment One

Building(s)	Type of Improvement	Approximate Cost
Districtwide Buildings	Heating and Safety Repairs	\$53.7 million
Andrew J. Rickoff (K-8) Elementary School	New Construction	17.5 million
East High School; Gymnasium Addition	Addition	6.3 million
John Adams (K-8) Elementary School	New Construction	16.5 million
John Adams High School	New Construction	37.5 million
John Hay High School	Renovation	35.4 million
SuccessTech Academy (9-12)	Renovation	6.1 million
Memorial (K-8) Elementary School	New Construction	15.0 million
Riverside (K-8) Elementary School	New Construction	12.3 million
Warner Road (K-8) Elementary School Site	Abatement/Demolition	0.3 million
Woodhill Quincy Administration Center Site	Abatement/Demolition	0.7 million



Building(s)	Type of Improvement	Approximate Cost
Miscellaneous Improvements		15.5 million
Security Enhancements		1.8 million
<b>Total</b>		<b>\$218.6 million</b>

**Segment Two**

Building	Type of Improvement	Approximate Cost
Warner Road (K-8) Elementary School	New Construction	\$15.3 million
Mound (K-8) Elementary School	New Construction	0.1 million
Daniel E. Morgan (K-8) Elementary School	New Construction	13.1 million
Mary B. Martin (K-8) Elementary School	Renovation	9.0 million
Franklin D. Roosevelt (K-8) Elementary School	Renovation	15.4 million
Hanna Gibbons (K-8) Elementary School	New Construction	10.2 million
Mary M. Bethune (K-8) Elementary School	Renovation/Addition	9.8 million
Max S. Hayes Vocational High School	New Construction	0.8 million
Thomas Jefferson (K-8) Elementary School	Swing Space Related to New Construction	0.2 million
Willson (K-8) Elementary School	New Construction	0.4 million
James Ford Rhodes High School	Renovation	24.8 million
Miles Park @ Moses Cleveland (K-8) Elementary School	New Construction	0.4 million
New West Side High School	Swing Space Related to	0.5 million
<b>Total</b>		<b>\$100 million</b>

**Segment Three**

Building	Type of Improvement	Approximate Cost
Artemus Ward (K-8) Elementary School	New Construction	\$13.8 million
Willson (K-8) Elementary School	New Construction	14.9 million
Harvey Rice (K-8) Elementary School	New Construction	16.0 million
Wade Park (K-8) Elementary School	New Construction	15.1 million
East Clark (K-8) Elementary School	New Construction	14.2 million
Patrick Henry (K-8) Elementary School	New Construction	15.8 million
Buhrer (K-8) Elementary School	New Construction	13.1 million
Charles A. Mooney (K-8) Elementary School	New Construction	0.3 million
Garfield (K-8) Elementary School	New Construction	14.8 million
New West Side High School	Architectural Design for New Construction	0.6 million
Robinson G. Jones (K-8) Elementary School	New Construction	13.6 million
<b>Total</b>		<b>\$132.2 million</b>

**Segment Four**

Building	Type of Improvement	Approximate Cost
Adlai Stevenson (K-8) Elementary School	New Construction	\$14.7 million

Building	Type of Improvement	Approximate Cost
Anton Grdina (K-8) Elementary School	New Construction	15.9 million
Audubon (K-8) Elementary School	New Construction	0.3 million
Charles Dickens (K-8) Elementary School	New Construction	14.0 million
Charles H. Lake (K-8) Elementary School	New Construction	1.7 million
Euclid Park (K-8) Elementary School	New Construction	13.6 million
George W. Carver (K-8) Elementary School	New Construction	14.4 million
Mound (K-8) Elementary School	New Construction	13.4 million
Nathan Hale (K-8) Elementary School	New Construction	13.1 million
Robert H. Jamison (K-8) Elementary School	New Construction	14.6 million
Thomas Jefferson (K-8) Elementary School	New Construction	18.5 million
Corlett Elementary School	Demolition (for the Charles Dickens (K-8) Elementary School)	0.7 million
Moses Cleveland Elementary School	Demolition (for the Robert H. Jamison (K-8) Elementary School)	1.0 million
<b>Total</b>		<b>\$135.9 million</b>

### Segment Five

Building	Type of Improvement	Approximate Cost
Almira (K-8) Elementary School	New Construction	\$15.9 million
Charles Mooney (K-8) Elementary School	New Construction	0.3 million
Forest Hill (K-8) Elementary School	New Construction	0.6 million
John Marshall (9-12) High School	New Construction	46.7 million
Louisa M Alcott (K-8) Elementary School	Renovation	6.3 million
Max Hayes (9-12) High School	New Construction	39.2 million
Miles (K-8) Elementary School	New Construction	17.3 million
Orchard (K-8) Elementary School	New Construction	16.1 million
Paul Dunbar (K-8) Elementary School	New Construction	15.8 million
Cleveland School of the Arts (9-12) High School	New Construction	33.6 million
West Side Relief High School	New Construction	0.6 million
Shuler @ Hawthorne	Renovation	1.0 million
AG Bell	Demolition	0.5 million
<b>Total</b>		<b>\$193.9 million</b>

### Segment Six

Building	Type of Improvement	Approximate Cost
Albert B. Hart (K-8) Elementary School	Demolition	\$0.8 million
Alexander Hamilton (K-8) Elementary School	Demolition	0.5 million
Campus International Elementary School	New Construction	21.4 million
Emile B. DeSauze Elementary School	Demolition	1.2 million
Giddings Elementary School	Demolition	1.3 million

Gracemount (K-8) Elementary School	Demolition	0.3 million
John Raper (K-8) Elementary School	Demolition	0.4 million
John D. Rockefeller Elementary School	Demolition	1.1 million
Louis Pasteur (K-8) Elementary School	Demolition	0.4 million
Robert Jamison Elementary School	Demolition	2.7 million
Stephen Howe (K-8) Elementary School	Demolition	0.2 million
Union Elementary School	Demolition	1.3 million
William Rainey Harper Elementary School	Demolition	0.4 million
Wilson Middle School	Demolition	0.4 million
<b>Total</b>		<b>\$32.4 million</b>

The seventh segment was recently amended by the Board of Education and the State of Ohio. The School District has set aside its share of the cost of that segment. The District is completing construction on William Rainey Harper. This school will be in use by the start of the school year. The estimated completion date of this segment is December 2018. The elements of this segment include the following:

### Segment Seven

Building	Type of Improvement	Estimated Cost
Buckeye-Woodland Elementary School	Demolition	\$0.3 million
Charles Eliot (PreK-8) Elementary School	New Construction	15.6 million
Fullerton (PreK-8) Elementary School	New Construction	15.9 million
H. Barbara Booker (PreK-8) Elementary School	New Construction	16.1 million
Halle Elementary School	Demolition	0.3 million
Henry Longfellow	Demolition	0.4 million
Jessie Owens Elementary School	Demolition	0.3 million
John F. Kennedy High School	New Construction	35.8 million
Max Hayes High School (old site)	Demolition	2.3 million
Mt. Pleasant Elementary School (A.J. Rickoff swing space)	Demolition	1.3 million
Oliver Hazard Perry (K-8) Elementary School	Demolition	0.7 million
Oliver Hazard Perry (K-8) Elementary School	New Construction	16.3 million
Paul Revere Elementary School*	Demolition	0.6 million
Sunbeam (PreK-8) Elementary School	New Construction	25.5 million
Waverly Elementary School	Demolition	0.5 million
Waverly Elementary School	New Construction	15.5 million
West Side High School	New Construction	32.6 million
Whitney M Young	Demolition	0.9 million
William Rainey Harper (PreK-8) Elementary School	New Construction	15.6 million
<b>Total</b>		<b>\$196.5 million(a)</b>

In May of each year, the Commission adjusts its construction cost calculator to reflect inflationary growth in Ohio construction for the previous year. Each future segment of the Project will have the construction budget adjusted to reflect inflationary growth.

To date, the District has funded its obligations relating to the Project in large part through the issuance of securities pursuant to the aforementioned voter approval in May 2001 and November 2014. Specifically,

the following principal amounts of voter-approved securities have funded the District's obligations with respect to the following segments of the Project, to date:

Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6	Segment 7
\$54,394,300	\$26,393,849	\$41,869,562	\$44,079,363	\$61,658,467	\$9,680,766	\$59,119,443

The principal amounts shown above for the first three segments are less than the respective District shares because other available funds were also used. District contributions to segments in excess of ultimately required amounts are returned to the District and applied to future segments or LFIs.

\$148,333,496 of voter-approved securities (not including any portion of the Bonds) have been allocated to locally funded initiatives (LFIs), which do not qualify for State matching funds. LFIs include real estate acquisition, auditorium improvements, enhanced use of brick and sloped roofs, and additional square footage renovations beyond what the OSFC will co-fund. As mentioned above, completed and currently planned LFIs are expected to ultimately cost more than \$200,000,000.

## Revenue, Expenditure, and Fund Balance Detail for All Funds

This section contains detailed information about fund-level expenditures, budgets, projections, and fund balances. It begins with the aggregate view of revenue and expenditures, by object and function, for all funds combined. This is followed by a detailed view of all individual funds, beginning with the operating fund and then the other individual funds. This section concludes with the presentation of fund balances by fund. The Appendix contains additional detailed information about individual school and department cost centers within the general operating fund.

The themes and trends associated with these funds are:

- Overall – in aggregate – revenue and expenses are stable with some modest increases. This is due to a relatively stable state funding formula and flat-to-slightly increasing student enrollment.
- Funds 003 and 010 follow construction patterns and are linked to state-approved plans, which is why the revenue and expenses fluctuate each year.
- Fund 024, Employee Benefits Self-Insurance, shows a steady increase as tied to rising healthcare costs.
- Funds 018, 200, and 300 reflect fund raising by individual schools.
- Increases in Funds 401, 439, and 463 reflect increased state investment in non-public schools, preschool, and alternative education respectively.
- Funds 019, 432, 451, 452, 466, and 506 are no longer active revenue sources, but all are included in the budget book due to actual expenses occurred in the past four years.
- The FY 2021-24 revenue forecasts reflect the 15-mill levy ending on December 31, 2020.
- Funds received from the state have decreased due to the COVID-19 pandemic. We are monitoring our expenditures closely and maximizing the use of grant funding to help offset that difference in revenue.

## All Funds

The following table represents all aggregate revenues & expenditures of The District from all funds.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$372,206,013	\$393,195,218	\$398,268,392	\$404,934,775	\$383,068,297	\$370,975,692	\$375,353,205	\$379,108,323
State	\$511,336,970	\$556,130,302	\$515,912,638	\$531,875,837	\$503,482,186	\$488,962,053	\$494,722,405	\$499,673,974
Federal	\$101,165,164	\$96,036,523	\$124,541,913	\$91,702,694	\$87,673,051	\$88,047,466	\$89,186,847	\$90,393,768
Other	\$12,721,041	\$10,810,918	\$8,035,533	\$12,053,535	\$11,403,285	\$11,043,361	\$11,173,654	\$11,285,391
<b><i>Total Revenue</i></b>	<b><i>\$997,429,188</i></b>	<b><i>\$1,056,172,961</i></b>	<b><i>\$1,046,758,476</i></b>	<b><i>\$1,040,566,841</i></b>	<b><i>\$985,626,819</i></b>	<b><i>\$959,028,572</i></b>	<b><i>\$970,436,112</i></b>	<b><i>\$997,429,188</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$383,599,386	\$410,003,816	\$426,969,197	\$403,541,259	\$400,797,178	\$414,544,404	\$417,607,220	\$420,859,642
Benefits	\$138,851,138	\$149,656,537	\$156,090,439	\$160,394,008	\$159,303,328	\$164,760,797	\$165,978,424	\$167,271,420
Purchase Services	\$353,725,825	\$368,135,693	\$375,085,832	\$357,048,368	\$354,620,440	\$367,520,694	\$370,177,011	\$373,007,135
Materials & Supplies	\$35,325,510	\$42,900,577	\$44,391,401	\$27,995,089	\$27,746,925	\$28,306,596	\$28,429,385	\$28,570,770
Capital Outlay	\$51,524,360	\$94,570,810	\$113,830,569	\$68,589,835	\$68,065,627	\$64,426,718	\$60,642,629	\$57,264,527
Other Objects	\$33,800,638	\$32,805,964	\$36,833,781	\$34,522,624	\$34,287,870	\$35,510,787	\$35,773,337	\$36,052,134
Other Uses of Funds	\$12,323,767	\$9,111,000	\$8,000,000	\$10,224,518	\$10,154,991	\$10,527,396	\$10,604,878	\$10,687,167
<b><i>Total Expenditures</i></b>	<b><i>\$1,009,150,624</i></b>	<b><i>\$1,107,184,397</i></b>	<b><i>\$1,161,201,219</i></b>	<b><i>\$1,062,315,701</i></b>	<b><i>\$1,054,976,359</i></b>	<b><i>\$1,085,597,392</i></b>	<b><i>\$1,089,212,884</i></b>	<b><i>\$1,009,150,624</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$526,138,430	\$555,667,958	\$571,856,115	\$555,773,630	\$551,994,370	\$571,436,460	\$575,661,327	\$580,147,644
Supporting Services	\$363,526,554	\$394,915,176	\$410,251,475	\$373,106,165	\$370,569,044	\$383,989,554	\$386,827,383	\$389,840,865
Non-Instructional	\$36,227,973	\$38,968,081	\$37,640,642	\$37,368,652	\$37,114,545	\$37,779,290	\$38,057,545	\$38,353,054
Extracurricular Activities	\$6,122,110	\$6,633,009	\$6,211,749	\$6,181,018	\$6,081,189	\$6,225,743	\$6,276,749	\$6,328,205
Facilities & Construction	\$45,289,586	\$89,511,874	\$108,128,918	\$60,544,119	\$60,074,622	\$55,952,606	\$51,952,980	\$48,369,149
Debt Service	\$19,522,204	\$18,989,512	\$19,112,322	\$19,117,599	\$18,987,599	\$19,686,343	\$19,832,022	\$19,986,711
Other Uses of Funds	\$12,323,767	\$9,111,000	\$8,000,000	\$10,224,518	\$10,154,991	\$10,527,396	\$10,604,878	\$10,687,167
<b><i>Total Expenditures</i></b>	<b><i>\$1,009,150,624</i></b>	<b><i>\$1,113,796,610</i></b>	<b><i>\$1,161,201,219</i></b>	<b><i>\$1,062,315,701</i></b>	<b><i>\$1,054,976,359</i></b>	<b><i>\$1,085,597,392</i></b>	<b><i>\$1,089,212,884</i></b>	<b><i>\$1,093,712,795</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$416,578,581</i></b>	<b><i>\$400,882,999</i></b>	<b><i>\$300,540,700</i></b>	<b><i>\$290,837,829</i></b>	<b><i>\$233,479,383</i></b>	<b><i>\$119,379,970</i></b>	<b><i>\$13,162,569</i></b>	<b><i>-\$87,432,602</i></b>

**General Fund (001)**

This is a set of accounts used to show all ordinary operations of a school system, generally all transactions which do not have to be accounted for in another fund. Revenues and expenditures for this fund have increased steadily for the past four years and are predicted to decline then increase over the next three years. The FY 2021 revenue forecast reflects the 15-mill levy ending on December 31, 2020.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$245,721,760	\$253,146,961	\$256,326,015	\$268,995,930	\$254,470,150	\$246,428,893	\$249,336,754	\$251,830,122
State	483,486,294	468,253,505	477,803,506	470,891,315	445,463,184	431,386,547	436,476,909	440,841,678
Federal	5,450,333	1,246,560	3,683,001	4,981,857	4,712,836	4,563,911	4,617,765	4,663,943
Other	4,954,274	7,368,668	4,035,533	5,829,018	5,514,251	5,340,000	5,403,012	5,457,043
<b>Total Revenue</b>	<b>\$739,612,661</b>	<b>\$730,015,694</b>	<b>\$741,848,056</b>	<b>\$750,698,119</b>	<b>\$710,160,421</b>	<b>\$687,719,352</b>	<b>\$695,834,440</b>	<b>\$702,792,784</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$328,882,482	\$355,114,504	\$368,155,480	\$345,870,772	\$343,518,850	\$356,160,344	\$358,795,931	\$361,594,539
Benefits	116,713,408	127,613,615	132,721,200	136,896,677	135,965,780	140,969,320	142,012,493	143,120,191
Purchased Services	242,058,803	246,128,074	249,526,050	239,896,504	238,265,208	247,033,367	248,861,414	250,802,533
Materials & Supplies	13,491,983	18,283,105	23,024,859	10,571,577	10,499,691	10,886,079	10,966,636	11,052,176
Capital Outlay	3,314,043	4,258,917	4,148,710	5,027,396	4,993,210	5,176,960	5,215,270	5,255,949
Other Objects	7,494,511	7,574,698	8,102,748	6,745,112	6,699,245	6,945,777	6,997,176	7,051,754
Other Uses of Funds	6,111,000	4,000,000	4,000,000	6,224,518	6,182,191	6,409,696	6,457,127	6,507,493
<b>Total Expenditures</b>	<b>\$718,066,230</b>	<b>\$762,972,913</b>	<b>\$789,679,046</b>	<b>\$751,232,556</b>	<b>\$746,124,174</b>	<b>\$773,581,544</b>	<b>\$779,306,047</b>	<b>\$785,384,635</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$474,984,156	\$508,189,522	\$514,459,459	\$502,165,167	\$498,750,443	\$517,104,460	\$520,931,033	\$524,994,295
Support Services	230,457,241	251,313,274	265,592,562	237,427,065	235,812,561	244,490,464	246,299,693	248,220,831
Non-Instructional	1,021,713	613,516	615,444	1,346,498	1,337,342	1,386,556	1,396,817	1,407,712
Extracurricular	4,910,617	5,468,814	5,011,582	4,069,308	4,041,637	4,190,369	4,221,378	4,254,304
Facilities & Construction	12,234	0	0	0	0	0	0	0
Debt Service	569,269	0	0	0	0	0	0	0
Other Uses of Funds	6,111,000	4,000,000	4,000,000	6,224,518	6,182,191	6,409,696	6,457,127	6,507,493
<b>Total Expenditures</b>	<b>\$718,066,230</b>	<b>\$769,585,126</b>	<b>\$789,679,046</b>	<b>\$751,232,556</b>	<b>\$746,124,174</b>	<b>\$773,581,544</b>	<b>\$779,306,047</b>	<b>\$785,384,635</b>
<b>Ending Fund Balance</b>	<b>\$120,644,428</b>	<b>\$87,687,209</b>	<b>\$39,856,219</b>	<b>\$39,321,782</b>	<b>\$3,358,029</b>	<b>(\$82,504,164)</b>	<b>(\$165,975,771)</b>	<b>(\$248,567,622)</b>



**Bond Retirement Fund (002)**

A fund provided for the retirement of serial bonds and short-term notes and loans. All revenue derived from general or special levies, within or exceeding the ten-mill limitation, which is levied for debt charges on bonds, notes, or loans, shall be paid into this fund.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$21,805,579	\$22,466,301	\$23,480,420	\$19,270,744	\$18,230,124	\$17,654,052	\$17,862,370	\$18,040,994
State	1,968,677	3,099,958	2,271,898	2,253,534	2,131,844	2,064,477	2,088,838	2,109,727
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$23,774,256</i></b>	<b><i>\$25,566,259</i></b>	<b><i>\$25,752,318</i></b>	<b><i>\$21,524,279</i></b>	<b><i>\$20,361,968</i></b>	<b><i>\$19,718,529</i></b>	<b><i>\$19,951,208</i></b>	<b><i>\$20,150,720</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	0	0	0	0	0	0
Purchased Services	0	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	19,422,657	19,535,063	19,717,865	19,577,408	19,444,281	20,159,831	20,309,014	20,467,424
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total</i></b>	<b><i>\$19,422,657</i></b>	<b><i>\$19,535,063</i></b>	<b><i>\$19,717,865</i></b>	<b><i>\$19,577,408</i></b>	<b><i>\$19,444,281</i></b>	<b><i>\$20,159,831</i></b>	<b><i>\$20,309,014</i></b>	<b><i>\$20,467,424</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support Services	469,722	545,551	605,543	459,809	456,682	473,488	476,992	480,713
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	18,952,935	18,989,512	19,112,322	19,117,599	18,987,599	19,686,343	19,832,022	19,986,711
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total</i></b>	<b><i>\$19,422,657</i></b>	<b><i>\$19,535,063</i></b>	<b><i>\$19,717,865</i></b>	<b><i>\$19,577,408</i></b>	<b><i>\$19,444,281</i></b>	<b><i>\$20,159,831</i></b>	<b><i>\$20,309,014</i></b>	<b><i>\$20,467,424</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$36,325,974</i></b>	<b><i>\$42,357,170</i></b>	<b><i>\$48,391,624</i></b>	<b><i>\$50,338,495</i></b>	<b><i>\$51,256,181</i></b>	<b><i>\$50,814,879</i></b>	<b><i>\$50,457,074</i></b>	<b><i>\$50,140,370</i></b>

**Permanent Improvement Fund (003)**

A fund provided to account for all transactions related to the acquiring, constructing, or improving of such permanent improvements as are authorized by Chapter 5705, Revised Code.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$3,915,344	\$4,091,133	\$3,106,315	\$2,957,744	\$2,798,026	\$2,709,608	\$2,741,582	\$2,768,998
State	72,136	108,005	67,521	63,709	60,269	58,364	59,053	59,644
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b>\$3,987,480</b>	<b>\$4,199,138</b>	<b>\$3,173,836</b>	<b>\$3,021,453</b>	<b>\$2,858,295</b>	<b>\$2,767,973</b>	<b>\$2,800,635</b>	<b>\$2,828,641</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$391,342	\$177,774	\$0	\$348,772	\$346,401	\$359,148	\$361,806	\$364,628
Benefits	145,166	62,752	0	129,958	129,074	133,824	134,814	135,866
Purchase Services	3,205,575	5,960,284	2,162,402	1,653,630	1,642,385	1,702,825	1,715,426	1,728,806
Materials & Supplies	585,873	2,196,148	452,592	0	0	0	0	0
Capital Outlay	15,965,341	31,063,469	14,601,802	11,640,072	11,560,919	11,986,361	12,075,060	12,169,245
Other Objects	46,136	54,565	57,485	83,800	83,230	86,293	86,931	87,610
Other Uses of Funds	1,655,767	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b>\$21,995,200</b>	<b>\$39,514,992</b>	<b>\$17,274,281</b>	<b>\$13,856,231</b>	<b>\$13,762,009</b>	<b>\$14,268,451</b>	<b>\$14,374,037</b>	<b>\$14,486,155</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	582,645	54,565	57,485	562,530	558,705	579,265	583,552	588,103
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	19,756,788	39,460,427	17,216,795	13,293,701	13,203,304	13,689,186	13,790,486	13,898,052
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	1,655,767	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b>\$21,995,200</b>	<b>\$39,514,992</b>	<b>\$17,274,281</b>	<b>\$13,856,231</b>	<b>\$13,762,009</b>	<b>\$14,268,451</b>	<b>\$14,374,037</b>	<b>\$14,486,155</b>
<b><i>Ending Fund Balance</i></b>	<b>\$154,196,441</b>	<b>\$154,196,441</b>	<b>\$154,196,441</b>	<b>\$154,196,441</b>	<b>\$154,196,441</b>	<b>\$154,196,441</b>	<b>\$154,196,441</b>	<b>\$154,196,441</b>

**Food Services Fund (006)**

A fund used to record financial transactions related to food service operation.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b>Revenues</b>								
Local	\$1,159,339	\$229,461	\$487,830	\$163,978	\$155,124	\$156,675	\$158,524	\$161,694
State	35,710	91,196	20,000	449,431	425,162	429,413	434,481	443,170
Federal	20,505,014	24,008,416	25,336,271	19,516,623	18,462,725	18,647,352	18,867,391	19,244,739
Other	0	2,250	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$21,700,063</b>	<b>\$24,331,323</b>	<b>\$25,844,101</b>	<b>\$20,130,032</b>	<b>\$19,043,010</b>	<b>\$19,233,440</b>	<b>\$19,460,395</b>	<b>\$19,849,603</b>
<b>Expenditures (by object)</b>								
Salaries	\$7,816,604	\$8,215,404	\$7,811,475	\$7,941,636	\$7,887,633	\$7,966,509	\$8,025,461	\$8,088,060
Benefits	4,316,427	4,504,507	3,948,254	4,396,760	4,366,863	4,410,531	4,443,169	4,477,826
Purchase Services	702,172	162,048	778,747	634,959	630,641	636,947	641,661	646,666
Materials & Supplies	9,662,101	10,620,591	9,628,359	8,159,039	8,103,557	8,184,593	8,245,159	8,309,471
Capital Outlay	342,976	105,059	73,340	21,637	21,490	21,705	21,866	22,036
Other Objects	41,904	75,143	105,687	42,996	42,703	43,130	43,449	43,788
Other Uses of Funds	0	0		0	0	0	0	0
<b>Total Expenditures</b>	<b>\$22,882,184</b>	<b>\$23,682,752</b>	<b>\$22,345,863</b>	<b>\$21,197,027</b>	<b>\$21,052,887</b>	<b>\$21,263,416</b>	<b>\$21,420,765</b>	<b>\$21,587,847</b>
<b>Expenditures (by function)</b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	0	0	0	0	0	0	0	0
Non-Instructional	22,882,184	23,682,752	22,345,863	21,197,027	21,052,887	21,263,416	21,420,765	21,587,847
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$22,882,184</b>	<b>\$23,682,752</b>	<b>\$22,345,863</b>	<b>\$21,197,027</b>	<b>\$21,052,887</b>	<b>\$21,263,416</b>	<b>\$21,420,765</b>	<b>\$21,587,847</b>
<b>Ending Fund Balance</b>	<b>\$1,063,887</b>	<b>\$1,712,458</b>	<b>\$5,210,696</b>	<b>\$4,143,701</b>	<b>\$2,133,825</b>	<b>\$103,850</b>	<b>(\$1,856,520)</b>	<b>(\$3,594,764)</b>

**Special Trust Fund (007)**

Fund 007 reflects grants, gifts, and donations made to CMSD at-large, CMSD schools and CMSD employees (mostly teachers) from local (i.e., non-federal, non-state) sources.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$9,247,983	\$6,819,215	\$4,773,401	\$5,747,306	\$5,436,951	\$5,265,144	\$5,327,273	\$5,380,545
State	0	0	37,593	50,914	48,164	46,642	47,193	47,665
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$9,247,983</i></b>	<b><i>\$6,819,215</i></b>	<b><i>\$4,810,994</i></b>	<b><i>\$5,798,220</i></b>	<b><i>\$5,485,116</i></b>	<b><i>\$5,311,786</i></b>	<b><i>\$5,374,465</i></b>	<b><i>\$5,428,210</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$1,193,039	\$1,022,656	\$1,141,697	\$1,205,882	\$1,197,682	\$1,241,756	\$1,250,945	\$1,260,703
Benefits	337,960	398,210	399,481	398,621	395,910	410,480	413,517	416,743
Purchase Services	3,228,093	3,211,224	2,340,135	1,475,576	1,465,542	1,519,474	1,530,718	1,542,658
Materials & Supplies	817,816	1,177,519	1,481,322	830,843	825,194	855,561	861,892	868,615
Capital Outlay	1,227,406	2,190,728	1,802,495	536,785	533,135	552,755	556,845	561,188
Other Objects	265,917	300,790	744,317	188,612	187,330	194,224	195,661	197,187
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$7,070,231</i></b>	<b><i>\$8,301,127</i></b>	<b><i>\$7,909,447</i></b>	<b><i>\$4,636,320</i></b>	<b><i>\$4,604,793</i></b>	<b><i>\$4,774,249</i></b>	<b><i>\$4,809,579</i></b>	<b><i>\$4,847,093</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$72,737	\$404,619	\$877,856	\$769,016	\$763,787	\$791,894	\$797,754	\$803,976
Supporting Services	6,855,866	7,422,268	6,551,684	3,612,612	3,588,047	3,720,087	3,747,615	3,776,847
Non-Instructional	19,440	76,300	66,402	24,044	23,880	24,759	24,942	25,137
Extracurricular Activities	122,188	397,940	413,504	230,648	229,079	237,510	239,267	241,133
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$7,070,231</i></b>	<b><i>\$8,301,127</i></b>	<b><i>\$7,909,447</i></b>	<b><i>\$4,636,320</i></b>	<b><i>\$4,604,793</i></b>	<b><i>\$4,774,249</i></b>	<b><i>\$4,809,579</i></b>	<b><i>\$4,847,093</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$10,506,539</i></b>	<b><i>\$9,024,627</i></b>	<b><i>\$5,926,174</i></b>	<b><i>\$7,088,073</i></b>	<b><i>\$7,968,396</i></b>	<b><i>\$8,505,933</i></b>	<b><i>\$9,070,820</i></b>	<b><i>\$9,651,936</i></b>

**Classroom Facilities Fund (010)**

A fund provided to account for monies received and expended in connection with contracts entered into by the School District and the Ohio School Facilities Commission for the building and equipping of classroom facilities.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$459,225	\$595,132	\$354,627	\$149,930	\$141,834	\$143,252	\$144,943	\$146,392
State	11,427,492	71,019,938	22,226,521	29,402,189	27,814,471	28,092,616	28,424,108	28,708,349
Federal	0	0	0	0	0	0	0	0
Other	1,655,767	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$13,542,484</b>	<b>\$71,615,070</b>	<b>\$22,581,148</b>	<b>\$29,552,119</b>	<b>\$27,956,305</b>	<b>\$28,235,868</b>	<b>\$28,569,051</b>	<b>\$28,854,742</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	0	0	0	0	0	0
Purchase Services	3,327,745	0	3,269,067	656,015	651,554	586,399	527,759	474,983
Materials & Supplies	0	0	1,424,729	945,523	939,093	845,184	760,666	684,599
Capital Outlay	22,192,819	50,051,447	86,218,326	44,424,362	44,122,277	39,710,049	35,739,044	32,165,140
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$25,520,564</b>	<b>\$50,051,447</b>	<b>\$90,912,122</b>	<b>\$46,025,900</b>	<b>\$45,712,924</b>	<b>\$41,141,632</b>	<b>\$37,027,469</b>	<b>\$33,324,722</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	0	0	0	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	25,520,564	50,051,447	90,912,122	46,025,900	45,712,924	41,141,632	37,027,469	33,324,722
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$25,520,564</b>	<b>\$50,051,447</b>	<b>\$90,912,122</b>	<b>\$46,025,900</b>	<b>\$45,712,924</b>	<b>\$41,141,632</b>	<b>\$37,027,469</b>	<b>\$33,324,722</b>
<b>Ending Fund Balance</b>	<b>\$69,350,805</b>	<b>\$90,914,428</b>	<b>\$22,583,454</b>	<b>\$6,109,673</b>	<b>(\$11,646,946)</b>	<b>(\$24,552,710)</b>	<b>(\$33,011,127)</b>	<b>(\$37,481,107)</b>

**Public School Support Fund (018)**

A fund provided to account for specific local revenue sources, other than taxes or expendable trusts (i.e. profits from vending machines, sales of pictures, etc.), that are restricted to expenditures for specified purposes approved by board resolution. Such expenditures may include curricular and extra-curricular related purchases.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b>Revenues</b>								
Local	\$451,573	\$471,222	\$355,990	\$239,911	\$226,956	\$219,784	\$222,378	\$224,601
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$451,573</b>	<b>\$471,222</b>	<b>\$355,990</b>	<b>\$239,911</b>	<b>\$226,956</b>	<b>\$219,784</b>	<b>\$222,378</b>	<b>\$224,601</b>
<b>Expenditures (by object)</b>								
Salaries	(\$2,248)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	(44)	0	0	0	0	0	0	0
Purchase Services	333,110	243,161	74,659	42,438	42,149	43,700	44,023	44,367
Materials & Supplies	0	8,945	97,564	44,602	44,298	45,929	46,269	46,629
Capital Outlay	0	188	0	11,518	11,440	11,861	11,949	12,042
Other Objects	(600)	5,749	115,698	67,088	66,631	69,083	69,595	70,137
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$330,218</b>	<b>\$258,043</b>	<b>\$287,921</b>	<b>\$165,645</b>	<b>\$164,519</b>	<b>\$170,573</b>	<b>\$171,835</b>	<b>\$173,176</b>
<b>Expenditures (by function)</b>								
Instruction	\$0	\$15,732	\$40,550	\$9,182	\$9,120	\$9,455	\$9,525	\$9,600
Supporting Services	0	1,403	10,863	5,493	5,456	5,657	5,699	5,743
Non-Instructional	0	0	0	136	135	140	141	142
Extracurricular Activities	330,218	240,908	236,508	150,834	149,808	155,321	156,470	157,691
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$330,218</b>	<b>\$258,043</b>	<b>\$287,921</b>	<b>\$165,645</b>	<b>\$164,519</b>	<b>\$170,573</b>	<b>\$171,835</b>	<b>\$173,176</b>
<b>Ending Fund Balance</b>	<b>\$540,086</b>	<b>\$753,265</b>	<b>\$821,335</b>	<b>\$895,601</b>	<b>\$958,038</b>	<b>\$1,007,249</b>	<b>\$1,057,791</b>	<b>\$1,109,217</b>



**Other Grants Fund (019)**

A fund used to account for the proceeds of specific revenue sources, except for State and Federal grants that are legally restricted to expenditures for specified purposes. These funds reflect revenue paid to CMSD from Promise Academy and associated expenses for providing business office services, such as payroll and human resources processing.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$718,277	\$634,910	\$684,588	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$718,277</i></b>	<b><i>\$634,910</i></b>	<b><i>\$684,588</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$1,223,785	\$1,078,530	\$65,746	\$0	\$0	\$0	\$0	\$0
Benefits	453,708	410,112	22,133	0	0	0	0	0
Purchase Services	0	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$1,677,493</i></b>	<b><i>\$1,488,642</i></b>	<b><i>\$87,879</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$1,101,898	\$1,005,204	\$41,373	\$0	\$0	\$0	\$0	\$0
Supporting Services	575,595	483,438	46,506	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$1,677,493</i></b>	<b><i>\$1,488,642</i></b>	<b><i>\$87,879</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>(\$1,272,639)</i></b>	<b><i>(\$2,126,371)</i></b>	<b><i>(\$1,529,662)</i></b>	<b><i>(\$1,529,662)</i></b>	<b><i>(\$1,529,662)</i></b>	<b><i>(\$1,529,662)</i></b>	<b><i>(\$1,529,662)</i></b>	<b><i>(\$1,529,662)</i></b>

**Liability Self-Insurance Fund (023)**

This fund should have the self-insurance money deposited in it and all appropriate self-insurance payments made from it. The Self-Insurance Fund may be a fund that serves a pool of participating local governments or a pool of funds within a given local government. The Self-Insurance Fund does not require permission of the Auditor of State for establishment. The Board of Education should establish the fund by resolution.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$6,242	\$0	\$144,051	\$136,272	\$131,966	\$133,523	\$134,858
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	1,000,000	0	0	1,000,000	946,000	916,106	926,916	936,186
<b><i>Total Revenue</i></b>	<b><i>\$1,000,000</i></b>	<b><i>\$6,242</i></b>	<b><i>\$0</i></b>	<b><i>\$1,144,051</i></b>	<b><i>\$1,082,272</i></b>	<b><i>\$1,048,072</i></b>	<b><i>\$1,060,439</i></b>	<b><i>\$1,071,044</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$750	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	198	0	0	0	0	0
Purchase Services	0	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	35,077	0	0	0	0	0
Other Objects	543,503	742,424	597,774	539,923	536,252	555,986	560,100	564,469
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$543,503</i></b>	<b><i>\$742,424</i></b>	<b><i>\$633,799</i></b>	<b><i>\$539,923</i></b>	<b><i>\$536,252</i></b>	<b><i>\$555,986</i></b>	<b><i>\$560,100</i></b>	<b><i>\$564,469</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	543,503	742,424	633,799	539,923	536,252	555,986	560,100	564,469
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$543,503</i></b>	<b><i>\$742,424</i></b>	<b><i>\$633,799</i></b>	<b><i>\$539,923</i></b>	<b><i>\$536,252</i></b>	<b><i>\$555,986</i></b>	<b><i>\$560,100</i></b>	<b><i>\$564,469</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$2,794,193</i></b>	<b><i>\$2,058,011</i></b>	<b><i>\$1,424,212</i></b>	<b><i>\$2,028,339</i></b>	<b><i>\$2,574,359</i></b>	<b><i>\$3,066,446</i></b>	<b><i>\$3,566,785</i></b>	<b><i>\$4,073,360</i></b>

**Employee Benefits Self-Insurance Fund (024)**

A fund provided to account for monies received from other funds as payment for providing medical, hospitalization, life, dental, vision, or any other similar employee benefits.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$82,373,335	\$98,234,653	\$101,213,713	\$101,666,049	\$96,176,082	\$93,136,918	\$94,235,933	\$95,178,293
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$82,373,335</i></b>	<b><i>\$98,234,653</i></b>	<b><i>\$101,213,713</i></b>	<b><i>\$101,666,049</i></b>	<b><i>\$96,176,082</i></b>	<b><i>\$93,136,918</i></b>	<b><i>\$94,235,933</i></b>	<b><i>\$95,178,293</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	0	0	0	0	0	0
Purchase Services	83,510,567	97,391,055	101,849,308	96,412,318	95,756,714	99,280,561	100,015,238	100,795,356
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$83,510,567</i></b>	<b><i>\$97,391,055</i></b>	<b><i>\$101,849,308</i></b>	<b><i>\$96,412,318</i></b>	<b><i>\$95,756,714</i></b>	<b><i>\$99,280,561</i></b>	<b><i>\$100,015,238</i></b>	<b><i>\$100,795,356</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	83,510,567	97,391,055	101,849,308	96,412,318	95,756,714	99,280,561	100,015,238	100,795,356
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$83,510,567</i></b>	<b><i>\$97,391,055</i></b>	<b><i>\$101,849,308</i></b>	<b><i>\$96,412,318</i></b>	<b><i>\$95,756,714</i></b>	<b><i>\$99,280,561</i></b>	<b><i>\$100,015,238</i></b>	<b><i>\$100,795,356</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$11,379,408</i></b>	<b><i>\$12,223,006</i></b>	<b><i>\$11,587,411</i></b>	<b><i>\$16,841,141</i></b>	<b><i>\$17,260,509</i></b>	<b><i>\$11,116,865</i></b>	<b><i>\$5,337,561</i></b>	<b><i>(\$279,503)</i></b>

**Classroom Facilities Maintenance Fund (034)**

A fund used to account for the proceeds of a levy for the maintenance of facilities.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$2,031,382	\$2,073,389	\$2,017,514	\$1,677,922	\$1,587,314	\$1,537,155	\$1,555,293	\$1,570,846
State	2,122,270	2,216,936	2,116,968	2,043,517	1,933,167	1,872,079	1,894,170	1,913,112
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$4,153,652</i></b>	<b><i>\$4,290,325</i></b>	<b><i>\$4,134,482</i></b>	<b><i>\$3,721,439</i></b>	<b><i>\$3,520,481</i></b>	<b><i>\$3,409,234</i></b>	<b><i>\$3,449,463</i></b>	<b><i>\$3,483,958</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	0	0	0	0	0	0
Purchase Services	9,020,149	3,469,040	5,019,557	3,709,877	3,684,650	3,820,245	3,848,515	3,878,533
Materials & Supplies	0	37,617	8,190	27,624	27,436	28,446	28,656	28,880
Capital Outlay	1,066,739	802,319	806,096	487,809	484,492	502,321	506,038	509,986
Other Objects	44,916	50,520	53,275	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$10,131,804</i></b>	<b><i>\$4,359,496</i></b>	<b><i>\$5,887,119</i></b>	<b><i>\$4,225,310</i></b>	<b><i>\$4,196,578</i></b>	<b><i>\$4,351,012</i></b>	<b><i>\$4,383,210</i></b>	<b><i>\$4,417,399</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	10,131,804	4,359,496	5,887,119	4,225,310	4,196,578	4,351,012	4,383,210	4,417,399
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$10,131,804</i></b>	<b><i>\$4,359,496</i></b>	<b><i>\$5,887,119</i></b>	<b><i>\$4,225,310</i></b>	<b><i>\$4,196,578</i></b>	<b><i>\$4,351,012</i></b>	<b><i>\$4,383,210</i></b>	<b><i>\$4,417,399</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$6,061,947</i></b>	<b><i>\$5,992,776</i></b>	<b><i>\$4,240,139</i></b>	<b><i>\$3,736,267</i></b>	<b><i>\$3,060,170</i></b>	<b><i>\$2,118,392</i></b>	<b><i>\$1,184,645</i></b>	<b><i>\$251,204</i></b>

**Partnering Community School Fund (036)**

As part of the 2012 15-mill levy and subsequent re-approval in 2016, CMSD distributes one of the 15-mill to collaborating charter schools.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$3,757,838	\$3,841,003	\$3,787,356	\$3,161,913	\$2,991,169	\$2,896,648	\$2,930,829	\$2,960,137
State	384,167	573,529	373,150	366,307	346,526	335,576	339,536	342,931
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$4,142,005</b>	<b>\$4,414,532</b>	<b>\$4,160,506</b>	<b>\$3,528,219</b>	<b>\$3,337,695</b>	<b>\$3,232,224</b>	<b>\$3,270,364</b>	<b>\$3,303,068</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	0	0	0	0	0	0
Purchase Services	0	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	4,142,004	3,982,572	3,965,003	3,905,122	3,878,568	4,021,299	4,051,056	4,082,655
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,142,004</b>	<b>\$3,982,572</b>	<b>\$3,965,003</b>	<b>\$3,905,122</b>	<b>\$3,878,568</b>	<b>\$4,021,299</b>	<b>\$4,051,056</b>	<b>\$4,082,655</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	4,142,004	3,982,572	3,965,003	3,905,122	3,878,568	4,021,299	4,051,056	4,082,655
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,142,004</b>	<b>\$3,982,572</b>	<b>\$3,965,003</b>	<b>\$3,905,122</b>	<b>\$3,878,568</b>	<b>\$4,021,299</b>	<b>\$4,051,056</b>	<b>\$4,082,655</b>
<b>Ending Fund Balance</b>	<b>\$1</b>	<b>\$431,961</b>	<b>\$627,464</b>	<b>\$250,561</b>	<b>(\$290,311)</b>	<b>(\$1,079,386)</b>	<b>(\$1,860,078)</b>	<b>(\$2,639,665)</b>

**Student Managed Student Activity Fund (200)**

A fund provided to account for those student activity programs, which have student participation in the activity and have students involved in the management of the program. This fund typically includes those student activities, which consist of a student body, student president, student treasurer, and faculty advisor.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$483,663	\$482,556	\$549,487	\$358,292	\$338,944	\$328,233	\$332,107	\$335,428
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b>\$483,663</b>	<b>\$482,556</b>	<b>\$549,487</b>	<b>\$358,292</b>	<b>\$338,944</b>	<b>\$328,233</b>	<b>\$332,107</b>	<b>\$335,428</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	(\$13,457)	\$94	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	(2,990)	48	0	0	0	0	0	0
Purchase Services	0	2,832	4,100	1,088	1,080	1,120	1,128	1,137
Materials & Supplies	0	24,357	40,367	21,552	21,406	22,193	22,357	22,532
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	619,396	449,312	474,524	395,301	392,613	407,061	410,073	413,272
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b>\$602,949</b>	<b>\$476,643</b>	<b>\$518,991</b>	<b>\$417,940</b>	<b>\$415,098</b>	<b>\$430,374</b>	<b>\$433,559</b>	<b>\$436,940</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$57,277	\$62,868	\$17,401	\$17,282	\$17,918	\$18,051	\$18,192
Supporting Services	0	3,402	1,241	11,216	11,139	11,549	11,635	11,726
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	602,949	415,964	454,882	389,324	386,677	400,906	403,873	407,023
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b>\$602,949</b>	<b>\$476,643</b>	<b>\$518,991</b>	<b>\$417,940</b>	<b>\$415,098</b>	<b>\$430,374</b>	<b>\$433,559</b>	<b>\$436,940</b>
<b><i>Ending Fund Balance</i></b>	<b>\$528,133</b>	<b>\$534,046</b>	<b>\$564,542</b>	<b>\$504,894</b>	<b>\$428,739</b>	<b>\$326,599</b>	<b>\$225,147</b>	<b>\$123,634</b>



**District Managed Student Activity Fund (300)**

A fund provided to account for those student activity programs, which have student participation in the activity but do not have student management of the programs. This fund would usually include athletic programs but could also include band, cheerleaders, flag corps, and other similar types of activities.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$114,001	\$89,511	\$96,111	\$108,655	\$102,787	\$99,539	\$100,714	\$101,721
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$114,001</i></b>	<b><i>\$89,511</i></b>	<b><i>\$96,111</i></b>	<b><i>\$108,655</i></b>	<b><i>\$102,787</i></b>	<b><i>\$99,539</i></b>	<b><i>\$100,714</i></b>	<b><i>\$101,721</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	(\$1,023)	\$75	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	(497)	26	0	0	0	0	0	0
Purchase Services	0	0	150	416	414	429	432	435
Materials & Supplies	157,658	109,672	82,168	99,089	98,416	102,037	102,792	103,594
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	13,261	17,154	17,037	17,664	17,795	17,934
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$156,138</i></b>	<b><i>\$109,773</i></b>	<b><i>\$95,579</i></b>	<b><i>\$116,660</i></b>	<b><i>\$115,866</i></b>	<b><i>\$120,130</i></b>	<b><i>\$121,019</i></b>	<b><i>\$121,963</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$364	\$726	\$492	\$489	\$507	\$510	\$514
Supporting Services	0	26	1,171	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	156,138	109,383	93,682	116,168	115,378	119,624	120,509	121,449
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$156,138</i></b>	<b><i>\$109,773</i></b>	<b><i>\$95,579</i></b>	<b><i>\$116,660</i></b>	<b><i>\$115,866</i></b>	<b><i>\$120,130</i></b>	<b><i>\$121,019</i></b>	<b><i>\$121,963</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$147,690</i></b>	<b><i>\$127,428</i></b>	<b><i>\$127,960</i></b>	<b><i>\$119,955</i></b>	<b><i>\$106,876</i></b>	<b><i>\$86,284</i></b>	<b><i>\$65,979</i></b>	<b><i>\$45,736</i></b>

**Auxiliary Services (NPSS) Fund (401)**

A fund used to account for monies, which provide services and materials to pupils attending non-public schools within the school district.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$19,304	\$13,009	\$714	\$0	\$0	\$0	\$0	\$0
State	8,935,596	8,700,666	8,634,311	8,947,455	8,464,292	8,196,820	8,293,543	8,376,478
Federal	0	0	0	0	0	0	0	0
Other	495,000	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$9,449,900</b>	<b>\$8,713,675</b>	<b>\$8,635,025</b>	<b>\$8,947,455</b>	<b>\$8,464,292</b>	<b>\$8,196,820</b>	<b>\$8,293,543</b>	<b>\$8,376,478</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$1,475,442	\$1,604,082	\$1,927,579	\$2,275,058	\$2,259,587	\$2,342,740	\$2,360,076	\$2,378,485
Benefits	647,819	698,861	855,015	970,362	963,764	999,231	1,006,625	1,014,476
Purchase Services	1,448,035	1,518,097	1,229,862	1,055,298	1,048,122	1,086,693	1,094,735	1,103,274
Materials & Supplies	2,797,232	3,515,938	2,881,118	2,406,920	2,390,553	2,478,525	2,496,866	2,516,342
Capital Outlay	1,817,242	2,143,134	1,258,738	1,504,576	1,494,345	1,549,337	1,560,802	1,572,977
Other Objects	(338,163)	550	882	971,922	965,313	1,000,836	1,008,243	1,016,107
Other Uses of Funds	0	495,000	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$7,847,607</b>	<b>\$9,975,662</b>	<b>\$8,153,194</b>	<b>\$9,184,137</b>	<b>\$9,121,685</b>	<b>\$9,457,363</b>	<b>\$9,527,347</b>	<b>\$9,601,661</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$5,916	\$0	\$0	\$0	\$0	\$0
Supporting Services	269,968	298,367	79,232	21,611	21,464	22,254	22,419	22,593
Non-Instructional	7,577,639	9,182,295	8,068,046	9,162,526	9,100,221	9,435,109	9,504,929	9,579,067
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	495,000	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$7,847,607</b>	<b>\$9,975,662</b>	<b>\$8,153,194</b>	<b>\$9,184,137</b>	<b>\$9,121,685</b>	<b>\$9,457,363</b>	<b>\$9,527,347</b>	<b>\$9,601,661</b>
<b>Ending Fund Balance</b>	<b>\$4,423,898</b>	<b>\$3,161,911</b>	<b>\$3,643,742</b>	<b>\$3,407,059</b>	<b>\$2,749,666</b>	<b>\$1,489,124</b>	<b>\$255,319</b>	<b>(\$969,863)</b>

**Management Information System Fund (432)**

A fund provided for hardware and software development, or other costs associated with the requirements of the management information system. This funding source expired prior to FY 2014 with some carryover expenses in FY2014, FY2015, and FY2016.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	3	0	0	0	0	0	0	0
Purchase Services	0	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$3</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	3	0	0	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$3</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>

**Public School Preschool Fund (439)**

A fund to assist school districts in paying the cost of preschool programs for three and four year olds.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	(\$52,590)	\$0	\$1,021,090	\$292,351	\$276,564	\$267,824	\$270,985	\$273,695
State	717,534	909,796	240,218	1,261,288	1,193,178	1,155,474	1,169,108	1,180,799
Federal	0	282,652	0	0	0	0	0	0
Other	216,000	145,000	394,000	0	0	0	0	0
<b>Total Revenue</b>	<b>\$880,944</b>	<b>\$1,337,448</b>	<b>\$1,655,308</b>	<b>\$1,553,638</b>	<b>\$1,469,742</b>	<b>\$1,423,298</b>	<b>\$1,440,093</b>	<b>\$1,454,494</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$427,649	\$611,741	\$759,099	\$931,818	\$925,482	\$959,540	\$966,640	\$974,180
Benefits	177,555	233,414	277,942	344,741	342,397	354,997	357,624	360,414
Purchase Services	116,582	117,976	250,610	44,946	44,641	46,284	46,626	46,990
Materials & Supplies	105,517	261,133	26,355	78,720	78,185	81,062	81,662	82,299
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	216,000	145,000	145,000	144,014	149,314	150,419	151,592
<b>Total Expenditures</b>	<b>\$827,303</b>	<b>\$1,440,264</b>	<b>\$1,459,006</b>	<b>\$1,545,226</b>	<b>\$1,534,718</b>	<b>\$1,591,196</b>	<b>\$1,602,971</b>	<b>\$1,615,474</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$827,303	\$1,018,468	\$519,312	\$760,053	\$754,885	\$782,665	\$788,456	\$794,606
Supporting Services	0	205,796	794,694	640,173	635,820	659,218	664,096	669,276
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	216,000	145,000	145,000	144,014	149,314	150,419	151,592
<b>Total Expenditures</b>	<b>\$827,303</b>	<b>\$1,440,264</b>	<b>\$1,459,006</b>	<b>\$1,545,226</b>	<b>\$1,534,718</b>	<b>\$1,591,196</b>	<b>\$1,602,971</b>	<b>\$1,615,474</b>
<b>Ending Fund Balance</b>	<b>(\$114,067)</b>	<b>(\$216,883)</b>	<b>(\$20,581)</b>	<b>(\$12,169)</b>	<b>(\$77,146)</b>	<b>(\$245,044)</b>	<b>(\$407,922)</b>	<b>(\$568,902)</b>

**Data Communications for Schools Buildings Fund (451)**

A fund provided to account for money appropriated for Ohio Educational Computer Network Connections.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Est. Actual	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenditures (by object)</b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	0	0	0	0	0	0
Purchase Services	345,010	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$345,010</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenditures (by function)</b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	345,010	0	0	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$345,010</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**School Net Professional Development Fund (452)**

A fund provided to account for a limited number of professional development subsidy grants.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Est. Actual	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	0	0	0	0	0	0
Purchase Services	40	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$40</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	40	0	0	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$40</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>



**Vocational Education Enhancement Fund (461)**

This fund reflects state grants to advance vocational education programs, such as school-based agricultural education.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Est. Actual	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	11,940	8,700	7,388	10,997	10,404	10,075	10,194	10,296
Federal	0	7,612	0	0	0	0	0	0
Other	20,000	12,000	25,000	26,000	24,596	23,819	24,100	24,341
<b>Total Revenue</b>	<b>\$31,940</b>	<b>\$28,312</b>	<b>\$32,388</b>	<b>\$36,997</b>	<b>\$35,000</b>	<b>\$33,894</b>	<b>\$34,293</b>	<b>\$34,636</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$2,858	\$0	\$4,356	\$3,636	\$3,612	\$3,745	\$3,772	\$3,802
Benefits	507	0	709	1,377	1,367	1,418	1,428	1,439
Purchase Services	0	29,207	3,250	6,878	6,831	7,083	7,135	7,191
Materials & Supplies	1,021	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	10,000	20,000	12,000	12,000	11,918	12,357	12,448	12,546
<b>Total Expenditures</b>	<b>\$14,386</b>	<b>\$49,207</b>	<b>\$20,315</b>	<b>\$23,891</b>	<b>\$23,729</b>	<b>\$24,602</b>	<b>\$24,784</b>	<b>\$24,978</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$5,065	\$5,013	\$4,979	\$5,162	\$5,201	\$5,241
Supporting Services	4,386	29,207	3,250	6,878	6,831	7,083	7,135	7,191
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Constr. Services	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	10,000	20,000	12,000	12,000	11,918	12,357	12,448	12,546
<b>Total Expenditures</b>	<b>\$14,386</b>	<b>\$49,207</b>	<b>\$20,315</b>	<b>\$23,891</b>	<b>\$23,729</b>	<b>\$24,602</b>	<b>\$24,784</b>	<b>\$24,978</b>
<b>Ending Fund Balance</b>	<b>\$16,456</b>	<b>(\$4,439)</b>	<b>\$7,634</b>	<b>\$20,740</b>	<b>\$32,011</b>	<b>\$41,302</b>	<b>\$50,811</b>	<b>\$60,470</b>

**Alternative Schools Fund (463)**

A fund used to account for alternative educational programs for existing and new at-risk and delinquent youth. Programs shall be focused on youth in one or more of the following categories: those who have been expelled or suspended dropped out of school or are at risk of dropping out of school, habitually truant or disruptive, or probation or on parole from a Department of Youth Services' facility.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	295,901	51,390	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	44,000	20,000	394,000	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b>\$339,901</b>	<b>\$71,390</b>	<b>\$394,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$129,801	\$19,925	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	49,974	1,618	0	0	0	0	0	0
Purchase Services	90,757	3,059	0	0	0	0	0	0
Materials & Supplies	3,485	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	32,000	44,000	20,000	20,000	19,864	20,595	20,747	20,909
<b><i>Total Expenditures</i></b>	<b>\$306,017</b>	<b>\$68,602</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$19,864</b>	<b>\$20,595</b>	<b>\$20,747</b>	<b>\$20,909</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$7,438	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	274,017	17,164	0	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	32,000	44,000	20,000	20,000	19,864	20,595	20,747	20,909
<b><i>Total Expenditures</i></b>	<b>\$306,017</b>	<b>\$68,602</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$19,864</b>	<b>\$20,595</b>	<b>\$20,747</b>	<b>\$20,909</b>
<b><i>Ending Fund Balance</i></b>	<b>\$2,074</b>	<b>\$4,862</b>	<b>\$378,862</b>	<b>\$358,862</b>	<b>\$338,998</b>	<b>\$318,403</b>	<b>\$297,656</b>	<b>\$276,746</b>

**Student Wellness and Success (467)**

This fund is used to account for state monies distributed in accordance with ORC section 3317.26, that are restricted for specific purposes related to student wellness including mental health services, services for homeless youth, services for child welfare involved youth, community liaisons, physical health care services, mentoring programs, family engagement and supportive services, city connects programming, professional development regarding the provision of trauma-informed care, and professional development regarding cultural competence.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	8,896,763	8,416,337	8,150,381	8,246,556	8,329,021
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$8,896,763</i></b>	<b><i>\$8,416,337</i></b>	<b><i>\$8,150,381</i></b>	<b><i>\$8,246,556</i></b>	<b><i>\$8,329,021</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$4,015,051	\$3,987,749	\$4,134,498	\$4,165,094	\$4,197,581
Benefits	0	0	0	1,744,628	1,732,765	1,796,530	1,809,825	1,823,941
Purchase Services	0	0	0	605,423	601,306	623,434	628,047	632,946
Materials & Supplies	0	0	0	21,343	21,198	21,978	22,140	22,313
Capital Outlay	0	0	0	1,092,020	1,084,595	1,124,508	1,132,829	1,141,665
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$7,478,466</i></b>	<b><i>\$7,427,612</i></b>	<b><i>\$7,700,948</i></b>	<b><i>\$7,757,935</i></b>	<b><i>\$7,818,447</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$7,120	\$7,071	\$7,331	\$7,386	\$7,443
Supporting Services	0	0	0	7,471,346	7,420,541	7,693,617	7,750,549	7,811,004
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$7,478,466</i></b>	<b><i>\$7,427,612</i></b>	<b><i>\$7,700,948</i></b>	<b><i>\$7,757,935</i></b>	<b><i>\$7,818,447</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$1,418,297</i></b>	<b><i>\$2,407,022</i></b>	<b><i>\$2,856,455</i></b>	<b><i>\$3,345,076</i></b>	<b><i>\$3,855,650</i></b>

**Miscellaneous State Grants Fund (499)**

A fund used to account for various monies received from state agencies, which are not classified elsewhere. A separate special cost center must be used for each grant.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$520	\$4,436	\$0	\$0	\$0	\$0	\$0
State	1,879,253	1,096,683	2,113,565	2,067,718	1,956,061	1,894,249	1,916,602	1,935,768
Federal	0	5,222	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$1,879,253</i></b>	<b><i>\$1,102,425</i></b>	<b><i>\$2,118,001</i></b>	<b><i>\$2,067,718</i></b>	<b><i>\$1,956,061</i></b>	<b><i>\$1,894,249</i></b>	<b><i>\$1,916,602</i></b>	<b><i>\$1,935,768</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$52,937	\$43,704	\$2,893	\$305,250	\$303,174	\$314,331	\$316,657	\$319,127
Benefits	15,390	23,002	(2,862)	85,917	85,332	88,473	89,127	89,823
Purchase Services	153,516	518,945	160,804	582,697	578,734	600,032	604,472	609,187
Materials & Supplies	1,168,615	352,983	560,815	993,477	986,721	1,023,032	1,030,603	1,038,642
Capital Outlay	668,463	8,184	236,554	368,119	365,616	379,070	381,876	384,854
Other Objects	3,467	6,997	(4,478)	984	977	1,013	1,021	1,029
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$2,062,388</i></b>	<b><i>\$953,815</i></b>	<b><i>\$953,726</i></b>	<b><i>\$2,336,443</i></b>	<b><i>\$2,320,555</i></b>	<b><i>\$2,405,951</i></b>	<b><i>\$2,423,755</i></b>	<b><i>\$2,442,661</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$127,862	\$726,749	\$753,746	\$2,046,368	\$2,032,453	\$2,107,247	\$2,122,841	\$2,139,399
Supporting Services	1,934,526	226,636	198,390	252,149	250,435	259,651	261,572	263,612
Non-Instructional	0	430	0	37,707	37,450	38,829	39,116	39,421
Extracurricular Activities	0	0	1,590	218	217	225	227	228
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$2,062,388</i></b>	<b><i>\$953,815</i></b>	<b><i>\$953,726</i></b>	<b><i>\$2,336,443</i></b>	<b><i>\$2,320,555</i></b>	<b><i>\$2,405,951</i></b>	<b><i>\$2,423,755</i></b>	<b><i>\$2,442,661</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$278,931</i></b>	<b><i>\$427,541</i></b>	<b><i>\$1,591,816</i></b>	<b><i>\$1,323,091</i></b>	<b><i>\$958,597</i></b>	<b><i>\$446,895</i></b>	<b><i>(\$60,259)</i></b>	<b><i>(\$567,152)</i></b>

**Race to the Top Fund (506)**

To provide, for either a new program or expansion of an existing program, support initiatives in the following areas: Standards and Assessments; Using Data to improve Instruction; Great Teachers and Leaders; and Turning Around the Lowest-Achieving Schools.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$56,429	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	9,667	0	0	0	0	0	0	0
Purchase Services	0	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$66,096</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	66,096	0	0	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$66,096</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>

**Elementary and Secondary School Emergency Relief (ESSER) (507)**

To provide emergency relief grants to school districts related to the COVID-19 pandemic. Restrictions include, but are not limited to, providing for coordination of preparedness and response efforts, training and professional development of staff, planning and coordination during long-term closure, and purchasing technology for students.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0	0
Other	0	0	0	1,224,518	1,158,394	1,121,789	1,135,026	1,146,376
<b><i>Total Revenue</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$1,224,518</i></b>	<b><i>\$1,158,394</i></b>	<b><i>\$1,121,789</i></b>	<b><i>\$1,135,026</i></b>	<b><i>\$1,146,376</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	0	0	0	0	0	0	0	0
Purchase Services	0	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supporting Services	0	0	0	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>\$0</i></b>	<b><i>(\$13,306)</i></b>	<b><i>(\$84,320)</i></b>	<b><i>(\$237,180)</i></b>	<b><i>(\$386,236)</i></b>	<b><i>(\$533,958)</i></b>



**School Maintenance and Operational Assistance (Impact Aid/SAFA) Fund (512)**

Maintenance and operational funds aid school districts significantly affected (1) by a loss of revenue from taxable real property acquired by the federal government; (2) by provision of public education to children who live on federal property; or (3) by a sudden and substantial increase in school attendance because of federal activities.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	0	177,859	139,122	79,037	74,769	72,407	73,261	73,994
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$0</i></b>	<b><i>\$177,859</i></b>	<b><i>\$139,122</i></b>	<b><i>\$79,037</i></b>	<b><i>\$74,769</i></b>	<b><i>\$72,407</i></b>	<b><i>\$73,261</i></b>	<b><i>\$73,994</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$8,441	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	3,348	0	0	0	0	0	0	0
Purchase Services	34,220	284,898	132,236	0	0	0	0	0
Materials & Supplies	0	0	1,051	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	13,550	13,458	13,954	14,057	14,167
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$46,009</i></b>	<b><i>\$284,898</i></b>	<b><i>\$133,286</i></b>	<b><i>\$13,550</i></b>	<b><i>\$13,458</i></b>	<b><i>\$13,954</i></b>	<b><i>\$14,057</i></b>	<b><i>\$14,167</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$0	\$0	\$524	\$0	\$0	\$0	\$0	\$0
Supporting Services	46,009	284,898	132,762	13,550	13,458	13,954	14,057	14,167
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$46,009</i></b>	<b><i>\$284,898</i></b>	<b><i>\$133,286</i></b>	<b><i>\$13,550</i></b>	<b><i>\$13,458</i></b>	<b><i>\$13,954</i></b>	<b><i>\$14,057</i></b>	<b><i>\$14,167</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$127,843</i></b>	<b><i>\$20,804</i></b>	<b><i>\$26,640</i></b>	<b><i>\$92,127</i></b>	<b><i>\$153,438</i></b>	<b><i>\$211,891</i></b>	<b><i>\$271,095</i></b>	<b><i>\$330,922</i></b>

**IDEA, Part B Special Education, Education of Handicapped Children Fund (516)**

Grants to assist states in providing an appropriate public education to all children with disabilities.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b>Revenues</b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	5,119,440	5,170,634	5,222,341	5,274,564	5,327,310
Federal	19,584,649	14,814,009	25,454,795	11,908,955	12,147,135	12,390,077	12,637,879	12,890,636
Other	2,318,000	1,255,000	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$21,902,649</b>	<b>\$16,069,009</b>	<b>\$25,454,795</b>	<b>\$17,028,395</b>	<b>\$17,317,769</b>	<b>\$17,612,418</b>	<b>\$17,912,443</b>	<b>\$18,217,946</b>
<b>Expenditures (by object)</b>								
Salaries	\$10,676,767	\$9,658,421	\$13,241,327	\$7,352,560	\$7,302,563	\$7,571,297	\$7,627,325	\$7,686,818
Benefits	4,656,580	4,296,565	5,620,187	3,388,414	3,365,373	3,489,219	3,515,039	3,542,456
Purchase Services	422,163	565,548	727,103	5,499,865	5,462,466	5,663,485	5,705,394	5,749,896
Materials & Supplies	1,670,536	2,576,174	638,338	605,615	601,497	623,632	628,247	633,147
Capital Outlay	1,369,670	527,947	1,010,710	121,438	120,612	125,050	125,976	126,958
Other Objects	302,436	0	749,014	464,426	461,268	478,242	481,781	485,539
Other Uses of Funds	3,337,000	2,318,000	1,255,000	1,255,000	1,246,466	1,292,336	1,301,899	1,312,054
<b>Total Expenditures</b>	<b>\$22,435,152</b>	<b>\$19,942,655</b>	<b>\$23,241,679</b>	<b>\$18,687,318</b>	<b>\$18,560,244</b>	<b>\$19,243,261</b>	<b>\$19,385,661</b>	<b>\$19,536,869</b>
<b>Expenditures (by function)</b>								
Instruction	\$13,198,510	\$11,087,724	\$15,050,390	\$12,183,734	\$12,100,884	\$12,546,197	\$12,639,039	\$12,737,623
Supporting Services	5,112,216	5,541,622	6,173,851	4,893,400	4,860,125	5,038,978	5,076,266	5,115,861
Non-Instructional	787,426	995,309	762,438	355,184	352,769	365,751	368,457	371,331
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	3,337,000	2,318,000	1,255,000	1,255,000	1,246,466	1,292,336	1,301,899	1,312,054
<b>Total Expenditures</b>	<b>\$22,435,152</b>	<b>\$19,942,655</b>	<b>\$23,241,679</b>	<b>\$18,687,318</b>	<b>\$18,560,244</b>	<b>\$19,243,261</b>	<b>\$19,385,661</b>	<b>\$19,536,869</b>
<b>Ending Fund Balance</b>	<b>\$671,551</b>	<b>(\$3,202,095)</b>	<b>(\$988,979)</b>	<b>(\$2,647,901)</b>	<b>(\$3,890,376)</b>	<b>(\$5,521,219)</b>	<b>(\$6,994,437)</b>	<b>(\$8,313,360)</b>

