



**Highland Park, Illinois 60035**

**[www.nssd112.org](http://www.nssd112.org)**

**2012- 2013  
Final Budget**





## **TABLE OF CONTENTS**

### **Section I - Introductory Section**

- 1 Executive Summary
- 15 Listing of Board Members & Administrators
- 18 Certificates of Recognition

### **Section II - Organizational Section**

- 20 Legal Status, Financial Structure and Demographics
- 26 Organization Chart
- 27 Budgetary Policies
- 33 Mission, Vision, Commitments and Goals
- 35 Budget Development Timeline and Administrative Responsibilities

### **Section III - Financial Section**

- 39 Historical Statement of Revenues, Expenditures and Changes in Fund Balance - All Funds
- 40 Historical Revenue Data - All Funds
- 41 Historical Expenditure Data - All Funds
- 43 Budget Statements of Revenues, Expenditures and Changes in All Funds - By Function
- 44 Budget Statements of Revenues, Expenditures and Changes in All Funds - By Object
- 45 Historical Statement of Revenues and Expenditures – Education Fund
- 46 Historical Revenue Data by Source – Education Fund
- 48 Historical Expenditure Data by Object – Education Fund
- 49 Historical Statement of Revenues and Expenditures – Operations & Maintenance Fund
- 50 Historical Revenue Data by Source – Operations & Maintenance Fund
- 51 Historical Expenditure Data by Object – Operations & Maintenance Fund
- 52 Historical Statement of Revenues and Expenditures – Bond & Interest Fund
- 53 Historical Revenue Data by Source – Bond & Interest Fund
- 54 Historical Expenditure Data by Object – Bond & Interest Fund
- 55 Summary of Current Indebtedness and Legal Bonded Debt
- 56 Historical Statement of Revenues and Expenditures – Transportation Fund
- 57 Historical Revenue Data by Source – Transportation Fund
- 59 Historical Expenditure Data by Object – Transportation Fund
- 60 Historical Relationship of State Transportation Aid compared to Transportation Cost
- 61 Historical Statement of Revenues and Expenditures – IMRF Fund

62	Historical Revenue Data by Source – IMRF Fund
63	Historical Expenditure Data by Object – IMRF Fund
64	Historical Statement of Revenues and Expenditures – Working Cash Fund
65	Historical Statement of Revenues and Expenditures – Tort Fund
66	Historical Statement of Revenues and Expenditures – Fire Prevention/ Life Safety Fund
67	Capital Budget Plans
68	Capital Budget Plan Summary
69	Capital Budget Plan by Location

## **Section IV- Informational Section**

84	Property Tax Rates and Extension Amounts
85	Property Taxes Assessed & Market Value
86	Property Tax Collections
87	Impact of Taxes on the Average Taxpayer
88	Three-Year Budget Forecast - All Funds
89	Three-Year Budget Forecast - Education Fund
90	Three-Year Budget Forecast - Operations & Maintenance Fund
91	Three-Year Budget Forecast - Bond & Interest Fund
92	Three-Year Budget Forecast - Transportation Fund
93	Three-Year Budget Forecast - IMRF Fund
94	Three-Year Budget Forecast - Working Cash Fund
95	Three-Year Budget Forecast - Tort Fund
96	Three-Year Budget Forecast - Fire Prevention & Life Safety Fund
97	Three-Year Budget Forecast - Operating Fund Balance Analysis
98	Enrollment History and Projections
100	Personnel Resource Allocation - Historical and Current Years
102	Debt Amortization Schedule
103	Performance Data
108	Accomplishment of Goals
110	Glossary



# Introductory Section

## Section I

Page	Contents
1-14	Executive Summary
15-17	Listing of Board Members & Administrators
18-19	Certificates of Recognition





January, 2013

President and Members of the Board of Education  
North Shore School District 112  
Highland Park, IL 60035

Dear Members of the Board of Education:

I am pleased to present the Budget for the Fiscal Year 2012-2013 financial plan for North Shore School District 112. This document was created with the assumption that the district has complete responsibility for the preparation and modification of its annual budget and is solely accountable for its fiscal matters, including surpluses and deficits, assignments of management, and issuance of debt. This document has been prepared to communicate a comprehensive review of the District's financial plan and the result of operations to the Members of the Board of Education, local citizens, and other constituents. Though we are experiencing a challenging economic environment, the prudent actions of the School Board, Administration, and Staff have positioned the District well to be able to maintain the continuation of successful programs, and seeking the attainment of district-wide goals.

The 2012-2013 Budget was adopted according to the provisions of Board Policy 4:10 on September 21, 2012. This budget is balanced. Estimated revenue of \$76,852,424 is planned to exceed estimated expenditures of \$76,829,583, for a surplus of \$22,841.

#### **Budget Process**

The process of projecting the budgeting needs of the district is a continual process that is updated as information changes and is reflected in the district's five-year projection plan.

The process of developing the operating line-by-line budget of the district for fiscal year 2012-2013 is a collaborative process to arrive at a detailed revenue and expenditure plan for operations for the fiscal year beginning on July 1<sup>st</sup>, 2012.

Budgetary controls are maintained at line item levels and are built into administrative responsibility departments. All actual activity will be compared to the budget and reported to the District's management and the Board of Education in the form of monthly Treasurer Reports. Any extraordinary variance concerns will be addressed and disclosed in full detail.

#### **Governmental Fund Summary**

The budgeted revenues and expenditures by fund are summarized below. The district is projected to end the fiscal year end with \$28.4 million in reserves. The ending operating fund balance is forecasted to be 37.5% of operating expenditures which is considered to be an appropriate amount by the Board of Education, the State Board of Education and independent industry groups.

2012-2013 Governmental Funds Summary						
All Governmental Funds						
	Beginning Balance	Revenue	Expenditure	Excess (Deficit)	Financing Sources	Ending Balance
Educational	\$7,181,234	\$57,650,181	\$57,138,312	\$511,869	(\$251,938)	\$7,441,165
Operations and Maintenance	\$4,007,832	\$7,202,553	\$7,378,233	(\$175,680)	\$67,994	\$3,900,146
Transportation	\$578,132	\$2,599,508	\$2,846,763	(\$247,255)	\$0	\$330,877
Municipal Retirement	\$1,126,468	\$2,066,072	\$1,711,484	\$354,588	\$0	\$1,481,056
Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$2,183,835	\$5,477,844	\$7,222,506	(\$1,744,662)	\$1,703,788	\$2,142,961
Tort	\$826,292	\$275,588	\$532,285	(\$256,697)	\$0	\$569,595
Life Safety	\$140,896	\$1,422,934	\$0	\$1,422,934	(\$1,418,600)	\$145,230
Working Cash	\$12,295,662	\$157,744	\$0	\$157,744	(\$101,244)	\$12,352,162
	<b>\$28,340,351</b>	<b>\$76,852,424</b>	<b>\$76,829,583</b>	<b>\$22,841</b>	<b>\$0</b>	<b>\$28,363,192</b>
Operating Funds						
	Beginning Balance	Revenue	Expenditure	Excess (Deficit)	Financing Sources	Ending Balance
Educational	\$7,181,234	\$57,650,181	\$57,138,312	\$511,869	(\$251,938)	\$7,441,165
Operations and Maintenance	\$4,007,832	\$7,202,553	\$7,378,233	(\$175,680)	\$67,994	\$3,900,146
Transportation	\$578,132	\$2,599,508	\$2,846,763	(\$247,255)	\$0	\$330,877
Municipal Retirement	\$1,126,468	\$2,066,072	\$1,711,484	\$354,588	\$0	\$1,481,056
Tort	\$826,292	\$275,588	\$532,285	(\$256,697)	\$0	\$569,595
Working Cash	\$12,295,662	\$157,744	\$0	\$157,744	(\$101,244)	\$12,352,162
	<b>\$26,015,620</b>	<b>\$69,951,646</b>	<b>\$69,607,077</b>	<b>\$344,569</b>	<b>(\$285,188)</b>	<b>\$26,075,001</b>

### Description of Governmental Funds

- Education Fund – is used primarily for the delivery of educational programs to the students. Property taxes are the primary source of revenues which are also supplemented by federal and state grant and local fee revenues.
- Operations and Maintenance Fund – is used for expenditures made for operations, repair, and maintenance of the District's building and land. Revenue consists primarily of local property taxes.
- Debt Service Fund – is used for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. The primary revenue source is local property taxes levied specifically for debt services.
- Transportation Fund – is used to account for all revenues and expenditures made for student transportation. Revenues are derived primarily from local property taxes and state reimbursement grants. Although, state funding has declined in recent years.
- Municipal Retirement/Social Security Fund – is used to account for the District's portion of pension contributions to the Illinois Municipal Retirement Fund, payments to Medicare, and payments to the Social Security System primary for noncertified employees. Revenue to finance contributions is derived primarily from local property taxes and personal property replacement taxes.
- Working Cash Fund – is used to account for financial resources held by the District which are available for inter-fund loans or transfers to other funds.
- Tort Immunity and Judgment Fund – is used to account for revenues and expenditures related primarily to liability insurances. Revenue consists primarily of local property taxes.
- Fire Prevention and Safety Fund – is used to account for state-approved life safety projects financed through serial bond issues or local property taxes levied specifically for such purposes.

## REVENUE

	<b>FY2012 Actual</b>	<b>FY2013 Budget</b>	<b>% Change Over Prior Year</b>
<b>Educational</b>	\$58,338,485	\$57,650,181	-1.18%
<b>Operations and Maintenance</b>	\$6,297,860	\$7,202,553	14.37%
<b>Transportation</b>	\$2,432,559	\$2,599,508	6.86%
<b>Municipal Retirement</b>	\$1,900,710	\$2,066,072	8.70%
<b>Capital Projects</b>	\$0	\$0	
<b>Debt Service</b>	\$3,356,137	\$5,477,844	63.22%
<b>Tort</b>	\$450,691	\$275,588	-38.85%
<b>Life Safety</b>	\$1,388,252	\$1,422,934	2.50%
<b>Working Cash</b>	\$203,688	\$157,744	-22.56%
<b>Total</b>	<b>\$74,368,382</b>	<b>\$76,852,424</b>	<b>3.34%</b>

Revenue resources are made up from Property Taxes, Other Local Revenue, State Revenue Sources and Federal Revenue Sources.

### Local Revenue Sources

#### Property Taxes

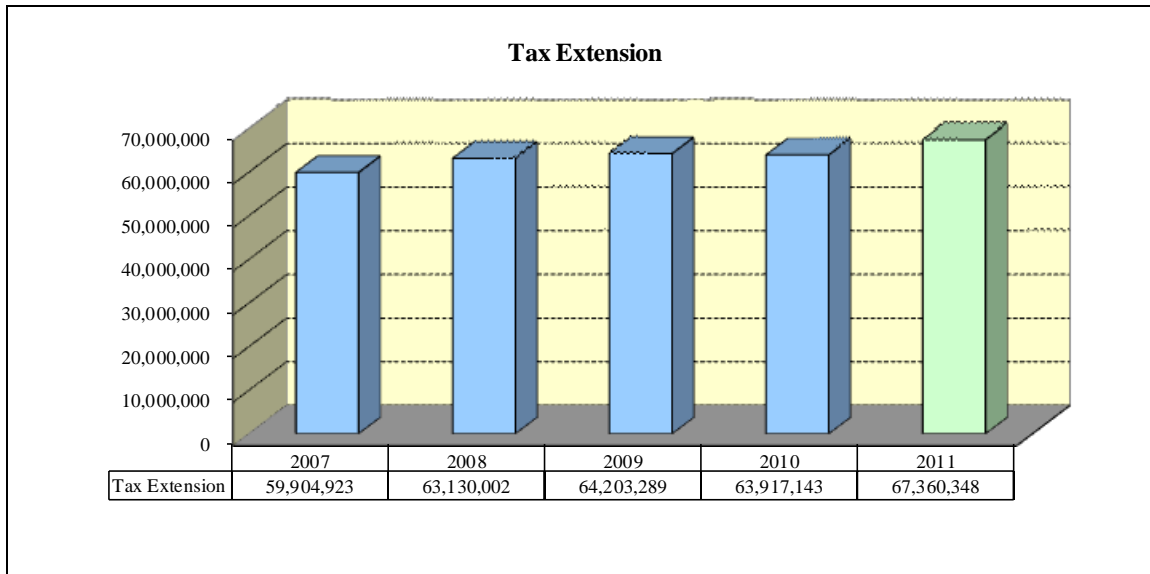
The primary source of revenue for North Shore School District 112 is local property tax. It represents 86.7% of the budgeted revenue. Illinois real property values are determined annually on a calendar year basis. Property assessments for 2011 are payable in 2013. The District is located in Lake County, Illinois, where property taxes are payable in June and September. It is the intention to use the entire 2011 property tax levy during the 2012-2013 fiscal year.

#### Tax Levy Process

Each year the Board of Education must determine how much money needs to be raised through taxation to support the operation of the District for the coming year. The request, called the levy, is made to the Lake County Clerk before the last Tuesday in December. If the amount of this levy, excluding taxes for debt service payments, is more than a 5% increase over the prior year's levy, a public hearing must be held prior to its adoption by the Board.

The Board of Education has the authority to levy separate taxes for the following purposes: Education, Operations, Life Safety, Special Education, Municipal Retirement, Social Security Transportation, Tort Immunity, Working Cash and Building Bonds.





The tax rate actually extended is calculated by dividing the tax levy (\$67,360,348) by the total value of all taxable real property within the District, known as the Equalized Assessed Value (EAV=\$2,390,360,103). The tax rate is always reported as dollars per \$100 of EAV. This extension is subject to State and District maximum rates as well as the Property Tax Extension Limitation law (PTELL), commonly referred to as the tax cap. In the FY2013 budget we have budgeted a collection rate of 98.95% of the tax extension.

	ACTUAL FY 2009	ACTUAL FY 2010	ACTUAL FY 2011	ACTUAL FY 2012	BUDGET FY 2013
Property Tax Levy	\$59,589,668	\$62,835,699	\$63,984,815	\$63,775,733	\$66,653,978

#### Property Tax Extension Limitation Law (PTELL)

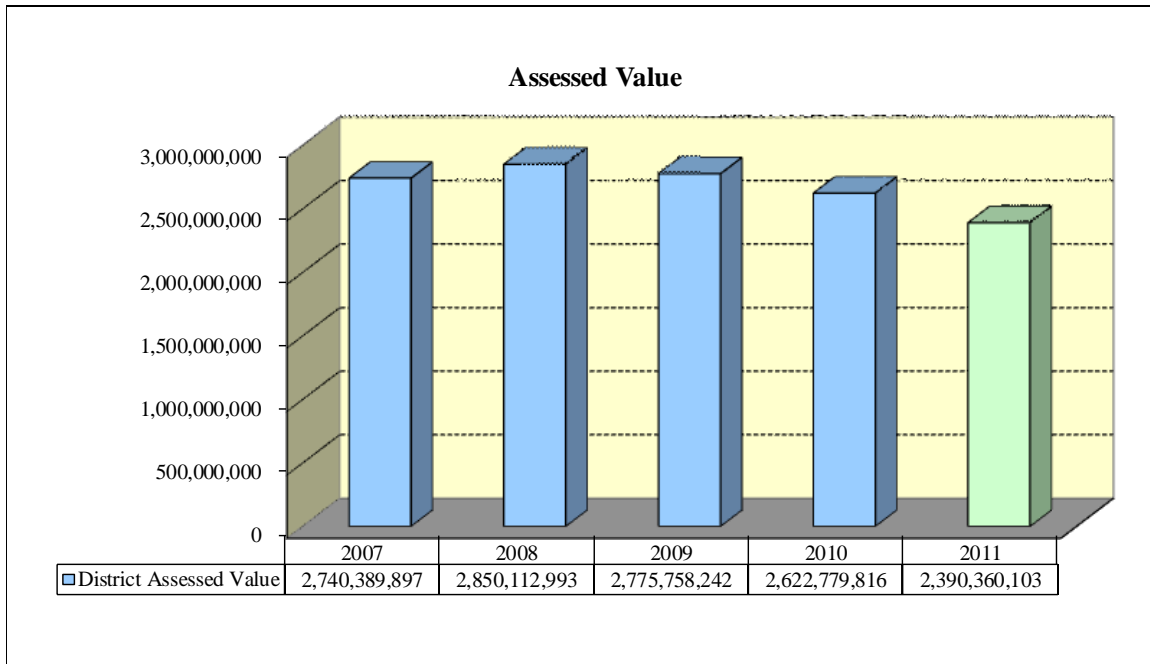
PTELL became effective in Lake County on October 1, 1991 for taxes payable in 1992. The law is designed to slow the rate of growth in taxes by reducing tax rates when property values are growing faster than the rate of inflation. PTELL limits the increase in property tax extensions (excluding taxes for Debt Service) to the lesser of 5% or the percent increase in the national Consumer Price Index for All Urban Consumers (CPI-U) for the previous year. The PTELL allows the district to receive a limited inflationary increase on existing property, plus an additional amount for new property just added to the tax base. An increase in taxes in excess of the PTELL must be approved by the voters through a referendum.

#### Property Assessment

Illinois law requires all assessment officials to use sales data from the prior three years to determine the value of property as of January 1st for a tax year. Therefore values for the 2011 tax year were determined as of January 1, 2011 using sales data from 2008, 2009 and 2010. This creates a lag which suppresses the effects of market swings, providing stability to the assessment system, but it means that assessed values will be understated during periods of rising market values and overstated in periods of declining market values. Every four years the assessor does a general assessment. In tax years between general assessments, the state and local assessors add a multiplier or equalization factor – which is a uniform percentage increase or decrease – to assessed values of various areas or classes of property in order to bring the three year average of the median assessment levels in a township to 33.33% of market value, which is our statutory



requirement in Illinois. Equalized Assessed Value (EAV) is only used to apportion the total tax extension to individual taxpayers. A taxpayer pays a share of the total tax extension equal to their proportional share of the total EAV. If EAV falls at the same rate for all households, a taxpayer's proportional share of EAV remains the same – falling market values do not equal lower property taxes.



### **Other Local Revenue**

Revenue from other local sources represent 4.27% of the total revenues; they are comprised of student fees, other local tax collections, cafeteria receipts, earnings of investments and miscellaneous revenues.

	ACTUAL FY 2009	ACTUAL FY 2010	ACTUAL FY 2011	ACTUAL FY 2012	BUDGET FY 2013
<b>Other Local Sources</b>					
Corporate Personal Property Replacement Tax	\$678,274	\$548,718	\$711,587	\$654,610	\$700,000
Food Service	\$150,975	\$135,407	\$128,973	\$118,296	\$118,000
Interest on Investments	\$1,715,954	\$754,156	\$266,070	\$253,213	\$267,244
Other Local Revenues	\$2,075,092	\$2,341,768	\$2,141,477	\$2,352,513	\$2,198,088
<b>TOTAL LOCAL REVENUES</b>	<b>\$4,620,295</b>	<b>\$3,780,049</b>	<b>\$3,248,107</b>	<b>\$3,378,632</b>	<b>\$3,283,332</b>

### **State Revenue Sources**

Revenue from state sources represents 6.1% of the budgeted revenue which is comprised of two separate funding sources:

Unrestricted Aid which is the General State Aid which is distributed to school districts throughout the state and is dependent on the local resources of the district.

Restricted Aid which is distributed to school districts throughout the state through categorical grants. Categorical funding is designed to support mandated programs targeted towards specific groups. The District's categorical grant budget is made up of Special Education, Transportation and Other State revenue sources.

	ACTUAL FY 2009	ACTUAL FY 2010	ACTUAL FY 2011	ACTUAL FY 2012	BUDGET FY 2013
<b>STATE</b>					
General State Aid	\$780,972	\$896,632	\$1,170,390	\$1,181,508	\$1,122,432
Special Education	\$1,771,008	\$1,951,295	\$2,083,342	\$2,225,204	\$2,113,130
Transportation	\$1,360,704	\$1,334,636	\$1,107,776	\$1,026,287	\$1,141,260
Other State Revenue	\$668,554	\$618,282	\$300,364	\$192,660	\$325,101
<b>TOTAL STATE REVENUES</b>	<b>\$4,581,238</b>	<b>\$4,800,845</b>	<b>\$4,661,872</b>	<b>\$4,625,659</b>	<b>\$4,701,923</b>

### **Federal Revenue Sources**

Revenue from federal sources represents 2.9% of the budgeted revenue and is received by the District in the form of categorical grants and other aid administered by the Federal government. These include aid for low income students to provide supplemental reading and math support. Other forms of aid are derived from reimbursements to the District for lunch and breakfast programs, for students that are covered under Medicaid funding and from the E-Rate funding program.

	ACTUAL FY 2009	ACTUAL FY 2010	ACTUAL FY 2011	ACTUAL FY 2012	BUDGET FY 2013
<b>FEDERAL</b>					
Restricted Grants-In-Aid	\$2,175,492	\$3,781,072	\$2,817,685	\$2,588,358	\$2,213,191
<b>TOTAL FEDERAL REVENUES</b>	<b>\$2,175,492</b>	<b>\$3,781,072</b>	<b>\$2,817,685</b>	<b>\$2,588,358</b>	<b>\$2,213,191</b>
<b>TOTAL REVENUES</b>	<b>\$70,966,693</b>	<b>\$75,197,665</b>	<b>\$74,712,479</b>	<b>\$74,368,382</b>	<b>\$76,852,424</b>

## **EXPENDITURES**

	<b>FY2012 Actual</b>	<b>FY2013 Budget</b>	<b>% Change Over Prior Year</b>
<b>Educational</b>	\$56,930,447	\$57,138,312	0.37%
<b>Operations and Maintenance</b>	\$5,948,871	\$7,378,233	24.03%
<b>Transportation</b>	\$2,598,230	\$2,846,763	9.57%
<b>Municipal Retirement</b>	\$1,726,841	\$1,711,484	-0.89%
<b>Capital Projects</b>	\$0	\$0	
<b>Debt Service</b>	\$4,935,749	\$7,222,506	46.33%
<b>Tort</b>	\$400,696	\$532,285	32.84%
<b>Life Safety</b>	\$97,891	\$0	-100.00%
<b>Working Cash</b>	\$0	\$0	
<b>Total</b>	<b>\$72,638,725</b>	<b>\$76,829,583</b>	<b>5.77%</b>

**Expenditure** amounts are based on various assumptions as follows:

- **Salaries** - The three year collective bargaining agreement with the North Shore Education Association (NSEA) expired on June 30, 2012. The past agreed settlement for salaries and benefits was significantly higher than our revenue growth to support our services. The revenue growth for our school district is linked to the increase in the rate of the Consumer Price Index Urban (CPI), the CPI for 2009 was .10%, in 2010 was 2.7%, in 2011 was 1.5% and in 2012 was 3.0%. The aggregate increase for four years was 7.3% and the average annual CPI increase for this period was 1.83%. The salaries for Fiscal Year 2013 are based on retirement projections of 31 employees and an expected outcome of our collective bargaining agreement where the average replacement cost for a teacher was estimated at \$47,696.
- **Benefits** - Administration has also taken into consideration an expected savings in the tentative budget due to a potential plan design change to our PPO Health insurance program and a potential change in the employee portion of premiums. In our opinion the current plan design is obsolete and should be changed. Health care costs have historically increased by double digits and are projected to increase by approximately 11% this year. In our financial planning we will be looking for ways to limit our financial obligation to the revenue growth for the district.
- **Purchase Services, Supplies & Materials** – These budgets have been projected to have an increase at the rate of CPI.
- **Capital Expenditures** - In order for us to limit our expenditures to the available revenue, we are only funding high priority capital projects. As in past years we will continue to defer major capital projects unless there is a safety concern.

Total Expenditures are expected to increase by 5.77% to \$76.8 million. The primary reason for increase in expenditures from year to year is due to an uneven amortization schedule. The debt service payment for FY12 was significantly below the regular debt service payment of prior years. The debt service payment for FY13 reflects the typical debt service payment. Excluding the budgeted debt service payment the year to year growth in expenditures is 2.81%. Education is inherently labor intensive, with Salaries and Benefits accounting for roughly two thirds of total expenditures, even though the district purchases most of its' maintenance and all of its' transportation services.

## Budget Outlook

Summary of total Revenue & Expenditures with Fund Balance Projections:

	<b>FY2012 Actual</b>	<b>FY2013 Budget</b>	<b>FY2014 Projected</b>	<b>FY2015 Projected</b>	<b>FY2016 Projected</b>
<b>Total Revenues</b>	\$74,368,382	\$76,852,424	\$74,875,668	\$74,657,300	\$76,499,587
<b>Total Expenditures</b>	\$72,638,725	\$76,829,583	\$73,888,753	\$74,171,815	\$76,026,663
<b>Other Financing Sources/Uses</b>	\$0	\$0	\$0	\$0	\$0
<b>EXCESS (DEFICIT)</b>	<u>\$1,729,657</u>	<u>\$22,841</u>	<u>\$986,915</u>	<u>\$485,485</u>	<u>\$472,924</u>
<b>Beginning Fund Balance</b>	\$26,610,694	\$28,340,351	\$28,363,192	\$29,350,107	\$29,835,591
<b>Excess (Deficit)</b>	\$1,729,657	\$22,841	\$986,915	\$485,485	\$472,924
<b>PROJECTED YEAR-END FUND BALANCE</b>	<u><b>\$28,340,351</b></u>	<u><b>\$28,363,192</b></u>	<u><b>\$29,350,107</b></u>	<u><b>\$29,835,591</b></u>	<u><b>\$30,308,515</b></u>

## Staffing & Enrollment

FTE	2008-09	2009-10	2010-11	2011-12	2012-13
Administration	39	40	38	37	34
Teaching Staff	407	433	427	426	412
Support Staff	169	170	164	167	143
Total Staff	616	644	629	630	589
Enrollment	4,632	4,589	4,486	4,470	4459 *

\* Enrollment for FY13 is a mid-year estimate. Enrollment for the the prior years is an End-of-Year enrollment count.

## Personnel Trends

The number of full-time employees working for North Shore School District 112 at this time is 589. The number of full-time staff has declined in FY2011 and FY2013. For the FY2013 school a decrease of 41 staff members was required to produce a balanced budget. Expectations for the future show position totals to remain consistent with FY2013.

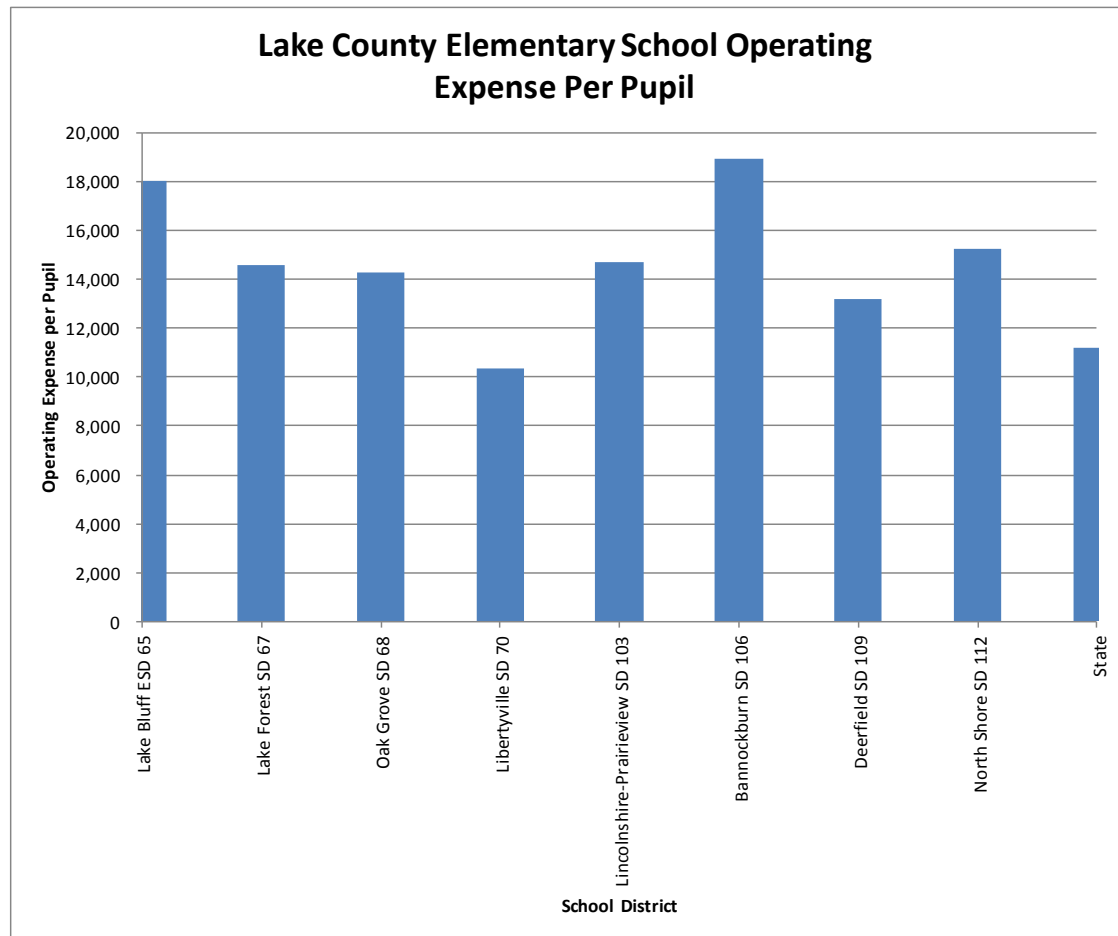
## Student Enrollment Trends

Enrollment forecasts indicate that enrollment will level out for the next few years. No adjustment has been made in the budget for this minor change.

## Changes in Debt

The total amount of debt outstanding at July 1, 2012 was \$14,537,168 which is 18.9% of the District's total expenditures. The total of the principal payment for the year will be \$6,560,357. The total amount of debt outstanding at June 30, 2013 is \$8,746,538, which includes principal and interest. The district will pay the last of payment of existing debt in 2018. There are no plans at this time to issue any new debt.

### **Operating Expenses per Student**



The Board of Education and the Administration of North Shore School District 112 understand that they have a responsibility to use the community's tax dollars wisely. Our District has comparable operating costs per pupil relative to our peer districts in Lake County.

### **District Background, Mission and Vision**

The Board of Education of North Shore School District 112, Lake County, Illinois, provides educational instruction to children residing in the City of Highland Park, the City of Highwood, and Fort Sheridan. The District's operations are funded primarily through local property taxes. The District operates under guidelines and restrictions set forth in the School Code of Illinois and various federal statutes.

The District was organized on July 1, 1993, and is governed by an elected seven-member Board of Education. The District maintains grades kindergarten through eighth in eight elementary school buildings and three middle school buildings. Pre-kindergarten and certain special education programs are also provided in the District's administrative building. Students leaving the District at the end of eighth grade attend Township High School District 113 (District 113). Currently, 93.6% of District 113 students graduate, most of which attend post-secondary schools. District 113 levies its own local property tax and files its tax levy with the Lake County Clerk

<b>Braeside School</b> 150 Pierce Road Highland Park, IL 60035  Enrollment: 276	<b>Green Bay Pre-K School</b> 1936 Green Bay Road Highland Park, IL 60035  Enrollment: 232	<b>Indian Trail School</b> 2075 St. Johns Ave. Highland Park, IL 60035  Enrollment: 379
<b>Lincoln School</b> 711 Lincoln Avenue W. Highland Park, IL 60035  Enrollment: 270	<b>Oak Terrace School</b> 240 Prairie Avenue Highwood, IL 60040  Enrollment: 489	<b>Ravinia School</b> 763 Dean Avenue Highland Park, IL 60035  Enrollment: 309
<b>Red Oak School</b> 530 Red Oak Lane Highland Park, IL 60035  Enrollment: 341	<b>Sherwood School</b> 1900 Stratford Road Highland Park, IL 60035  Enrollment: 358	<b>Wayne Thomas School</b> 2939 Summit Avenue Highland Park, IL 60035  Enrollment: 355
<b>Edgewood Middle School</b> 929 Edgewood Road Highland Park, IL 60035  Enrollment: 579	<b>Elm Place Middle School</b> 2031 Sheridan Road Highland Park, IL 60035  Enrollment: 439	<b>Northwood Jr. High School</b> 945 North Avenue Highland Park, IL 60035  Enrollment: 443

### **Mission Statement**

The mission of North Shore School District 112, a community partnership committed to a world-class education, is to nurture every child to become an inspired learner, well-rounded individual and contributing member of a global community by striving for excellence within an environment that fosters innovation, respect, engagement and intellectual inquiry.

### **Beliefs Statements**

*We Believe That...*

- All individuals have inherent value.
- Hard work, self-confidence and determination increase the probability of achieving full potential.
- Individuals are responsible for their own decisions and actions.
- Any community benefits when people willingly contribute to the well-being of others.
- Everyone can be a successful learner.
- Effective education enhances the quality of life.
- Understanding diversity is essential for people to thrive in an interdependent world.
- Honesty and integrity build trusting relationships.
- Effective education is a partnership among school, family and the broader community.
- Change involves risk and is necessary for continuous improvement in a dynamic world.

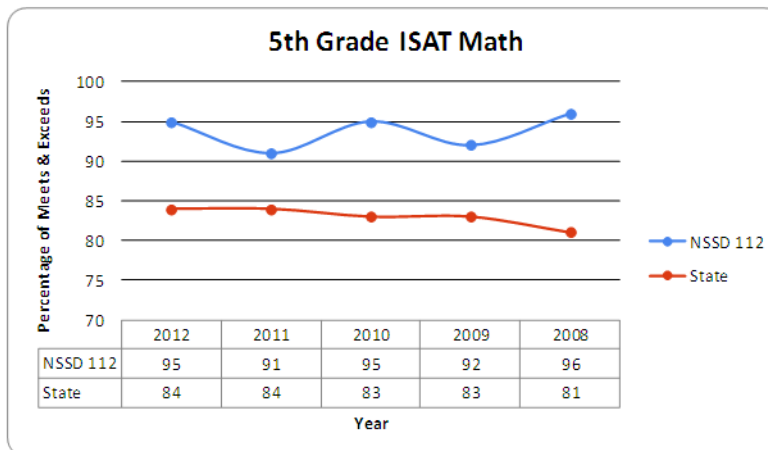
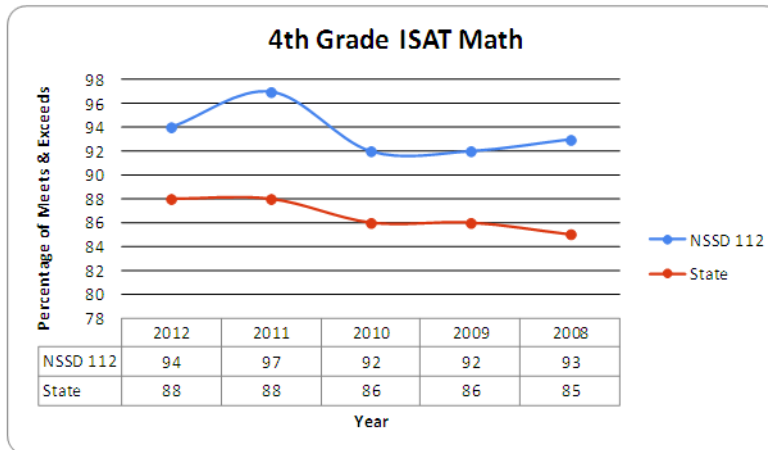
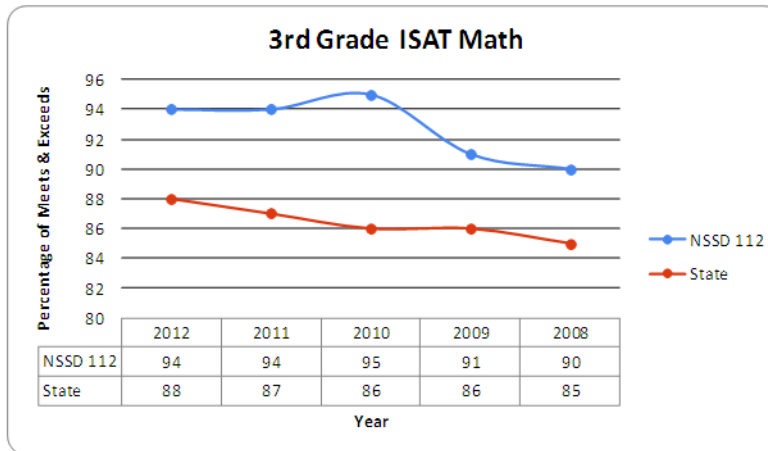
### **Parameters**

1. We will always provide safe, supportive and nurturing learning and working environments.
2. We will not tolerate behavior that is disrespectful or demeaning to any individual or group.
3. No new program or service will be accepted unless:
  - It is consistent with the strategic plan
  - Its benefits justify costs, and
  - Provisions are made for professional development and program evaluation.
4. No program or service will be retained unless it makes an optimal contribution to the mission and benefits continue to justify the cost.
5. We practice fiscal responsibility while maintaining an operating fund balance of at least 25%.
6. The scope of our programming will always attend to the social, emotional and physical well-being of our students.
7. The School Improvement Plans will always be consistent with the District's Strategic Plan.

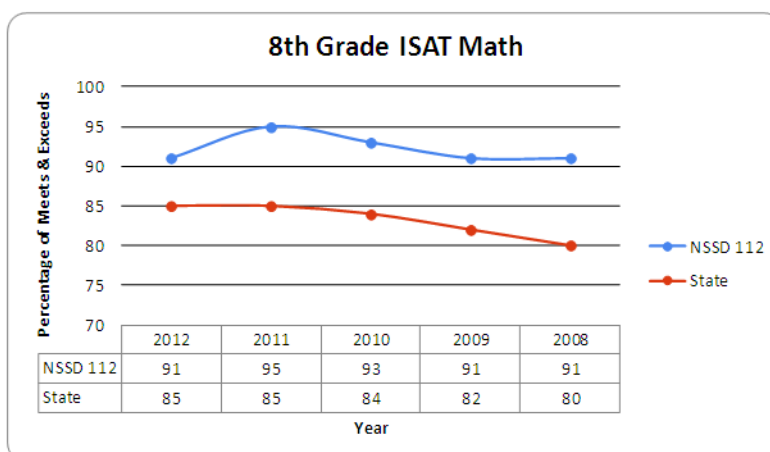
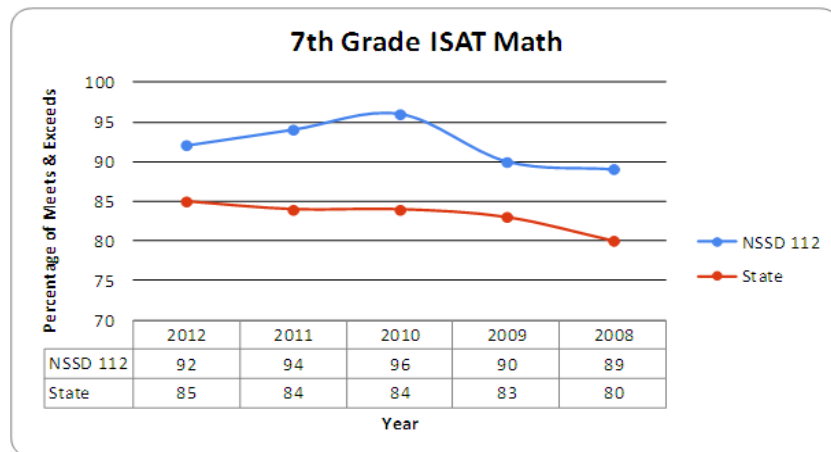
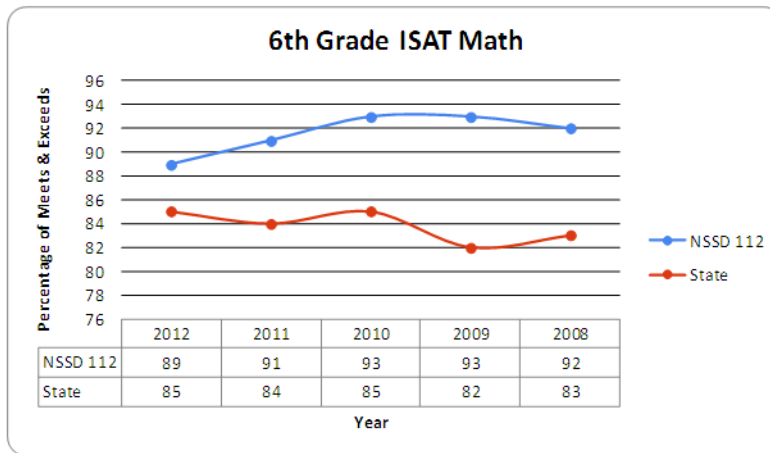


## Academic Results

North Shore School District 112 students consistently excel on the Illinois Standards Achievement Test (ISAT). Over 90% of students meet or exceed state standards in Math. Our students outperform the averages of the State of Illinois.



