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2013- 2014

Final Budget





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Introductory Section

Section I

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December 19, 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 2013-2014 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 to pursue the attainment of district-wide goals. The 2013-2014 Budget was adopted according to the provisions of Board Policy 4:10 on September 20, 2013. This budget is balanced. Estimated revenue of \$74,826,960 is planned to exceed estimated expenditures of \$74,629,825, for a surplus of \$197,135.

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 2013-2014 is a collaborative process to arrive at a detailed revenue and expenditure plan for operations for the fiscal year beginning on July 1, 2013.

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 \$28.6 million in reserves. The ending operating fund balance is forecasted to be 37.1% 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.

Governmental Funds

	Beginning Balance	Revenue	Expenditure	Excess (Deficit)	Other Financing Sources (Uses)	Ending Balance
Educational	\$7,441,165	\$59,466,882	\$58,625,949	\$840,933	(\$115,000)	\$8,167,098
Operations and Maintenance	\$3,900,146	\$7,147,225	\$7,439,989	(\$292,764)	\$0	\$3,607,382
Transportation	\$330,877	\$2,844,841	\$2,783,830	\$61,011	\$0	\$391,888
Municipal Retirement	\$1,481,056	\$1,980,246	\$1,799,922	\$180,324	\$0	\$1,661,380
Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$2,142,961	\$1,790,871	\$3,479,769	(\$1,688,898)	\$1,503,400	\$1,957,463
Tort	\$569,595	\$75,000	\$500,366	(\$425,366)	\$0	\$144,229
Life Safety	\$145,230	\$1,445,986	\$0	\$1,445,986	(\$1,388,400)	\$202,816
Working Cash	\$12,352,162	\$75,909	\$0	\$75,909	\$0	\$12,428,071
	<u>\$28,363,192</u>	<u>\$74,826,960</u>	<u>\$74,629,825</u>	<u>\$197,135</u>	<u>\$0</u>	<u>\$28,560,327</u>

Operating Funds

	Beginning Balance	Revenue	Expenditure	Excess (Deficit)	Other Financing Sources (Uses)	Ending Balance
Educational	\$7,441,165	\$59,466,882	\$58,625,949	\$840,933	(\$115,000)	\$8,167,098
Operations and Maintenance	\$3,900,146	\$7,147,225	\$7,439,989	(\$292,764)	\$0	\$3,607,382
Transportation	\$330,877	\$2,844,841	\$2,783,830	\$61,011	\$0	\$391,888
Municipal Retirement	\$1,481,056	\$1,980,246	\$1,799,922	\$180,324	\$0	\$1,661,380
Tort	\$569,595	\$75,000	\$500,366	(\$425,366)	\$0	\$144,229
Working Cash	\$12,352,162	\$75,909	\$0	\$75,909	\$0	\$12,428,071
	<u>\$26,075,001</u>	<u>\$71,590,103</u>	<u>\$71,150,056</u>	<u>\$440,047</u>	<u>(\$115,000)</u>	<u>\$26,400,048</u>

Source: District Business Financial Database/PMA Financial Network Inc.

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 but federal and state grant and local fee revenues also provide additional revenue.
- 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.
- 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 these 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 insurance. 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 resources are mainly comprised of Property Taxes, and State and Federal funding/grants.

REVENUE

	FY2013 Budget	FY2014 Budget	% Change Over Prior Year
Educational	\$57,650,181	\$59,466,882	3.15%
Operations and Maintenance	\$7,202,553	\$7,147,225	-0.77%
Transportation	\$2,599,508	\$2,844,841	9.44%
Municipal Retirement	\$2,066,072	\$1,980,246	-4.15%
Capital Projects	\$0	\$0	
Debt Service	\$5,477,844	\$1,790,871	-67.31%
Tort	\$275,588	\$75,000	-72.79%
Life Safety	\$1,422,934	\$1,445,986	1.62%
Working Cash	\$157,744	\$75,909	-51.88%
Total	\$76,852,424	\$74,826,960	-2.64%

Source: District Business Financial Database/PMA Financial Network Inc.

Significant Changes:

Debt Service: The district's final payment of \$1.8 million was paid in FY 2014, the historical payments were approximately \$5.5 million, which is reflected in FY 2013 budget. The school district received additional revenues from the tax payers to pay for outstanding debt services, since FY 2014 payment was significantly lower than FY13 the taxpayers provide what was needed to pay the debt.