**Vocational Education: Carl D. Perkins Vocational Education Act of 1984 Fund (524)**

Funds to boards of education, teacher-training institutions, and the state administering agency for cooperating in development of vocational education programs.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	1,904,525	1,310,990	1,689,410	1,218,480	1,152,682	1,116,257	1,129,429	1,140,724
Other	428,000	110,000	126,000	492,000	465,432	450,724	456,043	460,603
<b>Total Revenue</b>	<b>\$2,332,525</b>	<b>\$1,420,990</b>	<b>\$1,815,410</b>	<b>\$1,710,480</b>	<b>\$1,618,114</b>	<b>\$1,566,982</b>	<b>\$1,585,472</b>	<b>\$1,601,327</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$503,274	\$387,904	\$359,798	\$264,317	\$262,519	\$272,180	\$274,194	\$276,333
Benefits	191,569	165,207	165,114	109,052	108,310	112,296	113,127	114,009
Purchase Services	350,101	211,665	345,128	366,742	364,248	377,652	380,447	383,415
Materials & Supplies	333,864	149,035	209,187	187,521	186,246	193,100	194,529	196,046
Capital Outlay	413,185	329,425	651,023	341,410	339,089	351,567	354,169	356,931
Other Objects	21,205	300	75	2,081	2,067	2,143	2,159	2,176
Other Uses of Funds	223,000	428,000	110,000	110,000	109,252	113,272	114,111	115,001
<b>Total Expenditures</b>	<b>\$2,036,198</b>	<b>\$1,671,536</b>	<b>\$1,840,325</b>	<b>\$1,381,123</b>	<b>\$1,371,731</b>	<b>\$1,422,211</b>	<b>\$1,432,735</b>	<b>\$1,443,911</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$1,003,998	\$612,683	\$1,165,928	\$874,390	\$868,444	\$900,403	\$907,066	\$914,141
Supporting Services	809,200	630,853	564,397	396,733	394,035	408,536	411,559	414,769
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Constr. Services	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	223,000	428,000	110,000	110,000	109,252	113,272	114,111	115,001
<b>Total Expenditures</b>	<b>\$2,036,198</b>	<b>\$1,671,536</b>	<b>\$1,840,325</b>	<b>\$1,381,123</b>	<b>\$1,371,731</b>	<b>\$1,422,211</b>	<b>\$1,432,735</b>	<b>\$1,443,911</b>
<b>Ending Fund Balance</b>	<b>\$207,169</b>	<b>(\$43,377)</b>	<b>(\$68,291)</b>	<b>\$261,066</b>	<b>\$507,449</b>	<b>\$652,219</b>	<b>\$804,956</b>	<b>\$962,372</b>

**Title I School Improvement Stimulus A Fund (536)**

To help schools improve the teaching and learning of children failing, or at risk of failing to meet challenging State academic achievement standards.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	4,573,153	4,378,674	3,882,715	677,171	640,604	620,361	627,681	633,958
Other	247,000	1,100,000	1,040,000	1,300,000	1,229,800	1,190,938	1,204,991	1,217,041
<b>Total Revenue</b>	<b>\$4,820,153</b>	<b>\$5,478,674</b>	<b>\$4,922,715</b>	<b>\$1,977,171</b>	<b>\$1,870,404</b>	<b>\$1,811,299</b>	<b>\$1,832,672</b>	<b>\$1,850,999</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$2,787,205	\$1,773,468	\$222,597	\$0	\$0	\$0	\$0	\$0
Benefits	1,050,606	653,201	68,636	0	0	0	0	0
Purchase Services	112,732	946,673	916,427	305,614	303,536	314,706	317,035	319,508
Materials & Supplies	92,082	988,124	1,054,459	80,819	80,269	83,223	83,839	84,493
Capital Outlay	37,526	1,127,873	990,728	43,374	43,079	44,665	44,995	45,346
Other Objects	147,233	0	15,045	0	0	0	0	0
Other Uses of Funds	11,000	247,000	1,100,000	1,100,000	1,092,520	1,132,725	1,141,107	1,150,008
<b>Total Expenditures</b>	<b>\$4,238,384</b>	<b>\$5,736,339</b>	<b>\$4,367,892</b>	<b>\$1,529,807</b>	<b>\$1,519,405</b>	<b>\$1,575,319</b>	<b>\$1,586,976</b>	<b>\$1,599,355</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$175,074	\$2,200,159	\$2,136,394	\$133,500	\$132,592	\$137,472	\$138,489	\$139,569
Supporting Services	4,052,310	3,281,014	1,084,695	282,819	280,895	291,232	293,387	295,676
Non-Instructional	0	8,166	46,803	13,489	13,397	13,890	13,993	14,102
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	11,000	247,000	1,100,000	1,100,000	1,092,520	1,132,725	1,141,107	1,150,008
<b>Total Expenditures</b>	<b>\$4,238,384</b>	<b>\$5,736,339</b>	<b>\$4,367,892</b>	<b>\$1,529,807</b>	<b>\$1,519,405</b>	<b>\$1,575,319</b>	<b>\$1,586,976</b>	<b>\$1,599,355</b>
<b>Ending Fund Balance</b>	<b>(\$592,823)</b>	<b>(\$850,488)</b>	<b>(\$295,664)</b>	<b>\$151,699</b>	<b>\$502,698</b>	<b>\$738,678</b>	<b>\$984,374</b>	<b>\$1,236,019</b>

**Title I School Improvement Stimulus G Fund (537)**

To raise the achievement of students in the lowest-performing schools.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	3,262,624	4,564,055	5,637,435	5,239,593	4,956,655	4,800,025	4,856,665	4,905,232
Other	850,000	700,000	1,030,000	1,307,000	1,236,422	1,197,351	1,211,480	1,223,595
<b><i>Total Revenue</i></b>	<b><i>\$4,112,624</i></b>	<b><i>\$5,264,055</i></b>	<b><i>\$6,667,435</i></b>	<b><i>\$6,546,593</i></b>	<b><i>\$6,193,077</i></b>	<b><i>\$5,997,376</i></b>	<b><i>\$6,068,145</i></b>	<b><i>\$6,128,826</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$1,231,887	\$1,547,083	\$2,308,102	\$2,266,677	\$2,251,263	\$2,334,110	\$2,351,382	\$2,369,723
Benefits	448,445	534,393	885,917	842,420	836,692	867,482	873,901	880,718
Purchase Services	574,910	1,317,654	2,130,881	1,371,132	1,361,808	1,411,923	1,422,371	1,433,465
Materials & Supplies	800,561	242,421	275,661	178,403	177,190	183,710	185,070	186,513
Capital Outlay	135,624	531,803	602,912	621,573	617,347	640,065	644,801	649,831
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	859,000	850,000	700,000	700,000	695,240	720,825	726,159	731,823
<b><i>Total Expenditures</i></b>	<b><i>\$4,050,427</i></b>	<b><i>\$5,023,354</i></b>	<b><i>\$6,903,473</i></b>	<b><i>\$5,980,205</i></b>	<b><i>\$5,939,539</i></b>	<b><i>\$6,158,114</i></b>	<b><i>\$6,203,684</i></b>	<b><i>\$6,252,073</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$1,819,899	\$1,536,265	\$3,058,347	\$2,848,555	\$2,829,185	\$2,933,299	\$2,955,005	\$2,978,055
Supporting Services	1,371,183	2,629,290	3,145,126	2,431,650	2,415,114	2,503,991	2,522,520	2,542,196
Non-Instructional	345	7,799	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	859,000	850,000	700,000	700,000	695,240	720,825	726,159	731,823
<b><i>Total Expenditures</i></b>	<b><i>\$4,050,427</i></b>	<b><i>\$5,023,354</i></b>	<b><i>\$6,903,473</i></b>	<b><i>\$5,980,205</i></b>	<b><i>\$5,939,539</i></b>	<b><i>\$6,158,114</i></b>	<b><i>\$6,203,684</i></b>	<b><i>\$6,252,073</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$393,816</i></b>	<b><i>\$634,517</i></b>	<b><i>\$398,479</i></b>	<b><i>\$964,868</i></b>	<b><i>\$1,218,405</i></b>	<b><i>\$1,057,667</i></b>	<b><i>\$922,128</i></b>	<b><i>\$798,881</i></b>

**Title III – Limited English Proficiency Fund (551)**

Funds to develop and carry out elementary and secondary school programs, including activities at pre-school level, to meet the educational needs of children with limited English proficiency.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	722,300	598,909	951,192	641,256	647,668	654,145	660,686	667,293
Other	159,000	30,000	114,000	10,000	10,100	10,201	10,303	10,406
<b><i>Total Revenue</i></b>	<b><i>\$881,300</i></b>	<b><i>\$628,909</i></b>	<b><i>\$1,065,192</i></b>	<b><i>\$651,256</i></b>	<b><i>\$657,768</i></b>	<b><i>\$664,346</i></b>	<b><i>\$670,989</i></b>	<b><i>\$677,699</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$474,191	\$292,293	\$490,724	\$343,566	\$341,230	\$338,910	\$336,605	\$334,316
Benefits	157,050	114,443	147,417	114,382	113,604	112,832	112,064	111,302
Purchase Services	74,474	84,901	94,619	25,466	25,293	25,121	24,950	24,781
Materials & Supplies	51,868	135,173	61,195	60,227	59,818	59,411	59,007	58,606
Capital Outlay	28,631	67,280	34,363	65,907	65,459	65,014	64,572	64,132
Other Objects	11,469	5,153	36,085	16,424	16,312	16,201	16,091	15,982
Other Uses of Funds	0	159,000	30,000	30,000	29,796	29,593	29,392	29,192
<b><i>Total Expenditures</i></b>	<b><i>\$797,683</i></b>	<b><i>\$858,243</i></b>	<b><i>\$894,403</i></b>	<b><i>\$655,973</i></b>	<b><i>\$651,512</i></b>	<b><i>\$647,082</i></b>	<b><i>\$642,682</i></b>	<b><i>\$638,311</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$267,483	\$143,576	\$350,137	\$268,598	\$266,772	\$264,957	\$263,156	\$261,366
Supporting Services	426,309	409,057	393,841	263,701	261,908	260,127	258,358	256,601
Non-Instructional	103,891	146,610	120,426	93,674	93,037	92,404	91,776	91,152
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	159,000	30,000	30,000	29,796	29,593	29,392	29,192
<b><i>Total Expenditures</i></b>	<b><i>\$797,683</i></b>	<b><i>\$858,243</i></b>	<b><i>\$894,403</i></b>	<b><i>\$655,973</i></b>	<b><i>\$651,512</i></b>	<b><i>\$647,082</i></b>	<b><i>\$642,682</i></b>	<b><i>\$638,311</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>\$55,243</i></b>	<b><i>(\$174,091)</i></b>	<b><i>(\$3,303)</i></b>	<b><i>(\$8,020)</i></b>	<b><i>(\$1,764)</i></b>	<b><i>\$15,500</i></b>	<b><i>\$43,808</i></b>	<b><i>\$83,196</i></b>



**Refugee Children School Impact Act Fund (571)**

To provide educational services to meet educational needs of refugee children who are enrolled in public and non-profit private elementary and secondary schools.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$8,784	\$0	\$0	\$0	\$0	\$0
State	0	0	0	50,319	47,602	46,098	46,642	47,108
Federal	57,980	0	40,670	17,514	16,568	16,045	16,234	16,397
Other	0	68,000	0	365,000	345,290	334,379	338,325	341,708
<b>Total Revenue</b>	<b>\$57,980</b>	<b>\$68,000</b>	<b>\$49,453</b>	<b>\$432,834</b>	<b>\$409,461</b>	<b>\$396,522</b>	<b>\$401,201</b>	<b>\$405,213</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$47,746	\$11,182	\$45,959	\$50,536	\$50,192	\$52,039	\$52,425	\$52,833
Benefits	9,751	4,225	15,290	10,587	10,515	10,902	10,982	11,068
Purchase Services	29,948	0	0	0	0	0	0	0
Materials & Supplies	5,718	4,000	0	7,503	7,452	7,726	7,783	7,844
Capital Outlay	0	0	0	0	0	0	0	0
Other Objects	0	0	0	0	0	0	0	0
Other Uses of Funds	1,000	0	68,000	68,000	67,538	70,023	70,541	71,091
<b>Total Expenditures</b>	<b>\$94,163</b>	<b>\$19,407</b>	<b>\$129,249</b>	<b>\$136,626</b>	<b>\$135,696</b>	<b>\$140,690</b>	<b>\$141,731</b>	<b>\$142,837</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$93,163	\$19,407	\$61,249	\$68,626	\$68,159	\$70,667	\$71,190	\$71,745
Supporting Services	0	0	0	0	0	0	0	0
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	1,000	0	68,000	68,000	67,538	70,023	70,541	71,091
<b>Total Expenditures</b>	<b>\$94,163</b>	<b>\$19,407</b>	<b>\$129,249</b>	<b>\$136,626</b>	<b>\$135,696</b>	<b>\$140,690</b>	<b>\$141,731</b>	<b>\$142,837</b>
<b>Ending Fund Balance</b>	<b>\$32,239</b>	<b>\$80,832</b>	<b>\$1,037</b>	<b>\$297,245</b>	<b>\$571,009</b>	<b>\$826,840</b>	<b>\$1,086,310</b>	<b>\$1,348,685</b>

**Title I – Disadvantaged Children/Targeted Assistance Fund (572)**

To provide financial assistance to State and Local educational agencies to meet the special needs of educationally deprived children. Included are the Even Start and Comprehensive School Reform programs.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	941	891	899	910	919
Federal	38,382,135	40,039,841	47,809,448	42,633,143	40,330,953	40,734,263	41,214,927	41,627,076
Other	0	0	0	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b><i>\$38,382,135</i></b>	<b><i>\$40,039,841</i></b>	<b><i>\$47,809,448</i></b>	<b><i>\$42,634,084</i></b>	<b><i>\$40,331,844</i></b>	<b><i>\$40,735,162</i></b>	<b><i>\$41,215,837</i></b>	<b><i>\$41,627,996</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$22,327,551	\$24,985,964	\$25,962,088	\$28,392,480	\$28,199,411	\$28,481,405	\$28,692,168	\$28,915,967
Benefits	7,983,242	8,983,000	9,299,897	10,447,760	10,376,715	10,480,482	10,558,038	10,640,390
Purchase Services	4,063,298	4,680,312	1,846,804	1,264,964	1,256,362	1,268,926	1,278,316	1,288,286
Materials & Supplies	3,347,602	1,833,501	1,978,918	1,258,592	1,250,033	1,262,534	1,271,876	1,281,797
Capital Outlay	2,899,322	1,127,239	371,245	940,828	934,430	943,775	950,759	958,175
Other Objects	893,510	9,140	1,849,087	1,328,853	1,319,817	1,333,015	1,342,880	1,353,354
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$41,514,525</i></b>	<b><i>\$41,619,156</i></b>	<b><i>\$41,308,039</i></b>	<b><i>\$43,633,477</i></b>	<b><i>\$43,336,769</i></b>	<b><i>\$43,770,137</i></b>	<b><i>\$44,094,036</i></b>	<b><i>\$44,437,969</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$27,293,949	\$27,483,750	\$28,416,260	\$32,296,899	\$32,077,281	\$32,398,053	\$32,637,799	\$32,892,374
Supporting Services	10,554,959	10,180,724	7,786,193	6,527,867	6,483,478	6,548,312	6,596,770	6,648,225
Non-Instructional	3,665,617	3,954,682	5,105,587	4,808,710	4,776,011	4,823,771	4,859,467	4,897,371
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b><i>\$41,514,525</i></b>	<b><i>\$41,619,156</i></b>	<b><i>\$41,308,039</i></b>	<b><i>\$43,633,477</i></b>	<b><i>\$43,336,769</i></b>	<b><i>\$43,770,137</i></b>	<b><i>\$44,094,036</i></b>	<b><i>\$44,437,969</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>(\$1,284,900)</i></b>	<b><i>(\$2,864,215)</i></b>	<b><i>\$3,637,194</i></b>	<b><i>\$2,637,802</i></b>	<b><i>(\$367,123)</i></b>	<b><i>(\$3,402,098)</i></b>	<b><i>(\$6,280,296)</i></b>	<b><i>(\$9,090,270)</i></b>

**IDEA Preschool Grant for the Handicapped Fund (587)**

The Preschool Grant Program, Section 619 of Public Law 99 -457, addresses the improvement and expansion of services for handicapped children ages three (3) through five (5) years.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	361,752	251,657	324,197	295,793	279,820	270,978	274,176	276,917
Other	174,000	0	225,000	0	0	0	0	0
<b><i>Total Revenue</i></b>	<b>\$535,752</b>	<b>\$251,657</b>	<b>\$549,197</b>	<b>\$295,793</b>	<b>\$279,820</b>	<b>\$270,978</b>	<b>\$274,176</b>	<b>\$276,917</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$202,106	\$97,285	\$148,427	\$158,217	\$157,141	\$162,924	\$164,129	\$165,410
Benefits	62,685	34,572	55,174	55,776	55,397	57,435	57,860	58,312
Purchase Services	10,065	6,493	2,764	0	0	0	0	0
Materials & Supplies	48,625	84,799	71,343	44,186	43,885	45,500	45,837	46,194
Capital Outlay	17,626	9,792	46,581	20,492	20,353	21,102	21,258	21,423
Other Objects	8,075	1,010	10,367	10,501	10,429	10,813	10,893	10,978
Other Uses of Funds	45,000	174,000	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b>\$394,182</b>	<b>\$407,951</b>	<b>\$334,657</b>	<b>\$289,171</b>	<b>\$287,205</b>	<b>\$297,774</b>	<b>\$299,977</b>	<b>\$302,317</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$336,694	\$208,163	\$321,551	\$277,702	\$275,814	\$285,964	\$288,080	\$290,327
Supporting Services	12,488	25,788	13,106	11,469	11,391	11,810	11,897	11,990
Non-Instructional	0	0	0	0	0	0	0	0
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	45,000	174,000	0	0	0	0	0	0
<b><i>Total Expenditures</i></b>	<b>\$394,182</b>	<b>\$407,951</b>	<b>\$334,657</b>	<b>\$289,171</b>	<b>\$287,205</b>	<b>\$297,774</b>	<b>\$299,977</b>	<b>\$302,317</b>
<b><i>Ending Fund Balance</i></b>	<b>(\$173,043)</b>	<b>(\$329,337)</b>	<b>(\$114,798)</b>	<b>(\$108,176)</b>	<b>(\$115,560)</b>	<b>(\$142,356)</b>	<b>(\$168,158)</b>	<b>(\$193,558)</b>

**Improving Teacher Quality Fund (590)**

A fund used to account for monies to hire additional classroom teachers in grades 1 through 3, to reduce the number of students per teacher.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	5,431,222	2,399,269	3,505,294	1,151,887	1,089,685	1,100,582	1,113,569	1,124,705
Other	160,000	0	652,000	0	0	0	0	0
<b>Total Revenue</b>	<b>\$5,591,222</b>	<b>\$2,399,269</b>	<b>\$4,157,294</b>	<b>\$1,151,887</b>	<b>\$1,089,685</b>	<b>\$1,100,582</b>	<b>\$1,113,569</b>	<b>\$1,124,705</b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$3,369,064	\$3,042,740	\$1,791,099	\$755,144	\$750,009	\$757,509	\$763,115	\$769,067
Benefits	1,304,296	806,207	568,455	180,825	179,596	181,392	182,734	184,159
Purchase Services	149,522	846,936	674,754	337,012	334,721	338,068	340,570	343,226
Materials & Supplies	750	14,963	81,413	16,118	16,008	16,168	16,288	16,415
Capital Outlay	0	0	1,620	3,380	3,357	3,391	3,416	3,442
Other Objects	127,100	5,000	196,467	61,983	61,561	62,177	62,637	63,125
Other Uses of Funds	39,000	160,000	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,989,732</b>	<b>\$4,875,846</b>	<b>\$3,313,808</b>	<b>\$1,354,463</b>	<b>\$1,345,252</b>	<b>\$1,358,705</b>	<b>\$1,368,759</b>	<b>\$1,379,436</b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$4,673,360	\$422,371	\$397	\$0	\$0	\$0	\$0	\$0
Supporting Services	127,100	4,041,037	3,013,148	1,174,176	1,166,191	1,177,853	1,186,569	1,195,825
Non-Instructional	150,272	252,438	300,263	180,287	179,061	180,852	182,190	183,611
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	39,000	160,000	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,989,732</b>	<b>\$4,875,846</b>	<b>\$3,313,808</b>	<b>\$1,354,463</b>	<b>\$1,345,252</b>	<b>\$1,358,705</b>	<b>\$1,368,759</b>	<b>\$1,379,436</b>
<b>Ending Fund Balance</b>	<b>\$274,680</b>	<b>(\$2,201,897)</b>	<b>(\$1,358,411)</b>	<b>(\$1,560,986)</b>	<b>(\$1,816,553)</b>	<b>(\$2,074,676)</b>	<b>(\$2,329,866)</b>	<b>(\$2,584,597)</b>

**Miscellaneous Federal Grants Fund (599)**

A fund used to account for various monies received through state agencies from the federal government or directly from the federal government, which are not classified elsewhere. A separate cost center must be used for each grant.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b><i>Revenues</i></b>								
Local	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State	0	0	0	0	0	0	0	0
Federal	929,477	1,950,798	6,088,363	3,341,384	3,160,949	3,061,063	3,097,184	3,128,156
Other	0	0	0	500,000	473,000	458,053	463,458	468,093
<b><i>Total Revenue</i></b>	<b><i>\$929,477</i></b>	<b><i>\$1,950,798</i></b>	<b><i>\$6,088,363</i></b>	<b><i>\$3,841,384</i></b>	<b><i>\$3,633,949</i></b>	<b><i>\$3,519,116</i></b>	<b><i>\$3,560,642</i></b>	<b><i>\$3,596,248</i></b>
<b><i>Expenditures (by object)</i></b>								
Salaries	\$335,514	\$318,987	\$2,530,000	\$1,059,886	\$1,052,679	\$1,091,417	\$1,099,494	\$1,108,070
Benefits	119,513	118,559	1,042,284	275,750	273,875	283,954	286,055	288,286
Purchase Services	364,238	435,611	1,546,415	1,099,510	1,092,034	1,132,220	1,140,599	1,149,496
Materials & Supplies	182,603	284,379	311,397	131,279	130,386	135,184	136,185	137,247
Capital Outlay	27,747	226,006	940,249	92,619	91,989	95,374	96,080	96,829
Other Objects	3,962	6,978	33,600	89,385	88,777	92,044	92,725	93,449
Other Uses of Funds	0	0	560,000	560,000	556,192	576,660	580,927	585,458
<b><i>Total Expenditures</i></b>	<b><i>\$1,033,577</i></b>	<b><i>\$1,390,520</i></b>	<b><i>\$6,963,945</i></b>	<b><i>\$3,308,429</i></b>	<b><i>\$3,285,932</i></b>	<b><i>\$3,406,854</i></b>	<b><i>\$3,432,065</i></b>	<b><i>\$3,458,835</i></b>
<b><i>Expenditures (by function)</i></b>								
Instruction	\$162,344	\$528,487	\$4,528,069	\$1,041,815	\$1,034,731	\$1,072,809	\$1,080,747	\$1,089,177
Supporting Services	851,787	814,249	1,666,506	1,557,244	1,546,654	1,603,571	1,615,438	1,628,038
Non-Instructional	19,446	47,784	209,370	149,371	148,355	153,814	154,953	156,161
Extracurricular Activities	0	0	0	0	0	0	0	0
Facilities & Construction	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Other Uses of Funds	0	0	560,000	560,000	556,192	576,660	580,927	585,458
<b><i>Total Expenditures</i></b>	<b><i>\$1,033,577</i></b>	<b><i>\$1,390,520</i></b>	<b><i>\$6,963,945</i></b>	<b><i>\$3,308,429</i></b>	<b><i>\$3,285,932</i></b>	<b><i>\$3,406,854</i></b>	<b><i>\$3,432,065</i></b>	<b><i>\$3,458,835</i></b>
<b><i>Ending Fund Balance</i></b>	<b><i>(\$7,380)</i></b>	<b><i>\$552,898</i></b>	<b><i>(\$322,684)</i></b>	<b><i>\$210,271</i></b>	<b><i>\$558,288</i></b>	<b><i>\$670,551</i></b>	<b><i>\$799,128</i></b>	<b><i>\$936,541</i></b>

## Fund Balances

The follow table identifies historical and forecasted fund balances by fund. With the exception of the Operation Fund (001), all of the negative fund balances are attributed to the timing of outstanding receivables. Most grants, funds 400-599, operate on a reimbursement basis so CMSD has expenses and encumbrances during the fiscal year with reimbursement in the next year.

The forecasted negative fund balance in the general fund will be address through some combination of additional revenue (e.g., a levy) or managed reduction in expenditures. By statutes, CMSD cannot submit a five-year forecast to the State of Ohio with a negative fund balance in the current fiscal year.

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
General (001)								
Beginning Balance	\$9 9,097,997	\$120,644,428	\$87,687,209	\$39,856,219	\$39,321,782	\$3,358,029	(\$82,504,164)	(\$165,975,771)
Revenue	\$739,612,661	\$730,015,694	\$741,848,056	\$750,698,119	\$710,160,421	\$687,719,352	\$695,834,440	\$702,792,784
Expense	\$718,066,230	\$762,972,913	\$789,679,046	\$751,232,556	\$746,124,174	\$773,581,544	\$779,306,047	\$785,384,635
Ending Balance	\$120,644,428	\$87,687,209	\$39,856,219	\$39,321,782	\$3,358,029	(\$82,504,164)	(\$165,975,771)	(\$248,567,622)
Bond Retirement (002)								
Beginning Balance	\$31,974,375	\$36,325,974	\$42,357,170	\$48,391,624	\$50,338,495	\$51,256,181	\$50,814,879	\$50,457,074
Revenue	\$23,774,256	\$25,566,259	\$25,752,318	\$21,524,279	\$20,361,968	\$19,718,529	\$19,951,208	\$20,150,720
Expense	\$19,422,657	\$19,535,063	\$19,717,865	\$19,577,408	\$19,444,281	\$20,159,831	\$20,309,014	\$20,467,424
Ending Balance	\$36,325,974	\$42,357,170	\$48,391,624	\$50,338,495	\$51,256,181	\$50,814,879	\$50,457,074	\$50,140,370
Permanent Improvement (003)								
Beginning Balance	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441
Revenue	\$3,987,480	\$4,199,138	\$3,173,836	\$3,021,453	\$2,858,295	\$2,767,973	\$2,800,635	\$2,828,641
Expense	\$3,987,480	\$4,199,138	\$3,173,836	\$3,021,453	\$2,858,295	\$2,767,973	\$2,800,635	\$2,828,641
Ending Balance	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441	\$154,196,441
Food Services (006)								
Beginning Balance	\$2,246,008	\$1,063,887	\$1,712,458	\$5,210,696	\$4,143,701	\$2,133,825	\$103,850	(\$1,856,520)
Revenue	\$21,700,063	\$24,331,323	\$25,844,101	\$20,130,032	\$19,043,010	\$19,233,440	\$19,460,395	\$19,849,603
Expense	\$22,882,184	\$23,682,752	\$22,345,863	\$21,197,027	\$21,052,887	\$21,263,416	\$21,420,765	\$21,587,847



	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
Ending Balance	\$1,063,887	\$1,712,458	\$5,210,696	\$4,143,701	\$2,133,825	\$103,850	(\$1,856,520)	(\$3,594,764)
Special Trust (007)								
Beginning Balance	\$8,328,787	\$10,506,539	\$9,024,627	\$5,926,174	\$7,088,073	\$7,968,396	\$8,505,933	\$9,070,820
Revenue	\$9,247,983	\$6,819,215	\$4,810,994	\$5,798,220	\$5,485,116	\$5,311,786	\$5,374,465	\$5,428,210
Expense	\$7,070,231	\$8,301,127	\$7,909,447	\$4,636,320	\$4,604,793	\$4,774,249	\$4,809,579	\$4,847,093
Ending Balance	\$10,506,539	\$9,024,627	\$5,926,174	\$7,088,073	\$7,968,396	\$8,505,933	\$9,070,820	\$9,651,936
Classroom Facilities (010)								
Beginning Balance	\$81,328,885	\$69,350,805	\$90,914,428	\$22,583,454	\$6,109,673	(\$11,646,946)	(\$24,552,710)	(\$33,011,127)
Revenue	\$13,542,484	\$71,615,070	\$22,581,148	\$29,552,119	\$27,956,305	\$28,235,868	\$28,569,051	\$28,854,742
Expense	\$25,520,564	\$50,051,447	\$90,912,122	\$46,025,900	\$45,712,924	\$41,141,632	\$37,027,469	\$33,324,722
Ending Balance	\$69,350,805	\$90,914,428	\$22,583,454	\$6,109,673	(\$11,646,946)	(\$24,552,710)	(\$33,011,127)	(\$37,481,107)
Public School Support (018)								
Beginning Balance	\$418,731	\$540,086	\$753,265	\$821,335	\$895,601	\$958,038	\$1,007,249	\$1,057,791
Revenue	\$451,573	\$471,222	\$355,990	\$239,911	\$226,956	\$219,784	\$222,378	\$224,601
Expense	\$330,218	\$258,043	\$287,921	\$165,645	\$164,519	\$170,573	\$171,835	\$173,176
Ending Balance	\$540,086	\$753,265	\$821,335	\$895,601	\$958,038	\$1,007,249	\$1,057,791	\$1,109,217
Other Grants (019)								
Beginning Balance	(\$313,423)	(\$1,272,639)	(\$2,126,371)	(\$1,529,662)	(\$1,529,662)	(\$1,529,662)	(\$1,529,662)	(\$1,529,662)
Revenue	\$718,277	\$634,910	\$684,588	\$0	\$0	\$0	\$0	\$0
Expense	\$1,677,493	\$1,488,642	\$87,879	\$0	\$0	\$0	\$0	\$0
Ending Balance	(\$1,272,639)	(\$2,126,371)	(\$1,529,662)	(\$1,529,662)	(\$1,529,662)	(\$1,529,662)	(\$1,529,662)	(\$1,529,662)
Liability Self-Insurance (023)								
Beginning Balance	\$2,337,696	\$2,794,193	\$2,058,011	\$1,424,212	\$2,028,339	\$2,574,359	\$3,066,446	\$3,566,785
Revenue	\$1,000,000	\$6,242	\$0	\$1,144,051	\$1,082,272	\$1,048,072	\$1,060,439	\$1,071,044
Expense	\$543,503	\$742,424	\$633,799	\$539,923	\$536,252	\$555,986	\$560,100	\$564,469
Ending Balance	\$2,794,193	\$2,058,011	\$1,424,212	\$2,028,339	\$2,574,359	\$3,066,446	\$3,566,785	\$4,073,360

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
Employee Benefits Self-Insurance (024)								
Beginning Balance	\$12,516,640	\$11,379,408	\$12,223,006	\$11,587,411	\$16,841,141	\$17,260,509	\$11,116,865	\$5,337,561
Revenue	\$82,373,335	\$98,234,653	\$101,213,713	\$101,666,049	\$96,176,082	\$93,136,918	\$94,235,933	\$95,178,293
Expense	\$83,510,567	\$97,391,055	\$101,849,308	\$96,412,318	\$95,756,714	\$99,280,561	\$100,015,238	\$100,795,356
Ending Balance	\$11,379,408	\$12,223,006	\$11,587,411	\$16,841,141	\$17,260,509	\$11,116,865	\$5,337,561	(\$279,503)
Classroom Facilities Maintenance (034)								
Beginning Balance	\$12,040,099	\$6,061,947	\$5,992,776	\$4,240,139	\$3,736,267	\$3,060,170	\$2,118,392	\$1,184,645
Revenue	\$4,153,652	\$4,290,325	\$4,134,482	\$3,721,439	\$3,520,481	\$3,409,234	\$3,449,463	\$3,483,958
Expense	\$10,131,804	\$4,359,496	\$5,887,119	\$4,225,310	\$4,196,578	\$4,351,012	\$4,383,210	\$4,417,399
Ending Balance	\$6,061,947	\$5,992,776	\$4,240,139	\$3,736,267	\$3,060,170	\$2,118,392	\$1,184,645	\$251,204
Partnering Community School (036)								
Beginning Balance	\$0	\$1	\$431,961	\$627,464	\$250,561	(\$290,311)	(\$1,079,386)	(\$1,860,078)
Revenue	\$4,142,005	\$4,414,532	\$4,160,506	\$3,528,219	\$3,337,695	\$3,232,224	\$3,270,364	\$3,303,068
Expense	\$4,142,004	\$3,982,572	\$3,965,003	\$3,905,122	\$3,878,568	\$4,021,299	\$4,051,056	\$4,082,655
Ending Balance	\$1	\$431,961	\$627,464	\$250,561	(\$290,311)	(\$1,079,386)	(\$1,860,078)	(\$2,639,665)
Student Managed Student Activity (200)								
Beginning Balance	\$647,419	\$528,133	\$534,046	\$564,542	\$504,894	\$428,739	\$326,599	\$225,147
Revenue	\$483,663	\$482,556	\$549,487	\$358,292	\$338,944	\$328,233	\$332,107	\$335,428
Expense	\$602,949	\$476,643	\$518,991	\$417,940	\$415,098	\$430,374	\$433,559	\$436,940
Ending Balance	\$528,133	\$534,046	\$564,542	\$504,894	\$428,739	\$326,599	\$225,147	\$123,634
District Managed Student Activity (300)								
Beginning Balance	\$189,827	\$147,690	\$127,428	\$127,960	\$119,955	\$106,876	\$86,284	\$65,979
Revenue	\$114,001	\$89,511	\$96,111	\$108,655	\$102,787	\$99,539	\$100,714	\$101,721
Expense	\$156,138	\$109,773	\$95,579	\$116,660	\$115,866	\$120,130	\$121,019	\$121,963
Ending Balance	\$147,690	\$127,428	\$127,960	\$119,955	\$106,876	\$86,284	\$65,979	\$45,736

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
<b>Auxiliary Services (NPSS) (401)</b>								
Beginning Balance	\$2,821,605	\$4,423,898	\$3,161,911	\$3,643,742	\$3,407,059	\$2,749,666	\$1,489,124	\$255,319
Revenue	\$9,449,900	\$8,713,675	\$8,635,025	\$8,947,455	\$8,464,292	\$8,196,820	\$8,293,543	\$8,376,478
Expense	\$7,847,607	\$9,975,662	\$8,153,194	\$9,184,137	\$9,121,685	\$9,457,363	\$9,527,347	\$9,601,661
Ending Balance	\$4,423,898	\$3,161,911	\$3,643,742	\$3,407,059	\$2,749,666	\$1,489,124	\$255,319	(\$969,863)
<b>Management Information System (432)</b>								
Beginning Balance	\$3	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expense	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)
<b>Public School Preschool (439)</b>								
Beginning Balance	(\$167,708)	(\$114,067)	(\$216,883)	(\$20,581)	(\$12,169)	(\$77,146)	(\$245,044)	(\$407,922)
Revenue	\$880,944	\$1,337,448	\$1,655,308	\$1,553,638	\$1,469,742	\$1,423,298	\$1,440,093	\$1,454,494
Expense	\$827,303	\$1,440,264	\$1,459,006	\$1,545,226	\$1,534,718	\$1,591,196	\$1,602,971	\$1,615,474
Ending Balance	(\$114,067)	(\$216,883)	(\$20,581)	(\$12,169)	(\$77,146)	(\$245,044)	(\$407,922)	(\$568,902)
<b>Data Communications for School Buildings (451)</b>								
Beginning Balance	\$345,010	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expense	\$345,010	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>School Net Professional Development (452)</b>								
Beginning Balance	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expense	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
Vocational Education Enhancement (461)								
Beginning Balance	(\$1,098)	\$16,456	(\$4,439)	\$7,634	\$20,740	\$32,011	\$41,302	\$50,811
Revenue	\$31,940	\$28,312	\$32,388	\$36,997	\$35,000	\$33,894	\$34,293	\$34,636
Expense	\$14,386	\$49,207	\$20,315	\$23,891	\$23,729	\$24,602	\$24,784	\$24,978
Ending Balance	\$16,456	(\$4,439)	\$7,634	\$20,740	\$32,011	\$41,302	\$50,811	\$60,470
Alternative Schools (463)								
Beginning Balance	(\$31,810)	\$2,074	\$4,862	\$378,862	\$358,862	\$338,998	\$318,403	\$297,656
Revenue	\$339,901	\$71,390	\$394,000	\$0	\$0	\$0	\$0	\$0
Expense	\$306,017	\$68,602	\$20,000	\$20,000	\$19,864	\$20,595	\$20,747	\$20,909
Ending Balance	\$2,074	\$4,862	\$378,862	\$358,862	\$338,998	\$318,403	\$297,656	\$276,746
Student Wellness and Success (467)								
Beginning Balance	\$0	\$0	\$0	\$0	\$1,418,297	\$2,407,022	\$2,856,455	\$3,345,076
Revenue	\$0	\$0	\$0	\$8,896,763	\$8,416,337	\$8,150,381	\$8,246,556	\$8,329,021
Expense	\$0	\$0	\$0	\$7,478,466	\$7,427,612	\$7,700,948	\$7,757,935	\$7,818,447
Ending Balance	\$0	\$0	\$0	\$1,418,297	\$2,407,022	\$2,856,455	\$3,345,076	\$3,855,650
Miscellaneous State Grants (499)								
Beginning Balance	\$462,066	\$278,931	\$427,541	\$1,591,816	\$1,323,091	\$958,597	\$446,895	(\$60,259)
Revenue	\$1,879,253	\$1,102,425	\$2,118,001	\$2,067,718	\$1,956,061	\$1,894,249	\$1,916,602	\$1,935,768
Expense	\$2,062,388	\$953,815	\$953,726	\$2,336,443	\$2,320,555	\$2,405,951	\$2,423,755	\$2,442,661
Ending Balance	\$278,931	\$427,541	\$1,591,816	\$1,323,091	\$958,597	\$446,895	(\$60,259)	(\$567,152)
Race to the Top (506)								
Beginning Balance	\$66,096	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expense	\$66,096	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)
Nutrition Education and Training Program (A) (542)								

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
Beginning Balance	\$0	\$0	\$0	\$0	(\$13,306)	(\$84,320)	(\$237,180)	(\$386,236)
Revenue	\$0	\$0	\$0	\$1,224,518	\$1,158,394	\$1,121,789	\$1,135,026	\$1,146,376
Expense	\$0	\$0	\$0	\$1,237,824	\$1,229,407	\$1,274,649	\$1,284,082	\$1,294,097
Ending Balance	\$0	\$0	\$0	(\$13,306)	(\$84,320)	(\$237,180)	(\$386,236)	(\$533,958)
School Maintenance and Operational Assistance (512)								
Beginning Balance	\$173,852	\$127,843	\$20,804	\$26,640	\$92,127	\$153,166	\$211,337	\$270,257
Revenue	\$0	\$177,859	\$139,122	\$79,037	\$74,769	\$72,407	\$73,261	\$73,994
Expense	\$46,009	\$284,898	\$133,286	\$13,550	\$13,730	\$14,235	\$14,341	\$14,453
Ending Balance	\$127,843	\$20,804	\$26,640	\$92,127	\$153,166	\$211,337	\$270,257	\$329,799
IDEA, Part B Special Education (516)								
Beginning Balance	\$1,204,054	\$671,551	(\$3,202,095)	(\$988,979)	(\$2,647,901)	(\$3,890,376)	(\$5,521,219)	(\$6,994,437)
Revenue	\$21,902,649	\$16,069,009	\$25,454,795	\$17,028,395	\$17,317,769	\$17,612,418	\$17,912,443	\$18,217,946
Expense	\$22,435,152	\$19,942,655	\$23,241,679	\$18,687,318	\$18,560,244	\$19,243,261	\$19,385,661	\$19,536,869
Ending Balance	\$671,551	(\$3,202,095)	(\$988,979)	(\$2,647,901)	(\$3,890,376)	(\$5,521,219)	(\$6,994,437)	(\$8,313,360)
Vocational Education: Carl D. Perkins (524)								
Beginning Balance	(\$89,158)	\$207,169	(\$43,377)	(\$68,291)	\$261,066	\$507,449	\$652,219	\$804,956
Revenue	\$2,332,525	\$1,420,990	\$1,815,410	\$1,710,480	\$1,618,114	\$1,566,982	\$1,585,472	\$1,601,327
Expense	\$2,036,198	\$1,671,536	\$1,840,325	\$1,381,123	\$1,371,731	\$1,422,211	\$1,432,735	\$1,443,911
Ending Balance	\$207,169	(\$43,377)	(\$68,291)	\$261,066	\$507,449	\$652,219	\$804,956	\$962,372
Title 1 School Improvement Stimulus A (536)								
Beginning Balance	(\$1,174,592)	(\$592,823)	(\$850,488)	(\$295,664)	\$151,699	\$502,698	\$738,678	\$984,374
Revenue	\$4,820,153	\$5,478,674	\$4,922,715	\$1,977,171	\$1,870,404	\$1,811,299	\$1,832,672	\$1,850,999
Expense	\$4,238,384	\$5,736,339	\$4,367,892	\$1,529,807	\$1,519,405	\$1,575,319	\$1,586,976	\$1,599,355
Ending Balance	(\$592,823)	(\$850,488)	(\$295,664)	\$151,699	\$502,698	\$738,678	\$984,374	\$1,236,019
Title 1 School Improvement Stimulus G (537)								
Beginning Balance	\$331,619	\$393,816	\$634,517	\$398,479	\$964,868	\$1,218,405	\$1,057,667	\$922,128

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
Revenue	\$4,112,624	\$5,264,055	\$6,667,435	\$6,546,593	\$6,193,077	\$5,997,376	\$6,068,145	\$6,128,826
Expense	\$4,050,427	\$5,023,354	\$6,903,473	\$5,980,205	\$5,939,539	\$6,158,114	\$6,203,684	\$6,252,073
Ending Balance	\$393,816	\$634,517	\$398,479	\$964,868	\$1,218,405	\$1,057,667	\$922,128	\$798,881
Title III - Limited English Proficiency (551)								
Beginning Balance	(\$28,374)	\$55,243	(\$174,091)	(\$3,303)	(\$8,020)	(\$1,764)	\$15,500	\$43,808
Revenue	\$881,300	\$628,909	\$1,065,192	\$651,256	\$657,768	\$664,346	\$670,989	\$677,699
Expense	\$797,683	\$858,243	\$894,403	\$655,973	\$651,512	\$647,082	\$642,682	\$638,311
Ending Balance	\$55,243	(\$174,091)	(\$3,303)	(\$8,020)	(\$1,764)	\$15,500	\$43,808	\$83,196
Refugee Children School Impact Act (571)								
Beginning Balance	\$68,422	\$32,239	\$80,832	\$1,037	\$297,245	\$571,009	\$826,840	\$1,086,310
Revenue	\$57,980	\$68,000	\$49,453	\$432,834	\$409,461	\$396,522	\$401,201	\$405,213
Expense	\$94,163	\$19,407	\$129,249	\$136,626	\$135,696	\$140,690	\$141,731	\$142,837
Ending Balance	\$32,239	\$80,832	\$1,037	\$297,245	\$571,009	\$826,840	\$1,086,310	\$1,348,685
Title I - Disadvantaged Children/Targeted Assistance (572)								
Beginning Balance	\$1,847,490	(\$1,284,900)	(\$2,864,215)	\$3,637,194	\$2,637,802	(\$367,123)	(\$3,402,098)	(\$6,280,296)
Revenue	\$38,382,135	\$40,039,841	\$47,809,448	\$42,634,084	\$40,331,844	\$40,735,162	\$41,215,837	\$41,627,996
Expense	\$41,514,525	\$41,619,156	\$41,308,039	\$43,633,477	\$43,336,769	\$43,770,137	\$44,094,036	\$44,437,969
Ending Balance	(\$1,284,900)	(\$2,864,215)	\$3,637,194	\$2,637,802	(\$367,123)	(\$3,402,098)	(\$6,280,296)	(\$9,090,270)
IDEA Preschool Grant for the Handicapped (587)								
Beginning Balance	(\$314,613)	(\$173,043)	(\$329,337)	(\$114,798)	(\$108,176)	(\$115,560)	(\$142,356)	(\$168,158)
Revenue	\$535,752	\$251,657	\$549,197	\$295,793	\$279,820	\$270,978	\$274,176	\$276,917
Expense	\$394,182	\$407,951	\$334,657	\$289,171	\$287,205	\$297,774	\$299,977	\$302,317
Ending Balance	(\$173,043)	(\$329,337)	(\$114,798)	(\$108,176)	(\$115,560)	(\$142,356)	(\$168,158)	(\$193,558)
Improving Teacher Quality (590)								
Beginning Balance	(\$326,810)	\$274,680	(\$2,201,897)	(\$1,358,411)	(\$1,560,986)	(\$1,816,553)	(\$2,074,676)	(\$2,329,866)
Revenue	\$5,591,222	\$2,399,269	\$4,157,294	\$1,151,887	\$1,089,685	\$1,100,582	\$1,113,569	\$1,124,705



	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Est. Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Forecast</b>	<b>FY 2023 Forecast</b>	<b>FY 2024 Forecast</b>
Expense	\$4,989,732	\$4,875,846	\$3,313,808	\$1,354,463	\$1,345,252	\$1,358,705	\$1,368,759	\$1,379,436
Ending Balance	\$274,680	(\$2,201,897)	(\$1,358,411)	(\$1,560,986)	(\$1,816,553)	(\$2,074,676)	(\$2,329,866)	(\$2,584,597)
Miscellaneous Federal Grants (599)								
Beginning Balance	\$96,720	(\$7,380)	\$552,898	(\$322,684)	\$210,271	\$558,288	\$670,551	\$799,128
Revenue	\$929,477	\$1,950,798	\$6,088,363	\$3,841,384	\$3,633,949	\$3,519,116	\$3,560,642	\$3,596,248
Expense	\$1,033,577	\$1,390,520	\$6,963,945	\$3,308,429	\$3,285,932	\$3,406,854	\$3,432,065	\$3,458,835
Ending Balance	(\$7,380)	\$552,898	(\$322,684)	\$210,271	\$558,288	\$670,551	\$799,128	\$936,541
All Funds								
Beginning Balance	\$410,292,297	\$416,578,581	\$400,882,999	\$300,540,700	\$290,837,829	\$233,479,383	\$119,379,970	\$13,162,569
Revenue	\$997,429,188	\$1,056,172,961	\$1,046,758,476	\$1,040,566,841	\$985,626,819	\$959,028,572	\$970,436,112	\$980,461,456
Expense	\$991,142,904	\$1,071,868,543	\$1,147,100,775	\$1,050,269,711	\$1,042,985,265	\$1,073,127,986	\$1,076,653,512	\$1,081,056,626
Ending Balance	\$416,578,581	\$400,882,999	\$300,540,700	\$290,837,829	\$233,479,383	\$119,379,970	\$13,162,569	(\$87,432,602)

## Debt Obligations

The District has issued/refunded the following debt over the past years:

- On June 10, 2015, the School District issued \$200,000,000 of General Obligation School Improvement Bonds consisting of \$150,800,000 of Tax Exempt School Improvement Bonds, Series 2015A and \$49,200,000 of Federally Taxable Qualified School Construction Bonds, Series 2015B bearing interest at the rate of 2.00% - 5.02% per annum. The premium received on this bond issue was \$9,277,561 and after deducting the bond issuance costs, \$8,500,106 was transferred to the Debt Service Fund. Issue 4, which was approved by voters on November 4, 2014, will allow for construction of 20-22 new schools and the refurbishing of 20-23 schools. This debt will be retired from the Debt Service Fund.
- On January 9, 2014, the School District issued \$10,525,000 of School Improvement Refunding Bonds, Series 2014, at a true interest cost of approximately 3%. Proceeds of this bond issue (including a portion of the original issue premium), together with \$6,124,354 of cash on hand in the District's bond retirement fund, for a total of \$16,913,400, was deposited in an escrow fund. This fund is being used ultimately to pay principal of, and interest on, \$10,789,045 in aggregate principal amount of certain on the District's School Improvement Bonds, Series 2004, through June 1, 2014, the date of optional early redemption of those series 2004 Bonds. As a result, those Series 2004 bonds were defeased and considered no longer outstanding for purposes of the School District's direct debt limitations. This refunding transaction resulted in a reduction in future debt of \$7,643,843, equivalent to then-present values savings (at the time of sale of the Refunding Bonds) of \$7,175,176, which, after deducting contributions to the escrow fund from sources other than the proceeds of the Refunding Bonds, yielded net present value savings of approximately \$1,050,822.
- In fiscal year 2014, the School District entered into an agreement to lease 225 buses. The cost of this lease was \$19,068,000. This agreement is, in substance, a lease purchase (capital lease) and is classified as a long-term lease obligation in the financial statements. \$17,929,613 was added to vehicles and equipment.
- On January 29, 2013, the School District issued \$45,600,000 of School Improvement Refunding Bonds, Series 2013, at a true interest cost of approximately 3%. Proceeds of this bond issue (including a portion of the original issue premium), together with \$12,000,000 of cash on hand in the District's bond retirement fund, for a total of \$63,366,472.36, was deposited in an escrow fund. This fund is being used ultimately to pay principal of, and interest on, \$59,020,000 in aggregate principal amount on certain of the District's School Improvement Bonds, Series 2004, through June 1, 2014, the date of optional early redemption of those Series 2004 Bonds. As a result, those Series 2004 Bonds were defeased and considered no longer outstanding for purposes of the District's direct debt limitations.
- On January 11, 2012, the School District issued \$20,855,000 of School Improvement Refunding Bonds, Series 2012, at a true interest cost of approximately 3%. Proceeds of this bond issue (including a portion of the original issue premium), together with \$8,000,000 of cash on hand in the District's bond retirement fund, for a total of \$29,998,078, was deposited in an escrow fund. This fund will be used to pay principal of, and interest on, \$28,600,000 in aggregate principal amount on certain of the District's Various Purpose Improvement and Refunding Bonds, Series 2002, through December 1, 2012, the date of optional early redemption of those Series 2002 Bonds.

As a result, those Series 2002 Bonds were defeased and considered no longer outstanding for purposes of the District's direct debt limitations.

- On December 21, 2010, the School District utilized cash on hand to defease \$14,675,000 principal amount of outstanding 2002 School Facilities Improvement Bonds. The School District placed \$15,848,185 from the debt service fund in an escrow account, which was used to pay principal and interest on the defeased bonds. As a result, the bonds are considered defeased and the liability for those bonds was removed from long-term debt. The defeasance will result in a reduction in future debt service of \$25,172,925.
- On September 29, 2010, the School District issued \$55,000,000 of School Improvement Bonds, bearing interest at the rate of 5.20% per annum. The series 2010 bond issue is the third long term financing bond issue related to the School District's participation in the Ohio School Facilities Assistance Program. The District made mandatory sinking fund payments to an escrow fund, which is part of the District's Bond Retirement Fund, held by The Bank of New York Mellon Trust Company, N.A., as escrow agent, for \$3,235,294 on December 1st of each year starting in 2010. This reduced the outstanding principal amount of this series of bonds by that aggregate amount pursuant to Sections 133.01 and 133.04 of the Revised Code.
- On July 12, 2001, the School District entered into a 15-year installment payment agreement with Citicorp North America, Incorporated for \$11,500,000, bearing interest at the rate of 5.20% per annum. The proceeds will be used for the purpose of renovating and otherwise improving environmental controls at school facilities. This agreement was made in accordance with Ohio H.B. 264 and is therefore exempt from the debt limit set by Ohio bond statute. This debt will be retired from the General Fund.

### **Current Debt Obligations**

The bond retirement refers to the bonds issued for the construction program, while the general fund obligations referring to a lease obligation for buses.

Fiscal Year	General Fund			Bond Retirement		
	Principal	Interest	Total	Principal	Fund Interest	Total
2021	\$1,350,745	\$11,255	\$1,362,000	\$6,375,000	\$12,758,431	\$19,133,431
2022				\$6,725,000	\$12,453,331	\$19,178,331
2023				\$7,035,000	\$12,161,361	\$19,196,361
2024				\$7,375,000	\$11,831,294	\$19,206,294
2025				\$7,775,000	\$11,525,756	\$19,300,756
2026				\$8,380,000	\$11,164,131	\$19,544,131
2027				\$63,825,000	\$9,310,881	\$73,135,881
2028				\$14,150,000	\$7,313,506	\$21,463,506
2029				\$5,795,000	\$6,664,881	\$12,459,881
2030				\$6,085,000	\$6,367,881	\$12,452,881
2031				\$6,390,000	\$6,056,006	\$12,446,006
2032				\$6,710,000	\$5,728,506	\$12,438,506
2033				\$7,045,000	\$5,384,631	\$12,429,631
2034				\$7,395,000	\$5,023,631	\$12,418,631

Fiscal Year	General Fund			Bond Retirement		
	Principal	Interest	Total	Principal	Fund Interest	Total
2035				\$740,000	\$4,822,661	\$5,562,661
2036				\$775,000	\$4,789,710	\$5,564,710
2037				\$800,000	\$4,755,454	\$5,555,454
2038				\$835,000	\$4,719,892	\$5,554,892
2039				\$875,000	\$7,682,700	\$8,557,700
2040				\$910,000	\$4,643,876	\$5,553,876
2041				\$50,150,000	\$3,367,763	\$53,517,763
2042				\$4,475,000	\$2,014,111	\$6,489,111
2043				\$4,670,000	\$18,415,208	\$23,085,208
2044				\$4,870,000	\$1,607,713	\$6,477,713
2045				\$5,085,000	\$1,391,191	\$6,476,191
2046				\$5,305,000	\$1,165,209	\$6,470,209
2047				\$5,535,000	\$911,450	\$6,446,450
2048				\$5,815,000	\$649,506	\$6,464,506
2049				\$6,060,000	\$397,163	\$6,457,163
2050				\$6,315,000	\$134,194	\$6,449,194

### Debt Levels vs. Legal Debt Limits

Based on the existing debt margins, the existing debt of the District will have little impact on future budgets. There are two different types of debt limits under Ohio Revised Code:

- Voted Debt Limit – may not exceed 9% of total tax assessed valuation.
- Un-voted Debt Limit – may not exceed 1/10 of 1% of total tax assessed valuation.

The following calculations identifies the debt limit and debt margin for each type of debt:

Debt Margins By Debt	
<b>Voted Debt Margin</b>	
Assessed Valuation (Tax Year 2016)	\$ 5,323,008,640
Rate	9%
<b>Total Voted Debt Limit</b>	<b>479,070,778</b>
Less: Amount of Debt Applicable	(274,398,842)
<b>Total Voted Debt Leeway within 9% debt limitation</b>	<b>\$ 242,385,347</b>
<b>Un-voted Debt Margin</b>	
Assessed Valuation (Tax Year 2016)	\$ 5,323,008,640
Rate	0.10%
<b>Total Un-voted Debt Margin</b>	<b>5,323,009</b>
Less: Amount of Debt Applicable	-
<b>Total Un-voted Debt Leeway within 1/10<sup>th</sup> of 1% debt limitation</b>	<b>\$53,230,086</b>

### Classification of Fund Balances (GASB 54)

Fund Balance is divided into five classifications based primarily on the extent to which the District is bound

to observe constraints imposed upon the use of the resources in the governmental funds. The classifications are as follows:

- **Non-spendable:** The non-spendable fund balance category included amounts that cannot be spent because they are not in spendable form, or legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash.
- **Restricted:** Fund balance is reported as restricted when constraints placed on the use of resources are either externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or is imposed by law through constitutional provisions or enabling legislation.
- **Committed:** The committed fund balance classification includes amounts that can be used only for the specific purposes imposed by a formal action (resolution) of the Board of Education. Those committed amounts cannot be used for any other purpose unless the Board of Education removes or changes the specified use by taking the same type of action (resolution) it employed to previously commit those amounts. In contrast to fund balance that is restricted by enabling legislation, committed fund balance classification may be redeployed for other purposes with appropriate due process. Constraints imposed on the use of committed amounts are imposed by the Board of Education, separate from the authorization to raise the underlying revenue; therefore, compliance with these restraints is not considered to be legally enforceable. Committed fund balance also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.
- **Assigned:** Amounts in the assigned fund balance classification are intended to be used by the District for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the General Fund, assigned amounts represent intended uses established by the Board of Education or the Chief Financial Officer, who has been delegated that authority by the CEO, and represents obligations with vendors at year-end.
- **Unassigned:** Unassigned fund balance is the residual classification for the General Fund and includes all spendable amounts not contained in the other classifications. In other governmental funds, the unassigned classification is used only to report a deficit balance resulting from overspending for a specific purpose for which amounts had been restricted, committed, or assigned.

The District applies restricted resources first when expenditures are incurred for purposes which either restricted or unrestricted (committed, assigned, and unassigned) amounts are available. Similarly, within unrestricted fund balance, committed amounts are reduced first, followed by assigned, then unassigned when expenditures are incurred for purposes which amounts in any of the unrestricted fund balance classifications could be used.



# Informational Section



Informational Section

# Informational Section

## Taxable Property

### Tax Base

Per the Ohio Revised Code, property is grouped into three separate categories and assessed a tax rate based on the grouping. An average of \$50,000 is used as the tax base. The Ohio Revised Code defines the following classifications:

#### **Class I Real Estate Property**

- ***Agricultural Property*** – Land and improvements used for agricultural purposes.
- ***Residential Property*** – Land used and occupied by one, two, or three families.

#### **Class II Real Estate Property**

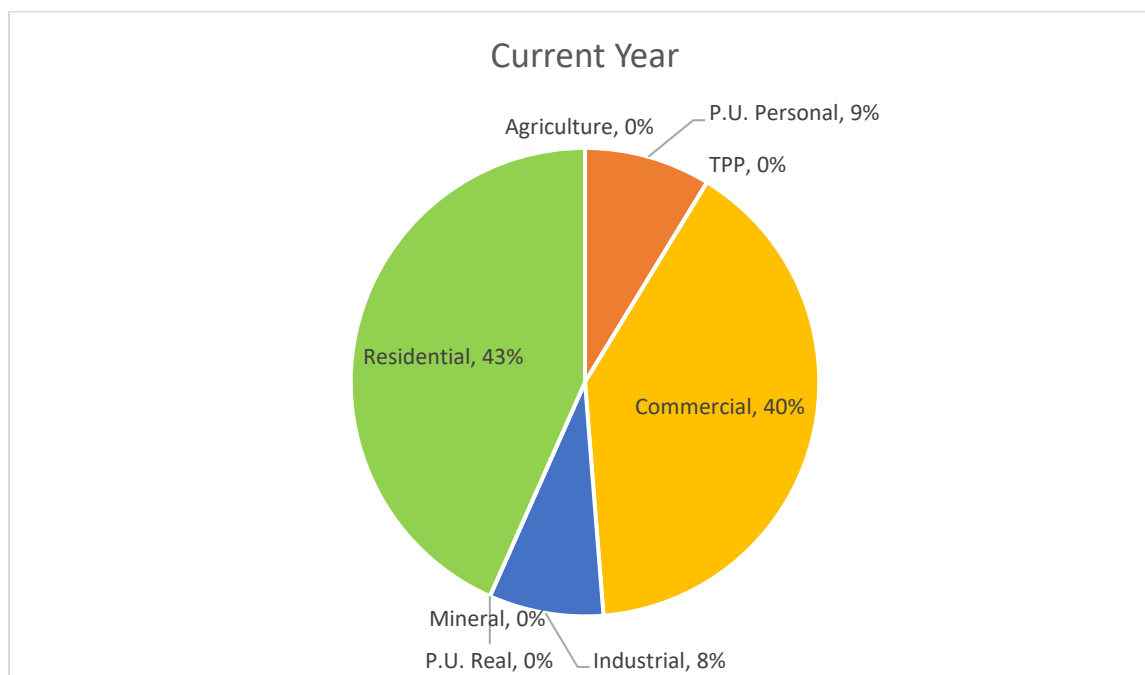
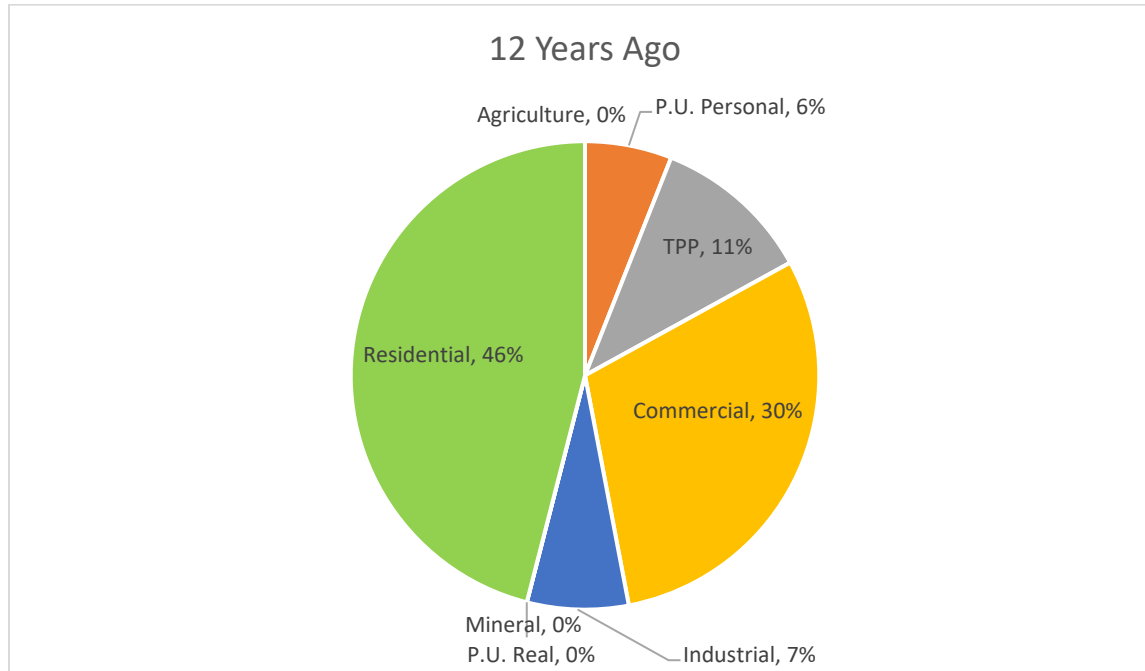
- ***Commercial Property*** – The land and improvements to land which are owned or occupied for general commercial and income producing purposes. These purposes, where production of income is a factor to be considered in arriving at true value, include, but is not limited to, apartment houses, hotels, motels, theaters, office buildings, warehouses, retail and wholesale stores, bank buildings, commercial garages, commercial parking lots, and shopping centers.
- ***Mineral Property*** – Land, and the buildings and improvements thereon, used for mining coal and other minerals as well as the production of oil and gas, including the rights to mine and produce such minerals whether separated from the fee or not.
- ***Industrial Property*** – The land and improvements to land used for manufacturing, processing, or refining foods and materials, and warehouses used in connection therewith.

#### **Tangible Personal Property and Public Utility**

- ***Tangible Personal Property*** – Prior to CY 2009, all machinery, inventory, furniture, fixtures and other equipment used in the course of conducting business was classified as Tangible Personal Property, included in the School District's assessed values and taxed accordingly. The tax rate for this type of property has been reduced over the years from a high of 88% in the 1960's to 23% in CY05. House Bill (H.B.) 66 dramatically changed the phase-out of inventory taxes by reducing the tangible property tax assessment rate to 18.75% in CY06, 12.50% in CY07, 6.25% in CY08 and 0 in CY09. H.B. 66 completely phased out tangible taxes on machinery, equipment, furniture and fixtures by the same rates used for the inventory phase-out, which prior to H.B.66 were not scheduled to be reduced. The telephone tangible personal property tax assessment rate was reduced by 20% in CY07 and 5% each additional year until it was eliminated in CY11.
- ***Public Utility – Personal Property*** – Public utility companies, including electric, natural gas, pipelines, water works, water transportation, heating and telegraph companies are taxed (with a few exceptions) on all tangible personal property. The percent of true value at which this type of property is taxed varies according to the type of public utility. This taxable property is called public utility-personal property. This is now the only type of personal property that remains subject to taxation.