## Academic Results – con't



### **Acknowledgements**

The preparation of this report could not have been accomplished without the efficient and dedicated services of the entire staff of the Business Department. We want to express our appreciation to them for their assistance.

We also thank the members of the Board for their interest and support in planning and conducting the financial operations of the School System in a responsible and progressive manner.

### **Summary**

The proposed budget reflects the mission of North Shore School District 112 to provide educational services to the students of Highwood, Fort Sheridan and Highland Park to the end that the attainments of their goals as members of society are enhanced. The expectation of moderate inflation, improvement of educational services and continued stabilization of the student population, place new challenges upon the budget to maintain control to appropriations within the limits of available resources.

The proposed budget is a prudent plan that balances the many needs of our students within the economic realities of our community. The members of the Board of Education have provided outstanding support for the educational services of the district and the budget reflects the commitment of the Board and the Community for quality educational programs.

Respectively submitted,

Dr. David Behlow  
Superintendent of Schools

M. Mohsin Dada  
Chief Financial Officer

**NORTH SHORE SCHOOLS DISTRICT 112**  
**1936 Green Bay Road**  
**Highland Park, IL 60035**

**Board of Education**

		<u>Term Expires</u> (April)
Bruce Hyman	President	2015
Cynthia R. Plouche	Vice-President	2013
Marcia Bogolub	Member	2013
Howard Metz	Member	2013
Jane Solmor-Mordini	Member	2013
Michael Cohn	Member	2015
Yumi Ross	Member	2015

**ADMINISTRATIVE STAFF**

Dr. David Behlow, Superintendent of Schools  
Luann Grish, Executive Assistant Superintendent of Schools  
Mohsin Dada, Chief Financial Officer  
Dr. Heidi Wennstrom, Assistant Superintendent, Teaching and Learning  
John Sprangers, Executive Director for Personnel Services  
Matt Barbini, Assistant Superintendent, Student Services  
John Petzke, Information & Media, Chief Technology Officer  
John Fuhrer, Director of Facilities and Operations  
Andrea Rosen, Community Relations Specialist

**North Shore School District 112  
2012-2013  
Board of Education**



Bruce Hyman  
President



Cynthia R. Plouché  
Vice President



Marcia Bogolub  
Member



Howard Metz  
Member



Jane Solmor-Mordini  
Member



Yumi Ross  
Member



Michael Cohn  
Member

Schedules and minutes of Board of Education meetings are available at [www.nssd112.org](http://www.nssd112.org).  
The Public is welcome to attend.

## District Administration

### Central Office Administrators

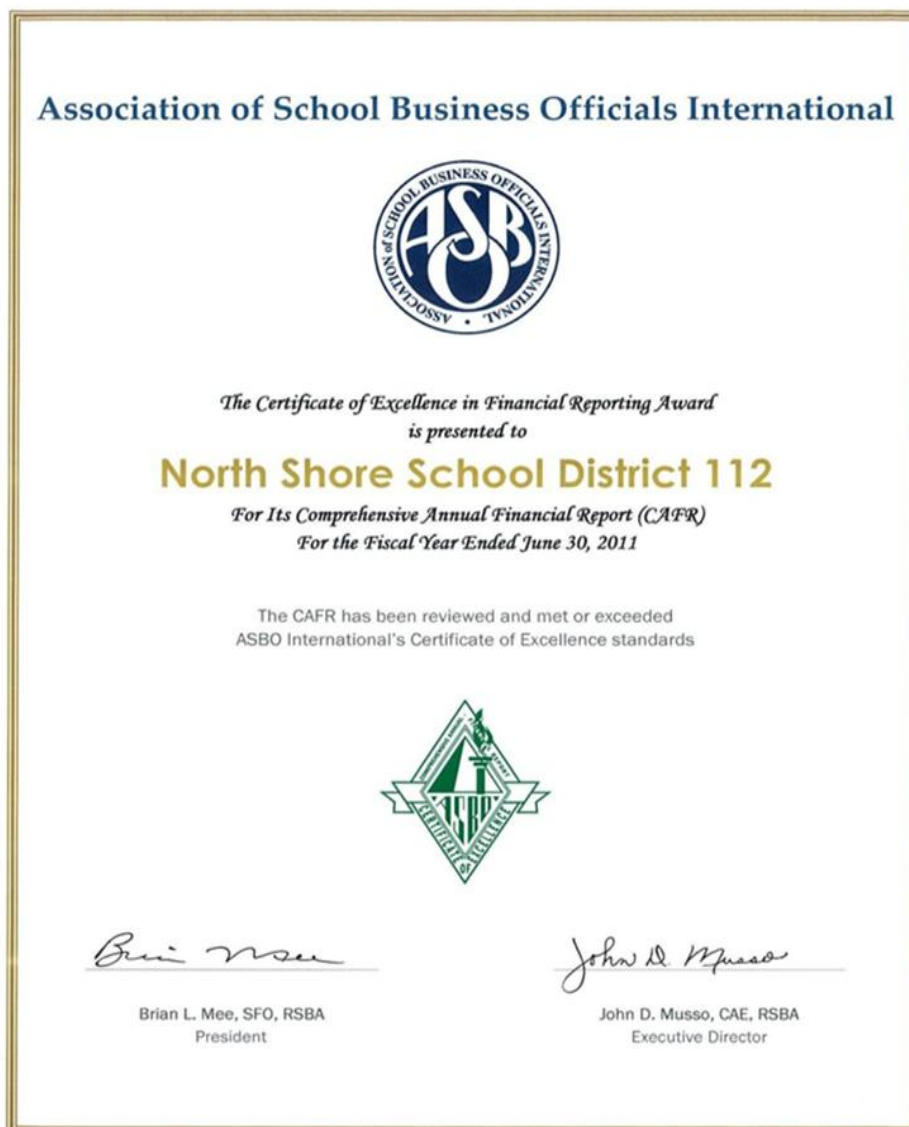
Superintendent .....	Dr. David Behlow
Chief Financial Officer.....	Mohsin Dada
Assistant Superintendent for Student Services.....	Matt Barbini
Assistant Superintendent for Teaching, Learning and Technology.....	Dr. Heidi Wennstrom
Director of Personnel.....	John Sprangers
Chief Technology Officer.....	John Petzke

### Building Principals

Joseph Hailpern, Principal.....	Braeside Elementary
Matt Eriksen, Principal.....	Edgewood Middle School
Nicholas Demchenko, Associate Principal.....	Edgewood Middle School
Richard Schroeder, Principal.....	Elm Place Middle School
Joanna Kadlec, Associate Principal.....	Elm Place Middle School
Nita Goodman, Principal.....	Green Bay Pre-School
Craig Keer, Principal.....	Indian Trail Elementary
Claire Kowalczyk, Principal.....	Lincoln Elementary
Jennifer Ferrari, Principal.....	Northwood Jr. High School
Monica Schroeder, Principal.....	Northwood Jr. High School
Sandy Anderson, Principal.....	Oak Terrace Elementary
Michelle Flores, Associate Principal.....	Oak Terrace Elementary
Ellen Mauer, Principal.....	Ravinia Elementary
Jeanne Banas, Principal.....	Red Oak Elementary
Shawn Walker, Principal.....	Sherwood Elementary
Maureen Deely, Principal.....	Wayne Thomas Elementary

## ACCOMPLISHMENTS/AWARDS:

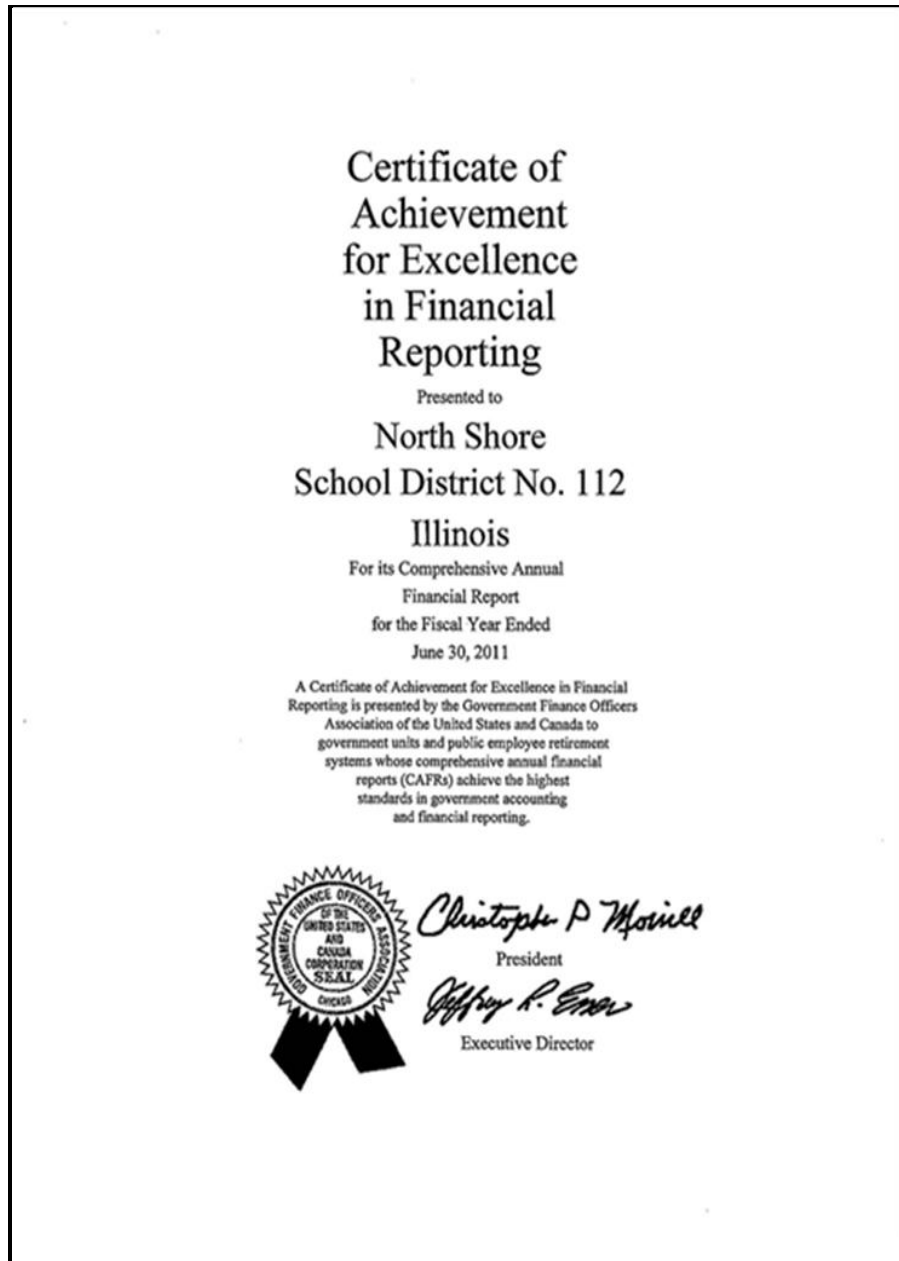
The District received the Certificate of Excellence Award in Financial Reporting for fiscal year ending 2011 from the Association of School Business Officials (ASBO) International. This award represents a very significant achievement and reflects the District's commitment to the highest standards of school system financial reporting. The Certificate of Excellence is the highest recognition for school district financial operations offered by ASBO International and confirms that the District's Comprehensive Annual Financial Report (CAFR) have met or exceeded the standards set forth by ASBO International. The Certificate of Excellence validates the credibility of the District's operations, measures the integrity and technical competence of the business staff, assists in strengthening our bond presentations, and provides the professional recognition the financial staff for a job well done.





## ACCOMPLISHMENTS/AWARDS – con't

The District also received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its excellent CAFR. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting. The award is given to the government entities that meet the high standards of the program which include the demonstration of full disclosure to clearly communicate our financial story. The District feels that high quality financial reporting is imperative in order to be fully accountable to our Board of Education, the citizens of the community and to others with an interest in our District.



# Organizational Section

## Section II

Page	Contents
20-25	Legal Status, Financial Structure and Demographics
26	Organization Chart
27-32	Budgetary Policies
33-34	Mission, Vision, Commitments and Goals
35-38	Budget Development Timeline and Administrative Responsibilities



## North Shore School District 112 LEGAL STATUS

The Board of Education of North Shore School District 112, Lake County, Illinois, provides educational instruction to children residing in the City of Highland Park, the City of Highwood, and Fort Sheridan. The District's operations are funded primarily through local property taxes. The District operates under guidelines and restrictions set forth in the School Code of Illinois and various federal statutes.

The District was organized on July 1, 1993, and is governed by an elected seven-member Board of Education. The District maintains grades kindergarten through eighth in eight elementary school buildings and three middle school buildings. Pre-kindergarten and certain special education programs are also provided in the District's administrative building. Students leaving the District at the end of eighth grade attend Township High School District 113 (District 113). Currently, 93.6% of District 113 students graduate, most of which attend post-secondary schools. District 113 levies its own local property tax and files its tax levy with the Lake County Clerk.

Enrollment for the fiscal year ended June 30, 2012, as submitted to the Illinois State Board of Education in the End of Year Report (*ISBE 87-04*), was 4,470, down from 4,486 in the previous year. This decrease of 16 students from the previous year is primarily due to an anticipated general declining trend in student enrollment for the year. This effect takes into account birth trends, household demographics and the fluctuating enrollment generated from military housing in the Fort Sheridan Navy base. Absent a growth spurt related to the completion of the new military housing in fiscal 2009, typically the District has experienced minor annual or aggregate volatility in enrollment over the previous ten years. The enrollment in fiscal 2001 was 4,435, compared to 4,470 in fiscal 2012. Generally the movements in recent years, other than the approximate 200 student growth related to the military housing development, are due to housing turnover and rebuilt facilities that accommodate fewer children. Other than the Fort Sheridan development and rebuilt homes on existing property sites, there is minimal new development in the District.

### District Schools and Enrollment

<b>Braeside School</b> 150 Pierce Road Highland Park, IL 60035  Enrollment: 276	<b>Green Bay Pre-K School</b> 1936 Green Bay Road Highland Park, IL 60035  Enrollment: 232	<b>Indian Trail School</b> 2075 St. Johns Ave. Highland Park, IL 60035  Enrollment: 379
<b>Lincoln School</b> 711 Lincoln Avenue W. Highland Park, IL 60035  Enrollment: 270	<b>Oak Terrace School</b> 240 Prairie Avenue Highwood, IL 60040  Enrollment: 489	<b>Ravinia School</b> 763 Dean Avenue Highland Park, IL 60035  Enrollment: 309
<b>Red Oak School</b> 530 Red Oak Lane Highland Park, IL 60035  Enrollment: 341	<b>Sherwood School</b> 1900 Stratford Road Highland Park, IL 60035  Enrollment: 358	<b>Wayne Thomas School</b> 2939 Summit Avenue Highland Park, IL 60035  Enrollment: 355
<b>Edgewood Middle School</b> 929 Edgewood Road Highland Park, IL 60035  Enrollment: 579	<b>Elm Place Middle School</b> 2031 Sheridan Road Highland Park, IL 60035  Enrollment: 439	<b>Northwood Jr. High School</b> 945 North Avenue Highland Park, IL 60035  Enrollment: 443

## **North Shore School District 112 FINANCIAL STRUCTURE**

### **FUND**

The school district's accounting records, budgets and financial reports are organized and reported on a fund basis. A fund is established for specific activities and objectives and is operated in accordance with laws, regulations, restrictions or other designated purposes.

Each fund is a separate and independent accounting entity with its own assets, liabilities and fund balance. The number of funds created depends on the school district's operations, rather than size.

The following account codes/definitions are provided in the accounting rules [23 IAC 100] and are used to designate nine funds for reporting purposes:

- 10 Educational
- 20 Operations & Maintenance
- 30 Debt Service
- 40 Transportation
- 50 Municipal Retirement/Social Security
- 60 Capital Projects
- 70 Working Cash
- 80 Tort
- 90 Fire Prevention & Safety

10 - Educational Fund - The most varied and the largest volume of transactions will be recorded in the Educational Fund. This is due most because the Educational Fund covers transactions that are not specifically covered in another fund. Certain expenditures that must be charged to this fund include the direct costs of instruction, health and attendance services, lunch programs, all costs of administration (even those for buildings and grounds), and related insurance costs. Certain revenues that must be credited to this fund include educational tax levies, tuition and textbook rentals.

20 - Operations & Maintenance Fund - All costs of maintaining, improving, or repairing school buildings and property, renting buildings and property for school purposes, or for the payment of premiums for insurance on school buildings shall be charged to the Operations and Maintenance Fund and paid from the tax levied for that purpose. The salaries of janitors, engineers, and other custodial employees and all costs of fuel, lights, gas, water, telephone service, and custodial supplies and equipment shall be charged to this fund.

30 - Debt Service Fund - Bonds are generally issued to finance the construction of buildings, but may also be issued for other purposes. Taxes are levied to provide cash to retire these bonds and to pay related interest. To protect the bondholders, these tax collections must be accounted for in the Debt Service Fund and maintained in separate bond and interest accounts for each bond issue. If the school board pledges other revenue to pay principal, interest, or service charges on long-term debt, a separate set of accounts shall also be established for each additional debt issue .

**North Shore School District 112**  
**FINANCIAL STRUCTURE – con't**

**FUND (cont)**

40 - Transportation Fund - If a school district pays for transporting pupils for any purpose, a Transportation Fund must be created. Costs of transportation, including the purchase of vehicles and insurance on buses, are to be paid from this fund. Moneys received for transportation purposes from any source must be deposited into this fund, except for the portion of state reimbursement applicable to other funds (e.g., utility costs from the Operations and Maintenance Fund) as provided in Section 29-5 of the Illinois School Code (105 ILCS 5/29-5).

50 - Municipal Retirement/Social Security Fund - This fund is created if a separate tax is levied for the school district's share of retirement benefits for covered employees or a separate tax is levied for the purpose of providing resources for the district's share of Social Security and/or Medicare only payments for covered employees. If any of these taxes are not levied, payments for such purposes shall be charged to the fund where the salaries are charged.

60 – Capital Projects Fund - All proceeds of each construction bond issue (other than Fire Prevention and Safety) shall be placed in the Capital Projects Fund to separately identify these special funds from operating funds. Such moneys are to be spent for the purpose specified in the bond indenture and on the ballot. A separate account is also established:

- If a capital improvement tax is levied in accordance with Section 17-2.3 of the Illinois School Code (105 ILCS 5/17-2.3). The moneys received from such levy shall be accumulated until spent for the capital improvements described in the resolution and on the ballot, per Section 17-2.3.
- For receipts from other long-term financing agreements (including impact fee agreements); construction or maintenance grants used to finance a capital project; capital leases; or lease purchase agreements (not applicable to Transportation Fund receipts).

70 - Working Cash Fund - If a separate tax is levied for working cash purposes or if bonds are sold for this purpose, this fund shall be created. Cash available in this fund may be loaned to any fund for which taxes are levied.

80 - Tort Fund – This fund is created if taxes are levied or bonds are sold for tort immunity or tort judgment purposes.

90 - Fire Prevention and Safety Fund - When a tax is levied or bonds issued for fire prevention, safety, energy conservation, disabled accessibility, school security and specified purposes, such proceeds shall be deposited and accounted for separately within the Fire Prevention and Safety Fund. The .05% levy is to be made only when there are not sufficient funds available in the Operations and Maintenance Fund; School Facility Occupation Tax Fund; or Fire Prevention and Safety Fund as determined by the district on the basis of regulations adopted the ISBE to make such alterations, repairs, or reconstruction, or to purchase and install such permanent fixed equipment ordered or determined necessary.

**North Shore School District 112**  
**FINANCIAL STRUCTURE – con't**

In addition to the Funds there are additional dimensions in which are used for accounting purposes.

**FUNCTION**

The function number is based on the Illinois State Board of education accounting manual and gives a broad description of revenue or expenditure. The functions are as follows:

1000 Instruction - The teaching of pupils or the interaction between teacher and pupils.

2000 Support Services – Services which provide administrative, technical, and logistical support to facilitate and enhance instructions.

3000 Community Services - Services provided by the district for the community as a whole or some segment of the community.

4000 Payments to Other Districts and Govt. Units - Payments to other districts/joint agreements

5000 Debt Services - Payments for specific debt service activities.

**OBJECT**

The object number is a descriptor of the type of expenditure incurred. The Illinois State Board of Education Accounting Manual lists 8 object codes as follows:

100 Salaries - Gross salary for personal services rendered while on the payroll of the district.

200 Employee Benefits - Fringe benefits paid by the district on behalf of the employee.

300 Purchased Services - Amounts paid for personal services rendered by personnel who are not district employees, and other services which the district may purchase.

400 Supplies and Materials - Amount paid for material items of an expendable nature.

500 Capital Outlay - Amount paid for the acquisition of fixed assets or additions to fixed assets.

600 Other Objects - Amounts for goods and services not otherwise classified above.

700 Non-Capitalized Equipment - Items that would be classified as capital assets except that they cost less than the capitalization threshold adopted by the school board but more than \$500.

800 Termination Benefits - Limited solely to payments made to terminated or retiring employees as compensation for unused sick or vacation days.

**North Shore School District 112  
DEMOGRAPHICS**

Location: Approximately 30 miles north of Chicago

Date of Incorporation: July 1, 1993

Population Served: 29,882 (Highland Park)  
5,426 (Highwood)

Number of Schools: 8 Elementary Schools  
2 Middle Schools  
1 Junior High  
1 Early Childhood Center

Student Population: 4,470

Administrative Staff 37  
Teaching Staff 426  
Support Staff 167

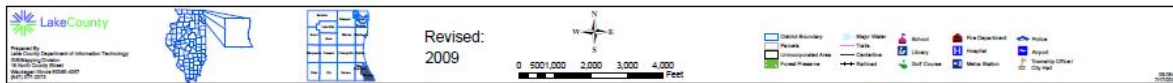
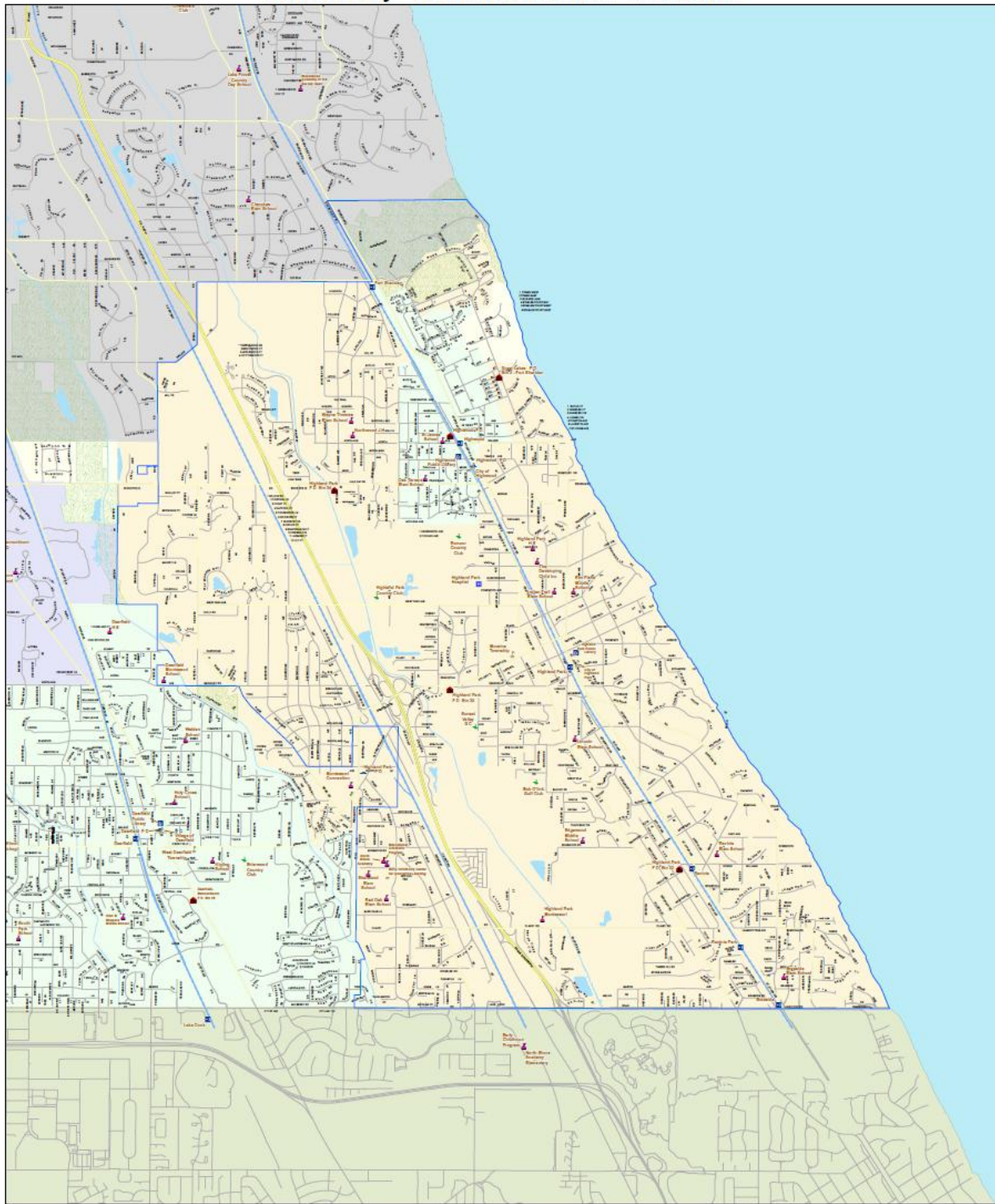
Average Class Size: K – 17.9  
1<sup>st</sup> – 18.3  
2<sup>nd</sup> – 18.9  
3<sup>rd</sup> – 17.8  
4<sup>th</sup> – 18.6  
5<sup>th</sup> – 20.7  
6<sup>th</sup> – 15.0  
7<sup>th</sup> – 15.1  
8<sup>th</sup> – 18.0

Faculty holding a Master's  
Degree or higher: 80.5%

Source of information: FY2012 CAFR  
US Census Bureau  
Annual Statement of Affairs  
2012 IL District Report Card

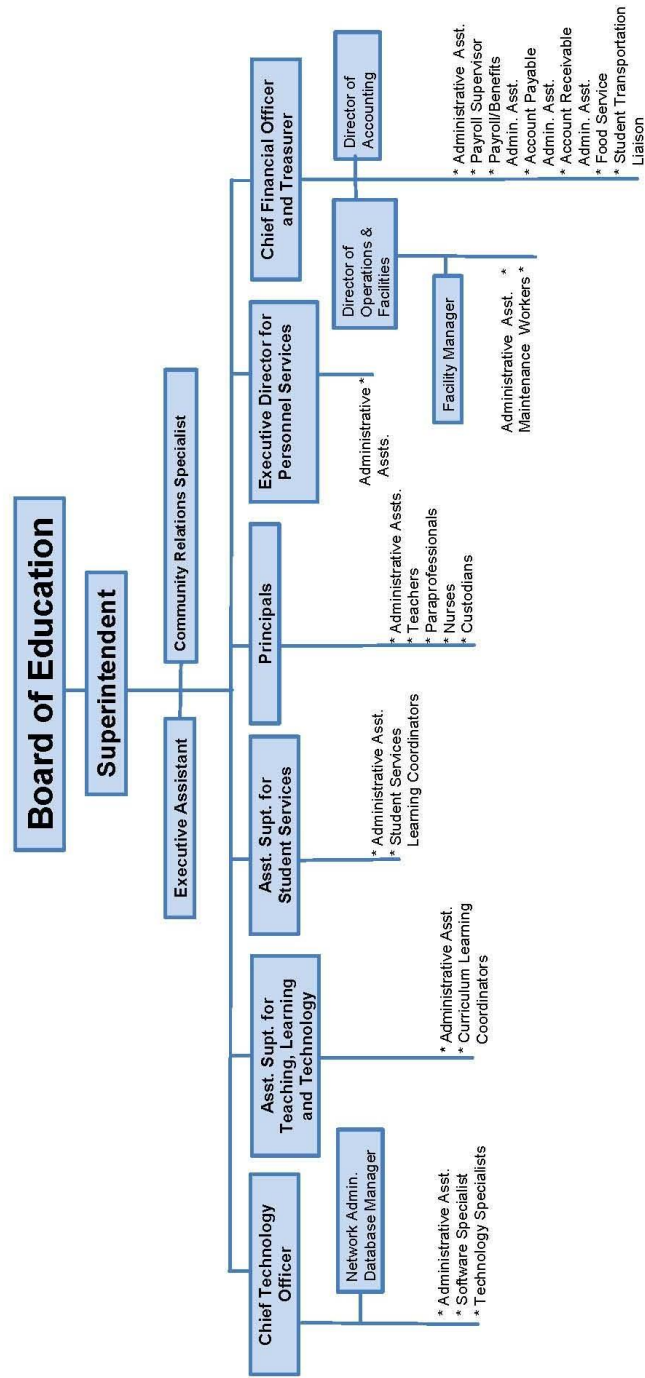


# Lake County - North Shore School District 112



# ORGANIZATIONAL CHART

NORTH SHORE SCHOOL DISTRICT 112



## **OPERATIONAL SERVICES**

### **Fiscal and Business Management**

The Superintendent shall be responsible for the District's fiscal and business management. This responsibility includes annually preparing and presenting to the Board of Education the District's statement of affairs and publishing it before December 1, as required by State law.

The Superintendent shall ensure the efficient and cost-effective operation of the District's business management and to that end shall, as appropriate, use computers, computer software, data management, communication systems, and electronic networks, including electronic mail, the Internet, and security systems. Each person using the District's electronic network shall complete an *Authorization for Electronic Network Access*.

### **Budget Planning**

The District's fiscal year is from July 1 to June 30. The Superintendent shall present to the Board of Education, no later than the first regular meeting in August, a tentative budget with appropriate explanation. This budget shall represent the culmination of an ongoing process of planning for the fiscal support needed for the District's educational program. The District's budget shall be entered upon the Illinois State Board of Education's "District Budget Form." To the extent possible, the tentative budget shall be balanced as defined by the State Board of Education guidelines. The Superintendent shall complete a tentative deficit reduction plan if one is required by the State Board of Education.

### **Preliminary Adoption Procedures**

After receiving the Superintendent's tentative budget, the Board of Education will set:

1. The date, place, and time for a public hearing on the tentative budget;
2. The date, place, and time for the tentative budget to be available to the public for inspection.

The Secretary of the Board of Education shall arrange to publish a notice in a newspaper published in the District, or when appropriate, by posting notices in five of the most public places in the District, of the tentative budget's availability for public inspection and of a public hearing.

The tentative budget shall be available for public inspection at least 30 days before the time of the budget hearing. At the public hearing, the tentative budget shall be reviewed and the public shall be invited to comment, question, or advise the Board of Education.

### Final Adoption Procedures

The Board of Education shall adopt a budget before the end of the first quarter of each fiscal year (September 30), or by such alternative procedure as State law may define. To the extent possible, the budget shall be balanced as defined by the State Board of Education; if not balanced, the Board will adopt a deficit reduction plan to balance the District's budget within three years according to the State Board of Education requirements.

The adoption of the budget shall be by roll call vote. The resolution adopting the budget shall be incorporated into the meeting's official minutes. Board of Education members' names voting "yea" and "nay" shall be recorded in the minutes.

The Superintendent or designee shall post the District's current annual budget, itemized by receipts and expenditures, on the District's Internet website, and notify the parent(s)/guardian(s) that the budget is posted and provide the website's address.

A certified copy of the budget resolution and an estimate of revenues by source anticipated to be received in the following fiscal year (certified by the District's Chief Investment Officer) must be filed with the County Clerk by the District's Chief Investment Officer within 30 days of the adoption of the budget.

The Superintendent shall make all preparations necessary in order for the Board to timely file its Certificate of Tax Levy, including preparation to comply with the Truth in Taxation Law. On or before the last Tuesday in December, a Certificate of Tax Levy shall be filed with the County Clerk. The Certificate lists the amount of property tax money to be provided for the various funds in the budget. The Superintendent shall submit the annual budget, a deficit reduction plan if one is required by State Board of Education guidelines, and other financial information to the State Board of Education according to its requirements. The Superintendent shall prepare all documents and notices necessary for the Board to timely file its Certificate of Tax Levy. Any amendments to the budget or certificate of tax levy shall be made as provided in *The School Code* and Truth in Taxation Law. The Secretary of the Board of Education or his or her designee shall make all filings.

### Budget Amendments

The Board of Education may amend the budget by the same procedure as provided for in the original adoption.

### Implementation

The Superintendent is responsible for implementing the District's budget and shall provide the Board of Education with a monthly financial report that includes all deficit fund balances. The total amount budgeted as the expenditure in each fund is the maximum amount which may be

expended for that category, except when a transfer of funds is authorized by the Board of Education.

The Board of Education shall act on:

- all expenditures;
- all interfund transfers, interfund loans, and transfers within funds;
- all transfers from one program to another;
- all expenditures, which are to be charged to a contingency or commitment account, if such an account exists.

The Board of Education authorizes the Superintendent or designee to make assignments of fund balances as appropriate and in accordance with current financial accounting rules.

LEGAL REF.: 105 ILCS 5/10-17, 5/17-1, 5/17-3.2, and 5/17-11. 35 ILCS 200/18-50.

ADOPTED: August 21, 2001

REVISED: December 18, 2001, February 17, 2004, June 21, 2011

## OPERATIONAL SERVICES

### **Budget Planning**

As part of the annual budget process, the Superintendent or his/her designee shall also project the long-term (three to five years) effects of the current year budget planning and of planned longer-term programs and/or commitments. This planning process should include the following concepts and objectives.

A primary goal of the District in the area of fiscal and business management is to annually maintain a balanced operating budget. Revenues will equal or exceed expenditures in the District's Operating Funds defined as the combination of the Education, Tort, Operations and Maintenance, Transportation and Working Cash Funds.

In addition, the District will strive to maintain its Working Cash Fund balance at a minimum of \$10,000,000, recognizing that in certain years borrowings may be needed from the Working Cash Fund for special events.

If budgeted Operating Fund expenditures exceed revenues, the excess expenditure or deficit spending will be identified for Board approval. A prime consideration of approval of deficit spending for a year is whether the cumulative year-end Fund balance of the Operating Funds will fall below a minimum level of 25% of the budgeted aggregate expenditures in the Operating Funds for the year. If the 25% reserve level is not budgeted to be sustained, a long-term financial plan will be adopted to address the financial strength of the District. The target percentage of the Operating Funds fund balances to Operating Fund expenditures is 40%.

### **Financial Reserves**

The Board of Education, the Superintendent and his/her designee recognizes their fiduciary responsibility to operate the District with a focus on its mission and the education of its students in a fiscally responsible manner as stewards of taxpayer funds. In order to help insure this objective and responsibility is fulfilled in a consistent manner, it is deemed appropriate to build and maintain financial reserves. These reserves should be used to address unknown and unusual events that may occur. These events include, but are not limited to, facility needs, unfunded state or federal mandates, new program funding, and commitments during economic downturns. Use of funds may be through inter-fund loans, advances or transfers. Assignments of fund balances shall be considered and recorded as appropriate under current financial accounting rules.

Financial reserves are primarily built in the District's Operating Funds, which would include the Education, Operations and Maintenance, Transportation and Working Cash Funds. The fund balances in these funds would be enhanced each year that revenues were available in consideration of current year and projected long-term operating needs. The financial reserve would be depleted in consideration of the aforementioned factors.

The objective is to maintain financial reserves at 25% to 40% of the most recent level of annual expenditures, each as measured in the Operating Funds. This objective is based on an informal industry standard that relates to coverage of previously experienced delays, particularly in Cook County, of the payment of property tax revenues from an often norm of three months to an occasional five-month period.

### **Risk Management**

The Tort Immunity Act authorizes school districts to levy taxes to fund expenditures related to (1) risk management directly attributable to loss prevention and loss reduction, and (2) education, inspectional, and supervisory services directly related to loss prevention and loss reduction. In general, coverage of these expenses is the purpose of the Tort Fund and the purpose of the Tort Levy is to provide an extraordinary tax for a limited purpose. The following provisions of the Tort Immunity Act should be considered in determining the type of expenditures to be charged to the District's Tort Fund and to then determine the amount of the annual property tax levy to be requested for the Tort Fund.

#### **A. Protection Against Liability and Loss**

A local public entity may protect itself against any property damage or against any liability or loss which may be imposed upon it or one of its employees for a tortuous act by means including, but not limited to, claims services and risk management directly attributable to loss prevention and loss reduction, educational, inspectional, and supervisory services directly relating to loss prevention and loss reduction.

#### **B. Authority to Levy for and to Pay Costs**

A local public entity may annually levy a sum that will be sufficient to: (1) pay the cost of claims services and risk management directly attributable to loss prevention and loss reduction, educational, inspectional, and supervisory services directly relating to loss prevention and loss reduction and (2) to pay the cost of risk management programs.



Fiscal management of the Tort fund should include assessing specific tortious acts and any related claims on a case-by-case basis. In addition, the District's on-going loss preventative risk management plan should include, but not be limited to, the following concepts and procedures.

- A. Significant reliance should be placed on assistance and direction received from the District's insurance providers and advisors in addressing risk management. The advice of these advisors should be continually supplemented by coordination and implementation by appropriate District personnel, primarily the Director of Buildings and Grounds and his/her staff and other supervisory personnel including the Superintendent. In administering this process, consideration should also be given to requirements and direction received from the regulatory bodies (State and Federal) and any other relevant authorities.
- B. The implementation of Risk Management should focus on:
  - 1. Identifying and analyzing loss exposures, primarily at the direction of the District's insurance advisors in coordination with the routine safety review efforts of other identified District personnel.
  - 2. Identifying exposures should generally be communicated to the Director of Buildings and Grounds for follow up and appropriate corrective or preventative action. For less complex or less involved situations, the other identified employees should administer corrective action immediately on their own.
  - 3. Generally the Director of Buildings and Grounds will identify and coordinate implementation of corrective safety measures.
  - 4. The Director of Buildings and Grounds should also review and monitor the implementation of corrective measures that have been implemented to see that they are implemented as planned and are effective; adjusting them as appropriate to make them as effective as possible.

The effects of these procedures should be reviewed annually, or as needed, with the Superintendent or his/her designee to effect appropriate budgeting, projecting and accounting for Tort Fund-related expenditures and property tax levies.

Dated: May 2008, October 2009, July 2011

## **STRATEGIC PLAN, MISSION, AND GOALS**

### **Mission Statement**

*The mission statement is a clear and concise expression of the District's identity, purpose and means. It is the keystone of the Strategic Plan.*

The mission of North Shore School District 112, a community partnership committed to a world-class education, is to nurture every child to become an inspired learner, well-rounded individual and contributing member of a global community by striving for excellence within an environment that fosters innovation, respect, engagement and intellectual inquiry.