Tort: The district has made a decision to reallocate expenditures to the Educational Fund from the Tort Fund. This change reflects a reduction in revenue in the Tort Fund and growth in the Educational Fund, which coincides with changes internally in the revenue and reflects our long term revenues and expenditure projections and ensures that we have positive fund balances in all the funds.

Local Revenue Sources

Property Taxes Rates and Collections

The primary source of revenue for North Shore School District 112 is local property tax. It represents 87% of the budgeted revenue. Illinois real property values are determined annually on a calendar year basis. Property assessments for 2012 are payable in 2014. The FY14 budget year covers tax revenues for two levy years - the second half of the 2012 levy year collected in the fall of 2013, and the first half of the 2013 levy year collected in the spring of 2014. Therefore, FY14 tax revenue estimates assume receipt of 50% of both the 2012 and 2013 levy year revenues.

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 2012 property tax levy during the 2013-2014 fiscal year.

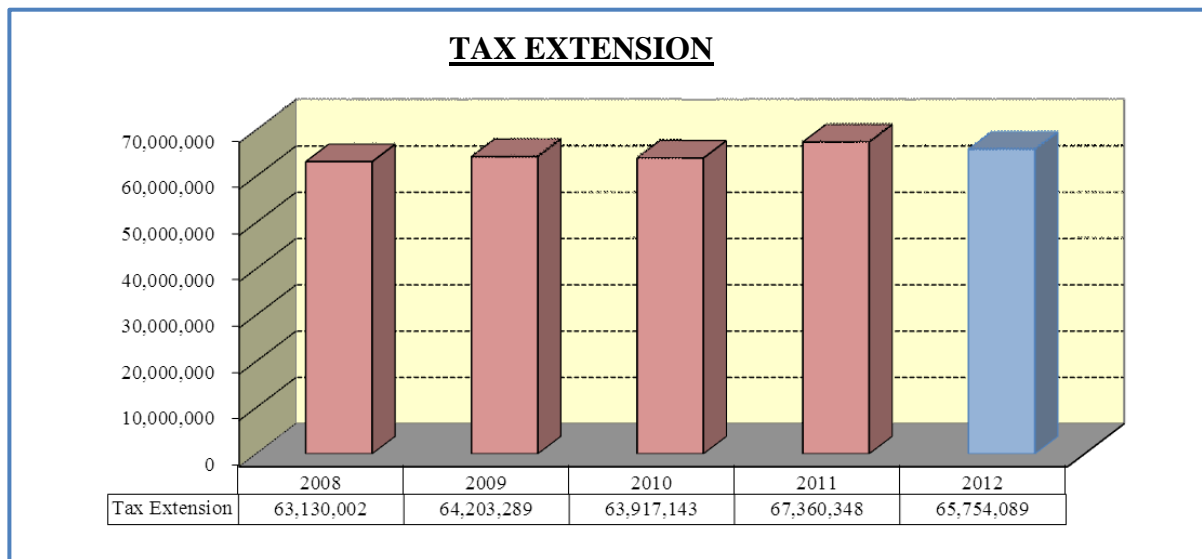
Current and Projected Property Tax Rates and Extension