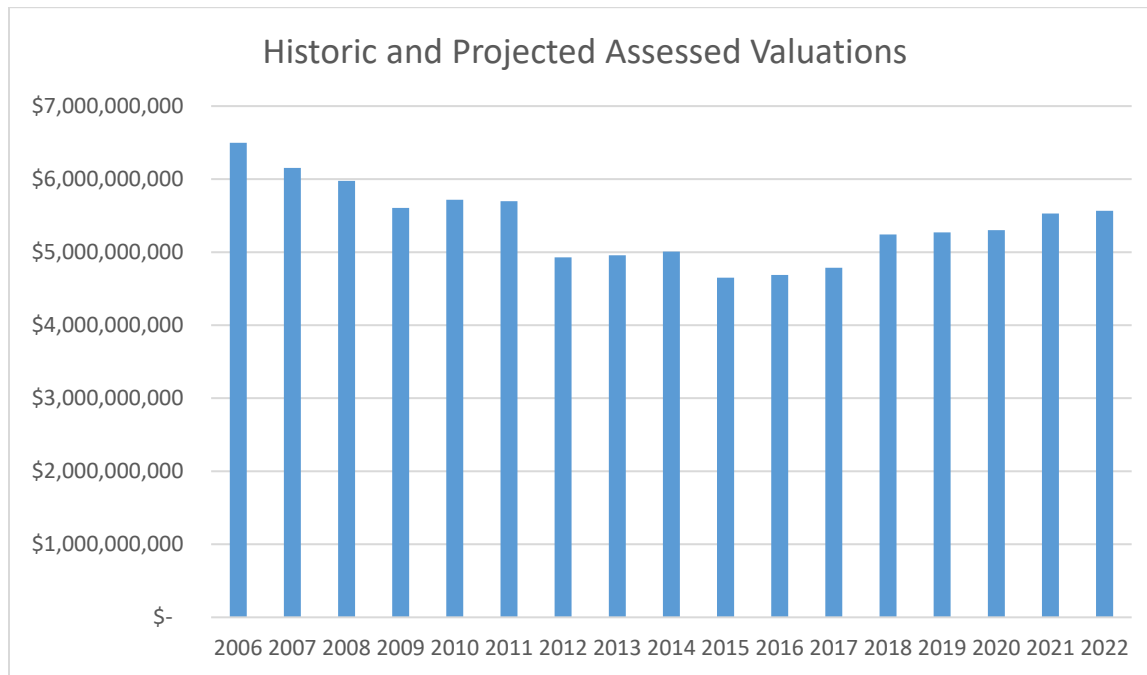
Within the last decade, there has been a substantial change in the District's tax base. As noted above, a large portion of the tax base, tangible personal property was eliminated and the recession of 2008 caused a reduction in residential and commercial property values. The illustrations below detail the effect these factors had on the District.



### Taxable Value

The taxable value of property is also referred to the assessed valuation of property. This value is derived by taking 35% of the market value of property. The market value of a piece of property is set by the County

Auditor and is only adjusted every three years during the County Re-appraisal (occurs once every six years) or Triennial Update (occurs once every six years, three years after re-appraisal).



**Tax Years:** 2006-2017 Actuals; 2018-2022 Projected

**Re-appraisal years:** 2006, 2012, 2018

**Triennial update years:** 2009, 2015, 2021

#### Historic and Projected Assessed Valuations

Tax Year	Class I	Class II	TPP	P.U. Personal	Total
2006	\$3,165,233,960	\$2,464,446,020	\$549,870,395	\$318,144,770	\$6,497,695,145
2007	\$3,151,380,470	\$2,375,125,200	\$414,606,217	\$212,297,240	\$6,153,409,127
2008	\$3,172,514,560	\$2,371,683,330	\$209,115,382	\$222,204,080	\$5,975,517,352
2009	\$2,796,094,950	\$2,540,255,530	\$34,805,070	\$235,305,430	\$5,606,460,980
2010	\$2,778,537,270	\$2,678,374,700	\$16,627,120	\$243,660,000	\$5,717,199,090
2011	\$2,744,283,400	\$2,705,037,350	\$0	\$247,613,470	\$5,696,934,220
2012	\$2,169,817,680	\$2,489,812,600	\$0	\$268,250,450	\$4,927,880,730
2013	\$2,145,454,810	\$2,511,033,840	\$0	\$300,460,010	\$4,956,948,660
2014	\$2,127,960,040	\$2,558,282,800	\$0	\$320,762,670	\$5,007,005,510
2015	\$2,091,147,610	\$2,224,577,210	\$0	\$333,942,400	\$4,649,667,220
2016	\$2,090,575,250	\$2,207,187,580	\$0	\$390,043,860	\$4,687,806,690
2017	\$2,074,827,110	\$2,294,021,390	\$0	\$481,109,840	\$4,787,008,390
2018	\$2,226,343,150	\$2,581,147,450	\$0	\$434,335,665	\$5,241,826,265
2019	\$2,215,517,005	\$2,603,917,243	\$0	\$451,210,522	\$5,270,644,769
2020	\$2,204,744,990	\$2,626,916,299	\$0	\$468,760,374	\$5,300,421,663
2021	\$2,318,357,429	\$2,723,897,294	\$0	\$487,012,220	\$5,529,266,943
2022	\$2,309,084,199	\$2,751,136,267	\$0	\$506,005,697	\$5,566,226,163

#### Property Tax Rates

With the exception of the passage of new levies, the only changes made to the tax rates annually are a result

of House Bill 920, which adjusts millage rates to generate the level of income that was established when the property tax levy was passed. As valuations continued to increase, the County Auditor's office has had to decrease the millage rate to bring in the same level of revenue as the previous year.

***Real Estate Property Homestead and Rollback Exemptions*** – The Ohio Revised Code provides for two tax relief measures known as rollback. The 10% rollback exemption grants most residential and agricultural property owners to a 10% reduction credit on their tax bill. The owner occupied rollback is an additional 2.5% rollback reduction credit on tax bills of owner-occupied properties. In 2013, the state legislature eliminated the homestead and rollback exemption for any levy passed after July 1, 2013. This legislation will not affect any existing levy the District is currently collecting.

Additionally, a \$25,000 Homestead Exemption is granted to the residential property owners that meet certain age and/or disability requirements. The State of Ohio makes a payment to the School District twice a year to reimburse School Districts for the homestead and rollback credits issued to property owners during the tax year.

### **Total Rates and Effective Tax Rates**

<b>Tax Year</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Total Millage</b>	79.40	79.30	79.30	79.30	79.30
<b>Total Millage Operating</b>	73.20	73.20	73.20	73.20	73.20
<b>Total PI Fund</b>	1.00	1.00	1.00	1.00	1.00
<b>Total Class I Residential Rate</b>	52.20	52.48	52.53	52.53	52.53
<b>Total Class II Commercial Rate</b>	60.61	61.74	61.57	61.57	61.57
<b>General Fund Inside Millage Rate</b>	4.00	4.00	4.00	4.00	4.00
<b>Bond Rate</b>	5.20	5.10	5.10	5.10	5.10
<b>Avg. Tax Burden on \$50,000 Home</b>	799.31	803.36	804.37	804.37	804.37

### **H.B. 920 Limitations on Tax Collections**

In 1976, H.B. 920 was passed into law and later became part of an amendment to Ohio Constitution. Under this law, a property tax levy's millage rate is adjusted so that taxpayers, as a whole, pay no more in taxes for a property levy as they did when it passed into law. As property values rise, the millage rate for a tax levy is reduced to ensure the levy only collects the amount it did when the voters passed it. However, if property values decrease, the millage rate for a property tax levy could never be increased to a rate higher than it was when voted into law. This is called the voted millage rate. If a property tax levy reaches the voted millage, it will permanently bring in less than the amount when it passed into law.

Inside Millage is the only type of property tax millage that is exempt from H.B. 920. The State of Ohio's Constitution allows for all local governments within a political subdivision to be allocated 10 mills without a vote of the people. The allocation each local government receives can vary between political subdivisions and is documented in the local government's charter.

***Calculation of Property Tax Rates*** - In Ohio, a school district's property tax rate is computed in mills. One property mill is equal to 1/1000 of a dollar, and therefore a property owner pays \$1.00 for every \$1,000 of their property's taxable value. For levies passed prior to July 1, 2013, homeowners get a 10% credit on residential property and an additional 2.5% credit for an owner occupied home. The following calculations are examples of School District only related property taxes for an owner-occupied property with a market value of \$100,000 for tax years 2011 through 2016.

***Tax Collection Rates and Delinquent Tax Collections*** – For Class I – Residential Property, Class II – Commercial and Industrial Property and Public Utility, the District had an average collection rate over the

last five years of 83.8%. Calendar year 2017 had a collection rate of 89.4% and is the forecast for the current and projected years.

The actual collection rate for both of these classes of property will not only affect the current year tax revenues, but it will also affect the future year's revenues when the delinquent taxes are collected. The District tracks this information on an annual basis and uses it as a factor when making future year tax projections. Listed in the tables below are the historic and projected collection rates and delinquency collections for the District.

The collection rates in the table above have been adjusted to take into consideration the refund of taxes to property tax owners due to reductions in values granted by the County Board of Revisions or the State Board of Tax Appeals. When refunds are issued to property tax owners, the refund is adjusted against the current tax collections. As a result, the current collection rate can be understood.

### **Class I and Class II Real Estate Billed and Collections**

<b>Collection Year</b>	<b>Current Amount Billed</b>	<b>Current Amount Collected</b>	<b>Current Collection Rate</b>	<b>Prior Year Delinquencies Collected</b>	<b>Total Collected</b>	<b>Gross Collection Rate</b>
2018	294,195,697	259,935,980	88.36%	18,927,750	278,863,980	94.79%
2017	284,689,147	254,540,190	89.41%	16,954,617	271,494,807	95.37%
2016	279,407,085	242,941,167	86.95%	16,304,356	259,245,522	92.78%
2015	300,289,104	239,052,036	79.61%	20,106,561	259,158,587	86.30%
2014	294,107,408	236,057,580	80.26%	19,822,239	255,879,819	87.00%

## Student Enrollment

### Enrollment Prediction Model

CMSD utilizes an Enrollment Prediction Model (EPM) for projecting future grade-by-grade enrollment. EPM consists of three distinct parts. The first part captures the idea of student retention. It predicts whether a student in a school returns to that school in the following year. The second part captures the idea of mid-year entry. It predicts how many new students that arrive mid-year will remain in a school the following year. The third and final part predicts the number of students arriving in entry grades (Pre-K, KG, and 9<sup>th</sup> grade). The combination of these three parts is the projection of a school's future enrollment.

### **Student Retention**

The student retention portion rests on the idea that student and school characteristics are related to whether or not a student that begins the year in a school will return to that school the following year. The types of characteristics EPM considers are:

#### Student Level Factors:

- Number of transfers
- Attendance rate
- English Language Learner status
- Special Education status

#### Building Level Factors:

- Percent feeling safe (from previous year CFL)
- Previous year performance index Score
- Number of District and charter schools within 1 mile serving similar grades

- Building age

### **Incoming Students**

The number of students that arrived mid-year and finish the school year in a building are assumed to return for the following year.

### **Entry Grades**

The number of students arriving in entry grades (Pre-K, K, and 9<sup>th</sup> grade) are based on the number of students currently in that grade in a school, in addition to historical trends.

## Enrollment by School

The following table contains historical and projected enrollment on a school-by-school basis.

School	SY 16-17	SY 17-18	SY 18-19	SY 19-20	SY 20-21	SY 21-22	SY 22-23	SY 23-24	Notes
A B Hart	186	221	188	246	227	246	246	246	Changed name from Fullerton in SY19-20
Adlai Stevenson School	395	443	454	472	414	472	472	472	
Alfred Benesch	299	319	306	259	245	259	259	259	
Almira	439	547	475	552	456	552	552	552	
Andrew J Rickoff	386	442	433	479	442	479	479	479	
Anton Grdina	311	395	357	355	351	355	355	355	
Artemus Ward	465	513	488	519	450	519	519	519	
Bard Early College Cleveland West	339	428	431	438	418	438	438	438	
Bard Early College Cleveland East		56	55						New in SY17-18, Closed in SY18-19
Benjamin Franklin	581	615	604	566	481	566	566	566	
Bolton	277	329	314	253	246	253	253	253	
Buhrer	343	395	410	397	422	397	397	397	
Campus International High School		94	195	294	377	294	294	294	New in SY17-18
Campus International K-8	532	715	780	757	736	757	757	757	
Case	297	301	268	217					Closed in SY19-20
Charles A Mooney School	455	455	424	456	390	456	456	456	
Charles Dickens School	373	404	386	341	317	341	341	341	
Charles W Eliot School	287	326	332						Merged with Whitney M Young
Clara E Westropp School	372	345	321	345	323	345	345	345	
Clark School	510	590	618	609	551	609	609	609	
Cleveland Early College High	288	303	306	302	324	302	302	302	
Cleveland High School for the Digital Arts	241	310	342	336	331	336	336	336	
Cleveland Municipal	327								
Cleveland School of Architecture & Design	313	327	323	305	333	305	305	305	
Cleveland School of Science & Medicine	404	401	400	423	408	423	423	423	
Cleveland School Of The Arts HS	537	469	503	455	434	455	455	455	

## Cleveland Municipal School District

## Fiscal Year 2020-21 Budget

School	SY 16-17	SY 17-18	SY 18-19	SY 19-20	SY 20-21	SY 21-22	SY 22-23	SY 23-24	Notes
Collinwood High School	369	329	260	223	228	223	223	223	Also known as New Tech Collinwood
Daniel E Morgan School	237	248	251	235	256	235	235	235	
Davis Aerospace & Maritime HS		48	120	182	211	182	182	182	New in SY17-18
Denison	312	323	296	290	268	290	290	290	
Design Lab @ Health Careers	225	243	259	269	175	269	269	269	
Dike School of the Arts	338	381	387	380	370	380	380	380	
Douglas MacArthur	294	346	354	343	320	343	343	343	
E3agle Academy	207	259	174	98					See John F Kennedy
East Clark	244	236	222	232	229	232	232	232	
East Technical High School	362	358	275	303	604	303	303	303	
Euclid Park Elementary School	303	333	351	327	272	327	327	327	
Facing History High School @ Charles Mooney	307	315	341	344	244	344	344	344	
Franklin D. Roosevelt	397	435	422	432	453	432	432	432	
Garfield Elementary School	534	584	583	611	592	611	611	611	
Garrett Morgan School of Engineering & Innovation	250	223	243	241	273	241	241	241	
Garrett Morgan Leadership and Innovation					119				New in SY20-21
George Washington Carver	347	341	323	421	384	421	421	421	
Ginn Academy	404	379	382	338	317	338	338	338	
Glenville High School	401	386	271	321	575	321	321	321	Merged with MLK in SY20-21
Halle	313	378	363	396	349	396	396	396	Changed name from H Barbra Booker in SY19-20
Hannah Gibbons-Nottingham ES	245	257	247	242	240	242	242	242	
Harvey Rice Elementary School	428	457	459	491	412	491	491	491	
Iowa-Maple Elementary School	257	266	257	216					Closed in SY19-20
James Ford Rhodes High School	1,270	954	594	325		325	325	325	Phase out began in SY17-18
Jane Addams Business Careers HS	292	234	185	235		235	235	235	
John Adams College & Career HS		98	200	339		339	339	339	New in SY17-18
John Adams High School	693	541	307	172		172	172	172	Phase out began in SY17-18
John F Kennedy High School	159				520	510	510	510	Closed in SY16-17 Merged E3gle Academy and PACK @ JFK in SY20-21
John Marshall High School	352								Closed in SY16-17
John Marshall School of Business and Civic Leadership	297	406	426	441	454	441	441	441	
John Marshall School of Engineering	260	389	395	411	431	411	411	411	

## Cleveland Municipal School District

## Fiscal Year 2020-21 Budget

School	SY 16-17	SY 17-18	SY 18-19	SY 19-20	SY 20-21	SY 21-22	SY 22-23	SY 23-24	Notes
John Marshall School of Information Technology	294	375	371	434	435	434	434	434	
Joseph M Gallagher School	705	753	715	760	698	760	760	760	
Kenneth W Clement	174	172	166	170	175	170	170	170	
Lincoln-West High School	466	320	118						Phase out began in SY16-17
Lincoln-West School of Global Studies	95	191	291	353	350	353	353	353	New in SY16-17
Lincoln-West School of Science & Health	126	171	213	268	287	268	268	268	New in SY16-17
Louis Agassiz School	292	319	315	287	258	287	287	287	
Louisa May Alcott Elementary	201	244	268	221	184	221	221	221	
Luis Munoz Marin School	506	529	538	467	443	467	467	467	
Marion C Seltzer Elementary	360	430	428	417	364	417	417	417	
Marion-Sterling Elementary School	275	336	258	291	346	291	291	291	
Martin Luther King	379	339	281	289					Merged with Glenville in SY20-21
Mary B Martin School	308	311	299	279	235	279	279	279	
Mary M Bethune	264	312	311	299	260	299	299	299	
Max S Hayes High School	609	636	640	633	643	633	633	633	
MC <sup>2</sup> STEM High School	397	377	372	337	340	337	337	337	
McKinley School	185								Merged with Wilbur Wright in SY17-18
Memorial School	374	414	420	390	391	390	390	390	
Michael R. White	217	202	174	184	212	184	184	184	
Miles Park School	460	489	470	403	376	403	403	403	
Miles School	370	419	428	392	344	392	392	392	
Mound Elementary School	359	402	370	358	406	358	358	358	
Nathan Hale School	460	524	512	454	495	454	454	454	
New Technology HS @ East Tech	143	149	159	140					Merged with East Tech HS in SY19-2
New Technology West	391	285	268	321	276	321	321	321	
Newton D Baker School	399	492	506	503	488	503	503	503	
Oliver H Perry Elementary School	214	288	297	281	279	281	281	281	
Orchard School	430	480	474	480	449	480	480	480	
PACT @ JFK	244	266	234	309					New in SY14-15 See John F Kennedy
Patrick Henry School	282	291	277	252	314	252	252	252	
Paul L Dunbar Elementary School	307	384	396	407	357	407	407	407	
Rhodes College and Career Academy		128	250	441	597	441	441	441	New in SY17-18
Rhodes School of Environmental Studies		134	280	303	391	303	303	303	New in SY17-18
Riverside School	448	492	478	500	481	500	500	500	
Robert H Jamison School	348	365	370	378	384	378	378	378	



School	SY 16-17	SY 17-18	SY 18-19	SY 19-20	SY 20-21	SY 21-22	SY 22-23	SY 23-24	Notes
Robinson G Jones Elementary	450	491	511	475	457	475	475	475	
Scranton School	432	488	466	488	444	488	488	488	
SuccessTech Academy School	45								Closed in SY16-17
Sunbeam	347	397	406	471	445	471	471	471	
The School of One	292	271	250	230	122	120	120	120	
Thomas Jefferson International Newcomers Academy	749	820	811	467	533	500	500	500	
Tremont Montessori School	467	545	541	447	418	447	447	447	
Valley View Elementary School	168	191	189	215	182	215	215	215	
Wade Park	334	405	410	508	537	508	508	508	
Walton School	230	290	280	245	208	245	245	245	
Warner Girls Leadership Academy	374	479	492	433	413	433	433	433	
Washington Park	258	260	247	254					Closed in SY19-20
Waverly Elementary School	270	271	304	273	257	273	273	273	
Whitney M Young School	224	185	154	364	333	364	364	364	Merged with Charles Elliot in SY19-20
Whitney M Young Leadership Academy				71		71	71	71	New in SY19-20
Wilbur Wright School	342	485	477	531	506	531	531	531	
William C Bryant Elementary	378	422	423	440	414	440	440	440	
William Rainey Harper			241	242	261	242	242	242	New in SY18-19
Willow School	215	211	209	218					Closed in SY19-20
Willson School	316	348	347	360	344	360	360	360	

## Staff / Personnel Allocations

CMSD employs a broad range of different professionals to provide educational services to students, support to educators, and administrative and operational services. Changes in staffing are tied closely with enrollment fluctuation, which has been largely consistent over this period; though the increase in staffing from SY15-16 to SY16-17 reflects a deliberate investment in additional school-based and central-office positions.

The following table reflects position classifications across the organization, inclusive of all funding sources. The table does not include supplemental positions such as athletic coaches and extracurricular roles.

Job Profile	SY16-17 Actual	SY17-18 Actual	SY18-19 Actual	SY19-20 Est. Actual	SY20-21 Budgeted
<b><u>Certificated</u></b>					
Administrator On Assignment	2	3	4	2	8
Assistant Principal	78	79	94	80	74
Audiologist	2	2	2	2	2
Chief Executive Officer	1	1	1	1	1
Curriculum & Instruction Specialist	27	31	55	33	23
Dean	2	2	2	2	2

Job Profile	SY16-17 Actual	SY17-18 Actual	SY18-19 Actual	SY19-20 Est. Actual	SY20-21 Budgeted
Department Chief	2	2	2	1	2
Deputy Chief	2	2	2	2	1
Director	15	17	6	3	2
Executive Director	2	2	4	3	4
Flexible Content Expert	4	5	4	1	1
Guidance Counselor	50	54	49	48	43
Interpreter	24	24	21	22	21
Manager	2	2	2	2	4
Network Support Leader	8	8	8	3	4
Nurse	42	56	66	52	56
Peer Coach	38	53	52	1	1
Peer Review Liaison	1	1	1	1	1
Principal	109	110	114	94	85
Program Administrator	2	2	4	4	4
Psychologist	77	79	76	80	80
Teacher	2,953	3,052	3,092	3,589	3,451
<b><u>Classified</u></b>					
Action Team Coach	12	12	10	10	9
Administrative Lieutenant	3	3	2	1	1
Administrator On Assignment	2	2	2	1	0
Ambassador, Customer Service	1	1	1	1	1
Analyst	6	6	11	20	18
Artist In Residence	7	7			0
Aspiring Principal	9	9	9		
Assistant	8	8	7	10	18
Assistant Controller	1	1			
Assistant Cook	90	142			
Assistant Coordinator	1	1	1	1	1
Assistant Custodian	63	64	67	69	66
Assistant Manager	22	32	85	86	86
Attendance Liaison	12	12	10	12	12
Attorney	5	5	5	1	3
Auditor	1	1	1		
AV/Archivist	1	2	2	1	1
Barrier Breaker	9	9	5	6	6
Bus Attendant	26	22	22	26	25
Campus Coordinator	7	7	4	3	6
Campus Data Coordinator	1	1	2	1	2
Captain	2	2	2	2	1
Cashier	42	24	18	30	26
Central Monitoring Station Operator	1	1	1	1	1
College Registrar			1	1	1

<b>Job Profile</b>	<b>SY16-17 Actual</b>	<b>SY17-18 Actual</b>	<b>SY18-19 Actual</b>	<b>SY19-20 Est. Actual</b>	<b>SY20-21 Budgeted</b>
Computer Operator	2	2	2	2	1
Coordinator	28	28	55	60	63
Custodian	82	95	79	77	77
Data Strategist	2	2		1	
Dean	31	31	46	41	38
Department Chief	8	8	7	8	8
Deputy	22	22	16	16	13
Deputy Chief	4	4	5	6	4
Design Team Leader	2	2			
Dietary	8	8	5	6	6
Director	15	15	39	33	30
Dispatcher	5	5	5	6	5
Driver	13	13	15		
Driver Trainer	2	2	5	1	1
Driver Truck	8	8	7	7	
Enterprise App Developer	1	1	2	1	1
Environmental Service Specialist	205	203	192	192	183
Executive Coach	1	1	1		
Executive Director	21	21	27	25	30
Facilities Equipment Tech	1	1			
Facilities Manager	2	2	3	4	4
Fellow			1		1
Financial Partner	9	16	26	8	8
First Cook	19	23	90	86	90
Fiscal Liaison	12	23	11	11	1
Flexible Content Expert	33	33	26	14	11
Food Specialist	3	3	5	6	6
Furniture Crew	3	3	2	2	8
Garage Mechanic	18	18	17	18	18
Hearing Officer	4	4	3	3	3
Homeless Associate, Project Act	1	1	1	1	1
Internal Account Administrator	1	1	1	1	1
Internal Auditor	2	2	3	1	1
Investigator	7	7	7	6	6
Journalist	1	1	1		
Laborer	65	65	62	32	30
Lieutenant	1	1	2	3	3
Life Skills Coach	10	10	9	9	9
Lunchroom Attendant	172	172	169	178	107
Lunchroom General Prep	33	18	33	82	78
Manager	28	29	37	23	29
Media/Marketing Copywriter	1	1	1	1	1
Network Administrator	1	2			

Job Profile	SY16-17 Actual	SY17-18 Actual	SY18-19 Actual	SY19-20 Est. Actual	SY20-21 Budgeted
Para / Aide	657	701	673	457	429
Paralegal	1	1	1	1	1
Parent Mentor	2	2	2	2	2
Parts Counterman	1	1	1	2	
Policy And Labor Liaison	1	1	1	1	1
Professional Driver	220	192	208	232	228
Program Manager	11	12	16	17	19
Project Manager	8	8	7	7	8
Records Retention Clerk	1	1			
Recruiter	5	4	5	5	5
Residency Officer	1	1	1	1	1
Satellite Cook	69	112			
School Secretary	101	101	117	73	95
Secretary / Admin & Exec. Assistant	62	62	52	82	89
Security Officer	174	174	160	172	152
Security Officer, PT	22	22	15	3	4
Senior Talent Partner	2	2	2		
Sergeant	9	9	10	10	10
Shipping Clerk	1	1	1	1	1
Solution Specialist	25	25	19	22	18
Specialist	81	82	78	78	70
Sr. Administrator					
Sr. Analyst	6	8	10	2	3
Sr. Director			1		
Sr. Engineer			1	1	
Sr. Specialist	6	6	7	4	4
Stationary Engineer Trainer	1	1	1	1	
Strategist	1	1	1	1	
Supervisor	1	1	1	5	5
Support Specialist	6	7	6	9	8
Systems Engineer	1	1	3	2	2
Talent Partner	10	10	10	4	4
Teacher	48	48	72	75	83
Translator			2	1	3
Transportation Dispatcher	1	1	2	2	2
<b>Totals</b>	<b>6,197</b>	<b>6,465</b>	<b>6,432</b>	<b>6,553</b>	<b>6,277</b>

## Student Achievement

The following table and charts identify proficiency rates for the past five years. Due to the COVID-19 pandemic, the State of Ohio has not recorded results from the SY19-20 school year. It is important to note the State of Ohio has increased its standards for proficiency and changed its state assessment several times during this period.

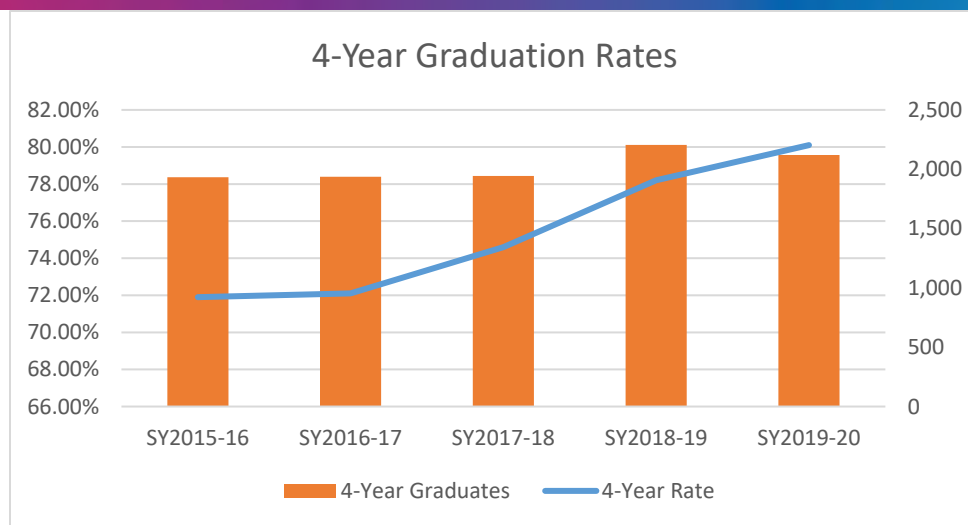
Grade	Subject	SY14-15	SY15-16	SY16-17	SY17-18	SY18-19
3	Reading	53.9%	23.4%	35.6%	36.3%	42.9%
3	Mathematics	40.4%	34.2%	44.3%	40.6%	38.7%
4	Reading	47.6%	22.9%	29.5%	36.9%	34.8%
4	Mathematics	32.9%	31.1%	38.3%	42.4%	43.4%
4	Social Studies	36.2%	40.7%	45.7%	N/A	N/A
5	Reading	43.2%	25.8%	33.1%	38.1%	40.7%
5	Mathematics	33.9%	25.8%	24.8%	30.5%	34.1%
5	Science	24.6%	27.7%	29.2%	34.2%	32.3%
6	Reading	44.9%	19.9%	26.9%	26.3%	26.3%
6	Mathematics	29.4%	21.5%	24.9%	25.9%	27.3%
6	Social Studies	19.9%	24.1%	30.4%	N/A	N/A
7	Reading	43.6%	20.2%	24.5%	34.4%	35.2%
7	Mathematics	32.3%	23.5%	25.3%	28.2%	27.5%
8	Reading	47.7%	17.4%	16.8%	24.5%	29.6%
8	Mathematics	28.7%	25.6%	25.3%	27.3%	30.8%
8	Science	22.7%	24.0%	26.3%	33.9%	33.1%
10	Reading	66.2%	N/A	N/A	N/A	N/A
10	Writing	66.2%	N/A	N/A	N/A	N/A
10	Mathematics	58.2%	N/A	N/A	N/A	N/A
10	Social Studies	56.3%	N/A	N/A	N/A	N/A
10	Science	42.2%	N/A	N/A	N/A	N/A
11	Reading	81.9%	80.3%	N/A	N/A	N/A
11	Writing	79.5%	75.7%	N/A	N/A	N/A
11	Mathematics	70.4%	70.6%	N/A	N/A	N/A
11	Social Studies	70.7%	67.3%	N/A	N/A	N/A
11	Science	61.1%	58.7%	N/A	N/A	N/A
HS	Algebra I	26.0%	17.5%	17.1%	27.8%	26.1%
HS	Amer. History	30.1%	38.6%	33.5%	58.2%	53.3%
HS	Amer. Government	8.9%	27.8%	41.0%	46.5%	53.2%
HS	Biology		34.5%	28.5%	46.3%	47.2%
HS	English I	40.6%	26.5%	29.0%	38.8%	39.3%
HS	English II	7.7%	17.6%	25.5%	35.8%	37.9%
HS	Geometry	44.9%	14.0%	10.1%	17.3%	18.0%
HS	Physical Science	31.4%	25.9%	15.5%	N/A	N/A

### Free or Reduce-Price Meals

With a dedicated staff of over 350 employees, CMSD Food and Child Nutrition Services serves approximately 15,500 breakfasts per day and 26,000 lunches per day for a daily total of 41,500 meals per day. CMSD serves about 7.5 million meals per year. For the last several years, CMSD has participated in the USDA Community Eligibility Option. This program allows all students to receive breakfast and lunch at no cost regardless of family size or income.

### Graduation Rates and Counts

The following chart shows the 4-year graduation rates and graduate counts from SY 2015-16 to SY 2019-20. CMSD's graduation rate reached a new record high of 80.10% this year.



## Glossary of Terms and Acronyms

**Actual** - the amount spent in the last complete fiscal year

**Agricultural Property** - land and improvements used for agricultural purposes

**Allocation** - the process by which staffing and other resources are given to each, individual school based upon factors such as enrollment, types of programs, and other identified needs of school

**Appropriation** - authority to spend money within a specified dollar limit for an approved work program during a fiscal year

**Assigned** - amounts in the assigned fund balance classification are intended to be used by the District for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the General Fund, assigned amount represents intended uses established by the Board of Education or the Chief Financial Officer, who has been delegated that authority by the CEO

**Board of Education** - an elected board, created according to State law and vested with the responsibilities for educational activities within a geographical area, who establish policies, hires a superintendent and governs the operations of a school district

**Bond** - written promise, generally under seal, to pay a specific sum of money, called the face value, at a fixed time in the future, called the date of maturity and carrying interest at a fixed rate, usually payable periodically

**Budget** - a plan of financial operation including an estimate of proposed expenditures, for a given period

**Budgeted Funds** - money available to schools, included in the operating budget of the system that is comprised of all fiscal resources

**Capital Budget** - a plan of proposed capital expenditures and the means of financing them

**Capital Outlay** - includes, but not limited to, new and replacement equipment such as furnishing additional classrooms, additional computers, replacement band uniforms, purchase of buses and maintenance of vehicles

**Capital Projects Funds** - funds that are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets

**Classification of Property** - per the Ohio Revised Code, property is grouped into three separate categories and assessed a tax rate based on the grouping

**Classified** - support service employees of the public school system (clerical, maintenance, custodial, etc.)

**Commercial Property** - the land and improvements to land which are owned or occupied for general commercial and income producing purposes. These purposes, where production of income is a factor to be considered in arriving at true value, include, but is not limited to, apartment houses, hotels, motels, theaters, office buildings, warehouses, retail and wholesale stores, bank buildings, commercial garages, commercial parking lots, and shopping centers

**Debt** - an obligation resulting from the borrowing of money or from the purchase of goods and services

**Debt Service** - expenditures for the retirement of debt and expenditures for the interest on debt

**Enrollment Prediction Model (EMP)** - a method for projecting future grade-by-grade enrollment for the Cleveland Municipal School District. EPM consists of three distinct parts. The first part captures the idea of student retention. It predicts whether a student in a school returns to that school in the following year. The second part captures the idea of mid-year entry and predicts how many new students that arrive mid-year will stay in a school for the following year. The third and final part predicts the number of students arriving in entry grades (Pre-K, KG, and 9<sup>th</sup> grade).

**Expenses/Expenditures** - the cost required for something, the action of spending funds. On the accrual basis of accounting, expenses are recognized at the time they are incurred.

**Fiduciary Funds** - funds used to account for assets held in a trustee or agency capacity for others and which, therefore, cannot be used to support the School District's own programs. The fiduciary fund category is split into four classifications: pension trust funds, investment trust funds, private-purpose trust funds and agency funds.

**Food Service** - an enterprise fund, which includes the costs and revenues associated with school cafeterias

**Fund** - a group of programs budgeted and paid by one or more revenue sources

**Fund Balance** - the difference between assets and liabilities

**FY- "Fiscal Year"** - any period at the end of which a school district determines its financial position and the results of its operations

**General Fund** - the fund that includes most day-to-day operating expenses of the school system (teacher salaries, school grounds maintenance, administration, etc.). Local, state and other revenues support the



general fund.

**Grants Fund** - non-repayable funds given by a party such as a corporation, foundation or trust, the State, Federal government and other sources. These are budgeted separately in the grants fund.

**Increment** - a salary increase granted to eligible employees (usually each year) based on satisfactory performance. Also known as a step increase.

**Industrial Property** - the land and improvements to land used for manufacturing, processing, or refining foods and materials, and warehouses used in connection therewith

**Internal Service Fund** - a fund used to account for the costs of maintaining the school systems self-insured programs for health, dental, workers compensation and benefits for its employees and to account for the costs of printing, duplicating and data processing services

**Mineral Property** - land, and the buildings and improvements thereon, used for mining coal and other minerals as well as the production of oil and gas, including the rights to mine and produce such minerals whether separated from the fee or not

**Non-spendable** - the non-spendable fund balance category included amounts that cannot be spent because they are not in spendable form, or legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash

**Object** - also known as spend category, further identifies expenditures as it defines the goods and services for which the school district pays

**Ohio Achievement Tests** - test given to public school district students to show the grade level attained by the District education

**Ohio Graduation Tests** - test given to public school district students, those who pass receive High School Graduation Diplomas

**Operating Budget** - the school systems budget for annual operating expenses. By contrast, the Capital Budget includes multi-year construction projects

**Positions** - identified permanent jobs into which persons may be hired on a full-time basis or less than full time basis

**Proprietary Funds** - funds focused on the determination of operating income, changes in net position, financial position and cash flows and are classified as either enterprise or internal service. The School District only has internal service funds.

**Race to the top** - incentive program designed by the United States Department of Education to spur reforms in state and local k-12 education. The ED Recovery Act funds it as part of the American Recovery and Reinvestment Act of 2009

**Residential Property** - land used and occupied by one, two, or three families

**Restricted** - fund balance is reported as restricted when constraints placed on the use of resources are either externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or

regulations of other governments, or is imposed by law through constitutional provisions or legislation

**Special Revenue Funds** - funds 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

**Student Retention** - whether or not a student that begins the year in a school will return to that school the following year

**Unassigned** - the residual classification for the General Fund and includes all spendable amounts not contained in the other classifications. In other governmental funds, the unassigned classification is used only to report a deficit balance resulting from overspending for a specific purpose for which amounts had been restricted, committed, or assigned.

# Appendix Section



# Appendix

## Detailed General Operating Budgets by Cost Center

The Appendix contains detailed information about individual school and department cost centers across all funding sources. There is a page for each school and department cost center.

The prior year's expenditures reflect actual amounts, while the current budget year reflects projected expenses utilizing average position costs and average health care elections. In many cases, actual expenses will be higher or lower than reflected in the budget due to the actual, average salaries and health case decision deviating from the average.

The Appendix is organized in the following sections:

- CMSD Schools
- Non-Public and Residential Schools
- CMSD Departments

The following notes will guide the reader to understand how the data is laid out and nuances about how some data is presented:

- CMSD transitioned to a new financial system in FY2018. The FY17 data is from AS400 (prior system) and converted into Workday (new system) account worktags. The FY18 budget information is from Workday. The conversion of account strings result in some imperfect output. In addition, the financial data model (i.e., internal chart of accounts) has been slightly modified to reflect new nomenclature for special cost centers and operational units.
- For FY18-20, some planned school-based expenses have their budgets attributed to a central location rather than the individual schools where the expenses will actually be attributed. This is the case for the food services budget as well as the athletics and extracurricular expenses for athletic coaches and stipends for leading extracurricular enrichment activities.
- CMSD school pages reflect information by “program”, which is a Workday construct CMSD uses to delineate the school-based expenses directed by the school principal, their leadership team, and school-based expenses managed by a central office department. For example, Facilities expenses for custodial services are attributed to individual schools, but controlled by a central office department. These expenses are reflected on the detailed pages of individual schools as well as on the Facilities department information page.

- Also included in CMSD school pages, are Performance Index (PI) scores. The PI measures the achievement of every student, not just whether or not they reach “proficient.” The PI score measures the level of achievement for each student on each state test. These scores correspond to an A-F achievement component grade as shown in the adjacent table. To learn more about the Performance Index, please visit:

Score	Letter Grade
90% - 100%	A
80% - 89.9%	B
70% - 79.9%	C
50% - 69.9%	D
Below 50%	F

<http://education.ohio.gov/Topics/Data/Report-Card-Resources/Achievement-Component>

The index scores for SY19-20 are not recorded due to the COVID-19 pandemic, during which, testing was not administered. We are actively working to find a viable way to measure achievement while implementing remote/virtual learning, to keep our students, personnel and community safe.

- The Non-Public, Residential, Food Services, and Capital Programs pages show detailed information by school in aggregate rather than object or program.

# CMSD Schools



**Cost Center** 0004CC  
**Cost Center Description** Adali E Stevenson

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 4,014,350</b>	<b>\$ 4,037,815</b>	<b>\$ 4,447,298</b>	<b>\$ 4,683,190</b>	<b>\$ 3,423,403</b>
<b><u>School Controlled</u></b>	<b>\$ 2,634,001</b>	<b>\$ 3,026,953</b>	<b>\$ 3,168,962</b>	<b>\$ 3,571,564</b>	<b>\$ 3,323,061</b>
School Budget	\$ 2,598,770	\$ 2,832,735	\$ 2,894,193	\$ 3,396,020	\$ 3,099,544
Substitutes	\$ 31,228	\$ 191,046	\$ 269,761	\$ 173,907	\$ 223,517
City Funds - Extracurriculars	\$ 4,002	\$ 3,172	\$ 5,008	\$ 1,637	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 987,397</b>	<b>\$ 1,010,862</b>	<b>\$ 1,278,336</b>	<b>\$ 1,111,625</b>	<b>\$ 100,342</b>
Special Education	\$ 606,195	\$ 533,990	\$ 433,051	\$ 434,668	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 32,890	\$ 122,710	\$ 286,399	\$ 273,313	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 5,447	\$ 6,217	\$ 1,906	\$ 1,099	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 298,125	\$ 287,745	\$ 511,686	\$ 387,059	\$ 100,342
Safety and Security	\$ 42,826	\$ 59,364	\$ 44,743	\$ 15,486	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 1,914	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 836	\$ 551	\$ -	\$ -
Academic Resources	\$ -	\$ 255	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 836,961</b>	<b>\$ 1,114,444</b>	<b>\$ 1,065,456</b>	<b>\$ 922,161</b>	<b>\$ 605,068</b>
<b>Student Activity Funds</b>	<b>\$ 2,907</b>	<b>\$ -</b>	<b>\$ 60</b>	<b>\$ -</b>	<b>\$ 6,334</b>
<b>Achievement Component</b>					
Performance Index Score	49.27	48.16	48.66		
Performance Index Percent	41.06%	40.13%	40.55%		



**Cost Center** 0012CC  
**Cost Center Description** Almira

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,948,495</b>	<b>\$ 4,347,862</b>	<b>\$ 5,202,393</b>	<b>\$ 4,852,360</b>	<b>\$ 4,380,520</b>
<b><u>School Controlled</u></b>	<b>\$ 3,073,333</b>	<b>\$ 3,497,662</b>	<b>\$ 4,108,135</b>	<b>\$ 3,755,491</b>	<b>\$ 4,041,194</b>
School Budget	\$ 3,059,192	\$ 3,418,341	\$ 3,973,186	\$ 3,678,240	\$ 3,945,505
Substitutes	\$ 6,006	\$ 75,472	\$ 128,871	\$ 73,186	\$ 95,689
City Funds - Extracurriculars	\$ 8,135	\$ 3,849	\$ 6,078	\$ 4,064	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 875,162</b>	<b>\$ 850,200</b>	<b>\$ 1,094,258</b>	<b>\$ 1,096,869</b>	<b>\$ 339,326</b>
Special Education	\$ 489,180	\$ 331,765	\$ 538,264	\$ 607,280	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 14,300	\$ 64,728	\$ 89,762	\$ 87,349	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 4,717	\$ 10,112	\$ 6,831	\$ 5,689	\$ -
Summer School	\$ 1,177	\$ -	\$ 0	\$ -	\$ -
Facilities	\$ 317,243	\$ 383,551	\$ 394,934	\$ 333,041	\$ 339,326
Safety and Security	\$ 24,960	\$ 52,811	\$ 63,687	\$ 63,510	\$ -
Trades	\$ 34	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 23,551	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 7,233	\$ 779	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 915,199</b>	<b>\$ 1,537,361</b>	<b>\$ 750,522</b>	<b>\$ 890,862</b>	<b>\$ 299,573</b>
<b>Student Activity Funds</b>	<b>\$ 1,003</b>	<b>\$ -</b>	<b>\$ 5,781</b>	<b>\$ 1,976</b>	<b>\$ 11,643</b>
<b>Achievement Component</b>					
Performance Index Score	46.79	49.96	54.75		
Performance Index Percent	38.99%	41.63%	45.62%		

**Cost Center** 0016CC  
**Cost Center Description** Andrew J Rickoff

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,756,698</b>	<b>\$ 4,147,119</b>	<b>\$ 4,609,082</b>	<b>\$ 4,685,495</b>	<b>\$ 3,748,700</b>
<b><u>School Controlled</u></b>	<b>\$ 2,749,065</b>	<b>\$ 3,132,376</b>	<b>\$ 3,355,655</b>	<b>\$ 3,432,153</b>	<b>\$ 3,602,209</b>
School Budget	\$ 2,744,504	\$ 2,929,595	\$ 3,137,422	\$ 3,233,669	\$ 3,324,992
Substitutes	\$ 153	\$ 199,012	\$ 210,968	\$ 194,415	\$ 277,218
City Funds - Extracurriculars	\$ 4,408	\$ 3,769	\$ 7,265	\$ 4,069	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,007,633</b>	<b>\$ 1,014,743</b>	<b>\$ 1,253,427</b>	<b>\$ 1,253,343</b>	<b>\$ 146,491</b>
Special Education	\$ 499,126	\$ 493,808	\$ 661,133	\$ 703,594	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 23,857	\$ 38,336	\$ 113,196	\$ 87,228	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ 4,166	\$ 8,921	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 353,992	\$ 370,231	\$ 385,330	\$ 353,458	\$ 146,491
Safety and Security	\$ 130,659	\$ 111,018	\$ 88,856	\$ 100,141	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 1,351	\$ 747	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 613,447</b>	<b>\$ 834,087</b>	<b>\$ 602,981</b>	<b>\$ 496,741</b>	<b>\$ 217,641</b>
<b>Student Activity Funds</b>	<b>\$ 1,116</b>	<b>\$ -</b>	<b>\$ 7,558</b>	<b>\$ -</b>	<b>\$ 3,173</b>
<b>Achievement Component</b>					
Performance Index Score	47.13	49.88	53.33		
Performance Index Percent	39.28%	41.56%	44.44%		

<b>Cost Center</b>	<b>0021CC</b>				
<b>Cost Center Description</b>	<b>Anton Grdina</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 3,608,351</b>	<b>\$ 3,591,085</b>	<b>\$ 3,595,990</b>	<b>\$ 3,641,261</b>	<b>\$ 3,136,406</b>
<b><u>School Controlled</u></b>	<b>\$ 2,896,636</b>	<b>\$ 2,729,827</b>	<b>\$ 2,959,036</b>	<b>\$ 3,062,327</b>	<b>\$ 2,924,472</b>
School Budget	\$ 2,813,288	\$ 2,626,616	\$ 2,809,235	\$ 2,986,085	\$ 2,826,868
Substitutes	\$ 79,532	\$ 103,212	\$ 141,460	\$ 75,491	\$ 97,604
City Funds - Extracurriculars	\$ 3,816	\$ -	\$ 8,342	\$ 750	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 711,715</b>	<b>\$ 861,257</b>	<b>\$ 636,954</b>	<b>\$ 578,935</b>	<b>\$ 211,934</b>
Special Education	\$ 308,009	\$ 372,007	\$ 193,972	\$ 154,384	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 23,887	\$ 103,335	\$ 131,751	\$ 71,563	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 5,915	\$ 15,083	\$ 7,087	\$ 2,445	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 320,097	\$ 321,229	\$ 257,103	\$ 305,744	\$ 211,934
Safety and Security	\$ 46,648	\$ 49,104	\$ 46,661	\$ 44,482	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 7,158	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 500	\$ 380	\$ 317	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 341,907</b>	<b>\$ 873,944</b>	<b>\$ 951,085</b>	<b>\$ 701,870</b>	<b>\$ 643,035</b>
<b>Student Activity Funds</b>	<b>\$ 1,704</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,470</b>
<b>Achievement Component</b>					
Performance Index Score	40.36	42.67	44.62		
Performance Index Percent	33.63%	35.56%	37.18%		

<b>Cost Center</b>	<b>0023CC</b>				
<b>Cost Center Description</b>	<b>Artemus Ward</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 3,852,303</b>	<b>\$ 4,245,901</b>	<b>\$ 4,634,003</b>	<b>\$ 4,004,656</b>	<b>\$ 3,561,206</b>
<b><u>School Controlled</u></b>	<b>\$ 3,241,964</b>	<b>\$ 3,657,968</b>	<b>\$ 3,967,961</b>	<b>\$ 3,453,677</b>	<b>\$ 3,449,935</b>
School Budget	\$ 3,195,462	\$ 3,565,604	\$ 3,817,416	\$ 3,344,839	\$ 3,314,860
Substitutes	\$ 41,283	\$ 91,935	\$ 146,901	\$ 105,435	\$ 135,075
City Funds - Extracurriculars	\$ 5,219	\$ 429	\$ 3,644	\$ 3,402	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 610,338</b>	<b>\$ 587,933</b>	<b>\$ 666,042</b>	<b>\$ 550,979</b>	<b>\$ 111,271</b>
Special Education	\$ 168,742	\$ 157,240	\$ 153,846	\$ 134,013	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 55,340	\$ 57,038	\$ 126,208	\$ 77,270	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 3,631	\$ 6,284	\$ 9,772	\$ 3,174	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 304,040	\$ 310,732	\$ 361,149	\$ 336,521	\$ 111,271
Safety and Security	\$ 68,677	\$ 56,237	\$ 13,993	\$ -	\$ -
Trades	\$ 217	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 9,690	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 402	\$ 1,073	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 396,468</b>	<b>\$ 936,012</b>	<b>\$ 537,846</b>	<b>\$ 447,084</b>	<b>\$ 172,575</b>
<b>Student Activity Funds</b>	<b>\$ 12,101</b>	<b>\$ 5,202</b>	<b>\$ 11,921</b>	<b>\$ 10,800</b>	<b>\$ 16,479</b>
<b>Achievement Component</b>					
Performance Index Score	60.94	65.32	64.73		
Performance Index Percent	50.79%	54.44%	53.94%		

Cost Center	0027CC				
Cost Center Description	Memorial				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,262,736</b>	<b>\$ 4,218,037</b>	<b>\$ 4,304,806</b>	<b>\$ 4,122,797</b>	<b>\$ 3,322,209</b>
<b><u>School Controlled</u></b>	<b>\$ 2,607,342</b>	<b>\$ 3,508,010</b>	<b>\$ 3,533,089</b>	<b>\$ 3,283,306</b>	<b>\$ 3,132,533</b>
School Budget	\$ 2,574,990	\$ 3,301,498	\$ 3,343,360	\$ 3,165,387	\$ 2,984,203
Substitutes	\$ 28,605	\$ 203,509	\$ 186,354	\$ 116,896	\$ 148,330
City Funds - Extracurriculars	\$ 3,747	\$ 3,002	\$ 3,375	\$ 1,023	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 655,394</b>	<b>\$ 710,027</b>	<b>\$ 771,717</b>	<b>\$ 839,491</b>	<b>\$ 189,677</b>
Special Education	\$ 242,115	\$ 199,674	\$ 225,108	\$ 226,815	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 34,191	\$ 38,625	\$ 37,792	\$ 126,336	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 5,522	\$ 15,090	\$ 3,940	\$ 4,145	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 315,881	\$ 356,674	\$ 378,285	\$ 410,470	\$ 189,677
Safety and Security	\$ 57,299	\$ 96,742	\$ 125,871	\$ 71,725	\$ -
Trades	\$ 338	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 49	\$ 3,223	\$ 721	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 549,994</b>	<b>\$ 486,410</b>	<b>\$ 335,251</b>	<b>\$ 360,777</b>	<b>\$ 181,261</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ 129</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,442</b>
<b>Achievement Component</b>					
Performance Index Score	55.85	56.81	67.60		
Performance Index Percent	46.54%	47.34%	56.33%		

Cost Center 0030CC

Cost Center Description Garrett Morgan Leadership &amp; Innovation

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ -	\$ 4,335	\$ 20,146	\$ 1,877,699
<b><u>School Controlled</u></b>	\$ -	\$ -	\$ -	\$ -	\$ 1,852,839
School Budget	\$ -	\$ -	\$ -	\$ -	\$ 1,521,946
Substitutes	\$ -	\$ -	\$ -	\$ -	\$ 330,893
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	\$ -	\$ -	\$ 4,335	\$ 20,146	\$ 24,860
Special Education	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ 4,335	\$ 20,146	\$ 24,860
Safety and Security	\$ -	\$ -	\$ -	\$ -	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ 95,276	\$ 298,374
<b>Student Activity Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Achievement Component</b>					
Performance Index Score					
Performance Index Percent					

<b>Cost Center</b>	<b>0032CC</b>					
<b>Cost Center Description</b>	<b>Design Lab Early College</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 1,853,473</b>	<b>\$ 2,216,709</b>	<b>\$ 2,562,082</b>	<b>\$ 2,272,686</b>	<b>\$ 2,147,436</b>	
<b><u>School Controlled</u></b>	<b>\$ 1,699,780</b>	<b>\$ 2,045,423</b>	<b>\$ 2,208,089</b>	<b>\$ 1,919,316</b>	<b>\$ 2,014,985</b>	
School Budget	\$ 1,672,384	\$ 1,966,713	\$ 2,142,056	\$ 1,877,038	\$ 1,972,599	
Substitutes	\$ 27,396	\$ 78,711	\$ 66,033	\$ 42,278	\$ 42,386	
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 153,693</b>	<b>\$ 171,286</b>	<b>\$ 353,993</b>	<b>\$ 353,370</b>	<b>\$ 132,452</b>	
Special Education	\$ -	\$ -	\$ 83,564	\$ 14,098	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ -	\$ 5,817	\$ -	\$ -	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 135,351	\$ 164,320	\$ 225,874	\$ 294,190	\$ 132,452	
Safety and Security	\$ 18,343	\$ 1,149	\$ 41,006	\$ 44,759	\$ -	
Trades	\$ -	\$ -	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ -	\$ -	\$ 3,549	\$ 325	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 122,672</b>	<b>\$ 216,057</b>	<b>\$ 109,339</b>	<b>\$ 191,997</b>	<b>\$ 123,090</b>	
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,702</b>	<b>\$ 2,545</b>	
<b>Achievement Component</b>						
Performance Index Score	51.94	50.17	45.45			
Performance Index Percent	43.28%	41.81%	37.88%			



**Cost Center** 0035CC  
**Cost Center Description** MC2STEM

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,820,293</b>	<b>\$ 4,480,933</b>	<b>\$ 4,102,602</b>	<b>\$ 3,747,230</b>	<b>\$ 3,622,485</b>
<b><u>School Controlled</u></b>	<b>\$ 3,587,732</b>	<b>\$ 4,001,149</b>	<b>\$ 3,699,181</b>	<b>\$ 3,437,054</b>	<b>\$ 3,621,245</b>
School Budget	\$ 3,586,358	\$ 3,969,260	\$ 3,679,075	\$ 3,419,270	\$ 3,594,879
Substitutes	\$ 20	\$ 31,889	\$ 20,106	\$ 17,784	\$ 26,366
City Funds - Extracurriculars	\$ 1,354	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 232,560</b>	<b>\$ 479,784</b>	<b>\$ 403,421</b>	<b>\$ 310,177</b>	<b>\$ 1,240</b>
Special Education	\$ 71,757	\$ 51,793	\$ 60,968	\$ 63,366	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 3,860	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 50,453	\$ 340,576	\$ 296,458	\$ 182,109	\$ 1,240
Safety and Security	\$ 110,350	\$ 69,683	\$ 45,833	\$ 45,459	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 13,873	\$ 163	\$ 19,243	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 692,788</b>	<b>\$ 429,077</b>	<b>\$ 165,400</b>	<b>\$ 362,251</b>	<b>\$ 525,634</b>
<b>Student Activity Funds</b>	<b>\$ 1,336</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,678</b>
<b>Achievement Component</b>					
Performance Index Score	51.18	53.53	55.05		
Performance Index Percent	42.65%	44.61%	45.87%		

<b>Cost Center</b>	<b>0036CC</b>				
<b>Cost Center Description</b>	<b>Benjamin Franklin</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 5,241,777</b>	<b>\$ 6,000,379</b>	<b>\$ 5,789,955</b>	<b>\$ 5,353,174</b>	<b>\$ 3,605,946</b>
<b><u>School Controlled</u></b>	<b>\$ 3,926,358</b>	<b>\$ 4,582,965</b>	<b>\$ 4,507,216</b>	<b>\$ 4,046,689</b>	<b>\$ 3,464,273</b>
School Budget	\$ 3,842,808	\$ 4,371,386	\$ 4,269,540	\$ 3,884,383	\$ 3,269,302
Substitutes	\$ 73,594	\$ 205,840	\$ 230,888	\$ 158,818	\$ 194,971
City Funds - Extracurriculars	\$ 9,956	\$ 5,739	\$ 6,788	\$ 3,488	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,315,420</b>	<b>\$ 1,417,414</b>	<b>\$ 1,282,740</b>	<b>\$ 1,306,485</b>	<b>\$ 141,673</b>
Special Education	\$ 362,098	\$ 419,350	\$ 261,691	\$ 508,908	\$ -
Gifted & Talented	\$ 295,611	\$ 311,717	\$ 314,819	\$ 149,284	\$ -
Early Childhood	\$ 172,955	\$ 187,739	\$ 194,085	\$ 192,712	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 2,284	\$ -	\$ 2,422	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 408,378	\$ 404,392	\$ 431,028	\$ 371,117	\$ 141,673
Safety and Security	\$ 75,868	\$ 90,474	\$ 80,285	\$ 82,042	\$ -
Trades	\$ 510	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 1,458	\$ 831	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 320,625</b>	<b>\$ 348,617</b>	<b>\$ 391,383</b>	<b>\$ 506,820</b>	<b>\$ 189,640</b>
<b>Student Activity Funds</b>	<b>\$ 6,743</b>	<b>\$ -</b>	<b>\$ 10,793</b>	<b>\$ 2,878</b>	<b>\$ 8,167</b>
<b>Achievement Component</b>					
Performance Index Score	64.37	69.87	69.56		
Performance Index Percent	53.64%	58.22%	57.96%		

<b>Cost Center</b>	<b>0040CC</b>					
<b>Cost Center Description</b>	<b>New Tech East</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 2,300,726</b>	<b>\$ 3,345,598</b>	<b>\$ 3,227,880</b>	<b>\$ 2,786,163</b>	<b>\$ -</b>	
<b><u>School Controlled</u></b>	<b>\$ 2,194,181</b>	<b>\$ 2,835,314</b>	<b>\$ 2,674,656</b>	<b>\$ 2,309,948</b>	<b>\$ -</b>	
School Budget	\$ 2,194,181	\$ 2,741,862	\$ 2,578,925	\$ 2,212,414	\$ -	
Substitutes	\$ -	\$ 93,451	\$ 95,731	\$ 93,416	\$ -	
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ 4,118	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 106,546</b>	<b>\$ 510,284</b>	<b>\$ 553,224</b>	<b>\$ 476,215</b>	<b>\$ -</b>	
Special Education	\$ -	\$ -	\$ 85,084	\$ 95,248	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ -	\$ 52,111	\$ 56,544	\$ 16,644	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 62,761	\$ 332,312	\$ 321,109	\$ 298,061	\$ -	
Safety and Security	\$ 43,785	\$ 95,178	\$ 76,593	\$ 46,080	\$ -	
Trades	\$ -	\$ -	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ -	\$ 30,684	\$ 13,894	\$ 20,181	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 141,576</b>	<b>\$ 182,577</b>	<b>\$ 150,572</b>	<b>\$ 87,109</b>	<b>\$ 18,660</b>	
<b>Student Activity Funds</b>	<b>\$ 220</b>	<b>\$ 348</b>	<b>\$ 3,370</b>	<b>\$ 3,338</b>	<b>\$ 2,889</b>	
<b>Achievement Component</b>						
Performance Index Score	52.99	53.65	57.34			
Performance Index Percent	44.16%	44.71%	47.78%			

**Cost Center**                      **0041CC**  
**Cost Center Description**      **Bolton**

		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>
		<b>Actual</b>		<b>Actual</b>		<b>Actual</b>		<b>Est. Actual</b>		<b>Budget</b>
<b>General Operating Fund</b>	\$	<b>3,364,379</b>	\$	<b>3,509,856</b>	\$	<b>3,403,781</b>	\$	<b>3,120,141</b>	\$	<b>2,044,110</b>
<b><u>School Controlled</u></b>	\$	<b>2,214,972</b>	\$	<b>2,260,378</b>	\$	<b>2,187,592</b>	\$	<b>1,866,188</b>	\$	<b>1,951,002</b>
School Budget	\$	2,205,116	\$	2,122,923	\$	2,045,384	\$	1,723,482	\$	1,784,386
Substitutes	\$	3,827	\$	132,254	\$	139,511	\$	142,706	\$	166,617
City Funds - Extracurriculars	\$	6,029	\$	5,202	\$	2,697	\$	-	\$	-
<b><u>Centrally Managed</u></b>	\$	<b>1,149,407</b>	\$	<b>1,249,477</b>	\$	<b>1,216,189</b>	\$	<b>1,253,953</b>	\$	<b>93,108</b>
Special Education	\$	834,172	\$	777,168	\$	789,972	\$	745,335	\$	-
Gifted & Talented	\$	-	\$	-	\$	-	\$	-	\$	-
Early Childhood	\$	30,460	\$	115,077	\$	124,249	\$	123,693	\$	-
Humanware / SEL	\$	-	\$	-	\$	-	\$	-	\$	-
Athletics & Extracurriculars	\$	1,816	\$	4,120	\$	3,812	\$	-	\$	-
Summer School	\$	-	\$	-	\$	-	\$	-	\$	-
Facilities	\$	236,651	\$	259,945	\$	297,405	\$	348,907	\$	93,108
Safety and Security	\$	44,495	\$	47,343	\$	(32)	\$	35,472	\$	-
Trades	\$	-	\$	-	\$	-	\$	-	\$	-
Department Budget	\$	1,813	\$	-	\$	-	\$	-	\$	-
Grievances & Settlements	\$	-	\$	45,825	\$	783	\$	546	\$	-
Academic Resources	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Grant &amp; Gift Funds</b>	\$	<b>571,132</b>	\$	<b>438,090</b>	\$	<b>314,870</b>	\$	<b>246,695</b>	\$	<b>120,385</b>
<b>Student Activity Funds</b>	\$	<b>4,506</b>	\$	<b>5,020</b>	\$	<b>-</b>	\$	<b>3,485</b>	\$	<b>7,783</b>
<b>Achievement Component</b>										
Performance Index Score		41.12		38.27		39.44				
Performance Index Percent		34.27%		31.89%		32.87%				

<b>Cost Center</b>	<b>0060CC</b>				
<b>Cost Center Description</b>	<b>New Tech West</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 3,074,372</b>	<b>\$ 3,689,485</b>	<b>\$ 3,392,216</b>	<b>\$ 3,173,622</b>	<b>\$ 2,477,655</b>
<b><u>School Controlled</u></b>	<b>\$ 2,912,611</b>	<b>\$ 3,511,380</b>	<b>\$ 3,109,922</b>	<b>\$ 2,879,928</b>	<b>\$ 2,385,852</b>
School Budget	\$ 2,906,967	\$ 3,482,418	\$ 3,068,719	\$ 2,840,651	\$ 2,339,346
Substitutes	\$ 5,644	\$ 28,962	\$ 41,203	\$ 39,277	\$ 46,507
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 161,761</b>	<b>\$ 178,104</b>	<b>\$ 282,295</b>	<b>\$ 293,694</b>	<b>\$ 91,802</b>
Special Education	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 155,379	\$ 164,270	\$ 233,186	\$ 213,740	\$ 91,802
Safety and Security	\$ 6,382	\$ 13,834	\$ 48,796	\$ 55,875	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 313	\$ 24,078	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 160,087</b>	<b>\$ 214,738</b>	<b>\$ 144,515</b>	<b>\$ 342,034</b>	<b>\$ 410,286</b>
<b>Student Activity Funds</b>	<b>\$ 10,445</b>	<b>\$ 6,109</b>	<b>\$ 12,938</b>	<b>\$ 6,609</b>	<b>\$ 21,305</b>
<b>Achievement Component</b>					
Performance Index Score	60.95	57.99	64.25		
Performance Index Percent	50.79%	48.32%	53.55%		

<b>Cost Center</b>	<b>0064CC</b>					
<b>Cost Center Description</b>	<b>Buhrer Dual Language</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 3,054,617</b>	<b>\$ 3,519,948</b>	<b>\$ 3,881,966</b>	<b>\$ 3,548,188</b>	<b>\$ 3,455,370</b>	
<b><u>School Controlled</u></b>	<b>\$ 2,597,577</b>	<b>\$ 3,149,382</b>	<b>\$ 3,309,734</b>	<b>\$ 3,001,492</b>	<b>\$ 3,366,576</b>	
School Budget	\$ 2,576,140	\$ 3,006,542	\$ 3,176,969	\$ 2,911,168	\$ 3,261,054	
Substitutes	\$ 18,347	\$ 136,190	\$ 129,565	\$ 86,650	\$ 105,522	
City Funds - Extracurriculars	\$ 3,089	\$ 6,650	\$ 3,200	\$ 3,674	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 457,040</b>	<b>\$ 370,566</b>	<b>\$ 572,232</b>	<b>\$ 546,696</b>	<b>\$ 88,794</b>	
Special Education	\$ 148,525	\$ 48,287	\$ 136,027	\$ 130,511	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ 2,275	\$ 6,774	\$ 6,737	\$ 4,538	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 250,054	\$ 251,819	\$ 367,303	\$ 346,679	\$ 88,794	
Safety and Security	\$ 55,646	\$ 62,169	\$ 61,238	\$ 64,968	\$ -	
Trades	\$ 540	\$ -	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ -	\$ 1,517	\$ 927	\$ -	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 227,673</b>	<b>\$ 234,425</b>	<b>\$ 168,138</b>	<b>\$ 538,376</b>	<b>\$ 320,549</b>	
<b>Student Activity Funds</b>	<b>\$ 5,204</b>	<b>\$ -</b>	<b>\$ 5,875</b>	<b>\$ 11,640</b>	<b>\$ 13,737</b>	
<b>Achievement Component</b>						
Performance Index Score	77.07	70.19	70.73			
Performance Index Percent	64.23%	58.49%	58.94%			

Cost Center  
Cost Center Description

0068CC  
Case

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,852,014</b>	<b>\$ 3,040,056</b>	<b>\$ 2,733,451</b>	<b>\$ 2,153,526</b>	<b>\$ -</b>
<b><u>School Controlled</u></b>	<b>\$ 2,240,716</b>	<b>\$ 2,262,464</b>	<b>\$ 1,980,669</b>	<b>\$ 1,704,668</b>	<b>\$ -</b>
School Budget	\$ 2,237,085	\$ 2,082,579	\$ 1,784,430	\$ 1,604,428	\$ -
Substitutes	\$ 324	\$ 179,885	\$ 192,822	\$ 96,259	\$ -
City Funds - Extracurriculars	\$ 3,308	\$ -	\$ 3,417	\$ 3,981	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 611,297</b>	<b>\$ 777,593</b>	<b>\$ 752,782</b>	<b>\$ 448,858</b>	<b>\$ -</b>
Special Education	\$ 264,904	\$ 260,678	\$ 264,078	\$ 135,164	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 52,059	\$ 137,566	\$ 145,272	\$ 54,597	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 5,216	\$ 5,721	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 226,801	\$ 256,526	\$ 272,808	\$ 217,162	\$ -
Safety and Security	\$ 53,032	\$ 109,390	\$ 59,678	\$ 41,935	\$ -
Trades	\$ 2,228	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 12,273	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 8,215	\$ 5,225	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 903,422</b>	<b>\$ 476,247</b>	<b>\$ 186,769</b>	<b>\$ 291,804</b>	<b>\$ 82,204</b>
<b>Student Activity Funds</b>	<b>\$ 992</b>	<b>\$ 5,548</b>	<b>\$ 2,451</b>	<b>\$ 1,582</b>	<b>\$ 13,657</b>
<b>Achievement Component</b>					
Performance Index Score	42.50	49.36	51.91		
Performance Index Percent	35.42%	41.14%	43.26%		