### **Belief Statements**

*The beliefs are the driving force of the entire Strategic Plan. They can be described as the non-negotiable principles that underlie the entire plan and reflect our most deep and abiding convictions.*

*We Believe That...*

- All individuals have inherent value.
- Hard work, self-confidence and determination increase the probability of achieving full potential.
- Individuals are responsible for their own decisions and actions.
- Any community benefits when people willingly contribute to the well-being of others.
- Everyone can be a successful learner.
- Effective education enhances the quality of life.
- Understanding diversity is essential for people to thrive in an interdependent world.
- Honesty and integrity build trusting relationships.
- Effective education is a partnership among school, family and the broader community.
- Change involves risk and is necessary for continuous improvement in a dynamic world.

### **Parameters**

*The parameters of the Strategic Plan are absolute pronouncements that establish the boundaries to prevent the overzealous pursuit of the Mission. The parameters are self-imposed limitations that are applied throughout the strategic planning process and the development of the Strategic Plan.*

1. We will always provide safe, supportive and nurturing learning and working environments.
2. We will not tolerate behavior that is disrespectful or demeaning to any individual or group.
3. No new program or service will be accepted unless:
  - It is consistent with the strategic plan
  - Its benefits justify costs, and
  - Provisions are made for professional development and program evaluation.
4. No program or service will be retained unless it makes an optimal contribution to the mission and benefits continue to justify the cost.
5. We practice fiscal responsibility while maintaining an operating fund balance of at least 25%.
6. The scope of our programming will always attend to the social, emotional and physical well-being of our students.
7. The School Improvement Plans will always be consistent with the District's Strategic Plan.

## **STRATEGIC PLAN, MISSION, AND GOALS (cont.)**

### **Objectives**

*The objectives of the Strategic Plan are the School District's commitment to achieve specific and measurable end results. The objectives are tied very closely to the mission statement and are derived from and define the mission.*

- Every student will achieve personal academic excellence by demonstrating growth as measured by North Shore School District 112 standards and assessments.
- Every Child will understand and consistently demonstrate the character attributes of respect, responsibility, trustworthiness, caring, fairness and citizenship at school and in the community.

### **Strategies**

*The strategies of the Strategic Plan describe the broad statements of how the School District's resources will be deployed to achieve our mission and objectives. The strategies are directly related to the mission and objectives and are designed to close the gap between what is and what could be. These seven strategies will provide focus and total system concentration of our effort and resources.*

1. We will continue to align our curriculum and develop Power Standards and student assessments in all curricular areas.
2. We will ensure our educators have the support necessary to utilize effective instructional strategies and interventions to inspire each student to grow to academic excellence.
3. We will develop and implement plans to ensure the sustainability of the District's financial and human resources and their equitable distribution.
4. We will develop and implement plans to ensure we have the facilities and technology infrastructure needed to achieve our mission and objectives.
5. We will develop a plan to unify our community by improving understanding of the benefits of its rich diversity and engaging it as a critical partner in the education of our children.
6. We will create a learning environment that actively nurtures and engages students' creativity, critical thought and intellectual curiosity.
7. We will model, integrate, recognize, reinforce and develop means to assess the character traits of responsibility, respect, fairness, caring, citizenship and trustworthiness throughout the District.

## Fiscal 2013-2014 Detail Budget Calendar

### Process from June 2012 through September 2013

Target Date	Description of Activity	Responsibility
June 29, 2012	- Board Workshop	Cabinet
August 10, 2012	- Board Workshop Financial Update	Board of Education / Cabinet
September 18, 2012	- Resolution Designating and Directing the Superintendent or Designee to Prepare the 2013-2014 Budget along with budget planning calendar	Dada (Board Action)
October 9, 2012	- Board Workshop	Cabinet
October 16, 2012	- Analysis and preparation of Preliminary estimate aggregate 2012 Levy Extensions, Financial Projections and Capital Plan	Dada (Board Action)
November 2012	<ul style="list-style-type: none"> <li>- Analyze short-term and long-term student class and program location needs</li> <li>- Determine preliminary Enrollment Projections</li> <li>- Preliminary departmental budget preparation</li> <li>- Administrative Budget Meetings</li> <li>- Review preliminary tech plans and needs</li> <li>- Capital Plan and projected financial impact</li> <li>- Review of 2013-2014 budget parameters</li> <li>- Evaluate State's Financial Position</li> <li>- Review Financial Projections</li> <li>- Review of Enrollment Projections</li> <li>- Review preliminary curriculum programs and need</li> </ul>	Cabinet  Sprangers  Cabinet  Dada Petzke Dada/Fuhrer  Dada Dada Dada Sprangers Wennstrom
November 20, 2012	- Review and adoption of the Tentative 2012 Levy	Dada (Board Action)
November 27, 2012	<ul style="list-style-type: none"> <li>- Board Finance Workshop</li> <li>- Review of Enrollment Projections</li> <li>- Review preliminary curriculum programs and needs</li> </ul>	Cabinet Sprangers Wennstrom

Target Date	Description of Activity	Responsibility
December 2012	<ul style="list-style-type: none"> <li>- Draft and issue bids per Capital/Tech Plans</li> <li>- Analyze staffing needs</li> <li>- Updated Curriculum Plan</li> <li>- Updated Technology Plan</li> <li>- Staff Budget Meetings</li> </ul>	Dada/Fuhrer/Petzke  Cabinet Wennstrom Petzke Dada
December 3, 2012	- Budget Discussion	Cabinet
December 4, 2012	- Potential Review of Tentative 2012 Levy before Board Hearing on December 18, 2012	Committee of the Whole
December 6, 2012	- Publish Public Notice of Tentative Levy	Dada
December 17, 2012	- Proposed Budget Adjustments Discussion	Cabinet
December 18, 2012	<ul style="list-style-type: none"> <li>- Public Hearing and Adoption of 2012 Levy</li> <li>- Resolution for Tax Abatements</li> <li>- Resolution for Historic Tax Assessment Freeze</li> </ul>	Dada Dada Dada (Board Action on all above)
December 21, 2012	- Filing Adopted 2012 Levy Filing with County	Dada
January 2013	<ul style="list-style-type: none"> <li>- Refine Staffing Plan with building principals and Cabinet</li> <li>- Determine Per Pupil Allocation</li> <li>- Administrative Budget Meetings</li> <li>- Develop textbook inventory and purchase Plan</li> <li>- Curriculum Program Implementation planning</li> <li>- Prepare Updated Title Fund Allocations</li> <li>- Prepare bids per Capital / Tech Plans</li> <li>- Draft and issue bids per Capital / Tech Plans</li> <li>- Analyze staffing needs</li> <li>- Updated Curriculum Plan</li> <li>- Updated Technology Plan</li> <li>- Implement Technology Computer Pilot</li> <li>- Bid approvals</li> </ul>	Cabinet  Dada Dada Wennstrom  Cabinet  Wennstrom Dada/Fuhrer/Petzke Dada/Fuhrer/Petzke  Cabinet Wennstrom Petzke Petzke Dada/Fuhrer/ Petzke
January 8, 2013	- Board Workshop	Cabinet
January 15, 2013	- Budget Updates	Dada
January 24, 2013	- Proposed Budget Adjustment Discussion	Cabinet

Target Date	Description of Activity	Responsibility
February 2013	<ul style="list-style-type: none"> <li>- Administrative Budget Meetings</li> <li>- Bid requests</li> <li>- Finalize Curriculum Program Plan</li> <li>- Prepare update of financial projects</li> <li>- Finalize preliminary staffing plan</li> <li>- Determine six month financial performance</li> <li>- Update department budget</li> </ul>	Dada Dada/Fuhrer/Petzke Wennstrom Dada Cabinet Dada  Cabinet
February 1, 2013	- Proposed Budget Adjustments Discussion	Cabinet
February 5, 2013	<ul style="list-style-type: none"> <li>- Review updated Curriculum Plan</li> <li>- Review updated Technology Plan</li> <li>- Review preliminary Staffing Plan</li> <li>- Review preliminary Salary Plan</li> <li>- Bid request</li> </ul>	Wennstrom Petzke Sprangers Behlow Dada/Fuhrer/Petzke
February 19, 2013	- Bid approvals	Dada/Fuhrer/Petzke
February 21, 2013	- Proposed Budget Adjustments Meeting	Cabinet
March 2013	<ul style="list-style-type: none"> <li>- Conduct building budget reviews and preparation with principals</li> <li>- Update departmental budgets</li> <li>- Development and discussion of student fees</li> <li>- Budget Update</li> </ul>	Dada  Dada/Principals/Cabinet Dada  Dada
March 5, 2013	- Review Final Staffing / Salary Plan	Behlow
March 19, 2013	<ul style="list-style-type: none"> <li>- Adopt Staffing Plan</li> <li>- Adopt Salary Plan</li> <li>- Budget Discussion</li> </ul>	Sprangers Behlow Dada (Board Action)
March 25, 2013	<ul style="list-style-type: none"> <li>- Complete and submit all and final Purchase orders for fiscal 2013 supply and capital items</li> <li>- Submit final completed department FY14 budgets to Business Office</li> </ul>	Administrators  Administrators
April 2013	<ul style="list-style-type: none"> <li>- Business Office review of budget requests</li> <li>- Business Office review of revenue status</li> <li>- Business Office preparation of Preliminary Budget</li> <li>- Review of Preliminary Budget</li> <li>- Obtain and discuss NSSED Budget</li> <li>- Budget Updates</li> </ul>	Dada/Administrators Dada Dada  Cabinet Barbini Dada
April 2, 2013	<ul style="list-style-type: none"> <li>- Presentation / Approval of any RIF Plan</li> <li>- Review of Student Fees</li> <li>- Review NSSED Budget</li> </ul>	Sprangers Dada Barbini

Target Date	Description of Activity	Responsibility
April 16, 2013	- Adopt Student Fees, Transportation Fees, Activity Sports Fees, Regular Early Childhood Fees - Facility Rental Fees	Dada (Board Action)  Dada
May 2013	- Preparation of Preliminary Budget - Finalize salary distribution - Requisitions due to Administrators from staff - Discussion and review of Tentative Budget	Dada Behlow Building/Department  Cabinet
May 7, 2013	- Discuss Salary Schedule for Personnel - Present and discuss Preliminary Budget - Review updated Capital Plan	Behlow Dada Dada/Fuhrer/Petzke
May 21, 2013	- Adopt Salary Schedule for Personnel	Behlow
June 2013	- Preparation of FY 2014 Tentative Budget - Requisitions entered by building staff - Release purchase orders for instructional materials	Dada Administrators Dada
June 18, 2013	- Review and approval of FY 2014 Tentative Budget	Dada (Board Action)
July 16, 2013	- Notice of availability to the public of FY 2014 Tentative Budget and of Public Hearing on the budget - July 18, 2013 Highland Park Pioneer Press	Dada
July 19, 2013 through August 20, 2013	- Tentative Budget available for public inspection	Dada
August 20, 2013	- Public Hearing and adoption of FY 2014 Final Budget	Dada (Board Action)
September 20, 2013	- File Final Budget with County Clerk	Dada

# Financial Section

## Section III

Page	Contents
39	Historical Statement of Revenues, Expenditures and Changes in Fund Balance - All Funds
40	Historical Revenue Data - All Funds
41-42	Historical Expenditure Data - All Funds
43	Budget Statements of Revenues, Expenditures and Changes in All Funds - By Function
44	Budget Statements of Revenues, Expenditures and Changes in All Funds - By Object
45	Historical Statement of Revenues and Expenditures – Education Fund
46-47	Historical Revenue Data by Source – Education Fund
48	Historical Expenditure Data by Object – Education Fund
49	Historical Statement of Revenues and Expenditures – Operations & Maintenance Fund
50	Historical Revenue Data by Source – Operations & Maintenance Fund
51	Historical Expenditure Data by Object – Operations & Maintenance Fund
52	Historical Statement of Revenues and Expenditures – Bond & Interest Fund
53	Historical Revenue Data by Source – Bond & Interest Fund
54	Historical Expenditure Data by Object – Bond & Interest Fund
55	Summary of Current Indebtedness and Legal Bonded Debt
56	Historical Statement of Revenues and Expenditures – Transportation Fund
57-58	Historical Revenue Data by Source – Transportation Fund
59	Historical Expenditure Data by Object – Transportation Fund
60	Historical Relationship of State Transportation Aid compared to Transportation Cost
61	Historical Statement of Revenues and Expenditures – IMRF Fund
62	Historical Revenue Data by Source – IMRF Fund
63	Historical Expenditure Data by Object – IMRF Fund
64	Historical Statement of Revenues and Expenditures – Working Cash Fund
65	Historical Statement of Revenues and Expenditures – Tort Fund
66	Historical Statement of Revenues and Expenditures – Fire Prevention/ Life Safety Fund
67	Capital Budget Plans
68	Capital Budget Plan Summary
69-83	Capital Budget Plan by Location

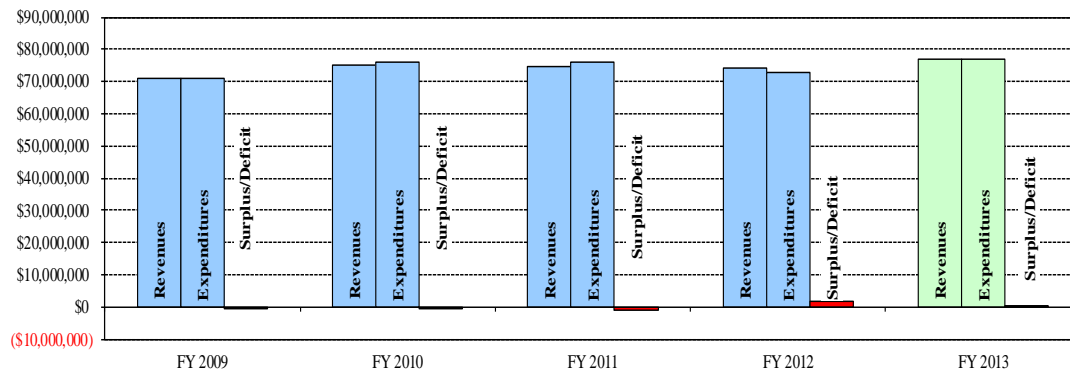




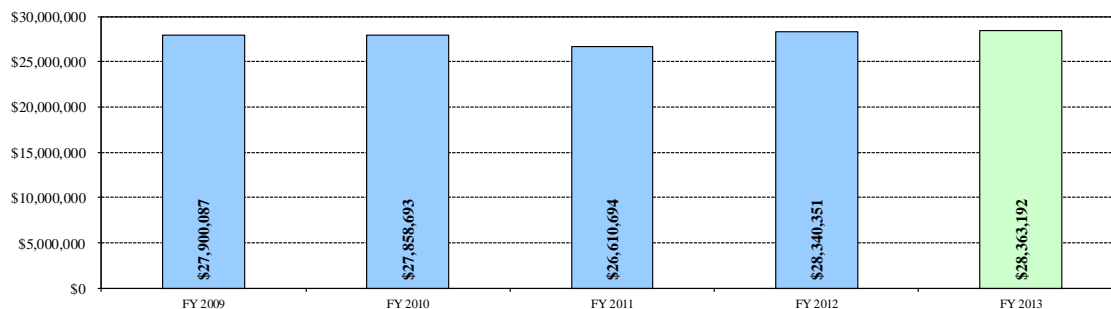
**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**ALL FUNDS**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Local Sources	\$64,209,963	\$66,615,748	3.75%	\$67,232,922	0.93%	\$67,154,365	-0.12%	\$69,937,310	4.14%
State Sources	\$4,581,238	\$4,800,845	4.79%	\$4,661,872	-2.89%	\$4,625,659	-0.78%	\$4,701,923	1.65%
Federal Sources	\$2,175,492	\$3,781,072	73.80%	\$2,817,685	-25.48%	\$2,588,358	-8.14%	\$2,213,191	-14.49%
<b>TOTAL REVENUES</b>	<b>\$70,966,693</b>	<b>\$75,197,665</b>	<b>5.96%</b>	<b>\$74,712,479</b>	<b>-0.65%</b>	<b>\$74,368,382</b>	<b>-0.46%</b>	<b>\$76,852,424</b>	<b>3.34%</b>
<b>EXPENDITURES</b>									
Salary	\$37,973,942	\$39,347,738	3.62%	\$40,359,454	2.57%	\$41,580,498	3.03%	\$40,784,817	-1.91%
Non-Salary	\$33,195,854	\$36,529,813	10.04%	\$35,601,024	-2.54%	\$31,058,227	-12.76%	\$36,044,766	16.06%
<b>TOTAL EXPENDITURES</b>	<b>\$71,169,796</b>	<b>\$75,877,551</b>	<b>6.61%</b>	<b>\$75,960,478</b>	<b>0.11%</b>	<b>\$72,638,725</b>	<b>-4.37%</b>	<b>\$76,829,583</b>	<b>5.77%</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>(\$203,103)</b>	<b>(\$679,886)</b>		<b>(\$1,247,999)</b>		<b>\$1,729,657</b>		<b>\$22,841</b>	
<b>OTHER FINANCING SOURCES/USES</b>									
Perm. Transf. From Other Funds	\$2,693,151	\$2,873,453		\$2,160,470		\$1,628,369		\$1,805,032	
Other Financing Sources	\$1,261,050	\$827,300		\$35,200		\$0		\$0	
Perm. Transf. To Other Funds	\$2,693,151	\$2,873,453		\$2,160,470		\$1,594,144		\$1,805,032	
Other Financing Uses	\$668,916	\$188,808		\$35,200		\$34,225		\$0	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$592,134</b>	<b>\$638,492</b>	<b>7.83%</b>	<b>\$0</b>	<b>-100.00%</b>	<b>\$0</b>		<b>\$0</b>	
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>\$389,031</b>	<b>(\$41,394)</b>		<b>(\$1,247,999)</b>		<b>\$1,729,657</b>		<b>\$22,841</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$27,511,056</b>	<b>\$27,900,087</b>	<b>1.41%</b>	<b>\$27,858,693</b>		<b>\$26,610,694</b>		<b>\$28,340,351</b>	
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$27,900,087</b>	<b>\$27,858,693</b>	<b>-0.15%</b>	<b>\$26,610,694</b>	<b>-4.48%</b>	<b>\$28,340,351</b>	<b>6.50%</b>	<b>\$28,363,192</b>	<b>0.08%</b>

**Revenues vs. Expenditures**



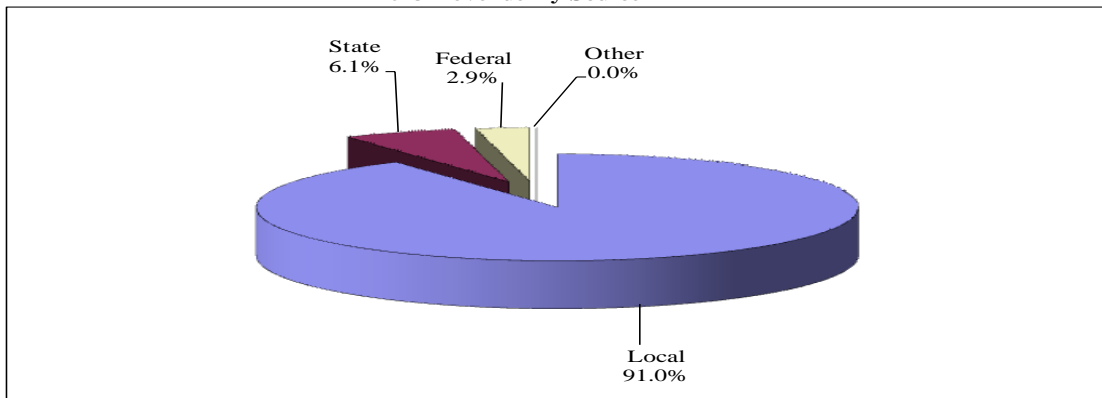
**Year-end Fund Balance**



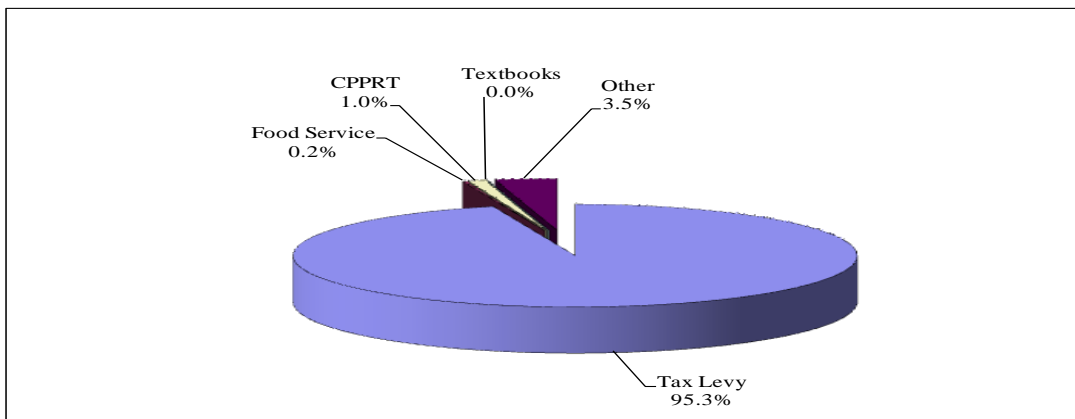
**North Shore School District 112**  
**Historical Revenue Data**  
**ALL FUNDS**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>LOCAL</b>									
Property Tax Levy	\$59,589,668	\$62,835,699	5.45%	\$63,984,815	1.83%	\$63,775,733	-0.33%	\$66,653,978	4.51%
Corporate Personal Property Replacement Tax	\$678,274	\$548,718	-19.10%	\$711,587	29.68%	\$654,610	-8.01%	\$700,000	6.93%
Food Service	\$150,975	\$135,407	-10.31%	\$128,973	-4.75%	\$118,296	-8.28%	\$118,000	-0.25%
Pupil Activities	\$0	\$0		\$0		\$0		\$0	
Textbooks	\$0	\$0		\$0		\$0		\$0	
Payments of Surplus Moneys from TIF Districts	\$0	\$0		\$0		\$0		\$0	
Interest on Investments	\$1,715,954	\$754,156	-56.05%	\$266,070	-64.72%	\$253,213	-4.83%	\$267,244	5.54%
Other Local Revenues	\$2,075,092	\$2,341,768	12.85%	\$2,141,477	-8.55%	\$2,352,513	9.85%	\$2,198,088	-6.56%
<b>TOTAL LOCAL REVENUES</b>	<b>\$64,209,963</b>	<b>\$66,615,748</b>	<b>3.75%</b>	<b>\$67,232,922</b>	<b>0.93%</b>	<b>\$67,154,365</b>	<b>-0.12%</b>	<b>\$69,937,310</b>	<b>4.14%</b>
<b>STATE</b>									
General State Aid	\$780,972	\$896,632	14.81%	\$1,170,390	30.53%	\$1,181,508	0.95%	\$1,122,432	-5.00%
Special Education	\$1,771,008	\$1,951,295	10.18%	\$2,083,342	6.77%	\$2,225,204	6.81%	\$2,113,130	-5.04%
Transportation	\$1,360,704	\$1,334,636	-1.92%	\$1,107,776	-17.00%	\$1,026,287	-7.36%	\$1,141,260	11.20%
Other State Revenue	\$668,554	\$618,282	-7.52%	\$300,364	-51.42%	\$192,660	-35.86%	\$325,101	68.74%
<b>TOTAL STATE REVENUES</b>	<b>\$4,581,238</b>	<b>\$4,800,845</b>	<b>4.79%</b>	<b>\$4,661,872</b>	<b>-2.89%</b>	<b>\$4,625,659</b>	<b>-0.78%</b>	<b>\$4,701,923</b>	<b>1.65%</b>
<b>FEDERAL</b>									
Restricted Grants-In-Aid	\$2,175,492	\$3,781,072	73.80%	\$2,817,685	-25.48%	\$2,588,358	-8.14%	\$2,213,191	-14.49%
<b>TOTAL FEDERAL REVENUES</b>	<b>\$2,175,492</b>	<b>\$3,781,072</b>	<b>73.80%</b>	<b>\$2,817,685</b>	<b>-25.48%</b>	<b>\$2,588,358</b>	<b>-8.14%</b>	<b>\$2,213,191</b>	<b>-14.49%</b>
<b>TOTAL REVENUES</b>	<b>\$70,966,693</b>	<b>\$75,197,665</b>	<b>5.96%</b>	<b>\$74,712,479</b>	<b>-0.65%</b>	<b>\$74,368,382</b>	<b>-0.46%</b>	<b>\$76,852,424</b>	<b>3.34%</b>

**FY 2013 Revenue By Source**



**FY 2013 Local Revenue Analysis**



**North Shore School District 112**  
**Historical Expenditure Data**  
**ALL FUNDS**  
**FY 2009 Actual through FY2013 Adopted Budget**

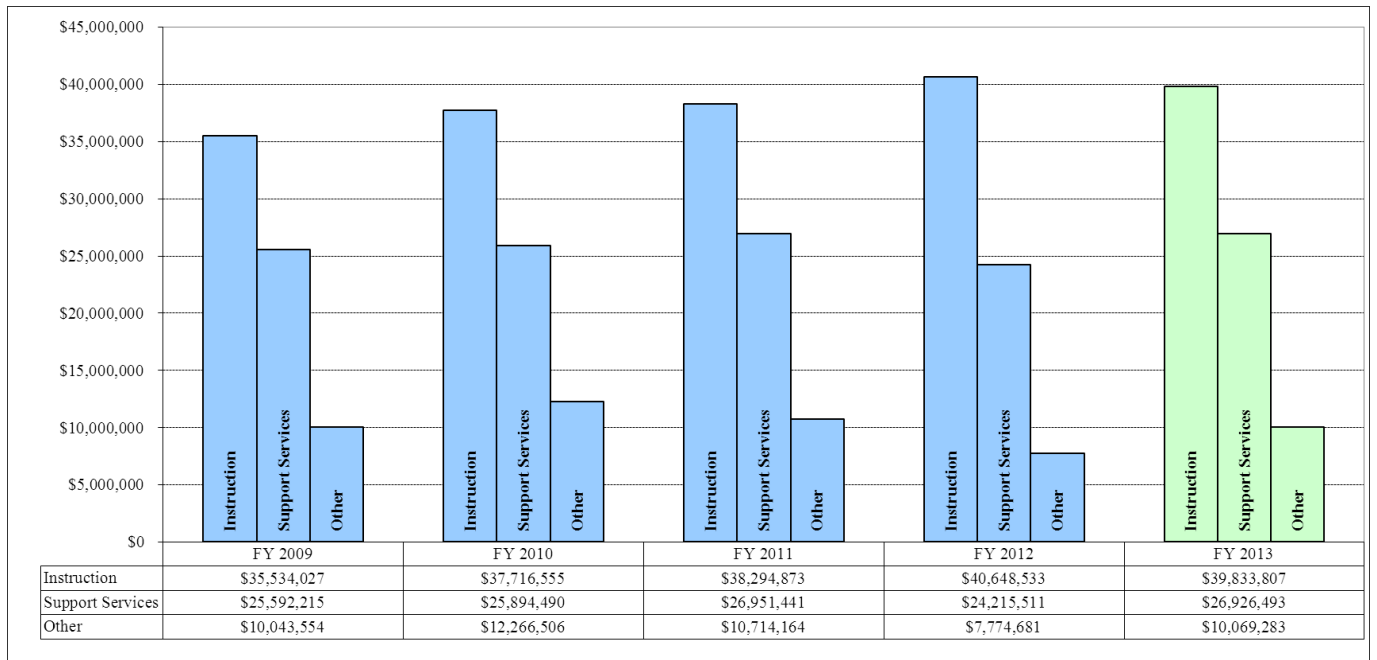
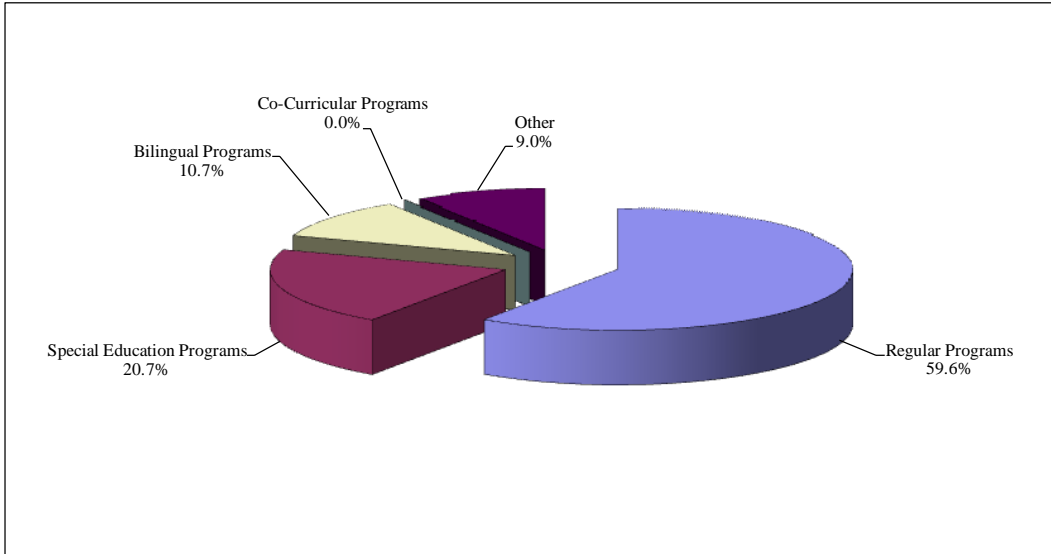
	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>INSTRUCTION</b>									
Regular Programs	\$24,706,598	\$25,972,955	5.13%	\$23,397,457	-9.92%	\$24,347,719	4.06%	\$23,725,814	-2.55%
Special Education Programs	\$6,239,483	\$6,772,924	8.55%	\$7,107,654	4.94%	\$8,358,103	17.59%	\$8,017,511	-4.07%
Special Education Pre-K Programs	\$524,042	\$567,900		\$493,393		\$529,471		\$244,339	
Remedial and Supplemental Programs K-12	\$787,421	\$878,347	11.55%	\$839,847	-4.38%	\$802,356	-4.46%	\$1,020,482	27.19%
Vocational Programs	\$0	\$0		\$0		\$0		\$0	
Co-Curricular Programs	\$0	\$0		\$0		\$0		\$0	
Summer School Programs	\$137,053	\$117,615	-14.18%	\$189,249	60.91%	\$163,535	-13.59%	\$175,187	7.13%
Gifted Programs	\$675,511	\$728,148	7.79%	\$755,983	3.82%	\$827,987	9.52%	\$791,341	-4.43%
Drivers Education Programs	\$0	\$0		\$0		\$0		\$0	
Bilingual Programs	\$1,130,962	\$1,117,982	-1.15%	\$3,886,621	247.65%	\$4,241,716	9.14%	\$4,273,283	0.74%
Truant Alternative/Optional Programs / Other	\$755,452	\$965,130	27.76%	\$1,138,683	17.98%	\$916,292	-19.53%	\$1,003,105	9.47%
<b>TOTAL INSTRUCTION</b>	<b>\$35,534,027</b>	<b>\$37,716,555</b>	<b>6.14%</b>	<b>\$38,294,873</b>	<b>1.53%</b>	<b>\$40,648,533</b>	<b>6.15%</b>	<b>\$39,833,807</b>	<b>-2.00%</b>
<b>SUPPORT SERVICES</b>									
Pupils	\$3,775,536	\$3,810,485	0.93%	\$4,171,762	9.48%	\$3,713,777	-10.98%	\$4,098,977	10.37%
Instructional Staff	\$5,584,854	\$5,606,731	0.39%	\$6,129,010	9.32%	\$4,602,189	-24.91%	\$5,124,621	11.35%
General Administration	\$1,660,335	\$1,540,974	-7.19%	\$1,253,640	-18.65%	\$1,267,942	1.14%	\$1,145,821	-9.63%
General Administration Contingency *	\$0	\$0		\$0		\$0		\$395,587	0.00%
School Administration	\$3,170,151	\$3,186,384	0.51%	\$3,213,007	0.84%	\$3,473,409	8.10%	\$3,442,283	-0.90%
Business & Operations	\$733,849	\$893,444	21.75%	\$890,874	-0.29%	\$876,174	-1.65%	\$926,191	5.71%
Business & Operations Contingency**	\$0	\$0		\$0		\$0		\$50,000	0.00%
Food Service	\$484,883	\$463,687	-4.37%	\$507,891	9.53%	\$522,802	2.94%	\$516,558	-1.19%
Operations & Maintenance	\$6,782,096	\$6,822,409	0.59%	\$7,449,141	9.19%	\$6,261,610	-15.94%	\$7,614,986	21.61%
Transportation	\$2,752,630	\$2,844,479	3.34%	\$2,605,976	-8.38%	\$2,621,184	0.58%	\$2,864,423	9.28%
Central Administration	\$647,881	\$725,897	12.04%	\$730,140	0.58%	\$847,643	16.09%	\$673,456	-20.55%
Other	\$0	\$0		\$0		\$28,781		\$73,590	155.69%
<b>TOTAL SUPPORT SERVICES</b>	<b>\$25,592,215</b>	<b>\$25,894,490</b>	<b>1.18%</b>	<b>\$26,951,441</b>	<b>4.08%</b>	<b>\$24,215,511</b>	<b>-10.15%</b>	<b>\$26,926,493</b>	<b>11.20%</b>
<b>OTHER EXPENDITURES</b>	<b>\$10,043,554</b>	<b>\$12,266,506</b>	<b>22.13%</b>	<b>\$10,714,164</b>	<b>-12.66%</b>	<b>\$7,774,681</b>	<b>-27.44%</b>	<b>\$10,069,283</b>	<b>29.51%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$71,169,796</b>	<b>\$75,877,551</b>	<b>6.61%</b>	<b>\$75,960,478</b>	<b>0.11%</b>	<b>\$72,638,725</b>	<b>-4.37%</b>	<b>\$76,829,583</b>	<b>5.77%</b>

\*General Administration Contingency : Provisions for Tort \$131,589  
Self Insurance Reserve \$84,998  
Legal Fee Reserve \$104,000  
Provision for Consulting  
Studies - SCFFAC \$75,000  
\$395,587

\*\*Business & Operations Contingency : Asset Appraisal \$15,000  
Accts Rec Software \$20,000  
Skyward Training \$15,000  
\$50,000

**North Shore School District 112**  
**Historical Expenditure Data**  
**ALL FUNDS – con't**  
**FY 2009 Actual through FY2013 Adopted Budget**

**FY 2013 Instructional Expenditures Analysis**



**NORTH SHORE SCHOOL DISTRICT 112**  
**COMBINED STATEMENT OF BUDGETED**  
**REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES**  
**TOTAL GOVERNMENT FUNDS**  
*For the Year Ended June 30, 2013*

	Educational	Operations and Maintenance	Transportation	Retirement / Soc. Sec.	Debt Service	Capital Projects	Working Cash	Tort	Fire Prevention and Safety	Total 2013 Budget
<b>Revenues</b>										
Property taxes	\$ 49,419,200	\$ 6,751,272	\$ 1,715,854	\$ 1,550,286	\$ 5,467,844	\$ -	\$ 56,500	\$ 272,588	\$ 1,420,434	\$ 66,653,978
Replacement Taxes	-	74,393	116,321	509,286	-	-	-	-	-	700,000
State Aid	3,988,590	-	713,333	-	-	-	-	-	-	4,701,923
Federal Aid	2,213,191	-	-	-	-	-	-	-	-	2,213,191
Interest	125,000	15,000	4,000	6,500	10,000	-	101,244	3,000	2,500	267,244
State retirement contributions	-	361,888	50,000	-	-	-	-	-	-	-
Other	1,904,200	-	-	-	-	-	-	-	-	2,316,088
<b>Total revenues</b>	<b>57,650,181</b>	<b>7,202,553</b>	<b>2,599,508</b>	<b>2,066,072</b>	<b>5,477,844</b>	<b>-</b>	<b>157,744</b>	<b>275,588</b>	<b>1,422,934</b>	<b>76,852,424</b>
<b>Expenditures</b>										
<b>Current:</b>										
Instruction:										
Regular programs	23,372,423	-	-	353,391	-	-	-	-	-	23,725,814
Special Programs	9,495,263	-	-	369,814	-	-	-	-	-	9,865,077
Other instructional programs	6,116,245	-	-	126,671	-	-	-	-	-	6,242,916
State retirement contributions	-	-	-	-	-	-	-	-	-	-
Support services:										
Pupils	3,963,016	-	-	135,960	-	-	-	-	-	4,098,976
Instructional staff	4,997,859	-	-	126,761	-	-	-	-	-	5,124,620
General administration	986,238	-	-	22,885	-	-	-	532,285	-	1,541,408
School administration	3,293,474	-	-	148,809	-	-	-	-	-	3,442,283
Business & Operations	868,621	-	-	107,070	-	-	-	-	-	975,691
Food Service	516,558	-	-	-	-	-	-	-	-	516,558
Transportation	500	-	2,846,763	17,660	-	-	-	-	-	2,864,923
Operations and maintenance	-	7,378,233	-	236,753	-	-	-	-	-	7,614,986
Central	608,857	-	-	64,598	-	-	-	-	-	673,455
Other supporting services	72,750	-	-	840	-	-	-	-	-	73,590
Community services	19,930	-	-	269	-	-	-	-	-	20,199
Nonprogrammed charges	2,826,577	-	-	-	-	-	-	-	-	2,826,577
Debt service:										
Principal	-	-	-	-	251,938	-	-	-	-	251,938
Interest and other	-	-	-	-	6,970,568	-	-	-	-	6,970,568
Capital outlay	-	-	-	-	-	-	-	-	-	-
<b>Total expenditures</b>	<b>57,138,311</b>	<b>7,378,233</b>	<b>2,846,763</b>	<b>1,711,481</b>	<b>7,222,506</b>	<b>-</b>	<b>-</b>	<b>532,285</b>	<b>-</b>	<b>76,829,579</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>511,870</b>	<b>(175,680)</b>	<b>(247,255)</b>	<b>354,591</b>	<b>(1,744,662)</b>	<b>-</b>	<b>157,744</b>	<b>(256,697)</b>	<b>1,422,934</b>	<b>22,845</b>
<b>Other sources (uses)</b>										
Transfers in	-	101,244	-	-	1,703,788	-	-	-	-	1,805,032
Transfers (out)	(251,938)	(33,250)	-	-	-	-	(101,244)	-	(1,418,600)	(1,805,032)
Capital lease proceeds	-	-	-	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>(251,938)</b>	<b>67,994</b>	<b>-</b>	<b>-</b>	<b>1,703,788</b>	<b>-</b>	<b>(101,244)</b>	<b>-</b>	<b>(1,418,600)</b>	<b>-</b>
<b>Net change in fund balance</b>	<b>259,932</b>	<b>(107,686)</b>	<b>(247,255)</b>	<b>354,591</b>	<b>(40,874)</b>	<b>-</b>	<b>56,500</b>	<b>(256,697)</b>	<b>4,334</b>	<b>22,845</b>
<b>Fund balance, beginning of year</b>	<b>7,181,234</b>	<b>4,007,832</b>	<b>578,132</b>	<b>1,126,468</b>	<b>2,183,835</b>	<b>-</b>	<b>12,295,662</b>	<b>826,292</b>	<b>140,896</b>	<b>28,340,351</b>
<b>Fund balance end of year</b>	<b>\$ 7,441,166</b>	<b>\$ 3,900,146</b>	<b>\$ 330,877</b>	<b>\$ 1,481,059</b>	<b>\$ 2,142,961</b>	<b>\$ -</b>	<b>\$ 12,352,162</b>	<b>\$ 569,595</b>	<b>\$ 145,230</b>	<b>\$ 28,363,196</b>