	2011		2012		2013		2014		2015	
Equalized Assessed Value	\$2,390,360,103		\$2,223,675,650		\$2,143,728,624		\$2,109,854,052		\$2,118,854,052	
New Growth	\$10,869,785		\$10,534,785		\$9,000,000		\$9,000,000		\$9,000,000	
EAV w/o New Growth	\$2,379,490,318		\$2,213,140,865		\$2,134,728,624		\$2,100,854,052		\$2,109,854,052	
Consumer Price Index	1.50%		3.00%		1.70%		2.25%		2.25%	
	Extension	Rate	Extension	Rate	Extension	Rate	Extension	Rate	Extension	Rate
Educational Fund	\$49,169,707	2.057%	\$51,655,985	2.323%	\$52,426,213	2.446%	\$53,875,026	2.553%	\$55,361,018	2.613%
Special Education	\$549,783	0.023%	\$511,445	0.023%	\$547,921	0.026%	\$547,921	0.026%	\$547,921	0.026%
Operation & Maintenance Fund	\$6,764,719	0.283%	\$6,737,737	0.303%	\$7,250,000	0.338%	\$7,467,500	0.354%	\$7,691,525	0.363%
Debt Service Fund	\$5,593,443	0.234%	\$1,823,414	0.082%	\$0	0.000%	\$0	0.000%	\$0	0.000%
Transportation Fund	\$1,912,288	0.080%	\$1,912,361	0.086%	\$2,150,000	0.100%	\$2,203,750	0.104%	\$2,258,844	0.107%
IMRF & Social Security Fund	\$788,819	0.033%	\$778,286	0.035%	\$700,000	0.033%	\$717,500	0.034%	\$735,438	0.035%
Social Security/Medicare-Only	\$788,819	0.033%	\$778,286	0.035%	\$700,000	0.033%	\$717,500	0.034%	\$735,438	0.035%
Working Cash Fund	\$71,711	0.003%	\$66,710	0.003%	\$58,051	0.003%	\$58,051	0.003%	\$58,051	0.003%
Tort Fund	\$286,843	0.012%	\$88,947	0.004%	(\$0)	0.000%	(\$0)	0.000%	(\$0)	0.000%
Fire Prevention and Safety Fund	\$1,434,216	0.060%	\$1,400,916	0.063%	\$1,459,424	0.068%	\$1,459,424	0.069%	\$1,459,424	0.069%
Total Levy	\$67,360,348		\$65,754,089		\$65,291,610		\$67,046,672		\$68,847,658	
Levy Rate	2.8180%		2.9570%		3.0457%		3.1778%		3.2493%	
Tax Capped Levy*	\$61,766,905		\$63,930,675		\$65,291,610		\$67,046,672		\$68,847,658	
Tax Capped Rate**	2.5840%		2.8750%		3.0457%		3.1778%		3.2493%	

* Aggregate Levy = Total Levy - Bond & Interest Levy
**Limiting Rate Formula[(Prior Year Total Levy - Prior Year Bond and Interest Extension)*(1+Prior Year CPI)]/Current Year EAV without New Growth

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.



Source: District Business Financial Database/PMA Financial Network Inc.

The tax rate actually extended is calculated by dividing the tax levy (\$65,754,089) by the total value of all taxable real property within the District, known as the Equalized Assessed Value (EAV=\$2,223,675,650). 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 FY2014 budget we have budgeted a collection rate of 99.5% of the tax extension.

	ACTUAL FY 2010	ACTUAL FY 2011	ACTUAL FY 2012	ACTUAL FY 2013	BUDGET FY 2014
Property Tax Levy	\$ 62,835,699	\$ 63,984,815	\$ 63,775,733	\$ 66,653,978	\$ 65,044,217

Source: District Business Financial Database/PMA Financial Network Inc.

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 2012 tax year were determined as of January 1, 2012 using sales data from 2009, 2010 and 2011. 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.

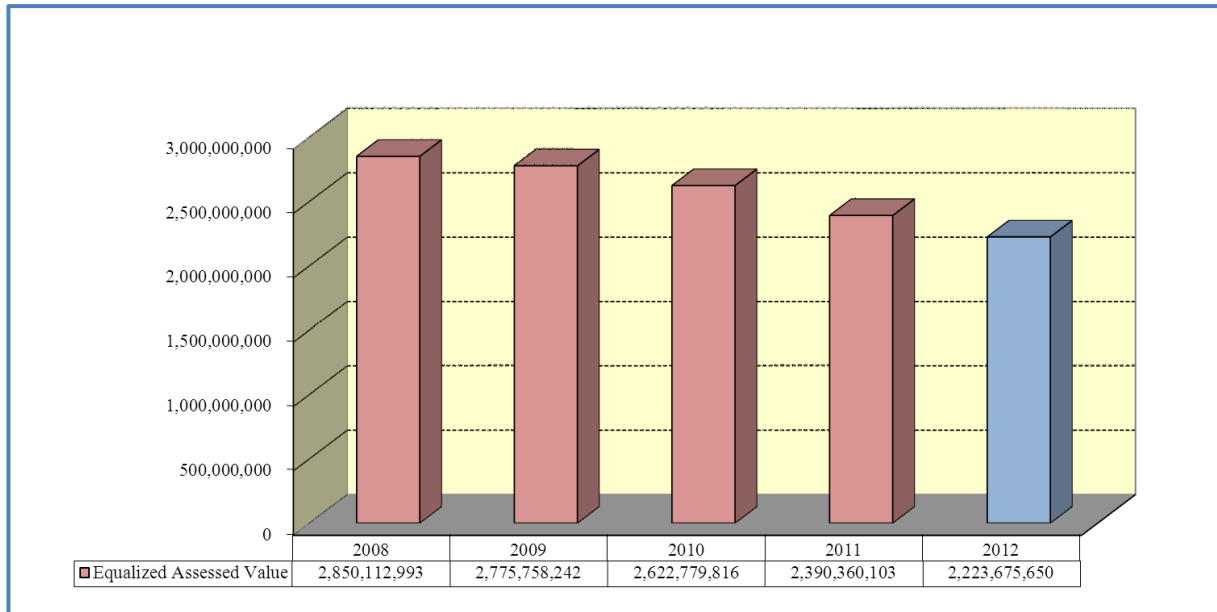
Every four years the assessor does a general assessment. In tax years between general assessments, the state and local assessors add a multiplier or equalization factor – which is a uniform percentage increase or decrease – to assessed values of various areas or classes of property in order to bring 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.