**Cost Center** 0076CC  
**Cost Center Description** Alfred A Benesch

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,048,804</b>	<b>\$ 3,340,728</b>	<b>\$ 3,144,329</b>	<b>\$ 2,883,693</b>	<b>\$ 2,209,937</b>
<b><u>School Controlled</u></b>	<b>\$ 2,279,684</b>	<b>\$ 2,431,436</b>	<b>\$ 2,216,372</b>	<b>\$ 1,901,008</b>	<b>\$ 2,124,643</b>
School Budget	\$ 2,279,294	\$ 2,326,694	\$ 2,058,192	\$ 1,722,011	\$ 1,925,550
Substitutes	\$ -	\$ 103,123	\$ 156,605	\$ 178,998	\$ 199,093
City Funds - Extracurriculars	\$ 390	\$ 1,619	\$ 1,575	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 769,120</b>	<b>\$ 909,293</b>	<b>\$ 927,957</b>	<b>\$ 982,684</b>	<b>\$ 85,295</b>
Special Education	\$ 487,612	\$ 524,679	\$ 505,395	\$ 564,695	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 2,342	\$ -	\$ 2,413	\$ -
Summer School	\$ -	\$ -	\$ 13	\$ -	\$ -
Facilities	\$ 243,256	\$ 313,462	\$ 325,905	\$ 334,772	\$ 85,295
Safety and Security	\$ 37,127	\$ 68,810	\$ 96,272	\$ 80,806	\$ -
Trades	\$ 1,126	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 372	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ 59,650	\$ 2,300	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 426,242</b>	<b>\$ 376,755</b>	<b>\$ 747,807</b>	<b>\$ 786,217</b>	<b>\$ 616,004</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,074</b>
<b>Achievement Component</b>					
Performance Index Score	39.88	40.34	41.29		
Performance Index Percent	33.23%	33.62%	34.41%		

<b>Cost Center</b>	<b>0077CC</b>				
<b>Cost Center Description</b>	<b>Charles Dickens</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 2,948,774</b>	<b>\$ 3,646,615</b>	<b>\$ 3,497,084</b>	<b>\$ 3,187,285</b>	<b>\$ 2,556,476</b>
<b><u>School Controlled</u></b>	<b>\$ 2,329,235</b>	<b>\$ 2,877,931</b>	<b>\$ 2,601,908</b>	<b>\$ 2,425,324</b>	<b>\$ 2,475,841</b>
School Budget	\$ 2,320,307	\$ 2,738,850	\$ 2,468,223	\$ 2,309,626	\$ 2,330,071
Substitutes	\$ 6,131	\$ 136,575	\$ 133,240	\$ 115,698	\$ 145,770
City Funds - Extracurriculars	\$ 2,796	\$ 2,506	\$ 445	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 619,539</b>	<b>\$ 768,684</b>	<b>\$ 895,176</b>	<b>\$ 761,961</b>	<b>\$ 80,635</b>
Special Education	\$ 355,870	\$ 442,703	\$ 441,472	\$ 333,970	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 40,908	\$ 85,294	\$ 94,421	\$ 20,175	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 3,906	\$ 1,990	\$ 1,907	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 160,474	\$ 175,996	\$ 296,831	\$ 343,265	\$ 80,635
Safety and Security	\$ 58,381	\$ 62,702	\$ 59,939	\$ 64,550	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 606	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 323,893</b>	<b>\$ 437,488</b>	<b>\$ 449,134</b>	<b>\$ 331,335</b>	<b>\$ 189,536</b>
<b>Student Activity Funds</b>	<b>\$ 4,820</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,024</b>
<b>Achievement Component</b>					
Performance Index Score	48.04	46.39	43.86		
Performance Index Percent	40.03%	38.66%	36.55%		

<b>Cost Center</b>	<b>0078CC</b>				
<b>Cost Center Description</b>	<b>Whitney M Young</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 2,961,618</b>	<b>\$ 3,695,392</b>	<b>\$ 3,325,129</b>	<b>\$ 3,394,979</b>	<b>\$ 3,275,939</b>
<b><u>School Controlled</u></b>	<b>\$ 1,877,184</b>	<b>\$ 2,426,994</b>	<b>\$ 2,442,835</b>	<b>\$ 2,279,661</b>	<b>\$ 3,226,617</b>
School Budget	\$ 1,829,723	\$ 2,196,475	\$ 2,341,806	\$ 2,052,069	\$ 2,903,035
Substitutes	\$ 42,728	\$ 227,011	\$ 98,036	\$ 227,592	\$ 323,582
City Funds - Extracurriculars	\$ 4,733	\$ 3,508	\$ 2,993	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,084,433</b>	<b>\$ 1,268,399</b>	<b>\$ 882,294</b>	<b>\$ 1,115,318</b>	<b>\$ 49,321</b>
Special Education	\$ 551,296	\$ 704,171	\$ 443,805	\$ 673,304	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 28,612	\$ 40,960	\$ 61,987	\$ 59,960	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 249	\$ -	\$ -	\$ -
Summer School	\$ -	\$ 0	\$ -	\$ -	\$ -
Facilities	\$ 341,987	\$ 379,020	\$ 241,466	\$ 223,083	\$ 49,321
Safety and Security	\$ 140,579	\$ 141,780	\$ 132,149	\$ 153,261	\$ -
Trades	\$ 5,522	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 16,436	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 2,219	\$ 2,888	\$ 5,711	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 938,053</b>	<b>\$ 1,043,511</b>	<b>\$ 771,299</b>	<b>\$ 885,169</b>	<b>\$ 537,930</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ 568</b>	<b>\$ 2,983</b>	<b>\$ -</b>	<b>\$ 7,059</b>
<b>Achievement Component</b>					
Performance Index Score	50.40	50.00	46.10		
Performance Index Percent	42.00%	41.67%	38.42%		

Cost Center	0080CC				
Cost Center Description	Charles Mooney				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 4,563,923</b>	<b>\$ 5,440,218</b>	<b>\$ 5,330,003</b>	<b>\$ 4,813,122</b>	<b>\$ 3,338,408</b>
<b><u>School Controlled</u></b>	<b>\$ 2,769,356</b>	<b>\$ 3,594,278</b>	<b>\$ 3,658,540</b>	<b>\$ 3,419,276</b>	<b>\$ 3,066,149</b>
School Budget	\$ 2,748,983	\$ 3,382,565	\$ 3,347,038	\$ 3,156,344	\$ 2,745,377
Substitutes	\$ 10,483	\$ 207,740	\$ 304,384	\$ 261,613	\$ 320,772
City Funds - Extracurriculars	\$ 9,890	\$ 3,973	\$ 7,119	\$ 1,319	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,794,567</b>	<b>\$ 1,845,939</b>	<b>\$ 1,671,463</b>	<b>\$ 1,393,846</b>	<b>\$ 272,260</b>
Special Education	\$ 1,310,474	\$ 1,430,581	\$ 1,272,887	\$ 1,024,709	\$ 210,595
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 31,226	\$ 90,992	\$ 97,452	\$ 88,444	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 7,753	\$ 10,308	\$ 8,127	\$ 8,524	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 380,654	\$ 243,685	\$ 252,659	\$ 243,704	\$ 61,665
Safety and Security	\$ 64,000	\$ 65,704	\$ 39,657	\$ 28,466	\$ -
Trades	\$ 460	\$ 368	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 4,301	\$ 680	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 956,571</b>	<b>\$ 860,767</b>	<b>\$ 583,129</b>	<b>\$ 679,668</b>	<b>\$ 271,014</b>
<b>Student Activity Funds</b>	<b>\$ 8,514</b>	<b>\$ 5,769</b>	<b>\$ 7,092</b>	<b>\$ 232</b>	<b>\$ 16,660</b>
<b>Achievement Component</b>					
Performance Index Score	57.38	62.92	62.90		
Performance Index Percent	47.82%	52.44%	52.41%		

**Cost Center** 0088CC  
**Cost Center Description** Clark

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 5,096,104</b>	<b>\$ 6,073,124</b>	<b>\$ 6,403,051</b>	<b>\$ 5,996,904</b>	<b>\$ 4,874,301</b>
<b><u>School Controlled</u></b>	<b>\$ 4,316,388</b>	<b>\$ 5,282,541</b>	<b>\$ 5,334,300</b>	<b>\$ 4,986,394</b>	<b>\$ 4,754,157</b>
School Budget	\$ 4,292,318	\$ 5,217,556	\$ 5,222,020	\$ 4,908,783	\$ 4,646,861
Substitutes	\$ 18,599	\$ 60,117	\$ 104,091	\$ 76,060	\$ 107,296
City Funds - Extracurriculars	\$ 5,471	\$ 4,868	\$ 8,189	\$ 1,551	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 779,716</b>	<b>\$ 790,583</b>	<b>\$ 1,068,751</b>	<b>\$ 1,010,510</b>	<b>\$ 120,144</b>
Special Education	\$ 224,029	\$ 229,174	\$ 346,505	\$ 358,125	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 100,816	\$ 118,982	\$ 240,417	\$ 204,449	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 6,662	\$ 14,011	\$ 7,809	\$ 6,591	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 294,857	\$ 310,986	\$ 355,147	\$ 299,891	\$ 120,144
Safety and Security	\$ 153,352	\$ 117,430	\$ 118,458	\$ 140,902	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 416	\$ 552	\$ -
Academic Resources	\$ -	\$ -	\$ 4,452	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 365,320</b>	<b>\$ 373,928</b>	<b>\$ 455,554</b>	<b>\$ 541,324</b>	<b>\$ 221,195</b>
<b>Student Activity Funds</b>	<b>\$ 28,065</b>	<b>\$ 13,594</b>	<b>\$ 15,768</b>	<b>\$ 3,664</b>	<b>\$ 20,216</b>
<b>Achievement Component</b>					
Performance Index Score	92.69	88.45	98.84		
Performance Index Percent	77.24%	73.71%	82.37%		

**Cost Center** 0090CC  
**Cost Center Description** Clara E Westropp

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 4,007,373</b>	<b>\$ 4,738,914</b>	<b>\$ 4,285,112</b>	<b>\$ 4,686,632</b>	<b>\$ 2,589,540</b>
<b><u>School Controlled</u></b>	<b>\$ 2,317,050</b>	<b>\$ 2,674,022</b>	<b>\$ 2,614,599</b>	<b>\$ 2,656,980</b>	<b>\$ 2,485,858</b>
School Budget	\$ 2,303,184	\$ 2,469,254	\$ 2,338,874	\$ 2,472,689	\$ 2,235,010
Substitutes	\$ 6,389	\$ 204,471	\$ 272,524	\$ 182,866	\$ 250,848
City Funds - Extracurriculars	\$ 7,477	\$ 297	\$ 3,200	\$ 1,425	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,690,323</b>	<b>\$ 2,064,892</b>	<b>\$ 1,670,513</b>	<b>\$ 2,029,652</b>	<b>\$ 103,682</b>
Special Education	\$ 1,185,427	\$ 1,459,531	\$ 1,113,835	\$ 1,481,650	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 105,834	\$ 116,989	\$ 128,711	\$ 115,719	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 10,423	\$ 18,889	\$ 6,845	\$ 4,063	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 331,965	\$ 363,241	\$ 348,244	\$ 370,096	\$ 103,682
Safety and Security	\$ 53,151	\$ 94,471	\$ 67,765	\$ 56,861	\$ -
Trades	\$ 126	\$ 1,112	\$ -	\$ -	\$ -
Department Budget	\$ 3,396	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 10,659	\$ 5,114	\$ 1,264	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 692,217</b>	<b>\$ 612,815</b>	<b>\$ 566,430</b>	<b>\$ 474,774</b>	<b>\$ 179,313</b>
<b>Student Activity Funds</b>	<b>\$ 9,442</b>	<b>\$ 763</b>	<b>\$ 6,316</b>	<b>\$ 5,353</b>	<b>\$ 1,436</b>
<b>Achievement Component</b>					
Performance Index Score	63.58	71.53	72.44		
Performance Index Percent	52.98%	59.61%	60.37%		

Cost Center 0096CC

Cost Center Description Collinwood High School

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 5,167,476</b>	<b>\$ 4,800,772</b>	<b>\$ 4,692,515</b>	<b>\$ 3,987,298</b>	<b>\$ 2,614,847</b>
<b><u>School Controlled</u></b>	<b>\$ 3,772,665</b>	<b>\$ 3,442,419</b>	<b>\$ 3,344,424</b>	<b>\$ 2,549,026</b>	<b>\$ 2,048,445</b>
School Budget	\$ 3,759,561	\$ 3,367,906	\$ 3,170,131	\$ 2,483,385	\$ 1,968,606
Substitutes	\$ 2,356	\$ 70,038	\$ 173,474	\$ 56,998	\$ 79,839
City Funds - Extracurriculars	\$ 10,748	\$ 4,476	\$ 819	\$ 8,644	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,394,811</b>	<b>\$ 1,358,352</b>	<b>\$ 1,348,091</b>	<b>\$ 1,438,272</b>	<b>\$ 566,402</b>
Special Education	\$ 511,143	\$ 481,061	\$ 462,262	\$ 496,692	\$ 210,595
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ 1,294	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 97,980	\$ 91,978	\$ 90,681	\$ 66,450	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 544,171	\$ 592,554	\$ 671,027	\$ 768,062	\$ 355,807
Safety and Security	\$ 231,579	\$ 165,639	\$ 123,419	\$ 107,068	\$ -
Trades	\$ 4,736	\$ 441	\$ -	\$ -	\$ -
Department Budget	\$ 3,908	\$ 70	\$ 349	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 26,609	\$ 352	\$ -	\$ -
Academic Resources	\$ -	\$ 366	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 810,320</b>	<b>\$ 414,653</b>	<b>\$ 310,080</b>	<b>\$ 204,152</b>	<b>\$ 109,572</b>
<b>Student Activity Funds</b>	<b>\$ 18,611</b>	<b>\$ 13,280</b>	<b>\$ 7,650</b>	<b>\$ 13,009</b>	<b>\$ 14,800</b>
<b>Achievement Component</b>					
Performance Index Score	54.00	59.27	52.43		
Performance Index Percent	45.00%	49.39%	43.69%		



<b>Cost Center</b>	<b>0102CC</b>					
<b>Cost Center Description</b>	<b>Campus International K-8</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 4,998,567</b>	<b>\$ 6,964,071</b>	<b>\$ 7,484,693</b>	<b>\$ 6,867,624</b>	<b>\$ 6,452,275</b>	
<b><u>School Controlled</u></b>	<b>\$ 4,545,953</b>	<b>\$ 5,892,463</b>	<b>\$ 6,676,720</b>	<b>\$ 6,171,491</b>	<b>\$ 6,172,353</b>	
School Budget	\$ 4,540,101	\$ 5,884,549	\$ 6,665,184	\$ 6,163,429	\$ 6,170,489	
Substitutes	\$ -	\$ 4,339	\$ 306	\$ 3,180	\$ 1,864	
City Funds - Extracurriculars	\$ 5,852	\$ 3,575	\$ 11,230	\$ 4,882	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 452,614</b>	<b>\$ 1,071,609</b>	<b>\$ 807,973</b>	<b>\$ 696,134</b>	<b>\$ 279,922</b>	
Special Education	\$ 35,770	\$ 1,248	\$ 34,956	\$ 76,323	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ 918	\$ 12,321	\$ 10,636	\$ 5,827	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 319,360	\$ 535,654	\$ 453,629	\$ 420,970	\$ 279,922	
Safety and Security	\$ 96,565	\$ 141,701	\$ 131,955	\$ 132,946	\$ -	
Trades	\$ -	\$ -	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ -	\$ 380,686	\$ 176,797	\$ 60,068	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 798,731</b>	<b>\$ 235,075</b>	<b>\$ 78,325</b>	<b>\$ 591,530</b>	<b>\$ 294,955</b>	
<b>Student Activity Funds</b>	<b>\$ 21,136</b>	<b>\$ 110</b>	<b>\$ 14,876</b>	<b>\$ 9,634</b>	<b>\$ 53,087</b>	
<b>Achievement Component</b>						
Performance Index Score	84.43	86.44	86.44			
Performance Index Percent	70.36%	72.03%	72.03%			

**Cost Center** 0109CC  
**Cost Center Description** Daniel E Morgan

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,367,268</b>	<b>\$ 2,772,505</b>	<b>\$ 2,634,719</b>	<b>\$ 2,284,489</b>	<b>\$ 2,280,144</b>
<b><u>School Controlled</u></b>	<b>\$ 1,723,483</b>	<b>\$ 2,107,205</b>	<b>\$ 2,023,094</b>	<b>\$ 1,719,231</b>	<b>\$ 2,171,977</b>
School Budget	\$ 1,721,031	\$ 2,065,705	\$ 1,933,669	\$ 1,536,787	\$ 1,978,836
Substitutes	\$ -	\$ 39,588	\$ 86,447	\$ 179,741	\$ 193,141
City Funds - Extracurriculars	\$ 2,453	\$ 1,913	\$ 2,978	\$ 2,704	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 643,785</b>	<b>\$ 665,300</b>	<b>\$ 611,625</b>	<b>\$ 565,259</b>	<b>\$ 108,167</b>
Special Education	\$ 303,415	\$ 280,165	\$ 197,473	\$ 229,805	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 145,785	\$ 150,409	\$ 166,269	\$ 140,533	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 6,792	\$ 5,561	\$ 6,758	\$ 4,621	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 187,266	\$ 229,127	\$ 238,487	\$ 188,710	\$ 108,167
Safety and Security	\$ -	\$ -	\$ -	\$ -	\$ -
Trades	\$ 527	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 38	\$ 2,638	\$ 1,589	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 286,499</b>	<b>\$ 309,633</b>	<b>\$ 200,258</b>	<b>\$ 193,810</b>	<b>\$ 131,235</b>
<b>Student Activity Funds</b>	<b>\$ 474</b>	<b>\$ 540</b>	<b>\$ 3,102</b>	<b>\$ -</b>	<b>\$ 8,234</b>
<b>Achievement Component</b>					
Performance Index Score	53.78	61.48	59.14		
Performance Index Percent	44.82%	51.23%	49.28%		

**Cost Center**                      **0112CC**  
**Cost Center Description**      **Denison**

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>3,188,637</b>	<b>\$ 3,729,434</b>	<b>\$ 3,344,995</b>	<b>\$ 2,997,839</b>	<b>\$ 2,050,950</b>
<b><u>School Controlled</u></b>	<b>\$</b>	<b>2,615,653</b>	<b>\$ 3,024,248</b>	<b>\$ 2,524,893</b>	<b>\$ 2,261,746</b>	<b>\$ 1,962,223</b>
School Budget	\$	2,612,904	\$ 2,960,445	\$ 2,368,215	\$ 2,159,674	\$ 1,824,358
Substitutes	\$	-	\$ 62,068	\$ 152,845	\$ 99,140	\$ 137,865
City Funds - Extracurriculars	\$	2,749	\$ 1,735	\$ 3,833	\$ 2,931	\$ -
<b><u>Centrally Managed</u></b>	<b>\$</b>	<b>572,985</b>	<b>\$ 705,186</b>	<b>\$ 820,101</b>	<b>\$ 736,094</b>	<b>\$ 88,727</b>
Special Education	\$	130,985	\$ 151,654	\$ 228,152	\$ 218,430	\$ -
Gifted & Talented	\$	-	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$	17,519	\$ 81,968	\$ 156,001	\$ 106,073	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	-	\$ 4,313	\$ 1,906	\$ -	\$ -
Summer School	\$	-	\$ -	\$ -	\$ -	\$ -
Facilities	\$	336,472	\$ 364,209	\$ 396,698	\$ 377,478	\$ 88,727
Safety and Security	\$	87,133	\$ 101,659	\$ 36,565	\$ 34,112	\$ -
Trades	\$	875	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	-	\$ -	\$ 400	\$ -	\$ -
Grievances & Settlements	\$	-	\$ 1,384	\$ 379	\$ -	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>647,909</b>	<b>\$ 395,411</b>	<b>\$ 183,020</b>	<b>\$ 266,176</b>	<b>\$ 103,640</b>
<b>Student Activity Funds</b>	<b>\$</b>	<b>7,420</b>	<b>\$ -</b>	<b>\$ 1,390</b>	<b>\$ 290</b>	<b>\$ 732</b>
<b>Achievement Component</b>						
Performance Index Score		60.98	73.00	76.99		
Performance Index Percent		50.82%	60.83%	64.16%		

**Cost Center 0124CC****Cost Center Description Dike School of the Arts**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,769,597</b>	<b>\$ 3,399,728</b>	<b>\$ 3,425,837</b>	<b>\$ 3,179,713</b>	<b>\$ 3,040,554</b>
<b><u>School Controlled</u></b>	<b>\$ 2,425,205</b>	<b>\$ 2,907,873</b>	<b>\$ 2,990,915</b>	<b>\$ 2,729,613</b>	<b>\$ 2,926,729</b>
School Budget	\$ 2,403,013	\$ 2,825,599	\$ 2,889,425	\$ 2,583,370	\$ 2,771,557
Substitutes	\$ 18,359	\$ 82,274	\$ 96,773	\$ 140,436	\$ 155,172
City Funds - Extracurriculars	\$ 3,833	\$ -	\$ 4,718	\$ 5,806	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 344,391</b>	<b>\$ 491,855</b>	<b>\$ 434,922</b>	<b>\$ 450,100</b>	<b>\$ 113,825</b>
Special Education	\$ 22,781	\$ 27,011	\$ 5,940	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 78,733	\$ 133,687	\$ 141,600	\$ 137,062	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 991	\$ 4,899	\$ 5,418	\$ 5,263	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 197,823	\$ 268,831	\$ 252,383	\$ 262,989	\$ 113,825
Safety and Security	\$ 44,064	\$ 50,339	\$ 29,200	\$ 44,341	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 7,088	\$ 381	\$ 446	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 215,764</b>	<b>\$ 189,166</b>	<b>\$ 176,509</b>	<b>\$ 339,487</b>	<b>\$ 392,531</b>
<b>Student Activity Funds</b>	<b>\$ 6,395</b>	<b>\$ 799</b>	<b>\$ -</b>	<b>\$ 1,195</b>	<b>\$ 5,322</b>
<b>Achievement Component</b>					
Performance Index Score	62.35	62.44	61.11		
Performance Index Percent	51.95%	52.04%	50.92%		

**Cost Center 0130CC****Cost Center Description Douglas MacArthur Girls Leadership Academy**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,200,932</b>	<b>\$ 4,181,844</b>	<b>\$ 4,813,683</b>	<b>\$ 3,813,129</b>	<b>\$ 2,973,918</b>
<b><u>School Controlled</u></b>	<b>\$ 2,720,095</b>	<b>\$ 3,500,325</b>	<b>\$ 3,984,952</b>	<b>\$ 3,262,257</b>	<b>\$ 2,903,754</b>
School Budget	\$ 2,685,102	\$ 3,444,114	\$ 3,900,976	\$ 3,220,519	\$ 2,847,543
Substitutes	\$ 30,760	\$ 55,968	\$ 80,377	\$ 40,041	\$ 56,210
City Funds - Extracurriculars	\$ 4,234	\$ 244	\$ 3,599	\$ 1,696	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 480,837</b>	<b>\$ 681,519</b>	<b>\$ 828,731</b>	<b>\$ 550,872</b>	<b>\$ 70,165</b>
Special Education	\$ -	\$ -	\$ 39,861	\$ 56,076	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 190,457	\$ 207,333	\$ 222,056	\$ 224,390	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 4,022	\$ 4,145	\$ -	\$ 4,344	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 249,625	\$ 357,120	\$ 291,321	\$ 207,681	\$ 70,165
Safety and Security	\$ 36,592	\$ 41,467	\$ 37,795	\$ 31,177	\$ -
Trades	\$ 140	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 71,454	\$ 237,697	\$ 27,205	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 297,781</b>	<b>\$ 173,950</b>	<b>\$ 154,938</b>	<b>\$ 268,632</b>	<b>\$ 128,028</b>
<b>Student Activity Funds</b>	<b>\$ 27,674</b>	<b>\$ 13,387</b>	<b>\$ 24,430</b>	<b>\$ 7,955</b>	<b>\$ 11,282</b>
<b>Achievement Component</b>					
Performance Index Score	87.79	90.19	91.87		
Performance Index Percent	73.16%	75.16%	76.56%		

**Cost Center** 0148CC  
**Cost Center Description** East Clark

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,434,108</b>	<b>\$ 3,146,939</b>	<b>\$ 3,011,072</b>	<b>\$ 2,657,098</b>	<b>\$ 2,146,471</b>
<b><u>School Controlled</u></b>	<b>\$ 1,729,974</b>	<b>\$ 2,358,322</b>	<b>\$ 2,207,760</b>	<b>\$ 2,008,781</b>	<b>\$ 1,907,287</b>
School Budget	\$ 1,727,600	\$ 2,206,143	\$ 2,062,562	\$ 1,877,713	\$ 1,748,770
Substitutes	\$ -	\$ 151,160	\$ 145,076	\$ 130,300	\$ 158,517
City Funds - Extracurriculars	\$ 2,375	\$ 1,019	\$ 123	\$ 768	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 704,133</b>	<b>\$ 788,617</b>	<b>\$ 803,312</b>	<b>\$ 648,317</b>	<b>\$ 239,184</b>
Special Education	\$ 337,366	\$ 493,953	\$ 364,109	\$ 319,032	\$ 123,266
Gifted & Talented	\$ -	\$ 785	\$ -	\$ -	\$ -
Early Childhood	\$ 52,792	\$ 30,651	\$ 41,095	\$ 43,115	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 4,277	\$ 8,055	\$ 2,059	\$ -
Summer School	\$ 806	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 279,102	\$ 224,398	\$ 239,637	\$ 250,450	\$ 115,917
Safety and Security	\$ 30,149	\$ 34,555	\$ 32,926	\$ 33,660	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 3,894	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 24	\$ -	\$ 117,490	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 733,224</b>	<b>\$ 1,030,068</b>	<b>\$ 859,451</b>	<b>\$ 670,441</b>	<b>\$ 360,887</b>
<b>Student Activity Funds</b>	<b>\$ 281</b>	<b>\$ 774</b>	<b>\$ 1,062</b>	<b>\$ 602</b>	<b>\$ 4,980</b>
<b>Achievement Component</b>					
Performance Index Score	48.58	49.38	53.49		
Performance Index Percent	40.48%	41.15%	44.57%		

**Cost Center 0159CC****Cost Center Description Cleveland Early College High School**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,493,190</b>	<b>\$ 3,023,688</b>	<b>\$ 2,819,333</b>	<b>\$ 2,386,746</b>	<b>\$ 2,088,903</b>
<b><u>School Controlled</u></b>	<b>\$ 2,151,593</b>	<b>\$ 2,680,162</b>	<b>\$ 2,475,736</b>	<b>\$ 2,038,511</b>	<b>\$ 1,988,695</b>
School Budget	\$ 2,151,593	\$ 2,637,998	\$ 2,433,579	\$ 2,001,111	\$ 1,939,504
Substitutes	\$ -	\$ 38,490	\$ 41,863	\$ 34,128	\$ 49,190
City Funds - Extracurriculars	\$ -	\$ 3,675	\$ 294	\$ 3,271	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 341,597</b>	<b>\$ 343,526</b>	<b>\$ 343,597</b>	<b>\$ 348,236</b>	<b>\$ 100,208</b>
Special Education	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 44,805	\$ 65,773	\$ 51,513	\$ 16,084	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 229,494	\$ 210,185	\$ 253,216	\$ 282,984	\$ 100,208
Safety and Security	\$ 67,298	\$ 65,409	\$ 37,836	\$ 31,470	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 2,160	\$ 1,033	\$ 17,698	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 206,158</b>	<b>\$ 258,625</b>	<b>\$ 131,696</b>	<b>\$ 220,127</b>	<b>\$ 114,832</b>
<b>Student Activity Funds</b>	<b>\$ 14,773</b>	<b>\$ 15,438</b>	<b>\$ 33,103</b>	<b>\$ 24,096</b>	<b>\$ 8,447</b>
<b>Achievement Component</b>					
Performance Index Score	95.70	96.20	100.17		
Performance Index Percent	79.75%	80.17%	83.48%		



<b>Cost Center</b>	<b>0161CC</b>				
<b>Cost Center Description</b>	<b>East Tech High School</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 4,608,415</b>	<b>\$ 4,342,751</b>	<b>\$ 4,118,322</b>	<b>\$ 3,750,029</b>	<b>\$ 6,005,038</b>
<b><u>School Controlled</u></b>	<b>\$ 3,076,483</b>	<b>\$ 3,041,543</b>	<b>\$ 2,898,298</b>	<b>\$ 2,600,993</b>	<b>\$ 5,582,773</b>
School Budget	\$ 3,066,394	\$ 2,949,282	\$ 2,847,053	\$ 2,547,480	\$ 5,278,659
Substitutes	\$ -	\$ 81,392	\$ 51,245	\$ 49,396	\$ 304,115
City Funds - Extracurriculars	\$ 10,090	\$ 10,869	\$ -	\$ 4,118	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,531,932</b>	<b>\$ 1,301,208</b>	<b>\$ 1,220,024</b>	<b>\$ 1,149,036</b>	<b>\$ 422,264</b>
Special Education	\$ 539,401	\$ 701,569	\$ 636,356	\$ 633,702	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 90,078	\$ 52,722	\$ 64,581	\$ 54,279	\$ -
Summer School	\$ 10,303	\$ 549	\$ 1,019	\$ -	\$ -
Facilities	\$ 675,381	\$ 443,705	\$ 440,129	\$ 414,975	\$ 422,264
Safety and Security	\$ 189,757	\$ 95,177	\$ 76,593	\$ 46,080	\$ -
Trades	\$ 8,956	\$ 7,485	\$ -	\$ -	\$ -
Department Budget	\$ 13,056	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 1,347	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 557,537</b>	<b>\$ 936,298</b>	<b>\$ 847,593</b>	<b>\$ 740,085</b>	<b>\$ 577,388</b>
<b>Student Activity Funds</b>	<b>\$ 15,849</b>	<b>\$ 12,395</b>	<b>\$ 13,939</b>	<b>\$ 17,230</b>	<b>\$ 38,058</b>
<b>Achievement Component</b>					
Performance Index Score	47.07	47.86	43.25		
Performance Index Percent	39.23%	39.88%	36.04%		

<b>Cost Center</b>	<b>0168CC</b>					
<b>Cost Center Description</b>	<b>Euclid Park</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 3,105,855</b>	<b>\$ 3,351,514</b>	<b>\$ 3,352,195</b>	<b>\$ 3,281,623</b>	<b>\$ 2,725,559</b>	
<b><u>School Controlled</u></b>	<b>\$ 2,414,204</b>	<b>\$ 2,574,735</b>	<b>\$ 2,722,662</b>	<b>\$ 2,435,104</b>	<b>\$ 2,582,699</b>	
School Budget	\$ 2,400,166	\$ 2,479,494	\$ 2,541,327	\$ 2,342,826	\$ 2,457,893	
Substitutes	\$ 12,228	\$ 94,791	\$ 178,204	\$ 92,278	\$ 124,805	
City Funds - Extracurriculars	\$ 1,810	\$ 450	\$ 3,131	\$ -	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 691,650</b>	<b>\$ 776,779</b>	<b>\$ 629,533</b>	<b>\$ 846,519</b>	<b>\$ 142,861</b>	
Special Education	\$ 307,379	\$ 328,047	\$ 172,849	\$ 284,110	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ 60,288	\$ 126,115	\$ 105,623	\$ 148,772	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ -	\$ 5,058	\$ 1,905	\$ 2,094	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 266,246	\$ 258,351	\$ 284,068	\$ 347,796	\$ 142,861	
Safety and Security	\$ 57,706	\$ 59,207	\$ 58,897	\$ 63,747	\$ -	
Trades	\$ 31	\$ -	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ -	\$ -	\$ 6,192	\$ -	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 319,383</b>	<b>\$ 615,776</b>	<b>\$ 719,141</b>	<b>\$ 735,432</b>	<b>\$ 471,080</b>	
<b>Student Activity Funds</b>	<b>\$ 6,660</b>	<b>\$ 1,058</b>	<b>\$ 4,185</b>	<b>\$ 5,314</b>	<b>\$ 4,992</b>	
<b>Achievement Component</b>						
Performance Index Score	63.73	62.64	62.95			
Performance Index Percent	53.10%	52.20%	52.46%			

<b>Cost Center</b>	<b>0172CC</b>					
<b>Cost Center Description</b>	<b>Franklin D Roosevelt</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 4,572,387</b>	<b>\$ 5,141,104</b>	<b>\$ 4,748,900</b>	<b>\$ 4,722,357</b>	<b>\$ 3,953,289</b>	
<b><u>School Controlled</u></b>	<b>\$ 2,813,249</b>	<b>\$ 3,434,848</b>	<b>\$ 3,286,200</b>	<b>\$ 2,952,607</b>	<b>\$ 3,746,893</b>	
School Budget	\$ 2,802,605	\$ 3,256,962	\$ 3,053,182	\$ 2,744,268	\$ 3,494,705	
Substitutes	\$ 3,596	\$ 175,718	\$ 229,493	\$ 203,549	\$ 252,188	
City Funds - Extracurriculars	\$ 7,048	\$ 2,168	\$ 3,525	\$ 4,790	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 1,759,138</b>	<b>\$ 1,706,256</b>	<b>\$ 1,462,700</b>	<b>\$ 1,769,750</b>	<b>\$ 206,395</b>	
Special Education	\$ 990,451	\$ 958,277	\$ 680,093	\$ 1,173,612	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ 159,685	\$ 170,728	\$ 178,355	\$ 65,068	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ 7,980	\$ 13,353	\$ 10,151	\$ 2,137	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 496,549	\$ 447,995	\$ 475,069	\$ 461,777	\$ 206,395	
Safety and Security	\$ 95,101	\$ 104,197	\$ 117,850	\$ 66,779	\$ -	
Trades	\$ 1,084	\$ -	\$ -	\$ -	\$ -	
Department Budget	\$ 8,288	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ -	\$ 11,707	\$ 1,183	\$ 376	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 760,626</b>	<b>\$ 1,231,092</b>	<b>\$ 1,351,873</b>	<b>\$ 1,214,088</b>	<b>\$ 879,456</b>	
<b>Student Activity Funds</b>	<b>\$ 3,696</b>	<b>\$ -</b>	<b>\$ 9,510</b>	<b>\$ 2,565</b>	<b>\$ 11,442</b>	
<b>Achievement Component</b>						
Performance Index Score	44.89	47.59	50.20			
Performance Index Percent	37.41%	39.66%	41.83%			

**Cost Center 0174CC****Cost Center Description Facing History New Tech High School**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,036,915</b>	<b>\$ 3,880,982</b>	<b>\$ 3,296,011</b>	<b>\$ 3,150,831</b>	<b>\$ 2,518,078</b>
<b><u>School Controlled</u></b>	<b>\$ 2,909,167</b>	<b>\$ 3,617,658</b>	<b>\$ 3,066,108</b>	<b>\$ 2,933,514</b>	<b>\$ 2,459,260</b>
School Budget	\$ 2,887,966	\$ 3,540,208	\$ 2,999,632	\$ 2,906,824	\$ 2,421,422
Substitutes	\$ 21,201	\$ 77,450	\$ 66,477	\$ 26,690	\$ 37,838
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 127,749</b>	<b>\$ 263,324</b>	<b>\$ 229,903</b>	<b>\$ 217,317</b>	<b>\$ 58,818</b>
Special Education	\$ -	\$ -	\$ 0	\$ 426	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ 2,195	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 50,669	\$ 169,112	\$ 187,242	\$ 164,156	\$ 58,818
Safety and Security	\$ 77,079	\$ 65,704	\$ 39,505	\$ 28,467	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 28,507	\$ 961	\$ 24,269	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 1,452</b>	<b>\$ 115,743</b>	<b>\$ 140,906</b>	<b>\$ 334,619</b>	<b>\$ 232,843</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 268</b>	<b>\$ 12,099</b>
<b>Achievement Component</b>					
Performance Index Score	58.49	61.68	62.70		
Performance Index Percent	48.74%	51.40%	52.25%		

**Cost Center** 0184CC  
**Cost Center Description** AB Hart

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 1,680,713</b>	<b>\$ 1,674,810</b>	<b>\$ 1,846,049</b>	<b>\$ 2,392,073</b>	<b>\$ 2,169,848</b>
<b><u>School Controlled</u></b>	<b>\$ 1,433,913</b>	<b>\$ 1,398,831</b>	<b>\$ 1,467,217</b>	<b>\$ 1,654,261</b>	<b>\$ 1,950,362</b>
School Budget	\$ 1,433,687	\$ 1,346,010	\$ 1,371,017	\$ 1,561,222	\$ 1,840,580
Substitutes	\$ 226	\$ 52,441	\$ 93,928	\$ 92,889	\$ 109,782
City Funds - Extracurriculars	\$ -	\$ 380	\$ 2,271	\$ 150	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 246,800</b>	<b>\$ 275,979</b>	<b>\$ 378,832</b>	<b>\$ 737,812</b>	<b>\$ 219,487</b>
Special Education	\$ -	\$ -	\$ -	\$ 258,458	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ 159,748	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 410	\$ -	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 203,491	\$ 234,068	\$ 376,261	\$ 319,007	\$ 219,487
Safety and Security	\$ 42,766	\$ 40,702	\$ 2,529	\$ -	\$ -
Trades	\$ 134	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 1,209	\$ 42	\$ 599	\$ -
Academic Resources	\$ -	\$ -	\$ 37,484	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 391,288</b>	<b>\$ 525,709</b>	<b>\$ 753,999</b>	<b>\$ 558,792</b>	<b>\$ 735,206</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,790</b>
<b>Achievement Component</b>					
Performance Index Score	52.03	50.88	58.79		
Performance Index Percent	43.36%	42.40%	48.99%		

**Cost Center**  
**Cost Center Description**

**0188CC**  
**Garfield**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 4,508,732</b>	<b>\$ 5,477,940</b>	<b>\$ 5,621,177</b>	<b>\$ 5,128,959</b>	<b>\$ 4,324,521</b>
<b><u>School Controlled</u></b>	<b>\$ 3,103,853</b>	<b>\$ 3,860,585</b>	<b>\$ 4,223,644</b>	<b>\$ 3,796,333</b>	<b>\$ 4,146,335</b>
School Budget	\$ 3,062,291	\$ 3,730,255	\$ 4,105,655	\$ 3,644,304	\$ 3,950,978
Substitutes	\$ 34,411	\$ 127,084	\$ 113,278	\$ 149,003	\$ 195,357
City Funds - Extracurriculars	\$ 7,151	\$ 3,246	\$ 4,711	\$ 3,026	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,404,879</b>	<b>\$ 1,617,355</b>	<b>\$ 1,397,533</b>	<b>\$ 1,332,626</b>	<b>\$ 178,187</b>
Special Education	\$ 225,007	\$ 285,024	\$ 252,308	\$ 182,557	\$ -
Gifted & Talented	\$ 565,704	\$ 605,716	\$ 310,817	\$ 526,888	\$ -
Early Childhood	\$ 227,355	\$ 300,727	\$ 319,483	\$ 212,338	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 6,000	\$ 13,152	\$ 7,736	\$ 5,365	\$ -
Summer School	\$ -	\$ -	\$ 4	\$ -	\$ -
Facilities	\$ 346,479	\$ 364,810	\$ 440,311	\$ 319,298	\$ 178,187
Safety and Security	\$ 33,071	\$ 47,774	\$ 66,183	\$ 86,180	\$ -
Trades	\$ 675	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 589	\$ 151	\$ 691	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 267,939</b>	<b>\$ 394,305</b>	<b>\$ 311,885</b>	<b>\$ 493,572</b>	<b>\$ 270,253</b>
<b>Student Activity Funds</b>	<b>\$ 4,823</b>	<b>\$ -</b>	<b>\$ 2,623</b>	<b>\$ 1,427</b>	<b>\$ 17,499</b>
<b>Achievement Component</b>					
Performance Index Score	66.52	73.94	76.05		
Performance Index Percent	55.44%	61.62%	63.37%		

**Cost Center 0198CC****Cost Center Description George Washington Carver**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,345,180</b>	<b>\$ 3,092,453</b>	<b>\$ 2,937,562</b>	<b>\$ 2,965,748</b>	<b>\$ 3,702,995</b>
<b><u>School Controlled</u></b>	<b>\$ 2,571,849</b>	<b>\$ 2,202,748</b>	<b>\$ 2,089,498</b>	<b>\$ 2,130,547</b>	<b>\$ 3,523,190</b>
School Budget	\$ 2,490,667	\$ 1,951,013	\$ 1,866,811	\$ 1,893,934	\$ 3,254,730
Substitutes	\$ 78,840	\$ 248,627	\$ 220,229	\$ 235,485	\$ 268,460
City Funds - Extracurriculars	\$ 2,342	\$ 3,108	\$ 2,459	\$ 1,128	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 773,331</b>	<b>\$ 889,705</b>	<b>\$ 848,064</b>	<b>\$ 835,201</b>	<b>\$ 179,804</b>
Special Education	\$ 342,205	\$ 369,202	\$ 266,462	\$ 356,068	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 22,292	\$ 69,796	\$ 117,866	\$ 56,049	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ -	\$ 3,994	\$ -
Summer School	\$ 259	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 356,386	\$ 385,285	\$ 349,478	\$ 323,701	\$ 179,804
Safety and Security	\$ 43,845	\$ 61,506	\$ 113,537	\$ 95,216	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 5,775	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 2,568	\$ 3,916	\$ 721	\$ 173	\$ -
Academic Resources	\$ -	\$ 123,100	\$ 64,600	\$ 31,550	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 548,680</b>	<b>\$ 1,209,681</b>	<b>\$ 1,024,834</b>	<b>\$ 1,144,177</b>	<b>\$ 628,167</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 208</b>
<b>Achievement Component</b>					
Performance Index Score	36.66	38.96	48.82		
Performance Index Percent	30.55%	32.47%	40.68%		



<b>Cost Center</b>	<b>0208CC</b>				
<b>Cost Center Description</b>	<b>Cleveland High School for Digital Arts</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 2,796,126</b>	<b>\$ 4,063,523</b>	<b>\$ 3,586,160</b>	<b>\$ 3,717,077</b>	<b>\$ 3,940,621</b>
<b><u>School Controlled</u></b>	<b>\$ 2,692,985</b>	<b>\$ 3,482,411</b>	<b>\$ 3,242,351</b>	<b>\$ 3,221,432</b>	<b>\$ 3,530,127</b>
School Budget	\$ 2,692,985	\$ 3,350,711	\$ 3,064,634	\$ 3,105,461	\$ 3,373,840
Substitutes	\$ -	\$ 131,700	\$ 177,717	\$ 115,970	\$ 156,287
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 103,141</b>	<b>\$ 581,111</b>	<b>\$ 343,809</b>	<b>\$ 495,645</b>	<b>\$ 410,494</b>
Special Education	\$ 41,161	\$ 100,184	\$ 29,295	\$ 42,526	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 3,452	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 328,370	\$ 265,846	\$ 385,115	\$ 410,494
Safety and Security	\$ 47,220	\$ 55,515	\$ 48,518	\$ 45,161	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 14,760	\$ 93,591	\$ 149	\$ 22,844	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 301,983</b>	<b>\$ 548,455</b>	<b>\$ 276,804</b>	<b>\$ 376,101</b>	<b>\$ 170,131</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ 470</b>	<b>\$ 7,917</b>	<b>\$ 16,356</b>	<b>\$ 17,118</b>
<b>Achievement Component</b>					
Performance Index Score	49.76	64.77	64.58		
Performance Index Percent	41.46%	53.98%	53.81%		

**Cost Center 0209CC****Cost Center Description Bard High School Early College Cleveland**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,633,329</b>	<b>\$ 4,007,922</b>	<b>\$ 4,601,180</b>	<b>\$ 4,053,770</b>	<b>\$ 4,382,681</b>
<b><u>School Controlled</u></b>	<b>\$ 2,302,223</b>	<b>\$ 3,621,414</b>	<b>\$ 4,179,835</b>	<b>\$ 3,563,895</b>	<b>\$ 4,292,820</b>
School Budget	\$ 2,302,223	\$ 3,415,658	\$ 3,946,816	\$ 3,424,055	\$ 4,114,850
Substitutes	\$ -	\$ 205,756	\$ 233,019	\$ 133,845	\$ 177,970
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ 5,995	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 331,106</b>	<b>\$ 386,508</b>	<b>\$ 421,345</b>	<b>\$ 489,875</b>	<b>\$ 89,861</b>
Special Education	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 11,340	\$ 6,907	\$ 70,003	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 257,616	\$ 305,415	\$ 357,382	\$ 355,864	\$ 89,861
Safety and Security	\$ 69,062	\$ 69,753	\$ 55,706	\$ 61,866	\$ -
Trades	\$ 1,089	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 3,340	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 1,349	\$ 2,142	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 79,907</b>	<b>\$ 88,703</b>	<b>\$ 153,783</b>	<b>\$ 300,021</b>	<b>\$ (4,727)</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 268</b>	<b>\$ 877</b>
<b>Achievement Component</b>					
Performance Index Score	79.72	79.73	74.66		
Performance Index Percent	66.43%	66.44%	62.21%		

**Cost Center**                      **0210CC**  
**Cost Center Description**      **JFK PACT**

		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>
		<b>Actual</b>		<b>Actual</b>		<b>Actual</b>		<b>Est. Actual</b>		<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>2,662,993</b>	<b>\$</b>	<b>4,192,328</b>	<b>\$</b>	<b>3,571,386</b>	<b>\$</b>	<b>3,563,648</b>	<b>\$</b>	<b>4,406,289</b>
<b><u>School Controlled</u></b>	<b>\$</b>	<b>2,434,229</b>	<b>\$</b>	<b>3,048,078</b>	<b>\$</b>	<b>2,572,187</b>	<b>\$</b>	<b>2,477,151</b>	<b>\$</b>	<b>4,008,857</b>
School Budget	\$	2,434,229	\$	2,872,542	\$	2,388,240	\$	2,277,232	\$	3,703,836
Substitutes	\$	-	\$	171,401	\$	181,950	\$	199,920	\$	305,021
City Funds - Extracurriculars	\$	-	\$	4,135	\$	1,997	\$	-	\$	-
<b><u>Centrally Managed</u></b>	<b>\$</b>	<b>228,764</b>	<b>\$</b>	<b>1,144,250</b>	<b>\$</b>	<b>999,199</b>	<b>\$</b>	<b>1,086,496</b>	<b>\$</b>	<b>397,433</b>
Special Education	\$	145,759	\$	355,135	\$	425,746	\$	692,865	\$	-
Gifted & Talented	\$	-	\$	-	\$	-	\$	-	\$	-
Early Childhood	\$	-	\$	-	\$	-	\$	-	\$	-
Humanware / SEL	\$	2,029	\$	-	\$	-	\$	-	\$	-
Athletics & Extracurriculars	\$	-	\$	16,515	\$	47,949	\$	15,914	\$	-
Summer School	\$	-	\$	-	\$	-	\$	-	\$	-
Facilities	\$	8,821	\$	381,508	\$	409,322	\$	298,436	\$	397,433
Safety and Security	\$	38,783	\$	100,303	\$	106,031	\$	79,282	\$	-
Trades	\$	-	\$	-	\$	-	\$	-	\$	-
Department Budget	\$	-	\$	-	\$	-	\$	-	\$	-
Grievances & Settlements	\$	33,372	\$	290,789	\$	10,152	\$	-	\$	-
Academic Resources	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>81,184</b>	<b>\$</b>	<b>113,989</b>	<b>\$</b>	<b>102,548</b>	<b>\$</b>	<b>283,337</b>	<b>\$</b>	<b>131,964</b>
<b>Student Activity Funds</b>	<b>\$</b>	<b>47</b>	<b>\$</b>	<b>14,749</b>	<b>\$</b>	<b>22,492</b>	<b>\$</b>	<b>11,656</b>	<b>\$</b>	<b>(4,390)</b>
<b>Achievement Component</b>										
Performance Index Score		45.18		45.40		40.67				
Performance Index Percent		37.65%		37.83%		33.89%				

<b>Cost Center</b>	<b>0211CC</b>					
<b>Cost Center Description</b>	<b>JFK E3gle Academy</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 2,478,435</b>	<b>\$ 4,108,785</b>	<b>\$ 3,485,146</b>	<b>\$ 2,655,511</b>	<b>\$ -</b>	
<b><u>School Controlled</u></b>	<b>\$ 2,213,980</b>	<b>\$ 2,891,476</b>	<b>\$ 2,271,691</b>	<b>\$ 1,751,566</b>	<b>\$ -</b>	
School Budget	\$ 2,213,980	\$ 2,676,607	\$ 2,124,245	\$ 1,682,095	\$ -	
Substitutes	\$ -	\$ 210,734	\$ 145,449	\$ 69,471	\$ -	
City Funds - Extracurriculars	\$ -	\$ 4,135	\$ 1,997	\$ -	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 264,455</b>	<b>\$ 1,217,309</b>	<b>\$ 1,213,455</b>	<b>\$ 903,945</b>	<b>\$ -</b>	
Special Education	\$ 213,833	\$ 583,301	\$ 601,282	\$ 472,665	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ -	\$ 21,358	\$ 96,234	\$ 52,717	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 289	\$ 381,507	\$ 409,321	\$ 298,435	\$ -	
Safety and Security	\$ 13,107	\$ 100,303	\$ 106,030	\$ 79,281	\$ -	
Trades	\$ -	\$ -	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ 37,226	\$ 130,840	\$ 587	\$ 846	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 107,566</b>	<b>\$ 155,281</b>	<b>\$ 128,383</b>	<b>\$ 163,974</b>	<b>\$ 32,689</b>	
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ 14,005</b>	<b>\$ 20,628</b>	<b>\$ 11,200</b>	<b>\$ (448)</b>	
<b>Achievement Component</b>						
Performance Index Score	43.67	44.25	42.05			
Performance Index Percent	36.39%	36.87%	35.04%			

<b>Cost Center</b>	<b>0220CC</b>				
<b>Cost Center Description</b>	<b>Glenville High School</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 4,348,299</b>	<b>\$ 5,159,898</b>	<b>\$ 4,868,523</b>	<b>\$ 4,285,944</b>	<b>\$ 4,908,898</b>
<b><u>School Controlled</u></b>	<b>\$ 2,723,668</b>	<b>\$ 3,535,469</b>	<b>\$ 3,254,801</b>	<b>\$ 2,668,349</b>	<b>\$ 4,367,213</b>
School Budget	\$ 2,710,846	\$ 3,346,373	\$ 3,069,183	\$ 2,547,032	\$ 4,031,620
Substitutes	\$ -	\$ 180,952	\$ 182,399	\$ 112,708	\$ 335,593
City Funds - Extracurriculars	\$ 12,822	\$ 8,144	\$ 3,218	\$ 8,609	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,624,631</b>	<b>\$ 1,624,429</b>	<b>\$ 1,613,723</b>	<b>\$ 1,617,595</b>	<b>\$ 541,685</b>
Special Education	\$ 700,422	\$ 704,740	\$ 622,990	\$ 700,587	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ 4,991	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 132,214	\$ 181,316	\$ 180,422	\$ 143,949	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 607,229	\$ 564,096	\$ 655,628	\$ 621,776	\$ 541,685
Safety and Security	\$ 176,926	\$ 158,346	\$ 147,903	\$ 151,284	\$ -
Trades	\$ 1,469	\$ 92	\$ -	\$ -	\$ -
Department Budget	\$ 1,380	\$ -	\$ 2,557	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 15,840	\$ 4,223	\$ -	\$ -
Academic Resources	\$ -	\$ 7	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 578,248</b>	<b>\$ 1,172,493</b>	<b>\$ 1,006,771</b>	<b>\$ 947,678</b>	<b>\$ 663,512</b>
<b>Student Activity Funds</b>	<b>\$ 66,809</b>	<b>\$ 54,315</b>	<b>\$ 66,818</b>	<b>\$ 45,481</b>	<b>\$ 40,462</b>
<b>Achievement Component</b>					
Performance Index Score	51.81	52.48	50.47		
Performance Index Percent	43.17%	43.73%	42.06%		

**Cost Center**                      **0224CC**  
**Cost Center Description**      **Halle**

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>3,499,059</b>	<b>\$ 4,208,192</b>	<b>\$ 4,331,285</b>	<b>\$ 4,380,368</b>	<b>\$ 3,676,170</b>
<b><u>School Controlled</u></b>	<b>\$</b>	<b>2,386,704</b>	<b>\$ 2,951,028</b>	<b>\$ 3,052,863</b>	<b>\$ 3,080,320</b>	<b>\$ 3,507,584</b>
School Budget	\$	2,384,884	\$ 2,793,859	\$ 2,911,758	\$ 2,963,352	\$ 3,374,082
Substitutes	\$	-	\$ 150,989	\$ 140,840	\$ 115,898	\$ 133,502
City Funds - Extracurriculars	\$	1,820	\$ 6,180	\$ 266	\$ 1,070	\$ -
<b><u>Centrally Managed</u></b>	<b>\$</b>	<b>1,112,355</b>	<b>\$ 1,257,164</b>	<b>\$ 1,278,422</b>	<b>\$ 1,300,048</b>	<b>\$ 168,586</b>
Special Education	\$	688,611	\$ 720,498	\$ 824,246	\$ 789,557	\$ -
Gifted & Talented	\$	-	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$	29,021	\$ 122,946	\$ 134,702	\$ 128,113	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	2,082	\$ 2,150	\$ -	\$ 2,218	\$ -
Summer School	\$	-	\$ -	\$ 0	\$ -	\$ -
Facilities	\$	329,229	\$ 361,706	\$ 265,520	\$ 323,004	\$ 168,586
Safety and Security	\$	56,158	\$ 49,864	\$ 53,386	\$ 57,156	\$ -
Trades	\$	3,599	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	3,655	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$	-	\$ -	\$ 569	\$ -	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>396,429</b>	<b>\$ 338,536</b>	<b>\$ 266,327</b>	<b>\$ 485,839</b>	<b>\$ 322,694</b>
<b>Student Activity Funds</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,007</b>
<b>Achievement Component</b>						
Performance Index Score		48.80	48.57	50.29		
Performance Index Percent		40.67%	40.47%	41.91%		

**Cost Center** 0229CC  
**Cost Center Description** Hannah Gibbons

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,454,889</b>	<b>\$ 2,891,871</b>	<b>\$ 2,924,385</b>	<b>\$ 2,979,808</b>	<b>\$ 2,020,704</b>
<b><u>School Controlled</u></b>	<b>\$ 1,572,080</b>	<b>\$ 1,899,386</b>	<b>\$ 1,993,593</b>	<b>\$ 1,774,291</b>	<b>\$ 1,910,328</b>
School Budget	\$ 1,567,267	\$ 1,784,334	\$ 1,884,384	\$ 1,656,768	\$ 1,775,152
Substitutes	\$ 625	\$ 114,335	\$ 106,193	\$ 117,173	\$ 135,176
City Funds - Extracurriculars	\$ 4,188	\$ 717	\$ 3,015	\$ 350	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 882,809</b>	<b>\$ 992,485</b>	<b>\$ 930,793</b>	<b>\$ 1,205,517</b>	<b>\$ 110,376</b>
Special Education	\$ 499,808	\$ 565,981	\$ 353,457	\$ 605,627	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 37,323	\$ 36,079	\$ 109,804	\$ 123,236	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 2,109	\$ 4,807	\$ 3,811	\$ 3,357	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 297,397	\$ 384,478	\$ 428,040	\$ 438,189	\$ 110,376
Safety and Security	\$ 46,160	\$ 1,140	\$ 35,251	\$ 35,109	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 13	\$ -	\$ 430	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 611,627</b>	<b>\$ 733,550</b>	<b>\$ 680,718</b>	<b>\$ 674,614</b>	<b>\$ 488,935</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,272</b>	<b>\$ -</b>	<b>\$ 8,719</b>
<b>Achievement Component</b>					
Performance Index Score	52.30	53.98	56.43		
Performance Index Percent	43.58%	44.98%	47.03%		



<b>Cost Center</b>	<b>0240CC</b>				
<b>Cost Center Description</b>	<b>Harvey Rice</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 3,410,209</b>	<b>\$ 4,370,279</b>	<b>\$ 4,467,109</b>	<b>\$ 4,192,948</b>	<b>\$ 4,083,674</b>
<b><u>School Controlled</u></b>	<b>\$ 2,703,458</b>	<b>\$ 3,411,349</b>	<b>\$ 3,792,883</b>	<b>\$ 3,515,415</b>	<b>\$ 3,977,312</b>
School Budget	\$ 2,629,536	\$ 3,126,760	\$ 3,446,888	\$ 3,220,941	\$ 3,631,085
Substitutes	\$ 71,842	\$ 281,288	\$ 337,504	\$ 291,201	\$ 346,227
City Funds - Extracurriculars	\$ 2,080	\$ 3,300	\$ 8,491	\$ 3,273	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 706,751</b>	<b>\$ 958,930</b>	<b>\$ 674,225</b>	<b>\$ 677,533</b>	<b>\$ 106,362</b>
Special Education	\$ 295,851	\$ 451,149	\$ 249,985	\$ 264,095	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 28,875	\$ 52,857	\$ 60,983	\$ 107,954	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 10,172	\$ 7,235	\$ 5,733	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 347,001	\$ 374,154	\$ 304,406	\$ 276,123	\$ 106,362
Safety and Security	\$ 34,526	\$ 52,717	\$ 51,251	\$ 23,629	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 402	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 97	\$ 17,881	\$ 366	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 691,286</b>	<b>\$ 956,343</b>	<b>\$ 797,916</b>	<b>\$ 710,743</b>	<b>\$ 599,053</b>
<b>Student Activity Funds</b>	<b>\$ 409</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,339</b>
<b>Achievement Component</b>					
Performance Index Score	41.15	44.44	47.46		
Performance Index Percent	34.29%	37.04%	39.55%		

**Cost Center 0243CC****Cost Center Description Rhodes Academy of Environmental Studies**

		<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b>General Operating Fund</b>	\$	-	\$ 2,007,793	\$ 2,995,097	\$ 3,628,481	\$ 3,439,655
<b><u>School Controlled</u></b>	\$	-	\$ 1,455,360	\$ 2,212,314	\$ 2,827,100	\$ 3,246,115
School Budget	\$	-	\$ 1,423,665	\$ 2,149,374	\$ 2,755,542	\$ 3,153,150
Substitutes	\$	-	\$ 31,696	\$ 62,941	\$ 70,917	\$ 92,965
City Funds - Extracurriculars	\$	-	\$ -	\$ -	\$ 641	\$ -
<b><u>Centrally Managed</u></b>	\$	-	\$ 552,432	\$ 782,783	\$ 801,381	\$ 193,540
Special Education	\$	-	\$ 232,106	\$ 508,344	\$ 531,127	\$ -
Gifted & Talented	\$	-	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$	-	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	-	\$ 57,645	\$ 43,569	\$ 16,152	\$ -
Summer School	\$	-	\$ -	\$ -	\$ -	\$ -
Facilities	\$	-	\$ 189,051	\$ 188,490	\$ 209,173	\$ 193,540
Safety and Security	\$	-	\$ 61,285	\$ 42,175	\$ 33,233	\$ -
Trades	\$	-	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	-	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$	-	\$ 12,345	\$ 205	\$ 11,697	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	-	\$ 190,456	\$ 279,165	\$ 307,554	\$ 363,680
<b>Student Activity Funds</b>	\$	-	\$ 2,273	\$ 4,842	\$ 3,194	\$ 2,637
<b>Achievement Component</b>						
Performance Index Score		NA	58.97	58.73		
Performance Index Percent		NA	49.14%	48.94%		

**Cost Center 0245CC****Cost Center Description Rhodes College and Career Academy**

		<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b>General Operating Fund</b>	\$	-	\$ 1,794,723	\$ 2,551,437	\$ 3,656,365	\$ 4,307,462
<b><u>School Controlled</u></b>	\$	-	\$ 1,288,069	\$ 1,732,080	\$ 2,715,294	\$ 4,115,219
School Budget	\$	-	\$ 1,256,463	\$ 1,657,190	\$ 2,612,372	\$ 3,986,559
Substitutes	\$	-	\$ 31,606	\$ 74,889	\$ 102,281	\$ 128,659
City Funds - Extracurriculars	\$	-	\$ -	\$ -	\$ 641	\$ -
<b><u>Centrally Managed</u></b>	\$	-	\$ 506,654	\$ 819,358	\$ 941,071	\$ 192,244
Special Education	\$	-	\$ 198,580	\$ 544,977	\$ 556,099	\$ -
Gifted & Talented	\$	-	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$	-	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	-	\$ 57,663	\$ 43,582	\$ 16,157	\$ -
Summer School	\$	-	\$ -	\$ -	\$ -	\$ -
Facilities	\$	-	\$ 189,108	\$ 188,547	\$ 209,236	\$ 192,244
Safety and Security	\$	-	\$ 61,303	\$ 42,188	\$ 33,243	\$ -
Trades	\$	-	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	-	\$ -	\$ -	\$ 126,337	\$ -
Grievances & Settlements	\$	-	\$ -	\$ 64	\$ -	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	-	\$ 58,965	\$ 259,710	\$ 242,067	\$ 427,967
<b>Student Activity Funds</b>	\$	-	\$ 2,274	\$ 4,844	\$ 3,195	\$ 3,277
<b>Achievement Component</b>						
Performance Index Score		NA	66.35	64.67		
Performance Index Percent		NA	55.29%	53.89%		

Cost Center 0267CC

Cost Center Description Bard High School Early College Cleveland @ J Adams

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ 1,205,963	\$ 1,294,006	\$ 117,651	\$ 723
<b><u>School Controlled</u></b>	\$ -	\$ 908,588	\$ 1,000,435	\$ 117,185	\$ -
School Budget	\$ -	\$ 744,969	\$ 881,770	\$ 117,053	\$ -
Substitutes	\$ -	\$ 163,619	\$ 118,666	\$ 132	\$ -
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	\$ -	\$ 297,375	\$ 293,571	\$ 466	\$ 723
Special Education	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 47,493	\$ 40,811	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 183,670	\$ 189,894	\$ 466	\$ 723
Safety and Security	\$ -	\$ 66,212	\$ 62,833	\$ -	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 33	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 47,936	\$ 228,916	\$ -	\$ 212,436
<b>Student Activity Funds</b>	\$ -	\$ 2,034	\$ 1,558	\$ -	\$ (1,558)
<b>Achievement Component</b>					
Performance Index Score	NA	52.16	52.80		
Performance Index Percent	NA	43.46%	44.00%		

Cost Center 0268CC

Cost Center Description John Adams College and Career Academy

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ 1,859,827	\$ 2,510,333	\$ 3,638,631	\$ 3,323,206
<b><u>School Controlled</u></b>	\$ -	\$ 1,357,701	\$ 1,923,268	\$ 2,677,388	\$ 3,191,937
School Budget	\$ -	\$ 1,234,315	\$ 1,840,558	\$ 2,576,054	\$ 3,063,676
Substitutes	\$ -	\$ 123,385	\$ 82,710	\$ 97,617	\$ 128,261
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ 3,717	\$ -
<b><u>Centrally Managed</u></b>	\$ -	\$ 502,127	\$ 587,064	\$ 961,243	\$ 131,269
Special Education	\$ -	\$ 207,256	\$ 293,219	\$ 604,917	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 47,493	\$ 40,811	\$ 20,876	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 181,165	\$ 189,894	\$ 243,585	\$ 131,269
Safety and Security	\$ -	\$ 66,212	\$ 62,833	\$ 76,502	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 307	\$ 15,363	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 7,542	\$ 277,923	\$ 375,129	\$ 408,781
<b>Student Activity Funds</b>	\$ -	\$ 2,034	\$ 1,558	\$ 524	\$ 5,402
<b>Achievement Component</b>					
Performance Index Score	NA	43.61	45.37		
Performance Index Percent	NA	36.34%	37.81%		

**Cost Center** 0270CC  
**Cost Center Description** Iowa-Maple

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ 2,647,686	\$ 2,712,515	\$ 2,748,960	\$ 2,494,831	\$ -
<b><u>School Controlled</u></b>	\$ 1,795,497	\$ 1,794,882	\$ 1,908,934	\$ 1,709,928	\$ -
School Budget	\$ 1,793,077	\$ 1,662,416	\$ 1,808,012	\$ 1,577,835	\$ -
Substitutes	\$ -	\$ 132,167	\$ 98,897	\$ 131,193	\$ -
City Funds - Extracurriculars	\$ 2,420	\$ 300	\$ 2,025	\$ 900	\$ -
<b><u>Centrally Managed</u></b>	\$ 852,189	\$ 917,632	\$ 840,026	\$ 784,903	\$ -
Special Education	\$ 504,999	\$ 520,059	\$ 400,979	\$ 402,410	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 50,038	\$ 23,072	\$ 41,786	\$ 47,505	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 2,016	\$ 4,114	\$ 3,917	\$ 3,230	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 270,920	\$ 346,668	\$ 362,846	\$ 325,289	\$ -
Safety and Security	\$ 21,631	\$ 23,719	\$ 30,275	\$ 6,469	\$ -
Trades	\$ 2,585	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 222	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ 459,027	\$ 620,026	\$ 502,022	\$ 434,858	\$ 26,808
<b>Student Activity Funds</b>	\$ (422)	\$ -	\$ 93	\$ 355	\$ 1,300
<b>Achievement Component</b>					
Performance Index Score	41.05	46.54	44.07		
Performance Index Percent	34.21%	38.79%	36.73%		