# NORTH SHORE SCHOOL DISTRICT 112

## COMBINED STATEMENT OF BUDGETED REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

### TOTAL GOVERNMENT FUNDS

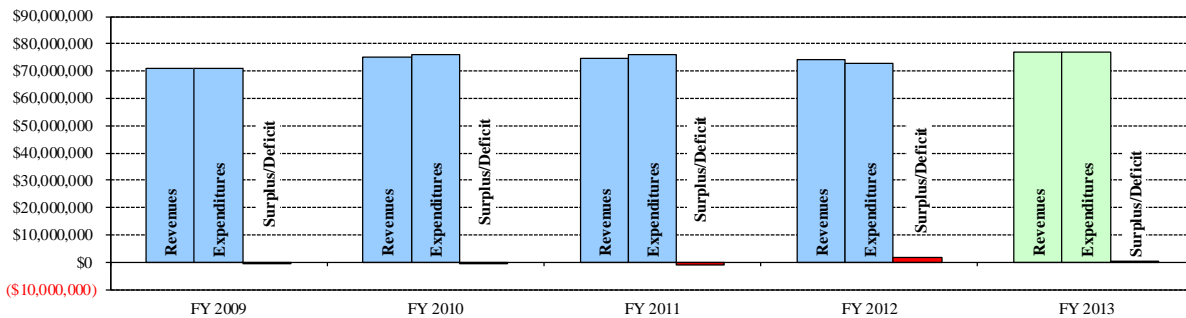
*For the Year Ended June 30, 2013*

	Educational	Operations and Maintenance	Transportation	Municipal Retirement / Soc. Sec.	Debt Service	Capital Projects	Working Cash	Tort	Fire Prevention and Safety	Total 2013 Budget
<b>Revenues</b>										
Property taxes	\$ 49,419,200	\$ 6,751,272	\$ 1,715,854	\$ 1,550,286	\$ 5,467,844	\$ -	\$ 56,500	\$ 272,588	\$ 1,420,434	\$ 66,653,978
Replacement Taxes	-	74,393	116,321	509,286	-	-	-	-	-	700,000
State Aid	3,988,590	-	713,333	-	-	-	-	-	-	4,701,923
Federal Aid	2,213,191	-	-	-	-	-	-	-	-	2,213,191
Interest	125,000	15,000	4,000	6,500	10,000	-	101,244	3,000	2,500	267,244
State retirement contributions	-	-	-	-	-	-	-	-	-	-
Other	1,904,200	361,888	50,000	-	-	-	-	-	-	2,316,088
<b>Total revenues</b>	<b>57,650,181</b>	<b>7,202,553</b>	<b>2,599,508</b>	<b>2,066,072</b>	<b>5,477,844</b>	<b>-</b>	<b>157,744</b>	<b>275,588</b>	<b>1,422,934</b>	<b>76,852,424</b>
<b>Expenditures</b>										
Salaries	39,529,014	1,175,547	80,256	-	-	-	-	-	-	40,784,817
Benefits	8,165,230	231,855	40,773	1,711,484	-	-	-	-	-	10,149,342
Total salaries & benefits	47,694,244	1,407,402	121,029	1,711,484	-	-	-	-	-	50,934,159
Purchased Services	4,802,603	2,970,664	2,720,734	-	-	-	-	532,285	-	11,026,286
Supplies and Materials	1,371,111	1,225,167	5,000	-	-	-	-	-	-	2,601,278
Capital Outlay	877,416	1,775,000	-	-	-	-	-	-	-	2,652,416
Other Objects	2,392,938	-	-	-	7,222,506	-	-	-	-	9,615,444
Total all other	9,444,068	5,970,831	2,725,734	-	7,222,506	-	-	532,285	-	25,895,424
<b>Total expenditures</b>	<b>57,138,312</b>	<b>7,378,233</b>	<b>2,846,763</b>	<b>1,711,484</b>	<b>7,222,506</b>	<b>-</b>	<b>-</b>	<b>532,285</b>	<b>-</b>	<b>76,829,583</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>511,869</b>	<b>(175,680)</b>	<b>(247,255)</b>	<b>354,588</b>	<b>(1,744,662)</b>	<b>-</b>	<b>157,744</b>	<b>(256,697)</b>	<b>1,422,934</b>	<b>22,841</b>
<b>Other sources (uses)</b>										
Transfers in	-	101,244	-	-	1,703,788	-	-	-	-	1,805,032
Transfers (out)	(251,938)	(33,250)	-	-	-	-	(101,244)	-	(1,418,600)	(1,805,032)
Capital lease proceeds	-	-	-	-	-	-	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>(251,938)</b>	<b>67,994</b>	<b>-</b>	<b>-</b>	<b>1,703,788</b>	<b>-</b>	<b>(101,244)</b>	<b>-</b>	<b>(1,418,600)</b>	<b>-</b>
<b>Net change in fund balance</b>	<b>259,931</b>	<b>(107,686)</b>	<b>(247,255)</b>	<b>354,588</b>	<b>(40,874)</b>	<b>-</b>	<b>56,500</b>	<b>(256,697)</b>	<b>4,334</b>	<b>22,841</b>
<b>Fund balance, beginning of year</b>	<b>7,181,234</b>	<b>4,007,832</b>	<b>578,132</b>	<b>1,126,468</b>	<b>2,183,835</b>	<b>-</b>	<b>12,295,662</b>	<b>826,292</b>	<b>140,896</b>	<b>28,340,351</b>
<b>Fund balance end of year</b>	<b>\$ 7,441,165</b>	<b>\$ 3,900,146</b>	<b>\$ 330,877</b>	<b>\$ 1,481,056</b>	<b>\$ 2,142,961</b>	<b>\$ -</b>	<b>\$ 12,352,162</b>	<b>\$ 569,595</b>	<b>\$ 145,230</b>	<b>\$ 28,363,192</b>

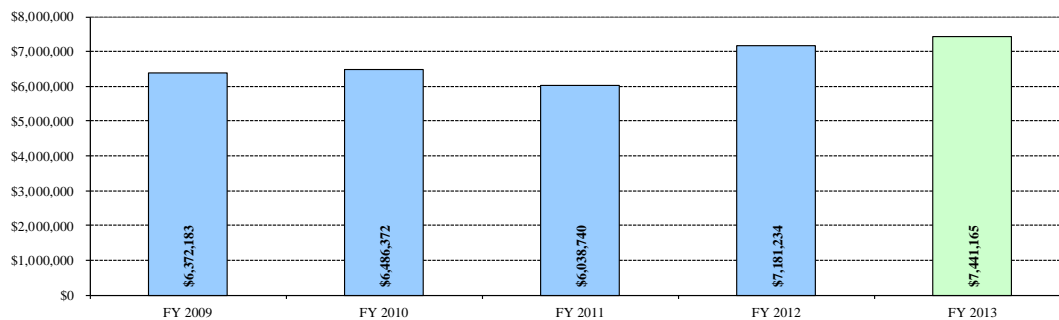
**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**EDUCATION FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Local Sources	\$47,253,408	\$49,699,020	5.18%	\$49,812,369	0.23%	\$51,685,415	3.76%	\$51,448,400	-0.46%
State Sources	\$3,685,874	\$3,777,064	2.47%	\$3,972,902	5.18%	\$4,064,712	2.31%	\$3,988,590	-1.87%
Federal Sources	\$2,175,492	\$3,781,072	73.80%	\$2,817,685	-25.48%	\$2,588,358	-8.14%	\$2,213,191	-14.49%
Other	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$53,114,774</b>	<b>\$57,257,156</b>	<b>7.80%</b>	<b>\$56,602,956</b>	<b>-1.14%</b>	<b>\$58,338,485</b>	<b>3.07%</b>	<b>\$57,650,181</b>	<b>-1.18%</b>
<b>EXPENDITURES</b>									
Instruction	\$34,856,322	\$36,929,537	5.95%	\$37,469,682	1.46%	\$39,782,645	6.17%	\$38,983,931	-2.01%
Support Services	\$14,892,839	\$15,105,981	1.43%	\$15,972,621	5.74%	\$14,308,870	-10.42%	\$15,307,874	6.98%
Other	\$3,028,874	\$4,755,203	57.00%	\$3,255,892	-31.53%	\$2,838,932	-12.81%	\$2,846,507	0.27%
<b>TOTAL EXPENDITURES</b>	<b>\$52,778,035</b>	<b>\$56,790,721</b>	<b>7.60%</b>	<b>\$56,698,195</b>	<b>-0.16%</b>	<b>\$56,930,447</b>	<b>0.41%</b>	<b>\$57,138,312</b>	<b>0.37%</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>\$336,739</b>	<b>\$466,435</b>		<b>(\$95,239)</b>		<b>\$1,408,038</b>		<b>\$511,869</b>	
<b>OTHER FINANCING SOURCES/USES</b>									
Permanent Transfer From Other Funds	\$0	\$0		\$0		\$0		\$0	
Sale Of Bonds	\$590,334	\$638,492		\$0		\$0		\$0	
Other Financing Uses	\$1,162,109	\$990,738		\$352,393		\$265,544		\$251,938	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>(\$571,775)</b>	<b>(\$352,246)</b>	<b>-38.39%</b>	<b>(\$352,393)</b>	<b>0.04%</b>	<b>(\$265,544)</b>	<b>-24.65%</b>	<b>(\$251,938)</b>	<b>-5.12%</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>(\$235,036)</b>	<b>\$114,189</b>		<b>(\$447,632)</b>		<b>\$1,142,494</b>		<b>\$259,931</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$6,607,219</b>	<b>\$6,372,183</b>	<b>-3.56%</b>	<b>\$6,486,372</b>	<b>1.79%</b>	<b>\$6,038,740</b>	<b>-6.90%</b>	<b>\$7,181,234</b>	<b>18.92%</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$6,372,183</b>	<b>\$6,486,372</b>	<b>1.79%</b>	<b>\$6,038,740</b>	<b>-6.90%</b>	<b>\$7,181,234</b>	<b>18.92%</b>	<b>\$7,441,165</b>	<b>3.62%</b>

**Revenues vs. Expenditures**



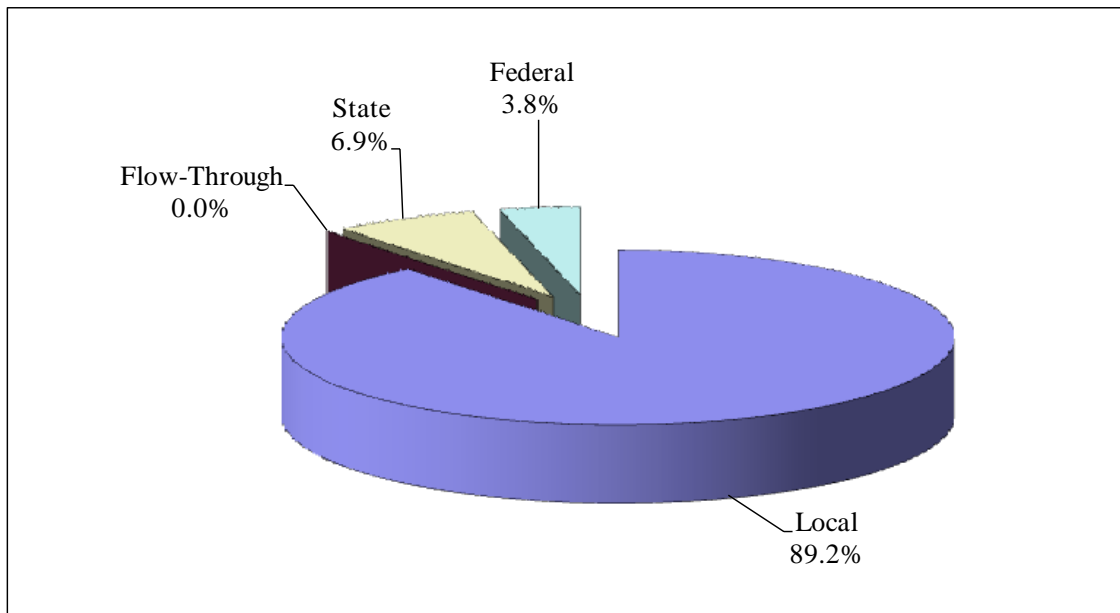
**Year-End Fund Balance**



**North Shore School District 112**  
**Historical Revenue Data**  
**EDUCATION FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>LOCAL</b>									
Property Tax Levy	\$44,614,833	\$47,485,104	6.43%	\$47,691,232	0.43%	\$49,539,377	3.88%	\$49,419,200	-0.24%
Corporate Personal Property Replacement Tax	\$0	\$0		\$135,520		\$0	-100.00%	\$0	
Food Service	\$150,975	\$135,407	-10.31%	\$128,973	-4.75%	\$118,296	-8.28%	\$118,000	-0.25%
Pupil Activities	\$0	\$0		\$0		\$0		\$0	
Interest on Investments	\$863,081	\$405,871	-52.97%	\$129,108	-68.19%	\$73,889	-42.77%	\$125,000	69.17%
Payments of Surplus Moneys from TIF Districts	\$0	\$0		\$0		\$0		\$0	
Other Local Revenues	\$1,624,519	\$1,672,638	2.96%	\$1,727,536	3.28%	\$1,953,853	13.10%	\$1,786,200	-8.58%
<b>TOTAL LOCAL REVENUES</b>	<b>\$47,253,408</b>	<b>\$49,699,020</b>	<b>5.18%</b>	<b>\$49,812,369</b>	<b>0.23%</b>	<b>\$51,685,415</b>	<b>3.76%</b>	<b>\$51,448,400</b>	<b>-0.46%</b>
<b>STATE</b>									
General State Aid	\$780,972	\$896,632	14.81%	\$1,170,390	30.53%	\$1,181,508	0.95%	\$1,122,432	-5.00%
Special Education	\$1,771,008	\$1,951,295	10.18%	\$2,083,342	6.77%	\$2,225,204	6.81%	\$2,113,130	-5.04%
Early Childhood	\$465,340	\$418,806	-10.00%	\$418,806	0.00%	\$465,340	11.11%	\$427,927	-8.04%
Other State Revenues	\$668,554	\$510,331	-23.67%	\$300,364	-41.14%	\$192,660	-35.86%	\$325,101	68.74%
<b>TOTAL STATE REVENUES</b>	<b>\$3,685,874</b>	<b>\$3,777,064</b>	<b>2.47%</b>	<b>\$3,972,902</b>	<b>5.18%</b>	<b>\$4,064,712</b>	<b>2.31%</b>	<b>\$3,988,590</b>	<b>-1.87%</b>
<b>FEDERAL</b>									
Grants-In-Aid Rec'd Directly	\$139,642	\$665,741	376.75%	\$495,148	-25.62%	\$344,758	-30.37%	\$275,000	-20.23%
Restricted Grants-In-Aid	\$2,035,850	\$3,115,331	53.02%	\$2,322,537	-25.45%	\$2,243,600	-3.40%	\$1,938,191	-13.61%
<b>TOTAL FEDERAL REVENUES</b>	<b>\$2,175,492</b>	<b>\$3,781,072</b>	<b>73.80%</b>	<b>\$2,817,685</b>	<b>-25.48%</b>	<b>\$2,588,358</b>	<b>-8.14%</b>	<b>\$2,213,191</b>	<b>-14.49%</b>
<b>TOTAL REVENUES</b>	<b>\$53,114,774</b>	<b>\$57,257,156</b>	<b>7.80%</b>	<b>\$56,602,956</b>	<b>-1.14%</b>	<b>\$58,338,485</b>	<b>3.07%</b>	<b>\$57,650,181</b>	<b>-1.18%</b>

**FY 2013 Revenue By Source**



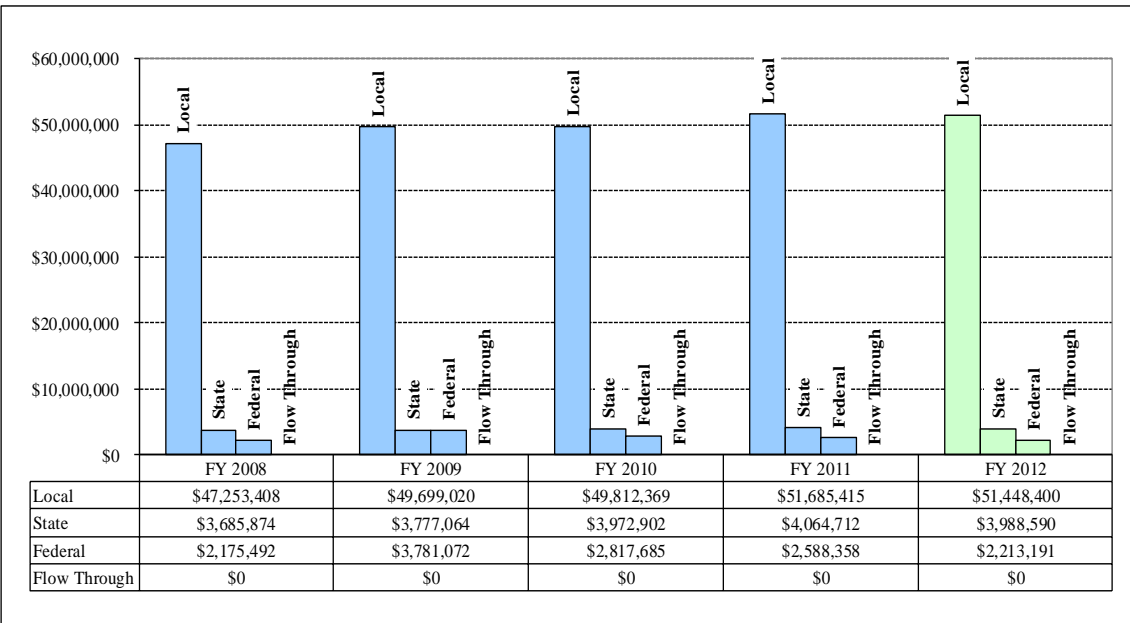
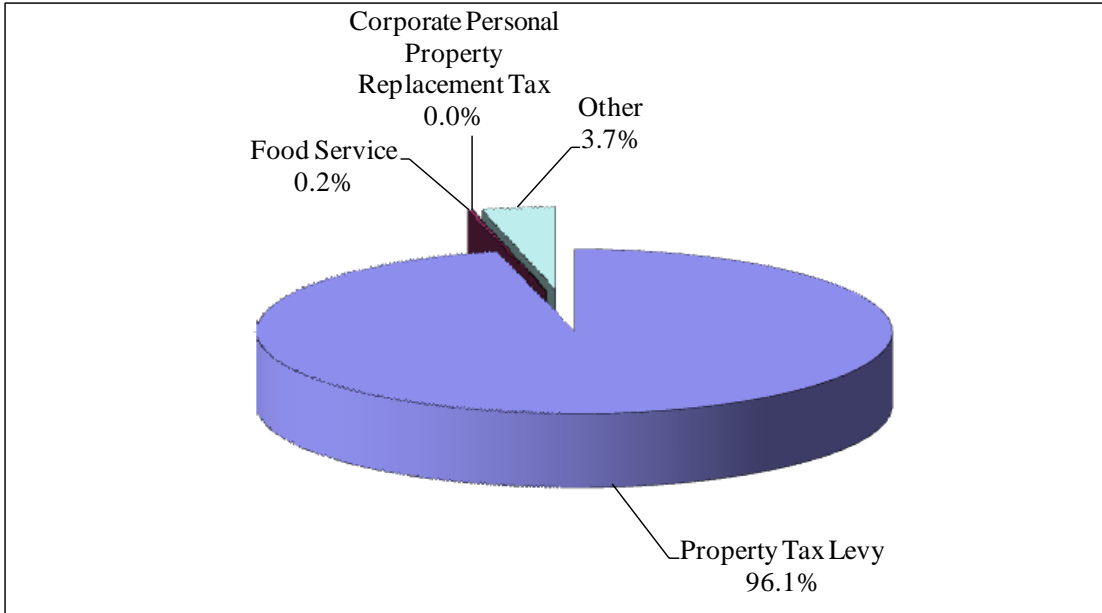
**Notes:**

Local revenues have decreased significantly due to interest rates being at historic lows.



**North Shore School District 112**  
**Historical Revenue Data**  
**EDUCATION FUND – con't**  
**FY 2009 Actual through FY2013 Adopted Budget**

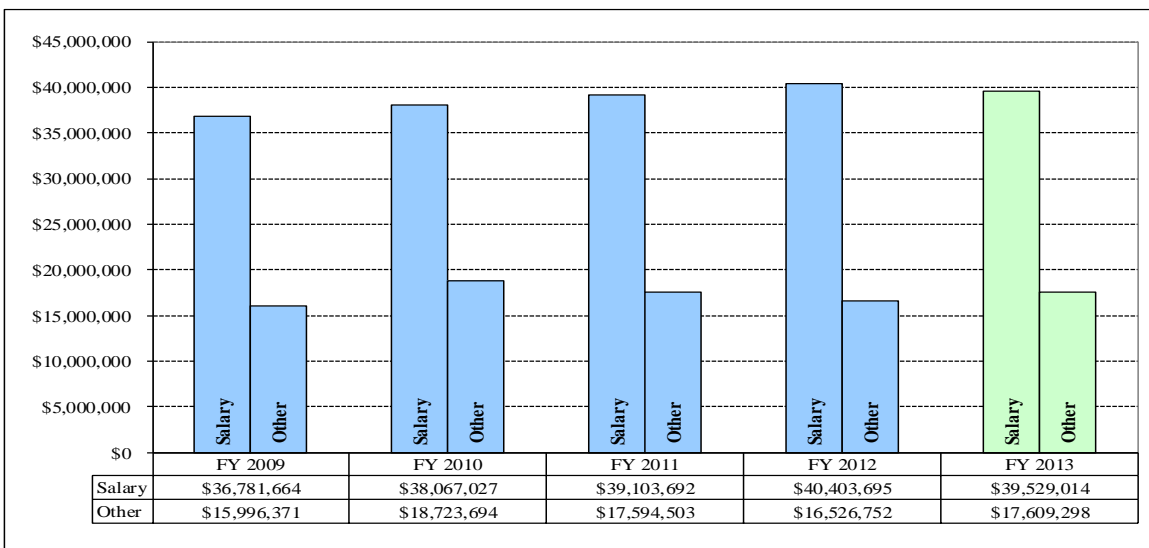
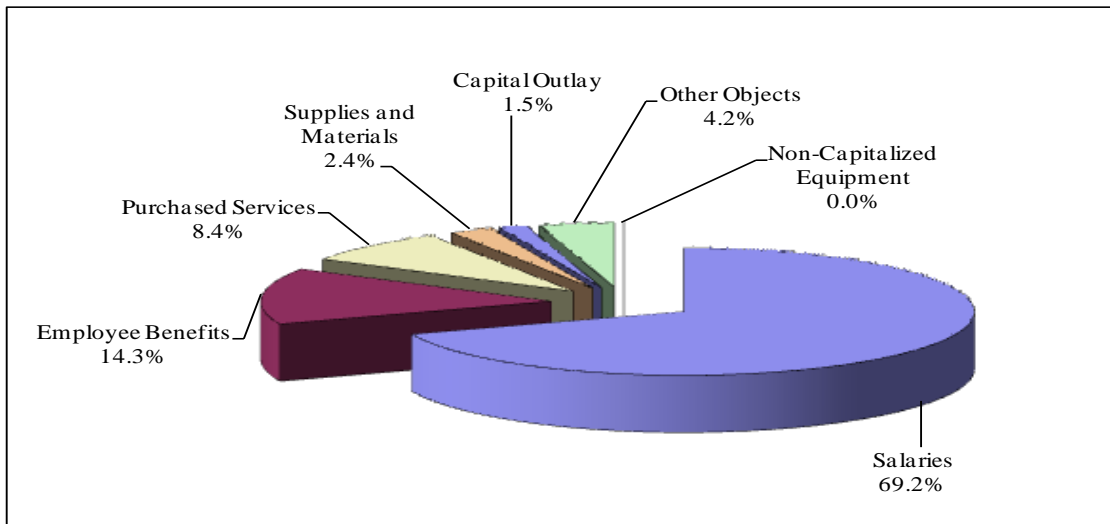
**FY 2013 Local Revenue Analysis**



**North Shore School District 112**  
**Historical Expenditure Data**  
**EDUCATION FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

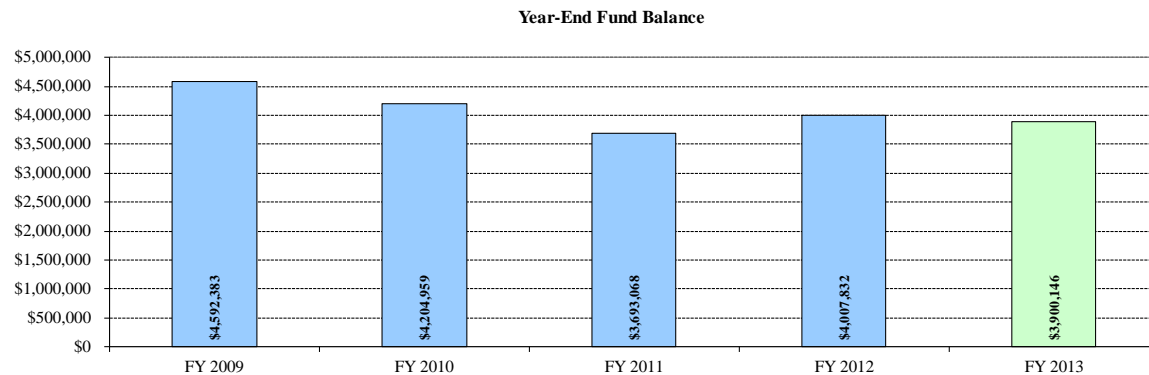
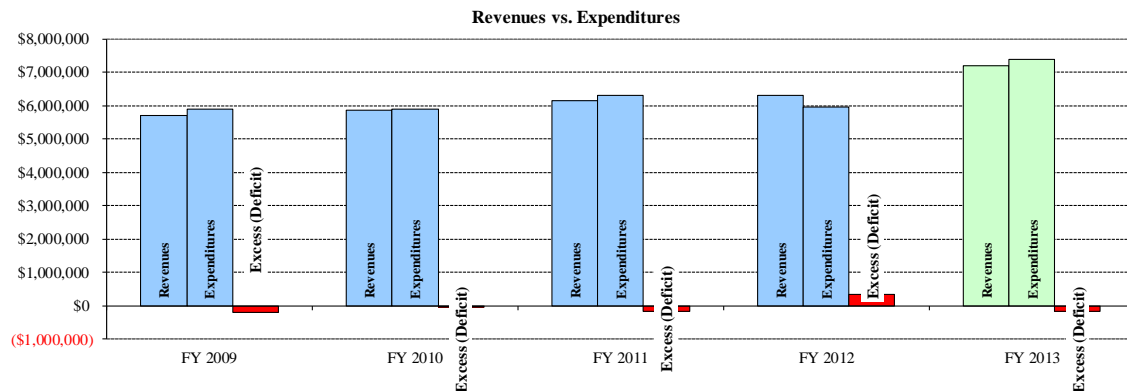
	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>SALARY COSTS</b>	<b>\$36,781,664</b>	<b>\$38,067,027</b>	<b>3.49%</b>	<b>\$39,103,692</b>	<b>2.72%</b>	<b>\$40,403,695</b>	<b>3.32%</b>	<b>\$39,529,014</b>	<b>-2.16%</b>
<b>OTHER NON-SALARY COSTS</b>									
EMPLOYEE BENEFITS	\$5,937,789	\$6,851,650	15.39%	\$6,982,587	1.91%	\$8,437,223	20.83%	\$8,165,230	-3.22%
PURCHASED SERVICES	\$4,323,216	\$5,195,796	20.18%	\$3,877,949	-25.36%	\$3,627,748	-6.45%	\$4,802,603	32.39%
SUPPLIES AND MATERIALS	\$1,370,255	\$1,695,446	23.73%	\$1,290,629	-23.88%	\$1,286,530	-0.32%	\$1,371,111	6.57%
CAPITAL OUTLAY	\$1,962,195	\$2,090,371	6.53%	\$2,344,960	12.18%	\$1,094,053	-53.34%	\$877,416	-19.80%
OTHER OBJECTS	\$2,402,916	\$2,890,431	20.29%	\$3,098,378	7.19%	\$2,081,198	-32.83%	\$2,392,938	14.98%
NON-CAPITALIZED EQUIPMENT	\$0	\$0		\$0		\$0		\$0	
SEPARATION BENEFITS	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER NON-SALARY COSTS</b>	<b>\$15,996,371</b>	<b>\$18,723,694</b>	<b>17.05%</b>	<b>\$17,594,503</b>	<b>-6.03%</b>	<b>\$16,526,752</b>	<b>-6.07%</b>	<b>\$17,609,298</b>	<b>6.55%</b>
<b>TOTAL COSTS</b>	<b>\$52,778,035</b>	<b>\$56,790,721</b>	<b>7.60%</b>	<b>\$56,698,195</b>	<b>-0.16%</b>	<b>\$56,930,447</b>	<b>0.41%</b>	<b>\$57,138,312</b>	<b>0.37%</b>

**FY 2013 Categorical Expenditures**



**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**OPERATIONS & MAINTENANCE FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

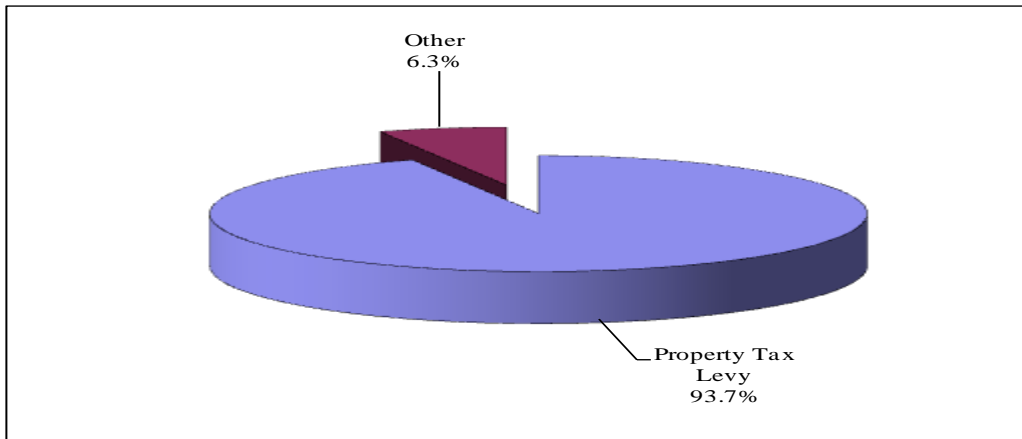
	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Local Sources	\$5,698,585	\$5,744,229	0.80%	\$6,144,163	6.96%	\$6,297,860	2.50%	\$7,202,553	14.37%
State Sources	\$0	\$107,951		\$0	-100.00%	\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$5,698,585</b>	<b>\$5,852,180</b>	<b>2.70%</b>	<b>\$6,144,163</b>	<b>4.99%</b>	<b>\$6,297,860</b>	<b>2.50%</b>	<b>\$7,202,553</b>	<b>14.37%</b>
<b>EXPENDITURES</b>									
Salary	\$1,083,532	\$1,164,150	7.44%	\$1,127,395	-3.16%	\$1,075,747	-4.58%	\$1,175,547	9.28%
Non-Salary	\$4,810,111	\$4,729,044	-1.69%	\$5,175,416	9.44%	\$4,873,124	-5.84%	\$6,202,686	27.28%
<b>TOTAL EXPENDITURES</b>	<b>\$5,893,643</b>	<b>\$5,893,194</b>	<b>-0.01%</b>	<b>\$6,302,811</b>	<b>6.95%</b>	<b>\$5,948,871</b>	<b>-5.62%</b>	<b>\$7,378,233</b>	<b>24.03%</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>(\$195,058)</b>	<b>(\$41,014)</b>		<b>(\$158,648)</b>		<b>\$348,989</b>		<b>(\$175,680)</b>	
<b>OTHER FINANCING SOURCES/USES</b>									
Permanent Transfer From Other Funds	\$408,348	\$141,935		\$76,167		\$0		\$101,244	
Other Financing Sources	\$1,800	\$152,633		\$0		\$0		\$0	
Permanent Transfer To Other Funds	\$545,734	\$640,978		\$429,410		\$34,225		\$33,250	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>(\$135,586)</b>	<b>(\$346,410)</b>	<b>155.49%</b>	<b>(\$353,243)</b>	<b>1.97%</b>	<b>(\$34,225)</b>	<b>-90.31%</b>	<b>\$67,994</b>	<b>-298.67%</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>(\$330,644)</b>	<b>(\$387,424)</b>		<b>(\$511,891)</b>		<b>\$314,764</b>		<b>(\$107,686)</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$4,923,027</b>	<b>\$4,592,383</b>	<b>-6.72%</b>	<b>\$4,204,959</b>		<b>\$3,693,068</b>		<b>\$4,007,832</b>	
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$4,592,383</b>	<b>\$4,204,959</b>	<b>-8.44%</b>	<b>\$3,693,068</b>	<b>-12.17%</b>	<b>\$4,007,832</b>	<b>8.52%</b>	<b>\$3,900,146</b>	<b>-2.69%</b>



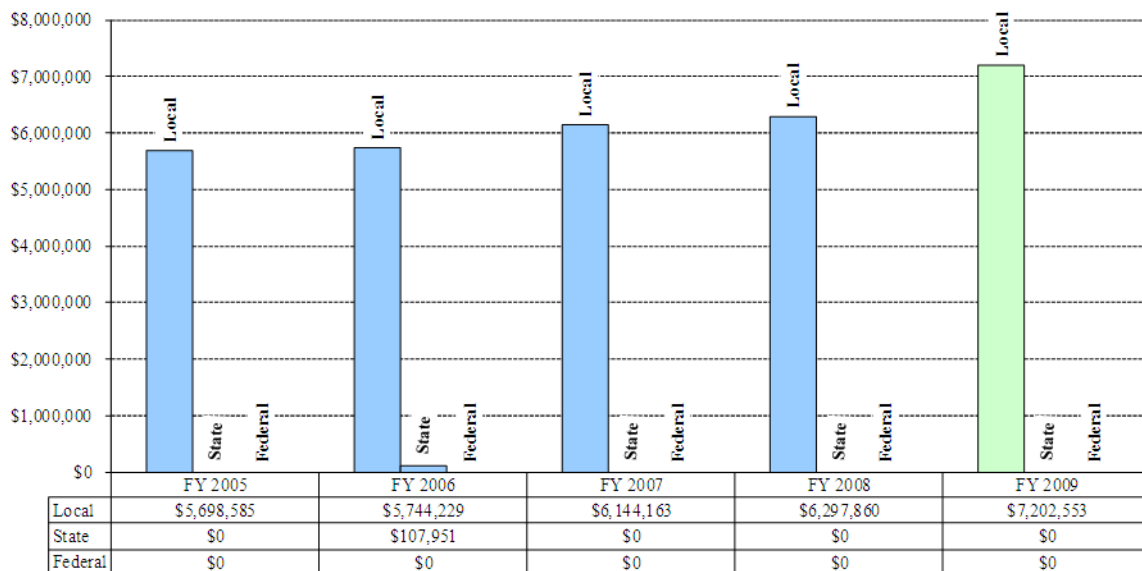
**North Shore School District 112**  
**Historical Revenue Data**  
**OPERATIONS & MAINTENANCE FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>LOCAL</b>									
Property Tax Levy	\$5,014,949	\$5,170,976	3.11%	\$5,726,268	10.74%	\$5,862,029	2.37%	\$6,751,272	15.17%
Other Local Revenues	\$533,636	\$573,253	7.42%	\$373,081	-34.92%	\$370,370	-0.73%	\$376,888	1.76%
<b>TOTAL LOCAL REVENUES</b>	<b>\$5,698,585</b>	<b>\$5,744,229</b>	<b>0.80%</b>	<b>\$6,144,163</b>	<b>6.96%</b>	<b>\$6,297,860</b>	<b>2.50%</b>	<b>\$7,202,553</b>	<b>14.37%</b>
<b>STATE</b>									
<b>TOTAL STATE REVENUES</b>	<b>\$0</b>	<b>\$107,951</b>		<b>\$0</b>	<b>-100.00%</b>	<b>\$0</b>		<b>\$0</b>	
<b>FEDERAL</b>									
<b>TOTAL FEDERAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>TOTAL REVENUES</b>	<b>\$5,698,585</b>	<b>\$5,852,180</b>	<b>2.70%</b>	<b>\$6,144,163</b>	<b>4.99%</b>	<b>\$6,297,860</b>	<b>2.50%</b>	<b>\$7,202,553</b>	<b>14.37%</b>

**FY 2013 Local Revenue Analysis**



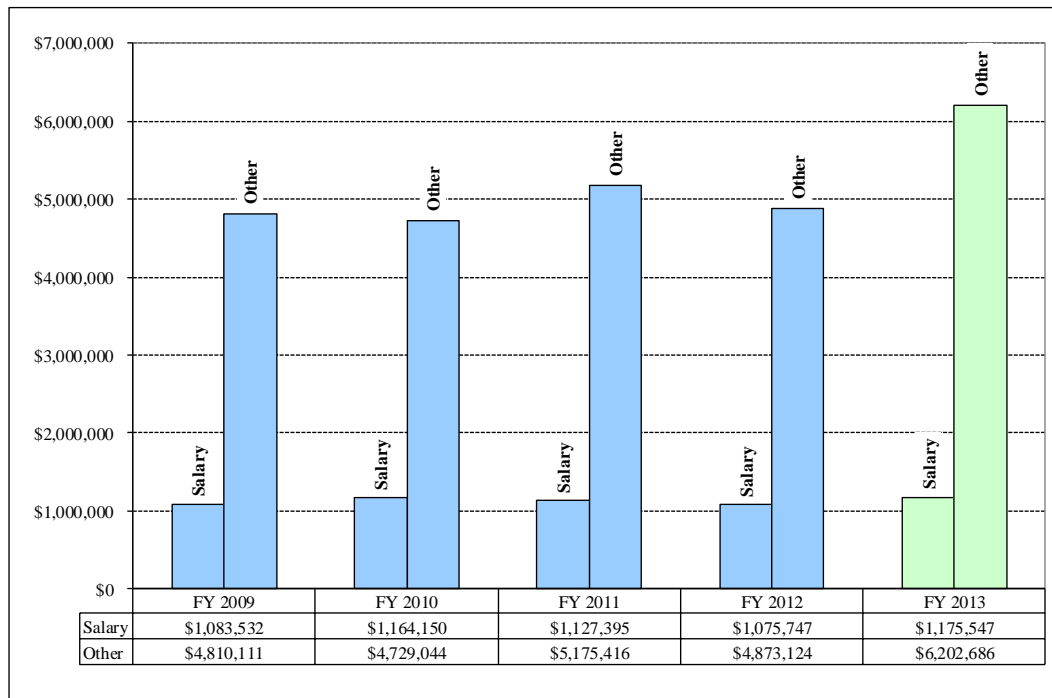
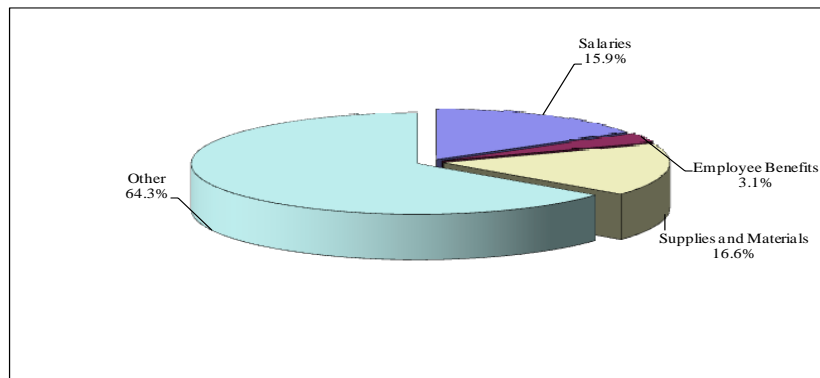
**Revenue by Source**



**North Shore School District 112**  
**Historical Expenditure Data**  
**OPERATIONS & MAINTENANCE FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