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EQUALIZED ASSESSED VALUE



Source: District Business Financial Database/PMA Financial Network Inc.

Other Local Revenue

Revenue from other local sources represent 4% of the total revenues; they are comprised of student fees, other local tax collections, cafeteria receipts, earnings of investments and miscellaneous revenues.

Other Local Sources	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014
Corporate Personal Property Replacement Tax	\$ 548,718	\$ 711,587	\$ 654,610	\$ 539,773	\$ 525,000
Food Service	\$ 135,407	\$ 128,973	\$ 118,296	\$ 101,509	\$ 118,000
Interest on Investments	\$ 754,156	\$ 266,070	\$ 253,213	\$ 257,916	\$ 90,278
Other Local Revenues	\$ 2,341,768	\$ 2,141,477	\$ 2,352,513	\$ 1,956,420	\$ 1,953,500
TOTAL LOCAL REVENUES	\$ 3,780,049	\$ 3,248,107	\$ 3,378,632	\$ 2,855,618	\$ 2,686,778

Source: District Business Financial Database/PMA Financial Network Inc.

State Revenue Sources

Revenue from state sources represents 6% 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.

STATE	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014
General State Aid	\$ 896,632	\$ 1,170,390	\$ 1,181,508	\$ 1,161,745	\$ 1,182,300
Special Education	\$ 1,951,295	\$ 2,083,342	\$ 2,225,204	\$ 1,535,313	\$ 2,093,711
Transportation	\$ 1,334,636	\$ 1,107,776	\$ 1,026,287	\$ 517,486	\$ 713,333
Other State Revenue	\$ 618,282	\$ 300,364	\$ 192,660	\$ 659,843	\$ 753,028
TOTAL STATE REVENUES	\$ 4,800,845	\$ 4,661,872	\$ 4,625,659	\$ 3,874,387	\$ 4,742,372

Source: District Business Financial Database/PMA Financial Network Inc.

Federal Revenue Sources

Revenue from federal sources represents 3% 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.

Federal	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014
Restricted Grants-In-Aid	\$ 3,781,072	\$ 2,817,685	\$ 2,588,358	\$ 2,476,425	\$ 2,061,436
TOTAL FEDERAL REVENUES	\$ 3,781,072	\$ 2,817,685	\$ 2,588,358	\$ 2,476,425	\$ 2,061,436
TOTAL REVENUES	\$ 75,197,665	\$ 74,712,479	\$ 74,368,382	\$ 78,528,496	\$ 76,655,574

Source: District Business Financial Database/PMA Financial Network Inc.

EXPENDITURES

	FY2013 Budget	FY2014 Budget	% Change Over Prior Year
Educational	\$57,138,312	\$58,625,949	2.60%
Operations and Maintenance	\$7,378,233	\$7,439,989	0.84%
Transportation	\$2,846,763	\$2,783,830	-2.21%
Municipal Retirement	\$1,711,484	\$1,799,922	5.17%
Capital Projects	\$0	\$0	
Debt Service	\$7,222,506	\$3,479,769	-51.82%
Tort	\$532,285	\$500,366	-6.00%
Life Safety	\$0	\$0	
Working Cash	\$0	\$0	
Total	\$76,829,583	\$74,629,825	-2.86%

Source: District Business Financial Database/PMA Financial Network Inc.