**Cost Center** 0273CC  
**Cost Center Description** James Ford Rhodes

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 8,719,666</b>	<b>\$ 9,962,051</b>	<b>\$ 6,948,656</b>	<b>\$ 4,308,389</b>	<b>\$ 304,066</b>
<b><u>School Controlled</u></b>	<b>\$ 6,691,343</b>	<b>\$ 8,453,142</b>	<b>\$ 5,831,394</b>	<b>\$ 3,434,515</b>	<b>\$ 111,880</b>
School Budget	\$ 6,650,275	\$ 8,238,561	\$ 5,569,662	\$ 3,355,696	\$ -
Substitutes	\$ 26,735	\$ 205,532	\$ 261,732	\$ 77,599	\$ 111,880
City Funds - Extracurriculars	\$ 14,333	\$ 9,049	\$ -	\$ 1,219	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 2,028,323</b>	<b>\$ 1,508,909</b>	<b>\$ 1,117,262</b>	<b>\$ 873,874</b>	<b>\$ 192,186</b>
Special Education	\$ 1,107,042	\$ 1,011,974	\$ 610,800	\$ 406,594	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ 4,330	\$ 20	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 130,462	\$ 64,406	\$ 73,404	\$ 55,463	\$ -
Summer School	\$ -	\$ 8	\$ -	\$ -	\$ -
Facilities	\$ 592,622	\$ 282,985	\$ 298,242	\$ 325,738	\$ 192,186
Safety and Security	\$ 192,477	\$ 84,283	\$ 94,564	\$ 84,863	\$ -
Trades	\$ 146	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 1,244	\$ 65,233	\$ 40,252	\$ 1,216	\$ -
Academic Resources	\$ -	\$ 196	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 1,037,745</b>	<b>\$ 900,931</b>	<b>\$ 729,588</b>	<b>\$ 576,324</b>	<b>\$ 167,446</b>
<b>Student Activity Funds</b>	<b>\$ 96,596</b>	<b>\$ 78,502</b>	<b>\$ 66,530</b>	<b>\$ 42,939</b>	<b>\$ 24,423</b>
<b>Achievement Component</b>					
Performance Index Score	53.43	54.73	52.61		
Performance Index Percent	44.52%	45.61%	43.84%		



**Cost Center 0275CC****Cost Center Description Jane Addams Business Careers Center**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 4,621,457</b>	<b>\$ 4,564,169</b>	<b>\$ 4,322,918</b>	<b>\$ 4,028,208</b>	<b>\$ 2,671,917</b>
<b><u>School Controlled</u></b>	<b>\$ 3,593,645</b>	<b>\$ 3,447,644</b>	<b>\$ 3,337,873</b>	<b>\$ 2,903,219</b>	<b>\$ 2,379,657</b>
School Budget	\$ 3,589,603	\$ 3,269,387	\$ 3,155,609	\$ 2,747,013	\$ 2,188,361
Substitutes	\$ -	\$ 167,366	\$ 182,213	\$ 156,206	\$ 191,296
City Funds - Extracurriculars	\$ 4,042	\$ 10,891	\$ 51	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,027,812</b>	<b>\$ 1,116,525</b>	<b>\$ 985,045</b>	<b>\$ 1,124,988</b>	<b>\$ 292,259</b>
Special Education	\$ 257,636	\$ 362,038	\$ 262,849	\$ 426,859	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 56,926	\$ 73,053	\$ 78,482	\$ 87,457	\$ -
Summer School	\$ 1,594	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 553,970	\$ 552,359	\$ 629,705	\$ 568,122	\$ 292,259
Safety and Security	\$ 125,499	\$ 87,632	\$ 94	\$ 42,549	\$ -
Trades	\$ 5,800	\$ 300	\$ -	\$ -	\$ -
Department Budget	\$ 25,799	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 589	\$ 41,143	\$ 13,915	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 701,369</b>	<b>\$ 773,635</b>	<b>\$ 551,699</b>	<b>\$ 458,369</b>	<b>\$ 237,126</b>
<b>Student Activity Funds</b>	<b>\$ 41,083</b>	<b>\$ 17,237</b>	<b>\$ 22,879</b>	<b>\$ 23,638</b>	<b>\$ 90,196</b>
<b>Achievement Component</b>					
Performance Index Score	46.38	46.15	48.23		
Performance Index Percent	38.65%	38.46%	40.19%		

Cost Center 0276CC

Cost Center Description John Adams High School

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 6,263,837</b>	<b>\$ 5,315,806</b>	<b>\$ 4,378,622</b>	<b>\$ 2,891,582</b>	<b>\$ 173,043</b>
<b><u>School Controlled</u></b>	<b>\$ 4,092,593</b>	<b>\$ 3,971,376</b>	<b>\$ 3,210,992</b>	<b>\$ 2,089,084</b>	<b>\$ 44,677</b>
School Budget	\$ 3,970,726	\$ 3,739,780	\$ 3,111,266	\$ 2,054,680	\$ -
Substitutes	\$ 113,732	\$ 228,116	\$ 99,725	\$ 30,687	\$ 44,677
City Funds - Extracurriculars	\$ 8,135	\$ 3,480	\$ -	\$ 3,717	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 2,171,245</b>	<b>\$ 1,344,430</b>	<b>\$ 1,167,630</b>	<b>\$ 802,497</b>	<b>\$ 128,366</b>
Special Education	\$ 1,061,518	\$ 893,437	\$ 735,466	\$ 300,834	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ 3,895	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 127,013	\$ 47,918	\$ 60,190	\$ 53,401	\$ -
Summer School	\$ 128	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 749,181	\$ 300,222	\$ 291,127	\$ 353,602	\$ 128,366
Safety and Security	\$ 187,074	\$ 66,232	\$ 63,202	\$ 76,503	\$ -
Trades	\$ 265	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 9,962	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 32,209	\$ 36,621	\$ 17,645	\$ 18,158	\$ -
Academic Resources	\$ -	\$ 424	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 1,045,803</b>	<b>\$ 981,177</b>	<b>\$ 825,772</b>	<b>\$ 347,259</b>	<b>\$ 70,088</b>
<b>Student Activity Funds</b>	<b>\$ 18,141</b>	<b>\$ 7,155</b>	<b>\$ 11,023</b>	<b>\$ 2,412</b>	<b>\$ 15,344</b>
<b>Achievement Component</b>					
Performance Index Score	42.80	38.01	42.05		
Performance Index Percent	35.66%	31.67%	35.04%		

**Cost Center** 0279CC  
**Cost Center Description** Joseph M Gallagher

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 6,268,869</b>	<b>\$ 8,296,266</b>	<b>\$ 8,604,239</b>	<b>\$ 8,257,691</b>	<b>\$ 6,467,671</b>
<b><u>School Controlled</u></b>	<b>\$ 4,641,401</b>	<b>\$ 6,043,115</b>	<b>\$ 6,580,364</b>	<b>\$ 6,269,116</b>	<b>\$ 6,291,858</b>
School Budget	\$ 4,632,609	\$ 5,841,034	\$ 6,372,320	\$ 6,044,949	\$ 6,067,951
Substitutes	\$ 2,738	\$ 199,279	\$ 203,788	\$ 219,686	\$ 223,907
City Funds - Extracurriculars	\$ 6,053	\$ 2,802	\$ 4,256	\$ 4,481	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,627,469</b>	<b>\$ 2,253,151</b>	<b>\$ 2,023,875</b>	<b>\$ 1,988,575</b>	<b>\$ 175,813</b>
Special Education	\$ 1,083,405	\$ 1,510,472	\$ 1,232,995	\$ 1,261,812	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 44,767	\$ 159,287	\$ 126,246	\$ 166,336	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 3,831	\$ 9,718	\$ 7,628	\$ 7,610	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 394,353	\$ 448,264	\$ 520,148	\$ 425,134	\$ 175,813
Safety and Security	\$ 92,468	\$ 124,035	\$ 133,257	\$ 114,342	\$ -
Trades	\$ 1,900	\$ 1,375	\$ -	\$ -	\$ -
Department Budget	\$ 5,108	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 1,637	\$ -	\$ 3,601	\$ 13,342	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 1,569,555</b>	<b>\$ 1,243,584</b>	<b>\$ 804,761</b>	<b>\$ 915,894</b>	<b>\$ 381,439</b>
<b>Student Activity Funds</b>	<b>\$ 7,586</b>	<b>\$ 1,671</b>	<b>\$ 6,783</b>	<b>\$ -</b>	<b>\$ 9,119</b>
<b>Achievement Component</b>					
Performance Index Score	51.83	57.22	55.83		
Performance Index Percent	43.19%	47.68%	46.52%		

**Cost Center 0282CC****Cost Center Description Campus International High School**

		<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b>General Operating Fund</b>	\$	-	\$ 1,497,547	\$ 2,191,268	\$ 2,901,651	\$ 2,790,114
<b><u>School Controlled</u></b>	\$	-	\$ 1,434,023	\$ 2,086,414	\$ 2,754,618	\$ 2,789,804
School Budget	\$	-	\$ 1,416,495	\$ 2,050,116	\$ 2,697,126	\$ 2,735,014
Substitutes	\$	-	\$ 17,529	\$ 36,298	\$ 52,709	\$ 54,791
City Funds - Extracurriculars	\$	-	\$ -	\$ -	\$ 4,783	\$ -
<b><u>Centrally Managed</u></b>	\$	-	\$ 63,524	\$ 104,853	\$ 147,033	\$ 310
Special Education	\$	-	\$ 7,971	\$ -	\$ -	\$ -
Gifted & Talented	\$	-	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$	-	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	-	\$ -	\$ 4,260	\$ 57,833	\$ -
Summer School	\$	-	\$ -	\$ -	\$ -	\$ -
Facilities	\$	-	\$ 55,553	\$ 93,834	\$ 74,584	\$ 310
Safety and Security	\$	-	\$ -	\$ -	\$ -	\$ -
Trades	\$	-	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	-	\$ -	\$ 837	\$ -	\$ -
Grievances & Settlements	\$	-	\$ -	\$ 5,923	\$ 14,616	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	-	\$ 232,912	\$ 339,960	\$ 479,212	\$ 512,064
<b>Student Activity Funds</b>	\$	-	\$ 313	\$ 3,106	\$ 9,025	\$ 7,247
<b>Achievement Component</b>						
Performance Index Score		NA	63.73	65.29		
Performance Index Percent		NA	53.11%	54.41%		

**Cost Center 0297CC****Cost Center Description Kenneth W Clement Boys Leadership Academy**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,237,879</b>	<b>\$ 2,266,688</b>	<b>\$ 2,433,001</b>	<b>\$ 2,187,370</b>	<b>\$ 1,834,830</b>
<b><u>School Controlled</u></b>	<b>\$ 1,879,178</b>	<b>\$ 1,837,709</b>	<b>\$ 1,960,459</b>	<b>\$ 1,735,506</b>	<b>\$ 1,716,010</b>
School Budget	\$ 1,871,979	\$ 1,757,496	\$ 1,850,513	\$ 1,624,476	\$ 1,613,108
Substitutes	\$ 5,057	\$ 78,963	\$ 108,852	\$ 108,886	\$ 102,903
City Funds - Extracurriculars	\$ 2,141	\$ 1,250	\$ 1,094	\$ 2,144	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 358,701</b>	<b>\$ 428,980</b>	<b>\$ 472,541</b>	<b>\$ 451,864</b>	<b>\$ 118,819</b>
Special Education	\$ -	\$ -	\$ 19,635	\$ 35,559	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 86,410	\$ 141,990	\$ 149,187	\$ 146,426	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 2,088	\$ 6,843	\$ 1,908	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 213,387	\$ 231,256	\$ 254,753	\$ 216,684	\$ 118,819
Safety and Security	\$ 53,606	\$ 24,670	\$ 46,759	\$ 53,196	\$ -
Trades	\$ 3,210	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 24,220	\$ 301	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 299,438</b>	<b>\$ 314,939</b>	<b>\$ 106,386</b>	<b>\$ 129,391</b>	<b>\$ 75,840</b>
<b>Student Activity Funds</b>	<b>\$ 3,515</b>	<b>\$ -</b>	<b>\$ 1,903</b>	<b>\$ 3,573</b>	<b>\$ 2,692</b>
<b>Achievement Component</b>					
Performance Index Score	52.52	58.64	58.00		
Performance Index Percent	43.76%	48.87%	48.33%		

Cost Center 0298CC

Cost Center Description John Marshall School of Engineering

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,385,310</b>	<b>\$ 4,272,453</b>	<b>\$ 4,197,484</b>	<b>\$ 3,744,696</b>	<b>\$ 3,563,930</b>
<b><u>School Controlled</u></b>	<b>\$ 2,283,197</b>	<b>\$ 3,561,617</b>	<b>\$ 3,549,233</b>	<b>\$ 3,051,006</b>	<b>\$ 3,425,913</b>
School Budget	\$ 2,283,197	\$ 3,410,911	\$ 3,411,625	\$ 2,921,158	\$ 3,292,925
Substitutes	\$ -	\$ 149,581	\$ 136,320	\$ 125,548	\$ 132,988
City Funds - Extracurriculars	\$ -	\$ 1,124	\$ 1,287	\$ 4,300	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 102,113</b>	<b>\$ 710,836</b>	<b>\$ 648,252</b>	<b>\$ 693,689</b>	<b>\$ 138,017</b>
Special Education	\$ 97,189	\$ 191,894	\$ 251,130	\$ 339,406	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ 4,924	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 61,767	\$ 87,892	\$ 86,202	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 240,044	\$ 235,389	\$ 204,436	\$ 138,017
Safety and Security	\$ -	\$ 86,023	\$ 73,625	\$ 63,645	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ 8,014	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 123,095	\$ 216	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 157,825</b>	<b>\$ 464,162</b>	<b>\$ 114,588</b>	<b>\$ 347,132</b>	<b>\$ 315,369</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ 4,703</b>	<b>\$ 8,504</b>	<b>\$ 9,600</b>	<b>\$ (12,171)</b>
<b>Achievement Component</b>					
Performance Index Score	54.30	54.32	55.67		
Performance Index Percent	45.25%	45.27%	46.39%		

Cost Center 0299CC

Cost Center Description John Marshall School of Information Technology

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,720,690</b>	<b>\$ 4,554,100</b>	<b>\$ 4,407,980</b>	<b>\$ 3,990,252</b>	<b>\$ 3,382,350</b>
<b><u>School Controlled</u></b>	<b>\$ 2,645,304</b>	<b>\$ 3,692,428</b>	<b>\$ 3,484,187</b>	<b>\$ 3,144,855</b>	<b>\$ 3,243,794</b>
School Budget	\$ 2,645,304	\$ 3,528,471	\$ 3,390,118	\$ 3,071,068	\$ 3,158,185
Substitutes	\$ -	\$ 162,834	\$ 92,782	\$ 69,488	\$ 85,609
City Funds - Extracurriculars	\$ -	\$ 1,124	\$ 1,287	\$ 4,299	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 75,386</b>	<b>\$ 861,672</b>	<b>\$ 923,793</b>	<b>\$ 845,397</b>	<b>\$ 138,556</b>
Special Education	\$ 75,386	\$ 369,033	\$ 562,048	\$ 562,467	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 61,748	\$ 52,379	\$ 14,929	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 239,972	\$ 235,318	\$ 204,375	\$ 138,556
Safety and Security	\$ -	\$ 85,997	\$ 73,602	\$ 63,626	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ 8,011	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 96,911	\$ 445	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 193,843</b>	<b>\$ 265,949</b>	<b>\$ 147,190</b>	<b>\$ 354,800</b>	<b>\$ 315,204</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ 18,873</b>	<b>\$ 8,864</b>	<b>\$ 11,316</b>	<b>\$ (6,102)</b>
<b>Achievement Component</b>					
Performance Index Score	70.08	60.22	65.22		
Performance Index Percent	58.40%	50.18%	54.35%		



Cost Center 0300CC

Cost Center Description John Marshall School of Civic &amp; Business Leadership

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,022,312</b>	<b>\$ 4,466,560</b>	<b>\$ 4,301,949</b>	<b>\$ 4,127,178</b>	<b>\$ 3,717,605</b>
<b><u>School Controlled</u></b>	<b>\$ 2,511,968</b>	<b>\$ 3,395,882</b>	<b>\$ 3,628,783</b>	<b>\$ 3,549,193</b>	<b>\$ 3,578,933</b>
School Budget	\$ 2,511,968	\$ 3,282,616	\$ 3,545,781	\$ 3,471,579	\$ 3,481,371
Substitutes	\$ -	\$ 112,142	\$ 81,716	\$ 73,315	\$ 97,562
City Funds - Extracurriculars	\$ -	\$ 1,124	\$ 1,287	\$ 4,299	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 510,344</b>	<b>\$ 1,070,679</b>	<b>\$ 673,165</b>	<b>\$ 577,985</b>	<b>\$ 138,672</b>
Special Education	\$ 199,749	\$ 347,558	\$ 311,528	\$ 295,056	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 61,748	\$ 52,379	\$ 14,929	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 239,972	\$ 235,318	\$ 204,375	\$ 138,672
Safety and Security	\$ -	\$ 85,997	\$ 73,602	\$ 63,626	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ 8,011	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 310,595	\$ 327,392	\$ 338	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 85,738</b>	<b>\$ 260,810</b>	<b>\$ 235,636</b>	<b>\$ 361,808</b>	<b>\$ 189,994</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ 4,701</b>	<b>\$ 36,622</b>	<b>\$ 45,229</b>	<b>\$ 17,516</b>
<b>Achievement Component</b>					
Performance Index Score	58.51	54.70	56.84		
Performance Index Percent	48.76%	45.58%	47.37%		

Cost Center 0326CC

Cost Center Description Davis Aerospace and Maritime High School

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ 1,488,226	\$ 2,101,897	\$ 2,538,017	\$ 2,767,179
<b><u>School Controlled</u></b>	\$ -	\$ 1,219,320	\$ 1,882,980	\$ 2,320,543	\$ 2,662,709
School Budget	\$ -	\$ 1,182,988	\$ 1,814,516	\$ 2,246,800	\$ 2,577,753
Substitutes	\$ -	\$ 36,332	\$ 68,464	\$ 73,743	\$ 84,956
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	\$ -	\$ 268,906	\$ 218,918	\$ 217,474	\$ 104,470
Special Education	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 213,391	\$ 170,364	\$ 172,313	\$ 104,470
Safety and Security	\$ -	\$ 55,514	\$ 48,518	\$ 45,160	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 36	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 26,818	\$ 143,574	\$ 284,248	\$ 624,785
<b>Student Activity Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ 8,652
<b>Achievement Component</b>					
Performance Index Score	NA	68.61	63.14		
Performance Index Percent	NA	57.17%	52.62%		

Cost Center 0328CC

Cost Center Description Luis Munoz Marin

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 5,434,387</b>	<b>\$ 6,338,674</b>	<b>\$ 5,891,018</b>	<b>\$ 5,709,442</b>	<b>\$ 4,195,171</b>
<b><u>School Controlled</u></b>	<b>\$ 3,953,044</b>	<b>\$ 4,538,888</b>	<b>\$ 4,608,810</b>	<b>\$ 4,187,601</b>	<b>\$ 4,183,363</b>
School Budget	\$ 3,859,426	\$ 4,353,152	\$ 4,319,769	\$ 4,013,539	\$ 3,975,850
Substitutes	\$ 87,353	\$ 180,434	\$ 283,016	\$ 172,802	\$ 207,513
City Funds - Extracurriculars	\$ 6,266	\$ 5,303	\$ 6,025	\$ 1,260	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,481,343</b>	<b>\$ 1,799,786</b>	<b>\$ 1,282,207</b>	<b>\$ 1,521,841</b>	<b>\$ 11,808</b>
Special Education	\$ 843,151	\$ 994,686	\$ 665,269	\$ 1,011,419	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 25,156	\$ 95,008	\$ 118,721	\$ 131,383	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 5,230	\$ 14,711	\$ 10,133	\$ 5,448	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 496,684	\$ 545,803	\$ 358,903	\$ 311,763	\$ 11,808
Safety and Security	\$ 96,757	\$ 61,668	\$ 59,851	\$ 61,827	\$ -
Trades	\$ 2,844	\$ 300	\$ -	\$ -	\$ -
Department Budget	\$ 11,508	\$ 51,278	\$ 68,823	\$ -	\$ -
Grievances & Settlements	\$ 13	\$ 36,332	\$ 508	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 645,980</b>	<b>\$ 761,554</b>	<b>\$ 633,924</b>	<b>\$ 662,505</b>	<b>\$ 273,500</b>
<b>Student Activity Funds</b>	<b>\$ 9,325</b>	<b>\$ 1,771</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,360</b>
<b>Achievement Component</b>					
Performance Index Score	43.36	48.52	48.81		
Performance Index Percent	36.14%	40.43%	40.68%		

Cost Center 0330CC

Cost Center Description Lincoln-West High School

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 6,401,323</b>	<b>\$ 5,401,569</b>	<b>\$ 3,297,181</b>	<b>\$ 427,431</b>	<b>\$ -</b>
<b><u>School Controlled</u></b>	<b>\$ 3,682,078</b>	<b>\$ 3,365,924</b>	<b>\$ 1,898,879</b>	<b>\$ 203,887</b>	<b>\$ -</b>
School Budget	\$ 3,637,409	\$ 3,216,030	\$ 1,835,484	\$ 201,712	\$ -
Substitutes	\$ 29,437	\$ 146,224	\$ 59,732	\$ 309	\$ -
City Funds - Extracurriculars	\$ 15,232	\$ 3,670	\$ 3,663	\$ 1,866	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 2,719,245</b>	<b>\$ 2,035,645</b>	<b>\$ 1,398,302</b>	<b>\$ 223,545</b>	<b>\$ -</b>
Special Education	\$ 1,440,751	\$ 1,438,398	\$ 780,577	\$ 83,958	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ 4,947	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 118,148	\$ 60,482	\$ 79,041	\$ 5,006	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 923,041	\$ 442,748	\$ 422,244	\$ 134,581	\$ -
Safety and Security	\$ 208,829	\$ 81,941	\$ 74,266	\$ -	\$ -
Trades	\$ 8,529	\$ 300	\$ -	\$ -	\$ -
Department Budget	\$ 14,999	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 11,776	\$ 42,174	\$ -	\$ -
Academic Resources	\$ -	\$ 30,864	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 618,182</b>	<b>\$ 769,804</b>	<b>\$ 721,439</b>	<b>\$ 68,721</b>	<b>\$ 4,905</b>
<b>Student Activity Funds</b>	<b>\$ 35,724</b>	<b>\$ 16,286</b>	<b>\$ 22,422</b>	<b>\$ 1,724</b>	<b>\$ 14,421</b>
<b>Achievement Component</b>					
Performance Index Score	41.75	44.26	48.00		
Performance Index Percent	34.79%	36.88%	40.00%		

**Cost Center 0333CC****Cost Center Description Lincoln-West School of Global Studies**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 1,632,488</b>	<b>\$ 3,236,234</b>	<b>\$ 4,129,888</b>	<b>\$ 4,878,758</b>	<b>\$ 3,507,882</b>
<b><u>School Controlled</u></b>	<b>\$ 1,502,491</b>	<b>\$ 2,475,941</b>	<b>\$ 3,054,849</b>	<b>\$ 3,714,966</b>	<b>\$ 3,131,650</b>
School Budget	\$ 1,502,491	\$ 2,395,028	\$ 2,969,117	\$ 3,628,776	\$ 3,006,238
Substitutes	\$ -	\$ 80,913	\$ 85,732	\$ 84,389	\$ 125,412
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ 1,801	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 129,998</b>	<b>\$ 760,292</b>	<b>\$ 1,075,039</b>	<b>\$ 1,163,792</b>	<b>\$ 376,232</b>
Special Education	\$ 129,998	\$ 292,496	\$ 670,006	\$ 723,992	\$ 105,298
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 56,126	\$ 52,714	\$ 33,010	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 284,540	\$ 278,020	\$ 320,946	\$ 270,935
Safety and Security	\$ -	\$ 81,941	\$ 74,266	\$ 85,844	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 45,191	\$ 33	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 25,310</b>	<b>\$ 470,730</b>	<b>\$ 360,985</b>	<b>\$ 403,124</b>	<b>\$ 289,333</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,914</b>	<b>\$ 17,784</b>	<b>\$ 549</b>
<b>Achievement Component</b>					
Performance Index Score	50.29	48.97	45.79		
Performance Index Percent	41.91%	40.81%	38.16%		

**Cost Center 0334CC****Cost Center Description Lincoln-West School of Science & Health**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 1,691,373</b>	<b>\$ 3,114,154</b>	<b>\$ 3,286,251</b>	<b>\$ 3,231,207</b>	<b>\$ 3,143,822</b>
<b><u>School Controlled</u></b>	<b>\$ 1,632,543</b>	<b>\$ 2,417,490</b>	<b>\$ 2,509,926</b>	<b>\$ 2,514,146</b>	<b>\$ 2,769,101</b>
School Budget	\$ 1,632,543	\$ 2,256,429	\$ 2,421,908	\$ 2,404,528	\$ 2,628,754
Substitutes	\$ -	\$ 161,060	\$ 88,018	\$ 107,816	\$ 140,347
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ 1,801	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 58,830</b>	<b>\$ 696,665</b>	<b>\$ 776,325</b>	<b>\$ 717,061</b>	<b>\$ 374,721</b>
Special Education	\$ 58,830	\$ 176,650	\$ 370,861	\$ 277,323	\$ 105,298
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 56,142	\$ 52,730	\$ 32,948	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 284,625	\$ 278,104	\$ 320,946	\$ 269,424
Safety and Security	\$ -	\$ 81,965	\$ 74,288	\$ 85,843	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 97,282	\$ 342	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 114,499</b>	<b>\$ 525,963</b>	<b>\$ 447,750</b>	<b>\$ 404,990</b>	<b>\$ 440,714</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,795</b>	<b>\$ 7,648</b>	<b>\$ 8,965</b>
<b>Achievement Component</b>					
Performance Index Score	46.14	52.67	59.55		
Performance Index Percent	38.45%	43.89%	49.63%		

Cost Center 0338CC

Cost Center Description Louis Agassiz

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,461,644</b>	<b>\$ 3,341,471</b>	<b>\$ 3,128,465</b>	<b>\$ 2,869,501</b>	<b>\$ 2,194,015</b>
<b><u>School Controlled</u></b>	<b>\$ 2,044,697</b>	<b>\$ 2,479,310</b>	<b>\$ 2,291,925</b>	<b>\$ 1,977,131</b>	<b>\$ 1,972,657</b>
School Budget	\$ 2,004,675	\$ 2,390,774	\$ 2,209,340	\$ 1,905,584	\$ 1,886,758
Substitutes	\$ 39,762	\$ 86,821	\$ 81,524	\$ 71,167	\$ 85,900
City Funds - Extracurriculars	\$ 260	\$ 1,715	\$ 1,060	\$ 380	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 416,946</b>	<b>\$ 862,161</b>	<b>\$ 836,541</b>	<b>\$ 892,370</b>	<b>\$ 221,357</b>
Special Education	\$ 143,917	\$ 396,839	\$ 311,986	\$ 429,494	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 44,371	\$ 194,522	\$ 178,584	\$ 127,456	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 1,816	\$ 4,202	\$ 4,122	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 190,442	\$ 216,832	\$ 293,812	\$ 305,322	\$ 221,357
Safety and Security	\$ 34,898	\$ 49,767	\$ 46,860	\$ 30,099	\$ -
Trades	\$ 1,502	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 1,178	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 246,582</b>	<b>\$ 252,073</b>	<b>\$ 250,240</b>	<b>\$ 221,792</b>	<b>\$ 110,650</b>
<b>Student Activity Funds</b>	<b>\$ 3,897</b>	<b>\$ 2,002</b>	<b>\$ 1,884</b>	<b>\$ 755</b>	<b>\$ 2,187</b>
<b>Achievement Component</b>					
Performance Index Score	65.16	76.43	60.61		
Performance Index Percent	54.30%	63.70%	50.51%		

**Cost Center** 0340CC  
**Cost Center Description** Louisa May Alcott

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,231,645</b>	<b>\$ 2,642,699</b>	<b>\$ 2,736,089</b>	<b>\$ 2,393,338</b>	<b>\$ 1,911,856</b>
<b><u>School Controlled</u></b>	<b>\$ 1,667,221</b>	<b>\$ 2,016,591</b>	<b>\$ 2,309,610</b>	<b>\$ 1,943,390</b>	<b>\$ 1,809,226</b>
School Budget	\$ 1,659,889	\$ 1,989,172	\$ 2,277,209	\$ 1,916,049	\$ 1,770,921
Substitutes	\$ 3,961	\$ 26,013	\$ 31,176	\$ 27,341	\$ 38,305
City Funds - Extracurriculars	\$ 3,370	\$ 1,406	\$ 1,226	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 564,425</b>	<b>\$ 626,109</b>	<b>\$ 426,479</b>	<b>\$ 449,948</b>	<b>\$ 102,630</b>
Special Education	\$ 370,865	\$ 363,491	\$ 162,391	\$ 228,411	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 1,491	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 167,713	\$ 211,006	\$ 214,626	\$ 193,291	\$ 102,630
Safety and Security	\$ 25,847	\$ 50,121	\$ 48,781	\$ 26,701	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 680	\$ 1,545	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 373,455</b>	<b>\$ 402,308</b>	<b>\$ 275,707</b>	<b>\$ 262,309</b>	<b>\$ 119,679</b>
<b>Student Activity Funds</b>	<b>\$ 8,165</b>	<b>\$ -</b>	<b>\$ 2,704</b>	<b>\$ 5,539</b>	<b>\$ 12,374</b>
<b>Achievement Component</b>					
Performance Index Score	86.94	84.07	83.84		
Performance Index Percent	72.45%	70.06%	69.87%		



Cost Center 0347CC

Cost Center Description Mary B Martin

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,565,934</b>	<b>\$ 4,013,475</b>	<b>\$ 3,770,559</b>	<b>\$ 3,513,364</b>	<b>\$ 2,004,179</b>
<b><u>School Controlled</u></b>	<b>\$ 2,024,096</b>	<b>\$ 2,437,099</b>	<b>\$ 2,228,817</b>	<b>\$ 1,897,041</b>	<b>\$ 1,860,112</b>
School Budget	\$ 1,978,076	\$ 2,229,912	\$ 2,097,963	\$ 1,760,467	\$ 1,697,079
Substitutes	\$ 45,137	\$ 206,205	\$ 128,105	\$ 136,574	\$ 163,033
City Funds - Extracurriculars	\$ 883	\$ 981	\$ 2,749	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,541,838</b>	<b>\$ 1,576,376</b>	<b>\$ 1,541,743</b>	<b>\$ 1,616,323</b>	<b>\$ 144,067</b>
Special Education	\$ 1,059,852	\$ 1,083,242	\$ 980,270	\$ 1,149,925	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 160,492	\$ 183,098	\$ 193,856	\$ 81,889	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 6,504	\$ 10,352	\$ 2,410	\$ 4,512	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 273,844	\$ 248,923	\$ 321,470	\$ 321,661	\$ 144,067
Safety and Security	\$ 41,066	\$ 50,761	\$ 43,253	\$ 52,773	\$ -
Trades	\$ 79	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 483	\$ 5,562	\$ -
Academic Resources	\$ -	\$ 1,658	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 616,599</b>	<b>\$ 464,934</b>	<b>\$ 367,050</b>	<b>\$ 320,927</b>	<b>\$ 124,617</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,710</b>
<b>Achievement Component</b>					
Performance Index Score	42.27	40.64	43.57		
Performance Index Percent	35.23%	33.87%	36.31%		

Cost Center 0349CC

Cost Center Description Max S Hayes High School

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 8,211,767</b>	<b>\$ 9,218,933</b>	<b>\$ 9,160,490</b>	<b>\$ 8,046,350</b>	<b>\$ 5,844,888</b>
<b><u>School Controlled</u></b>	<b>\$ 5,956,472</b>	<b>\$ 6,742,612</b>	<b>\$ 6,567,531</b>	<b>\$ 5,790,398</b>	<b>\$ 5,434,900</b>
School Budget	\$ 5,901,869	\$ 6,373,674	\$ 6,287,278	\$ 5,522,838	\$ 5,104,007
Substitutes	\$ 51,181	\$ 365,430	\$ 276,495	\$ 266,498	\$ 330,893
City Funds - Extracurriculars	\$ 3,421	\$ 3,508	\$ 3,758	\$ 1,063	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 2,255,296</b>	<b>\$ 2,476,322</b>	<b>\$ 2,592,959</b>	<b>\$ 2,255,951</b>	<b>\$ 409,988</b>
Special Education	\$ 1,434,137	\$ 1,442,534	\$ 1,722,511	\$ 1,451,096	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 86,143	\$ 124,144	\$ 119,164	\$ 139,271	\$ -
Summer School	\$ 1,486	\$ 741	\$ 2,442	\$ -	\$ -
Facilities	\$ 630,587	\$ 686,919	\$ 617,788	\$ 527,892	\$ 409,988
Safety and Security	\$ 89,809	\$ 122,375	\$ 124,617	\$ 137,692	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 13,134	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 99,608	\$ 6,437	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 713,398</b>	<b>\$ 705,954</b>	<b>\$ 730,643</b>	<b>\$ 814,733</b>	<b>\$ 371,127</b>
<b>Student Activity Funds</b>	<b>\$ 25,360</b>	<b>\$ 45,318</b>	<b>\$ 37,197</b>	<b>\$ 24,482</b>	<b>\$ 31,681</b>
<b>Achievement Component</b>					
Performance Index Score	49.72	45.69	45.60		
Performance Index Percent	41.43%	38.08%	38.00%		

**Cost Center** 0350CC  
**Cost Center Description** Mary M Bethune

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,349,490</b>	<b>\$ 3,818,700</b>	<b>\$ 3,485,805</b>	<b>\$ 3,867,794</b>	<b>\$ 2,408,470</b>
<b><u>School Controlled</u></b>	<b>\$ 1,941,814</b>	<b>\$ 2,195,168</b>	<b>\$ 2,208,872</b>	<b>\$ 2,225,797</b>	<b>\$ 2,245,694</b>
School Budget	\$ 1,934,918	\$ 2,093,590	\$ 2,059,998	\$ 2,157,073	\$ 2,153,099
Substitutes	\$ 2,648	\$ 98,085	\$ 142,885	\$ 67,900	\$ 92,595
City Funds - Extracurriculars	\$ 4,248	\$ 3,493	\$ 5,988	\$ 824	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,407,676</b>	<b>\$ 1,623,532</b>	<b>\$ 1,276,933</b>	<b>\$ 1,641,997</b>	<b>\$ 162,776</b>
Special Education	\$ 989,839	\$ 1,107,099	\$ 785,505	\$ 1,146,291	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 58,398	\$ 142,949	\$ 123,915	\$ 122,041	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 1,816	\$ 3,853	\$ 1,907	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 305,095	\$ 324,105	\$ 319,757	\$ 324,409	\$ 162,776
Safety and Security	\$ 52,528	\$ 45,240	\$ 45,583	\$ 49,255	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 287	\$ 265	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 621,559</b>	<b>\$ 640,884</b>	<b>\$ 489,281</b>	<b>\$ 502,978</b>	<b>\$ 368,489</b>
<b>Student Activity Funds</b>	<b>\$ 2,975</b>	<b>\$ 1,133</b>	<b>\$ 6,014</b>	<b>\$ 2,338</b>	<b>\$ 5,407</b>
<b>Achievement Component</b>					
Performance Index Score	62.15	59.72	63.33		
Performance Index Percent	51.79%	49.77%	52.78%		

**Cost Center** 0352CC  
**Cost Center Description** McKinley

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,447,109</b>	<b>\$ 185,818</b>	<b>\$ 16,740</b>	<b>\$ 7,974</b>	<b>\$ 12,264</b>
<b><u>School Controlled</u></b>	<b>\$ 1,571,374</b>	<b>\$ 136,677</b>	<b>\$ 164</b>	<b>\$ -</b>	<b>\$ -</b>
School Budget	\$ 1,516,072	\$ 135,705	\$ -	\$ -	\$ -
Substitutes	\$ 52,876	\$ 15	\$ 164	\$ -	\$ -
City Funds - Extracurriculars	\$ 2,426	\$ 958	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 875,735</b>	<b>\$ 49,142</b>	<b>\$ 16,576</b>	<b>\$ 7,974</b>	<b>\$ 12,264</b>
Special Education	\$ 554,208	\$ 16,200	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 278,669	\$ 23,357	\$ 16,576	\$ 7,974	\$ 12,264
Safety and Security	\$ 42,689	\$ 9,585	\$ -	\$ -	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 170	\$ -	\$ -	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 443,999</b>	<b>\$ 28,195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 228</b>
<b>Student Activity Funds</b>	<b>\$ 3,054</b>	<b>\$ 540</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 605</b>
<b>Achievement Component</b>					
Performance Index Score	67.27	NA	NA		
Performance Index Percent	56.06%	NA	NA		

**Cost Center** 0353CC  
**Cost Center Description** Marion C Seltzer

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,305,775</b>	<b>\$ 4,198,573</b>	<b>\$ 4,279,742</b>	<b>\$ 4,277,147</b>	<b>\$ 3,547,574</b>
<b><u>School Controlled</u></b>	<b>\$ 2,713,328</b>	<b>\$ 3,464,066</b>	<b>\$ 3,548,068</b>	<b>\$ 3,545,867</b>	<b>\$ 3,379,316</b>
School Budget	\$ 2,653,968	\$ 3,231,808	\$ 3,322,392	\$ 3,431,325	\$ 3,224,107
Substitutes	\$ 53,763	\$ 232,258	\$ 223,335	\$ 114,142	\$ 155,209
City Funds - Extracurriculars	\$ 5,597	\$ -	\$ 2,340	\$ 400	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 592,448</b>	<b>\$ 734,507</b>	<b>\$ 731,674</b>	<b>\$ 731,280</b>	<b>\$ 168,258</b>
Special Education	\$ 242,158	\$ 188,679	\$ 178,153	\$ 260,731	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 45,791	\$ 186,892	\$ 247,246	\$ 167,666	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 2,099	\$ 6,294	\$ 3,811	\$ 5,567	\$ -
Summer School	\$ -	\$ 0	\$ -	\$ -	\$ -
Facilities	\$ 253,014	\$ 275,301	\$ 248,237	\$ 262,271	\$ 168,258
Safety and Security	\$ 49,320	\$ 55,638	\$ 54,568	\$ 34,647	\$ -
Trades	\$ 66	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 21,703	\$ (341)	\$ 397	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 318,623</b>	<b>\$ 315,850</b>	<b>\$ 324,674</b>	<b>\$ 449,710</b>	<b>\$ 445,783</b>
<b>Student Activity Funds</b>	<b>\$ 1,862</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,296</b>
<b>Achievement Component</b>					
Performance Index Score	48.78	54.26	60.11		
Performance Index Percent	40.65%	45.22%	50.09%		

<b>Cost Center</b>	<b>0354CC</b>				
<b>Cost Center Description</b>	<b>Marion-Sterling</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 2,926,712</b>	<b>\$ 3,339,992</b>	<b>\$ 3,488,100</b>	<b>\$ 3,278,273</b>	<b>\$ 2,842,950</b>
<b><u>School Controlled</u></b>	<b>\$ 1,735,775</b>	<b>\$ 2,032,216</b>	<b>\$ 2,239,155</b>	<b>\$ 2,064,809</b>	<b>\$ 2,752,938</b>
School Budget	\$ 1,733,965	\$ 1,851,927	\$ 1,915,438	\$ 1,845,425	\$ 2,492,296
Substitutes	\$ 397	\$ 180,289	\$ 321,688	\$ 218,269	\$ 260,642
City Funds - Extracurriculars	\$ 1,414	\$ -	\$ 2,029	\$ 1,115	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,190,937</b>	<b>\$ 1,307,776</b>	<b>\$ 1,248,945</b>	<b>\$ 1,213,464</b>	<b>\$ 90,012</b>
Special Education	\$ 605,984	\$ 698,460	\$ 616,980	\$ 715,102	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 246,662	\$ 255,286	\$ 275,810	\$ 182,849	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 3,891	\$ 1,628	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 282,587	\$ 339,828	\$ 314,428	\$ 260,055	\$ 90,012
Safety and Security	\$ 43,153	\$ 10,311	\$ 39,829	\$ 49,472	\$ -
Trades	\$ 820	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 11,730	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 270	\$ 5,986	\$ -
Academic Resources	\$ -	\$ 72,615	\$ 23,250	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 520,906</b>	<b>\$ 630,020</b>	<b>\$ 504,848</b>	<b>\$ 344,544</b>	<b>\$ 182,319</b>
<b>Student Activity Funds</b>	<b>\$ 2,602</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,899</b>
<b>Achievement Component</b>					
Performance Index Score	49.03	53.91	57.75		
Performance Index Percent	40.86%	44.93%	48.12%		

**Cost Center** 0368CC  
**Cost Center Description** Miles

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,324,779</b>	<b>\$ 4,166,569</b>	<b>\$ 4,351,082</b>	<b>\$ 3,883,764</b>	<b>\$ 3,000,273</b>
<b><u>School Controlled</u></b>	<b>\$ 2,269,362</b>	<b>\$ 3,003,217</b>	<b>\$ 3,315,135</b>	<b>\$ 3,006,150</b>	<b>\$ 2,668,816</b>
School Budget	\$ 2,239,645	\$ 2,922,382	\$ 3,094,823	\$ 2,844,527	\$ 2,465,089
Substitutes	\$ 24,225	\$ 79,561	\$ 217,995	\$ 161,441	\$ 203,727
City Funds - Extracurriculars	\$ 5,492	\$ 1,275	\$ 2,317	\$ 181	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,055,417</b>	<b>\$ 1,163,351</b>	<b>\$ 1,035,946</b>	<b>\$ 877,614</b>	<b>\$ 331,458</b>
Special Education	\$ 562,004	\$ 590,083	\$ 545,289	\$ 446,081	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 7,797	\$ 2,865	\$ 5,424	\$ 8,734	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 1,816	\$ -	\$ 3,811	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 383,066	\$ 485,506	\$ 442,723	\$ 386,247	\$ 331,458
Safety and Security	\$ 86,461	\$ 84,516	\$ 37,874	\$ 32,937	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 14,078	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 194	\$ 381	\$ 826	\$ 3,615	\$ -
Academic Resources	\$ -	\$ 259	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 608,258</b>	<b>\$ 844,527</b>	<b>\$ 653,577</b>	<b>\$ 433,628</b>	<b>\$ 182,240</b>
<b>Student Activity Funds</b>	<b>\$ 1,718</b>	<b>\$ -</b>	<b>\$ 1,173</b>	<b>\$ -</b>	<b>\$ 2,854</b>
<b>Achievement Component</b>					
Performance Index Score	49.55	52.53	58.67		
Performance Index Percent	41.30%	43.77%	48.89%		

**Cost Center**                      **0372CC**  
**Cost Center Description**      **Miles Park**

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>3,514,414</b>	<b>\$ 4,787,196</b>	<b>\$ 4,314,348</b>	<b>\$ 4,029,856</b>	<b>\$ 3,406,626</b>
<b><u>School Controlled</u></b>	<b>\$</b>	<b>2,447,739</b>	<b>\$ 3,736,648</b>	<b>\$ 3,532,512</b>	<b>\$ 2,929,784</b>	<b>\$ 3,237,702</b>
School Budget	\$	2,373,481	\$ 3,595,035	\$ 3,399,470	\$ 2,834,633	\$ 3,111,908
Substitutes	\$	69,320	\$ 136,402	\$ 125,229	\$ 93,167	\$ 125,795
City Funds - Extracurriculars	\$	4,939	\$ 5,211	\$ 7,814	\$ 1,984	\$ -
<b><u>Centrally Managed</u></b>	<b>\$</b>	<b>1,066,675</b>	<b>\$ 1,050,548</b>	<b>\$ 781,836</b>	<b>\$ 1,100,073</b>	<b>\$ 168,923</b>
Special Education	\$	521,929	\$ 439,728	\$ 203,050	\$ 530,064	\$ -
Gifted & Talented	\$	-	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$	103,741	\$ 184,811	\$ 153,290	\$ 163,635	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	3,754	\$ 10,206	\$ 9,341	\$ 5,539	\$ -
Summer School	\$	-	\$ -	\$ -	\$ -	\$ -
Facilities	\$	339,550	\$ 297,137	\$ 300,724	\$ 300,464	\$ 168,923
Safety and Security	\$	97,700	\$ 118,666	\$ 105,347	\$ 100,370	\$ -
Trades	\$	-	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	-	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$	-	\$ -	\$ 10,084	\$ -	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>410,298</b>	<b>\$ 420,515</b>	<b>\$ 461,679</b>	<b>\$ 422,416</b>	<b>\$ 205,283</b>
<b>Student Activity Funds</b>	<b>\$</b>	<b>2,944</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,892</b>
<b>Achievement Component</b>						
Performance Index Score		43.97	44.95	48.49		
Performance Index Percent		36.64%	37.46%	40.41%		



**Cost Center** 0376CC  
**Cost Center Description** Michael R White

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,655,574</b>	<b>\$ 2,500,050</b>	<b>\$ 2,213,143</b>	<b>\$ 2,405,473</b>	<b>\$ 1,959,518</b>
<b><u>School Controlled</u></b>	<b>\$ 2,004,569</b>	<b>\$ 1,848,679</b>	<b>\$ 1,707,622</b>	<b>\$ 1,804,656</b>	<b>\$ 1,867,680</b>
School Budget	\$ 1,965,698	\$ 1,761,179	\$ 1,635,050	\$ 1,744,134	\$ 1,794,018
Substitutes	\$ 36,620	\$ 86,661	\$ 69,330	\$ 60,521	\$ 73,662
City Funds - Extracurriculars	\$ 2,252	\$ 838	\$ 3,242	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 651,005</b>	<b>\$ 651,372</b>	<b>\$ 505,521</b>	<b>\$ 600,817</b>	<b>\$ 91,838</b>
Special Education	\$ 294,372	\$ 323,395	\$ 196,757	\$ 274,019	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 1,816	\$ 4,506	\$ -	\$ 1,220	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 278,972	\$ 281,158	\$ 267,862	\$ 284,388	\$ 91,838
Safety and Security	\$ 37,799	\$ 42,313	\$ 38,041	\$ 41,191	\$ -
Trades	\$ 1,927	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 36,119	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 2,860	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ 387	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 231,175</b>	<b>\$ 389,365</b>	<b>\$ 359,229</b>	<b>\$ 163,944</b>	<b>\$ 90,496</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,457</b>
<b>Achievement Component</b>					
Performance Index Score	43.13	49.38	55.47		
Performance Index Percent	35.94%	41.15%	46.23%		

**Cost Center** 0396CC  
**Cost Center Description** Mound

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,455,093</b>	<b>\$ 3,918,208</b>	<b>\$ 3,458,615</b>	<b>\$ 3,430,671</b>	<b>\$ 3,722,902</b>
<b><u>School Controlled</u></b>	<b>\$ 2,830,785</b>	<b>\$ 3,330,644</b>	<b>\$ 2,951,249</b>	<b>\$ 2,971,707</b>	<b>\$ 3,559,205</b>
School Budget	\$ 2,804,754	\$ 3,258,150	\$ 2,794,170	\$ 2,880,755	\$ 3,451,323
Substitutes	\$ 23,234	\$ 72,494	\$ 155,018	\$ 88,693	\$ 107,882
City Funds - Extracurriculars	\$ 2,797	\$ -	\$ 2,062	\$ 2,258	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 624,307</b>	<b>\$ 587,564</b>	<b>\$ 507,365</b>	<b>\$ 458,964</b>	<b>\$ 163,697</b>
Special Education	\$ 216,735	\$ 47,351	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 37,601	\$ 131,195	\$ 74,408	\$ 71,386	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 9,506	\$ 13,168	\$ 9,946	\$ 2,240	\$ -
Summer School	\$ 331	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 312,157	\$ 350,933	\$ 379,485	\$ 364,264	\$ 163,697
Safety and Security	\$ 47,614	\$ 44,916	\$ 39,668	\$ 21,074	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 363	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 3,859	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 477,956</b>	<b>\$ 695,257</b>	<b>\$ 658,066</b>	<b>\$ 641,666</b>	<b>\$ 408,981</b>
<b>Student Activity Funds</b>	<b>\$ 12,346</b>	<b>\$ 277</b>	<b>\$ 1,773</b>	<b>\$ -</b>	<b>\$ 5,488</b>
<b>Achievement Component</b>					
Performance Index Score	41.17	45.07	46.52		
Performance Index Percent	34.31%	37.56%	38.77%		

<b>Cost Center</b>	<b>0404CC</b>				
<b>Cost Center Description</b>	<b>School Of One</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 2,040,558</b>	<b>\$ 2,377,649</b>	<b>\$ 2,427,837</b>	<b>\$ 2,447,230</b>	<b>\$ 2,395,502</b>
<b><u>School Controlled</u></b>	<b>\$ 2,038,082</b>	<b>\$ 2,375,790</b>	<b>\$ 2,228,855</b>	<b>\$ 2,396,362</b>	<b>\$ 2,395,502</b>
School Budget	\$ 2,031,232	\$ 2,356,174	\$ 2,187,492	\$ 2,376,662	\$ 2,366,735
Substitutes	\$ 6,850	\$ 19,617	\$ 41,363	\$ 19,700	\$ 28,767
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 2,476</b>	<b>\$ 1,859</b>	<b>\$ 198,982</b>	<b>\$ 50,867</b>	<b>\$ -</b>
Special Education	\$ -	\$ -	\$ -	\$ 32,622	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 2,146	\$ 1,859	\$ 188	\$ -	\$ -
Safety and Security	\$ 330	\$ -	\$ -	\$ -	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 198,795	\$ 18,245	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 290,819</b>	<b>\$ 277,947</b>	<b>\$ 313,572</b>	<b>\$ 263,363</b>	<b>\$ 337,420</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 461</b>
<b>Achievement Component</b>					
Performance Index Score	67.77	50.32	58.03		
Performance Index Percent	56.47%	41.94%	48.36%		

Cost Center	0411CC				
Cost Center Description	Nathan Hale				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,890,024</b>	<b>\$ 4,463,075</b>	<b>\$ 4,329,505</b>	<b>\$ 4,320,634</b>	<b>\$ 3,865,555</b>
<b><u>School Controlled</u></b>	<b>\$ 3,068,284</b>	<b>\$ 3,539,855</b>	<b>\$ 3,424,382</b>	<b>\$ 3,400,447</b>	<b>\$ 3,598,211</b>
School Budget	\$ 3,063,541	\$ 3,341,493	\$ 3,281,634	\$ 3,300,308	\$ 3,472,103
Substitutes	\$ -	\$ 195,714	\$ 137,416	\$ 98,357	\$ 126,108
City Funds - Extracurriculars	\$ 4,743	\$ 2,649	\$ 5,332	\$ 1,782	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 821,741</b>	<b>\$ 923,220</b>	<b>\$ 905,123</b>	<b>\$ 920,187</b>	<b>\$ 267,344</b>
Special Education	\$ 383,648	\$ 437,242	\$ 398,309	\$ 382,048	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 85,765	\$ 100,473	\$ 135,225	\$ 157,912	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 5,754	\$ 10,115	\$ 5,847	\$ 2,149	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 303,238	\$ 318,897	\$ 320,733	\$ 329,877	\$ 267,344
Safety and Security	\$ 43,335	\$ 45,079	\$ 44,562	\$ 46,812	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 11,413	\$ 447	\$ 1,390	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 523,040</b>	<b>\$ 541,608</b>	<b>\$ 550,353</b>	<b>\$ 413,095</b>	<b>\$ 199,282</b>
<b>Student Activity Funds</b>	<b>\$ 12,109</b>	<b>\$ -</b>	<b>\$ 5,403</b>	<b>\$ 750</b>	<b>\$ 23,868</b>
<b>Achievement Component</b>					
Performance Index Score	43.90	49.73	47.68		
Performance Index Percent	36.58%	41.44%	39.73%		

**Cost Center 0415CC****Cost Center Description Newton D Baker School of the Arts**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 4,365,691</b>	<b>\$ 5,666,726</b>	<b>\$ 6,104,953</b>	<b>\$ 6,227,802</b>	<b>\$ 3,643,371</b>
<b><u>School Controlled</u></b>	<b>\$ 2,606,524</b>	<b>\$ 3,657,582</b>	<b>\$ 4,161,427</b>	<b>\$ 4,103,756</b>	<b>\$ 3,566,257</b>
School Budget	\$ 2,551,714	\$ 3,490,966	\$ 4,059,726	\$ 4,007,795	\$ 3,459,337
Substitutes	\$ 50,896	\$ 166,616	\$ 95,709	\$ 95,255	\$ 106,920
City Funds - Extracurriculars	\$ 3,913	\$ -	\$ 5,992	\$ 707	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,759,168</b>	<b>\$ 2,009,144</b>	<b>\$ 1,943,525</b>	<b>\$ 2,124,046</b>	<b>\$ 77,113</b>
Special Education	\$ 1,270,044	\$ 1,430,750	\$ 1,283,274	\$ 1,500,214	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 142,781	\$ 162,914	\$ 187,314	\$ 185,239	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 2,747	\$ 4,400	\$ 4,942	\$ 4,395	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 288,632	\$ 325,364	\$ 351,761	\$ 318,154	\$ 77,113
Safety and Security	\$ 54,963	\$ 85,716	\$ 115,674	\$ 116,044	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 561	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 400,059</b>	<b>\$ 252,202</b>	<b>\$ 343,652</b>	<b>\$ 436,069</b>	<b>\$ 192,206</b>
<b>Student Activity Funds</b>	<b>\$ 14,908</b>	<b>\$ 2,122</b>	<b>\$ 1,000</b>	<b>\$ 2,527</b>	<b>\$ 3,922</b>
<b>Achievement Component</b>					
Performance Index Score	66.46	69.91	68.78		
Performance Index Percent	55.38%	58.26%	57.32%		

**Cost Center**                      **0428CC**  
**Cost Center Description**      **Oliver H Perry**

		<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b>General Operating Fund</b>	\$	<b>2,234,369</b>	\$ <b>2,853,719</b>	\$ <b>3,159,473</b>	\$ <b>2,794,428</b>	\$ <b>2,536,930</b>
<b><u>School Controlled</u></b>	\$	<b>1,491,453</b>	\$ <b>1,964,662</b>	\$ <b>2,182,076</b>	\$ <b>2,022,755</b>	\$ <b>2,116,100</b>
School Budget	\$	1,438,007	\$ 1,872,433	\$ 2,056,257	\$ 1,865,443	\$ 1,933,594
Substitutes	\$	53,276	\$ 89,502	\$ 121,036	\$ 155,396	\$ 182,507
City Funds - Extracurriculars	\$	171	\$ 2,727	\$ 4,783	\$ 1,916	\$ -
<b><u>Centrally Managed</u></b>	\$	<b>742,916</b>	\$ <b>889,057</b>	\$ <b>977,397</b>	\$ <b>771,672</b>	\$ <b>420,830</b>
Special Education	\$	232,484	\$ 392,378	\$ 436,251	\$ 281,140	\$ 210,595
Gifted & Talented	\$	105,606	\$ 3,474	\$ -	\$ -	\$ -
Early Childhood	\$	117,826	\$ 176,538	\$ 177,373	\$ 178,576	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	6,820	\$ 13,695	\$ 7,755	\$ 2,034	\$ -
Summer School	\$	-	\$ -	\$ -	\$ -	\$ -
Facilities	\$	243,631	\$ 250,765	\$ 308,523	\$ 304,753	\$ 210,235
Safety and Security	\$	35,812	\$ 47,302	\$ 47,107	\$ 5,169	\$ -
Trades	\$	723	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	-	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$	13	\$ 4,905	\$ 389	\$ -	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	<b>291,483</b>	\$ <b>271,629</b>	\$ <b>152,586</b>	\$ <b>373,546</b>	\$ <b>193,332</b>
<b>Student Activity Funds</b>	\$	<b>12,456</b>	\$ <b>50</b>	\$ <b>-</b>	\$ <b>2,718</b>	\$ <b>5,945</b>
<b>Achievement Component</b>						
Performance Index Score		58.03	50.46	50.04		
Performance Index Percent		48.36%	42.05%	41.70%		

**Cost Center**                      **0436CC**  
**Cost Center Description**      **Orchard**

		<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b>General Operating Fund</b>	\$	<b>3,839,628</b>	\$ <b>4,495,956</b>	\$ <b>4,557,826</b>	\$ <b>4,682,124</b>	\$ <b>4,055,763</b>
<b><u>School Controlled</u></b>	\$	<b>3,110,531</b>	\$ <b>3,626,463</b>	\$ <b>3,624,222</b>	\$ <b>3,557,763</b>	\$ <b>3,579,418</b>
School Budget	\$	3,065,383	\$ 3,489,957	\$ 3,448,939	\$ 3,335,680	\$ 3,328,280
Substitutes	\$	42,886	\$ 133,433	\$ 169,956	\$ 218,663	\$ 251,138
City Funds - Extracurriculars	\$	2,262	\$ 3,074	\$ 5,327	\$ 3,420	\$ -
<b><u>Centrally Managed</u></b>	\$	<b>729,097</b>	\$ <b>869,492</b>	\$ <b>933,604</b>	\$ <b>1,124,360</b>	\$ <b>476,345</b>
Special Education	\$	445,802	\$ 536,803	\$ 542,221	\$ 791,319	\$ 315,893
Gifted & Talented	\$	-	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$	3,496	\$ 3,083	\$ 11,080	\$ 5,980	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	-	\$ 6,417	\$ 5,715	\$ 3,329	\$ -
Summer School	\$	-	\$ -	\$ -	\$ -	\$ -
Facilities	\$	249,766	\$ 309,375	\$ 331,655	\$ 282,635	\$ 160,452
Safety and Security	\$	28,281	\$ 13,815	\$ 42,521	\$ 41,098	\$ -
Trades	\$	-	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	575	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$	1,178	\$ -	\$ 411	\$ -	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	<b>546,635</b>	\$ <b>492,701</b>	\$ <b>491,024</b>	\$ <b>541,208</b>	\$ <b>491,080</b>
<b>Student Activity Funds</b>	\$	<b>3,407</b>	\$ <b>992</b>	\$ <b>-</b>	\$ <b>-</b>	\$ <b>6,376</b>
<b>Achievement Component</b>						
Performance Index Score		59.90	61.25	61.47		
Performance Index Percent		49.92%	51.04%	51.23%		

<b>Cost Center</b>	<b>0448CC</b>				
<b>Cost Center Description</b>	<b>Patrick Henry</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 2,901,633</b>	<b>\$ 3,251,186</b>	<b>\$ 2,893,944</b>	<b>\$ 2,629,522</b>	<b>\$ 2,316,543</b>
<b><u>School Controlled</u></b>	<b>\$ 2,195,088</b>	<b>\$ 2,404,733</b>	<b>\$ 2,204,002</b>	<b>\$ 2,088,078</b>	<b>\$ 2,169,922</b>
School Budget	\$ 2,086,602	\$ 2,201,450	\$ 2,072,929	\$ 1,990,583	\$ 2,042,136
Substitutes	\$ 106,156	\$ 202,683	\$ 128,750	\$ 95,179	\$ 127,786
City Funds - Extracurriculars	\$ 2,331	\$ 600	\$ 2,323	\$ 2,317	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 706,545</b>	<b>\$ 846,453</b>	<b>\$ 689,942</b>	<b>\$ 541,443</b>	<b>\$ 146,622</b>
Special Education	\$ 184,781	\$ 177,346	\$ 64,654	\$ 75,599	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 116,435	\$ 130,500	\$ 142,865	\$ 33,233	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 6,766	\$ 7,883	\$ 5,111	\$ 1,880	\$ -
Summer School	\$ 1,093	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 341,030	\$ 318,191	\$ 401,025	\$ 371,595	\$ 146,622
Safety and Security	\$ 50,047	\$ 48,593	\$ 59,035	\$ 58,105	\$ -
Trades	\$ 89	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 6,303	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 163,940	\$ 17,251	\$ 1,032	\$ -
Academic Resources	\$ -	\$ 921	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 772,836</b>	<b>\$ 738,617</b>	<b>\$ 1,145,665</b>	<b>\$ 1,031,944</b>	<b>\$ 769,668</b>
<b>Student Activity Funds</b>	<b>\$ 901</b>	<b>\$ 566</b>	<b>\$ 458</b>	<b>\$ 523</b>	<b>\$ 887</b>
<b>Achievement Component</b>					
Performance Index Score	39.26	40.23	41.14		
Performance Index Percent	32.72%	33.53%	34.28%		



**Cost Center** 0451CC  
**Cost Center Description** Paul L Dunbar

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,347,378</b>	<b>\$ 4,060,949</b>	<b>\$ 4,014,488</b>	<b>\$ 3,997,877</b>	<b>\$ 2,917,869</b>
<b><u>School Controlled</u></b>	<b>\$ 2,259,429</b>	<b>\$ 2,907,455</b>	<b>\$ 2,939,538</b>	<b>\$ 2,892,061</b>	<b>\$ 2,787,271</b>
School Budget	\$ 2,240,467	\$ 2,844,505	\$ 2,839,931	\$ 2,815,148	\$ 2,697,442
Substitutes	\$ 17,664	\$ 62,021	\$ 98,807	\$ 73,374	\$ 89,829
City Funds - Extracurriculars	\$ 1,298	\$ 929	\$ 800	\$ 3,539	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,087,949</b>	<b>\$ 1,153,494</b>	<b>\$ 1,074,950</b>	<b>\$ 1,105,816</b>	<b>\$ 130,598</b>
Special Education	\$ 679,464	\$ 769,491	\$ 647,342	\$ 760,773	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 28,527	\$ 64,759	\$ 79,365	\$ 41,094	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 2,456	\$ 4,312	\$ 3,812	\$ -	\$ -
Summer School	\$ 710	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 311,911	\$ 249,991	\$ 288,185	\$ 244,868	\$ 130,598
Safety and Security	\$ 56,057	\$ 64,941	\$ 55,817	\$ 54,984	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 8,824	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 429	\$ 4,097	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 699,451</b>	<b>\$ 640,823</b>	<b>\$ 753,265</b>	<b>\$ 768,104</b>	<b>\$ 254,210</b>
<b>Student Activity Funds</b>	<b>\$ 1,021</b>	<b>\$ -</b>	<b>\$ 7,677</b>	<b>\$ 6,652</b>	<b>\$ 4,182</b>
<b>Achievement Component</b>					
Performance Index Score	72.20	77.80	80.57		
Performance Index Percent	60.17%	64.83%	67.14%		

**Cost Center** 0482CC  
**Cost Center Description** Robert H Jamison

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,186,410</b>	<b>\$ 3,383,520</b>	<b>\$ 3,235,924</b>	<b>\$ 3,504,873</b>	<b>\$ 3,305,328</b>
<b><u>School Controlled</u></b>	<b>\$ 2,232,448</b>	<b>\$ 2,413,699</b>	<b>\$ 2,411,200</b>	<b>\$ 2,642,445</b>	<b>\$ 3,172,258</b>
School Budget	\$ 2,226,541	\$ 2,316,482	\$ 2,234,092	\$ 2,521,907	\$ 3,016,504
Substitutes	\$ 2,432	\$ 97,217	\$ 173,965	\$ 120,537	\$ 155,754
City Funds - Extracurriculars	\$ 3,476	\$ -	\$ 3,143	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 953,962</b>	<b>\$ 969,821</b>	<b>\$ 824,723</b>	<b>\$ 862,429</b>	<b>\$ 133,070</b>
Special Education	\$ 478,768	\$ 447,779	\$ 345,298	\$ 384,165	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 90,038	\$ 129,231	\$ 102,819	\$ 143,420	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 3,753	\$ 9,736	\$ 6,699	\$ 3,286	\$ -
Summer School	\$ 457	\$ (296)	\$ -	\$ -	\$ -
Facilities	\$ 333,534	\$ 339,034	\$ 298,526	\$ 288,629	\$ 133,070
Safety and Security	\$ 45,874	\$ 44,336	\$ 28,940	\$ 42,929	\$ -
Trades	\$ 119	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 1,420	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 42,441	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ 9,477	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 1,015,228</b>	<b>\$ 876,889</b>	<b>\$ 1,318,208</b>	<b>\$ 1,211,184</b>	<b>\$ 973,515</b>
<b>Student Activity Funds</b>	<b>\$ 293</b>	<b>\$ 325</b>	<b>\$ 1,479</b>	<b>\$ -</b>	<b>\$ 6,105</b>
<b>Achievement Component</b>					
Performance Index Score	44.59	43.23	46.49		
Performance Index Percent	37.16%	36.02%	38.74%		