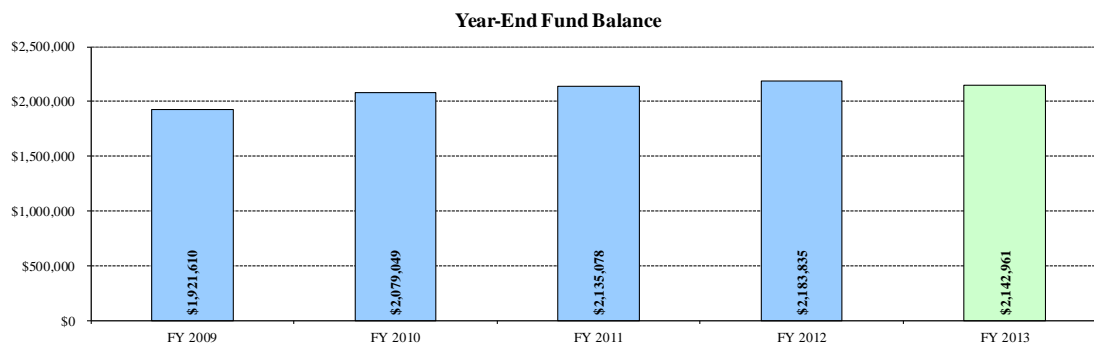
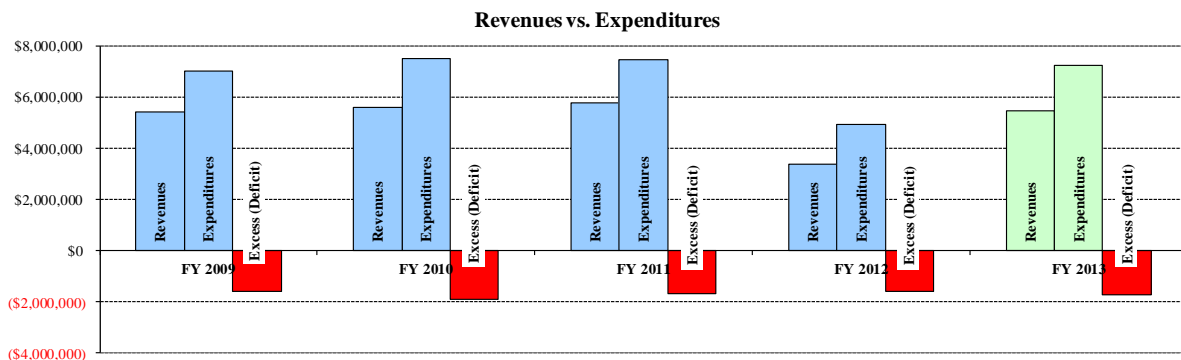
	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>SALARY COSTS</b>	<b>\$1,083,532</b>	<b>\$1,164,150</b>	<b>7.44%</b>	<b>\$1,127,395</b>	<b>-3.16%</b>	<b>\$1,075,747</b>	<b>-4.58%</b>	<b>\$1,175,547</b>	<b>9.28%</b>
<b>OTHER NON-SALARY COSTS</b>									
EMPLOYEE BENEFITS	\$212,819	\$178,944	-15.92%	\$187,945	5.03%	\$202,259	7.62%	\$231,855	14.63%
PURCHASED SERVICES	\$2,731,102	\$2,678,844	-1.91%	\$3,108,742	16.05%	\$2,801,757	-9.87%	\$2,970,664	6.03%
SUPPLIES AND MATERIALS	\$1,313,238	\$1,160,657	-11.62%	\$1,102,059	-5.05%	\$940,138	-14.69%	\$1,225,167	30.32%
CAPITAL OUTLAY	\$552,952	\$710,059	28.41%	\$776,670	9.38%	\$928,970	19.61%	\$1,775,000	91.07%
OTHER OBJECTS	\$0	\$540		\$0	-100.00%	\$0		\$0	
NON-CAPITALIZED EQUIPMENT	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER NON-SALARY COSTS</b>	<b>\$4,810,111</b>	<b>\$4,729,044</b>	<b>-1.69%</b>	<b>\$5,175,416</b>	<b>9.44%</b>	<b>\$4,873,124</b>	<b>-5.84%</b>	<b>\$6,202,686</b>	<b>27.28%</b>
<b>TOTAL COSTS</b>	<b>\$5,893,643</b>	<b>\$5,893,194</b>	<b>-0.01%</b>	<b>\$6,302,811</b>	<b>6.95%</b>	<b>\$5,948,871</b>	<b>-5.62%</b>	<b>\$7,378,233</b>	<b>24.03%</b>

**FY 2013 Categorical Expenditures**



**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**BOND & INTEREST FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

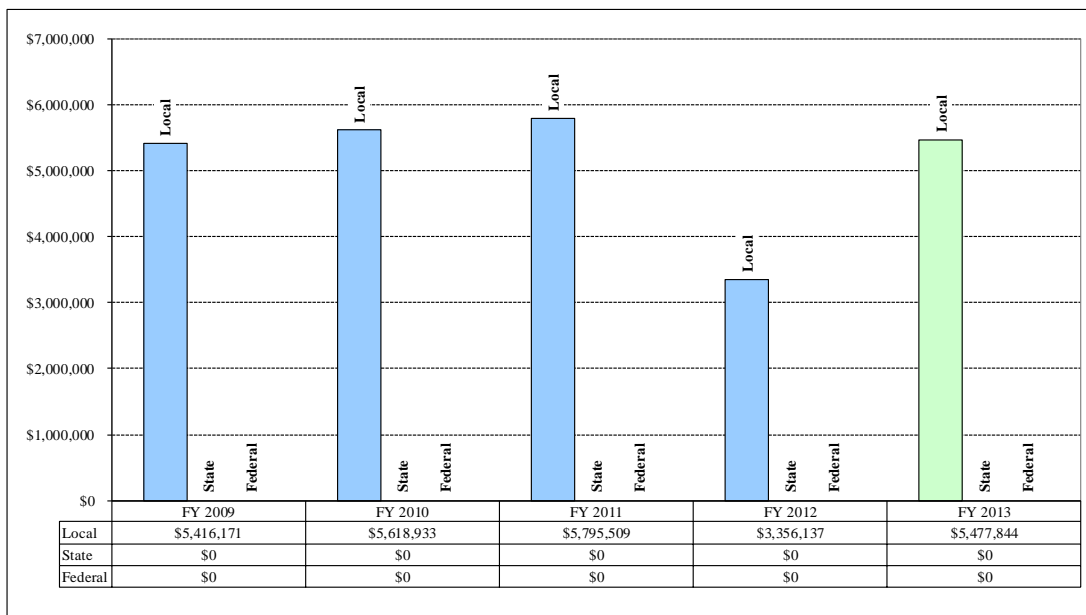
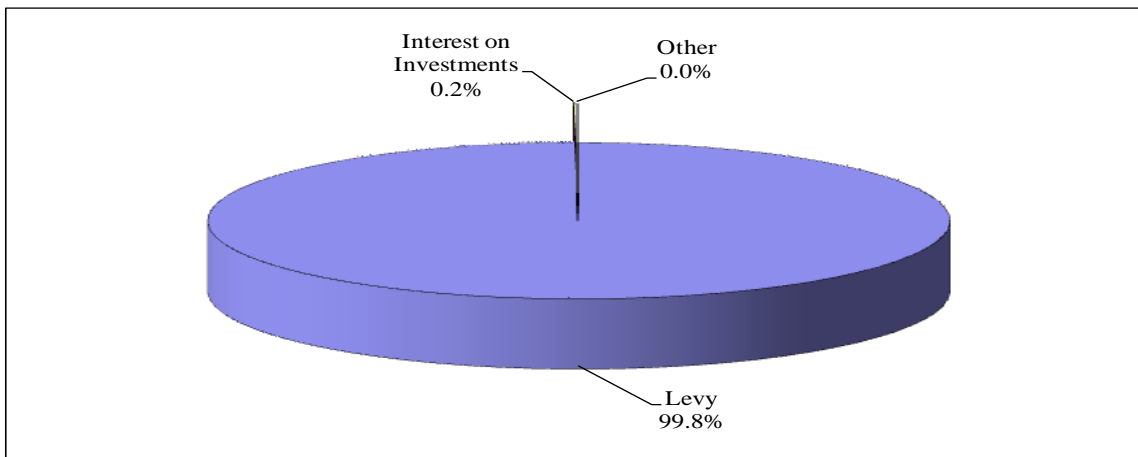
	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Local Sources	\$5,416,171	\$5,618,933	3.74%	\$5,795,509	3.14%	\$3,356,137	-42.09%	\$5,477,844	63.22%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$5,416,171</b>	<b>\$5,618,933</b>	<b>3.74%</b>	<b>\$5,795,509</b>	<b>3.14%</b>	<b>\$3,356,137</b>	<b>-42.09%</b>	<b>\$5,477,844</b>	<b>63.22%</b>
<b>EXPENDITURES</b>									
Debt Services	\$7,014,680	\$7,511,100	7.08%	\$7,458,272	-0.70%	\$4,935,749	-33.82%	\$7,222,506	46.33%
<b>TOTAL EXPENDITURES</b>	<b>\$7,014,680</b>	<b>\$7,511,100</b>	<b>7.08%</b>	<b>\$7,458,272</b>	<b>-0.70%</b>	<b>\$4,935,749</b>	<b>-33.82%</b>	<b>\$7,222,506</b>	<b>46.33%</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>(\$1,598,509)</b>	<b>(\$1,892,167)</b>		<b>(\$1,662,763)</b>		<b>(\$1,579,612)</b>		<b>(\$1,744,662)</b>	
<b>OTHER FINANCING SOURCES/USES</b>									
Permanent Transfer From Other Funds	\$1,776,219	\$2,013,431		\$1,683,592		\$1,594,144		\$1,703,788	
Sale Of Bonds	\$37,150	\$36,175		\$35,200		\$34,225		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$1,813,369</b>	<b>\$2,049,606</b>	<b>13.03%</b>	<b>\$1,718,792</b>	<b>-16.14%</b>	<b>\$1,628,369</b>	<b>-5.26%</b>	<b>\$1,703,788</b>	<b>4.63%</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>\$214,860</b>	<b>\$157,439</b>		<b>\$56,029</b>		<b>\$48,757</b>		<b>(\$40,874)</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$1,706,750</b>	<b>\$1,921,610</b>	<b>12.59%</b>	<b>\$2,079,049</b>	<b>8.19%</b>	<b>\$2,135,078</b>	<b>2.69%</b>	<b>\$2,183,835</b>	<b>2.28%</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$1,921,610</b>	<b>\$2,079,049</b>	<b>8.19%</b>	<b>\$2,135,078</b>	<b>2.69%</b>	<b>\$2,183,835</b>	<b>2.28%</b>	<b>\$2,142,961</b>	<b>-1.87%</b>



**North Shore School District 112**  
**Historical Revenue Data**  
**BOND & INTEREST FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>LOCAL</b>									
Property Tax Levy	\$5,293,748	\$5,573,102	5.28%	\$5,781,594	3.74%	\$3,349,731	-42.06%	\$5,467,844	63.23%
Interest on Investments	\$122,423	\$45,831	-62.56%	\$13,915	-69.64%	\$6,406	-53.96%	\$10,000	56.10%
Other Local Revenues	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL LOCAL REVENUES</b>	<b>\$5,416,171</b>	<b>\$5,618,933</b>	<b>3.74%</b>	<b>\$5,795,509</b>	<b>3.14%</b>	<b>\$3,356,137</b>	<b>-42.09%</b>	<b>\$5,477,844</b>	<b>63.22%</b>
<b>TOTAL STATE REVENUES</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>TOTAL FEDERAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>TOTAL REVENUES</b>	<b>\$5,416,171</b>	<b>\$5,618,933</b>	<b>3.74%</b>	<b>\$5,795,509</b>	<b>3.14%</b>	<b>\$3,356,137</b>	<b>-42.09%</b>	<b>\$5,477,844</b>	<b>63.22%</b>

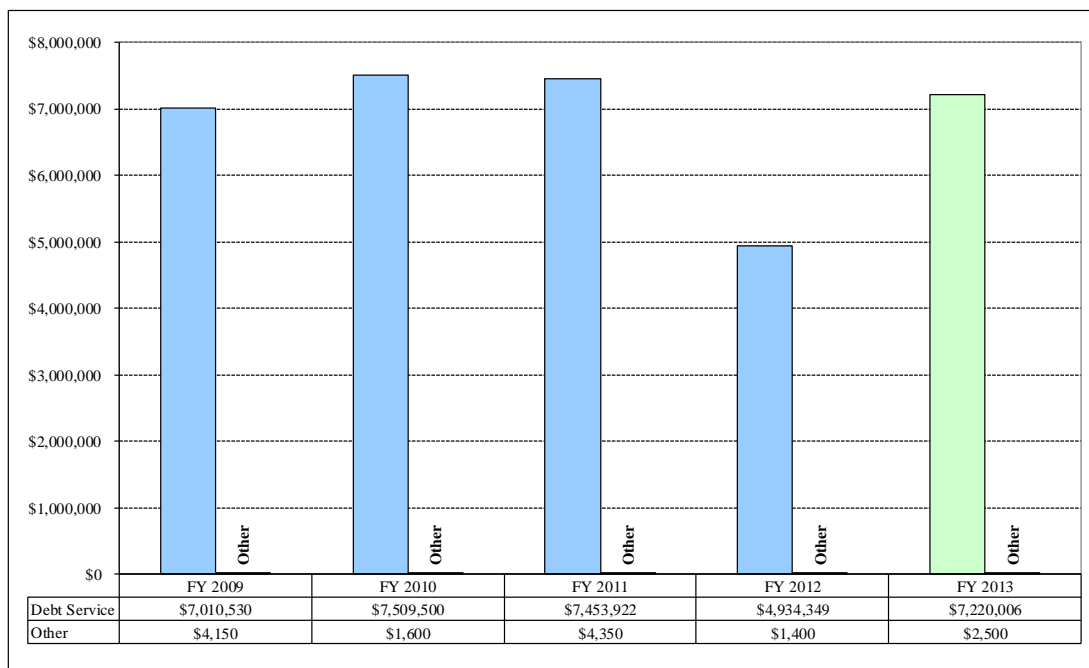
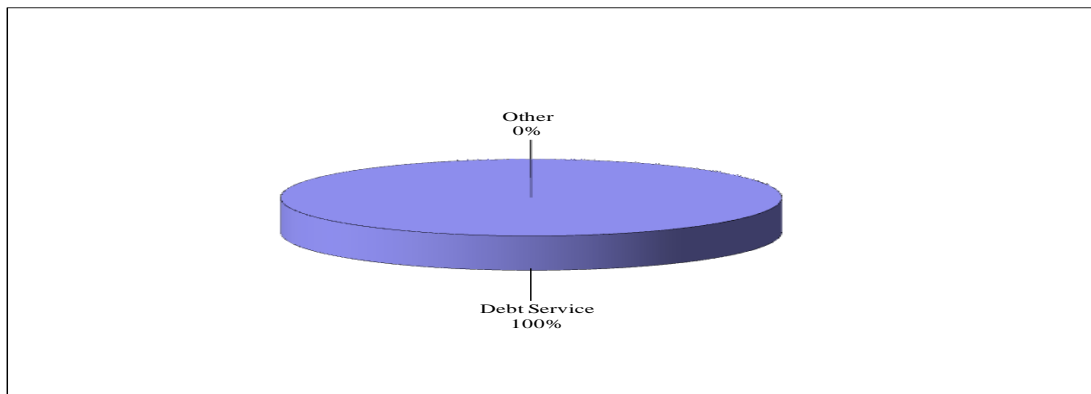
**Revenues Analysis for FY 2013**



**North Shore School District 112**  
**Historical Expenditure Data**  
**BOND & INTEREST FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>DEBT SERVICES - INTEREST</b>									
Tax Anticipation Warrants	\$0	\$0		\$0		\$0		\$0	
Tax Anticipation Notes	\$0	\$0		\$0		\$0		\$0	
Bonds	\$1,400,455	\$1,176,385	-16.00%	\$973,523	-17.24%	\$1,029,349	5.73%	\$770,006	-25.19%
CPPRT Anticipation Notes	\$0	\$0		\$0		\$0		\$0	
State Aid Anticipation Notes	\$0	\$0		\$0		\$0		\$0	
Other	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL DEBT SERVICES</b>	<b>\$1,400,455</b>	<b>\$1,176,385</b>	<b>-16.00%</b>	<b>\$973,523</b>	<b>-17.24%</b>	<b>\$1,029,349</b>	<b>5.73%</b>	<b>\$770,006</b>	<b>-25.19%</b>
<b>DEBT SERVICES - PRINCIPAL</b>	<b>\$5,610,075</b>	<b>\$6,333,115</b>	<b>12.89%</b>	<b>\$6,480,399</b>	<b>2.33%</b>	<b>\$3,905,000</b>	<b>-39.74%</b>	<b>\$6,450,000</b>	<b>65.17%</b>
<b>DEBT SERVICES - OTHER</b>	<b>\$4,150</b>	<b>\$1,600</b>	<b>-61.45%</b>	<b>\$4,350</b>	<b>171.88%</b>	<b>\$1,400</b>	<b>-67.82%</b>	<b>\$2,500</b>	<b>78.57%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$7,014,680</b>	<b>\$7,511,100</b>	<b>7.08%</b>	<b>\$7,458,272</b>	<b>-0.70%</b>	<b>\$4,935,749</b>	<b>-33.82%</b>	<b>\$7,222,506</b>	<b>46.33%</b>

**Expenditure Analysis for FY 2013**





**North Shore School District 112**  
**Summary of Current Indebtedness**  
**&**  
**Legal Bonded Debt**

A summary of current existing debt is as follows:

<u>Debt Issuance</u>	<u>Purpose</u>	<u>Budgeted 2013 payments</u>	<u>6/30/13 Balance</u>
2002	General Obligation Bonds	\$5,290,000	\$1,765,000
2005	Alternative Revenue Bonds	\$1,130,000	\$6,085,000
2004	Debt Certificates	\$30,000	\$70,000
2010	Xerox Lease	\$110,357	\$56,811

A summary of the future debt service requirements to amortize the outstanding bonds is as follows:

<u>Year Ending June 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	3,001,811	283,389	3,285,200
2015	1,240,000	198,738	1,438,738
2016	1,300,000	149,000	1,449,000
2017	1,405,000	97,400	1,502,400
2018	1,030,000	41,200	1,071,200
	<u>\$ 7,976,811</u>	<u>\$ 769,727</u>	<u>\$ 8,746,538</u>

**Legal Bonded Debt:**

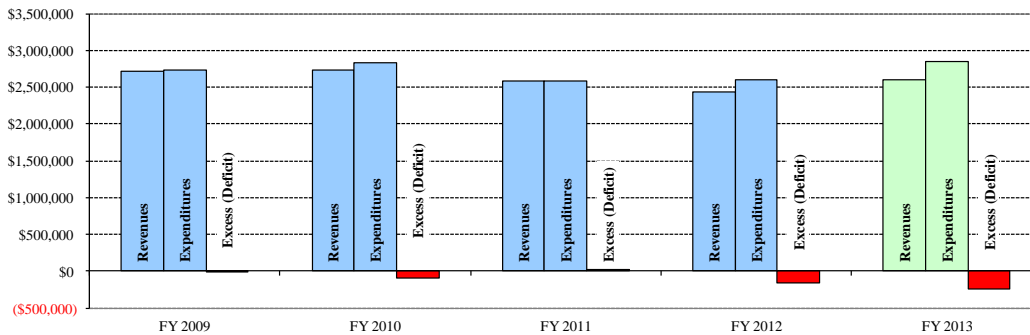
2011 Equalized Assessed Valuation	\$ 2,390,360,103
Percentage Limitation	<u>6.9%</u>
<b>Statutory Debt Limitation</b>	<u>\$ 164,934,847</u>
Less: Outstanding Long-term Debt*	<u>\$ 14,833,212</u>
<b>Debt Margin at June 30, 2012</b>	<u><u>\$ 150,101,635</u></u>

\* As of June 30, 2012

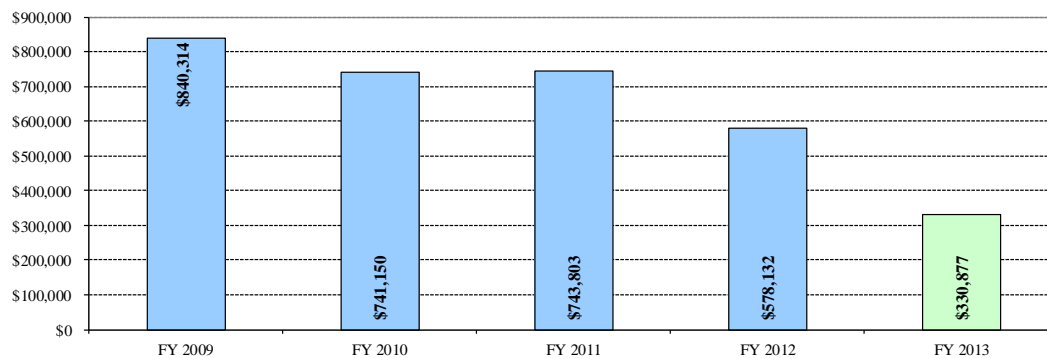
**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**TRANSPORTATION FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Local Sources	\$1,815,527	\$1,808,840	-0.37%	\$1,895,930	4.81%	\$1,871,612	-1.28%	\$1,886,175	0.78%
State Sources	\$895,364	\$915,830	2.29%	\$688,970	-24.77%	\$560,947	-18.58%	\$713,333	27.17%
Federal Sources	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$2,710,891</b>	<b>\$2,724,670</b>	<b>0.51%</b>	<b>\$2,584,900</b>	<b>-5.13%</b>	<b>\$2,432,559</b>	<b>-5.89%</b>	<b>\$2,599,508</b>	<b>6.86%</b>
<b>EXPENDITURES</b>									
Salary	\$108,746	\$116,561	7.19%	\$128,367	10.13%	\$101,056	-21.28%	\$80,256	-20.58%
Non-Salary	\$2,621,548	\$2,707,273	3.27%	\$2,453,880	-9.36%	\$2,497,174	1.76%	\$2,766,507	10.79%
<b>TOTAL EXPENDITURES</b>	<b>\$2,730,294</b>	<b>\$2,823,834</b>	<b>3.43%</b>	<b>\$2,582,247</b>	<b>-8.56%</b>	<b>\$2,598,230</b>	<b>0.62%</b>	<b>\$2,846,763</b>	<b>9.57%</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>(\$19,403)</b>	<b>(\$99,164)</b>		<b>\$2,653</b>		<b>(\$165,671)</b>		<b>(\$247,255)</b>	
<b>OTHER FINANCING SOURCES/USES</b>									
Permanent Transfer From Other Funds	\$0	\$0		\$0		\$0		\$0	
Other Financing Sources	\$0	\$0		\$0		\$0		\$0	
Permanent Transfer To Other Funds	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>(\$19,403)</b>	<b>(\$99,164)</b>		<b>\$2,653</b>		<b>(\$165,671)</b>		<b>(\$247,255)</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$859,717</b>	<b>\$840,314</b>	<b>-2.26%</b>	<b>\$741,150</b>		<b>\$743,803</b>		<b>\$578,132</b>	
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$840,314</b>	<b>\$741,150</b>	<b>-11.80%</b>	<b>\$743,803</b>	<b>0.36%</b>	<b>\$578,132</b>	<b>-22.27%</b>	<b>\$330,877</b>	<b>-42.77%</b>

**Revenues vs. Expenditures**



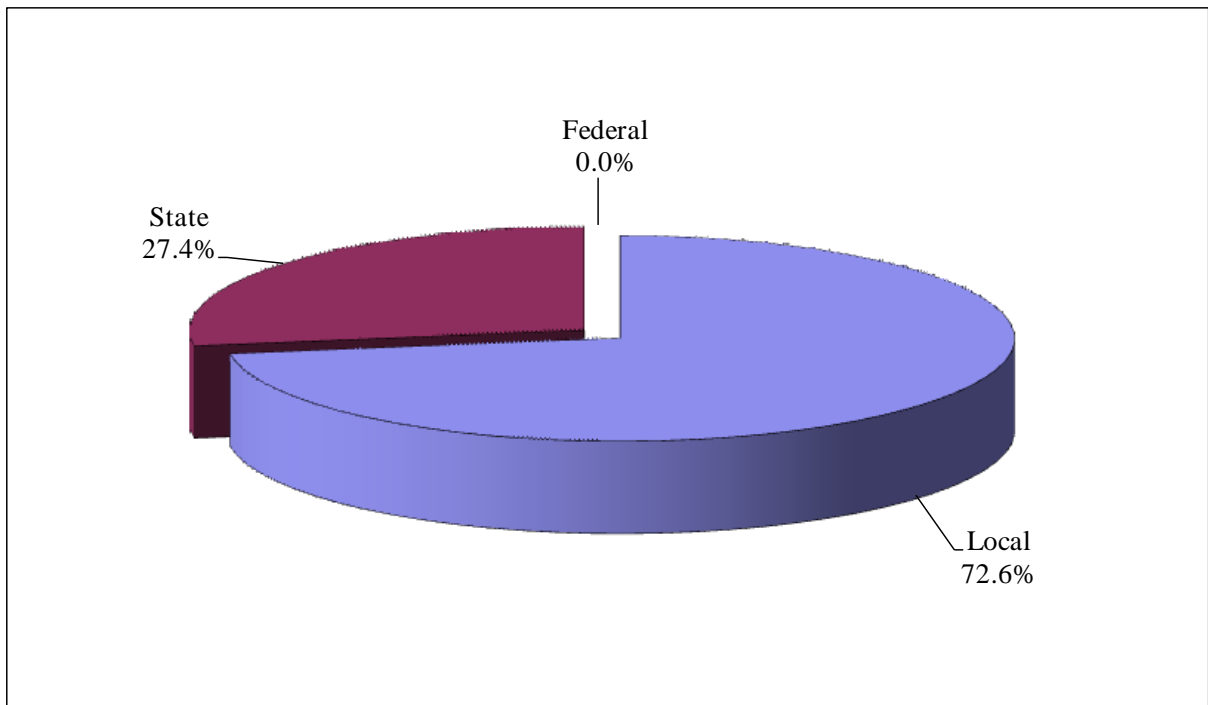
**Year-End Fund Balance**



**North Shore School District 112**  
**Historical Revenue Data**  
**TRANSPORTATION FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

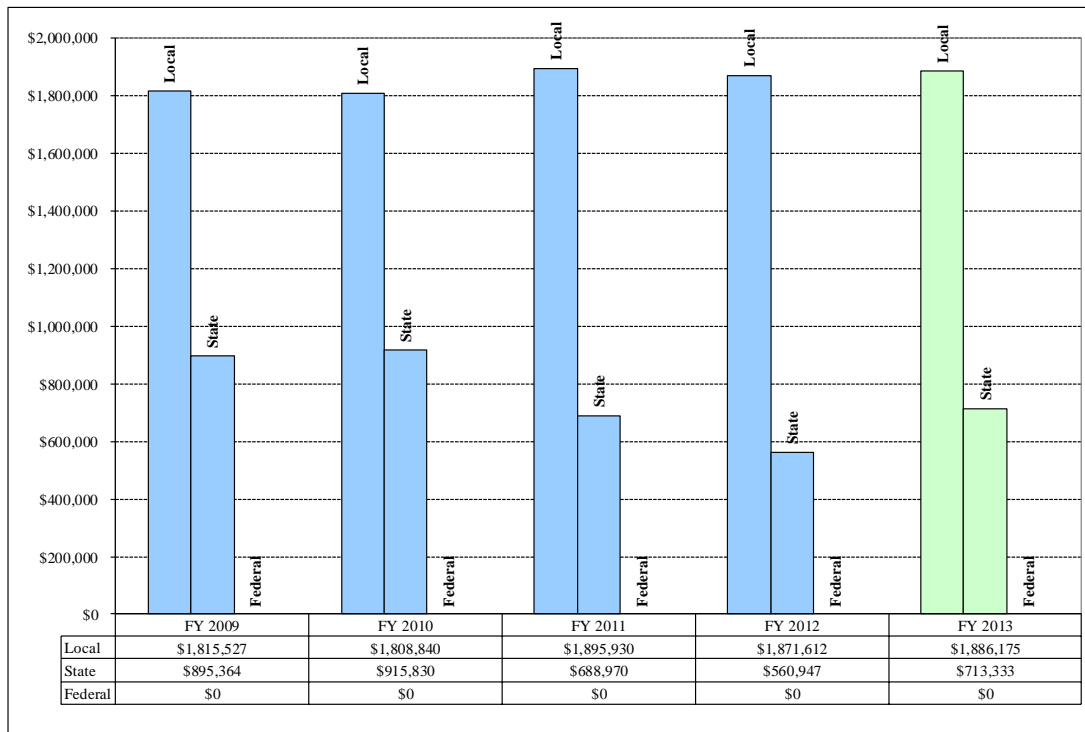
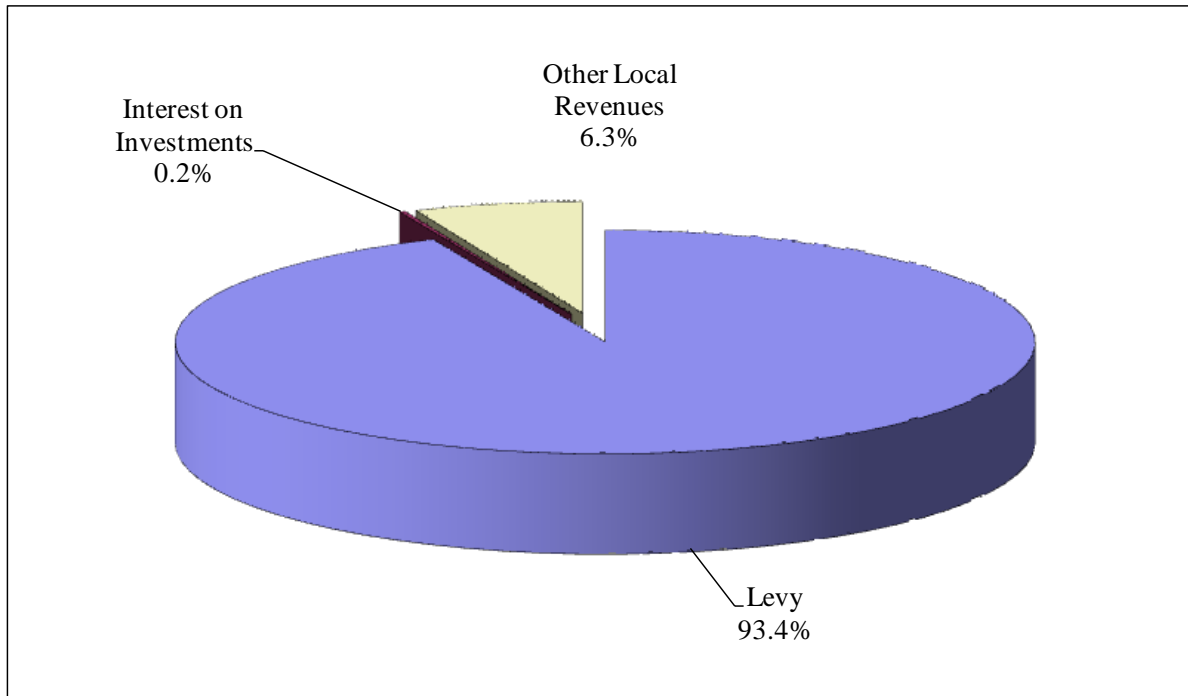
	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>LOCAL</b>									
Levy	\$1,528,092	\$1,393,276	-8.82%	\$1,659,788	19.13%	\$1,727,205	4.06%	\$1,715,854	-0.66%
Transportation Fees	\$103,072	\$76,035	-26.23%	\$45,045	-40.76%	\$36,732	-18.45%	\$50,000	36.12%
Interest on Investments	\$41,628	\$12,216	-70.65%	\$6,085	-50.19%	\$2,937	-51.73%	\$4,000	36.19%
Other Local Revenues	\$142,735	\$327,313	129.32%	\$185,012	-43.48%	\$104,738	-43.39%	\$116,321	11.06%
<b>TOTAL LOCAL REVENUES</b>	<b>\$1,815,527</b>	<b>\$1,808,840</b>	<b>-0.37%</b>	<b>\$1,895,930</b>	<b>4.81%</b>	<b>\$1,871,612</b>	<b>-1.28%</b>	<b>\$1,886,175</b>	<b>0.78%</b>
<b>STATE</b>									
General State Aid	\$0	\$0		\$0		\$0		\$0	
Transportation	\$895,364	\$915,830	2.29%	\$688,970	-24.77%	\$560,947	-18.58%	\$713,333	27.17%
Other State Revenues	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL STATE REVENUES</b>	<b>\$895,364</b>	<b>\$915,830</b>	<b>2.29%</b>	<b>\$688,970</b>	<b>-24.77%</b>	<b>\$560,947</b>	<b>-18.58%</b>	<b>\$713,333</b>	<b>27.17%</b>
<b>FEDERAL</b>									
Grants-In-Aid	\$0	\$0		\$0		\$0		\$0	
Restricted Grants-In-Aid	\$0	\$0		\$0		\$0		\$0	
Other Federal Revenues	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL FEDERAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>TOTAL REVENUES</b>	<b>\$2,710,891</b>	<b>\$2,724,670</b>	<b>0.51%</b>	<b>\$2,584,900</b>	<b>-5.13%</b>	<b>\$2,432,559</b>	<b>-5.89%</b>	<b>\$2,599,508</b>	<b>6.86%</b>

**FY 2013 Revenue By Source**



**North Shore School District 112**  
**Historical Revenue Data**  
**TRANSPORTATION FUND – con't**  
**FY 2009 Actual through FY2013 Adopted Budget**

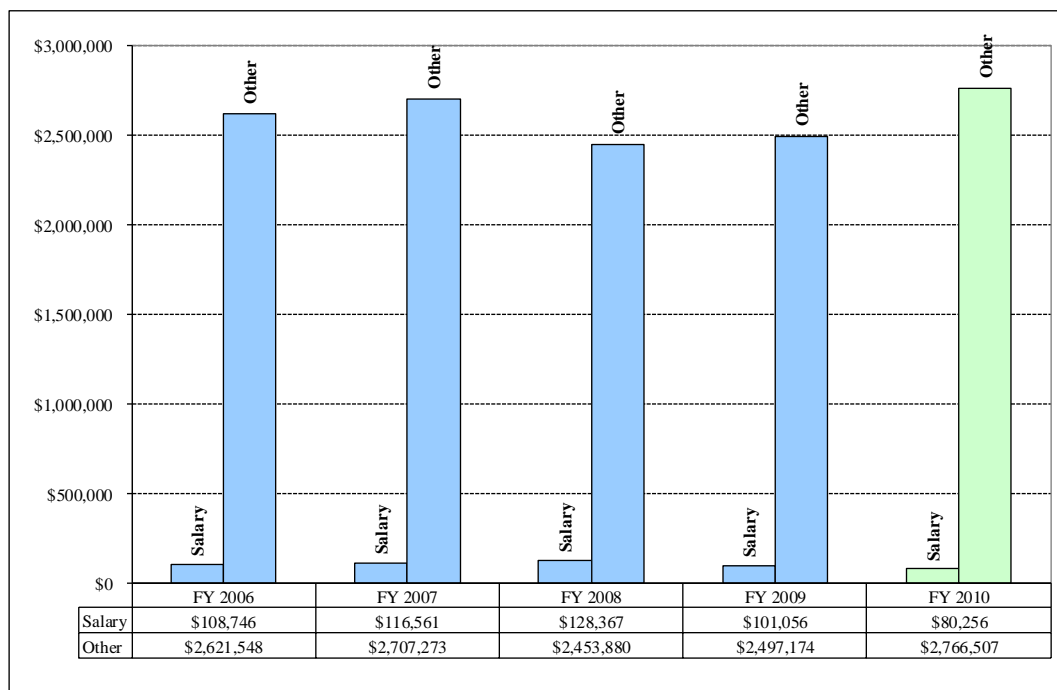
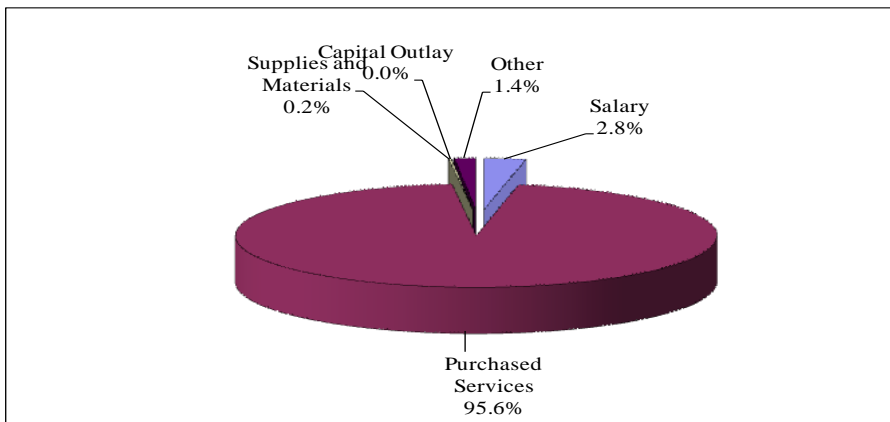
**FY 2013 Local Revenue Analysis**



**North Shore School District 112**  
**Historical Expenditure Data**  
**TRANSPORTATION FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>SALARY COSTS</b>	<b>\$108,746</b>	<b>\$116,561</b>	<b>7.19%</b>	<b>\$128,367</b>	<b>10.13%</b>	<b>\$101,056</b>	<b>-21.28%</b>	<b>\$80,256</b>	<b>-20.58%</b>
<b>OTHER NON-SALARY COSTS</b>									
EMPLOYEE BENEFITS	\$36,462	\$41,599	14.09%	\$19,595	-52.90%	\$39,387	101.01%	\$40,773	3.52%
PURCHASED SERVICES	\$2,574,334	\$2,663,427	3.46%	\$2,430,213	-8.76%	\$2,453,739	0.97%	\$2,720,734	10.88%
SUPPLIES AND MATERIALS	\$4,577	\$2,247	-50.91%	\$4,072	81.22%	\$4,048	-0.59%	\$5,000	23.52%
CAPITAL OUTLAY	\$6,175	\$0	-100.00%	\$0		\$0		\$0	
OTHER OBJECTS	\$0	\$0		\$0		\$0		\$0	
NON-CAPITALIZED EQUIPMENT	\$0	\$0		\$0		\$0		\$0	
CONTINGENCIES	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER NON-SALARY COSTS</b>	<b>\$2,621,548</b>	<b>\$2,707,273</b>	<b>3.27%</b>	<b>\$2,453,880</b>	<b>-9.36%</b>	<b>\$2,497,174</b>	<b>1.76%</b>	<b>\$2,766,507</b>	<b>10.79%</b>
<b>TOTAL COSTS</b>	<b>\$2,730,294</b>	<b>\$2,823,834</b>	<b>3.43%</b>	<b>\$2,582,247</b>	<b>-8.56%</b>	<b>\$2,598,230</b>	<b>0.62%</b>	<b>\$2,846,763</b>	<b>9.57%</b>

**FY 2013 Categorical Expenditures**



**North Shore School District 112**  
**Historical Relationship of State Transportation Aid to Transportation Cost**

Fiscal Year - Funds Received	School Year - Costs Incurred	Regular Transportation Cost	Special Education Transportation Cost	Total Transportation Cost	State Transportation Aid	Aid as a % of Cost
2013	2011-2012	1,666,596.40	809,069.00	2,475,665.40	690,030.53	41.40%
2012	2010-2011	1,636,763.45	665,855.00	2,302,618.45	560,947.00	34.27%
2011	2009-2010	1,457,151.37	807,001.00	2,264,152.37	674,027.35	46.26%
2010	2008-2009	1,512,810.08	821,743.00	2,334,553.08	980,830.13	64.83%
2009	2007-2008	1,508,828.02	762,118.00	2,270,946.02	955,363.62	63.32%
2008	2006-2007	1,477,785.43	756,205.00	2,233,990.43	992,448.97	67.16%
2007	2005-2006	1,658,475.52	652,078.00	2,310,553.52	1,096,719.37	66.13%
2006	2004-2005	1,611,159.83	760,020.00	2,371,179.83	1,141,288.10	70.84%
2005	2003-2004	1,787,016.51	615,126.00	2,402,142.51	1,299,942.04	72.74%
2004	2002-2003	1,860,340.74	513,586.00	2,373,926.74	1,278,259.46	68.71%
2003	2001-2002	1,589,438.80	591,094.00	2,180,532.80	1,025,236.91	64.50%

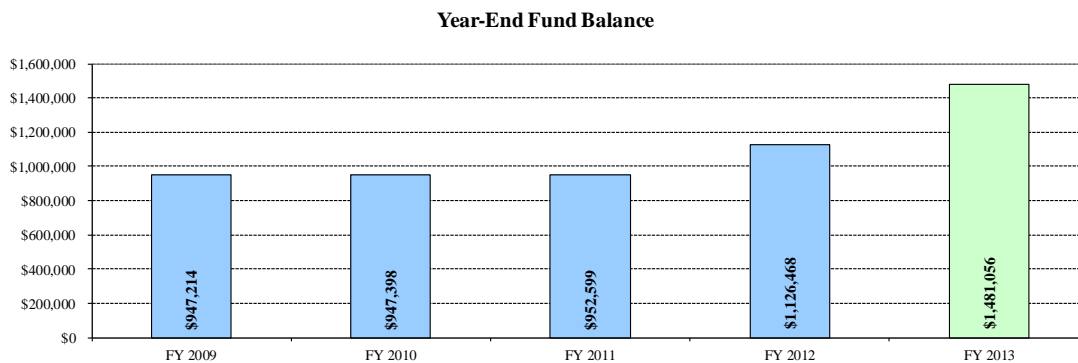
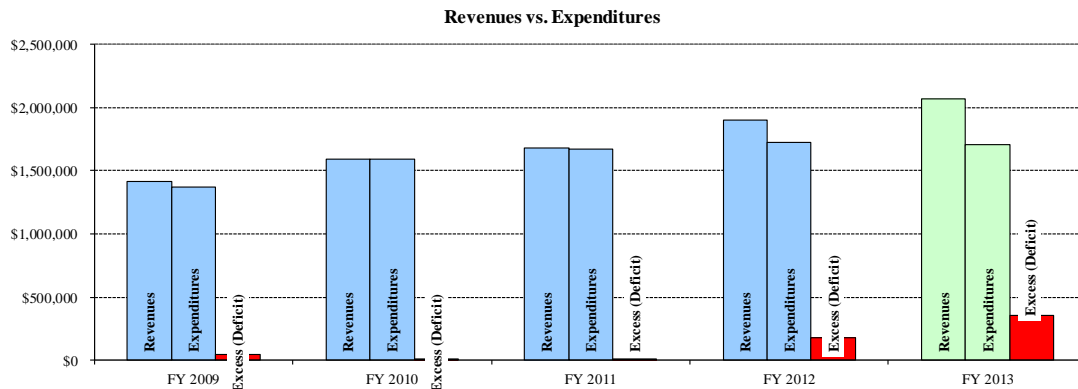
Notes: Beginning in Fiscal Year 2011 the amount of the regular transportation aid was reduced to a flat grant of \$16 per regular pupil transported. This was based on the increase in the EAV (Equalized Assessed Valuation) in the community. However, the amount of aid for Special Education transportation has stayed at an 80% rate for all years.