Significant Changes:

Debt Service: In FY 2013 the District made payments of \$7.2 million in the Debt Services account and in FY 2014 the payment is budgeted to be \$5.5 million. The reduction in payments for Debt Services is reflected from paying off the entire bond issue as planned. The only outstanding debt for the Debt Service is in the Life Safety fund, some equipment payments for copiers and promethium boards. All of the above payments are charged to the Operational Fund and transferred to the Debt Service Fund for payment.

Expenditure amounts are based on various assumptions as follows:

- **Salaries** – The new two year collective bargaining union with the North Shore Education Association (NSEA) expires on June 30, 2014. Unlike the last contract, the school district has made changes in the compensation structure and tried to link the salary increase to the revenue increase based on the increase in the rate of the Consumer Price Index Urban (CPI-U), the CPI for 2012 was 3.0% and in 2013 was 1.7%. The salaries for FY 2014 are based on retirement projections of 30 employees and an expected outcome of the collective bargaining agreement where the average replacement cost for a teacher was estimated at \$52,000.
- **Benefits** – Based on the new collective bargaining union agreement and the new plan design change, the school district has increased the copay amount, deductible and introduced employee contribution of premium for single insurance coverage.
- **Purchase Services, Supplies & Materials** – These budgets have been projected to have an increase at the rate of CPI.
- **Capital Expenditures** - In order for the district to limit expenditures to the available revenue, the district is only funding high priority capital projects. As in past years the district will continue to defer major capital projects unless there is a safety concern.
- **Debt Service:** The district will issue no new debt.
- The district has not committed any funds for the accrued obligation for retiree health insurance.
- There are no additional funds needed to cover any goals or objectives that are not included in the original budget.

Total Expenditures are expected to decrease by 2.86% to \$74.6 million. The primary reason for the decrease is due to a reduction in our Debt Service account. Significant debt payments were made in FY13 and the payments required in FY14 are much lower. The reduction of expenditures is also reflected in our revenues due to elimination of special levy to collection funds for bond payment. 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 includes All Funds: The district considers a budget balanced when revenues exceed expenses.

	FY2013 Actual	FY2014 Budget	FY2015 Projected	FY2016 Projected	FY2017 Projected
Total Revenues	\$76,852,424	\$74,826,960	\$74,691,877	\$76,602,680	\$78,559,399
Total Expenditures	\$76,829,583	\$74,629,825	\$74,668,812	\$76,416,336	\$78,488,788
Other Financing Sources/Uses	\$0	\$0	\$0	\$0	\$0
EXCESS (DEFICIT)	<u>\$22,841</u>	<u>\$197,135</u>	<u>\$23,065</u>	<u>\$186,344</u>	<u>\$70,612</u>
Beginning Fund Balance	\$28,340,351	\$28,363,192	\$28,560,327	\$28,583,392	\$28,769,736
Excess (Deficit)	\$22,841	\$197,135	\$23,065	\$186,344	\$70,612
PROJECTED YEAR-END FUND BALANCE	<u>\$28,363,192</u>	<u>\$28,560,327</u>	<u>\$28,583,392</u>	<u>\$28,769,736</u>	<u>\$28,840,348</u>

Source: District Business Financial Database/PMA Financial Network Inc.

The District's objective for several years has been to have a balanced budget and favorable operating results each year. Success in achieving this annual objective through the implementation of prudent financial management enabled the District to build a substantial fund balance reserve to address unexpected or unusual future financial needs. In connection with the fiscal 2014 budget the District continues to make budget adjustments to ensure financial sustainability and to make sure expenditures do not exceed available revenues.