**Cost Center**                      **0485CC**  
**Cost Center Description**      **Riverside**

		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>
		<b>Actual</b>		<b>Actual</b>		<b>Actual</b>		<b>Est. Actual</b>		<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>3,980,657</b>	<b>\$</b>	<b>5,000,319</b>	<b>\$</b>	<b>4,736,034</b>	<b>\$</b>	<b>5,042,675</b>	<b>\$</b>	<b>3,448,175</b>
<b><u>School Controlled</u></b>	<b>\$</b>	<b>2,474,277</b>	<b>\$</b>	<b>3,189,257</b>	<b>\$</b>	<b>3,194,976</b>	<b>\$</b>	<b>3,168,534</b>	<b>\$</b>	<b>3,039,418</b>
School Budget	\$	2,471,042	\$	3,062,896	\$	3,088,752	\$	3,059,012	\$	2,907,673
Substitutes	\$	171	\$	126,174	\$	100,978	\$	107,157	\$	131,745
City Funds - Extracurriculars	\$	3,064	\$	188	\$	5,246	\$	2,365	\$	-
<b><u>Centrally Managed</u></b>	<b>\$</b>	<b>1,506,380</b>	<b>\$</b>	<b>1,811,062</b>	<b>\$</b>	<b>1,541,058</b>	<b>\$</b>	<b>1,874,141</b>	<b>\$</b>	<b>408,757</b>
Special Education	\$	681,576	\$	790,217	\$	480,305	\$	781,559	\$	210,595
Gifted & Talented	\$	395,709	\$	508,580	\$	533,925	\$	545,473	\$	-
Early Childhood	\$	152,131	\$	176,443	\$	189,640	\$	153,572	\$	-
Humanware / SEL	\$	-	\$	-	\$	-	\$	-	\$	-
Athletics & Extracurriculars	\$	7,263	\$	10,629	\$	10,388	\$	5,230	\$	-
Summer School	\$	-	\$	-	\$	-	\$	-	\$	-
Facilities	\$	259,529	\$	251,144	\$	258,950	\$	312,969	\$	198,162
Safety and Security	\$	6,458	\$	70,949	\$	67,381	\$	74,994	\$	-
Trades	\$	-	\$	-	\$	-	\$	-	\$	-
Department Budget	\$	3,713	\$	-	\$	-	\$	-	\$	-
Grievances & Settlements	\$	-	\$	3,100	\$	470	\$	343	\$	-
Academic Resources	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>589,218</b>	<b>\$</b>	<b>258,502</b>	<b>\$</b>	<b>465,379</b>	<b>\$</b>	<b>572,499</b>	<b>\$</b>	<b>248,289</b>
<b>Student Activity Funds</b>	<b>\$</b>	<b>519</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>1,275</b>	<b>\$</b>	<b>5,670</b>
<b>Achievement Component</b>										
Performance Index Score		75.14		80.55		79.02				
Performance Index Percent		62.61%		67.12%		65.85%				

**Cost Center** 0487CC  
**Cost Center Description** Robinson G Jones

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 4,793,642</b>	<b>\$ 5,697,664</b>	<b>\$ 5,367,899</b>	<b>\$ 5,031,209</b>	<b>\$ 3,824,498</b>
<b><u>School Controlled</u></b>	<b>\$ 3,369,143</b>	<b>\$ 4,036,241</b>	<b>\$ 4,076,774</b>	<b>\$ 3,653,758</b>	<b>\$ 3,703,236</b>
School Budget	\$ 3,360,817	\$ 3,893,544	\$ 3,936,282	\$ 3,454,968	\$ 3,443,335
Substitutes	\$ 3,413	\$ 141,377	\$ 137,880	\$ 197,602	\$ 259,900
City Funds - Extracurriculars	\$ 4,913	\$ 1,320	\$ 2,613	\$ 1,188	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,424,500</b>	<b>\$ 1,661,423</b>	<b>\$ 1,291,125</b>	<b>\$ 1,377,452</b>	<b>\$ 121,263</b>
Special Education	\$ 873,108	\$ 910,014	\$ 698,247	\$ 768,398	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 44,799	\$ 109,974	\$ 57,753	\$ 122,190	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 4,112	\$ 7,479	\$ 6,487	\$ 6,452	\$ -
Summer School	\$ 788	\$ (4)	\$ -	\$ -	\$ -
Facilities	\$ 383,014	\$ 502,239	\$ 469,305	\$ 430,404	\$ 121,263
Safety and Security	\$ 112,029	\$ 129,678	\$ 56,655	\$ 50,007	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 6,650	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 2,043	\$ 2,678	\$ -	\$ -
Academic Resources	\$ -	\$ 25,196	\$ 17,051	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 796,687</b>	<b>\$ 621,618</b>	<b>\$ 622,312</b>	<b>\$ 723,609</b>	<b>\$ 270,434</b>
<b>Student Activity Funds</b>	<b>\$ 12,015</b>	<b>\$ 7,700</b>	<b>\$ 5,020</b>	<b>\$ 1,255</b>	<b>\$ 5,908</b>
<b>Achievement Component</b>					
Performance Index Score	64.19	63.85	74.50		
Performance Index Percent	53.49%	53.21%	62.08%		

**Cost Center**  
**Cost Center Description**

**0500CC**  
**Scranton**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,773,621</b>	<b>\$ 4,559,282</b>	<b>\$ 4,716,601</b>	<b>\$ 4,576,398</b>	<b>\$ 4,459,503</b>
<b><u>School Controlled</u></b>	<b>\$ 3,042,697</b>	<b>\$ 3,791,172</b>	<b>\$ 3,897,856</b>	<b>\$ 3,861,639</b>	<b>\$ 4,366,904</b>
School Budget	\$ 3,038,639	\$ 3,589,194	\$ 3,767,453	\$ 3,789,423	\$ 4,277,445
Substitutes	\$ 97	\$ 196,631	\$ 125,402	\$ 68,451	\$ 89,459
City Funds - Extracurriculars	\$ 3,962	\$ 5,347	\$ 5,001	\$ 3,765	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 730,923</b>	<b>\$ 768,109</b>	<b>\$ 818,745</b>	<b>\$ 714,760</b>	<b>\$ 92,598</b>
Special Education	\$ 435,996	\$ 443,719	\$ 472,023	\$ 368,595	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 42,401	\$ 94,027	\$ 107,019	\$ 97,151	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 6,609	\$ 3,810	\$ 4,356	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 195,903	\$ 220,218	\$ 235,102	\$ 244,657	\$ 92,598
Safety and Security	\$ 54,627	\$ 3,536	\$ -	\$ -	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 1,997	\$ -	\$ 792	\$ -	\$ -
Academic Resources	\$ -	\$ 11	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 364,932</b>	<b>\$ 344,656</b>	<b>\$ 364,075</b>	<b>\$ 529,813</b>	<b>\$ 287,546</b>
<b>Student Activity Funds</b>	<b>\$ 1,716</b>	<b>\$ 4,127</b>	<b>\$ 1,980</b>	<b>\$ 2,602</b>	<b>\$ 35,190</b>
<b>Achievement Component</b>					
Performance Index Score	59.20	65.06	59.64		
Performance Index Percent	49.34%	54.22%	49.70%		

**Cost Center** 0532CC  
**Cost Center Description** Sunbeam

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,924,703</b>	<b>\$ 4,965,559</b>	<b>\$ 5,171,221</b>	<b>\$ 5,311,449</b>	<b>\$ 4,008,434</b>
<b><u>School Controlled</u></b>	<b>\$ 1,924,710</b>	<b>\$ 2,736,177</b>	<b>\$ 3,352,985</b>	<b>\$ 3,105,046</b>	<b>\$ 3,686,385</b>
School Budget	\$ 1,922,365	\$ 2,427,559	\$ 3,051,795	\$ 2,883,604	\$ 3,424,553
Substitutes	\$ 908	\$ 304,822	\$ 297,740	\$ 218,294	\$ 261,832
City Funds - Extracurriculars	\$ 1,437	\$ 3,796	\$ 3,450	\$ 3,148	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,999,992</b>	<b>\$ 2,229,382</b>	<b>\$ 1,818,236</b>	<b>\$ 2,206,403</b>	<b>\$ 322,050</b>
Special Education	\$ 1,729,416	\$ 1,811,053	\$ 1,331,608	\$ 1,807,339	\$ 105,298
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 40,108	\$ 62,279	\$ 62,522	\$ 15,216	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 2,496	\$ -	\$ 1,072	\$ -
Summer School	\$ -	\$ 0	\$ -	\$ -	\$ -
Facilities	\$ 178,872	\$ 293,206	\$ 422,655	\$ 255,935	\$ 216,752
Safety and Security	\$ 51,268	\$ 53,579	\$ 970	\$ -	\$ -
Trades	\$ 280	\$ 75	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ 125,399	\$ -
Grievances & Settlements	\$ 49	\$ 6,695	\$ 481	\$ 1,442	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 898,759</b>	<b>\$ 925,211</b>	<b>\$ 830,289</b>	<b>\$ 806,605</b>	<b>\$ 505,266</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ 3,112</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,652</b>
<b>Achievement Component</b>					
Performance Index Score	45.55	50.35	45.91		
Performance Index Percent	37.96%	41.96%	38.25%		

**Cost Center 0537CC****Cost Center Description Thomas Jefferson International Newcomers Academy**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 4,982,630</b>	<b>\$ 6,215,614</b>	<b>\$ 6,356,526</b>	<b>\$ 6,084,930</b>	<b>\$ 4,965,570</b>
<b><u>School Controlled</u></b>	<b>\$ 4,363,727</b>	<b>\$ 5,380,107</b>	<b>\$ 5,624,246</b>	<b>\$ 5,285,950</b>	<b>\$ 4,680,938</b>
School Budget	\$ 4,311,203	\$ 5,257,349	\$ 5,398,001	\$ 5,158,171	\$ 4,508,299
Substitutes	\$ 50,504	\$ 120,784	\$ 223,266	\$ 125,954	\$ 172,639
City Funds - Extracurriculars	\$ 2,020	\$ 1,974	\$ 2,980	\$ 1,825	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 618,903</b>	<b>\$ 835,507</b>	<b>\$ 732,280</b>	<b>\$ 798,980</b>	<b>\$ 284,632</b>
Special Education	\$ 121,963	\$ 178,586	\$ 72,443	\$ 174,558	\$ 105,298
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 44,913	\$ 118,623	\$ 170,105	\$ 166,055	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 9,470	\$ (75)	\$ 6,025	\$ -
Summer School	\$ 919	\$ 0	\$ -	\$ -	\$ -
Facilities	\$ 318,891	\$ 338,039	\$ 337,842	\$ 297,411	\$ 179,334
Safety and Security	\$ 128,952	\$ 190,790	\$ 151,353	\$ 148,959	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ 3,266	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 612	\$ 5,971	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 433,547</b>	<b>\$ 739,585</b>	<b>\$ 808,389</b>	<b>\$ 878,746</b>	<b>\$ 91,192</b>
<b>Student Activity Funds</b>	<b>\$ 5,510</b>	<b>\$ -</b>	<b>\$ 11,649</b>	<b>\$ 3,757</b>	<b>\$ 15,061</b>
<b>Achievement Component</b>					
Performance Index Score	NA	33.16	40.67		
Performance Index Percent	NA	27.63%	33.89%		

<b>Cost Center</b>	<b>0544CC</b>					
<b>Cost Center Description</b>	<b>Tremont Montessori</b>					
	<b>2017</b>		<b>2018</b>		<b>2019</b>	<b>2020</b>
	<b>Actual</b>		<b>Actual</b>		<b>Actual</b>	<b>Est. Actual</b>
						<b>2021</b>
						<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 4,877,953</b>	<b>\$ 5,597,471</b>	<b>\$ 5,327,383</b>	<b>\$ 5,108,695</b>	<b>\$ 3,616,210</b>	
<b><u>School Controlled</u></b>	<b>\$ 3,414,889</b>	<b>\$ 3,843,211</b>	<b>\$ 3,721,478</b>	<b>\$ 3,327,116</b>	<b>\$ 3,313,023</b>	
School Budget	\$ 3,413,929	\$ 3,604,224	\$ 3,528,813	\$ 3,097,402	\$ 3,037,404	
Substitutes	\$ -	\$ 234,455	\$ 186,925	\$ 226,117	\$ 275,619	
City Funds - Extracurriculars	\$ 960	\$ 4,532	\$ 5,740	\$ 3,598	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 1,463,064</b>	<b>\$ 1,754,260</b>	<b>\$ 1,605,904</b>	<b>\$ 1,781,579</b>	<b>\$ 303,187</b>	
Special Education	\$ 931,064	\$ 969,215	\$ 600,509	\$ 887,554	\$ 210,595	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ 124,515	\$ 360,697	\$ 569,350	\$ 521,120	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ 1,816	\$ 2,039	\$ -	\$ -	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 316,678	\$ 332,357	\$ 380,355	\$ 323,756	\$ 92,592	
Safety and Security	\$ 88,531	\$ 89,677	\$ 54,139	\$ 48,114	\$ -	
Trades	\$ 460	\$ 276	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ -	\$ -	\$ 1,552	\$ 1,036	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 760,942</b>	<b>\$ 817,686</b>	<b>\$ 921,726</b>	<b>\$ 901,587</b>	<b>\$ 1,008,728</b>	
<b>Student Activity Funds</b>	<b>\$ 16,925</b>	<b>\$ 3,951</b>	<b>\$ 7,443</b>	<b>\$ 4,803</b>	<b>\$ 24,740</b>	
<b>Achievement Component</b>						
Performance Index Score	70.24	64.30	67.87			
Performance Index Percent	58.53%	53.59%	56.56%			



<b>Cost Center</b>	<b>0550CC</b>					
<b>Cost Center Description</b>	<b>Valley View Boys Leadership Academy</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 2,475,701</b>	<b>\$ 2,827,099</b>	<b>\$ 2,923,026</b>	<b>\$ 2,514,365</b>	<b>\$ 1,730,671</b>	
<b><u>School Controlled</u></b>	<b>\$ 2,054,529</b>	<b>\$ 2,283,797</b>	<b>\$ 2,324,693</b>	<b>\$ 2,051,696</b>	<b>\$ 1,596,600</b>	
School Budget	\$ 2,051,816	\$ 2,258,533	\$ 2,251,620	\$ 2,013,956	\$ 1,558,324	
Substitutes	\$ 2,713	\$ 25,264	\$ 72,777	\$ 34,387	\$ 38,277	
City Funds - Extracurriculars	\$ -	\$ -	\$ 296	\$ 3,353	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 421,173</b>	<b>\$ 543,302</b>	<b>\$ 598,333</b>	<b>\$ 462,669</b>	<b>\$ 134,071</b>	
Special Education	\$ 54,373	\$ 72,680	\$ 107,554	\$ 98,546	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ 86,056	\$ 176,212	\$ 174,119	\$ 117,104	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ 1,930	\$ 5,871	\$ 5,935	\$ 4,007	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 212,485	\$ 196,977	\$ 275,183	\$ 214,948	\$ 134,071	
Safety and Security	\$ 65,887	\$ 71,685	\$ 35,283	\$ 10,658	\$ -	
Trades	\$ -	\$ -	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -	
Grievances & Settlements	\$ 441	\$ 19,876	\$ 258	\$ 17,405	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 129,367</b>	<b>\$ 122,748</b>	<b>\$ 121,173</b>	<b>\$ 155,701</b>	<b>\$ 112,564</b>	
<b>Student Activity Funds</b>	<b>\$ 1,044</b>	<b>\$ -</b>	<b>\$ 1,725</b>	<b>\$ 3,337</b>	<b>\$ 2,271</b>	
<b>Achievement Component</b>						
Performance Index Score	66.94	72.07	76.82			
Performance Index Percent	55.78%	60.06%	64.02%			

**Cost Center** 0556CC  
**Cost Center Description** Wade Park

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,456,842</b>	<b>\$ 3,944,526</b>	<b>\$ 3,814,406</b>	<b>\$ 4,013,157</b>	<b>\$ 4,061,476</b>
<b><u>School Controlled</u></b>	<b>\$ 2,394,235</b>	<b>\$ 2,726,979</b>	<b>\$ 2,706,594</b>	<b>\$ 2,883,158</b>	<b>\$ 3,924,531</b>
School Budget	\$ 2,316,633	\$ 2,479,457	\$ 2,360,348	\$ 2,637,749	\$ 3,634,787
Substitutes	\$ 73,288	\$ 246,890	\$ 341,335	\$ 244,921	\$ 289,744
City Funds - Extracurriculars	\$ 4,314	\$ 631	\$ 4,911	\$ 488	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,062,607</b>	<b>\$ 1,217,547</b>	<b>\$ 1,107,812</b>	<b>\$ 1,129,999</b>	<b>\$ 136,945</b>
Special Education	\$ 390,626	\$ 455,794	\$ 392,494	\$ 378,392	\$ -
Gifted & Talented	\$ 248,528	\$ 299,735	\$ 248,420	\$ 286,566	\$ -
Early Childhood	\$ 123,400	\$ 127,292	\$ 141,183	\$ 146,220	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 2,130	\$ 4,603	\$ 6,693	\$ 6,306	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 258,665	\$ 287,240	\$ 274,062	\$ 270,007	\$ 136,945
Safety and Security	\$ 39,112	\$ 40,818	\$ 44,530	\$ 42,507	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 146	\$ 2,064	\$ 430	\$ -	\$ -
Academic Resources	\$ -	\$ 111	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 429,350</b>	<b>\$ 515,062</b>	<b>\$ 597,689</b>	<b>\$ 511,407</b>	<b>\$ 236,128</b>
<b>Student Activity Funds</b>	<b>\$ 16,307</b>	<b>\$ -</b>	<b>\$ 16,440</b>	<b>\$ 34,655</b>	<b>\$ 20,741</b>
<b>Achievement Component</b>					
Performance Index Score	47.07	55.25	56.49		
Performance Index Percent	39.22%	46.04%	47.08%		

**Cost Center** 0560CC  
**Cost Center Description** Walton

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,053,186</b>	<b>\$ 2,631,315</b>	<b>\$ 2,654,017</b>	<b>\$ 2,584,438</b>	<b>\$ 2,271,614</b>
<b><u>School Controlled</u></b>	<b>\$ 1,622,752</b>	<b>\$ 2,096,079</b>	<b>\$ 2,152,742</b>	<b>\$ 2,060,019</b>	<b>\$ 2,270,743</b>
School Budget	\$ 1,622,969	\$ 1,901,342	\$ 1,899,095	\$ 1,936,013	\$ 2,270,743
Substitutes	\$ 512	\$ 194,210	\$ 253,321	\$ 122,627	\$ -
City Funds - Extracurriculars	\$ (730)	\$ 526	\$ 325	\$ 1,379	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 430,434</b>	<b>\$ 535,237</b>	<b>\$ 501,275</b>	<b>\$ 524,419</b>	<b>\$ 871</b>
Special Education	\$ 79,475	\$ 115,192	\$ 64,865	\$ 128,696	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 65,053	\$ 125,853	\$ 138,029	\$ 101,709	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 1,907	\$ 4,741	\$ 4,941	\$ 1,187	\$ -
Summer School	\$ -	\$ -	\$ 0	\$ -	\$ -
Facilities	\$ 275,394	\$ 282,188	\$ 293,193	\$ 292,828	\$ 871
Safety and Security	\$ 2,734	\$ -	\$ -	\$ -	\$ -
Trades	\$ 509	\$ 543	\$ -	\$ -	\$ -
Department Budget	\$ 5,362	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 6,720	\$ 247	\$ -	\$ -
Academic Resources	\$ -	\$ 443	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 308,917</b>	<b>\$ 142,405</b>	<b>\$ 164,284</b>	<b>\$ 215,175</b>	<b>\$ 120,301</b>
<b>Student Activity Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 909</b>
<b>Achievement Component</b>					
Performance Index Score	52.65	51.48	52.42		
Performance Index Percent	43.88%	42.90%	43.68%		

Cost Center 0572CC

Cost Center Description Warner Girls Leadership Academy

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,425,878</b>	<b>\$ 4,438,617</b>	<b>\$ 4,413,600</b>	<b>\$ 3,948,003</b>	<b>\$ 2,868,465</b>
<b><u>School Controlled</u></b>	<b>\$ 2,837,611</b>	<b>\$ 3,684,231</b>	<b>\$ 3,751,197</b>	<b>\$ 3,264,858</b>	<b>\$ 2,691,571</b>
School Budget	\$ 2,808,530	\$ 3,547,454	\$ 3,616,094	\$ 3,171,928	\$ 2,590,478
Substitutes	\$ 22,471	\$ 133,950	\$ 129,622	\$ 85,781	\$ 101,093
City Funds - Extracurriculars	\$ 6,609	\$ 2,827	\$ 5,481	\$ 7,148	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 588,267</b>	<b>\$ 754,386</b>	<b>\$ 662,403</b>	<b>\$ 683,145</b>	<b>\$ 176,894</b>
Special Education	\$ 11,116	\$ 39,698	\$ 27,145	\$ 65,618	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 195,840	\$ 212,803	\$ 219,632	\$ 224,266	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 6,336	\$ 15,431	\$ 10,794	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 316,693	\$ 373,684	\$ 345,564	\$ 307,299	\$ 176,894
Safety and Security	\$ 58,229	\$ 61,167	\$ 57,399	\$ 60,157	\$ -
Trades	\$ 53	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 51,604	\$ 1,870	\$ 25,805	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 217,969</b>	<b>\$ 242,697</b>	<b>\$ 318,703</b>	<b>\$ 371,158</b>	<b>\$ 145,555</b>
<b>Student Activity Funds</b>	<b>\$ 21,814</b>	<b>\$ 64</b>	<b>\$ 21,034</b>	<b>\$ 3,162</b>	<b>\$ 21,224</b>
<b>Achievement Component</b>					
Performance Index Score	64.57	64.47	60.88		
Performance Index Percent	53.81%	53.72%	50.73%		

Cost Center 0587CC

Cost Center Description Washington Park Environmental Studies

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,800,476</b>	<b>\$ 3,505,583</b>	<b>\$ 3,554,847</b>	<b>\$ 3,385,222</b>	<b>\$ -</b>
<b><u>School Controlled</u></b>	<b>\$ 2,338,071</b>	<b>\$ 2,803,667</b>	<b>\$ 2,805,307</b>	<b>\$ 2,664,009</b>	<b>\$ -</b>
School Budget	\$ 2,320,267	\$ 2,719,647	\$ 2,700,795	\$ 2,573,784	\$ -
Substitutes	\$ 14,629	\$ 84,020	\$ 104,512	\$ 90,226	\$ -
City Funds - Extracurriculars	\$ 3,174	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 462,406</b>	<b>\$ 701,916</b>	<b>\$ 749,540</b>	<b>\$ 721,213</b>	<b>\$ -</b>
Special Education	\$ 245,809	\$ 267,785	\$ 281,015	\$ 278,102	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 5,057	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 3,631	\$ 3,800	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 103,673	\$ 319,446	\$ 365,342	\$ 347,688	\$ -
Safety and Security	\$ 103,407	\$ 92,784	\$ 101,465	\$ 95,363	\$ -
Trades	\$ 731	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 97	\$ 18,101	\$ 1,718	\$ 60	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 625,516</b>	<b>\$ 178,683</b>	<b>\$ 280,670</b>	<b>\$ 264,329</b>	<b>\$ 132,199</b>
<b>Student Activity Funds</b>	<b>\$ 867</b>	<b>\$ 31,548</b>	<b>\$ 29,370</b>	<b>\$ 20,587</b>	<b>\$ 75,731</b>
<b>Achievement Component</b>					
Performance Index Score	53.35	42.32	46.61		
Performance Index Percent	44.46%	35.27%	38.84%		

**Cost Center** 0596CC  
**Cost Center Description** Waverly

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,800,476</b>	<b>\$ 3,407,367</b>	<b>\$ 3,451,526</b>	<b>\$ 3,435,856</b>	<b>\$ 2,853,771</b>
<b><u>School Controlled</u></b>	<b>\$ 2,338,071</b>	<b>\$ 2,691,198</b>	<b>\$ 2,639,314</b>	<b>\$ 2,546,374</b>	<b>\$ 2,438,800</b>
School Budget	\$ 2,320,267	\$ 2,580,638	\$ 2,552,081	\$ 2,394,157	\$ 2,252,487
Substitutes	\$ 14,629	\$ 108,985	\$ 86,470	\$ 152,216	\$ 186,313
City Funds - Extracurriculars	\$ 3,174	\$ 1,575	\$ 763	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 462,406</b>	<b>\$ 716,169</b>	<b>\$ 812,213</b>	<b>\$ 889,482</b>	<b>\$ 414,971</b>
Special Education	\$ 245,809	\$ 428,279	\$ 480,480	\$ 535,427	\$ 210,595
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 5,057	\$ 5,923	\$ 62,185	\$ 65,607	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 3,631	\$ 5,069	\$ 2,986	\$ 962	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 103,673	\$ 172,566	\$ 211,290	\$ 279,051	\$ 204,376
Safety and Security	\$ 103,407	\$ 104,332	\$ 54,772	\$ 8,435	\$ -
Trades	\$ 731	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 97	\$ -	\$ 500	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 625,516</b>	<b>\$ 547,931</b>	<b>\$ 495,154</b>	<b>\$ 400,386</b>	<b>\$ 310,524</b>
<b>Student Activity Funds</b>	<b>\$ 867</b>	<b>\$ -</b>	<b>\$ 354</b>	<b>\$ -</b>	<b>\$ 12,462</b>
<b>Achievement Component</b>					
Performance Index Score	58.75	55.52	49.94		
Performance Index Percent	48.96%	46.27%	41.61%		

**Cost Center**                      **0605CC**  
**Cost Center Description**      **Willow**

		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>
		<b>Actual</b>		<b>Actual</b>		<b>Actual</b>		<b>Est. Actual</b>		<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>2,378,853</b>	<b>\$</b>	<b>2,906,896</b>	<b>\$</b>	<b>3,186,928</b>	<b>\$</b>	<b>3,034,460</b>	<b>\$</b>	<b>173,601</b>
<b><u>School Controlled</u></b>	<b>\$</b>	<b>1,368,156</b>	<b>\$</b>	<b>1,731,609</b>	<b>\$</b>	<b>2,217,225</b>	<b>\$</b>	<b>2,008,616</b>	<b>\$</b>	<b>112,749</b>
School Budget	\$	1,367,031	\$	1,553,408	\$	2,021,363	\$	1,924,037	\$	-
Substitutes	\$	-	\$	173,899	\$	194,960	\$	83,925	\$	112,749
City Funds - Extracurriculars	\$	1,125	\$	4,301	\$	902	\$	654	\$	-
<b><u>Centrally Managed</u></b>	<b>\$</b>	<b>1,010,697</b>	<b>\$</b>	<b>1,175,287</b>	<b>\$</b>	<b>969,704</b>	<b>\$</b>	<b>1,025,844</b>	<b>\$</b>	<b>60,852</b>
Special Education	\$	681,063	\$	790,235	\$	605,083	\$	720,123	\$	-
Gifted & Talented	\$	-	\$	-	\$	-	\$	-	\$	-
Early Childhood	\$	26,731	\$	68,961	\$	30,948	\$	1,953	\$	-
Humanware / SEL	\$	-	\$	-	\$	-	\$	-	\$	-
Athletics & Extracurriculars	\$	-	\$	-	\$	5,716	\$	-	\$	-
Summer School	\$	-	\$	-	\$	-	\$	-	\$	-
Facilities	\$	246,153	\$	251,463	\$	267,138	\$	239,483	\$	60,852
Safety and Security	\$	53,862	\$	64,628	\$	60,429	\$	60,310	\$	-
Trades	\$	2,718	\$	-	\$	-	\$	-	\$	-
Department Budget	\$	-	\$	-	\$	-	\$	-	\$	-
Grievances & Settlements	\$	170	\$	-	\$	390	\$	3,976	\$	-
Academic Resources	\$	-	\$	273	\$	-	\$	-	\$	-
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>736,846</b>	<b>\$</b>	<b>860,736</b>	<b>\$</b>	<b>548,304</b>	<b>\$</b>	<b>414,123</b>	<b>\$</b>	<b>13,699</b>
<b>Student Activity Funds</b>	<b>\$</b>	<b>4,071</b>	<b>\$</b>	<b>2,194</b>	<b>\$</b>	<b>4,158</b>	<b>\$</b>	<b>2,106</b>	<b>\$</b>	<b>3,218</b>
<b>Achievement Component</b>										
Performance Index Score		51.25		56.82		53.42				
Performance Index Percent		42.71%		47.35%		44.52%				

Cost Center 0615CC

Cost Center Description Whitney M Young Leadership Academy

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,786,165</b>	<b>\$ 4,043,102</b>	<b>\$ 3,640,328</b>	<b>\$ 2,172,244</b>	<b>\$ -</b>
<b><u>School Controlled</u></b>	<b>\$ 1,919,791</b>	<b>\$ 2,125,003</b>	<b>\$ 1,856,676</b>	<b>\$ 1,239,180</b>	<b>\$ -</b>
School Budget	\$ 1,908,443	\$ 1,987,316	\$ 1,726,623	\$ 1,146,295	\$ -
Substitutes	\$ -	\$ 129,240	\$ 120,314	\$ 92,735	\$ -
City Funds - Extracurriculars	\$ 11,348	\$ 8,448	\$ 9,739	\$ 150	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,866,374</b>	<b>\$ 1,918,098</b>	<b>\$ 1,783,651</b>	<b>\$ 933,064</b>	<b>\$ -</b>
Special Education	\$ 835,375	\$ 1,003,066	\$ 935,943	\$ 490,652	\$ -
Gifted & Talented	\$ 327,957	\$ 288,240	\$ 238,074	\$ 27,239	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 95,467	\$ 109,579	\$ 64,151	\$ 55,355	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 505,181	\$ 411,183	\$ 400,283	\$ 307,353	\$ -
Safety and Security	\$ 102,043	\$ 105,938	\$ 74,050	\$ 52,466	\$ -
Trades	\$ 350	\$ 92	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 71,151	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 400,646</b>	<b>\$ 271,984</b>	<b>\$ 152,941</b>	<b>\$ 120,234</b>	<b>\$ 3,911</b>
<b>Student Activity Funds</b>	<b>\$ 16,372</b>	<b>\$ 8,361</b>	<b>\$ 2,346</b>	<b>\$ 3,302</b>	<b>\$ 8,594</b>
<b>Achievement Component</b>					
Performance Index Score	88.27	89.19	86.40		
Performance Index Percent	73.56%	74.32%	72.00%		



<b>Cost Center</b>	<b>0616CC</b>					
<b>Cost Center Description</b>	<b>Wilbur Wright</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 3,805,684</b>	<b>\$ 5,926,331</b>	<b>\$ 5,823,417</b>	<b>\$ 5,519,945</b>	<b>\$ 3,848,011</b>	
<b><u>School Controlled</u></b>	<b>\$ 2,496,059</b>	<b>\$ 3,985,242</b>	<b>\$ 4,207,652</b>	<b>\$ 3,882,865</b>	<b>\$ 3,753,064</b>	
School Budget	\$ 2,448,424	\$ 3,818,717	\$ 4,084,126	\$ 3,789,437	\$ 3,636,149	
Substitutes	\$ 46,037	\$ 166,291	\$ 121,233	\$ 92,069	\$ 116,916	
City Funds - Extracurriculars	\$ 1,598	\$ 235	\$ 2,293	\$ 1,359	\$ -	
<b><u>Centrally Managed</u></b>	<b>\$ 1,309,625</b>	<b>\$ 1,941,089</b>	<b>\$ 1,615,766</b>	<b>\$ 1,637,080</b>	<b>\$ 94,947</b>	
Special Education	\$ 819,617	\$ 1,324,052	\$ 1,072,328	\$ 1,191,121	\$ -	
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -	
Early Childhood	\$ 9,434	\$ -	\$ 0	\$ 446	\$ -	
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -	
Athletics & Extracurriculars	\$ 7,496	\$ 10,520	\$ 6,905	\$ 2,421	\$ -	
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities	\$ 371,332	\$ 488,630	\$ 447,371	\$ 350,816	\$ 94,947	
Safety and Security	\$ 99,829	\$ 93,478	\$ 82,905	\$ 92,276	\$ -	
Trades	\$ 1,868	\$ 368	\$ -	\$ -	\$ -	
Department Budget	\$ -	\$ 24,040	\$ 3,894	\$ -	\$ -	
Grievances & Settlements	\$ 49	\$ -	\$ 2,362	\$ -	\$ -	
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 667,668</b>	<b>\$ 717,383</b>	<b>\$ 634,911</b>	<b>\$ 818,550</b>	<b>\$ 365,909</b>	
<b>Student Activity Funds</b>	<b>\$ 744</b>	<b>\$ 106</b>	<b>\$ 13,134</b>	<b>\$ 21,114</b>	<b>\$ 10,495</b>	
<b>Achievement Component</b>						
Performance Index Score	54.01	63.26	58.55			
Performance Index Percent	45.01%	52.72%	48.80%			

**Cost Center** 0621CC  
**Cost Center Description** William Rainey Harper

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ 4,176	\$ 1,922,247	\$ 2,361,978	\$ 2,374,542
<b><u>School Controlled</u></b>	\$ -	\$ -	\$ 1,248,831	\$ 1,783,285	\$ 2,261,989
School Budget	\$ -	\$ -	\$ 1,157,139	\$ 1,721,920	\$ 2,195,794
Substitutes	\$ -	\$ -	\$ 91,692	\$ 61,365	\$ 66,195
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	\$ -	\$ 4,176	\$ 673,416	\$ 578,694	\$ 112,553
Special Education	\$ -	\$ -	\$ 297,462	\$ 243,080	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ 247,622	\$ 215,215	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ 4,176	\$ 84,586	\$ 63,644	\$ 112,553
Safety and Security	\$ -	\$ -	\$ 43,487	\$ 53,875	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 260	\$ 2,879	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ 14,089	\$ 202,232	\$ 56,660
<b>Student Activity Funds</b>	\$ -	\$ -	\$ 5,379	\$ 1,887	\$ 9,457
<b>Achievement Component</b>					
Performance Index Score	NA	NA	75.94		
Performance Index Percent	NA	NA	63.28%		

**Cost Center** 0622CC  
**Cost Center Description** William Cullen Bryant

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,769,324</b>	<b>\$ 4,771,851</b>	<b>\$ 4,405,478</b>	<b>\$ 4,178,221</b>	<b>\$ 3,234,473</b>
<b><u>School Controlled</u></b>	<b>\$ 2,960,915</b>	<b>\$ 3,744,978</b>	<b>\$ 3,486,345</b>	<b>\$ 3,176,954</b>	<b>\$ 3,162,088</b>
School Budget	\$ 2,913,065	\$ 3,587,264	\$ 3,343,061	\$ 3,086,920	\$ 3,037,083
Substitutes	\$ 42,542	\$ 157,714	\$ 143,285	\$ 90,034	\$ 125,005
City Funds - Extracurriculars	\$ 5,308	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 808,409</b>	<b>\$ 1,026,873</b>	<b>\$ 919,133</b>	<b>\$ 1,001,267</b>	<b>\$ 72,385</b>
Special Education	\$ 473,552	\$ 585,164	\$ 465,329	\$ 590,118	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ 33,208	\$ 127,597	\$ 136,670	\$ 118,067	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ 7,763	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 251,421	\$ 239,454	\$ 265,183	\$ 235,667	\$ 72,385
Safety and Security	\$ 50,228	\$ 74,658	\$ 43,630	\$ 57,415	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 559	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 152,206</b>	<b>\$ 131,561</b>	<b>\$ 210,425</b>	<b>\$ 421,574</b>	<b>\$ 316,704</b>
<b>Student Activity Funds</b>	<b>\$ 9,550</b>	<b>\$ 829</b>	<b>\$ 9,619</b>	<b>\$ 685</b>	<b>\$ 5,464</b>
<b>Achievement Component</b>					
Performance Index Score	64.16	64.92	67.34		
Performance Index Percent	53.46%	54.10%	56.12%		

**Cost Center**                      **0624CC**  
**Cost Center Description**      **Willson**

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>3,795,816</b>	<b>\$ 4,464,226</b>	<b>\$ 4,769,964</b>	<b>\$ 4,744,529</b>	<b>\$ 2,798,775</b>
<b><u>School Controlled</u></b>	<b>\$</b>	<b>2,329,323</b>	<b>\$ 2,889,082</b>	<b>\$ 2,794,623</b>	<b>\$ 2,918,717</b>	<b>\$ 2,652,369</b>
School Budget	\$	2,302,834	\$ 2,752,624	\$ 2,651,011	\$ 2,762,742	\$ 2,457,571
Substitutes	\$	20,552	\$ 133,793	\$ 139,692	\$ 153,288	\$ 194,797
City Funds - Extracurriculars	\$	5,937	\$ 2,665	\$ 3,920	\$ 2,686	\$ -
<b><u>Centrally Managed</u></b>	<b>\$</b>	<b>1,466,493</b>	<b>\$ 1,575,145</b>	<b>\$ 1,975,340</b>	<b>\$ 1,825,813</b>	<b>\$ 146,407</b>
Special Education	\$	1,116,846	\$ 1,166,838	\$ 1,399,005	\$ 1,290,908	\$ -
Gifted & Talented	\$	-	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$	-	\$ -	\$ 117,722	\$ 127,927	\$ -
Humanware / SEL	\$	-	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$	-	\$ 1,251	\$ -	\$ -	\$ -
Summer School	\$	-	\$ -	\$ -	\$ -	\$ -
Facilities	\$	315,900	\$ 342,960	\$ 376,755	\$ 339,322	\$ 146,407
Safety and Security	\$	33,606	\$ 63,850	\$ 66,684	\$ 66,279	\$ -
Trades	\$	142	\$ -	\$ -	\$ -	\$ -
Department Budget	\$	-	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$	-	\$ 246	\$ 15,174	\$ 1,376	\$ -
Academic Resources	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>900,079</b>	<b>\$ 1,043,479</b>	<b>\$ 934,003</b>	<b>\$ 955,598</b>	<b>\$ 550,752</b>
<b>Student Activity Funds</b>	<b>\$</b>	<b>5,565</b>	<b>\$ -</b>	<b>\$ 1,919</b>	<b>\$ -</b>	<b>\$ 6,814</b>
<b>Achievement Component</b>						
Performance Index Score		46.07	47.52	51.40		
Performance Index Percent		38.39%	39.60%	42.84%		

**Cost Center 0691CC****Cost Center Description Cleveland School of Science and Medicine**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,813,963</b>	<b>\$ 4,214,074</b>	<b>\$ 4,270,883</b>	<b>\$ 3,644,272</b>	<b>\$ 2,722,447</b>
<b><u>School Controlled</u></b>	<b>\$ 2,907,150</b>	<b>\$ 3,173,967</b>	<b>\$ 3,312,758</b>	<b>\$ 2,679,924</b>	<b>\$ 2,622,967</b>
School Budget	\$ 2,862,628	\$ 3,064,765	\$ 3,202,036	\$ 2,592,203	\$ 2,499,910
Substitutes	\$ 42,431	\$ 103,042	\$ 110,428	\$ 84,450	\$ 123,057
City Funds - Extracurriculars	\$ 2,092	\$ 6,160	\$ 294	\$ 3,271	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 906,813</b>	<b>\$ 1,040,107</b>	<b>\$ 958,125</b>	<b>\$ 964,347</b>	<b>\$ 99,480</b>
Special Education	\$ 554,330	\$ 601,026	\$ 603,061	\$ 554,605	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 49,950	\$ 67,273	\$ 63,668	\$ 38,042	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 234,934	\$ 210,185	\$ 253,216	\$ 282,984	\$ 99,480
Safety and Security	\$ 67,600	\$ 65,409	\$ 37,836	\$ 31,470	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 96,214	\$ 344	\$ 57,248	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 242,912</b>	<b>\$ 265,097</b>	<b>\$ 60,394</b>	<b>\$ 367,556</b>	<b>\$ 156,899</b>
<b>Student Activity Funds</b>	<b>\$ 56,254</b>	<b>\$ 20,277</b>	<b>\$ 39,648</b>	<b>\$ 37,671</b>	<b>\$ 6,088</b>
<b>Achievement Component</b>					
Performance Index Score	94.55	95.97	92.22		
Performance Index Percent	78.80%	79.97%	76.85%		

**Cost Center 0692CC****Cost Center Description Cleveland School of Architecture & Design**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,018,121</b>	<b>\$ 3,320,203</b>	<b>\$ 3,426,402</b>	<b>\$ 2,975,851</b>	<b>\$ 2,245,842</b>
<b><u>School Controlled</u></b>	<b>\$ 2,673,383</b>	<b>\$ 2,969,035</b>	<b>\$ 3,082,911</b>	<b>\$ 2,623,852</b>	<b>\$ 2,144,017</b>
School Budget	\$ 2,673,383	\$ 2,907,955	\$ 3,050,770	\$ 2,554,803	\$ 2,072,051
Substitutes	\$ -	\$ 57,404	\$ 31,848	\$ 65,776	\$ 71,966
City Funds - Extracurriculars	\$ -	\$ 3,676	\$ 294	\$ 3,272	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 344,738</b>	<b>\$ 351,168</b>	<b>\$ 343,491</b>	<b>\$ 351,999</b>	<b>\$ 101,825</b>
Special Education	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 44,818	\$ 65,793	\$ 51,528	\$ 16,089	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 231,645	\$ 210,248	\$ 253,894	\$ 283,069	\$ 101,825
Safety and Security	\$ 68,275	\$ 65,428	\$ 37,847	\$ 31,479	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 9,699	\$ 221	\$ 21,362	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 118,996</b>	<b>\$ 109,346</b>	<b>\$ 79,803</b>	<b>\$ 228,189</b>	<b>\$ 138,310</b>
<b>Student Activity Funds</b>	<b>\$ 20,133</b>	<b>\$ 24,526</b>	<b>\$ 24,102</b>	<b>\$ 27,100</b>	<b>\$ 4,600</b>
<b>Achievement Component</b>					
Performance Index Score	91.52	89.94	90.40		
Performance Index Percent	76.26%	74.95%	75.33%		

<b>Cost Center</b>	<b>0801CC</b>				
<b>Cost Center Description</b>	<b>Cleveland School of the Arts</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 4,586,513</b>	<b>\$ 5,245,579</b>	<b>\$ 4,711,212</b>	<b>\$ 4,635,034</b>	<b>\$ 4,468,255</b>
<b><u>School Controlled</u></b>	<b>\$ 3,935,122</b>	<b>\$ 4,470,525</b>	<b>\$ 3,990,775</b>	<b>\$ 3,921,636</b>	<b>\$ 3,840,558</b>
School Budget	\$ 3,922,303	\$ 4,281,346	\$ 3,840,056	\$ 3,816,385	\$ 3,696,800
Substitutes	\$ 12,234	\$ 189,179	\$ 150,216	\$ 105,251	\$ 143,758
City Funds - Extracurriculars	\$ 585	\$ -	\$ 502	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 651,390</b>	<b>\$ 775,054</b>	<b>\$ 720,437</b>	<b>\$ 713,398</b>	<b>\$ 627,696</b>
Special Education	\$ 80,528	\$ 29,234	\$ 41,304	\$ 119,164	\$ 315,893
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 13,399	\$ 12,229	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 434,464	\$ 482,316	\$ 501,066	\$ 449,061	\$ 311,804
Safety and Security	\$ 136,398	\$ 96,915	\$ 159,081	\$ 142,583	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 153,190	\$ 6,757	\$ 2,590	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 408,737</b>	<b>\$ 367,825</b>	<b>\$ 668,688</b>	<b>\$ 474,405</b>	<b>\$ 498,649</b>
<b>Student Activity Funds</b>	<b>\$ 39,958</b>	<b>\$ 25,145</b>	<b>\$ 26,474</b>	<b>\$ 26,610</b>	<b>\$ 23,839</b>
<b>Achievement Component</b>					
Performance Index Score	66.50	75.15	77.60		
Performance Index Percent	55.42%	62.63%	64.67%		

Cost Center	0802CC				
Cost Center Description	Garrett Morgan				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,600,022</b>	<b>\$ 4,237,201</b>	<b>\$ 4,145,823</b>	<b>\$ 3,857,784</b>	<b>\$ 2,898,381</b>
<b><u>School Controlled</u></b>	<b>\$ 2,292,607</b>	<b>\$ 2,819,793</b>	<b>\$ 2,596,886</b>	<b>\$ 2,612,909</b>	<b>\$ 2,572,901</b>
School Budget	\$ 2,283,749	\$ 2,721,409	\$ 2,534,230	\$ 2,500,120	\$ 2,427,625
Substitutes	\$ 8,858	\$ 98,384	\$ 62,656	\$ 112,789	\$ 145,276
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,307,415</b>	<b>\$ 1,417,408</b>	<b>\$ 1,548,937</b>	<b>\$ 1,244,875</b>	<b>\$ 325,479</b>
Special Education	\$ 846,552	\$ 901,001	\$ 980,570	\$ 750,476	\$ 210,595
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 2,138	\$ 13,474	\$ 4,019	\$ 3,279	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 364,848	\$ 396,405	\$ 453,743	\$ 382,174	\$ 114,884
Safety and Security	\$ 93,027	\$ 105,067	\$ 108,032	\$ 108,945	\$ -
Trades	\$ 368	\$ 1,462	\$ -	\$ -	\$ -
Department Budget	\$ 482	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ 2,573	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 192,596</b>	<b>\$ 182,060</b>	<b>\$ 235,523</b>	<b>\$ 375,319</b>	<b>\$ 637,670</b>
<b>Student Activity Funds</b>	<b>\$ 13,655</b>	<b>\$ 4,599</b>	<b>\$ 11,625</b>	<b>\$ 7,925</b>	<b>\$ 2,487</b>
<b>Achievement Component</b>					
Performance Index Score	53.56	53.81	55.24		
Performance Index Percent	44.63%	44.84%	46.03%		



**Cost Center 0804CC****Cost Center Description Martin Luther King Jr Campus**

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 5,201,038</b>	<b>\$ 5,434,933</b>	<b>\$ 5,237,747</b>	<b>\$ 4,874,471</b>	<b>\$ -</b>
<b><u>School Controlled</u></b>	<b>\$ 3,746,717</b>	<b>\$ 3,769,985</b>	<b>\$ 3,392,743</b>	<b>\$ 3,246,404</b>	<b>\$ -</b>
School Budget	\$ 3,708,817	\$ 3,524,926	\$ 3,136,446	\$ 3,098,157	\$ -
Substitutes	\$ 26,652	\$ 240,357	\$ 256,297	\$ 148,247	\$ -
City Funds - Extracurriculars	\$ 11,248	\$ 4,702	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 1,454,322</b>	<b>\$ 1,664,948</b>	<b>\$ 1,845,004</b>	<b>\$ 1,628,066</b>	<b>\$ -</b>
Special Education	\$ 648,992	\$ 776,610	\$ 780,750	\$ 751,213	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ 4,143	\$ 450	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ 68,499	\$ 105,266	\$ 70,692	\$ 94,826	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 566,303	\$ 564,033	\$ 718,145	\$ 608,500	\$ -
Safety and Security	\$ 160,862	\$ 209,013	\$ 146,051	\$ 165,011	\$ -
Trades	\$ 4,933	\$ 225	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ 123	\$ -	\$ -	\$ -
Grievances & Settlements	\$ 589	\$ 9,228	\$ 129,366	\$ 8,516	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 230,466</b>	<b>\$ 290,573</b>	<b>\$ 235,406</b>	<b>\$ 280,300</b>	<b>\$ 37,218</b>
<b>Student Activity Funds</b>	<b>\$ 24,000</b>	<b>\$ 19,986</b>	<b>\$ 18,355</b>	<b>\$ 16,015</b>	<b>\$ 35,625</b>
<b>Achievement Component</b>					
Performance Index Score	42.93	45.81	40.01		
Performance Index Percent	35.78%	38.18%	33.34%		

Cost Center	0805CC				
Cost Center Description	Ginn Academy				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 3,459,117</b>	<b>\$ 4,308,827</b>	<b>\$ 4,342,586</b>	<b>\$ 4,056,278</b>	<b>\$ 3,621,773</b>
<b><u>School Controlled</u></b>	<b>\$ 2,949,283</b>	<b>\$ 3,638,898</b>	<b>\$ 3,641,907</b>	<b>\$ 3,299,537</b>	<b>\$ 3,496,340</b>
School Budget	\$ 2,922,463	\$ 3,464,223	\$ 3,429,412	\$ 3,215,333	\$ 3,409,121
Substitutes	\$ 26,596	\$ 174,675	\$ 212,495	\$ 84,204	\$ 87,218
City Funds - Extracurriculars	\$ 225	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	<b>\$ 509,834</b>	<b>\$ 669,929</b>	<b>\$ 700,679</b>	<b>\$ 756,741</b>	<b>\$ 125,433</b>
Special Education	\$ 133,545	\$ 206,493	\$ 182,938	\$ 198,285	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ 4,070	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 292,809	\$ 344,786	\$ 377,529	\$ 410,572	\$ 125,433
Safety and Security	\$ 83,480	\$ 93,797	\$ 140,016	\$ 147,883	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ 26	\$ -	\$ -
Grievances & Settlements	\$ -	\$ 20,782	\$ 170	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 172,385</b>	<b>\$ 120,333</b>	<b>\$ 157,366</b>	<b>\$ 262,028</b>	<b>\$ 151,516</b>
<b>Student Activity Funds</b>	<b>\$ 17,757</b>	<b>\$ 21,206</b>	<b>\$ 21,890</b>	<b>\$ 19,045</b>	<b>\$ 29,179</b>
<b>Achievement Component</b>					
Performance Index Score	49.73	49.65	45.90		
Performance Index Percent	41.44%	41.37%	38.25%		

Cost Center 0933CC

Cost Center Description High Tech Academy

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ 335,779	\$ 397,207	\$ 297,111	\$ 273,399	\$ 369,814
<b><u>School Controlled</u></b>	\$ 335,779	\$ 397,207	\$ 297,111	\$ 273,399	\$ 369,814
School Budget	\$ 335,779	\$ 397,207	\$ 297,111	\$ 273,399	\$ 369,814
Substitutes	\$ -	\$ -	\$ -	\$ -	\$ -
City Funds - Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Centrally Managed</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
Special Education	\$ -	\$ -	\$ -	\$ -	\$ -
Gifted & Talented	\$ -	\$ -	\$ -	\$ -	\$ -
Early Childhood	\$ -	\$ -	\$ -	\$ -	\$ -
Humanware / SEL	\$ -	\$ -	\$ -	\$ -	\$ -
Athletics & Extracurriculars	\$ -	\$ -	\$ -	\$ -	\$ -
Summer School	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ -	\$ -	\$ -
Safety and Security	\$ -	\$ -	\$ -	\$ -	\$ -
Trades	\$ -	\$ -	\$ -	\$ -	\$ -
Department Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Grievances & Settlements	\$ -	\$ -	\$ -	\$ -	\$ -
Academic Resources	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Student Activity Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,284
<b>Achievement Component</b>					
Performance Index Score	NA	NA	NA		
Performance Index Percent	NA	NA	NA		

# Non-Public & Residential Schools



## Non-Public Schools

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b><u>4008CC Auxiliary Services Administration</u></b>	\$ -	\$ 414,897	\$ 353,469	\$ 1,301,715	\$ 47,904
Auxilliary Services Funds	\$ -	\$ 414,897	\$ 353,469	\$ 1,301,715	\$ 47,904
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>0704CC Benedictine</u></b>	\$ 270,667	\$ 268,600	\$ 411,358	\$ 365,061	\$ 262,210
Auxilliary Services Funds	\$ 223,396	\$ 268,600	\$ 346,068	\$ 274,819	\$ 55,258
Grant & Gift Funds	\$ 47,271	\$ 69,407	\$ 65,290	\$ 90,243	\$ 206,953
<b><u>0708CC Birchwood</u></b>	\$ 120,763	\$ 71,519	\$ -	\$ -	\$ 105,667
Auxilliary Services Funds	\$ 120,763	\$ 71,519	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ 105,667
<b><u>0713CC Holy Name Elementary</u></b>	\$ 236,618	\$ 361,822	\$ 353,776	\$ 281,876	\$ 266,115
Auxilliary Services Funds	\$ 158,671	\$ 172,139	\$ 147,720	\$ 147,720	\$ 90,010
Grant & Gift Funds	\$ 77,948	\$ 189,683	\$ 206,056	\$ 134,156	\$ 176,105
<b><u>0714CC Gerson</u></b>	\$ 20,966	\$ 18,337	\$ -	\$ 1,018	\$ 22,996
Auxilliary Services Funds	\$ 20,966	\$ 18,337	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ 1,018	\$ 22,996
<b><u>0720CC Luther Memorial School</u></b>	\$ 172,917	\$ 375,426	\$ 366,559	\$ 296,799	\$ 389,162
Auxilliary Services Funds	\$ 81,149	\$ 235,297	\$ 169,593	\$ 138,833	\$ 173,695
Grant & Gift Funds	\$ 91,768	\$ 140,129	\$ 196,967	\$ 157,966	\$ 215,467
<b><u>0725CC Our Lady of Angels</u></b>	\$ 551,012	\$ 612,514	\$ 595,624	\$ 605,737	\$ 352,532
Auxilliary Services Funds	\$ 444,972	\$ 382,394	\$ 332,845	\$ 465,188	\$ 73,275
Grant & Gift Funds	\$ 106,039	\$ 230,120	\$ 262,779	\$ 140,549	\$ 279,257
<b><u>0726CC Mary Queen of Peace</u></b>	\$ 370,939	\$ 365,307	\$ 637,214	\$ 576,416	\$ 395,441
Auxilliary Services Funds	\$ 212,324	\$ 192,585	\$ 299,260	\$ 347,477	\$ 79,516
Grant & Gift Funds	\$ 158,615	\$ 172,723	\$ 337,954	\$ 228,938	\$ 315,925
<b><u>0728CC Cleveland Central Catholic</u></b>	\$ 798,275	\$ 920,442	\$ 900,831	\$ 800,463	\$ 811,551
Auxilliary Services Funds	\$ 488,126	\$ 533,407	\$ 387,154	\$ 396,221	\$ 305,842
Grant & Gift Funds	\$ 310,149	\$ 387,035	\$ 513,677	\$ 404,242	\$ 505,709
<b><u>0731CC Our Lady of Mount Carmel West</u></b>	\$ 228,555	\$ 323,869	\$ 373,976	\$ 323,731	\$ 196,468
Auxilliary Services Funds	\$ 124,028	\$ 171,820	\$ 205,928	\$ 195,895	\$ 45,889
Grant & Gift Funds	\$ 104,527	\$ 152,049	\$ 168,048	\$ 127,836	\$ 150,579
<b><u>0735CC St Adalbert</u></b>	\$ 382,633	\$ 369,316	\$ 588,744	\$ 723,084	\$ 532,291
Auxilliary Services Funds	\$ 282,780	\$ 185,395	\$ 251,715	\$ 415,882	\$ 118,139
Grant & Gift Funds	\$ 99,854	\$ 183,921	\$ 337,029	\$ 307,201	\$ 414,152
<b><u>0736CC Cleveland Montessori</u></b>	\$ 69,199	\$ 86,571	\$ 57,231	\$ 48,220	\$ 84,574
Auxilliary Services Funds	\$ 60,446	\$ 79,321	\$ 44,005	\$ 44,856	\$ 40,344
Grant & Gift Funds	\$ 8,753	\$ 7,250	\$ 13,226	\$ 3,363	\$ 44,230
<b><u>0738CC St Agatha-St Aloysius</u></b>	\$ 206,468	\$ 212,513	\$ 255,338	\$ 171,408	\$ 331,993
Auxilliary Services Funds	\$ 115,232	\$ 124,569	\$ 122,708	\$ 87,623	\$ 124,950
Grant & Gift Funds	\$ 91,236	\$ 87,944	\$ 132,630	\$ 83,785	\$ 207,043

## Non-Public Schools

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b><u>0742CC Cleveland Clinic Center for Autism</u></b>	<b>\$ 47,616</b>	<b>\$ 33,387</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,222</b>
Auxilliary Services Funds	\$ 47,616	\$ 33,387	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ 35,222
<b><u>0744CC Archbishop Lyke-St Timothy</u></b>	<b>\$ 34,509</b>	<b>\$ 3,530</b>	<b>\$ (3,530)</b>	<b>\$ -</b>	<b>\$ -</b>
Auxilliary Services Funds	\$ 28,567	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 5,943	\$ 3,530	\$ (3,530)	\$ -	\$ -
<b><u>0747CC St Francis</u></b>	<b>\$ 248,548</b>	<b>\$ 440,394</b>	<b>\$ 386,637</b>	<b>\$ 339,967</b>	<b>\$ 298,497</b>
Auxilliary Services Funds	\$ 156,661	\$ 243,693	\$ 183,597	\$ 152,833	\$ 94,820
Grant & Gift Funds	\$ 91,887	\$ 196,701	\$ 203,040	\$ 187,134	\$ 203,677
<b><u>0749CC Archbishop Lyke-St Henry</u></b>	<b>\$ 335,302</b>	<b>\$ 243,163</b>	<b>\$ 339,249</b>	<b>\$ 231,706</b>	<b>\$ 203,759</b>
Auxilliary Services Funds	\$ 182,789	\$ 143,010	\$ 170,314	\$ 113,130	\$ 58,150
Grant & Gift Funds	\$ 152,512	\$ 100,153	\$ 168,934	\$ 118,576	\$ 145,609
<b><u>0751CC St Ignatius Elementary</u></b>	<b>\$ 354,558</b>	<b>\$ 558,225</b>	<b>\$ 470,162</b>	<b>\$ 564,525</b>	<b>\$ 374,261</b>
Auxilliary Services Funds	\$ 176,993	\$ 347,303	\$ 264,142	\$ 328,430	\$ 116,680
Grant & Gift Funds	\$ 177,565	\$ 210,922	\$ 206,020	\$ 236,094	\$ 257,580
<b><u>0752CC St Ignatius High School</u></b>	<b>\$ 1,056,052</b>	<b>\$ 1,588,549</b>	<b>\$ 1,083,874</b>	<b>\$ 1,147,084</b>	<b>\$ 1,620,951</b>
Auxilliary Services Funds	\$ 963,075	\$ 1,575,203	\$ 1,051,978	\$ 1,119,249	\$ 664,324
Grant & Gift Funds	\$ 92,977	\$ 13,346	\$ 31,896	\$ 27,835	\$ 956,627
<b><u>0753CC St Jerome</u></b>	<b>\$ 212,244</b>	<b>\$ 454,729</b>	<b>\$ 440,829</b>	<b>\$ 372,146</b>	<b>\$ 213,069</b>
Auxilliary Services Funds	\$ 117,917	\$ 318,691	\$ 235,035	\$ 223,611	\$ 22,755
Grant & Gift Funds	\$ 94,327	\$ 136,038	\$ 205,794	\$ 148,535	\$ 190,314
<b><u>0757CC St John Lutheran</u></b>	<b>\$ 153,228</b>	<b>\$ 243,718</b>	<b>\$ 214,728</b>	<b>\$ 172,413</b>	<b>\$ 239,952</b>
Auxilliary Services Funds	\$ 89,393	\$ 204,308	\$ 111,582	\$ 102,283	\$ 104,575
Grant & Gift Funds	\$ 63,836	\$ 39,410	\$ 103,146	\$ 70,129	\$ 135,377
<b><u>0759CC St Joseph Academy</u></b>	<b>\$ 809,575</b>	<b>\$ 523,099</b>	<b>\$ 756,398</b>	<b>\$ 590,907</b>	<b>\$ 797,530</b>
Auxilliary Services Funds	\$ 722,178	\$ 457,232	\$ 682,407	\$ 507,573	\$ 371,291
Grant & Gift Funds	\$ 87,397	\$ 65,867	\$ 73,991	\$ 83,333	\$ 426,240
<b><u>0764CC Villa Angela-St Joseph High School</u></b>	<b>\$ 511,166</b>	<b>\$ 477,685</b>	<b>\$ 399,044</b>	<b>\$ 334,651</b>	<b>\$ 577,058</b>
Auxilliary Services Funds	\$ 462,251	\$ 418,034	\$ 321,548	\$ 277,251	\$ 267,633
Grant & Gift Funds	\$ 48,916	\$ 59,651	\$ 77,496	\$ 57,399	\$ 309,425
<b><u>0765CC Office of Catholic Education</u></b>	<b>\$ 346,198</b>	<b>\$ 345,565</b>	<b>\$ 96,282</b>	<b>\$ 15,288</b>	<b>\$ -</b>
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 346,198	\$ 345,565	\$ 96,282	\$ 15,288	\$ -
<b><u>0766CC St Leo the Great</u></b>	<b>\$ 301,779</b>	<b>\$ 326,827</b>	<b>\$ 472,380</b>	<b>\$ 328,821</b>	<b>\$ 369,107</b>
Auxilliary Services Funds	\$ 178,858	\$ 161,426	\$ 295,651	\$ 195,000	\$ 138,158
Grant & Gift Funds	\$ 122,921	\$ 165,401	\$ 176,729	\$ 133,821	\$ 230,948
<b><u>0767CC Urban Community School</u></b>	<b>\$ 592,900</b>	<b>\$ 619,109</b>	<b>\$ 708,787</b>	<b>\$ 738,435</b>	<b>\$ 842,242</b>
Auxilliary Services Funds	\$ 381,607	\$ 352,433	\$ 335,903	\$ 451,818	\$ 383,949
Grant & Gift Funds	\$ 211,293	\$ 266,676	\$ 372,884	\$ 286,617	\$ 458,294



## Non-Public Schools

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b><u>0769CC St Mark</u></b>	<b>\$ 421,124</b>	<b>\$ 532,081</b>	<b>\$ 509,794</b>	<b>\$ 491,253</b>	<b>\$ 365,241</b>
Auxilliary Services Funds	\$ 306,757	\$ 356,766	\$ 399,625	\$ 415,845	\$ 94,238
Grant & Gift Funds	\$ 114,368	\$ 175,316	\$ 110,168	\$ 75,408	\$ 271,003
<b><u>0772CC St Mary Byzantine</u></b>	<b>\$ 217,989</b>	<b>\$ 244,104</b>	<b>\$ 345,438</b>	<b>\$ 310,287</b>	<b>\$ 172,426</b>
Auxilliary Services Funds	\$ 125,146	\$ 134,023	\$ 153,095	\$ 191,980	\$ 32,964
Grant & Gift Funds	\$ 92,843	\$ 110,082	\$ 192,343	\$ 118,307	\$ 139,462
<b><u>0776CC Montessori High School at University Circle</u></b>	<b>\$ 34,076</b>	<b>\$ 46,601</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Auxilliary Services Funds	\$ 34,076	\$ 46,601	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>0777CC Lakewood Lutheran</u></b>	<b>\$ 1,101</b>	<b>\$ 33</b>	<b>\$ 3,509</b>	<b>\$ 2,317</b>	<b>\$ 2,710</b>
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 1,101	\$ 33	\$ 3,509	\$ 2,317	\$ 2,710
<b><u>0785CC St Rocco</u></b>	<b>\$ 184,449</b>	<b>\$ 200,086</b>	<b>\$ 234,231</b>	<b>\$ 259,172</b>	<b>\$ 178,620</b>
Auxilliary Services Funds	\$ 97,587	\$ 79,639	\$ 114,110	\$ 131,511	\$ 44,403
Grant & Gift Funds	\$ 86,862	\$ 120,447	\$ 120,121	\$ 127,661	\$ 134,217
<b><u>0787CC St Stanislaus Elementary</u></b>	<b>\$ 285,647</b>	<b>\$ 453,493</b>	<b>\$ 385,945</b>	<b>\$ 261,558</b>	<b>\$ 289,846</b>
Auxilliary Services Funds	\$ 184,339	\$ 245,926	\$ 184,645	\$ 104,067	\$ 97,153
Grant & Gift Funds	\$ 101,308	\$ 207,567	\$ 201,301	\$ 157,491	\$ 192,693
<b><u>0789CC Metro Catholic School</u></b>	<b>\$ 764,516</b>	<b>\$ 973,472</b>	<b>\$ 1,114,105</b>	<b>\$ 760,179</b>	<b>\$ 615,538</b>
Auxilliary Services Funds	\$ 360,537	\$ 385,735	\$ 448,879	\$ 344,953	\$ 154,138
Grant & Gift Funds	\$ 403,979	\$ 587,737	\$ 665,226	\$ 415,226	\$ 461,401
<b><u>0792CC St Thomas Aquinas</u></b>	<b>\$ 229,771</b>	<b>\$ 453,680</b>	<b>\$ 401,591</b>	<b>\$ 211,428</b>	<b>\$ 303,909</b>
Auxilliary Services Funds	\$ 83,433	\$ 249,901	\$ 198,587	\$ 66,947	\$ 134,450
Grant & Gift Funds	\$ 146,338	\$ 203,779	\$ 203,004	\$ 144,481	\$ 169,458
<b><u>0795CC Communion of Saints School</u></b>	<b>\$ 1,267</b>	<b>\$ -</b>	<b>\$ 2,395</b>	<b>\$ 1,841</b>	<b>\$ 2,275</b>
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 1,267	\$ -	\$ 2,395	\$ 1,841	\$ 2,275
<b><u>0798CC Holy Name High School</u></b>	<b>\$ 29,283</b>	<b>\$ 36,295</b>	<b>\$ 65,300</b>	<b>\$ 17,160</b>	<b>\$ 43,385</b>
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 29,283	\$ 36,295	\$ 65,300	\$ 17,160	\$ 43,385
<b><u>0799CC Lakewood Catholic Academy</u></b>	<b>\$ 3,566</b>	<b>\$ 2,236</b>	<b>\$ 4,175</b>	<b>\$ 1,015</b>	<b>\$ 3,268</b>
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 3,566	\$ 2,236	\$ 4,175	\$ 1,015	\$ 3,268
<b><u>0800CC Magnificat</u></b>	<b>\$ 13,230</b>	<b>\$ 6,049</b>	<b>\$ 8,031</b>	<b>\$ 327</b>	<b>\$ 37,194</b>
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 13,230	\$ 6,049	\$ 8,031	\$ 327	\$ 37,194
<b><u>0806CC Our Lady of the Lake</u></b>	<b>\$ 4,032</b>	<b>\$ 4,334</b>	<b>\$ 3,434</b>	<b>\$ 3,000</b>	<b>\$ 1,371</b>
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 4,032	\$ 4,334	\$ 3,434	\$ 3,000	\$ 1,371