**TRANSPORTATION COSTS vs STATE AID**



**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**IMRF FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

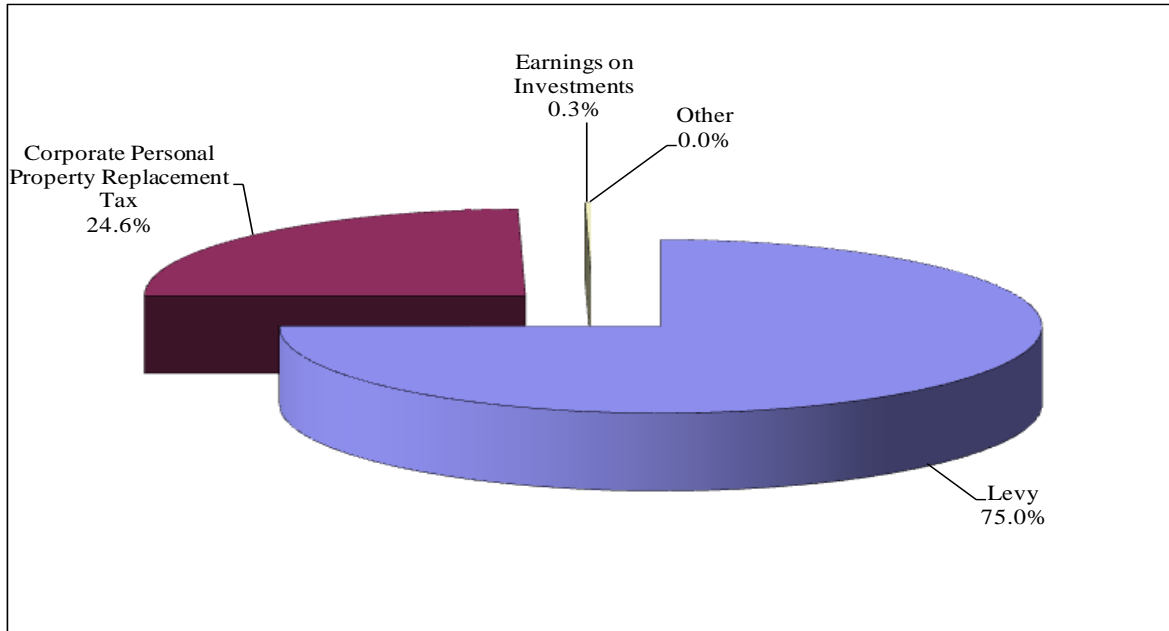
	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Local Sources	\$1,414,392	\$1,593,029	12.63%	\$1,680,707	5.50%	\$1,900,710	13.09%	\$2,066,072	8.70%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$1,414,392</b>	<b>\$1,593,029</b>	<b>12.63%</b>	<b>\$1,680,707</b>	<b>5.50%</b>	<b>\$1,900,710</b>	<b>13.09%</b>	<b>\$2,066,072</b>	<b>8.70%</b>
<b>EXPENDITURES</b>									
Instruction - Employee Benefits	\$677,705	\$787,018	16.13%	\$825,191	4.85%	\$865,888	4.93%	\$849,876	-1.85%
Support Services - Employee Benefits	\$691,210	\$805,624	16.55%	\$850,315	5.55%	\$860,953	1.25%	\$861,338	0.04%
Other	\$0	\$203		\$0		\$0		\$270	
<b>TOTAL EXPENDITURES</b>	<b>\$1,368,915</b>	<b>\$1,592,845</b>	<b>16.36%</b>	<b>\$1,675,506</b>	<b>5.19%</b>	<b>\$1,726,841</b>	<b>3.06%</b>	<b>\$1,711,484</b>	<b>-0.89%</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>\$45,477</b>	<b>\$184</b>		<b>\$5,201</b>		<b>\$173,869</b>		<b>\$354,588</b>	
<b>OTHER FINANCING SOURCES/USES</b>									
Permanent Transfer From Other Funds	\$0	\$0		\$0		\$0		\$0	
Sale Of Bonds	\$0	\$0		\$0		\$0		\$0	
Permanent Transfer To Other Funds	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>\$45,477</b>	<b>\$184</b>		<b>\$5,201</b>		<b>\$173,869</b>		<b>\$354,588</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$901,737</b>	<b>\$947,214</b>	<b>5.04%</b>	<b>\$947,398</b>		<b>\$952,599</b>		<b>\$1,126,468</b>	
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$947,214</b>	<b>\$947,398</b>	<b>0.02%</b>	<b>\$952,599</b>	<b>0.55%</b>	<b>\$1,126,468</b>	<b>18.25%</b>	<b>\$1,481,056</b>	<b>31.48%</b>



**North Shore School District 112**  
**Historical Revenue Data**  
**IMRF FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>LOCAL</b>									
Levy	\$982,344	\$1,251,105	27.36%	\$1,327,830	6.13%	\$1,413,168	6.43%	\$1,550,286	9.70%
Corporate Personal Property Replacement Tax	\$385,539	\$279,846	-27.41%	\$346,241	23.73%	\$484,411	39.91%	\$509,286	5.14%
Interest on Investments	\$46,509	\$22,127	-52.42%	\$6,636	-70.01%	\$3,131	-52.82%	\$6,500	107.60%
Other Local Revenues	\$0	\$39,951		\$0	-100.00%	\$0		\$0	
<b>TOTAL LOCAL REVENUES</b>	<b>\$1,414,392</b>	<b>\$1,593,029</b>	<b>12.63%</b>	<b>\$1,680,707</b>	<b>5.50%</b>	<b>\$1,900,710</b>	<b>13.09%</b>	<b>\$2,066,072</b>	<b>8.70%</b>
<b>STATE</b>									
Unrestricted Grants-In-Aid	\$0	\$0		\$0		\$0		\$0	
Restricted Grants-In-Aid	\$0	\$0		\$0		\$0		\$0	
Other State Revenues	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL STATE REVENUES</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>FEDERAL</b>									
Grants-In-Aid	\$0	\$0		\$0		\$0		\$0	
Restricted Grants-In-Aid	\$0	\$0		\$0		\$0		\$0	
Other Federal Revenues	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL FEDERAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>TOTAL REVENUES</b>	<b>\$1,414,392</b>	<b>\$1,593,029</b>	<b>12.63%</b>	<b>\$1,680,707</b>	<b>5.50%</b>	<b>\$1,900,710</b>	<b>13.09%</b>	<b>\$2,066,072</b>	<b>8.70%</b>

**FY 2013 Local Revenues Analysis**

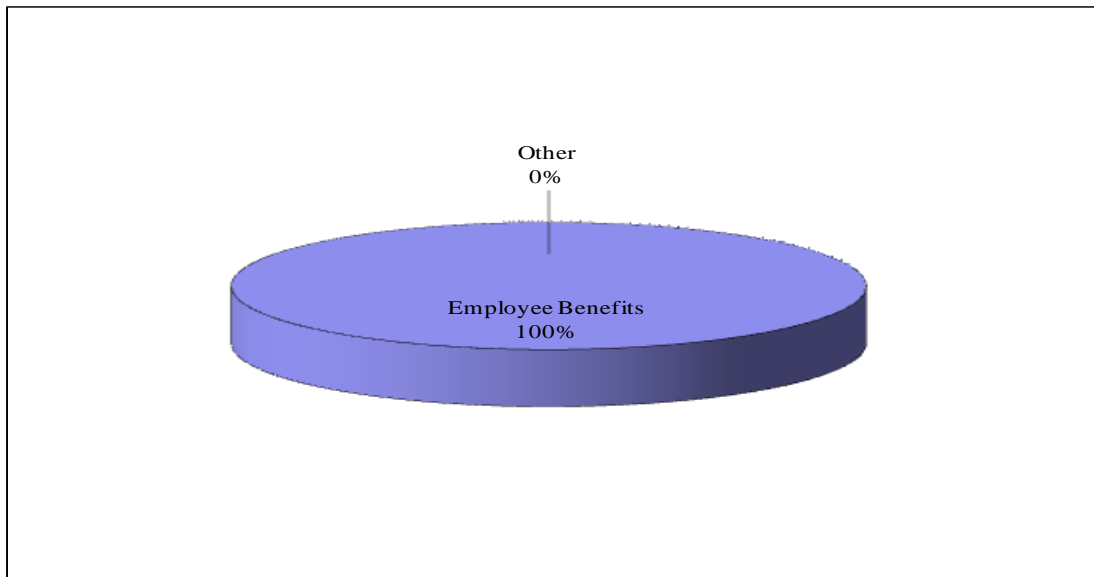




**North Shore School District 112**  
**Historical Expenditure Data**  
**IMRF FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>SALARY COSTS</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>OTHER NON-SALARY COSTS</b>									
EMPLOYEE BENEFITS	\$1,368,915	\$1,592,845	16.36%	\$1,675,506	5.19%	\$1,726,841	3.06%	\$1,711,484	-0.89%
PURCHASED SERVICES	\$0	\$0		\$0		\$0		\$0	
SUPPLIES AND MATERIALS	\$0	\$0		\$0		\$0		\$0	
CAPITAL OUTLAY	\$0	\$0		\$0		\$0		\$0	
OTHER OBJECTS	\$0	\$0		\$0		\$0		\$0	
TRANSFERS	\$0	\$0		\$0		\$0		\$0	
TUITION	\$0	\$0		\$0		\$0		\$0	
CONTINGENCIES	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER NON-SALARY COSTS</b>	<b>\$1,368,915</b>	<b>\$1,592,845</b>	<b>16.36%</b>	<b>\$1,675,506</b>	<b>5.19%</b>	<b>\$1,726,841</b>	<b>3.06%</b>	<b>\$1,711,484</b>	<b>-0.89%</b>
<b>TOTAL COSTS</b>	<b>\$1,368,915</b>	<b>\$1,592,845</b>	<b>16.36%</b>	<b>\$1,675,506</b>	<b>5.19%</b>	<b>\$1,726,841</b>	<b>3.06%</b>	<b>\$1,711,484</b>	<b>-0.89%</b>

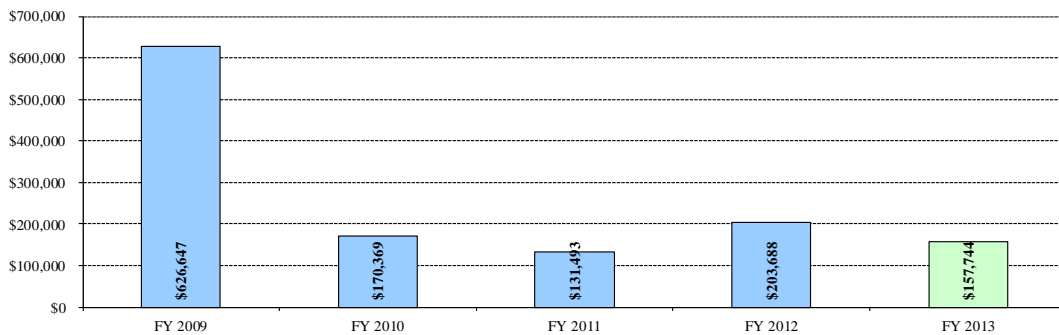
**FY 2013 Categorical Expenditures**



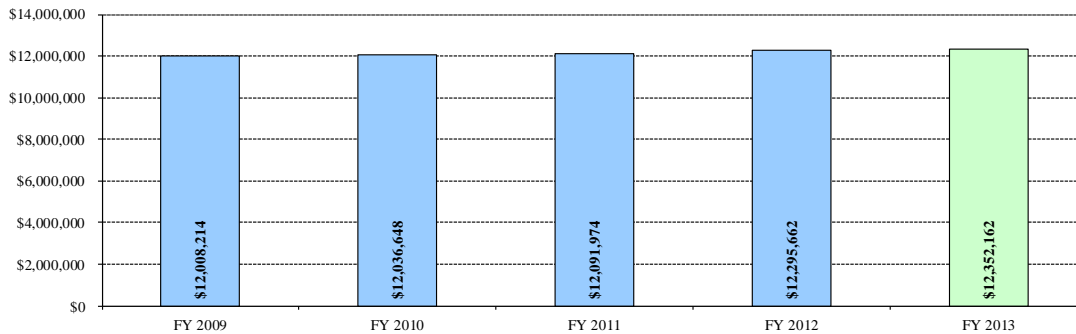
**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**WORKING CASH FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Levy	\$218,299	\$28,434	-86.97%	\$55,326	94.58%	\$52,339	-5.40%	\$56,500	7.95%
Interest on Investments	\$408,348	\$141,935	-65.24%	\$76,167	-46.34%	\$151,349	98.71%	\$101,244	-33.11%
Other	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$626,647</b>	<b>\$170,369</b>	<b>-72.81%</b>	<b>\$131,493</b>	<b>-22.82%</b>	<b>\$203,688</b>	<b>54.90%</b>	<b>\$157,744</b>	<b>-22.56%</b>
<b>OTHER FINANCING SOURCES/USES</b>									
Permanent Transfer From Other Funds	\$0	\$0		\$0		\$0		\$0	
Sale Of Bonds	\$0	\$0		\$0		\$0		\$0	
Permanent Transfer To Other Funds	\$408,348	\$141,935		\$76,167		\$0		\$101,244	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>(\$408,348)</b>	<b>(\$141,935)</b>	<b>-65.24%</b>	<b>(\$76,167)</b>	<b>-46.34%</b>	<b>\$0</b>	<b>-100.00%</b>	<b>(\$101,244)</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$11,789,915</b>	<b>\$12,008,214</b>	<b>1.85%</b>	<b>\$12,036,648</b>	<b>0.24%</b>	<b>\$12,091,974</b>	<b>0.46%</b>	<b>\$12,295,662</b>	<b>1.68%</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$12,008,214</b>	<b>\$12,036,648</b>		<b>\$12,091,974</b>		<b>\$12,295,662</b>		<b>\$12,352,162</b>	

**Revenues Projections**



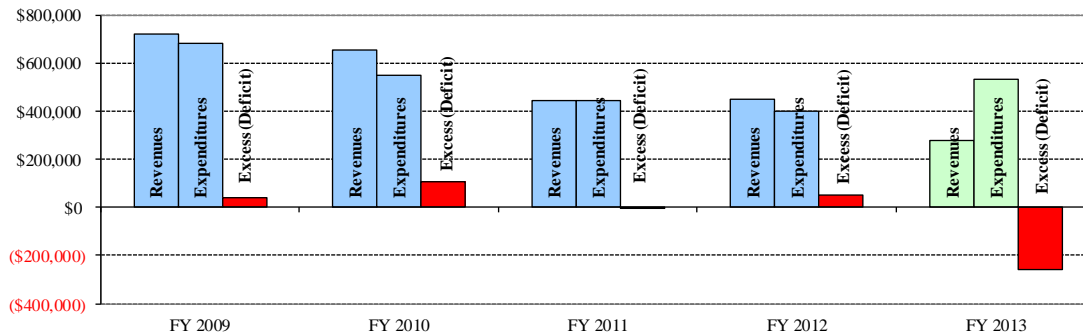
**Year-End Fund Balance**



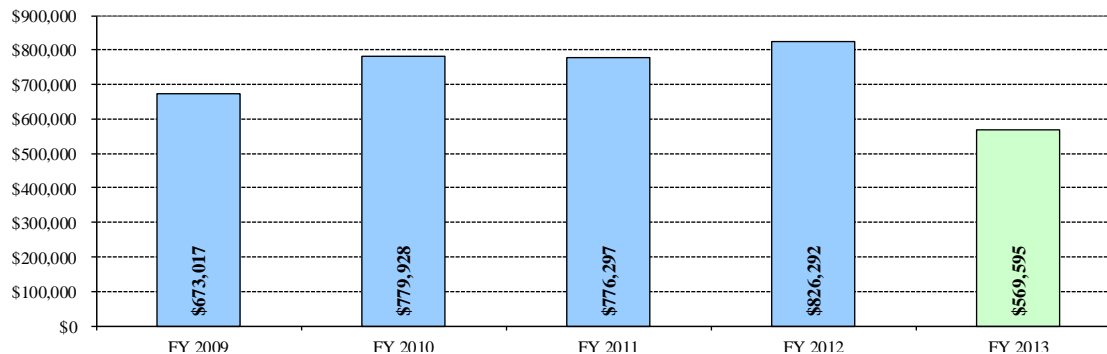
**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**TORT FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Local Sources	\$722,129	\$654,681	-9.34%	\$441,982	-32.49%	\$450,691	1.97%	\$275,588	-38.85%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$722,129</b>	<b>\$654,681</b>	<b>-9.34%</b>	<b>\$441,982</b>	<b>-32.49%</b>	<b>\$450,691</b>	<b>1.97%</b>	<b>\$275,588</b>	<b>-38.85%</b>
<b>EXPENDITURES</b>									
Salary	\$0	\$0		\$0		\$0		\$0	
Non-Salary	\$680,878	\$547,770	-19.55%	\$445,613	-18.65%	\$400,696	-10.08%	\$532,285	32.84%
<b>TOTAL EXPENDITURES</b>	<b>\$680,878</b>	<b>\$547,770</b>	<b>-19.55%</b>	<b>\$445,613</b>	<b>-18.65%</b>	<b>\$400,696</b>	<b>-10.08%</b>	<b>\$532,285</b>	<b>32.84%</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>\$41,251</b>	<b>\$106,911</b>		<b>(\$3,631)</b>		<b>\$49,995</b>		<b>(\$256,697)</b>	
<b>OTHER FINANCING SOURCES/USES</b>									
Permanent Transfer From Other Funds	\$0	\$0		\$0		\$0		\$0	
Other Financing Sources	\$631,766	\$0		\$0		\$0		\$0	
Permanent Transfer To Other Funds	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$631,766</b>	<b>\$0</b>	<b>-100.00%</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>\$673,017</b>	<b>\$106,911</b>		<b>(\$3,631)</b>		<b>\$49,995</b>		<b>(\$256,697)</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$0</b>	<b>\$673,017</b>		<b>\$779,928</b>		<b>\$776,297</b>		<b>\$826,292</b>	
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$673,017</b>	<b>\$779,928</b>	<b>15.89%</b>	<b>\$776,297</b>	<b>-0.47%</b>	<b>\$826,292</b>	<b>6.44%</b>	<b>\$569,595</b>	<b>-31.07%</b>

**Revenues vs. Expenditures**



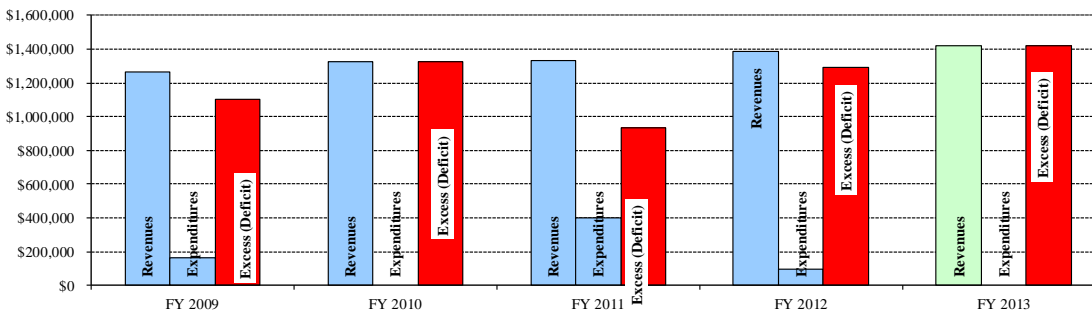
**Year-End Fund Balance**



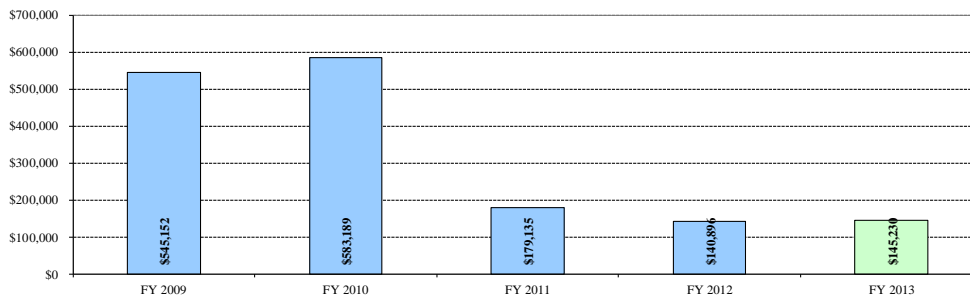
**North Shore School District 112**  
**Historical Statement of Revenues and Expenditures**  
**FIRE PREVENTION/LIFE SAFETY FUND**  
**FY 2009 Actual through FY2013 Adopted Budget**

	ACTUAL FY 2009	ACTUAL FY 2010	Δ%	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%
<b>REVENUES</b>									
Local Sources	\$1,263,104	\$1,326,647	5.03%	\$1,330,769	0.31%	\$1,388,252	4.32%	\$1,422,934	2.50%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL REVENUES</b>	<b>\$1,263,104</b>	<b>\$1,326,647</b>	<b>5.03%</b>	<b>\$1,330,769</b>	<b>0.31%</b>	<b>\$1,388,252</b>	<b>4.32%</b>	<b>\$1,422,934</b>	<b>2.50%</b>
<b>EXPENDITURES</b>									
Salary	\$0	\$0		\$0		\$0		\$0	
Non-Salary	\$162,992	\$0	-100.00%	\$397,123		\$97,891	-75.35%	\$0	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>\$162,992</b>	<b>\$0</b>	<b>-100.00%</b>	<b>\$397,123</b>		<b>\$97,891</b>	<b>-75.35%</b>	<b>\$0</b>	<b>-100.00%</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>\$1,100,112</b>	<b>\$1,326,647</b>		<b>\$933,646</b>		<b>\$1,290,361</b>		<b>\$1,422,934</b>	
<b>OTHER FINANCING SOURCES/USES</b>									
Permanent Transfer From Other Funds	(\$1,245,876)	(\$1,288,610)		(\$1,337,700)		(\$1,328,600)		(\$1,418,600)	
Sale Of Bonds	\$0	\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0	
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>(\$1,245,876)</b>	<b>(\$1,288,610)</b>	<b>3.43%</b>	<b>(\$1,337,700)</b>	<b>3.81%</b>	<b>(\$1,328,600)</b>	<b>-0.68%</b>	<b>(\$1,418,600)</b>	<b>6.77%</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>(\$145,764)</b>	<b>\$38,037</b>		<b>(\$404,054)</b>		<b>(\$38,239)</b>		<b>\$4,334</b>	
<b>BEGINNING FUND BALANCE</b>	<b>\$690,916</b>	<b>\$545,152</b>	<b>-21.10%</b>	<b>\$583,189</b>	<b>6.98%</b>	<b>\$179,135</b>	<b>-69.28%</b>	<b>\$140,896</b>	<b>-21.35%</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$545,152</b>	<b>\$583,189</b>	<b>6.98%</b>	<b>\$179,135</b>	<b>-69.28%</b>	<b>\$140,896</b>	<b>-21.35%</b>	<b>\$145,230</b>	<b>3.08%</b>

**Revenues vs. Expenditures**



**Year-End Fund Balance**



## **North Shore School District 112**

### **Capital Budget Plans**

#### Capital Budget

District 112 capital forecast has been outlined through the District's "Master Plan", otherwise called the Long Range Plan (LRP). The LRP was developed in 2009 in concert with the District's architecture firm, administration, principals, Operations & Facilities department, environmental and other consultants. The LRP utilized several priorities to help shape the capital outline in the LRP, such as: educational achievement, educational facility equity (equal opportunity for delivery), student capacities, safety & security, energy efficiency, and life cycle of equipment and facilities.

Many of the larger projects completed from 2005 to 2010 were funded and directed through the Life Safety Study conducted by the District's architects in 2004 and was applied to the Fire Prevention and Life Safety Fund. This work included boiler replacements, security enhancements, asphalt replacement, asbestos abatement, and ventilation enhancements.

Other capital work done has been supported by the District's commitment to keep facilities safe for learning and was funded and directed through the Operations & Maintenance Fund. This has included an average of \$1.4 million annually for repair/replacements of roofs, windows, asphalt, tuck pointing, storm sewers, floor coverings, safety & security, and fire systems.

The 2012-13 capital budget is \$1,715,000. This is higher than the average but 2011-12 was lower than average because of work that had to be moved based on timing and potential impact for school opening. FY 12/13 includes a \$1,000,000 window project at one school and a \$350,000 roof project at another. The balance is for small repair/replacement work across the district

2014 will include the next Life Safety Study and this will direct the next five years of capital work in conjunction with the LRP.

NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN SUMMARY

Building	DESCRIPTION OF WORK	ESTIMATED COST SUMMER	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Monitor	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
			(2010)	(2011)	(2012)	(2013)	(2014)	(2015)	(2016)						
2,626,260	Braeside Elementary	2,813,260	120,000	-	35,000	15,000	-	6,000	288,500	1,714,760	-	59,000	388,000	187,000	-
13,166,300	Edgewood Middle School	13,565,800	-	-	390,000	-	21,000	-	749,500	10,376,500	-	59,000	1,560,300	409,500	-
6,748,500	Elm Place Middle School	7,534,500	594,000	-	25,000	37,000	202,000	-	183,000	5,277,500	-	59,000	371,000	436,000	350,000
2,556,500	Green Bay Pavilion	3,706,500	365,000	-	15,000	10,000	319,000	148,000	606,500	645,000	-	40,000	408,000	250,000	900,000
6,180,900	Indian Trail Elementary	6,592,900	-	-	1,030,000	25,000	231,000	-	465,000	3,375,000	-	99,000	955,900	172,000	240,000
26,752,600	Lincoln Elementary	26,932,600	70,000	105,000	-	-	-	-	396,000	25,398,000	-	59,000	724,600	180,000	-
1,412,500	Oak Terrace Elementary	1,817,500	25,000	-	150,000	15,000	-	-	1,132,500	-	-	40,000	50,000	255,000	150,000
50,309,600	Northwood Jr. High	50,611,100	20,000	-	15,000	40,000	609,000	115,000	966,000	48,003,200	-	59,000	482,400	251,500	50,000
3,888,500	Ravina Elementary	4,121,500	34,000	-	-	160,000	-	52,000	1,163,500	2,164,000	-	59,000	256,000	192,000	51,000
4,007,000	Red Oak Elementary	4,202,000	25,000	-	15,000	98,000	-	222,000	608,000	2,301,000	-	59,000	679,000	195,000	-
3,912,000	Sherwood Elementary	4,077,000	40,000	-	15,000	-	225,000	-	594,500	2,205,500	-	59,000	773,000	150,000	15,000
3,090,920	Wayne Thomas Elementary	3,258,920	19,200	211,000	20,000	-	50,000	-	878,000	1,315,720	-	59,000	538,000	168,000	-
1,558,250	Maintenance Building	1,558,250	-	6,000	-	-	-	-	-	1,552,250	-	-	-	-	-
496,500	District Admin	496,500	163,400	166,800	21,000	72,100	23,200	24,400	25,600	-	-	-	-	-	-
	TOTAL - Traditional Operating		48,000	857,800	832,800	869,000	877,800	722,800	657,400	103,695,930					
	TOTAL - Traditional Other	4,887,700	877,600	488,800	231,000	445,100	1,089,200	561,400	477,100	669,500	-	-	3,995,200	-	-
	TOTAL - Traditional Building	112,531,830	925,600	488,800	231,000	445,100	1,089,200	561,400	477,100	104,318,430	-	-	3,995,200	-	-
	TOTAL - Security	13,454,500	550,000	-	1,500,000	27,000	591,000	6,000	7,579,500	10,000	-	-	3,191,000	2,846,000	1,756,000
	GRAND TOTAL	131,298,330	1,475,600	488,800	1,731,000	472,100	1,680,200	567,400	8,056,600	104,328,430	-	710,000	7,186,200	2,846,000	1,756,000

Column Totals	131,298,330	1,475,600	488,800	1,731,000	472,100	1,680,200	567,400	8,056,600	104,328,430	-	710,000	7,186,200	2,846,000	1,756,000
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NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST	FY 2011 (2010)	FY 2012 (2011)	FY 2013 (2012)	FY 2014 (2013)	FY 2015 (2014)	FY 2016 (2015)	FY 2017 (2016)	Monitor	OM Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
<b>Braeside Elementary</b>															
	> Drain repairs	80,000	80,000												
	Plaster Repair interior	40,000	40,000												
	Ravine Clearing	15,000				15,000									
	Galvanized Piping	190,000			25,000					165,000					
	Sewer	40,000			0					40,000					
	Seal Coating	10,000			10,000					0					
		-													
		-													
	<i>Traditional Operating Subtotal</i>	375,000	120,000	-	35,000	15,000	-	-	-	205,000	-	-	-	-	-
		-													
		-													
	Exterior Door Security	19,000													
	Security System Installation	40,000										19,000			
												40,000			
	Clock System	30,000											30,000		
	Intercom Upgrade/Clocks	140,000											140,000		
	Digital Clock Systems Control	15,000											15,000		
	Exit Lighting	16,000											16,000		
	Windows	80,000											80,000		
		-													
		-													
		-													
	Sinks and Countertops	44,200								44,200					
	Storage Cabinets	32,500								32,500					
	Lunchroom Renov	31,060								31,060					
	AVC Entire School	800,000								800,000					
	Vestibule	20,000								20,000					
	Divide Band Room	15,000								15,000					
	Science Sinks	75,000								75,000					
	Admin Space	492,000								492,000					
		-													
		-													
		-													
	<i>Traditional Building Subtotal</i>	2,224,760	120,000	0	35,000	15,000	0	0	0	1,714,760	0	59,000	281,000	0	0
	HVAC EQUIPMENT	106,000						6,000	100,000						
	BURNERS	187,000		0										187,000	
	TEMP / CONTROLS	-													
	PLAYGROUNDS	295,500													
	ROOF REPAIRS	-							188,500				107,000		
		-													
	<i>Additional Need Subtotal</i>	588,500	-	-	-	-	-	6,000	288,500	-	-	-	107,000	187,000	-
	<i>Building Total</i>	2,813,260	120,000	-	35,000	15,000	-	6,000	288,500	1,714,760	-	59,000	388,000	187,000	-
2,626,260															

## CAPITAL BUDGET PLAN

70



## CAPITAL BUDGET PLAN

71

## CAPITAL BUDGET PLAN

72

NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Monitor	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
		SUMMER	(2010)	(2011)	(2012)	(2013)	(2014)	(2015)	(2016)						
Indian Trail Elementary	Plumbing Piping	210,000					210,000								
	Storm Sewer	21,000					21,000								
	Flooring	30,000			30,000										
	Fencing	25,000				25,000									
		-													
		-													
		-													
		-													
	Traditional Operating Subtotal	286,000	-	-	30,000	25,000	231,000	-	-	-	-	-	-	-	-
		-													
		-													
	Exterior Door Security	19,000										19,000			
	Security System Installation	20,000										20,000			
	Security System	60,000										60,000			
	Intercom	140,000											140,000		
	Exit Lighting	16,000											16,000		
	Digital Clock Systems Control	15,000											15,000		
	Clock System	42,900											42,900		
		-													
		-													
	Home Purchase = New Entrance	1,500,000								1,500,000					
	Renovate Small Gym for Classrooms	750,000								750,000					
	A/C Entire School	1,085,000								1,085,000					
	Casework	40,000								40,000					
		-													
		-													
		-													
	Exterior painting	-													
	Traditional Building Subtotal	3,973,900	-	-	30,000	25,000	231,000	-	-	3,375,000	-	99,000	213,900	-	-
	HVAC EQUIPMENT	370,000							370,000						
	BURNERS	40,000		0									40,000		
	TEMP / CONTROLS	172,000		0										172,000	
	PLAYGROUNDS	-													
	WINDOWS - current need	1,240,000		0	1,000,000								702,000		240,000
	ROOF REPAIR	797,000													
		-													
	Additional Need Subtotal	2,619,000	-	-	1,000,000	-	231,000	-	465,000	3,375,000	-	99,000	742,000	172,000	240,000
6,180,900	Building Total	6,592,900	-	-	1,030,000	25,000	231,000	-	465,000	3,375,000	-	99,000	955,900	172,000	240,000

## CAPITAL BUDGET PLAN

74

NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST	FY 2011 (2010)	FY 2012 (2011)	FY 2013 (2012)	FY 2014 (2013)	FY 2015 (2014)	FY 2016 (2015)	FY 2017 (2016)	Monitor	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
<b>Oak Terrace Elementary</b>															
	Upgrade temp controls	25,000	25,000												
	Sewer	15,000				15,000									
		-													
		-													
		-													
		-													
		-													
	<i>Traditional Operating Subtotal</i>	40,000	25,000	-	-	15,000	-	-	-	-	-	-	-	-	-
		-													
		-													
	Security	40,000										40,000			
		-													
		-													
		-													
		-													
		-													
	<i>Traditional Building Subtotal</i>	80,000	25,000	-	-	15,000	-	-	-	-	-	40,000	-	-	-
	HVAC EQUIPMENT	946,000			150,000				646,000				50,000		150,000
	BURNERS	50,000		0											
	TEMP / CONTROLS	255,000				0								255,000	
	PLAYGROUNDS	-													
	ROOF REPAIR	486,500							486,500						
		-													
	<i>Additional Need Subtotal</i>	1,737,500	-	-	150,000	-	-	-	1,132,500	-	-	-	50,000	255,000	150,000
	<i>Building Total</i>	1,817,500	25,000	-	150,000	15,000	-	-	1,132,500	-	-	40,000	50,000	255,000	150,000
1,412,500															

NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST SUMMER	FY 2011 (2010)	FY 2012 (2011)	FY 2013 (2012)	FY 2014 (2013)	FY 2015 (2014)	FY 2016 (2015)	FY 2017 (2016)	Monitor	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
Northwood Jr. High	Ceilings	18,000					18,000								
	P.E. Locker Replacement	66,000							66,000						
	Plumbing Galvanized Piping	115,000						115,000							
	Tuckpointing/Painting	20,000	20,000												
	Roof Replacement - Classrooms (380k)	-				0									
	Paving	55,000			15,000	40,000									
		-													
		-													
		-													
		-													
		-													
	Traditional Operating Subtotal	274,000	20,000	-	15,000	40,000	18,000	115,000	66,000	-	-	-	-	-	-
		-													
		-													
	Exterior Door Security	19,000										19,000			
	Security	40,000										40,000			
	Exit Lighting	13,000											13,000		
	Clock System	62,400											62,400		
	Intercom	160,000											160,000		
	Digital Clock Systems Control	15,000											15,000		
		-													
		-													
		-													
	Auditorium Addition	3,500,000								3,500,000					
	Additional Locker room Space	1,353,000								1,353,000					
	Addition for Home Arts	1,477,500								1,477,500					
	Build a New School	38,570,000								38,570,000					
	Replace Water Main - Sprinkler	60,000								60,000					
	Field renovation	84,000								84,000					
	Additional Parking	110,500								110,500					
	Classroom Furniture	130,000								130,000					
	Classroom Casework	16,200								16,200					
	AVC Entire School	980,000								980,000					
	Building Addition - 5 Classrooms	1,722,000								1,722,000					
		-													
		-													
		-													
	Traditional Building Subtotal	48,586,600	20,000	-	15,000	40,000	18,000	115,000	66,000	48,003,200	-	59,000	250,400	-	-
	HVAC EQUIPMENT	335,000	0						285,000				40,000		50,000
	BURNERS	40,000			0									251,500	
	TEMP / CONTROLS	251,500													
	PLAYGROUNDS	-													
	ROOF REPAIR	1,398,000					591,000		615,000				192,000		
		-													
	Additional Need Subtotal	2,024,500	-	-	-	-	591,000	-	900,000	-	-	-	232,000	251,500	50,000
50,309,600	Building Total	50,611,100	20,000	-	15,000	40,000	609,000	115,000	966,000	48,003,200	-	59,000	482,400	251,500	50,000

NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST SUMMER	FY 2011 (2010)	FY 2012 (2011)	FY 2013 (2012)	FY 2014 (2013)	FY 2015 (2014)	FY 2016 (2015)	FY 2017 (2016)	Monitor	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
Northwood Jr. High	Ceilings	18,000					18,000								
	P.E. Locker Replacement	66,000							66,000						
	Plumbing Galvanized Piping	115,000						115,000							
	Tuckpointing/Painting	20,000	20,000												
	Roof Replacement - Classrooms (380k)	-				0									
	Paving	55,000			15,000	40,000									
		-													
		-													
		-													
		-													
		-													
	Traditional Operating Subtotal	274,000	20,000	-	15,000	40,000	18,000	115,000	66,000	-	-	-	-	-	-
		-													
		-													
	Exterior Door Security	19,000										19,000			
	Security	40,000										40,000			
	Exit Lighting	13,000											13,000		
	Clock System	62,400											62,400		
	Intercom	160,000											160,000		
	Digital Clock Systems Control	15,000											15,000		
		-													
		-													
		-													
	Auditorium Addition	3,500,000								3,500,000					
	Additional Locker room Space	1,353,000								1,353,000					
	Addition for Home Arts	1,477,500								1,477,500					
	Build a New School	38,570,000								38,570,000					
	Replace Water Main - Sprinkler	60,000								60,000					
	Field renovation	84,000								84,000					
	Additional Parking	110,500								110,500					
	Classroom Furniture	130,000								130,000					
	Classroom Casework	16,200								16,200					
	AVC Entire School	980,000								980,000					
	Building Addition - 5 Classrooms	1,722,000								1,722,000					
		-													
		-													
		-													
	Traditional Building Subtotal	48,586,600	20,000	-	15,000	40,000	18,000	115,000	66,000	48,003,200	-	59,000	250,400	-	-
	HVAC EQUIPMENT	335,000	0						285,000				40,000		50,000
	BURNERS	40,000			0									251,500	
	TEMP / CONTROLS	251,500													
	PLAYGROUNDS	-													
	ROOF REPAIR	1,398,000					591,000		615,000				192,000		
		-													
	Additional Need Subtotal	2,024,500	-	-	-	-	591,000	-	900,000	-	-	-	232,000	251,500	50,000
50,309,600	Building Total	50,611,100	20,000	-	15,000	40,000	609,000	115,000	966,000	48,003,200	-	59,000	482,400	251,500	50,000

## CAPITAL BUDGET PLAN

3,888,500



NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Monitor	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
Red Oak Elementary		SUMMER	(2010)	(2011)	(2012)	(2013)	(2014)	(2015)	(2016)	(2017)						
	Plumbing Galvanized Piping	222,000							222,000							
	Paving	93,000			15,000	78,000										
	Painting/Masonry - Exterior	25,000	25,000													
	Parking Lot Lighting - North Lot	20,000				20,000										
		-														
		-														
		-														
		-														
		-														
	Traditional Operating Subtotal	360,000	25,000	-	15,000	98,000	-	222,000	-	-	-	-	-	-	-	-
		-														
		-														
	Security System Installation	40,000														
	Exterior Door Security	19,000											40,000	19,000		
	Windows	445,000												445,000		
	Intercom	120,000												120,000		
	Clock System	39,000												39,000		
	Digital Clock Systems Control	15,000												15,000		
	Exit Lighting	20,000												20,000		
		-														
		-														
		-														
	Classroom Casework	128,000									128,000					
	Casework	440,000									440,000					
	A/C Entire School	889,000									889,000					
	Gym Storage	6,500									6,500					
	Science Storage	6,500									6,500					
	Sinks for Science 20	100,000									100,000					
	Painting/Masonry - Interior	25,000									25,000					
	Improve Red Oak Rd	150,000									150,000					
	Replace Water Main - Sprinkler	60,000									60,000					
	Relocate Admin Offices	496,000									496,000					
		-														
		-														
		-														
	Traditional Building Subtotal	3,359,000	25,000	-	15,000	98,000	-	222,000	-	-	2,301,000	-	59,000	639,000	-	-
	HVAC EQUIPMENT	35,000								35,000						
	BURNERS	40,000												40,000		
	TEMP / CONTROLS	195,000													195,000	
	PLAYGROUNDS	-														
	ROOF REPAIR	573,000								573,000						
		-														
	Additional Need Subtotal	843,000	-	-	15,000	98,000	-	222,000	-	608,000	2,301,000	-	-	40,000	195,000	-
4,007,000	Building Total	4,202,000	25,000	-	15,000	98,000	-	222,000	-	608,000	2,301,000	-	59,000	679,000	195,000	-

## CAPITAL BUDGET PLAN

80

NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Monitor	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
			(2010)	(2011)	(2012)	(2013)	(2014)	(2015)	(2016)						
Wayne Thomas Elementary	Plumbing Piping	211,000		211,000											
	Storm Sewer	50,000		0			50,000								
	MRP Operable Windows	19,200	19,200												
	Upgrade Orchestra Room Finishes	36,000								36,000					
	Paving	58,000			20,000					58,000					
	Painting - Exterior	20,000													
		-													
		-													
		-													
		-													
	<i>Traditional Operating Subtotal</i>	394,200	19,200	211,000	20,000	-	50,000	-	-	94,000	-	-	-	-	-
	Exterior Door Security	19,000										19,000			
	Security System Installation	40,000										40,000			
	Digital Clock Systems Control	15,000											15,000		
	Exit Lighting	17,000											17,000		
	Clock System	45,000											45,000		
	Intercom	130,000											130,000		
		-													
		-													
	A/C Entire School	858,000								858,000					
	General Storage	18,000								18,000					
	Replace Sinks in Classrooms	32,000								32,000					
	MRP Ventilation Improvements	18,000								18,000					
	Conference Room	49,920								49,920					
	Science Sinks 10	50,000								50,000					
	Additional Office & Vestibule Space	94,600								94,600					
	Science Laboratory	22,000								22,000					
	Remodel Existing Office	79,200								79,200					
		-													
		-													
		-													
	<i>Traditional Building Subtotal</i>	1,881,920	19,200	211,000	20,000	-	50,000	-	-	1,315,720	-	59,000	207,000	-	-
	HVAC EQUIPMENT	310,000			0				310,000				40,000		
	BURNERS	40,000			0									168,000	
	TEMP / CONTROLS	168,000													
	PLAYGROUNDS	-													
	ROOF REPAIR	859,000							568,000				291,000		
		-													
	<i>Additional Need Subtotal</i>	1,377,000	-	-	-	-	-	-	878,000	-	-	-	331,000	168,000	-
	<i>Building Total</i>	3,258,920	19,200	211,000	20,000	-	50,000	-	878,000	1,315,720	-	59,000	538,000	168,000	-
3,090,920															

NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Monitor	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority		
		SUMMER	(2010)	(2011)	(2012)	(2013)	(2014)	(2015)	(2016)		(2017)						
Maintenance Building	Garage Door Replacement	6,000		6,000													
		-															
		-															
		-															
		-															
		-															
		-															
	Traditional Operating Subtotal	6,000	-	6,000	-	-	-	-	-	-	-	-	-	-	-	-	
	Security System	31,250															
	Demolish and rebuild Warehouse	1,500,000								31,250							
	Toilet Room	21,000								1,500,000							
		-								21,000							
		-															
		-															
		-															
		-															
		-															
	Traditional Building Subtotal	1,558,250	-	6,000	-	-	-	-	-	1,552,250	-	-	-	-	-	-	-
	All As-Builts to Disc	-															
	HVAC EQUIPMENT	-															
	PLUMBING	-															
	RACKING	-															
	Additional Need Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1,558,250	Building Total	1,558,250	-	6,000	-	-	-	-	-	1,552,250	-	-	-	-	-	-	-

NORTH SHORE SCHOOL DISTRICT 112

CAPITAL BUDGET PLAN

Building	DESCRIPTION OF WORK	ESTIMATED COST	FY 2011 (2010)	FY 2012 (2011)	FY 2013 (2012)	FY 2014 (2013)	FY 2015 (2014)	FY 2016 (2015)	FY 2017 (2016)	Monitor	OM Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temperature Control	High Priority
<b>District Admin</b>															
	Furniture/Desks/Chairs	156,300	20,000	20,000	21,000	22,100	23,200	24,400	25,600						
	GENERAL Ed Fnd(Schls 65k; PPV 5k; Spec E	290,200	143,400	146,800	0	0	0	0	0						
	GENERAL O&M	-	-	-	-	-	-	-	-						
	Abatement	50,000	-	-	-	50,000	-	-	-						
		-	-	-	-	-	-	-	-						
		-	-	-	-	-	-	-	-						
		-	-	-	-	-	-	-	-						
		-	-	-	-	-	-	-	-						
	Traditional Operating Subtotal	496,500	163,400	166,800	21,000	72,100	23,200	24,400	25,600	-	-	-	-	-	-
		-	-	-	-	-	-	-	-						
		-	-	-	-	-	-	-	-						
	Traditional Building Subtotal	496,500	163,400	166,800	21,000	72,100	23,200	24,400	25,600	-	-	-	-	-	-
	Playground Mulch (Opis CHNG to O&M)	-	0	0	0	0	0	0	0						
		-	-	-	-	-	-	-	-						
		-	-	-	-	-	-	-	-						
		-	-	-	-	-	-	-	-						
		-	-	-	-	-	-	-	-						
	Additional Need Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
496,500	District Admin Total	496,500	163,400	166,800	21,000	72,100	23,200	24,400	25,600	-	-	-	-	-	-

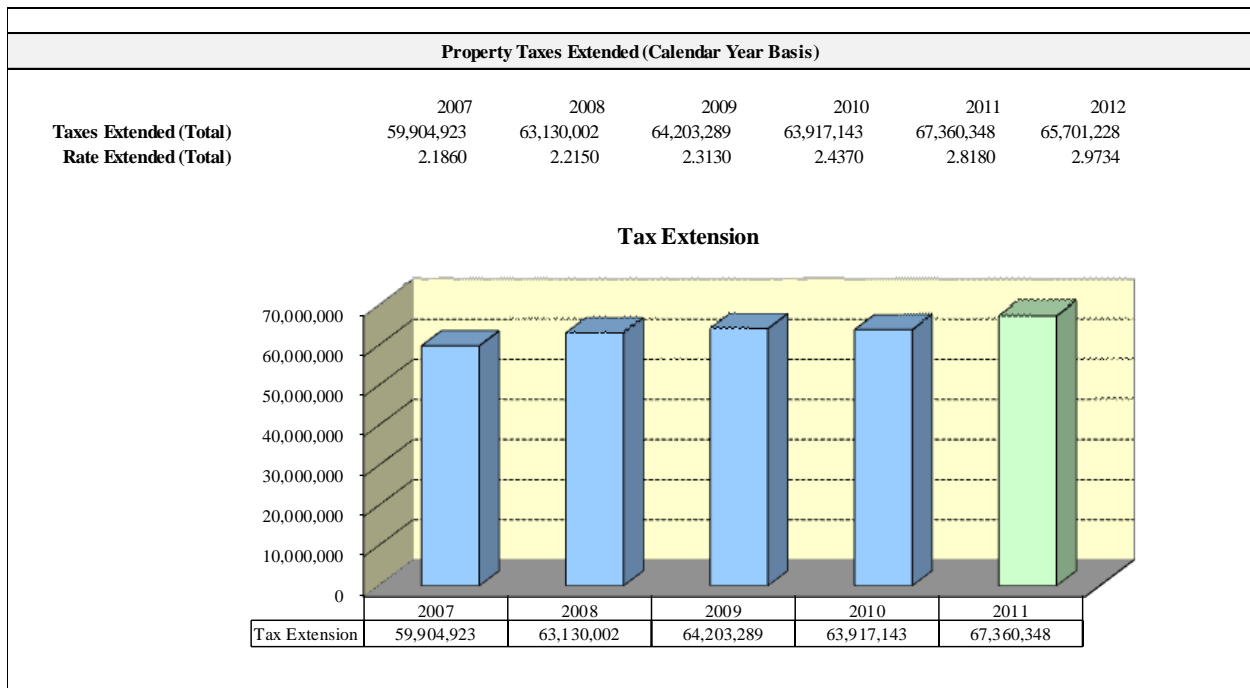
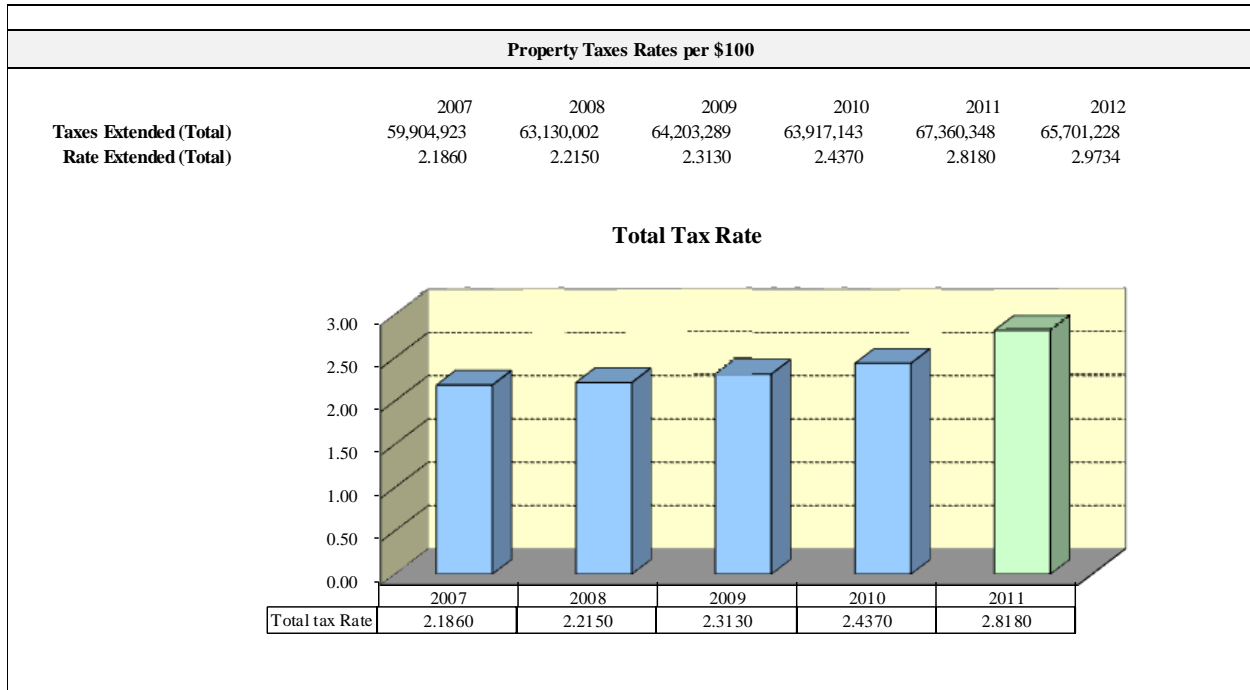
# Informational Section

## Section IV

Page	Contents
84	Property Tax Rates and Extension Amounts
85	Property Taxes Assessed & Market Value
86	Property Tax Collections
87	Impact of Taxes on the Average Taxpayer
88	Three-Year Budget Forecast - All Funds
89	Three-Year Budget Forecast - Education Fund
90	Three-Year Budget Forecast - Operations & Maintenance Fund
91	Three-Year Budget Forecast - Bond & Interest Fund
92	Three-Year Budget Forecast - Transportation Fund
93	Three-Year Budget Forecast - IMRF Fund
94	Three-Year Budget Forecast - Working Cash Fund
95	Three-Year Budget Forecast - Tort Fund
96	Three-Year Budget Forecast - Fire Prevention & Life Safety Fund
97	Three-Year Budget Forecast - Operating Fund Balance Analysis
98-99	Enrollment History and Projections
100-101	Personnel Resource Allocation - Historical and Current Years
102	Debt Amortization Schedule
103-107	Performance Data
108-109	Accomplishment of Goals
110-113	Glossary



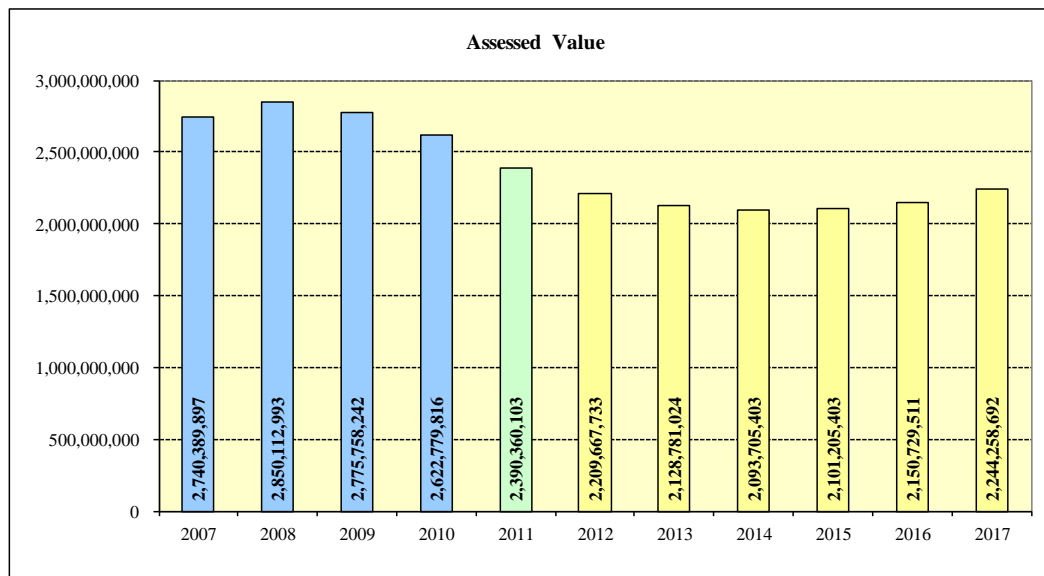
**North Shore School District 112**  
**Property Taxes Rates & Extensions Amounts**  
**Historical to Present**



**North Shore School District 112**  
**Property Taxes Assessed**  
**Historical and Projection**

Levy Year	Fiscal Years	Market Value	District Assessed Value	% Increase in Assessed Value
2007	2008-2009	8,221,169,691	2,740,389,897	
2008	2009-2010	8,550,338,979	2,850,112,993	4.00%
2009	2010-2011	8,327,274,726	2,775,758,242	-2.61%
2010	2011-2012	7,868,339,448	2,622,779,816	-5.51%
2011	2012-2013	7,171,080,309	2,390,360,103	-8.86%
2012 *	2013-2014	6,629,003,199	2,209,667,733	-7.56%
2013 *	2014-2015	6,386,343,071	2,128,781,024	-3.66%
2014 *	2015-2016	6,281,116,210	2,093,705,403	-1.65%
2015 *	2016-2017	6,303,616,210	2,101,205,403	0.36%
2016 *	2017-2018	6,452,188,534	2,150,729,511	2.36%
2017 *	2018-2019	6,732,776,075	2,244,258,692	4.35%

\* Estimated

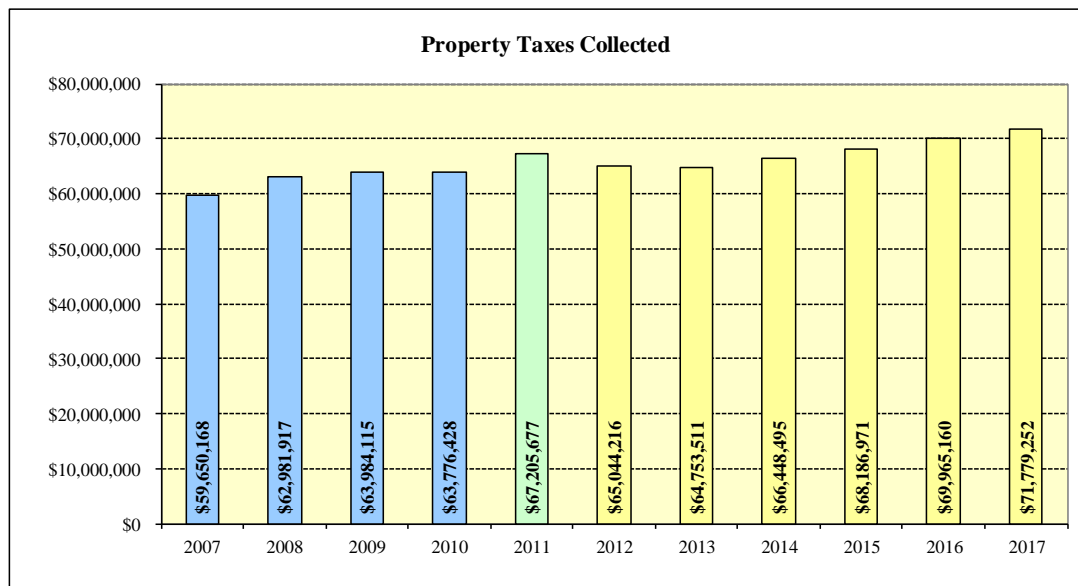




**North Shore School District 112**  
**Property Taxes Collected**  
**Historical and Projected**

Levy Year	Taxes Assessed	Current Collection	Current Collection % of Taxes Assessed
2007	\$59,904,923	\$59,650,168	99.6%
2008	\$63,130,002	\$62,981,917	99.8%
2009	\$64,203,289	\$63,984,115	99.7%
2010	\$63,917,143	\$63,776,428	99.8%
2011 *	\$67,360,348	\$67,205,677	99.8%
2012 *	\$65,701,228	\$65,044,216	99.0%
2013 *	\$65,407,587	\$64,753,511	99.0%
2014 *	\$67,119,692	\$66,448,495	99.0%
2015 *	\$68,875,728	\$68,186,971	99.0%
2016 *	\$70,671,878	\$69,965,160	99.0%
2017 *	\$72,504,295	\$71,779,252	99.0%

\* Estimated

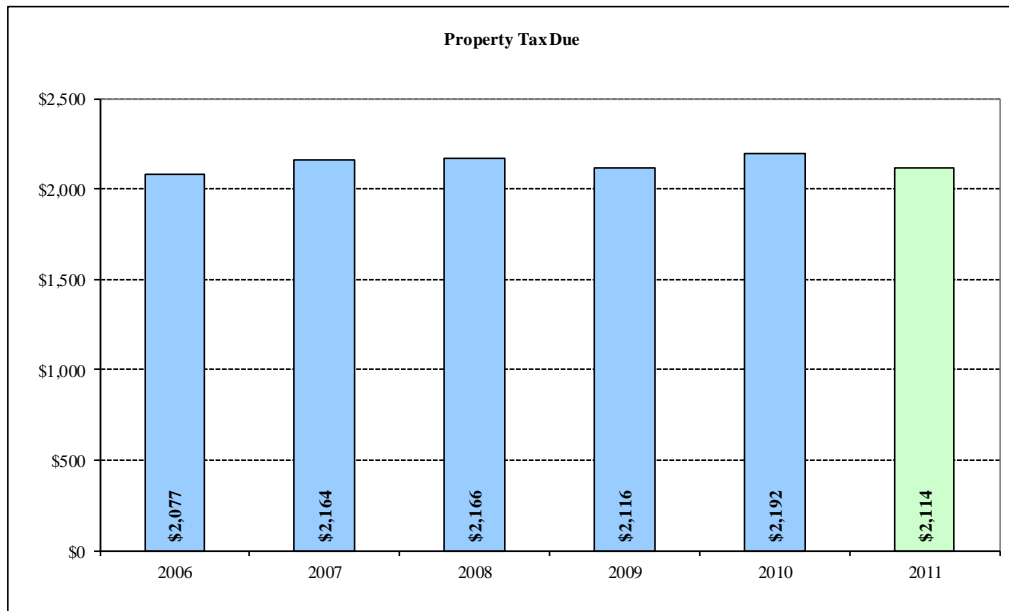


**North Shore School District 112**  
**Impact of Taxes on the Taxpayer**  
**For Levy Years 2006 through 2011**

Tax Year	2006	2007	2008	2009	2010	2011
Market Value of a Home	\$300,000	\$308,115	\$295,951	\$277,045	\$251,346	\$231,331
Average District Change in Market Value		2.70%	-3.95%	-6.39%	-9.28%	-7.96%
Taxable Value *	\$95,000	\$97,705	\$93,650	\$86,848	\$77,782	\$71,110
Property Tax Rate Assessed**	\$2.19	\$2.21	\$2.31	\$2.44	\$2.82	\$2.97
Property Tax Due	\$2,077	\$2,164	\$2,166	\$2,116	\$2,192	\$2,114
Change From Prior Year		\$87	\$2	-\$50	\$75	-\$78
Percentage Increase in Taxes		4.21%	0.09%	-2.29%	3.56%	-3.54%

\* Includes a homestead exemption of \$5,000 for 2006-2007, \$5,500 for 2008 and \$6,000 for 2009-2011

\*\* Per \$100 of assessed valuation



**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**ALL FUNDS**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$69,937,310	\$67,975,686	\$67,746,932	\$69,595,480
State Sources	\$4,701,923	\$4,761,791	\$4,772,177	\$4,765,916
Federal Sources	\$2,213,191	\$2,138,191	\$2,138,191	\$2,138,191
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$76,852,424</b>	<b>\$74,875,668</b>	<b>\$74,657,300</b>	<b>\$76,499,587</b>
<b>EXPENDITURES</b>				
Salary	\$40,784,817	\$41,776,967	\$42,658,884	\$43,254,617
Employee Benefits	\$10,149,342	\$10,616,644	\$11,347,365	\$12,127,534
Purchased Services	\$11,026,286	\$10,729,605	\$11,000,586	\$11,275,713
Supplies and Materials	\$2,601,278	\$2,666,310	\$2,732,968	\$2,801,292
Capital Outlay	\$2,652,416	\$2,418,726	\$2,479,195	\$2,541,174
Other Objects	\$9,615,444	\$5,680,501	\$3,952,818	\$4,026,332
Non-Capitalized Equipment	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$76,829,583</b>	<b>\$73,888,753</b>	<b>\$74,171,815</b>	<b>\$76,026,663</b>

**EXCESS (DEFICIT) REVENUES  
OVER EXPENDITURES**

<b>\$22,841</b>	<b>\$986,915</b>	<b>\$485,485</b>	<b>\$472,924</b>
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**OTHER FINANCING SOURCES/USES**

Perm. Transf. From Other Funds	\$1,805,032	\$1,677,613	\$1,688,738	\$1,699,400
Other Financing Sources	\$0	\$0	\$0	\$0
Perm. Transf. to Other Funds	\$1,805,032	\$1,677,613	\$1,688,738	\$1,699,400
Other Financing Uses	\$0	\$0	\$0	\$0
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**EXCESS (DEFICIT) REVENUES  
AND OTHER FIN. SOURCES/USES  
OVER EXPENDITURES**

<b>\$22,841</b>	<b>\$986,915</b>	<b>\$485,485</b>	<b>\$472,924</b>
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**BEGINNING FUND BALANCE**

<b>\$28,340,351</b>	<b>\$28,363,192</b>	<b>\$29,350,107</b>	<b>\$29,835,591</b>
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**PROJECTED YEAR-END FUND  
BALANCE**

<b>\$28,363,192</b>	<b>\$29,350,107</b>	<b>\$29,835,591</b>	<b>\$30,308,515</b>
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The FY2013 budget will need to be amended to reflect the new collective bargaining agreement. The excess revenue over expenditures will decrease in FY2014, FY2015 and FY2016.

**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**EDUCATION FUND**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$51,448,400	\$53,287,269	\$54,576,699	\$56,259,714
State Sources	\$3,988,590	\$4,048,458	\$4,058,844	\$4,052,583
Federal Sources	\$2,213,191	\$2,138,191	\$2,138,191	\$2,138,191
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$57,650,181</b>	<b>\$59,473,918</b>	<b>\$60,773,734</b>	<b>\$62,450,487</b>
<b>EXPENDITURES</b>				
Salary	\$39,529,014	\$40,489,769	\$41,339,506	\$41,902,255
Employee Benefits	\$8,165,230	\$8,551,857	\$9,200,508	\$9,900,245
Purchased Services	\$4,802,603	\$4,347,668	\$4,998,493	\$5,146,700
Supplies and Materials	\$1,371,111	\$1,405,389	\$1,440,523	\$1,476,537
Capital Outlay	\$877,416	\$899,351	\$921,835	\$944,881
Other Objects	\$2,392,938	\$2,452,761	\$2,514,080	\$2,576,932
Non-Capitalized Equipment	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0
Provision For Contingencies	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$57,138,312</b>	<b>\$58,146,796</b>	<b>\$60,414,946</b>	<b>\$61,947,550</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>\$511,869</b>	<b>\$1,327,122</b>	<b>\$358,788</b>	<b>\$502,938</b>
<b>OTHER FINANCING SOURCES/USES</b>				
Permanent Transfer From Other Funds	\$0	\$0	\$0	\$0
Sale Of Bonds	\$0	\$0	\$0	\$0
Other Financing Uses	\$251,938	\$251,938	\$250,000	\$250,000
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>(\$251,938)</b>	<b>(\$251,938)</b>	<b>(\$250,000)</b>	<b>(\$250,000)</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>\$259,931</b>	<b>\$1,075,184</b>	<b>\$108,788</b>	<b>\$252,938</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$7,181,234</b>	<b>\$7,441,165</b>	<b>\$8,516,349</b>	<b>\$8,625,138</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$7,441,165</b>	<b>\$8,516,349</b>	<b>\$8,625,138</b>	<b>\$8,878,076</b>

The FY2013 budget will need to be amended to reflect the new collective bargaining agreement. The excess revenue over expenditures will decrease in FY2014, FY2015 and FY2016.

**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**OPERATIONS & MAINTENANCE FUND**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$7,202,553	\$7,263,965	\$7,270,051	\$7,284,357
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$7,202,553</b>	<b>\$7,263,965</b>	<b>\$7,270,051</b>	<b>\$7,284,357</b>
<b>EXPENDITURES</b>				
Salary	\$1,175,547	\$1,204,936	\$1,235,059	\$1,265,936
Employee Benefits	\$231,855	\$249,590	\$268,745	\$289,071
Purchased Services	\$2,970,664	\$3,044,931	\$3,121,054	\$3,199,080
Supplies and Materials	\$1,225,167	\$1,255,796	\$1,287,191	\$1,319,371
Capital Outlay	\$1,775,000	\$1,519,375	\$1,557,359	\$1,596,293
Other Objects	\$0	\$0	\$0	\$0
Non-Capitalized Equipment	\$0	\$0	\$0	\$0
Provision For Contingencies	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$7,378,233</b>	<b>\$7,274,627</b>	<b>\$7,469,409</b>	<b>\$7,669,751</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>(\$175,680)</b>	<b>(\$10,663)</b>	<b>(\$199,358)</b>	<b>(\$385,394)</b>
<b>OTHER FINANCING SOURCES/USES</b>				
Permanent Transfer From Other Funds	\$101,244	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0
Permanent Transfer To Other Funds	\$33,250	\$37,275	\$36,138	\$0
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$67,994</b>	<b>(\$37,275)</b>	<b>(\$36,138)</b>	<b>\$0</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>(\$107,686)</b>	<b>(\$47,938)</b>	<b>(\$235,495)</b>	<b>(\$385,394)</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$4,007,832</b>	<b>\$3,900,146</b>	<b>\$3,852,208</b>	<b>\$3,616,713</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$3,900,146</b>	<b>\$3,852,208</b>	<b>\$3,616,713</b>	<b>\$3,231,319</b>

**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**BOND & INTEREST FUND**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$5,477,844	\$1,790,835	\$12,361	\$25,955
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$5,477,844</b>	<b>\$1,790,835</b>	<b>\$12,361</b>	<b>\$25,955</b>
<b>EXPENDITURES</b>				
Debt Services	\$7,222,506	\$3,227,740	\$1,438,738	\$1,449,400
<b>TOTAL EXPENDITURES</b>	<b>\$7,222,506</b>	<b>\$3,227,740</b>	<b>\$1,438,738</b>	<b>\$1,449,400</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>(\$1,744,662)</b>	<b>(\$1,436,905)</b>	<b>(\$1,426,376)</b>	<b>(\$1,423,445)</b>
<b>OTHER FINANCING SOURCES/USES</b>				
Permanent Transfer From Other Funds	\$1,703,788	\$1,677,613	\$1,688,738	\$1,699,400
Sale Of Bonds	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$1,703,788</b>	<b>\$1,677,613</b>	<b>\$1,688,738</b>	<b>\$1,699,400</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>(\$40,874)</b>	<b>\$240,708</b>	<b>\$262,361</b>	<b>\$275,955</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$2,183,835</b>	<b>\$2,142,961</b>	<b>\$2,383,669</b>	<b>\$2,646,030</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$2,142,961</b>	<b>\$2,383,669</b>	<b>\$2,646,030</b>	<b>\$2,921,985</b>

**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**TRANSPORTATION FUND**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$1,886,175	\$2,131,496	\$2,330,430	\$2,387,504
State Sources	\$713,333	\$713,333	\$713,333	\$713,333
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$2,599,508</b>	<b>\$2,844,829</b>	<b>\$3,043,763</b>	<b>\$3,100,837</b>
<b>EXPENDITURES</b>				
Salary	\$80,256	\$82,262	\$84,319	\$86,427
Employee Benefits	\$40,773	\$42,305	\$43,855	\$45,140
Purchased Services	\$2,720,734	\$2,788,752	\$2,858,471	\$2,929,933
Supplies and Materials	\$5,000	\$5,125	\$5,253	\$5,384
Capital Outlay	\$0	\$0	\$0	\$0
Other Objects	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$2,846,763</b>	<b>\$2,918,445</b>	<b>\$2,991,898</b>	<b>\$3,066,884</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>(\$247,255)</b>	<b>(\$73,616)</b>	<b>\$51,865</b>	<b>\$33,953</b>
<b>OTHER FINANCING SOURCES/USES</b>				
Permanent Transfer From Other Funds	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0
Permanent Transfer To Other Funds	\$0	\$0	\$0	\$0
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>(\$247,255)</b>	<b>(\$73,616)</b>	<b>\$51,865</b>	<b>\$33,953</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$578,132</b>	<b>\$330,877</b>	<b>\$257,261</b>	<b>\$309,126</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$330,877</b>	<b>\$257,261</b>	<b>\$309,126</b>	<b>\$343,079</b>

**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**IMRF FUND**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$2,066,072	\$1,980,236	\$2,022,319	\$2,069,575
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$2,066,072</b>	<b>\$1,980,236</b>	<b>\$2,022,319</b>	<b>\$2,069,575</b>
<b>EXPENDITURES</b>				
Instruction - Employee Benefits	\$849,876	\$881,266	\$911,741	\$939,223
Support Services - Employee Benefits	\$861,338	\$891,352	\$922,239	\$953,574
Other	\$270	\$274	\$278	\$281
<b>TOTAL EXPENDITURES</b>	<b>\$1,711,484</b>	<b>\$1,772,892</b>	<b>\$1,834,257</b>	<b>\$1,893,079</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>\$354,588</b>	<b>\$207,345</b>	<b>\$188,061</b>	<b>\$176,496</b>
<b>OTHER FINANCING SOURCES/USES</b>				
Permanent Transfer From Other Funds	\$0	\$0	\$0	\$0
Sale Of Bonds	\$0	\$0	\$0	\$0
Permanent Transfer To Other Funds	\$0	\$0	\$0	\$0
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>\$354,588</b>	<b>\$207,345</b>	<b>\$188,061</b>	<b>\$176,496</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$1,126,468</b>	<b>\$1,481,056</b>	<b>\$1,688,401</b>	<b>\$1,876,462</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$1,481,056</b>	<b>\$1,688,401</b>	<b>\$1,876,462</b>	<b>\$2,052,958</b>



**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**WORKING CASH FUND**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$157,744	\$75,908	\$88,217	\$119,406
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$157,744</b>	<b>\$75,908</b>	<b>\$88,217</b>	<b>\$119,406</b>

**OTHER FINANCING SOURCES/USES**

Permanent Transfer From Other Funds	\$0	\$0	\$0	\$0
Sale Of Bonds	\$0	\$0	\$0	\$0
Permanent Transfer To Other Funds	\$101,244	\$0	\$0	\$0
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>(\$101,244)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**BEGINNING FUND BALANCE**

<b>\$12,295,662</b>	<b>\$12,352,162</b>	<b>\$12,428,070</b>	<b>\$12,516,287</b>
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**PROJECTED YEAR-END FUND  
BALANCE**

<b>\$12,352,162</b>	<b>\$12,428,070</b>	<b>\$12,516,287</b>	<b>\$12,635,693</b>
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**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**TORT FUND**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$275,588	\$0	\$0	\$0
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$275,588</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>				
Salary	\$0	\$0	\$0	\$0
Employee Benefits	\$0	\$0	\$0	\$0
Purchased Services	\$532,285	\$548,254	\$22,568	\$0
Supplies and Materials	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Other Objects	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$532,285</b>	<b>\$548,254</b>	<b>\$22,568</b>	<b>\$0</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>(\$256,697)</b>	<b>(\$548,254)</b>	<b>(\$22,568)</b>	<b>\$0</b>
<b>OTHER FINANCING SOURCES/USES</b>				
Permanent Transfer From Other Funds	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0
Permanent Transfer To Other Funds	\$0	\$0	\$0	\$0
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>(\$256,697)</b>	<b>(\$548,254)</b>	<b>(\$22,568)</b>	<b>\$0</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$826,292</b>	<b>\$569,595</b>	<b>\$21,341</b>	<b>(\$1,227)</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$569,595</b>	<b>\$21,341</b>	<b>(\$1,227)</b>	<b>(\$1,227)</b>

Note: After FY2013 the Tort Fund will no longer be levying for expenses. These expenses of Property Insurance and Risk Management Insurance will be taken from the Education and Operations & Maintenance Funds.

**North Shore School District 112**  
**Statement of Revenues and Expenditures**  
**FIRE PREVENTION & LIFE SAFETY FUND**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	<b>BUDGET FY 2013</b>	<b>PROJECTED FY 2014</b>	<b>PROJECTED FY 2015</b>	<b>PROJECTED FY 2016</b>
<b>REVENUES</b>				
Local Sources	\$1,422,934	\$1,445,977	\$1,446,854	\$1,448,970
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$1,422,934</b>	<b>\$1,445,977</b>	<b>\$1,446,854</b>	<b>\$1,448,970</b>
<b>EXPENDITURES</b>				
Salary	\$0	\$0	\$0	\$0
Employee Benefits	\$0	\$0	\$0	\$0
Purchased Services	\$0	\$0	\$0	\$0
Supplies and Materials	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Other Objects	\$0	\$0	\$0	\$0
Non-Capitalized Equipment	\$0	\$0	\$0	\$0
Provision For Contingencies	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXCESS (DEFICIT) REVENUES OVER EXPENDITURES</b>	<b>\$1,422,934</b>	<b>\$1,445,977</b>	<b>\$1,446,854</b>	<b>\$1,448,970</b>
<b>OTHER FINANCING SOURCES/USES</b>				
Permanent Transfer From Other Funds	(\$1,418,600)	(\$1,388,400)	(\$1,402,600)	(\$1,449,400)
Sale Of Bonds	\$0	\$0	\$0	\$0
Permanent Transfer To Other Funds	\$0	\$0	\$0	\$0
<b>TOTAL OTHER FIN. SOURCES/USES</b>	<b>(\$1,418,600)</b>	<b>(\$1,388,400)</b>	<b>(\$1,402,600)</b>	<b>(\$1,449,400)</b>
<b>EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES</b>	<b>\$4,334</b>	<b>\$57,577</b>	<b>\$44,254</b>	<b>(\$430)</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$140,896</b>	<b>\$145,230</b>	<b>\$202,807</b>	<b>\$247,061</b>
<b>PROJECTED YEAR-END FUND BALANCE</b>	<b>\$145,230</b>	<b>\$202,807</b>	<b>\$247,061</b>	<b>\$246,631</b>

**North Shore School District 112**  
**Operating Fund Balance Analysis**  
**FY 2013 Adopted Budget through FY 2016 Projected**

	2012/2013 Adopted Budget	2013/2014 Projected	2014/2015 Projected	2015/2016 Projected
Education Fund + Tort Ending Fund Balance	\$8,010,760	\$8,537,690	\$8,623,911	\$8,876,849
O&M Fund Ending Fund Balance	\$3,900,146	\$3,852,208	\$3,616,713	\$3,231,319
Transportation Fund Ending Fund Balance	\$330,877	\$257,261	\$309,126	\$343,079
Working Cash Fund Ending Fund Balance	\$12,352,162	\$12,428,070	\$12,516,287	\$12,635,693
Total Projected Ending Fund Balance	\$24,593,945	\$25,075,229	\$25,066,037	\$25,086,940
Cumulative Operating Expenditures	\$67,895,593	\$68,888,122	\$70,898,821	\$72,684,185
Fund Balance as a Percentage of Operating Expenditures	36.22%	36.40%	35.35%	34.51%
Days of Fund Balance in Reserve (Operating Funds)	132.21	132.86	129.04	125.98
IMRF/Social Security Ending Fund Balance	\$1,481,056	\$1,688,401	\$1,876,462	\$2,052,958
Total Projected Ending Fund Balance (exclusive of Debt Service & Life Safety)	\$26,075,001	\$26,763,630	\$26,942,499	\$27,139,898
Cumulative Expenditures (exclusive of Debt Service)	\$69,607,077	\$70,661,014	\$72,733,078	\$74,577,264
Days of Fund Balance in Reserve (All funds exclusive of Debt Service)	136.73	138.25	135.21	132.83

## **North Shore School District 112 Student Enrollment**

Enrollment for the fiscal year ended June 30, 2012, decreased by 16 students from the previous year which is primarily due to an anticipated general declining trend in student enrollment for the year. This effect takes into account birth trends, household demographics and the fluctuating enrollment generated from military housing in the Fort Sheridan Navy Base.

The District expects recent enrollment growth from its Highwood, Fort Sheridan and Highland Park locations to have reached a stabilized level. Although there will be annual enrollment fluctuations related to the mobility of this student population, the District believes it is manageable. In fact, recent enrollment projections suggest that near term aggregate enrollment will decrease. Administration and the Board are continually working on analyzing the growth and the impact on District facilities. Recent growth has been absorbed in existing facilities without the need for a request for additional local taxpayer funding.

District enrollment projections have been performed with the help of Dr. Charles Kofron using a 4 Series of Projection Methodology which result in projections by grade district wide, for each attendance area. This methodology uses birth data and historical enrollment data and projects enrollment at a high, mid and low levels based on historical data using FY2010-2011 as a base year.



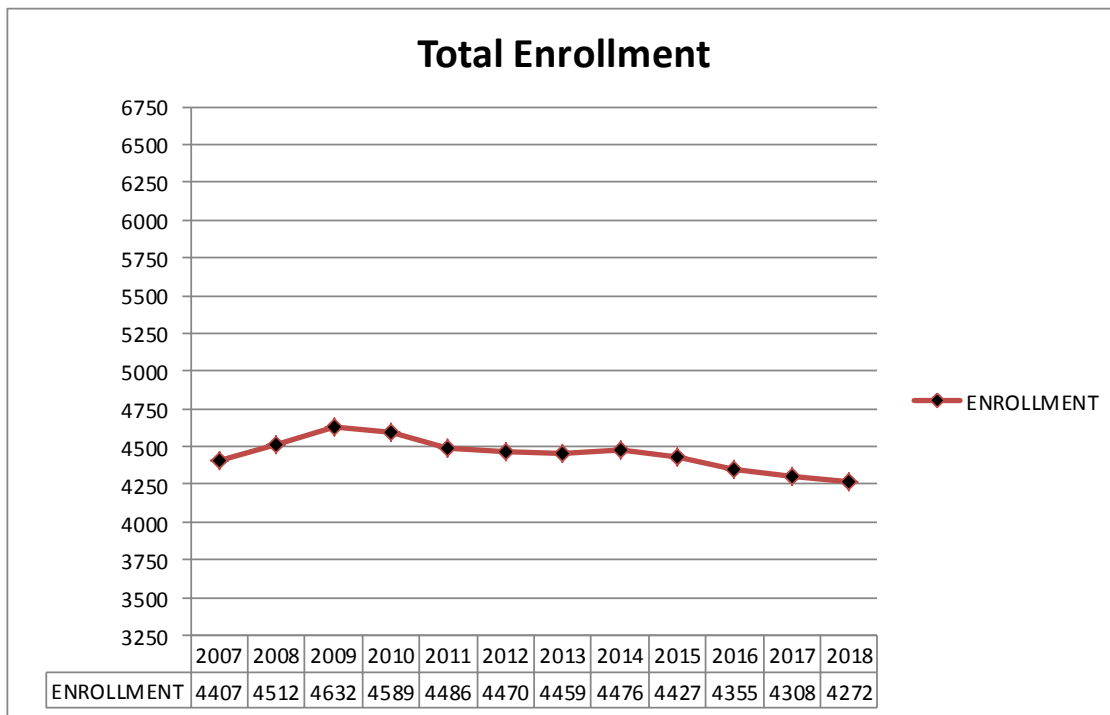
**North Shore School District 112**  
**Historical Student Enrollment & Projection**  
**FY 2007 through FY 2012**

	2011-12	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04	2002-03
Elementary Schools -										
Braeside	276	269	279	287	293	298	277	285	274	284
Indian Trail	379	387	392	390	411	414	427	436	434	457
Lincoln	270	271	288	282	279	275	269	283	301	315
Oak Terrace	489	502	516	547	531	506	493	495	500	532
Ravinia	309	325	313	307	302	318	297	302	311	332
Red Oak	341	325	336	353	409	386	371	366	361	341
Sherwood	358	371	386	389	403	390	405	410	417	416
Wayne Thomas	355	342	357	367	343	336	334	371	373	410
Green Bay**	232	204	210	215	72	67	46	34	26	0
Totals - Elementary	3,009	2,996	3,077	3,137	3,043	2,990	2,919	2,982	2,997	3,087
Middle Schools -										
Edgewood	579	573	599	584	567	563	601	568	568	555
Elm Place	439	467	479	493	497	489	468	461	441	439
Northwood	443	450	434	418	405	365	366	404	419	440
Totals - Middle Schools	1,461	1,490	1,512	1,495	1,469	1,417	1,435	1,433	1,428	1,434
District Totals:	4,470	4,486	4,589	4,632	4,512	4,407	4,354	4,415	4,425	4,521

\*\*Green Bay School reopened to house Pre-K programs in 2003-04 School Year.

\*\*\*\*Enrollment data from ISBE End of Year Report for FY03 through FY12.

Enrollments from FY01 through FY02 are from District Internal 6th Day Enrollment Report.



**North Shore School District 112**  
**Personnel Resource Allocation**

	<b>FY08-09</b>	<b>FY09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
<b>ADMINISTRATORS</b>					
DISTRICT ADMINISTRATORS	11	11	9	7	7
SCHOOL ADMINISTRATORS	16	15	16	16	16
BUSINESS ADMINISTRATION	2	2	2	2	2
LEARNING COORDINATORS	9	10	10	10	7
OPERATIONS & MAINTENANCE	1	2	2	2	2
	39	40	38	37	34
<b>TEACHERS CERTIFIED</b>					
ELEMENTARY SCHOOL	177	185	186	181	175
MIDDLE SCHOOL	110	122	105	106	94
PSYCHOLOGIST, HEALTH	9	7	10	11	11
SPEECH & LANGUAGE	15	19	20	18	18
SPECIAL EDUCATION	47	51	54	58	57
SOCIAL WORKER	18	19	16	17	15
LIBRARY, INSTRUCTIONAL IMPROVEMENT	20	17	23	21	20
EARLY CHILDHOOD	6	6	6	7	7
GIFTED & TALENTED	6	8	8	8	8
STEM & COMMUNICATIONS	0	0	0	0	6
	407	433	427	426	412
<b>OTHER: SUPPORT STAFF</b>					
DISTRICT ADMINISTRATION	7	7	8	8	7
SCHOOL SECRETARIES/CLERKS	21	21	20	16	17
PARA-PROFESSIONALS/INTERPRETER	94	100	96	102	80
NURSES	12	11	11	10	12
MAINTENANCE/CUSTODIAN	16	16	16	16	16
TECHNOLOGY	11	4	5	6	5
DISTRICT OFFICE SECRETARIES	8	10	8	8	6
	169	170	164	167	143
GRAND TOTAL	616	644	629	630	589
ENROLLMENT	4,632	4,589	4,486	4,470	4,459
EMPLOYEE TO STUDENT RATIO	7.52	7.13	7.13	7.09	7.57

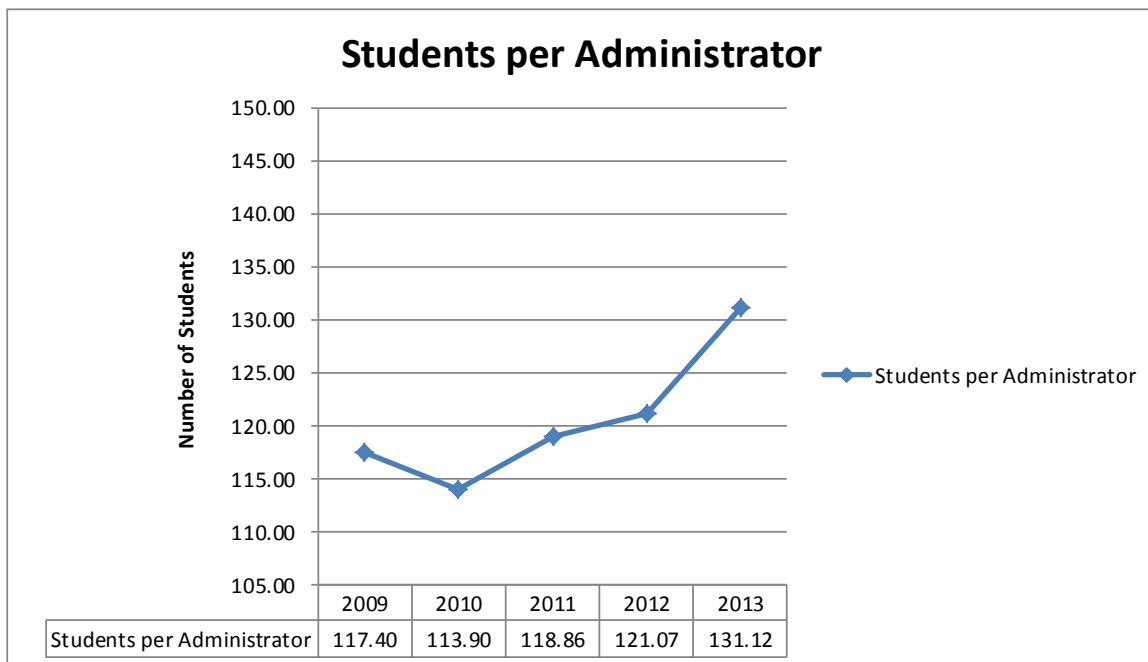
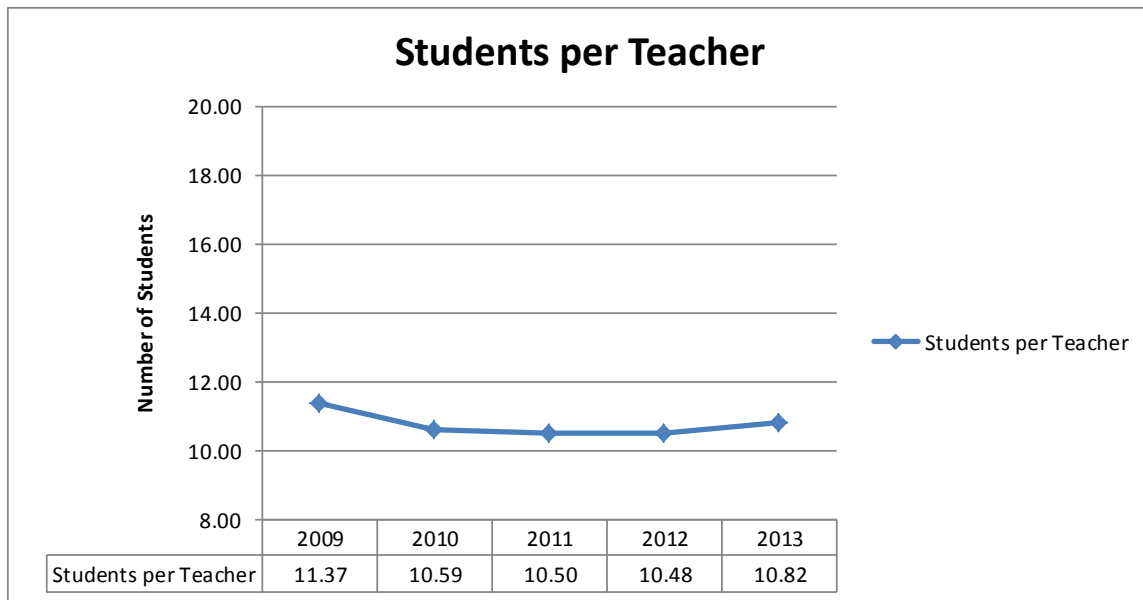
Source of information: District Personnel Records

ISBE End of the Year Enrollment Report

For FY12-13 enrollment projection was as of 12/31/12

All .5 Kindergarten & Pre-K students are reported on head count basis

**North Shore School District 112**  
**Personnel Resource Allocation con't**





**North Shore School District 112**  
**Current Debt Amortization Schedule**

Issue	2002 G.O. Bonds		Total Levied Debt	
Original Principal	\$20,900,000			
	Principal	Interest	Principal	Interest
2013	5,290,000	226,218	5,290,000	226,218
2014	1,765,000	37,065	1,765,000	37,065
	7,055,000	263,283	7,055,000	263,283

Issue Original Principal	2005 Alt Revnue Bonds		2004 Debt Certificates		Total Non-Levied		Total		Grand Total
	\$9,865,000		\$300,000						
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2013	1,130,000	288,600	30,000	3,250	1,160,000	291,850	6,450,000	518,068	6,968,068
2014	1,145,000	243,400	35,000	2,276	1,180,000	245,676	2,945,000	282,741	3,227,741
2015	1,205,000	197,600	35,000	1,138	1,240,000	198,738	1,240,000	198,738	1,438,738
2016	1,300,000	149,400			1,300,000	149,400	1,300,000	149,400	1,449,400
2017	1,405,000	97,400			1,405,000	97,400	1,405,000	97,400	1,502,400
2018	1,030,000	41,200			1,030,000	41,200	1,030,000	41,200	1,071,200
	7,215,000	1,017,600	100,000	6,664	7,315,000	1,024,264	14,370,000	1,287,547	15,657,547

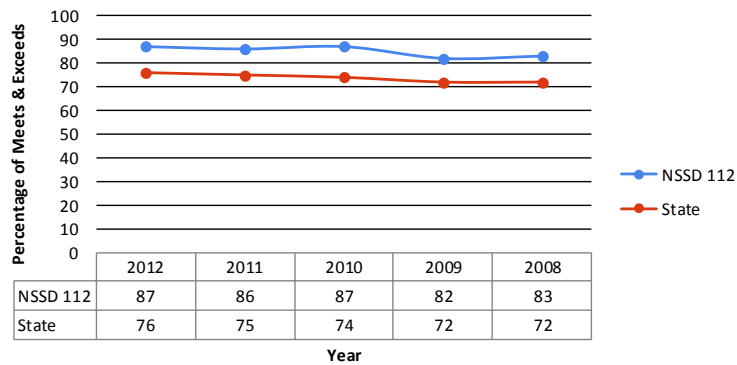
Outstanding Debt by Type  
Last Ten Fiscal Years

Government Activities						
Fiscal Year	General Obligation		Total Primary Government	Equalized Assessed Valuation	Ratio of General Bonded Debt to Actual Estimated Value	Debt Outstanding per Capita
	Bonds and Certificates	Capital Leases				
2012	\$ 14,370,000	\$ 425,594	\$ 14,795,594	\$ 2,390,360,103	0.20%	\$ 421
2011	18,275,000	666,867	18,941,867	2,622,779,816	0.23%	516
2010	24,440,000	982,266	25,422,266	2,775,758,242	0.29%	689
2009	30,080,000	1,036,889	31,116,889	2,850,112,993	0.35%	844
2008	34,975,000	941,630	35,916,630	2,740,389,897	0.42%	1,014
2007	40,897,706	1,382,706	42,280,412	2,577,404,428	0.52%	1,191
2006	43,820,000	1,400,079	45,220,079	2,354,422,964	0.61%	1,274
2005	47,560,000	1,773,481	49,333,481	2,101,536,614	0.75%	1,389
2004	40,425,000	-	40,425,000	1,962,192,004	0.68%	1,138
2003	42,215,000	-	42,215,000	1,799,519,013	0.77%	1,189

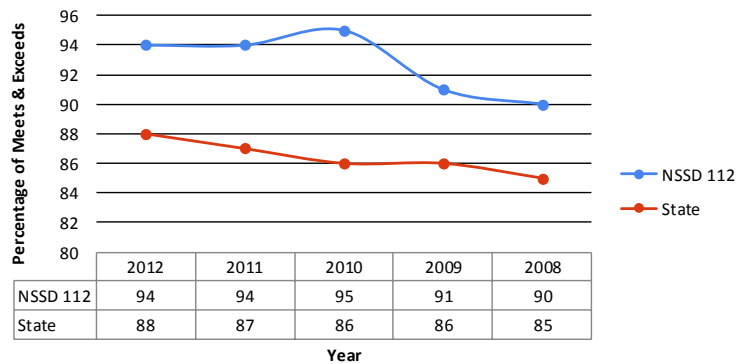
## North Shore School District 112 Performance Measures

The State of Illinois standardized testing program is called the Illinois State Achievement Test (ISAT). This test is required to comply with progress requirements of the No Child Left Behind Act if they receive federal funding. North Shore School District 112 consistently delivers above average academic outcomes as measured with the State outcomes.

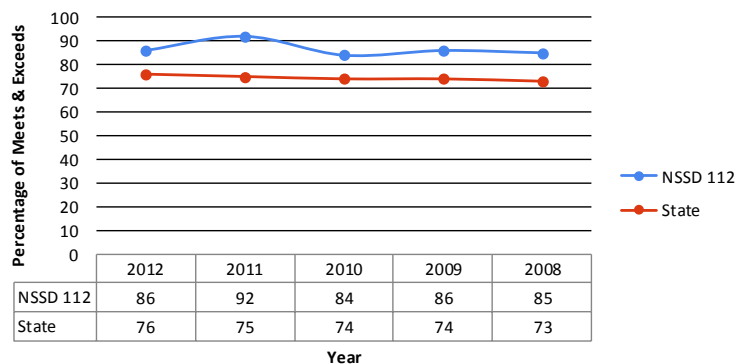
### 3rd Grade ISAT Reading



### 3rd Grade ISAT Math

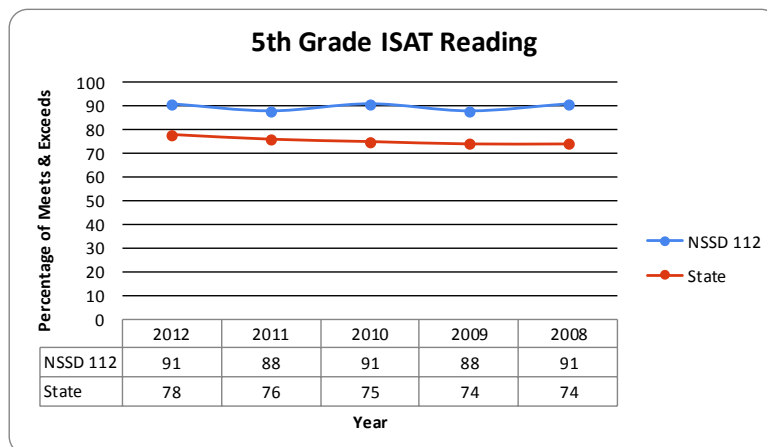
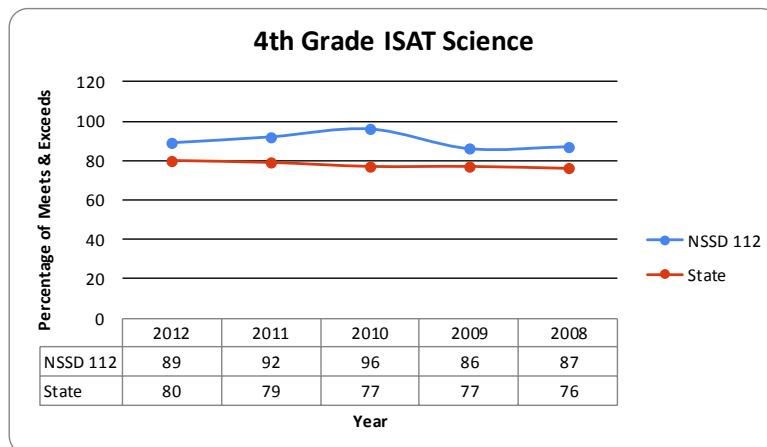
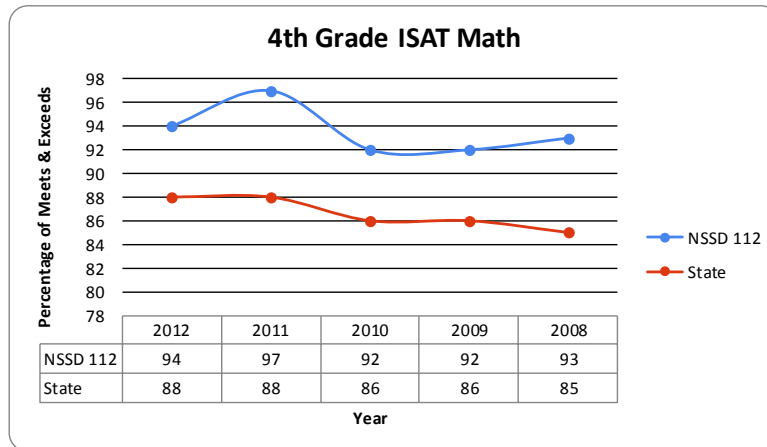


### 4th Grade ISAT Reading



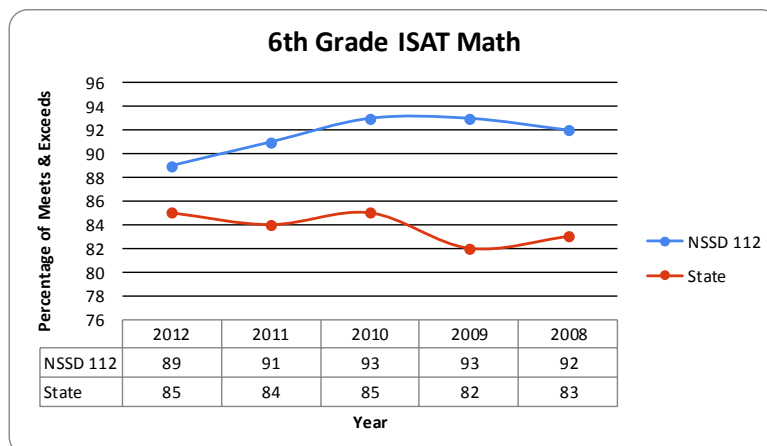
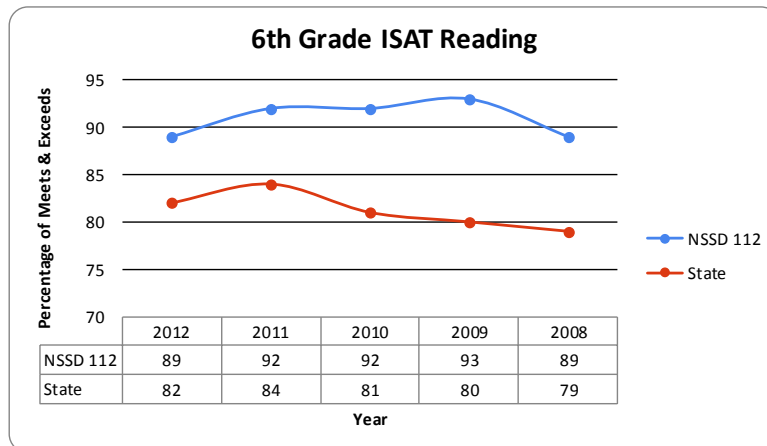
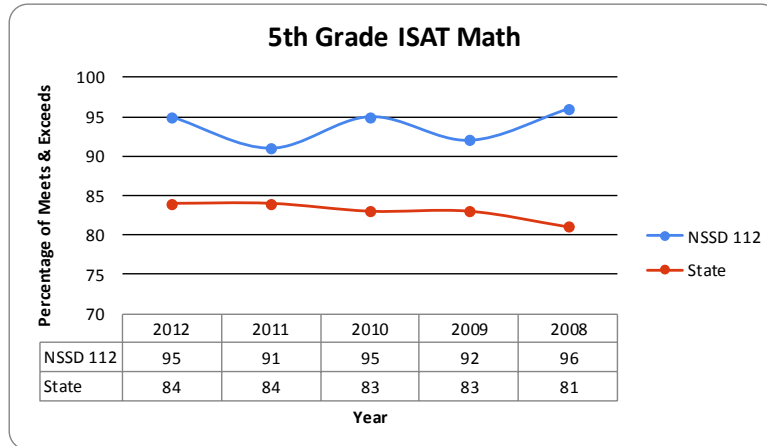
## North Shore School District 112 Performance Measures – con't

The State of Illinois standardized testing program is called the Illinois State Achievement Test (ISAT). This test is required to comply with progress requirements of the No Child Left Behind Act if they receive federal funding. North Shore School District 112 consistently delivers above average academic outcomes as measured with the State outcomes.



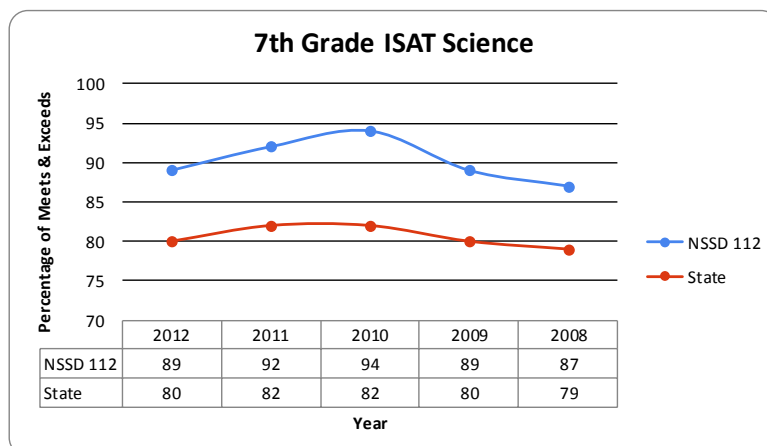
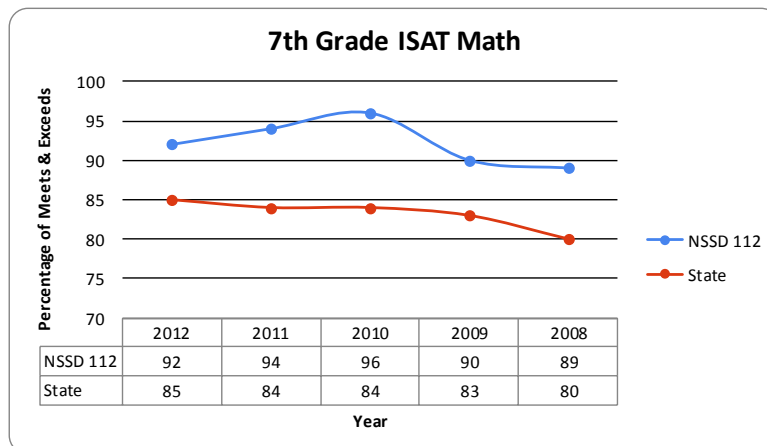
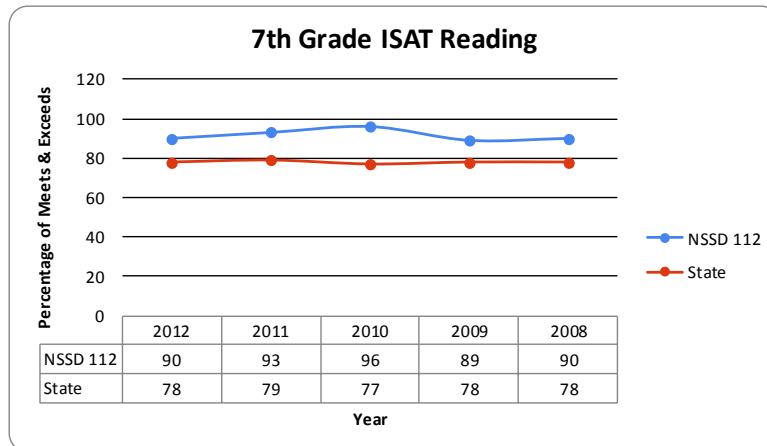
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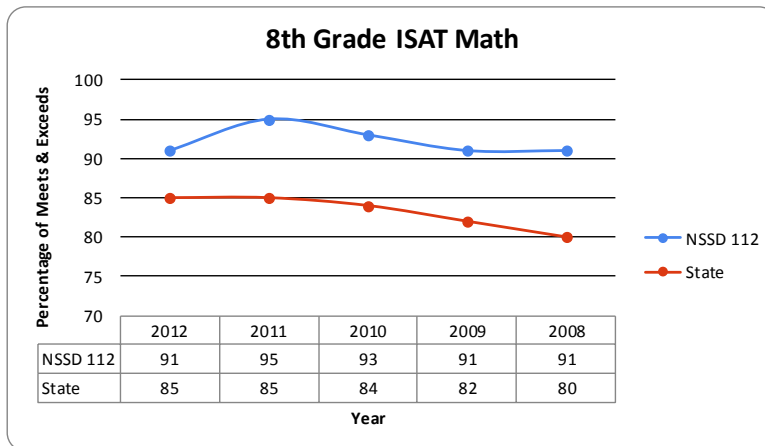
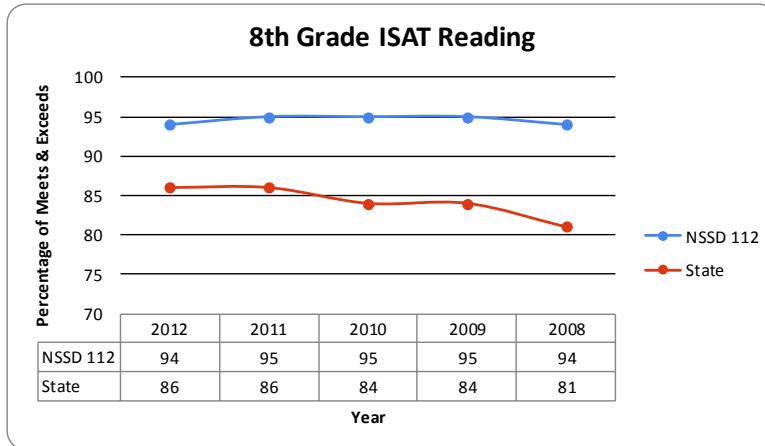
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## North Shore School District 112

### Accomplishment of Goals

In June, 2010 North Shore School District adopted a five year Strategic Plan. That plan included the District's Strategies to fulfill its' Mission of creating an educational environment that fosters innovation, respect, engagement and intellectual inquiry and nurturing all children to become inspired learners.

#### Strategies

*The strategies of the Strategic Plan describe the broad statements of how the School District's resources will be deployed to achieve our mission and objectives. The strategies are directly related to the mission and objectives and are designed to close the gap between what is and what could be. These seven strategies will provide focus and total system concentration of our effort and resources.*

1. We will continue to align our curriculum and develop Power Standards and student assessments in all curricular areas.
2. We will ensure our educators have the support necessary to utilize effective instructional strategies and interventions to inspire each student to grow to academic excellence.
3. We will develop and implement plans to ensure the sustainability of the District's financial and human resources and their equitable distribution.
4. We will develop and implement plans to ensure we have the facilities and technology infrastructure needed to achieve our mission and objectives.
5. We will develop a plan to unify our community by improving understanding of the benefits of its rich diversity and engaging it as a critical partner in the education of our children.
6. We will create a learning environment that actively nurtures and engages students' creativity, critical thought and intellectual curiosity.

We will model, integrate, recognize, reinforce and develop means to assess the character traits of responsibility, respect, fairness, caring, citizenship and trustworthiness throughout the District.

The accomplishment of these goals have been achieved by the following:

- We have created cutting-edge new curriculum in the areas of middle school STEM (Science, Technology, Engineering and Math), CMA (Communication and Media Arts), World Languages and Physical Education/Wellness. These innovative and engaging new programs breathe life into our mission of preparing every student to become a contributing member of a global society.
- We have made significant progress in implementing Global Scholar, a web-based program to analyze, collect and store student information. We are supporting our teachers in being able to use this information to help guide instructional decisions and measure the effectiveness of interventions.
- We have standardized our procedures involving Response to Intervention (RtI) so we have more consistency so we are better able to support our students in achieving to their full potential.
- We have instituted Tier 3 data days to support students with disabilities by increasing the numbers of IEP goals that are met throughout the district.
- We have aligned our staff to student ratio to more closely reflect state and district guidelines, and to operate more cost-efficiently.
- We have shared detailed data with our community related to district revenues and expenditures, and are making plans to include community members in a comprehensive facilities study.

**North Shore School District 112**  
**Accomplishment of Goals – con't**

- We have developed comprehensive in-district programs to more fully serve students with significant social, emotional and academic needs, who otherwise would have had to attend outside programs. In doing so, we achieved substantial financial savings which improving service to students.
- We have implemented a successful energy savings program that has resulted in reduced energy usage and a savings of more than 30 percent energy bills.
- We have implemented iPads in our classrooms, updated our computers, moved into cloud computing and began using google apps in the classroom to foster student and staff learning and collaboration.
- We have enhanced security in our buildings and provided easier access for employees.



## Glossary

**21<sup>st</sup> Century Skills** - The essential skills for success in today's world – such as critical thinking, problem solving, communication and collaboration – taught in a way that builds informational, media, and technology literacy.

**Accrual Basis** – Basis of accounting under which revenues are recorded when levied and expenditures are recorded as soon as they result in liabilities regardless of when the revenue is actually received or the payment is actually made.

**Amortization** - The gradual elimination of a liability, such as a debt, in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest.

**Assessed Value** – The value placed on property for tax purposes and used as the basis of division of the tax burden. This amount is subject to the State equalization factor and the deduction of exemptions.

**Board of Education** – An elected board consisting of seven members, created according to State law, and vested with responsibilities for educational activities within a geographic area. The Board establishes policy, hires the Superintendent, and governs the operations of the district.

**Bond** – A written promise to pay a specific sum of money (face value) at a fixed time in the future (maturity) and carrying interest at a fixed rate of interest usually paid periodically.

**Budget** – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them.

**Budgetary Control** – The control or management of the business affairs of the district in accordance with an approved budget with responsibility to keep expenditures within the authorized amount.

**Capital Budget** – A plan of proposed capital spending and the means of financing them for the current fiscal period. It is generally part of the districts overall budget.

**Capital Projects Fund** – The fund that accounts for financial resources to be used for the acquisition, construction, or improvement of major capital facilities.

**Categorical State Aid** – Revenue allocated by the State for various categories of programs administered by the local district. Examples of categorical state aid include special education, special education transportation, bilingual education, gifted education, etc. These funds do not cover the entire program cost but must be supplemented by other district revenue.

**Corporate Personal Property Replacement Taxes (CPPRT or Replacement Taxes)** – Revenue collected by the state of Illinois and paid to local governments to replace money that was lost by local governments when their powers to impose personal property taxes on corporations, partnerships, and other business entities were taken away.

**Debt** – An obligation resulting from borrowing of money or the purchase of goods and services. Debts of local education agencies include bonds, warrants, and notes, etc.

**Debt Limit** – The maximum amount of general obligation debt which is permitted by law.

**Debt Service** – Expenditures for the retirement of debt and the payment of interest.

**Debt Service Fund** – The fund that accounts for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs.

**Deficit** – the excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

**Education Fund** – The general operating fund of the District used to account for all financial resources except those that are required to be accounted for in another Fund.

**Employee Benefits** – May include health, dental, vision, life, and long term disability, and workers compensation insurance as well as social security and retirement pension payments.

**Encumbrance** – The commitment of budgeted funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.

**Equalization** – The application of a uniform percentage increase or decrease of values of various areas or classes of property to bring assessment levels, on average, to a uniform level of market value.

**Equalization Factor** – The factor that must be applied to local assessments to result in an equalized assessed value of taxable property equal to one third of market value.

**Equalized Assessed Value (EAV)** – The assessed value multiplied by the State equalization Factor. This gives the value of the property from which the tax rate is calculated after deducting any applicable exemptions.

**Exemption** – Removal of property from the tax base. Exemption may be partial, as a homestead exemption, or complete as, for example, a church building used exclusively for religious purposes.

**Expenditure** – A charge incurred, whether paid or unpaid, for current costs, capital outlay, or debt service.

**Extension** – the process by which the county clerk determines the tax rate needed to raise the revenue (levy) certified by each school district in the country. 2) The actual dollar amount billed to the taxpayers in a district.

**Fiduciary Funds** – Funds that account for assets held by the District in a trustee capacity or as an agent for individuals, private organizations, other governments or other funds.

**Fire Prevention and Safety Fund** – A restricted fund to be used by schools to correct Health and Life Safety violations. It may also be used for asbestos abatement, roof repair or replacement, building replacement, energy conservation, security measures, accessibility needs, paving repairs and other projects identified as necessary to maintain healthy and safe buildings.

**Fiscal Year (FY)** – The fiscal year for Illinois School districts begins on July 1 and ends on June 30. The fiscal year beginning on July 1, 2010 and ending June 30, 2011 is the 2011 fiscal year or FY2011.

**Full Time Equivalent (FTE)** – An amount of employed time, expressed as a percentage, where 1 FTE represents one full time employee for 1 full year.

**Function** – A group of related activities aimed at accomplishing a major service or program, such as instruction, supporting services, community services, etc.

**Fund** – Funds are individual accounting entities with a self balancing set of accounts.

**Fund Balance** – The excess of assets of a fund over its liabilities and reserves.

**Grants** – Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity, or facility.

**Illinois Standards Achievement Test (ISAT)** – Measures individual student achievement relative to the Illinois Learning Standards.

**Instruction** – The activities dealing directly with the teaching of students or the improvement of instruction.

**Levy** – The total taxes imposed by a government unit.

**Municipal Retirement/Social Security Fund** – The fund that accounts for activity that relates directly to the District's share of pension costs associated with maintaining staff. This fund covers employer pension costs such as Illinois Municipal Retirement and Social Security.

**Object** – A category that describes the service or commodity obtained as a result of a specific expenditure. The object categories are salaries, benefits, purchased services, supplies and materials, capital outlay, other transfers, and tuition.

**Operating Funds** – The Funds that account for the resources used to fund the day to day operations of the district. These generally include the Education, Operations & Maintenance, Transportation, Municipal Retirement/Social Security Fund, and Working Cash Funds.

**Operations and Maintenance Fund** – Fund that accounts for activity relating to the maintenance of District facilities and fixed assets.

**Property Tax Extension Limitation Law (PTELL)** – A law designed to slow the rate of growth in taxes by limiting the increase in property tax extensions (excluding taxes for Debt Service) to the lesser of 5% or the percent increase in the National Consumer Price Index for All Urban Consumers (CPI-U) for the previous levy year, plus an additional amount for new property just added to the tax base.

**Tax Increment Finance (TIF) District** - A specially designated districts used as a way to spur economic growth with the hope of encouraging new economic development and jobs. When a TIF is created, future tax revenue from the increased site value generated by development (the *tax increment*) is dedicated to finance the debt issued to pay for the project.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**Transportation Fund** – The fund that accounts for activity that relates to the transportation of students to and from school on a daily basis and for additional interscholastic activities.

**Working Cash Fund** – A reserve fund from which available cash may be loaned to any fund for which taxes are levied.