## Non-Public Schools

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b><u>0809CC St Bridget of Kildare</u></b>	\$ 4,410	\$ -	\$ 4,072	\$ 3,214	\$ (787)
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 4,410	\$ -	\$ 4,072	\$ 3,214	\$ (787)
<b><u>0811CC St Charles Borromeo</u></b>	\$ 4,204	\$ 828	\$ 2,070	\$ 1,856	\$ 2,121
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 4,204	\$ 828	\$ 2,070	\$ 1,856	\$ 2,121
<b><u>0812CC St Martin de Porres High School</u></b>	\$ 565,238	\$ 645,946	\$ 612,570	\$ 585,818	\$ 463,906
Auxilliary Services Funds	\$ 340,463	\$ 430,609	\$ 375,694	\$ 325,852	\$ 109,844
Grant & Gift Funds	\$ 224,775	\$ 215,337	\$ 236,876	\$ 259,966	\$ 354,062
<b><u>0816CC St Dominic</u></b>	\$ 4,648	\$ 1,516	\$ 2,600	\$ -	\$ 600
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 4,648	\$ 1,516	\$ 2,600	\$ -	\$ 600
<b><u>0819CC St Mary-Berea</u></b>	\$ 229	\$ -	\$ -	\$ -	\$ -
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 229	\$ -	\$ -	\$ -	\$ -
<b><u>0820CC St Thomas More</u></b>	\$ 20,879	\$ 15,924	\$ 18,951	\$ 29,663	\$ 18,597
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 20,879	\$ 15,924	\$ 18,951	\$ 29,663	\$ 18,597
<b><u>0822CC Trinity</u></b>	\$ 7,380	\$ 29,872	\$ 43,900	\$ 55,996	\$ 47,711
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 7,380	\$ 29,872	\$ 43,900	\$ 55,996	\$ 47,711
<b><u>0824CC Bethany Lutheran</u></b>	\$ 5,264	\$ 2,468	\$ 5,040	\$ 4,988	\$ 1,840
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 5,264	\$ 2,468	\$ 5,040	\$ 4,988	\$ 1,840
<b><u>0825CC Bethel Christian Academy</u></b>	\$ 2,019	\$ 4,076	\$ 5,269	\$ 6,000	\$ 3,195
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 2,019	\$ 4,076	\$ 5,269	\$ 6,000	\$ 3,195
<b><u>0829CC John Paul II Academy</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>0830CC St Benedict</u></b>	\$ 1,968	\$ 1,584	\$ 3,500	\$ 36	\$ 4,827
Auxilliary Services Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 1,968	\$ 1,584	\$ 3,500	\$ 36	\$ 4,827
<b><u>0850CC West Park Lutheran</u></b>	\$ 33,949	\$ 94,353	\$ 68,643	\$ -	\$ -
Auxilliary Services Funds	\$ 21,296	\$ 50,992	\$ 41,851	\$ -	\$ -
Grant & Gift Funds	\$ 12,653	\$ 43,361	\$ 26,792	\$ -	\$ -
<b><u>0887CC The Bridge Avenue School</u></b>	\$ 9,302	\$ 11,676	\$ 23,519	\$ 20,639	\$ 42,616
Auxilliary Services Funds	\$ 9,302	\$ 4,859	\$ 12,628	\$ 18,969	\$ 22,172
Grant & Gift Funds	\$ -	\$ 6,817	\$ 10,891	\$ 1,670	\$ 20,444



**Non-Public Schools**

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b><u>0899CC Ramah Junior Academy</u></b>	<b>\$ 132,979</b>	<b>\$ 186,595</b>	<b>\$ 144,936</b>	<b>\$ 192,393</b>	<b>\$ 186,172</b>
Auxilliary Services Funds	\$ 89,140	\$ 118,313	\$ 96,464	\$ 127,401	\$ 42,640
Grant & Gift Funds	\$ 43,839	\$ 68,282	\$ 48,472	\$ 64,992	\$ 143,532
<b><u>0956CC Al Ihsan Islamic School</u></b>	<b>\$ 118,281</b>	<b>\$ 262,608</b>	<b>\$ 204,165</b>	<b>\$ 196,997</b>	<b>\$ 307,217</b>
Auxilliary Services Funds	\$ 80,166	\$ 191,947	\$ 136,414	\$ 97,901	\$ 134,166
Grant & Gift Funds	\$ 38,114	\$ 70,661	\$ 67,751	\$ 99,096	\$ 173,051

## Residential Schools

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b><u>0085CC Children's Aid Society</u></b>	<b>\$ 715,048</b>	<b>\$ 703,851</b>	<b>\$ 757,097</b>	<b>\$ 694,525</b>	<b>\$ 750,492</b>
General Operating Fund	\$ 663,711	\$ 632,512	\$ 671,019	\$ 654,964	\$ 696,583
Grant & Gift Funds	\$ 51,338	\$ 71,340	\$ 86,077	\$ 39,561	\$ 53,909
<b><u>0086CC Health Hill</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 196,091</b>	<b>\$ 146,616</b>	<b>\$ -</b>
General Operating Fund	\$ 176,109	\$ 198,862	\$ 196,091	\$ 146,616	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>0091CC Cleveland Christian Home</u></b>	<b>\$ 665,162</b>	<b>\$ 643,723</b>	<b>\$ 652,718</b>	<b>\$ 806,564</b>	<b>\$ 896,434</b>
General Operating Fund	\$ 501,651	\$ 517,612	\$ 602,747	\$ 729,933	\$ 775,059
Grant & Gift Funds	\$ 163,511	\$ 126,112	\$ 49,971	\$ 76,631	\$ 121,375
<b><u>0093CC Cleveland Clinic</u></b>	<b>\$ 185,165</b>	<b>\$ 284,422</b>	<b>\$ 255,354</b>	<b>\$ 251,373</b>	<b>\$ -</b>
General Operating Fund	\$ 185,165	\$ 284,422	\$ 255,354	\$ 251,373	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>0101CC In-Focus</u></b>	<b>\$ 95</b>	<b>\$ 641</b>	<b>\$ 40,009</b>	<b>\$ 6,017</b>	<b>\$ 45,959</b>
General Operating Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 95	\$ 641	\$ 40,009	\$ 6,017	\$ 45,959
<b><u>0116CC Downtown Education Center</u></b>	<b>\$ 1,853,910</b>	<b>\$ 2,494,427</b>	<b>\$ 3,060,233</b>	<b>\$ 3,062,817</b>	<b>\$ 2,696,576</b>
General Operating Fund	\$ 1,390,177	\$ 1,880,827	\$ 2,383,475	\$ 2,866,337	\$ 2,192,846
Grant & Gift Funds	\$ 463,733	\$ 613,600	\$ 676,759	\$ 196,480	\$ 503,730
<b><u>0191CC Providence House</u></b>	<b>\$ 2,180</b>	<b>\$ 14,008</b>	<b>\$ 12,917</b>	<b>\$ 5,178</b>	<b>\$ 42,102</b>
General Operating Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Grant & Gift Funds	\$ 2,180	\$ 14,008	\$ 12,917	\$ 5,178	\$ 42,102
<b><u>0290CC Jones Home</u></b>	<b>\$ 71,854</b>	<b>\$ 128,534</b>	<b>\$ 98,880</b>	<b>\$ 86,174</b>	<b>\$ 121,233</b>
General Operating Fund	\$ 71,854	\$ 128,534	\$ 98,880	\$ 86,174	\$ 121,233
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>0366CC MetroHealth</u></b>	<b>\$ 107,765</b>	<b>\$ 219,369</b>	<b>\$ -</b>	<b>\$ 119,337</b>	<b>\$ -</b>
General Operating Fund	\$ 107,765	\$ 119,153	\$ -	\$ 119,337	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>0478CC Rainbow Babies and Childrens Hospital</u></b>	<b>\$ 205,028</b>	<b>\$ 219,369</b>	<b>\$ 235,671</b>	<b>\$ 234,891</b>	<b>\$ -</b>
General Operating Fund	\$ 205,028	\$ 219,369	\$ 235,671	\$ 234,891	\$ -
Grant & Gift Funds	\$ -	\$ -	\$ -	\$ -	\$ -

**Promise Academy**

	<b>2017 Actual</b>		<b>2018 Actual</b>		<b>2019 Actual</b>		<b>2020 Est. Actual</b>		<b>2021 Budget</b>	
<b><u>0911CC Promise Academy</u></b>	\$	<b>1,683,650</b>	\$	<b>46,267</b>	\$	<b>5,923</b>	\$	-	\$	-
General Operating Fund	\$	6,157	\$	46,267	\$	5,923	\$	-	\$	-
Other Funds	\$	1,677,493	\$	-	\$	-	\$	-	\$	-

# Board of Education & CEO



Cost Center 1001CC  
 Cost Center Name Chief Executive Officer

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 1,574,336</b>	<b>\$ 1,216,974</b>	<b>\$ 1,635,740</b>	<b>\$ 1,927,644</b>	<b>\$ 2,001,251</b>
<b><u>Administrative Costs</u></b>	<b>\$ 1,574,336</b>	<b>\$ 1,216,974</b>	<b>\$ 1,635,740</b>	<b>\$ 1,927,644</b>	<b>\$ 2,001,251</b>
100 - Salary & Wages	\$ 599,666	\$ 808,557	\$ 1,062,470	\$ 1,246,551	\$ 1,130,896
200 - Fringe Benefits	\$ 184,137	\$ 261,010	\$ 361,298	\$ 416,364	\$ 408,421
400 - Purchased Services	\$ 745,694	\$ 109,654	\$ 176,546	\$ 230,869	\$ 428,496
500 - Supplies & Materials	\$ 27,509	\$ 23,959	\$ 23,358	\$ 9,566	\$ 15,156
600 - Capital Outlay	\$ 5,678	\$ 11,345	\$ 4,668	\$ 13,715	\$ 6,570
800 - Other Uses of Funds	\$ 11,652	\$ 2,449	\$ 7,401	\$ 10,578	\$ 11,712
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 899,370</b>	<b>\$ 99,728</b>	<b>\$ 5,581</b>	<b>\$ 936,336</b>

Cost Center 1002CC

Cost Center Name Policy and Labor Relations

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 135,383</b>	<b>\$ 164,193</b>	<b>\$ 60,708</b>	<b>\$ 90,210</b>	<b>\$ 114,858</b>
<b><u>Administrative Costs</u></b>	<b>\$ 135,383</b>	<b>\$ 164,193</b>	<b>\$ 60,708</b>	<b>\$ 90,210</b>	<b>\$ 114,858</b>
100 - Salary & Wages	\$ 84,932	\$ 115,956	\$ 32,671	\$ 63,521	\$ 61,956
200 - Fringe Benefits	\$ 31,759	\$ 41,799	\$ 3,198	\$ 20,598	\$ 30,311
400 - Purchased Services	\$ 18,466	\$ 5,717	\$ 17,092	\$ 3,346	\$ 15,240
500 - Supplies & Materials	\$ 226	\$ 721	\$ 6,129	\$ -	\$ 7,350
600 - Capital Outlay	\$ -	\$ -	\$ 1,618	\$ 748	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ 1,997	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 133</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (133)</b>

**Cost Center** 1005CC  
**Cost Center Name** Customer Experience

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 210,069</b>	<b>\$ 504,215</b>	<b>\$ 521,291</b>	<b>\$ 503,864</b>	<b>\$ 577,285</b>
<b><u>Administrative Costs</u></b>	<b>\$ 210,069</b>	<b>\$ 504,215</b>	<b>\$ 521,291</b>	<b>\$ 503,864</b>	<b>\$ 577,285</b>
100 - Salary & Wages	\$ 139,107	\$ 327,343	\$ 323,374	\$ 335,251	\$ 341,902
200 - Fringe Benefits	\$ 47,269	\$ 123,267	\$ 113,066	\$ 122,029	\$ 176,888
400 - Purchased Services	\$ 1,789	\$ 16,003	\$ 20,405	\$ 3,533	\$ 26,061
500 - Supplies & Materials	\$ 19,229	\$ 31,869	\$ 60,704	\$ 37,289	\$ 27,538
600 - Capital Outlay	\$ 2,674	\$ 4,882	\$ 2,617	\$ 5,463	\$ 3,274
800 - Other Uses of Funds	\$ -	\$ 849	\$ 1,124	\$ 299	\$ 1,622
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center 1301CC  
Cost Center Name Board Office

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 281,254</b>	<b>\$ 271,632</b>	<b>\$ 258,565</b>	<b>\$ 258,882</b>	<b>\$ 284,761</b>
<b><u>Administrative Costs</u></b>	<b>\$ 281,254</b>	<b>\$ 271,632</b>	<b>\$ 258,565</b>	<b>\$ 258,882</b>	<b>\$ 284,761</b>
100 - Salary & Wages	\$ 174,512	\$ 180,068	\$ 170,708	\$ 173,378	\$ 173,024
200 - Fringe Benefits	\$ 54,880	\$ 60,537	\$ 56,436	\$ 59,937	\$ 67,697
400 - Purchased Services	\$ 20,155	\$ 10,465	\$ 12,992	\$ 6,139	\$ 24,286
500 - Supplies & Materials	\$ 5,270	\$ 7,053	\$ 4,985	\$ 2,560	\$ 4,074
600 - Capital Outlay	\$ 1,223	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ 25,213	\$ 13,510	\$ 13,445	\$ 16,869	\$ 15,680
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 18,980</b>	<b>\$ 4,960</b>	<b>\$ 10,110</b>	<b>\$ 8,095</b>	<b>\$ 45,464</b>



# Communications



Cost Center 1501CC

Cost Center Name District Communications

		2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$	<b>1,518,796</b>	\$ <b>1,871,107</b>	\$ <b>1,698,897</b>	\$ <b>1,615,179</b>	\$ <b>1,826,453</b>
<b><u>Administrative Costs</u></b>	\$	<b>1,518,796</b>	\$ <b>1,871,107</b>	\$ <b>1,698,897</b>	\$ <b>1,615,179</b>	\$ <b>1,826,453</b>
100 - Salary & Wages	\$	842,424	\$ 947,921	\$ 844,195	\$ 756,837	\$ 824,391
200 - Fringe Benefits	\$	288,195	\$ 330,624	\$ 264,107	\$ 240,246	\$ 357,269
400 - Purchased Services	\$	336,564	\$ 388,536	\$ 389,908	\$ 337,985	\$ 397,977
500 - Supplies & Materials	\$	16,487	\$ 191,187	\$ 190,860	\$ 272,140	\$ 228,366
600 - Capital Outlay	\$	33,097	\$ 11,793	\$ 1,628	\$ 6,167	\$ 11,086
800 - Other Uses of Funds	\$	2,030	\$ 1,046	\$ 8,199	\$ 1,805	\$ 7,363
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$	<b>-</b>	\$ <b>-</b>	\$ <b>-</b>	\$ <b>-</b>	\$ <b>-</b>
100 - Salary & Wages	\$	-	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$	-	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	<b>-</b>	\$ <b>185,383</b>	\$ <b>7,231</b>	\$ <b>7,384</b>	\$ <b>29,986</b>

Cost Center 1751CC  
 Cost Center Name Engagement Officer

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ -	\$ -	\$ 344,559	\$ 340,621
<b><u>Administrative Costs</u></b>	\$ -	\$ -	\$ -	\$ 344,559	\$ 340,621
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ 231,494	\$ 225,791
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ 75,614	\$ 77,626
400 - Purchased Services	\$ -	\$ -	\$ -	\$ 13,829	\$ 22,054
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ 17,537	\$ 4,763
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ 5,610	\$ 9,800
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ 475	\$ 588
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -

# School Support – Academics



Cost Center  
Cost Center Name

2001CC  
Chief Academic Officer

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 803,841</b>	<b>\$ 893,351</b>	<b>\$ 559,504</b>	<b>\$ 226,420</b>	<b>\$ 293,058</b>
<b><u>Administrative Costs</u></b>	<b>\$ 803,841</b>	<b>\$ 893,351</b>	<b>\$ 559,504</b>	<b>\$ 226,420</b>	<b>\$ 293,058</b>
100 - Salary & Wages	\$ 585,623	\$ 675,256	\$ 438,894	\$ 160,401	\$ 163,065
200 - Fringe Benefits	\$ 177,523	\$ 177,143	\$ 112,558	\$ 62,428	\$ 85,913
400 - Purchased Services	\$ 40,695	\$ 18,112	\$ 736	\$ 1,111	\$ 36,094
500 - Supplies & Materials	\$ -	\$ 22,519	\$ 5,816	\$ 2,030	\$ 4,556
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 1,960
800 - Other Uses of Funds	\$ -	\$ 322	\$ 1,500	\$ 450	\$ 1,470
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 4,889</b>	<b>\$ 99,959</b>	<b>\$ 16,097</b>	<b>\$ -</b>	<b>\$ 78,162</b>

Cost Center Cost Center Name	2002CC Arts Education							
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget			
<b>General Operating Fund</b>	\$ 457,419	\$ 426,716	\$ 508,715	\$ 330,291	\$ 551,846			
<b><u>Administrative Costs</u></b>	\$ 457,419	\$ 426,716	\$ 508,715	\$ 330,291	\$ 551,846			
100 - Salary & Wages	\$ 223,878	\$ 160,289	\$ 137,231	\$ 140,902	\$ 133,787			
200 - Fringe Benefits	\$ 62,162	\$ 56,619	\$ 45,066	\$ 35,569	\$ 81,038			
400 - Purchased Services	\$ 163,990	\$ 201,089	\$ 300,421	\$ 145,032	\$ 315,796			
500 - Supplies & Materials	\$ 701	\$ 8,719	\$ 25,746	\$ 5,562	\$ 20,980			
600 - Capital Outlay	\$ 6,689	\$ -	\$ -	\$ 3,226	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ 250	\$ -	\$ 245			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -			
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -			
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 529,978	\$ 1,040,998	\$ 273,493	\$ 395,945			

Cost Center Cost Center Name	2003CC Multilingual-Multicultural Education					
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget	
<b>General Operating Fund</b>	<b>\$ 812,188</b>	<b>\$ 1,291,484</b>	<b>\$ 1,176,944</b>	<b>\$ 1,414,079</b>	<b>\$ 1,596,532</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 812,188</b>	<b>\$ 1,291,484</b>	<b>\$ 1,176,944</b>	<b>\$ 1,414,079</b>	<b>\$ 1,596,532</b>	
100 - Salary & Wages	\$ 554,571	\$ 835,038	\$ 708,423	\$ 898,187	\$ 1,037,709	
200 - Fringe Benefits	\$ 216,122	\$ 371,787	\$ 318,105	\$ 432,736	\$ 471,774	
400 - Purchased Services	\$ 15,060	\$ 36,331	\$ 101,149	\$ 51,645	\$ 46,985	
500 - Supplies & Materials	\$ 12,540	\$ 41,706	\$ 29,675	\$ 20,779	\$ 30,233	
600 - Capital Outlay	\$ 12,948	\$ 5,790	\$ 17,906	\$ 10,055	\$ 8,851	
800 - Other Uses of Funds	\$ 948	\$ 832	\$ 1,687	\$ 677	\$ 980	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 384,630</b>	<b>\$ 643,478</b>	<b>\$ 3,100,108</b>	<b>\$ 476,737</b>	<b>\$ 633,511</b>	



Cost Center Cost Center Name	2004CC Gifted and Talented Service					
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget	
<b>General Operating Fund</b>	<b>\$ 3,138,941</b>	<b>\$ 3,628,380</b>	<b>\$ 3,318,732</b>	<b>\$ 3,116,571</b>	<b>\$ 3,092,312</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 1,199,825</b>	<b>\$ 1,607,290</b>	<b>\$ 1,672,247</b>	<b>\$ 1,580,689</b>	<b>\$ 3,092,312</b>	
100 - Salary & Wages	\$ 842,645	\$ 1,124,065	\$ 1,134,887	\$ 1,110,284	\$ 2,190,895	
200 - Fringe Benefits	\$ 309,294	\$ 422,418	\$ 401,696	\$ 400,076	\$ 874,504	
400 - Purchased Services	\$ 16,374	\$ 23,523	\$ 73,066	\$ 77	\$ 13,879	
500 - Supplies & Materials	\$ 7,960	\$ 32,851	\$ 61,936	\$ 69,658	\$ 10,584	
600 - Capital Outlay	\$ 8,091	\$ 4,433	\$ -	\$ 180	\$ 1,960	
800 - Other Uses of Funds	\$ 15,462	\$ -	\$ 662	\$ 414	\$ 490	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ 1,939,115</b>	<b>\$ 2,021,090</b>	<b>\$ 1,646,486</b>	<b>\$ 1,535,882</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ 1,398,148	\$ 1,461,249	\$ 1,217,892	\$ 1,112,862	\$ -	
200 - Fringe Benefits	\$ 540,968	\$ 559,840	\$ 428,594	\$ 423,020	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 130</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	



Cost Center Cost Center Name	2005CC Career and Technical Education					
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget	
<b>General Operating Fund</b>	<b>\$ 1,294,680</b>	<b>\$ 1,297,888</b>	<b>\$ 1,000,511</b>	<b>\$ 735,517</b>	<b>\$ 1,225,223</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 1,294,680</b>	<b>\$ 1,297,888</b>	<b>\$ 1,000,511</b>	<b>\$ 735,517</b>	<b>\$ 1,225,223</b>	
100 - Salary & Wages	\$ 59,098	\$ 218,797	\$ 238,896	\$ 177,056	\$ 137,784	
200 - Fringe Benefits	\$ 11,782	\$ 56,291	\$ 67,686	\$ 68,178	\$ 62,139	
400 - Purchased Services	\$ 765,076	\$ 635,179	\$ 368,793	\$ 355,663	\$ 841,932	
500 - Supplies & Materials	\$ 263,940	\$ 275,930	\$ 197,958	\$ 72,138	\$ 89,266	
600 - Capital Outlay	\$ 110,294	\$ 58,450	\$ 12,081	\$ 16,205	\$ 37,750	
800 - Other Uses of Funds	\$ 84,488	\$ 53,241	\$ 115,097	\$ 46,278	\$ 56,351	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 865,167</b>	<b>\$ 1,365,362</b>	<b>\$ 1,741,224</b>	<b>\$ 1,391,293</b>	<b>\$ 1,531,938</b>	

<b>Cost Center</b>	<b>2006CC</b>					
<b>Cost Center Name</b>	<b>Special Education Vocational Career Transition</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 1,235,468</b>	<b>\$ 1,412,929</b>	<b>\$ 1,425,906</b>	<b>\$ 1,427,290</b>	<b>\$ 1,421,895</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 1,235,468</b>	<b>\$ 1,412,929</b>	<b>\$ 1,425,906</b>	<b>\$ 1,427,290</b>	<b>\$ 1,421,895</b>	
100 - Salary & Wages	\$ 904,140	\$ 1,021,199	\$ 1,033,879	\$ 1,035,872	\$ 1,014,760	
200 - Fringe Benefits	\$ 321,951	\$ 388,107	\$ 388,365	\$ 388,245	\$ 404,195	
400 - Purchased Services	\$ 9,377	\$ 3,520	\$ 3,662	\$ 3,173	\$ 2,940	
500 - Supplies & Materials	\$ -	\$ 104	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 177,462</b>	<b>\$ 293,576</b>	<b>\$ 179,489</b>	<b>\$ 16,776</b>	

Cost Center Cost Center Name	2007CC Nursing Services					
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget	
<b>General Operating Fund</b>	\$ 3,861,961	\$ 4,797,647	\$ 5,047,644	\$ 2,699,159	\$ 4,999,664	
<b><u>Administrative Costs</u></b>	\$ 3,861,961	\$ 4,797,647	\$ 5,047,644	\$ 2,699,159	\$ 4,999,664	
100 - Salary & Wages	\$ 2,800,320	\$ 3,436,665	\$ 3,665,401	\$ 1,958,367	\$ 3,454,590	
200 - Fringe Benefits	\$ 1,051,416	\$ 1,356,257	\$ 1,377,579	\$ 740,715	\$ 1,523,563	
400 - Purchased Services	\$ 4,605	\$ 2,419	\$ 4,664	\$ 77	\$ 2,646	
500 - Supplies & Materials	\$ 226	\$ 2,307	\$ -	\$ -	\$ 18,865	
600 - Capital Outlay	\$ 5,394	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 7,540	\$ 560	\$ 2,716,062	\$ (216)	

Cost Center Cost Center Name	2008CC State and Federal Programs				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 333,863</b>	<b>\$ 1,169,786</b>	<b>\$ 3,418,013</b>	<b>\$ 2,352,169</b>	<b>\$ 3,133,388</b>
<b><u>Administrative Costs</u></b>	<b>\$ 333,863</b>	<b>\$ 1,169,786</b>	<b>\$ 3,418,013</b>	<b>\$ 2,352,169</b>	<b>\$ 3,133,388</b>
100 - Salary & Wages	\$ 81,418	\$ 171,752	\$ 279,190	\$ 189,624	\$ 271,883
200 - Fringe Benefits	\$ 27,884	\$ 57,067	\$ 101,808	\$ 75,780	\$ 123,657
400 - Purchased Services	\$ 20,491	\$ 682,644	\$ 2,143,387	\$ 1,026,582	\$ 2,470,138
500 - Supplies & Materials	\$ 4,453	\$ 129,751	\$ 690,464	\$ 1,038,633	\$ 199,867
600 - Capital Outlay	\$ 199,477	\$ 128,572	\$ 201,393	\$ 20,316	\$ 67,340
800 - Other Uses of Funds	\$ 140	\$ -	\$ 1,770	\$ 1,233	\$ 503
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 8,136</b>	<b>\$ 5,632,355</b>	<b>\$ 5,091,392</b>	<b>\$ 5,491,129</b>	<b>\$ 22,840,342</b>

Cost Center Cost Center Name	2009CC Curriculum and Instruction				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 1,000,017</b>	<b>\$ 3,372,351</b>	<b>\$ 2,501,419</b>	<b>\$ 1,397,220</b>	<b>\$ 1,725,481</b>
<b><u>Administrative Costs</u></b>	<b>\$ 1,000,017</b>	<b>\$ 3,372,351</b>	<b>\$ 2,501,419</b>	<b>\$ 1,397,220</b>	<b>\$ 1,725,481</b>
100 - Salary & Wages	\$ 480,728	\$ 938,848	\$ 1,108,608	\$ 916,181	\$ 1,037,628
200 - Fringe Benefits	\$ 156,659	\$ 312,111	\$ 360,798	\$ 321,554	\$ 447,179
400 - Purchased Services	\$ 350,414	\$ 296,276	\$ 388,387	\$ 131,399	\$ 218,771
500 - Supplies & Materials	\$ 12,216	\$ 1,818,115	\$ 622,549	\$ 14,857	\$ 15,384
600 - Capital Outlay	\$ -	\$ 1,677	\$ 10,768	\$ 3,005	\$ 1,960
800 - Other Uses of Funds	\$ -	\$ 5,324	\$ 10,308	\$ 10,225	\$ 4,559
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 412,233</b>	<b>\$ 3,917,773</b>	<b>\$ 1,794,202</b>	<b>\$ 1,540,327</b>	<b>\$ 5,296,469</b>

Cost Center Cost Center Name	2010CC Third Grade Guarantee							
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget			
<b>General Operating Fund</b>	\$ 44,441	\$ 158,026	\$ 274,903	\$ 191,278	\$ 366,549			
<b><u>Administrative Costs</u></b>	\$ 44,441	\$ 158,026	\$ 274,903	\$ 191,278	\$ 366,549			
100 - Salary & Wages	\$ 741	\$ 16,744	\$ 83,025	\$ 148,720	\$ 284,057			
200 - Fringe Benefits	\$ 131	\$ 6,621	\$ 26,083	\$ 42,558	\$ -			
400 - Purchased Services	\$ 17,957	\$ 57,354	\$ 88,474	\$ -	\$ 75,425			
500 - Supplies & Materials	\$ 25,612	\$ 71,746	\$ 77,321	\$ -	\$ 7,066			
600 - Capital Outlay	\$ -	\$ 5,561	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -			
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -			
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 178,668	\$ 158,858	\$ 217,908	\$ 2,436			

Cost Center Cost Center Name	2011CC City Arts Education							
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget			
<b>General Operating Fund</b>	\$ 240,027	\$ 227,883	\$ 196,563	\$ 157,197	\$ -			
<b><u>Administrative Costs</u></b>	\$ 240,027	\$ 227,883	\$ 196,563	\$ 157,197	\$ -			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ 213,422	\$ 185,855	\$ 148,797	\$ 111,195	\$ -			
500 - Supplies & Materials	\$ 19,204	\$ 42,027	\$ 47,766	\$ 46,003	\$ -			
600 - Capital Outlay	\$ 7,401	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -			
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -			
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 77,181	\$ 61,250	\$ 60,000	\$ 6,342			

Cost Center Cost Center Name	2012CC City Extracurricular Central							
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget			
<b>General Operating Fund</b>	\$ 124,545	\$ 221,072	\$ 245,755	\$ 124,106	\$ 612,916			
<b><u>Administrative Costs</u></b>	\$ 124,545	\$ 221,072	\$ 245,755	\$ 124,106	\$ 612,916			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ 260,203			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ 121,502	\$ 219,327	\$ 240,276	\$ 115,028	\$ 136,155			
500 - Supplies & Materials	\$ -	\$ 902	\$ 4,571	\$ 5,324	\$ 216,559			
600 - Capital Outlay	\$ 253	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ 2,789	\$ 842	\$ 908	\$ 3,754	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -			
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -			
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ 62,343	\$ -	\$ 58,180			



Cost Center Cost Center Name	2013CC Extracurricular Activities							
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget			
<b>General Operating Fund</b>	\$ 348,803	\$ 379,490	\$ 337,939	\$ 273,376	\$ 366,912			
<b><u>Administrative Costs</u></b>	\$ 348,803	\$ 379,490	\$ 337,939	\$ 273,376	\$ 366,912			
100 - Salary & Wages	\$ 244,694	\$ 249,572	\$ 225,861	\$ 181,310	\$ 261,967			
200 - Fringe Benefits	\$ 77,241	\$ 96,006	\$ 77,245	\$ 68,153	\$ 82,167			
400 - Purchased Services	\$ 23,721	\$ 25,842	\$ 19,657	\$ 11,917	\$ 17,896			
500 - Supplies & Materials	\$ 938	\$ 3,450	\$ 8,779	\$ 4,659	\$ 3,281			
600 - Capital Outlay	\$ 316	\$ 843	\$ 3,201	\$ 5,691	\$ 1,601			
800 - Other Uses of Funds	\$ 1,896	\$ 3,778	\$ 3,197	\$ 1,646	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -			
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -			
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Grant &amp; Gift Funds</b>	\$ 12,865	\$ 11,237	\$ 12,732	\$ 1,274	\$ (4,889)			

Cost Center Cost Center Name	2014CC Interscholastic Athletics				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,778,713</b>	<b>\$ 2,939,591</b>	<b>\$ 2,672,112</b>	<b>\$ 1,926,101</b>	<b>\$ 3,213,085</b>
<b><u>Administrative Costs</u></b>	<b>\$ 2,396,738</b>	<b>\$ 2,476,277</b>	<b>\$ 2,147,659</b>	<b>\$ 1,595,524</b>	<b>\$ 2,600,169</b>
100 - Salary & Wages	\$ 402,182	\$ 446,044	\$ 411,106	\$ 390,443	\$ 1,124,528
200 - Fringe Benefits	\$ 163,204	\$ 198,845	\$ 194,200	\$ 198,965	\$ 262,215
400 - Purchased Services	\$ 1,708,220	\$ 1,741,749	\$ 1,354,706	\$ 896,604	\$ 1,086,455
500 - Supplies & Materials	\$ 20,215	\$ 54,881	\$ 146,842	\$ 66,059	\$ 103,689
600 - Capital Outlay	\$ 33,524	\$ 9,976	\$ 13,175	\$ 15,259	\$ 9,030
800 - Other Uses of Funds	\$ 69,393	\$ 24,783	\$ 27,630	\$ 28,193	\$ 14,253
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ 381,975</b>	<b>\$ 463,314</b>	<b>\$ 524,452</b>	<b>\$ 330,577</b>	<b>\$ 612,916</b>
100 - Salary & Wages	\$ 22,690	\$ -	\$ 35,546	\$ 31,711	\$ 260,203
200 - Fringe Benefits	\$ 8,319	\$ -	\$ 8,808	\$ 10,910	\$ -
400 - Purchased Services	\$ 221,102	\$ 331,187	\$ 391,149	\$ 178,408	\$ 136,155
500 - Supplies & Materials	\$ 84,392	\$ 121,128	\$ 87,904	\$ 105,793	\$ 216,559
600 - Capital Outlay	\$ 45,472	\$ 9,551	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ 1,447	\$ 1,046	\$ 3,754	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 127,738</b>	<b>\$ 191,622</b>	<b>\$ 116,701</b>	<b>\$ 325,798</b>

Cost Center Cost Center Name	2015CC Academic Leadership Team					
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget	
<b>General Operating Fund</b>	<b>\$ 8,527,244</b>	<b>\$ 5,429,640</b>	<b>\$ 5,043,394</b>	<b>\$ 4,650,075</b>	<b>\$ 4,737,907</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 8,527,244</b>	<b>\$ 5,429,640</b>	<b>\$ 5,043,394</b>	<b>\$ 4,650,075</b>	<b>\$ 4,737,907</b>	
100 - Salary & Wages	\$ 3,702,456	\$ 3,707,181	\$ 3,771,208	\$ 3,432,859	\$ 3,400,820	
200 - Fringe Benefits	\$ 1,220,835	\$ 1,145,394	\$ 1,157,827	\$ 1,130,752	\$ 1,178,966	
400 - Purchased Services	\$ 3,807,162	\$ 517,511	\$ 56,433	\$ 58,916	\$ 56,597	
500 - Supplies & Materials	\$ (229,263)	\$ 41,288	\$ 56,917	\$ 21,708	\$ 79,779	
600 - Capital Outlay	\$ 8,048	\$ 8,868	\$ -	\$ 1,729	\$ 17,640	
800 - Other Uses of Funds	\$ 18,005	\$ 9,398	\$ 1,009	\$ 4,111	\$ 4,105	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 1,551,168</b>	<b>\$ 1,327,171</b>	<b>\$ 291,844</b>	<b>\$ 47,366</b>	

Cost Center Cost Center Name	2016CC Admissions and Attendance							
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget			
<b>General Operating Fund</b>	\$ 850,387	\$ 1,299,048	\$ 1,133,757	\$ 868,325	\$ 1,021,431			
<b><u>Administrative Costs</u></b>	\$ 850,387	\$ 1,299,048	\$ 1,133,757	\$ 868,325	\$ 1,021,431			
100 - Salary & Wages	\$ 571,988	\$ 906,112	\$ 768,978	\$ 549,026	\$ 605,052			
200 - Fringe Benefits	\$ 265,155	\$ 359,163	\$ 340,822	\$ 308,696	\$ 400,538			
400 - Purchased Services	\$ 7,555	\$ 17,744	\$ 11,730	\$ 4,771	\$ 11,431			
500 - Supplies & Materials	\$ 2,791	\$ 9,766	\$ 12,228	\$ 5,832	\$ 1,960			
600 - Capital Outlay	\$ 2,899	\$ 6,154	\$ -	\$ -	\$ 2,450			
800 - Other Uses of Funds	\$ -	\$ 108	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -			
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -			
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 58,182	\$ 54,637	\$ -	\$ 1,142			

Cost Center                      2017CC  
 Cost Center Name            Full Day Kindergarten

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ -	\$ -	\$ 169,844	\$ 41,388
<b><u>Administrative Costs</u></b>	\$ -	\$ -	\$ -	\$ 169,844	\$ 41,388
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ 62,337	\$ 39,632
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ 107,507	\$ 1,756
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Cost Center Cost Center Name	2019CC Textbooks									
	2017 Actual		2018 Actual		2019 Actual		2020 Est. Actual		2021 Budget	
<b>General Operating Fund</b>	\$	-	\$	2,749,824	\$	3,812,078	\$	1,587,153	\$	2,213,225
<b><u>Administrative Costs</u></b>	\$	-	\$	2,749,824	\$	3,812,078	\$	1,587,153	\$	2,213,225
100 - Salary & Wages	\$	-	\$	-	\$	-	\$	-	\$	-
200 - Fringe Benefits	\$	-	\$	-	\$	-	\$	-	\$	-
400 - Purchased Services	\$	-	\$	-	\$	13,998	\$	21,000	\$	147,686
500 - Supplies & Materials	\$	-	\$	2,749,824	\$	3,798,080	\$	1,566,153	\$	2,065,539
600 - Capital Outlay	\$	-	\$	-	\$	-	\$	-	\$	-
800 - Other Uses of Funds	\$	-	\$	-	\$	-	\$	-	\$	-
900 - Other	\$	-	\$	-	\$	-	\$	-	\$	-
<b><u>School Based Costs</u></b>	\$	-	\$	-	\$	-	\$	-	\$	-
100 - Salary & Wages	\$	-	\$	-	\$	-	\$	-	\$	-
200 - Fringe Benefits	\$	-	\$	-	\$	-	\$	-	\$	-
400 - Purchased Services	\$	-	\$	-	\$	-	\$	-	\$	-
500 - Supplies & Materials	\$	-	\$	-	\$	-	\$	-	\$	-
600 - Capital Outlay	\$	-	\$	-	\$	-	\$	-	\$	-
800 - Other Uses of Funds	\$	-	\$	-	\$	-	\$	-	\$	-
900 - Other	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Grant &amp; Gift Funds</b>	\$	-	\$	-	\$	-	\$	119,547	\$	633

Cost Center Cost Center Name	2020CC Youth Services							
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget			
<b>General Operating Fund</b>	\$ 743,099	\$ 776,981	\$ 728,884	\$ 532,445	\$ 678,284			
<b><u>Administrative Costs</u></b>	\$ 743,099	\$ 776,981	\$ 728,884	\$ 532,445	\$ 678,284			
100 - Salary & Wages	\$ 451,896	\$ 349,810	\$ 408,891	\$ 305,441	\$ 340,079			
200 - Fringe Benefits	\$ 147,845	\$ 139,649	\$ 133,176	\$ 128,330	\$ 154,132			
400 - Purchased Services	\$ 129,994	\$ 254,218	\$ 158,898	\$ 46,972	\$ 161,236			
500 - Supplies & Materials	\$ 6,777	\$ 29,363	\$ 22,081	\$ 29,795	\$ 17,337			
600 - Capital Outlay	\$ 6,587	\$ 3,941	\$ 5,837	\$ 21,907	\$ 5,500			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -			
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -			
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Grant &amp; Gift Funds</b>	\$ 349,894	\$ 403,690	\$ 404,360	\$ 360,319	\$ 433,580			

Cost Center Cost Center Name	2021CC Pre-Kindergarten Startup Costs				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 5,068,789</b>	<b>\$ 7,582,166</b>	<b>\$ 9,471,838</b>	<b>\$ 9,833,109</b>	<b>\$ 12,229,147</b>
<b><u>Administrative Costs</u></b>	<b>\$ 781,593</b>	<b>\$ 526,537</b>	<b>\$ 877,225</b>	<b>\$ 2,071,425</b>	<b>\$ 12,187,759</b>
100 - Salary & Wages	\$ 549,708	\$ 349,302	\$ 532,452	\$ 1,593,944	\$ 7,567,584
200 - Fringe Benefits	\$ 195,258	\$ 131,007	\$ 200,000	\$ 654,580	\$ 3,725,878
400 - Purchased Services	\$ 30,244	\$ 17,629	\$ 56,734	\$ 132,722	\$ 511,932
500 - Supplies & Materials	\$ 5,139	\$ 24,339	\$ 81,956	\$ (316,518)	\$ 353,979
600 - Capital Outlay	\$ 1,116	\$ 3,647	\$ 5,581	\$ 6,274	\$ 26,520
800 - Other Uses of Funds	\$ 129	\$ 613	\$ 503	\$ 423	\$ 1,866
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ 4,287,196</b>	<b>\$ 7,055,629</b>	<b>\$ 8,594,613</b>	<b>\$ 7,761,683</b>	<b>\$ 41,388</b>
100 - Salary & Wages	\$ 2,945,886	\$ 4,892,105	\$ 6,108,174	\$ 5,255,103	\$ -
200 - Fringe Benefits	\$ 1,341,310	\$ 2,163,524	\$ 2,466,431	\$ 2,336,736	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ 62,337	\$ 39,632
500 - Supplies & Materials	\$ -	\$ -	\$ 20,008	\$ 107,507	\$ 1,756
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 826,894</b>	<b>\$ 2,281,040</b>	<b>\$ 2,032,093</b>	<b>\$ 722,196</b>



Cost Center  
Cost Center Name

2023CC  
Advancement Officer

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 205,275</b>	<b>\$ 244,717</b>	<b>\$ 216,830</b>	<b>\$ 188,152</b>	<b>\$ 155,614</b>
<b><u>Administrative Costs</u></b>	<b>\$ 205,275</b>	<b>\$ 244,717</b>	<b>\$ 216,830</b>	<b>\$ 188,152</b>	<b>\$ 155,614</b>
100 - Salary & Wages	\$ 104,592	\$ 103,805	\$ 108,594	\$ 105,244	\$ 100,724
200 - Fringe Benefits	\$ 35,538	\$ 40,149	\$ 38,721	\$ 40,143	\$ 36,382
400 - Purchased Services	\$ 63,250	\$ 100,515	\$ 69,183	\$ 38,868	\$ 18,113
500 - Supplies & Materials	\$ 1,895	\$ 249	\$ 333	\$ 3,897	\$ 199
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 196
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 218,584</b>	<b>\$ 607,630</b>	<b>\$ 12,791</b>	<b>\$ 98,299</b>

Cost Center Cost Center Name	2024CC Closing the Achievement Gap					
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget	
<b>General Operating Fund</b>	<b>\$ 1,096,858</b>	<b>\$ 2,081,191</b>	<b>\$ 1,874,345</b>	<b>\$ 1,637,075</b>	<b>\$ 1,810,933</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 1,061,305</b>	<b>\$ 1,351,085</b>	<b>\$ 1,187,184</b>	<b>\$ 1,126,020</b>	<b>\$ 1,134,810</b>	
100 - Salary & Wages	\$ 636,308	\$ 744,364	\$ 697,229	\$ 696,006	\$ 601,629	
200 - Fringe Benefits	\$ 275,090	\$ 326,072	\$ 301,201	\$ 322,019	\$ 315,697	
400 - Purchased Services	\$ 134,578	\$ 234,190	\$ 161,916	\$ 97,725	\$ 177,602	
500 - Supplies & Materials	\$ 12,484	\$ 39,268	\$ 24,468	\$ 8,566	\$ 37,621	
600 - Capital Outlay	\$ 2,844	\$ 1,697	\$ 2,080	\$ 1,704	\$ 2,261	
800 - Other Uses of Funds	\$ -	\$ 5,493	\$ 290	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ 35,553</b>	<b>\$ 730,106</b>	<b>\$ 687,161</b>	<b>\$ 511,056</b>	<b>\$ 676,123</b>	
100 - Salary & Wages	\$ -	\$ 315,017	\$ 377,531	\$ 289,302	\$ 337,919	
200 - Fringe Benefits	\$ -	\$ 127,097	\$ 122,814	\$ 123,080	\$ 154,132	
400 - Purchased Services	\$ 35,553	\$ 254,688	\$ 158,898	\$ 46,972	\$ 161,236	
500 - Supplies & Materials	\$ -	\$ 29,363	\$ 22,081	\$ 29,795	\$ 17,337	
600 - Capital Outlay	\$ -	\$ 3,941	\$ 5,837	\$ 21,907	\$ 5,500	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

Cost Center Cost Center Name	2027CC Family and Community Engagement							
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget			
<b>General Operating Fund</b>	<b>\$ 474,076</b>	<b>\$ 554,491</b>	<b>\$ 409,420</b>	<b>\$ 260,309</b>	<b>\$ 476,740</b>			
<b><u>Administrative Costs</u></b>	<b>\$ 474,076</b>	<b>\$ 554,491</b>	<b>\$ 409,420</b>	<b>\$ 260,309</b>	<b>\$ 476,740</b>			
100 - Salary & Wages	\$ 213,338	\$ 152,885	\$ 173,351	\$ 134,229	\$ 236,492			
200 - Fringe Benefits	\$ 95,061	\$ 79,200	\$ 80,835	\$ 72,053	\$ 99,383			
400 - Purchased Services	\$ 124,031	\$ 168,924	\$ 102,285	\$ 36,681	\$ 100,643			
500 - Supplies & Materials	\$ 27,680	\$ 146,069	\$ 42,797	\$ 16,348	\$ 34,342			
600 - Capital Outlay	\$ 5,394	\$ 516	\$ 6,075	\$ -	\$ 1,960			
800 - Other Uses of Funds	\$ 8,573	\$ 6,897	\$ 4,078	\$ 998	\$ 3,920			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>			
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -			
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -			
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -			
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -			
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -			
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -			
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Grant &amp; Gift Funds</b>	<b>\$ 425</b>	<b>\$ 868,244</b>	<b>\$ 1,382,270</b>	<b>\$ 820,059</b>	<b>\$ 922,710</b>			

<b>Cost Center</b>	<b>2101CC</b>					
<b>Cost Center Name</b>	<b>Special Education Planning and Operations</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 46,611,383</b>	<b>\$ 75,103,199</b>	<b>\$ 71,726,699</b>	<b>\$ 71,549,887</b>	<b>\$ 82,072,434</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 1,508,753</b>	<b>\$ 2,105,857</b>	<b>\$ 2,404,808</b>	<b>\$ 2,081,343</b>	<b>\$ 54,138,379</b>	
100 - Salary & Wages	\$ 736,818	\$ 1,040,242	\$ 1,272,699	\$ 1,282,605	\$ 34,570,032	
200 - Fringe Benefits	\$ 301,979	\$ 398,106	\$ 508,844	\$ 495,769	\$ 19,156,926	
400 - Purchased Services	\$ 379,405	\$ 529,488	\$ 498,558	\$ 215,853	\$ 310,581	
500 - Supplies & Materials	\$ 77,220	\$ 120,445	\$ 64,508	\$ 81,914	\$ 92,744	
600 - Capital Outlay	\$ 13,331	\$ 9,861	\$ -	\$ 1,702	\$ 1,886	
800 - Other Uses of Funds	\$ -	\$ 7,715	\$ 60,200	\$ 3,500	\$ 6,209	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ 45,102,629</b>	<b>\$ 72,997,342</b>	<b>\$ 69,321,891</b>	<b>\$ 69,468,545</b>	<b>\$ 27,934,055</b>	
100 - Salary & Wages	\$ 31,497,995	\$ 50,999,584	\$ 48,792,951	\$ 48,660,712	\$ 19,130,845	
200 - Fringe Benefits	\$ 13,604,634	\$ 21,910,436	\$ 20,455,342	\$ 20,764,169	\$ 8,751,606	
400 - Purchased Services	\$ -	\$ 39,509	\$ 30,581	\$ 34,425	\$ 36,544	
500 - Supplies & Materials	\$ -	\$ 46,857	\$ 42,137	\$ 9,212	\$ 14,620	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ 955	\$ 880	\$ 27	\$ 441	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 175,000</b>	<b>\$ 6,702,179</b>	<b>\$ 11,732,371</b>	<b>\$ 3,840,908</b>	<b>\$ 2,297,753</b>	

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<b>Cost Center</b>	<b>2105CC</b>					
<b>Cost Center Name</b>	<b>Special Education Related Services</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 10,720,797</b>	<b>\$ 11,987,087</b>	<b>\$ 12,918,988</b>	<b>\$ 13,426,248</b>	<b>\$ 13,289,104</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 10,720,797</b>	<b>\$ 11,987,087</b>	<b>\$ 12,918,988</b>	<b>\$ 13,426,248</b>	<b>\$ 13,289,104</b>	
100 - Salary & Wages	\$ 7,654,012	\$ 8,324,566	\$ 9,136,415	\$ 9,470,472	\$ 9,065,928	
200 - Fringe Benefits	\$ 3,010,968	\$ 3,583,753	\$ 3,719,058	\$ 3,927,421	\$ 4,186,050	
400 - Purchased Services	\$ 25,815	\$ 34,621	\$ 24,991	\$ 21,181	\$ 25,494	
500 - Supplies & Materials	\$ 30,002	\$ 43,525	\$ 37,643	\$ 7,148	\$ 11,190	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ 622	\$ 880	\$ 27	\$ 441	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 1,706,877</b>	<b>\$ 1,429,091</b>	<b>\$ 947,799</b>	<b>\$ 448,947</b>	

<b>Cost Center</b>	<b>2106CC</b>					
<b>Cost Center Name</b>	<b>Psychological Services</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 6,514,955</b>	<b>\$ 7,622,845</b>	<b>\$ 8,132,714</b>	<b>\$ 5,390,524</b>	<b>\$ 8,282,683</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 6,514,955</b>	<b>\$ 7,622,845</b>	<b>\$ 8,132,714</b>	<b>\$ 5,390,524</b>	<b>\$ 8,282,683</b>	
100 - Salary & Wages	\$ 4,758,658	\$ 5,485,710	\$ 5,891,226	\$ 3,986,679	\$ 5,775,498	
200 - Fringe Benefits	\$ 1,749,892	\$ 2,133,165	\$ 2,235,067	\$ 1,391,711	\$ 2,497,606	
400 - Purchased Services	\$ 4,302	\$ 408	\$ 1,927	\$ 10,071	\$ 7,129	
500 - Supplies & Materials	\$ 2,102	\$ 3,229	\$ 4,494	\$ 2,064	\$ 2,450	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ 333	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 398,800</b>	<b>\$ 548,383</b>	<b>\$ 3,844,050</b>	<b>\$ 353,598</b>	

**Cost Center** 2108CC  
**Cost Center Name** Alternative Schools Management

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ 636,890	\$ 765,210	\$ 654,980	\$ 1,729,318
<b><u>Administrative Costs</u></b>	\$ -	\$ 636,890	\$ 765,210	\$ 654,980	\$ 1,729,318
100 - Salary & Wages	\$ -	\$ 435,279	\$ 494,630	\$ 458,476	\$ 1,172,349
200 - Fringe Benefits	\$ -	\$ 156,309	\$ 173,342	\$ 171,987	\$ 469,664
400 - Purchased Services	\$ -	\$ 35,369	\$ 45,474	\$ 5,348	\$ 52,603
500 - Supplies & Materials	\$ -	\$ 2,315	\$ 6,786	\$ 5,558	\$ 24,902
600 - Capital Outlay	\$ -	\$ 7,619	\$ 44,977	\$ 13,611	\$ 9,800
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ 6,568	\$ -



# School Support – Operations



Cost Center 3001CC  
 Cost Center Name Chief Operating Officer

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 914,077</b>	<b>\$ 995,121</b>	<b>\$ 1,038,643</b>	<b>\$ 914,211</b>	<b>\$ 851,526</b>
<b><u>Administrative Costs</u></b>	<b>\$ 914,077</b>	<b>\$ 995,121</b>	<b>\$ 1,038,643</b>	<b>\$ 914,211</b>	<b>\$ 851,526</b>
100 - Salary & Wages	\$ 336,467	\$ 336,143	\$ 332,434	\$ 298,724	\$ 297,811
200 - Fringe Benefits	\$ 96,866	\$ 97,216	\$ 89,950	\$ 86,326	\$ 90,782
400 - Purchased Services	\$ 469,178	\$ 539,699	\$ 592,230	\$ 521,566	\$ 435,196
500 - Supplies & Materials	\$ 7,497	\$ 16,468	\$ 19,128	\$ 6,919	\$ 19,603
600 - Capital Outlay	\$ 4,071	\$ 5,595	\$ 4,900	\$ 677	\$ 8,134
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center 3002CC

Cost Center Name Facilities Administration

		2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$</b>	<b>37,073,126</b>	<b>\$ 41,768,384</b>	<b>\$ 42,624,778</b>	<b>\$ 40,465,979</b>	<b>\$ 44,851,840</b>
<b><u>Administrative Costs</u></b>	<b>\$</b>	<b>5,905,535</b>	<b>\$ 7,183,221</b>	<b>\$ 5,747,855</b>	<b>\$ 6,166,063</b>	<b>\$ 27,839,050</b>
100 - Salary & Wages	\$	2,446,345	\$ 2,950,426	\$ 2,940,626	\$ 3,005,150	\$ 14,707,514
200 - Fringe Benefits	\$	887,697	\$ 1,089,474	\$ 1,080,269	\$ 1,140,156	\$ 9,890,115
400 - Purchased Services	\$	1,617,209	\$ 1,400,469	\$ 690,006	\$ 812,472	\$ 1,318,004
500 - Supplies & Materials	\$	874,564	\$ 1,397,391	\$ 1,034,964	\$ 1,068,540	\$ 1,837,086
600 - Capital Outlay	\$	79,719	\$ 345,460	\$ 1,991	\$ 139,745	\$ 86,331
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$</b>	<b>31,167,591</b>	<b>\$ 34,585,163</b>	<b>\$ 36,876,924</b>	<b>\$ 34,299,916</b>	<b>\$ 17,012,790</b>
100 - Salary & Wages	\$	13,448,966	\$ 14,230,990	\$ 14,078,049	\$ 13,697,195	\$ 96,472
200 - Fringe Benefits	\$	5,883,022	\$ 6,609,258	\$ 6,464,739	\$ 6,314,824	\$ -
400 - Purchased Services	\$	11,835,603	\$ 13,744,915	\$ 16,334,135	\$ 14,287,897	\$ 16,916,318
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,604</b>	<b>\$ -</b>

Cost Center 3003CC  
 Cost Center Name Trades

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 5,223,624</b>	<b>\$ 5,174,816</b>	<b>\$ 5,411,120</b>	<b>\$ 5,148,693</b>	<b>\$ 3,723,261</b>
<b><u>Administrative Costs</u></b>	<b>\$ 5,130,438</b>	<b>\$ 5,158,730</b>	<b>\$ 5,411,120</b>	<b>\$ 5,148,693</b>	<b>\$ 3,723,261</b>
100 - Salary & Wages	\$ 3,074,367	\$ 2,910,293	\$ 3,063,037	\$ 3,040,694	\$ 2,459,452
200 - Fringe Benefits	\$ 1,117,919	\$ 1,152,776	\$ 1,187,928	\$ 1,199,259	\$ 1,189,056
400 - Purchased Services	\$ 771,235	\$ 949,885	\$ 914,381	\$ 749,609	\$ 17,079
500 - Supplies & Materials	\$ 166,917	\$ 143,058	\$ 241,674	\$ 158,386	\$ 29,885
600 - Capital Outlay	\$ -	\$ 2,717	\$ 4,100	\$ 745	\$ 27,788
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ 93,185</b>	<b>\$ 16,086</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ 28,687	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ 7,279	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ 54,326	\$ 15,222	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ 2,893	\$ 864	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center 3004CC

Cost Center Name Inventory and Distribution

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 468,201</b>	<b>\$ 572,658</b>	<b>\$ 533,862</b>	<b>\$ 507,673</b>	<b>\$ 552,015</b>
<b><u>Administrative Costs</u></b>	<b>\$ 468,201</b>	<b>\$ 572,658</b>	<b>\$ 533,862</b>	<b>\$ 507,673</b>	<b>\$ 552,015</b>
100 - Salary & Wages	\$ 303,440	\$ 355,049	\$ 337,962	\$ 330,786	\$ 317,089
200 - Fringe Benefits	\$ 159,382	\$ 183,783	\$ 172,521	\$ 168,926	\$ 220,519
400 - Purchased Services	\$ (4,651)	\$ 5,941	\$ 1,075	\$ -	\$ 3,920
500 - Supplies & Materials	\$ 10,030	\$ 27,885	\$ 19,519	\$ 7,961	\$ 9,017
600 - Capital Outlay	\$ -	\$ -	\$ 2,785	\$ -	\$ 1,470
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center 3005CC

Cost Center Name Construction Management

		2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$	<b>403,983</b>	\$ <b>2,244,947</b>	\$ <b>4,515,574</b>	\$ <b>2,081,686</b>	\$ <b>1,028,624</b>
<b><u>Administrative Costs</u></b>	\$	<b>403,983</b>	\$ <b>2,244,947</b>	\$ <b>4,515,574</b>	\$ <b>2,081,686</b>	\$ <b>1,028,624</b>
100 - Salary & Wages	\$	696	\$ 193,907	\$ 334,521	\$ 51,638	\$ -
200 - Fringe Benefits	\$	220	\$ 65,838	\$ 114,633	\$ 29,638	\$ -
400 - Purchased Services	\$	394,045	\$ 1,092,038	\$ 2,121,151	\$ 1,815,276	\$ 238,781
500 - Supplies & Materials	\$	4,710	\$ 890,594	\$ 1,125,481	\$ 41,952	\$ 789,843
600 - Capital Outlay	\$	4,311	\$ 2,569	\$ 819,789	\$ 143,182	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$	-	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$	-	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$	-	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	-	\$ -	\$ -	\$ <b>344</b>	\$ -

## Capital Projects

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
0004CC Adlai E Stevenson	\$ 104,836	\$ 34,444	\$ 27,809.86	\$ 55,951.39	\$ 61,979.76
0005CC Albert B Hart (Closed)	\$ 25,608	\$ 8,530	\$ -	\$ -	\$ -
0009CC Alexander Hamilton	\$ 18,109	\$ 3,673	\$ -	\$ -	\$ -
0010CC A. G. Bell	\$ -	\$ -	\$ -	\$ -	\$ -
0012CC Almira	\$ 71,392	\$ 52,580	\$ 33,317.11	\$ 51,487.00	\$ 31,900.34
0016CC Andrew J Rickoff	\$ 137,299	\$ 120,707	\$ 107,775.62	\$ 122,117.36	\$ 243,916.78
0020CC Jesse Owens Academy	\$ 676,970	\$ 21,296	\$ -	\$ -	\$ -
0021CC Anton Grdina	\$ 151,645	\$ 65,488	\$ 59,307.00	\$ 73,427.19	\$ 123,183.00
0023CC Artemus Ward	\$ 101,270	\$ 56,959	\$ 74,542.28	\$ 71,168.28	\$ 61,681.84
0024CC Audubon	\$ -	\$ -	\$ -	\$ 7,700.00	\$ -
0027CC Memorial	\$ 143,652	\$ 144,885	\$ 83,730.10	\$ 91,279.18	\$ 263,734.24
0030CC Garrett Morgan Leadership & Innovation	\$ 519,090	\$ 771,009	\$ 15,197,798.62	\$ 17,883,353.23	\$ 15,574,664.52
0032CC Design Lab Early College	\$ 32,714	\$ 66,134	\$ 10,932.86	\$ 96,196.46	\$ 40,000.00
0035CC MC2STEM Great Lakes Science Center	\$ 74,822	\$ 3,131	\$ -	\$ -	\$ -
0036CC Benjamin Franklin	\$ 1,062,165	\$ 2,429,326	\$ 271,180.01	\$ 111,901.27	\$ 129,086.76
0041CC Bolton	\$ 54,065	\$ 27,439	\$ 9,283.62	\$ 38,570.55	\$ 22,102.40
0058CC Brooklawn	\$ 2,526,051	\$ 708,621	\$ 88,408.37	\$ 24,627.42	\$ 97,208.00
0064CC Buhrer Dual Language	\$ 99,435	\$ 36,144	\$ 63,946.09	\$ 67,632.16	\$ 95,680.48
0065CC Captain Arthur Roth	\$ -	\$ -	\$ -	\$ -	\$ -
0066CC Carl F Shuler	\$ 599,532	\$ 240,389	\$ 8,956.42	\$ 92,574.14	\$ 163,057.92
0068CC Case	\$ 139,193	\$ 83,654	\$ 23,567.00	\$ 30,683.30	\$ 29,165.40
0076CC Alfred A Benesch	\$ 106,593	\$ 167,581	\$ 11,473.00	\$ 24,807.00	\$ 26,208.40
0077CC Charles Dickens	\$ 88,157	\$ 32,074	\$ 51,624.48	\$ 46,630.15	\$ 60,620.88
0078CC Whitney M Young	\$ 404,979	\$ -	\$ -	\$ 1,661,308.32	\$ 3,615,007.60
0080CC Charles Mooney	\$ 572,205	\$ 75,102	\$ 150,293.77	\$ 16,047.00	\$ 57,560.40
0088CC Clark	\$ 36,735	\$ 31,296	\$ 6,710.81	\$ 6,774.00	\$ 49,312.00
0090CC Clara E Westropp	\$ 69,190	\$ 92,438	\$ 153,702.60	\$ 47,246.04	\$ 51,546.80
0094CC John D. Rockefeller	\$ 63,149	\$ -	\$ -	\$ -	\$ -
0096CC Collinwood High School	\$ 186,645	\$ 364,804	\$ 134,681.40	\$ 16,286.89	\$ 147,850.28
0102CC Campus International North	\$ 17,326,815	\$ 5,265,852	\$ 546,900.59	\$ 0.01	\$ 1,328,774.62
0107CC Cranwood	\$ 167,891	\$ 160,751	\$ 9,921.39	\$ -	\$ 1,790.00
0109CC Daniel E Morgan	\$ 116,799	\$ 110,651	\$ 74,825.80	\$ 52,028.57	\$ 252,083.14
0112CC Denison	\$ 102,082	\$ 18,038	\$ 150.00	\$ 21,955.83	\$ 13,696.40
0124CC Dike School of the Arts	\$ 76,639	\$ 34,020	\$ 5,120.91	\$ 8,001.60	\$ 16,014.00
0130CC Douglas MacArthur Girls Leadership Academy	\$ 58,311	\$ 37,641	\$ 23,547.53	\$ -	\$ 42,083.52
0135CC MC2STEM GE Lighting Nela Park	\$ -	\$ 5,979	\$ -	\$ -	\$ 2,974.32
0148CC East Clark	\$ 98,681	\$ 39,643	\$ 67,693.53	\$ 44,983.43	\$ 75,507.76
0159CC Cleveland Early College High School	\$ 150	\$ -	\$ -	\$ -	\$ 1,600.00
0161CC East Tech High School	\$ 180,658	\$ 112,606	\$ 14,986.95	\$ 139,140.79	\$ 159,893.22
0164CC Empire Computech	\$ 1,465	\$ -	\$ -	\$ -	\$ -
0165CC E Desauze Contemporary Academy	\$ 121,179	\$ -	\$ -	\$ -	\$ 264,352.30
0168CC Euclid Park	\$ 139,107	\$ 111,847	\$ 96,710.51	\$ 62,608.99	\$ 56,504.14
0171CC Forest Hill Parkway	\$ -	\$ -	\$ -	\$ -	\$ -
0172CC Franklin D Roosevelt	\$ 2,636,829	\$ 266,975	\$ 184,650.78	\$ 125,990.21	\$ 444,821.52
0184CC AB Hart	\$ 406,066	\$ -	\$ -	\$ 489,584.37	\$ 1,249,704.04
0188CC Garfield	\$ 210,929	\$ 69,980	\$ 65,937.15	\$ 68,162.18	\$ 110,866.92
0198CC George Washington Carver	\$ 189,746	\$ 75,554	\$ 46,884.74	\$ 45,276.01	\$ 74,440.54
0200CC Giddings	\$ 38,809	\$ -	\$ -	\$ -	\$ -
0208CC Cleveland High School for Digital Arts	\$ 109,847	\$ 204,301	\$ -	\$ -	\$ 6,304.00
0218CC Campus International South	\$ -	\$ 5,221,361	\$ 322,890.45	\$ 227,019.19	\$ 6,117,229.60
0220CC Glenville High School	\$ 112,058	\$ 272,171	\$ 40,234.24	\$ 32,941.50	\$ 191,329.40
0224CC Halle	\$ 371,939	\$ -	\$ -	\$ 607,251.85	\$ 1,982,975.48
0225CC Gracemount	\$ 18,906	\$ 3,673	\$ -	\$ -	\$ -
0227CC CLOSED - Halle Senior High School	\$ 571,981	\$ -	\$ -	\$ 64,482.73	\$ 237,651.82
0229CC Hannah Gibbons	\$ 120,921	\$ 127,570	\$ 58,411.08	\$ 36,026.25	\$ 263,983.20
0233CC Harry E Davis	\$ 16,005	\$ -	\$ -	\$ 9,700.00	\$ -
0240CC Harvey Rice	\$ 132,647	\$ 63,818	\$ 69,893.34	\$ 33,209.70	\$ 67,020.84
0252CC Henry Longfellow	\$ 26,572	\$ 3,680	\$ 242,599.50	\$ 11,997.85	\$ 40,719.12
0270CC Iowa-Maple	\$ 88,090	\$ 44,862	\$ 2,375.25	\$ 9,350.00	\$ 15,496.40
0273CC James Ford Rhodes	\$ 203,028	\$ 1,250,684	\$ 318,664.17	\$ 230,434.96	\$ 113,628.34
0275CC Jane Addams Business Careers Center	\$ 81,603	\$ 45,018	\$ 6,732.00	\$ 9,872.00	\$ 29,106.40
0276CC John Adams High School	\$ 186,899	\$ 716,550	\$ 186,038.60	\$ 85,149.78	\$ 322,527.04
0279CC Joseph M Gallagher	\$ 252,964	\$ 44,844	\$ 7,740.50	\$ 26,577.73	\$ 66,182.40
0284CC John Hay	\$ 317,513	\$ 747,937	\$ 136,300.76	\$ 65,342.30	\$ 364,402.96
0285CC John F Kennedy	\$ 2,131,485	\$ 1,233,783	\$ 13,670,536.47	\$ 25,055,508.93	\$ 12,152,937.80
0292CC John Marshall High School	\$ 1,440,431	\$ 487,904	\$ 184,866.23	\$ 157,590.13	\$ 425,341.90
0294CC John W Raper	\$ 27,559	\$ 3,673	\$ -	\$ -	\$ -
0295CC Joseph F Landis	\$ -	\$ -	\$ -	\$ -	\$ -



## Capital Projects

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
0297CC Kenneth W Clement Boys Leadership Academy	\$ 72,570	\$ 10,811	\$ 7,276.00	\$ -	\$ 26,498.80
0301CC Kentucky	\$ 22,539	\$ 2,462	\$ -	\$ -	\$ 12,048.00
0326CC Davis Aerospace and Maritime High School	\$ 52,072	\$ 1,920,018	\$ 3,112.71	\$ -	\$ 241,313.94
0328CC Luis Munoz Marin	\$ 434,416	\$ 54,864	\$ 22,274.99	\$ 47,359.00	\$ 91,636.00
0330CC Lincoln-West High School	\$ 518,039	\$ 193,936	\$ 250,504.22	\$ 82,438.25	\$ 117,406.40
0338CC Louis Agassiz	\$ 218,679	\$ 1,776,396	\$ 29,723.55	\$ 15,275.02	\$ 16,671.02
0339CC Louis Pasteur	\$ 17,326	\$ 3,673	\$ -	\$ -	\$ -
0340CC Louisa May Alcott	\$ 78,465	\$ 49,411	\$ 21,226.01	\$ 36,201.75	\$ 58,620.96
0343CC Margaret Spellacy	\$ 113,989	\$ 5,380	\$ 12,657.45	\$ 11,840.33	\$ 20,684.40
0345CC Margaret A Ireland	\$ 6,347	\$ 1,775	\$ -	\$ -	\$ -
0347CC Mary B Martin	\$ 120,318	\$ 61,897	\$ 114,099.16	\$ 36,355.34	\$ 70,990.46
0349CC Max S Hayes High School	\$ 3,279,552	\$ 894,014	\$ 174,335.31	\$ 127,773.10	\$ 183,784.36
0350CC Mary M Bethune	\$ 152,831	\$ 109,217	\$ 88,348.12	\$ 36,171.67	\$ 108,840.36
0352CC McKinley	\$ 26,302	\$ 1,975	\$ 4,207.05	\$ -	\$ 3,765.46
0353CC Marion C Seltzer	\$ 25,712	\$ 30,238	\$ 40,055.50	\$ 29,033.00	\$ 41,597.40
0354CC Marion-Sterling	\$ 72,096	\$ 75,622	\$ 21,233.35	\$ 19,129.00	\$ 15,596.40
0368CC Miles	\$ 73,258	\$ 28,916	\$ 44,109.56	\$ 64,300.37	\$ 139,108.90
0372CC Miles Park	\$ 165,602	\$ 84,638	\$ 108,269.95	\$ 73,931.88	\$ 210,485.46
0376CC Michael R White	\$ 53,848	\$ 81,795	\$ -	\$ -	\$ 16,696.40
0396CC Mound	\$ 39,624	\$ 72,971	\$ 48,974.61	\$ 44,490.73	\$ 94,784.54
0400CC Mt Auburn	\$ -	\$ -	\$ -	\$ 11,500.00	\$ -
0402CC Mt. Pleasant Demo	\$ -	\$ -	\$ -	\$ 296,003.97	\$ 980,189.60
0404CC School Of One	\$ 720	\$ -	\$ -	\$ -	\$ 1,200.00
0411CC Nathan Hale	\$ 54,345	\$ 31,505	\$ 46,832.68	\$ 67,604.90	\$ 47,913.18
0412CC Nathaniel Hawthorne	\$ -	\$ -	\$ -	\$ -	\$ 11,448.00
0415CC Newton D Baker School of the Arts	\$ 51,147	\$ 30,652	\$ 9,362.33	\$ 30,733.00	\$ 66,418.16
0428CC Oliver H Perry	\$ 349,988	\$ 6,969,349	\$ 8,764,431.79	\$ 2,251,193.85	\$ 906,111.40
0436CC Orchard	\$ 74,961	\$ 21,890	\$ 28,043.64	\$ 38,335.60	\$ 126,381.34
0448CC Patrick Henry	\$ 311,182	\$ 428,547	\$ 49,728.72	\$ 55,896.09	\$ 51,115.86
0451CC Paul L Dunbar	\$ 65,586	\$ 46,258	\$ 39,876.25	\$ 76,103.11	\$ 78,024.10
0452CC Paul Revere	\$ 16,688	\$ 869	\$ 25,957.03	\$ 47,533.21	\$ 59,810.64
0482CC Robert H Jamison	\$ 225,440	\$ 43,953	\$ 56,163.62	\$ 83,893.03	\$ 372,257.90
0485CC Riverside	\$ 125,729	\$ 160,040	\$ 168,347.97	\$ 45,421.63	\$ 58,677.76
0486CC Robert Fulton	\$ -	\$ -	\$ -	\$ -	\$ -
0487CC Robinson G Jones	\$ 98,110	\$ 72,262	\$ 86,946.37	\$ 111,677.96	\$ 92,843.34
0500CC Scranton	\$ 39,990	\$ 21,657	\$ 14,058.69	\$ 9,404.51	\$ 31,325.88
0512CC South High	\$ 51,097	\$ 700,220	\$ 113,278.14	\$ 57,725.00	\$ 48,002.00
0514CC SuccessTech Academy	\$ 246,458	\$ 67,211	\$ 38,376.19	\$ -	\$ 5,180.00
0525CC Stephen Howe	\$ 18,906	\$ 3,673	\$ -	\$ -	\$ -
0532CC Sunbeam	\$ 926,887	\$ 8,002,962	\$ 15,991,959.90	\$ 3,875,021.36	\$ 1,607,071.38
0537CC Thomas Jefferson International Newcomers Academy	\$ 95,866	\$ 51,553	\$ 54,197.76	\$ 126,640.65	\$ 65,273.02
0544CC Tremont Montessori	\$ 69,154	\$ 75,146	\$ 55,819.20	\$ 755.32	\$ 25,626.40
0548CC Union	\$ 14,131	\$ -	\$ -	\$ -	\$ 182,404.60
0550CC Valley View Boys Leadership Academy	\$ 40,927	\$ 24,929	\$ 2,359.00	\$ 13,899.50	\$ 17,705.40
0556CC Wade Park	\$ 149,089	\$ 96,459	\$ 99,930.65	\$ 63,099.74	\$ 43,424.74
0560CC Walton	\$ 76,198	\$ 20,756	\$ 4,098.18	\$ 4,511.09	\$ 17,946.40
0572CC Warner Girls Leadership Academy	\$ 182,277	\$ 91,487	\$ 122,771.69	\$ 148,869.77	\$ 285,726.46
0587CC Washington Park Environmental Studies	\$ 93,847	\$ 8,806	\$ -	\$ -	\$ 1,045.32
0592CC Watterson-Lake	\$ 153,857	\$ 37,853	\$ 2,753.83	\$ 48,365.11	\$ 46,632.62
0596CC Waverly	\$ 905,677	\$ 3,692,396	\$ 10,805,025.54	\$ 4,252,224.78	\$ 1,412,212.64
0605CC Willow	\$ 178,268	\$ 37,932	\$ 18,800.00	\$ 6,800.00	\$ 33,126.40
0615CC Whitney M Young Leadership Academy	\$ 77,573	\$ -	\$ 3,715,821.94	\$ 1,498,789.29	\$ 352,479.68
0616CC Wilbur Wright	\$ 2,432,106	\$ 12,711,582	\$ 397,335.77	\$ 61,899.85	\$ 62,552.78
0621CC William Rainey Harper	\$ 209,650	\$ 6,300,842	\$ 8,955,766.98	\$ 347,572.44	\$ 1,686,869.76
0622CC William Cullen Bryant	\$ 3,017,183	\$ 6,423,731	\$ 175,672.81	\$ 29,693.84	\$ 323,602.34
0624CC Willson	\$ 163,145	\$ 50,853	\$ 57,443.49	\$ 57,032.66	\$ 135,969.70
0636CC Buckeye Woodland	\$ 16,796	\$ 869	\$ 34,239.44	\$ 479,023.96	\$ 381,698.42
0801CC Cleveland School of the Arts	\$ 1,033,503	\$ 463,976	\$ 483,848.68	\$ 148,020.60	\$ 365,967.68
0802CC Garrett Morgan	\$ 39,419	\$ 40,486	\$ 27,973.49	\$ 18,926.17	\$ 20,096.40
0803CC Law and Municipal Centers at Martin Luther King Jr.	\$ -	\$ 31,537	\$ 21,908.51	\$ 69,833.40	\$ 58,178.00
0804CC Martin Luther King Jr Campus	\$ 127,447	\$ 61,595	\$ 16,264.00	\$ 14,952.01	\$ 40,420.80
0805CC Ginn Academy	\$ -	\$ -	\$ -	\$ -	\$ -
0911CC Promise Academy	\$ -	\$ -	\$ -	\$ -	\$ -
3015CC East Professional Center	\$ 3,229	\$ 69,458	\$ -	\$ 9,700.00	\$ 600.02
3018CC Woodland Data Center	\$ -	\$ 49,311	\$ 2,257.36	\$ -	\$ -
Administrative & Other Projects	\$ 4,219,309	\$ 1,079,391	\$ 266,495	\$ 542,020.49	\$ 575,424.82
<b>Grand Total</b>	<b>\$ 57,647,568</b>	<b>\$ 75,901,077</b>	<b>\$ 84,698,207</b>	<b>\$ 63,983,003</b>	<b>\$ 59,586,895</b>



<b>Cost Center</b>	<b>3006CC</b>				
<b>Cost Center Name</b>	<b>School Closings</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 356,965</b>	<b>\$ 518,021</b>	<b>\$ 317,688</b>	<b>\$ 490,993</b>	<b>\$ 1,483,428</b>
<b><u>Administrative Costs</u></b>	<b>\$ 356,965</b>	<b>\$ 518,021</b>	<b>\$ 317,688</b>	<b>\$ 490,993</b>	<b>\$ 1,483,428</b>
100 - Salary & Wages	\$ 45,663	\$ 49,764	\$ 64,415	\$ 60,953	\$ 61,582
200 - Fringe Benefits	\$ 8,013	\$ 8,513	\$ 11,002	\$ 10,415	\$ 30,246
400 - Purchased Services	\$ 303,289	\$ 432,942	\$ 240,100	\$ 400,242	\$ 1,391,600
500 - Supplies & Materials	\$ -	\$ -	\$ 2,172	\$ 19,384	\$ -
600 - Capital Outlay	\$ -	\$ 26,802	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Cost Center** 3007CC  
**Cost Center Name** Mail and Print Center

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 767,412</b>	<b>\$ 1,050,478</b>	<b>\$ 734,785</b>	<b>\$ 589,640</b>	<b>\$ 1,205,876</b>
<b><u>Administrative Costs</u></b>	<b>\$ 767,412</b>	<b>\$ 1,050,478</b>	<b>\$ 734,785</b>	<b>\$ 589,640</b>	<b>\$ 1,205,876</b>
100 - Salary & Wages	\$ 74,480	\$ 79,036	\$ 63,921	\$ 81,188	\$ 57,320
200 - Fringe Benefits	\$ 35,217	\$ 43,724	\$ 26,547	\$ 30,895	\$ 49,507
400 - Purchased Services	\$ 639,435	\$ 872,661	\$ 638,849	\$ 475,957	\$ 1,087,199
500 - Supplies & Materials	\$ 14,938	\$ 18,525	\$ 5,468	\$ 1,600	\$ 6,619
600 - Capital Outlay	\$ 3,343	\$ 36,533	\$ -	\$ -	\$ 5,230
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Cost Center</b>	<b>3008CC</b>					
<b>Cost Center Name</b>	<b>Transportation Planning</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 11,559,255</b>	<b>\$ 12,474,852</b>	<b>\$ 14,356,599</b>	<b>\$ 13,517,200</b>	<b>\$ 12,801,469</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 11,559,255</b>	<b>\$ 12,474,852</b>	<b>\$ 14,356,599</b>	<b>\$ 13,517,200</b>	<b>\$ 12,801,469</b>	
100 - Salary & Wages	\$ 584,208	\$ 729,487	\$ 645,553	\$ 595,761	\$ 624,286	
200 - Fringe Benefits	\$ 233,185	\$ 283,713	\$ 240,214	\$ 291,656	\$ 326,182	
400 - Purchased Services	\$ 10,741,861	\$ 11,461,653	\$ 13,470,833	\$ 12,629,783	\$ 11,851,001	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 93,542</b>	<b>\$ 3,736</b>	<b>\$ 5,882</b>	<b>\$ 52,924</b>	<b>\$ 245,499</b>	

<b>Cost Center</b>	<b>3009CC</b>					
<b>Cost Center Name</b>	<b>Safety and Security</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 12,824,650</b>	<b>\$ 13,906,272</b>	<b>\$ 13,377,286</b>	<b>\$ 12,765,114</b>	<b>\$ 16,512,831</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 5,803,810</b>	<b>\$ 6,258,824</b>	<b>\$ 6,543,210</b>	<b>\$ 6,450,102</b>	<b>\$ 16,512,831</b>	
100 - Salary & Wages	\$ 3,707,302	\$ 3,792,145	\$ 4,161,187	\$ 4,124,058	\$ 9,446,751	
200 - Fringe Benefits	\$ 1,623,424	\$ 1,689,424	\$ 1,816,092	\$ 1,861,600	\$ 6,418,473	
400 - Purchased Services	\$ 274,511	\$ 366,075	\$ 420,426	\$ 380,781	\$ 459,991	
500 - Supplies & Materials	\$ 89,288	\$ 170,781	\$ 110,442	\$ 74,974	\$ 119,820	
600 - Capital Outlay	\$ 108,834	\$ 238,633	\$ 32,355	\$ 7,565	\$ 67,797	
800 - Other Uses of Funds	\$ 450	\$ 1,766	\$ 2,710	\$ 1,125	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ 7,020,840</b>	<b>\$ 7,647,448</b>	<b>\$ 6,834,076</b>	<b>\$ 6,315,013</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ 4,614,252	\$ 5,068,997	\$ 4,640,708	\$ 4,222,937	\$ -	
200 - Fringe Benefits	\$ 2,406,588	\$ 2,578,452	\$ 2,193,367	\$ 2,092,075	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 10,000</b>	<b>\$ 9,544</b>	<b>\$ 198,404</b>	<b>\$ 85,959</b>	<b>\$ 122,805</b>	

<b>Cost Center</b>	<b>3010CC</b>					
<b>Cost Center Name</b>	<b>Transportation Depots</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 17,196,505</b>	<b>\$ 19,320,629</b>	<b>\$ 18,622,111</b>	<b>\$ 17,302,589</b>	<b>\$ 20,874,327</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 17,196,505</b>	<b>\$ 19,320,629</b>	<b>\$ 18,622,111</b>	<b>\$ 17,302,589</b>	<b>\$ 20,874,327</b>	
100 - Salary & Wages	\$ 11,299,094	\$ 12,042,604	\$ 12,020,892	\$ 11,158,998	\$ 10,714,574	
200 - Fringe Benefits	\$ 4,926,556	\$ 5,718,423	\$ 5,655,077	\$ 5,420,836	\$ 7,916,692	
400 - Purchased Services	\$ (208,795)	\$ (145,925)	\$ (805,083)	\$ (502,700)	\$ 638,491	
500 - Supplies & Materials	\$ 1,177,674	\$ 1,637,332	\$ 1,684,015	\$ 1,217,622	\$ 1,580,693	
600 - Capital Outlay	\$ 1,976	\$ 68,194	\$ 67,211	\$ 7,833	\$ 23,876	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 206,753</b>	<b>\$ 115,102</b>	<b>\$ 144,328</b>	<b>\$ -</b>	

<b>Cost Center</b>	<b>3011CC</b>				
<b>Cost Center Name</b>	<b>Transportation Maintenance</b>				
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b>General Operating Fund</b>	<b>\$ 2,244,674</b>	<b>\$ 2,798,874</b>	<b>\$ 2,668,837</b>	<b>\$ 2,613,541</b>	<b>\$ 2,486,227</b>
<b><u>Administrative Costs</u></b>	<b>\$ 2,244,674</b>	<b>\$ 2,798,874</b>	<b>\$ 2,668,837</b>	<b>\$ 2,613,541</b>	<b>\$ 2,486,227</b>
100 - Salary & Wages	\$ 1,007,957	\$ 1,177,057	\$ 1,122,372	\$ 1,070,839	\$ 836,862
200 - Fringe Benefits	\$ 427,433	\$ 503,398	\$ 482,863	\$ 469,965	\$ 538,987
400 - Purchased Services	\$ 10,388	\$ 19,293	\$ 25,446	\$ 18,803	\$ 1,960
500 - Supplies & Materials	\$ 677,313	\$ 1,033,170	\$ 1,038,156	\$ 1,053,934	\$ 1,079,018
600 - Capital Outlay	\$ 121,584	\$ 65,956	\$ -	\$ -	\$ 29,400
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 2,130</b>	<b>\$ (2,130)</b>	<b>\$ 2,552</b>	<b>\$ -</b>

**Food Services**

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
Food Service Administration	\$12,926,833.70	\$25,164,293.19	\$ 26,787,554.73	\$25,388,895.11	\$ 27,413,140.98
A. G. Bell					
Adlai E Stevenson	\$ 99,242.10				
Alfred A Benesch	\$ 75,416.64				
Almira	\$ 92,568.90				
Andrew J Rickoff	\$ 139,427.61				
Anton Grdina	\$ 123,154.94				
Artemus Ward	\$ 86,903.69				
Audubon					
Bard High School Early College Cleveland	\$ 100,375.96				
Benjamin Franklin	\$ 105,646.57				
Bolton	\$ 61,030.96				
Buckeye Woodland					
Buhrer Dual Language	\$ 96,152.77				
Campus International North	\$ 101,460.52				
Carl F Shuler	\$ 4,868.89				
Case	\$ 78,348.44				
Charles Dickens	\$ 108,064.29				
Charles Mooney	\$ 123,990.46				
Charles W Eliot (Whitney M Young)	\$ 86,328.82				
Clara E Westropp	\$ 114,558.32				
Clark	\$ 103,082.48				
Cleveland School of the Arts	\$ 160,823.85				
Collinwood High School	\$ 110,481.11				
Cranwood	\$ 841.77				
Daniel E Morgan	\$ 99,694.61				
Denison	\$ 78,353.59				
Design Lab Early College	\$ 43,669.21				
Dike School of the Arts	\$ 80,486.00				
Douglas MacArthur Girls Leadership Academy	\$ 88,138.75				
E Desauze Contemporary Academy					
East Clark	\$ 97,995.95				
East Tech High School	\$ 156,071.60				
Euclid Park	\$ 86,260.49				
Franklin D Roosevelt	\$ 102,138.85				
Fullerton (AB Hart)	\$ 81,003.28				
Garfield	\$ 104,327.53				
Garrett Morgan	\$ 169,617.99				
George Washington Carver	\$ 131,048.29				
Ginn Academy	\$ 85,938.01				
Glenville High School	\$ 128,174.58				
H Barbara Booker (Halle)	\$ 70,982.56				
Hannah Gibbons	\$ 87,902.71				
Harvey Rice	\$ 107,674.75				
Iowa-Maple	\$ 70,905.69				
James Ford Rhodes	\$ 302,135.32				
Jane Addams Business Careers Center	\$ 163,730.00				
Jesse Owens Academy	\$ 228.90				
JFK E3gle Academy	\$ 8,352.00				
John Adams High School	\$ 257,468.98				
John D. Rockefeller					
John F Kennedy	\$ 184,431.58				
John Hay Shared Costs	\$ 169,681.19				
John Marshall High School	\$ 281,337.56				
Joseph M Gallagher	\$ 183,155.91				
Kenneth W Clement Boys Leadership Academy	\$ 48,036.68				
Kentucky					

**Food Services**

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
Lincoln-West High School	\$ 235,567.97				
Louis Agassiz	\$ 62,290.10				
Louisa May Alcott	\$ 64,298.01				
Luis Munoz Marin	\$ 175,937.06				
Marion C Seltzer	\$ 50,778.22				
Marion-Sterling	\$ 114,811.52				
Martin Luther King Jr Campus	\$ 89,398.63				
Mary B Martin	\$ 85,776.10				
Mary M Bethune	\$ 104,999.09				
Max S Hayes High School	\$ 221,875.93				
MC2STEM Great Lakes Science Center	\$ 77,196.43				
McKinley	\$ 64,505.48				
Memorial	\$ 128,096.58				
Michael R White	\$ 76,616.49				
Miles	\$ 67,610.50				
Miles Park	\$ 141,593.09				
Mound	\$ 118,634.33				
Nathan Hale	\$ 138,410.63				
New Tech West	\$ 39,974.92				
Newton D Baker School of the Arts	\$ 96,837.32				
Oliver H Perry	\$ 71,015.27				
Orchard	\$ 114,780.49				
Patrick Henry	\$ 109,459.25				
Paul L Dunbar	\$ 96,278.06				
Paul Revere					
Riverside	\$ 119,299.79				
Robert H Jamison	\$ 131,160.67				
Robinson G Jones	\$ 109,092.73				
Scranton	\$ 91,780.68				
South High					
SuccessTech Academy	\$ 104,432.02				
Sunbeam	\$ 72,559.11				
Thomas Jefferson International Newcomers Academy	\$ 162,818.60				
Tremont Montessori	\$ 125,661.59				
Valley View Boys Leadership Academy	\$ 43,405.71				
Wade Park	\$ 119,060.82				
Walton	\$ 80,012.78				
Warner Girls Leadership Academy	\$ 79,339.55				
Washington Park Environmental Studies	\$ 81,021.10				
Watterson-Lake	\$ 15,546.86				
Waverly	\$ 68,000.53				
Whitney M Young Leadership Academy	\$ 154,773.02				
Wilbur Wright	\$ 106,691.83				
William Cullen Bryant	\$ 70,898.70				
Willow	\$ 82,598.64				
Willson	\$ 148,742.04				
<b>Total</b>	<b>\$21,706,430.42</b>	<b>\$25,164,293.19</b>	<b>\$ 26,787,554.73</b>	<b>\$25,388,895.11</b>	<b>\$ 27,413,140.98</b>



# Finance



Cost Center 4001CC

Cost Center Name Chief Financial and Administrative Officer

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 595,760</b>	<b>\$ 598,991</b>	<b>\$ 524,882</b>	<b>\$ 493,798</b>	<b>\$ 27,654,882</b>
<b><u>Administrative Costs</u></b>	<b>\$ 595,760</b>	<b>\$ 598,991</b>	<b>\$ 524,882</b>	<b>\$ 493,798</b>	<b>\$ 27,654,882</b>
100 - Salary & Wages	\$ 328,006	\$ 364,523	\$ 344,417	\$ 331,773	\$ 26,306,633
200 - Fringe Benefits	\$ 95,522	\$ 123,159	\$ 118,257	\$ 111,800	\$ 88,558
400 - Purchased Services	\$ 114,594	\$ 70,869	\$ 25,075	\$ 30,143	\$ 1,219,600
500 - Supplies & Materials	\$ 18,418	\$ 9,050	\$ 9,576	\$ 1,654	\$ 4,811
600 - Capital Outlay	\$ 1,920	\$ 11,590	\$ 1,284	\$ 1,119	\$ 980
800 - Other Uses of Funds	\$ 37,299	\$ 19,800	\$ 26,273	\$ 17,309	\$ 34,300
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,386</b>	<b>\$ 3,214</b>	<b>\$ 58,065</b>

Cost Center 4002CC  
 Cost Center Name Cash Management

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 141,113</b>	<b>\$ 150,664</b>	<b>\$ 102,844</b>	<b>\$ 104,014</b>	<b>\$ 151,624</b>
<b><u>Administrative Costs</u></b>	<b>\$ 141,113</b>	<b>\$ 150,664</b>	<b>\$ 102,844</b>	<b>\$ 104,014</b>	<b>\$ 151,624</b>
100 - Salary & Wages	\$ 97,031	\$ 87,477	\$ 75,966	\$ 77,340	\$ 94,155
200 - Fringe Benefits	\$ 43,882	\$ 48,373	\$ 26,300	\$ 26,674	\$ 55,656
400 - Purchased Services	\$ 200	\$ 87	\$ -	\$ -	\$ 686
500 - Supplies & Materials	\$ -	\$ -	\$ 577	\$ -	\$ 392
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 735
800 - Other Uses of Funds	\$ -	\$ 14,726	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center 4003CC  
 Cost Center Name Accounts Payable

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 443,460</b>	<b>\$ 498,441</b>	<b>\$ 494,194</b>	<b>\$ 404,625</b>	<b>\$ 545,711</b>
<b><u>Administrative Costs</u></b>	<b>\$ 443,460</b>	<b>\$ 498,441</b>	<b>\$ 494,194</b>	<b>\$ 404,625</b>	<b>\$ 545,711</b>
100 - Salary & Wages	\$ 270,752	\$ 273,649	\$ 283,320	\$ 283,965	\$ 296,954
200 - Fringe Benefits	\$ 88,340	\$ 94,816	\$ 132,318	\$ 117,746	\$ 169,371
400 - Purchased Services	\$ 77,015	\$ 124,309	\$ 63,137	\$ 242	\$ 70,039
500 - Supplies & Materials	\$ 6,828	\$ 4,234	\$ 6,481	\$ 2,672	\$ 5,819
600 - Capital Outlay	\$ -	\$ 1,433	\$ 8,043	\$ -	\$ 1,960
800 - Other Uses of Funds	\$ 525	\$ -	\$ 895	\$ -	\$ 1,568
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center  
Cost Center Name

4004CC  
Payroll

		2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$	<b>1,137,285</b>	\$ <b>1,245,688</b>	\$ <b>1,246,061</b>	\$ <b>1,224,275</b>	\$ <b>1,233,527</b>
<b><u>Administrative Costs</u></b>	\$	<b>1,137,285</b>	\$ <b>1,245,688</b>	\$ <b>1,246,061</b>	\$ <b>1,224,275</b>	\$ <b>1,233,527</b>
100 - Salary & Wages	\$	798,306	\$ 872,826	\$ 852,619	\$ 832,433	\$ 790,057
200 - Fringe Benefits	\$	288,608	\$ 304,780	\$ 308,954	\$ 371,173	\$ 371,343
400 - Purchased Services	\$	32,013	\$ 45,211	\$ 47,435	\$ 430	\$ 54,303
500 - Supplies & Materials	\$	7,345	\$ 15,087	\$ 11,695	\$ 13,442	\$ 9,510
600 - Capital Outlay	\$	11,012	\$ 6,848	\$ 25,358	\$ 392	\$ 6,860
800 - Other Uses of Funds	\$	-	\$ 936	\$ -	\$ 6,404	\$ 1,454
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$	-	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$	-	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$	-	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	-	\$ -	\$ -	\$ <b>10,827</b>	\$ -

<b>Cost Center</b>	<b>4005CC</b>				
<b>Cost Center Name</b>	<b>Grants Management</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 137,107</b>	<b>\$ 148,832</b>	<b>\$ 112,541</b>	<b>\$ 113,763</b>	<b>\$ 117,872</b>
<b><u>Administrative Costs</u></b>	<b>\$ 137,107</b>	<b>\$ 148,832</b>	<b>\$ 112,541</b>	<b>\$ 113,763</b>	<b>\$ 117,872</b>
100 - Salary & Wages	\$ 97,469	\$ 111,748	\$ 59,772	\$ 75,590	\$ 75,725
200 - Fringe Benefits	\$ 38,159	\$ 35,415	\$ 18,848	\$ 38,173	\$ 39,599
400 - Purchased Services	\$ 1,241	\$ 1,669	\$ 33,881	\$ -	\$ 490
500 - Supplies & Materials	\$ 237	\$ -	\$ 40	\$ -	\$ 588
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 1,470
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 7,903,407</b>	<b>\$ 6,033,595</b>	<b>\$ 6,593,118</b>	<b>\$ 6,269,920</b>	<b>\$ 2,665,125</b>

Cost Center Cost Center Name	4006CC Budgets									
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget					
<b>General Operating Fund</b>	\$ 1,138,795	\$ 776,843	\$ 536,696	\$ 2,293,157	\$ 571,672					
<b><u>Administrative Costs</u></b>	\$ 1,138,795	\$ 776,843	\$ 536,696	\$ 2,293,157	\$ 571,672					
100 - Salary & Wages	\$ 495,522	\$ 453,765	\$ 361,886	\$ 326,726	\$ 370,621					
200 - Fringe Benefits	\$ 196,291	\$ 196,287	\$ 142,833	\$ 120,064	\$ 176,689					
400 - Purchased Services	\$ 148,907	\$ 98,122	\$ 7,997	\$ 195,465	\$ 15,273					
500 - Supplies & Materials	\$ 292,577	\$ 27,979	\$ 22,550	\$ 1,649,485	\$ 4,900					
600 - Capital Outlay	\$ 4,769	\$ -	\$ -	\$ -	\$ 3,684					
800 - Other Uses of Funds	\$ 730	\$ 690	\$ 1,430	\$ 1,415	\$ 505					
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -					
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -					
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -					
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -					
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -					
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -					
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -					
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -					
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 374,889	\$ 138,396	\$ 605,423	\$ 5,253,777					

Cost Center 4007CC  
 Cost Center Name Purchasing

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 595,858</b>	<b>\$ 634,567</b>	<b>\$ 627,959</b>	<b>\$ 625,120</b>	<b>\$ 704,700</b>
<b><u>Administrative Costs</u></b>	<b>\$ 595,858</b>	<b>\$ 634,567</b>	<b>\$ 627,959</b>	<b>\$ 625,120</b>	<b>\$ 704,700</b>
100 - Salary & Wages	\$ 427,357	\$ 438,992	\$ 432,484	\$ 434,853	\$ 451,976
200 - Fringe Benefits	\$ 151,972	\$ 146,725	\$ 161,436	\$ 180,107	\$ 235,201
400 - Purchased Services	\$ 10,011	\$ 45,550	\$ 21,359	\$ 3,691	\$ 11,708
500 - Supplies & Materials	\$ 1,832	\$ 2,186	\$ 2,774	\$ 430	\$ 1,103
600 - Capital Outlay	\$ 3,671	\$ -	\$ 8,374	\$ 1,203	\$ 2,940
800 - Other Uses of Funds	\$ 1,015	\$ 1,115	\$ 1,532	\$ 4,836	\$ 1,773
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



Cost Center	4010CC				
Cost Center Name	Fixed Charges				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 6,239,397</b>	<b>\$ 5,229,006</b>	<b>\$ 2,713,491</b>	<b>\$ 9,557,594</b>	<b>\$ 11,372,704</b>
<b><u>Administrative Costs</u></b>	<b>\$ 6,239,397</b>	<b>\$ 5,229,006</b>	<b>\$ 2,713,491</b>	<b>\$ 9,557,594</b>	<b>\$ 11,372,704</b>
100 - Salary & Wages	\$ 2,002,241	\$ 607	\$ -	\$ -	\$ 2,287,124
200 - Fringe Benefits	\$ (6,196,219)	\$ (5,177,098)	\$ (8,351,372)	\$ (63,451)	\$ -
400 - Purchased Services	\$ 4,905,704	\$ 4,809,577	\$ 5,113,208	\$ 5,095,699	\$ 3,558,380
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ 5,527,672	\$ 5,595,920	\$ 5,951,655	\$ 4,525,346	\$ 5,527,200
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Cost Center** 4011CC  
**Cost Center Name** Finance Technical Support

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ 104,876	\$ 122,915	\$ 113,678	\$ 4,197	\$ -
<b><u>Administrative Costs</u></b>	\$ 104,876	\$ 122,915	\$ 113,678	\$ 4,197	\$ -
100 - Salary & Wages	\$ 82,597	\$ 97,441	\$ 90,562	\$ 3,234	\$ -
200 - Fringe Benefits	\$ 22,279	\$ 25,474	\$ 23,116	\$ 962	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Cost Center		4012CC				
Cost Center Name		Financial Reporting				
		2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$</b>	<b>828,355</b>	<b>\$ 1,391,832</b>	<b>\$ 1,044,886</b>	<b>\$ 874,402</b>	<b>\$ 812,557</b>
<b><u>Administrative Costs</u></b>	<b>\$</b>	<b>828,355</b>	<b>\$ 1,391,832</b>	<b>\$ 1,044,886</b>	<b>\$ 874,402</b>	<b>\$ 812,557</b>
100 - Salary & Wages	\$	314,344	\$ 416,624	\$ 488,356	\$ 406,052	\$ 330,154
200 - Fringe Benefits	\$	104,002	\$ 146,510	\$ 168,400	\$ 142,247	\$ 134,986
400 - Purchased Services	\$	298,170	\$ 616,926	\$ 241,334	\$ 206,218	\$ 188,914
500 - Supplies & Materials	\$	10	\$ -	\$ 85	\$ 14,515	\$ 490
600 - Capital Outlay	\$	132	\$ -	\$ -	\$ -	\$ 2,450
800 - Other Uses of Funds	\$	111,697	\$ 211,772	\$ 146,710	\$ 105,369	\$ 155,563
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$	-	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$	-	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Cost Center**                      **4013CC**  
**Cost Center Name**           **Internal Audit**

		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>
		<b>Actual</b>		<b>Actual</b>		<b>Actual</b>		<b>Est. Actual</b>		<b>Budget</b>
<b>General Operating Fund</b>	\$	<b>374,107</b>	\$	<b>431,550</b>	\$	<b>340,063</b>	\$	<b>346,939</b>	\$	<b>405,815</b>
<b><u>Administrative Costs</u></b>	\$	<b>374,107</b>	\$	<b>431,550</b>	\$	<b>340,063</b>	\$	<b>346,939</b>	\$	<b>405,815</b>
100 - Salary & Wages	\$	264,113	\$	314,387	\$	252,989	\$	249,116	\$	275,215
200 - Fringe Benefits	\$	88,580	\$	101,132	\$	77,612	\$	86,841	\$	115,831
400 - Purchased Services	\$	18,751	\$	13,857	\$	6,521	\$	3,253	\$	11,520
500 - Supplies & Materials	\$	247	\$	786	\$	683	\$	68	\$	490
600 - Capital Outlay	\$	500	\$	73	\$	-	\$	5,438	\$	935
800 - Other Uses of Funds	\$	1,915	\$	1,315	\$	2,259	\$	2,223	\$	1,823
900 - Other	\$	-	\$	-	\$	-	\$	-	\$	-
<b><u>School Based Costs</u></b>	\$	<b>-</b>	\$	<b>-</b>	\$	<b>-</b>	\$	<b>-</b>	\$	<b>-</b>
100 - Salary & Wages	\$	-	\$	-	\$	-	\$	-	\$	-
200 - Fringe Benefits	\$	-	\$	-	\$	-	\$	-	\$	-
400 - Purchased Services	\$	-	\$	-	\$	-	\$	-	\$	-
500 - Supplies & Materials	\$	-	\$	-	\$	-	\$	-	\$	-
600 - Capital Outlay	\$	-	\$	-	\$	-	\$	-	\$	-
800 - Other Uses of Funds	\$	-	\$	-	\$	-	\$	-	\$	-
900 - Other	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Grant &amp; Gift Funds</b>	\$	<b>-</b>	\$	<b>-</b>	\$	<b>-</b>	\$	<b>-</b>	\$	<b>-</b>

Cost Center 4014CC  
 Cost Center Name Special Projects Financial

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 175,298,419</b>	<b>\$ 179,887,228</b>	<b>\$ 180,644,023</b>	<b>\$ 183,796,339</b>	<b>\$ 182,032,607</b>
<b><u>Administrative Costs</u></b>	<b>\$ 175,298,419</b>	<b>\$ 179,887,228</b>	<b>\$ 180,644,023</b>	<b>\$ 183,796,339</b>	<b>\$ 182,032,607</b>
100 - Salary & Wages	\$ -	\$ 407	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ 69	\$ -	\$ -	\$ -
400 - Purchased Services	\$ 175,298,419	\$ 179,886,752	\$ 180,644,023	\$ 183,796,339	\$ 182,032,607
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,119,440</b>	<b>\$ 5,119,440</b>

**Cost Center** 4016CC  
**Cost Center Name** Transfers and Advances

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ 6,111,000	\$ 4,000,000	\$ 4,000,000	\$ 6,224,518	\$ 5,880,000
<b><u>Administrative Costs</u></b>	\$ 6,111,000	\$ 4,000,000	\$ 4,000,000	\$ 6,224,518	\$ 5,880,000
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ 6,111,000	\$ 4,000,000	\$ 4,000,000	\$ 6,224,518	\$ 5,880,000
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -

# Information Technology



Cost Center 5003CC  
 Cost Center Name Student Services - Administration

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ 7,064	\$ 2,028,230	\$ 1,530,982	\$ 906,158	\$ -
<b><u>Administrative Costs</u></b>	\$ 7,064	\$ 2,028,230	\$ 1,530,982	\$ 906,158	\$ -
100 - Salary & Wages	\$ -	\$ 636,952	\$ 922,826	\$ 595,208	\$ -
200 - Fringe Benefits	\$ -	\$ 273,373	\$ 374,531	\$ 266,114	\$ -
400 - Purchased Services	\$ -	\$ 1,117,810	\$ 222,269	\$ 44,836	\$ -
500 - Supplies & Materials	\$ 274	\$ 95	\$ 11,356	\$ -	\$ -
600 - Capital Outlay	\$ 6,789	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -



Cost Center 5004CC  
 Cost Center Name MIS eRate

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,754,401</b>	<b>\$ 4,351,505</b>	<b>\$ 3,670,063</b>	<b>\$ 2,057,305</b>	<b>\$ 2,529,304</b>
<b><u>Administrative Costs</u></b>	<b>\$ 2,754,401</b>	<b>\$ 4,351,505</b>	<b>\$ 3,670,063</b>	<b>\$ 2,057,305</b>	<b>\$ 2,529,304</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ 2,754,401	\$ 4,351,505	\$ 3,670,063	\$ 2,057,305	\$ 2,529,304
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 720,000</b>

Cost Center 5005CC  
 Cost Center Name MIS Software Systems

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 6,011,745</b>	<b>\$ 7,597,429</b>	<b>\$ 9,432,473</b>	<b>\$ 7,624,667</b>	<b>\$ 9,252,964</b>
<b><u>Administrative Costs</u></b>	<b>\$ 6,011,745</b>	<b>\$ 7,597,429</b>	<b>\$ 9,432,473</b>	<b>\$ 7,624,667</b>	<b>\$ 9,252,964</b>
100 - Salary & Wages	\$ 1,405,164	\$ 2,063,523	\$ 1,574,108	\$ 1,470,630	\$ 2,470,396
200 - Fringe Benefits	\$ 491,439	\$ 732,409	\$ 599,446	\$ 688,242	\$ 1,151,228
400 - Purchased Services	\$ 3,300,973	\$ 3,945,646	\$ 7,156,902	\$ 5,147,976	\$ 5,435,835
500 - Supplies & Materials	\$ 493,887	\$ 470,232	\$ 15,035	\$ 212,666	\$ 88,670
600 - Capital Outlay	\$ 320,282	\$ 385,442	\$ 86,415	\$ 105,153	\$ 106,834
800 - Other Uses of Funds	\$ -	\$ 177	\$ 567	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 5,000</b>	<b>\$ 59,889</b>	<b>\$ 162,537</b>	<b>\$ 129,528</b>	<b>\$ 490,334</b>

<b>Cost Center</b>	<b>5006CC</b>				
<b>Cost Center Name</b>	<b>EMIS Reporting</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 273,929</b>	<b>\$ 294,708</b>	<b>\$ 258,043</b>	<b>\$ 296,747</b>	<b>\$ 569,092</b>
<b><u>Administrative Costs</u></b>	<b>\$ 273,929</b>	<b>\$ 294,708</b>	<b>\$ 258,043</b>	<b>\$ 296,747</b>	<b>\$ 569,092</b>
100 - Salary & Wages	\$ 189,913	\$ 203,661	\$ 179,274	\$ 195,298	\$ 362,978
200 - Fringe Benefits	\$ 67,607	\$ 80,422	\$ 70,532	\$ 85,320	\$ 200,376
400 - Purchased Services	\$ 8,884	\$ 9,734	\$ 7,702	\$ 16,129	\$ 3,631
500 - Supplies & Materials	\$ 2,222	\$ 253	\$ 535	\$ -	\$ 343
600 - Capital Outlay	\$ 5,303	\$ 637	\$ -	\$ -	\$ 1,764
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Legal



<b>Cost Center</b>	<b>6001CC</b>				
<b>Cost Center Name</b>	<b>Legal Services</b>				
	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b>General Operating Fund</b>	<b>\$ 3,868,071</b>	<b>\$ 4,893,071</b>	<b>\$ 5,127,767</b>	<b>\$ 3,405,333</b>	<b>\$ 4,536,987</b>
<b><u>Administrative Costs</u></b>	<b>\$ 3,868,071</b>	<b>\$ 4,893,071</b>	<b>\$ 5,127,767</b>	<b>\$ 3,405,333</b>	<b>\$ 4,536,987</b>
100 - Salary & Wages	\$ 1,058,819	\$ 1,217,733	\$ 1,166,924	\$ 1,137,802	\$ 1,061,547
200 - Fringe Benefits	\$ 347,447	\$ 421,778	\$ 379,788	\$ 375,605	\$ 424,492
400 - Purchased Services	\$ 2,407,728	\$ 3,184,467	\$ 3,498,105	\$ 1,869,898	\$ 3,026,448
500 - Supplies & Materials	\$ 40,116	\$ 46,492	\$ 59,556	\$ 17,772	\$ 12,740
600 - Capital Outlay	\$ 10,016	\$ 10,635	\$ 14,375	\$ -	\$ 4,900
800 - Other Uses of Funds	\$ 3,945	\$ 11,965	\$ 9,019	\$ 4,257	\$ 6,860
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center 6002CC  
 Cost Center Name Risk Management

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 1,147,508</b>	<b>\$ 1,139,341</b>	<b>\$ 1,192,415</b>	<b>\$ 1,362,138</b>	<b>\$ 1,227,565</b>
<b><u>Administrative Costs</u></b>	<b>\$ 1,147,508</b>	<b>\$ 1,139,341</b>	<b>\$ 1,192,415</b>	<b>\$ 1,362,138</b>	<b>\$ 1,227,565</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ 48,139	\$ 75,166	\$ 80,358	\$ 212,546	\$ 58,425
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ 1,099,369	\$ 1,064,175	\$ 1,112,057	\$ 1,149,592	\$ 1,169,140
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Cost Center** 6003CC  
**Cost Center Name** Workers Compensation

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 264,294</b>	<b>\$ 368,381</b>	<b>\$ 363,729</b>	<b>\$ 440,895</b>	<b>\$ 245,520</b>
<b><u>Administrative Costs</u></b>	<b>\$ 264,294</b>	<b>\$ 368,381</b>	<b>\$ 363,729</b>	<b>\$ 440,895</b>	<b>\$ 245,520</b>
100 - Salary & Wages	\$ 35,445	\$ 47,239	\$ 45,044	\$ 52,544	\$ -
200 - Fringe Benefits	\$ 27,115	\$ 17,435	\$ 16,178	\$ 19,680	\$ -
400 - Purchased Services	\$ 200,652	\$ 294,342	\$ 295,042	\$ 357,262	\$ 242,580
500 - Supplies & Materials	\$ 555	\$ 2,887	\$ 1,422	\$ 7,203	\$ 1,960
600 - Capital Outlay	\$ -	\$ 2,341	\$ 1,905	\$ -	\$ 980
800 - Other Uses of Funds	\$ 527	\$ 4,137	\$ 4,137	\$ 4,205	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ -</b>

Cost Center 6004CC  
 Cost Center Name Student Hearings and Appeals

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 586,191</b>	<b>\$ 522,913</b>	<b>\$ 417,639</b>	<b>\$ 424,359</b>	<b>\$ 428,607</b>
<b><u>Administrative Costs</u></b>	<b>\$ 586,191</b>	<b>\$ 522,913</b>	<b>\$ 417,639</b>	<b>\$ 424,359</b>	<b>\$ 428,607</b>
100 - Salary & Wages	\$ 395,825	\$ 351,706	\$ 277,544	\$ 277,554	\$ 271,855
200 - Fringe Benefits	\$ 166,154	\$ 151,953	\$ 121,463	\$ 130,518	\$ 145,226
400 - Purchased Services	\$ 23,539	\$ 13,345	\$ 15,993	\$ 14,135	\$ 10,374
500 - Supplies & Materials	\$ 672	\$ 2,777	\$ 1,737	\$ 588	\$ -
600 - Capital Outlay	\$ -	\$ 3,132	\$ 901	\$ 1,565	\$ 1,152
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



Cost Center 6005CC  
 Cost Center Name Cleveland Teachers Union

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 312,410</b>	<b>\$ 167,397</b>	<b>\$ 170,261</b>	<b>\$ 166,433</b>	<b>\$ 79,852</b>
<b><u>Administrative Costs</u></b>	<b>\$ 312,410</b>	<b>\$ 167,397</b>	<b>\$ 170,261</b>	<b>\$ 166,433</b>	<b>\$ 79,852</b>
100 - Salary & Wages	\$ 241,438	\$ 125,365	\$ 128,628	\$ 125,076	\$ 79,852
200 - Fringe Benefits	\$ 70,972	\$ 42,032	\$ 41,633	\$ 41,357	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

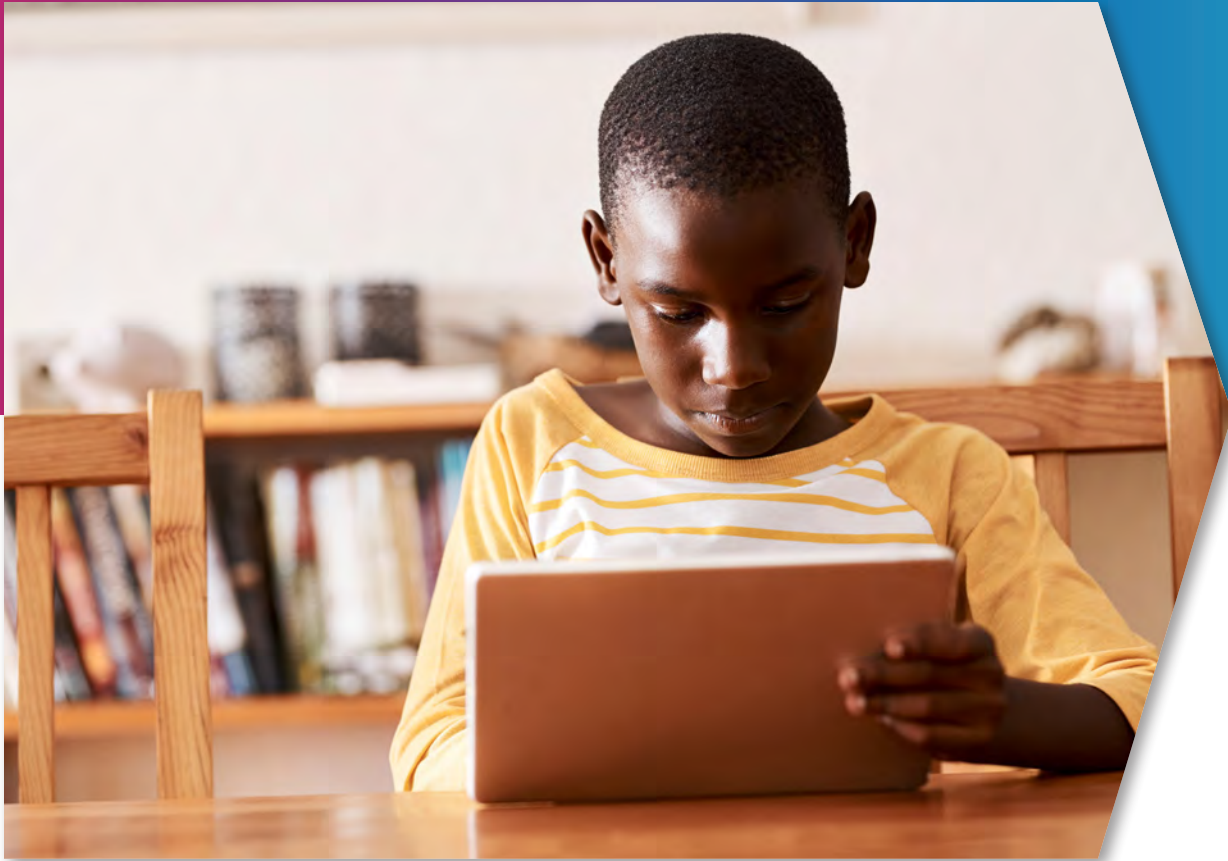
**Cost Center**                      **6006CC**  
**Cost Center Name**           **Conflict Mediation**

		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>
		<b>Actual</b>		<b>Actual</b>		<b>Actual</b>		<b>Est. Actual</b>		<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>218,994</b>	<b>\$</b>	<b>239,180</b>	<b>\$</b>	<b>219,199</b>	<b>\$</b>	<b>231,933</b>	<b>\$</b>	<b>259,110</b>
<b><u>Administrative Costs</u></b>	<b>\$</b>	<b>218,994</b>	<b>\$</b>	<b>239,180</b>	<b>\$</b>	<b>219,199</b>	<b>\$</b>	<b>231,933</b>	<b>\$</b>	<b>259,110</b>
100 - Salary & Wages	\$	125,690	\$	139,093	\$	126,484	\$	129,636	\$	129,133
200 - Fringe Benefits	\$	82,669	\$	87,316	\$	79,619	\$	88,415	\$	81,465
400 - Purchased Services	\$	3,430	\$	-	\$	-	\$	-	\$	16,660
500 - Supplies & Materials	\$	2,955	\$	4,058	\$	3,268	\$	3,200	\$	8,421
600 - Capital Outlay	\$	-	\$	-	\$	2,682	\$	2,682	\$	4,855
800 - Other Uses of Funds	\$	4,250	\$	8,714	\$	7,146	\$	8,000	\$	18,577
900 - Other	\$	-	\$	-	\$	-	\$	-	\$	-
<b><u>School Based Costs</u></b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
100 - Salary & Wages	\$	-	\$	-	\$	-	\$	-	\$	-
200 - Fringe Benefits	\$	-	\$	-	\$	-	\$	-	\$	-
400 - Purchased Services	\$	-	\$	-	\$	-	\$	-	\$	-
500 - Supplies & Materials	\$	-	\$	-	\$	-	\$	-	\$	-
600 - Capital Outlay	\$	-	\$	-	\$	-	\$	-	\$	-
800 - Other Uses of Funds	\$	-	\$	-	\$	-	\$	-	\$	-
900 - Other	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>

**Cost Center**                      **6007CC**  
**Cost Center Name**           **Negotiation Costs**

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	\$	<b>280,092</b>	\$ <b>32,857</b>	\$ -	\$ <b>436,253</b>	\$ <b>233,257</b>
<b><u>Administrative Costs</u></b>	\$	<b>280,092</b>	\$ <b>32,857</b>	\$ -	\$ <b>436,253</b>	\$ <b>233,257</b>
100 - Salary & Wages	\$	-	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$	280,092	\$ 32,857	\$ -	\$ 436,253	\$ 233,257
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$	-	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$	-	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$	-	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	-	\$ -	\$ -	\$ -	\$ -

# Portfolio Management



Cost Center Cost Center Name	2022CC Organizational Accountability				
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 2,454,818</b>	<b>\$ 3,274,766</b>	<b>\$ 2,672,369</b>	<b>\$ 2,138,681</b>	<b>\$ 2,369,171</b>
<b><u>Administrative Costs</u></b>	<b>\$ 2,454,818</b>	<b>\$ 3,274,766</b>	<b>\$ 2,672,369</b>	<b>\$ 2,138,681</b>	<b>\$ 2,369,171</b>
100 - Salary & Wages	\$ 813,011	\$ 859,721	\$ 824,637	\$ 801,299	\$ 784,370
200 - Fringe Benefits	\$ 266,996	\$ 291,464	\$ 272,099	\$ 276,366	\$ 330,596
400 - Purchased Services	\$ 1,359,841	\$ 2,100,042	\$ 1,568,688	\$ 1,050,016	\$ 1,246,984
500 - Supplies & Materials	\$ 11,373	\$ 19,001	\$ 6,946	\$ 4,157	\$ 5,880
600 - Capital Outlay	\$ 3,596	\$ 4,540	\$ -	\$ 6,843	\$ 1,342
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Cost Center</b>	<b>6501CC</b>					
<b>Cost Center Name</b>	<b>Portfolio Planning and Management</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>	
<b>General Operating Fund</b>	<b>\$ 3,041,341</b>	<b>\$ 1,392,314</b>	<b>\$ 1,474,566</b>	<b>\$ 1,054,285</b>	<b>\$ 1,012,618</b>	
<b><u>Administrative Costs</u></b>	<b>\$ 3,041,341</b>	<b>\$ 1,392,314</b>	<b>\$ 1,474,566</b>	<b>\$ 1,054,285</b>	<b>\$ 1,012,618</b>	
100 - Salary & Wages	\$ 1,068,209	\$ 727,592	\$ 795,188	\$ 678,915	\$ 471,204	
200 - Fringe Benefits	\$ 361,807	\$ 227,783	\$ 284,023	\$ 242,828	\$ 158,527	
400 - Purchased Services	\$ 1,576,440	\$ 254,702	\$ 364,242	\$ 122,338	\$ 365,179	
500 - Supplies & Materials	\$ 12,933	\$ 17,949	\$ 15,368	\$ 2,724	\$ 6,083	
600 - Capital Outlay	\$ 20,903	\$ 156,998	\$ 12,474	\$ 6,135	\$ 7,326	
800 - Other Uses of Funds	\$ 1,049	\$ 7,291	\$ 3,270	\$ 1,345	\$ 4,299	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Grant &amp; Gift Funds</b>	<b>\$ 552,693</b>	<b>\$ 167,491</b>	<b>\$ 3,531</b>	<b>\$ 192,943</b>	<b>\$ 58,728</b>	

**Cost Center**                      **6502CC**  
**Cost Center Name**           **Student Assignments**

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$</b>	<b>761,423</b>	<b>\$ 1,156,534</b>	<b>\$ 1,316,110</b>	<b>\$ 1,287,148</b>	<b>\$ 1,426,337</b>
<b><u>Administrative Costs</u></b>	<b>\$</b>	<b>761,423</b>	<b>\$ 1,156,534</b>	<b>\$ 1,316,110</b>	<b>\$ 1,287,148</b>	<b>\$ 1,426,337</b>
100 - Salary & Wages	\$	495,126	\$ 594,831	\$ 654,246	\$ 636,999	\$ 719,174
200 - Fringe Benefits	\$	187,147	\$ 238,432	\$ 282,511	\$ 278,530	\$ 317,118
400 - Purchased Services	\$	66,804	\$ 304,305	\$ 362,246	\$ 362,582	\$ 381,443
500 - Supplies & Materials	\$	9,661	\$ 15,986	\$ 14,993	\$ 8,340	\$ 6,152
600 - Capital Outlay	\$	2,685	\$ 2,980	\$ 2,114	\$ 696	\$ 2,450
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$	-	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$	-	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center 6503CC  
 Cost Center Name School Performance

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 341,721</b>	<b>\$ 722,608</b>	<b>\$ 479,591</b>	<b>\$ 262,723</b>	<b>\$ 225,464</b>
<b><u>Administrative Costs</u></b>	<b>\$ 341,721</b>	<b>\$ 722,608</b>	<b>\$ 479,591</b>	<b>\$ 262,723</b>	<b>\$ 225,464</b>
100 - Salary & Wages	\$ 267,447	\$ 280,071	\$ 229,253	\$ 186,120	\$ 157,401
200 - Fringe Benefits	\$ 74,274	\$ 76,965	\$ 70,840	\$ 54,222	\$ 66,212
400 - Purchased Services	\$ -	\$ 362,731	\$ 178,287	\$ 20,848	\$ 1,616
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ 40	\$ 235
600 - Capital Outlay	\$ -	\$ 2,841	\$ 1,211	\$ 1,494	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



<b>Cost Center</b>	<b>6504CC</b>				
<b>Cost Center Name</b>	<b>New School Design</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 270,826</b>	<b>\$ 238,850</b>	<b>\$ 498,734</b>	<b>\$ 421,342</b>	<b>\$ 403,485</b>
<b><u>Administrative Costs</u></b>	<b>\$ 270,826</b>	<b>\$ 238,850</b>	<b>\$ 498,734</b>	<b>\$ 421,342</b>	<b>\$ 403,485</b>
100 - Salary & Wages	\$ 183,924	\$ 153,246	\$ 363,736	\$ 285,569	\$ 292,028
200 - Fringe Benefits	\$ 58,880	\$ 47,232	\$ 129,948	\$ 113,383	\$ 107,318
400 - Purchased Services	\$ 21,799	\$ 34,221	\$ 243	\$ 22,150	\$ 2,251
500 - Supplies & Materials	\$ 5,009	\$ 1,164	\$ 4,717	\$ 240	\$ 1,887
600 - Capital Outlay	\$ 1,125	\$ 2,897	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ 89	\$ 89	\$ 89	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 2,316,841</b>	<b>\$ 1,332,806</b>	<b>\$ 377,598</b>	<b>\$ 179,234</b>	<b>\$ 987,730</b>

**Cost Center** 6505CC  
**Cost Center Name** Research and Evaluation

		<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Est. Actual</b>	<b>2021 Budget</b>
<b>General Operating Fund</b>	\$	-	\$ 166,248	\$ 159,756	\$ 66,235	\$ 318,143
<b><u>Administrative Costs</u></b>	\$	-	\$ 166,248	\$ 159,756	\$ 66,235	\$ 318,143
100 - Salary & Wages	\$	-	\$ 96,139	\$ 65,735	\$ 21,608	\$ 172,678
200 - Fringe Benefits	\$	-	\$ 38,104	\$ 23,554	\$ 4,748	\$ 68,761
400 - Purchased Services	\$	-	\$ 29,264	\$ 70,354	\$ 39,879	\$ 75,508
500 - Supplies & Materials	\$	-	\$ 555	\$ 114	\$ -	\$ 1,195
600 - Capital Outlay	\$	-	\$ 2,186	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$	-	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$	-	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$	-	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$	-	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$	-	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$	-	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$	-	\$ -	\$ -	\$ -	\$ -
900 - Other	\$	-	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$	-	\$ -	\$ -	\$ -	\$ -

Cost Center 6506CC  
Cost Center Name Portfolio Network

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ 231,467	\$ 386,748	\$ 337,603	\$ -
<b><u>Administrative Costs</u></b>	\$ -	\$ 231,467	\$ 386,748	\$ 337,603	\$ -
100 - Salary & Wages	\$ -	\$ 163,971	\$ 274,996	\$ 248,311	\$ -
200 - Fringe Benefits	\$ -	\$ 57,059	\$ 92,980	\$ 89,291	\$ -
400 - Purchased Services	\$ -	\$ 7,125	\$ 13,399	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ 2,609	\$ 1,938	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ 703	\$ 3,435	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Cost Center 6507CC  
 Cost Center Name Portfolio Engagement

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ 62,188	\$ 94,708	\$ 76,344	\$ 410,581
<b><u>Administrative Costs</u></b>	\$ -	\$ 62,188	\$ 94,708	\$ 76,344	\$ 410,581
100 - Salary & Wages	\$ -	\$ 19,589	\$ 72,135	\$ 58,148	\$ 182,271
200 - Fringe Benefits	\$ -	\$ 6,757	\$ 17,095	\$ 18,196	\$ 70,363
400 - Purchased Services	\$ -	\$ 28,450	\$ 5,432	\$ -	\$ 155,477
500 - Supplies & Materials	\$ -	\$ 7,141	\$ 46	\$ -	\$ 1,000
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 1,470
800 - Other Uses of Funds	\$ -	\$ 250	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 150,818	\$ -	\$ 0	\$ (144,713)

Cost Center 6508CC

Cost Center Name Portfolio Policy and Planning

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	\$ -	\$ 25,820	\$ 36,431	\$ 54,110	\$ 246,535
<b><u>Administrative Costs</u></b>	\$ -	\$ 25,820	\$ 36,431	\$ 54,110	\$ 246,535
100 - Salary & Wages	\$ -	\$ 19,206	\$ 27,368	\$ 40,516	\$ 171,837
200 - Fringe Benefits	\$ -	\$ 6,613	\$ 9,062	\$ 12,595	\$ 68,621
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ 1,960
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ 1,000	\$ 2,940
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 1,176
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Cost Center 9886CC  
 Cost Center Name Community School Sponsorship Fees

	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget
<b>General Operating Fund</b>	<b>\$ 213,234</b>	<b>\$ 337,941</b>	<b>\$ 358,351</b>	<b>\$ 326,422</b>	<b>\$ 322,591</b>
<b><u>Administrative Costs</u></b>	<b>\$ 213,234</b>	<b>\$ 337,941</b>	<b>\$ 358,351</b>	<b>\$ 326,422</b>	<b>\$ 322,591</b>
100 - Salary & Wages	\$ 115,560	\$ 158,639	\$ 137,675	\$ 155,940	\$ 172,678
200 - Fringe Benefits	\$ 36,157	\$ 56,735	\$ 49,508	\$ 45,981	\$ 68,762
400 - Purchased Services	\$ 39,518	\$ 110,482	\$ 167,979	\$ 120,685	\$ 70,770
500 - Supplies & Materials	\$ 19,000	\$ 4,627	\$ 408	\$ 925	\$ 6,571
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ 1,773	\$ 1,360
800 - Other Uses of Funds	\$ 3,000	\$ 7,458	\$ 2,782	\$ 1,119	\$ 2,450
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Cost Center Cost Center Name	2018CC Professional Development						
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget		
<b>General Operating Fund</b>	\$ 399,420	\$ 403,440	\$ 401,610	\$ 613,526	\$ 820,900		
<b><u>Administrative Costs</u></b>	\$ 399,420	\$ 403,440	\$ 401,610	\$ 613,526	\$ 820,900		
100 - Salary & Wages	\$ 61,624	\$ 146,481	\$ 110,968	\$ 387,940	\$ 631,668		
200 - Fringe Benefits	\$ 32,334	\$ 62,941	\$ 42,038	\$ 150,449	\$ 184,127		
400 - Purchased Services	\$ 123,866	\$ 109,462	\$ 232,451	\$ 26,508	\$ -		
500 - Supplies & Materials	\$ 181,596	\$ 75,515	\$ 7,075	\$ 37,100	\$ 5,105		
600 - Capital Outlay	\$ -	\$ 9,043	\$ 9,079	\$ 11,529	\$ -		
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -		
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -		
<b><u>School Based Costs</u></b>	\$ -	\$ -	\$ -	\$ -	\$ -		
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -		
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -		
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -		
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -		
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -		
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -		
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Grant &amp; Gift Funds</b>	\$ -	\$ 479,751	\$ 914,970	\$ 1,010,077	\$ 1,083,697		

# Talent





<b>Cost Center</b>	<b>7001CC</b>				
<b>Cost Center Name</b>	<b>Human Resources</b>				
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est. Actual</b>	<b>Budget</b>
<b>General Operating Fund</b>	<b>\$ 4,866,016</b>	<b>\$ 5,331,606</b>	<b>\$ 4,328,377</b>	<b>\$ 3,784,433</b>	<b>\$ 4,012,374</b>
<b><u>Administrative Costs</u></b>	<b>\$ 4,866,016</b>	<b>\$ 5,331,606</b>	<b>\$ 4,328,377</b>	<b>\$ 3,784,433</b>	<b>\$ 4,012,374</b>
100 - Salary & Wages	\$ 2,809,849	\$ 2,767,722	\$ 2,443,598	\$ 2,176,102	\$ 2,214,078
200 - Fringe Benefits	\$ 985,934	\$ 984,441	\$ 892,512	\$ 848,719	\$ 968,010
400 - Purchased Services	\$ 986,341	\$ 1,435,744	\$ 902,547	\$ 706,257	\$ 655,446
500 - Supplies & Materials	\$ 34,289	\$ 67,404	\$ 39,704	\$ 45,359	\$ 168,832
600 - Capital Outlay	\$ 49,603	\$ 39,246	\$ 47,012	\$ 1,935	\$ 423
800 - Other Uses of Funds	\$ -	\$ 37,049	\$ 3,003	\$ 6,062	\$ 5,586
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grant &amp; Gift Funds</b>	<b>\$ 50,000</b>	<b>\$ 37,412</b>	<b>\$ 3,733</b>	<b>\$ 141,478</b>	<b>\$ 532,228</b>

Cost Center Cost Center Name	7002CC Substitutes						
	2017 Actual	2018 Actual	2019 Actual	2020 Est. Actual	2021 Budget		
<b>General Operating Fund</b>	<b>\$ 10,077,389</b>	<b>\$ 2,515,297</b>	<b>\$ 2,099,464</b>	<b>\$ 2,165,114</b>	<b>\$ 2,101,207</b>		
<b><u>Administrative Costs</u></b>	<b>\$ 10,077,389</b>	<b>\$ 2,515,297</b>	<b>\$ 2,099,464</b>	<b>\$ 2,165,114</b>	<b>\$ 2,101,207</b>		
100 - Salary & Wages	\$ 7,831,513	\$ 1,763,097	\$ 1,365,471	\$ 1,470,195	\$ 2,101,207		
200 - Fringe Benefits	\$ 2,245,876	\$ 752,200	\$ 733,993	\$ 694,919	\$ -		
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -		
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -		
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -		
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -		
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -		
<b><u>School Based Costs</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
100 - Salary & Wages	\$ -	\$ -	\$ -	\$ -	\$ -		
200 - Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -		
400 - Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -		
500 - Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -		
600 - Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -		
800 - Other Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -		
900 - Other	\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Grant &amp; Gift Funds</b>	<b>\$ -</b>	<b>\$ 1,204</b>	<b>\$ 31,775</b>	<b>\$ 42,372</b>	<b>\$ -</b>		



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**Derek Richey**  
Chief Financial Officer

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**Romeo Metri**  
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