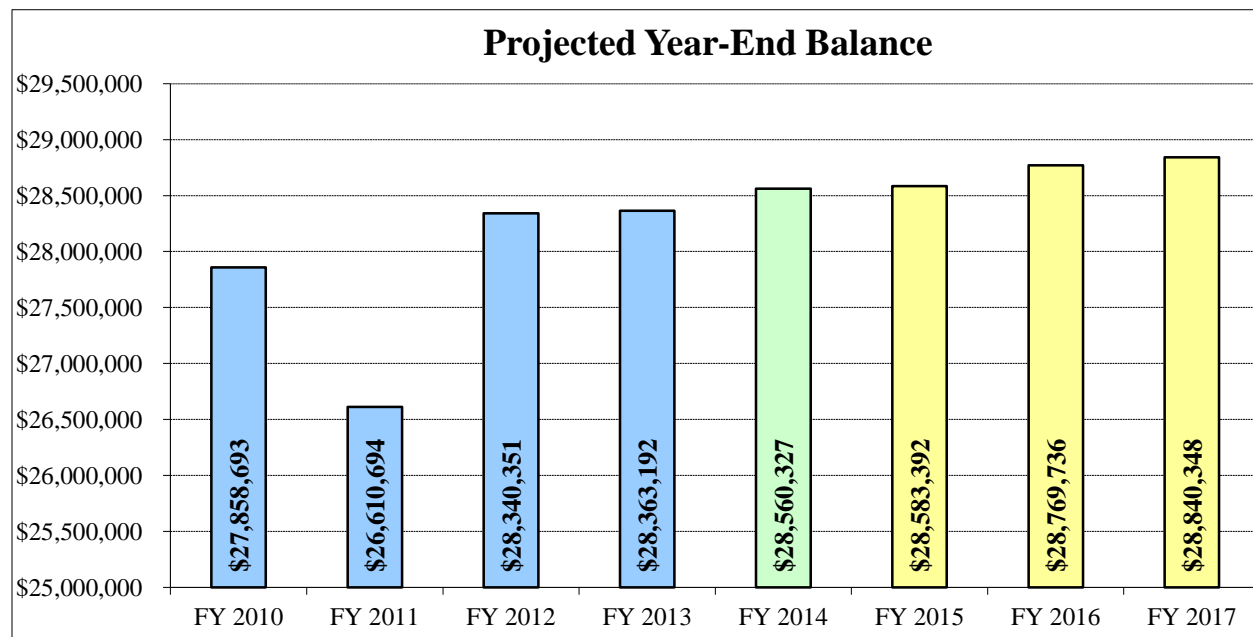
Changes in Debt

The total amount of debt outstanding at July 1, 2013 was \$7,536,641 which is 9.8% of the District's total expenditures. The total of the principal payment for the year will be \$2,945,000. The total amount of debt outstanding at June 30, 2014 will be \$4,308,900, 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.

Aggregate Revenues and Expenses – Historic, FY14, and Projected

	ACTUAL FY 2010	ACTUAL FY 2011	ACTUAL FY 2012	BUDGET FY 2013	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES								
Local Sources	\$66,615,748	\$67,232,922	\$67,154,365	\$69,937,310	\$68,018,798	\$67,847,943	\$69,756,602	\$71,715,472
State Sources	\$4,800,845	\$4,661,872	\$4,625,659	\$4,701,923	\$4,746,726	\$4,782,498	\$4,784,642	\$4,782,491
Federal Sources	\$3,781,072	\$2,817,685	\$2,588,358	\$2,213,191	\$2,061,436	\$2,061,436	\$2,061,436	\$2,061,436
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$75,197,665	\$74,712,479	\$74,368,382	\$76,852,424	\$74,826,960	\$74,691,877	\$76,602,680	\$78,559,399
EXPENDITURES								
Salary	\$39,347,738	\$40,359,454	\$41,580,498	\$40,784,817	\$43,058,045	\$44,077,753	\$44,737,820	\$45,639,223
Employee Benefits	\$8,665,038	\$8,865,633	\$10,405,710	\$10,149,342	\$10,454,424	\$10,956,293	\$11,580,060	\$12,234,757
Purchased Services	\$11,085,837	\$10,259,640	\$9,381,831	\$11,026,286	\$10,364,164	\$10,625,770	\$10,892,416	\$11,164,727
Supplies and Materials	\$2,858,350	\$2,396,760	\$2,230,716	\$2,601,278	\$2,581,528	\$2,646,066	\$2,712,218	\$2,780,023
Capital Outlay	\$3,518,517	\$3,522,341	\$2,023,023	\$2,652,416	\$2,830,190	\$2,900,945	\$2,973,468	\$3,047,805
Other Objects	\$10,402,071	\$10,556,650	\$7,016,947	\$9,615,444	\$5,341,474	\$3,461,985	\$3,520,354	\$3,622,253
Non-Capitalized Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$75,877,551	\$75,960,478	\$72,638,725	\$76,829,583	\$74,629,825	\$74,668,812	\$76,416,336	\$78,488,788
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$679,886)	(\$1,247,999)	\$1,729,657	\$22,841	\$197,135	\$23,065	\$186,344	\$70,612
OTHER FINANCING SOURCES/USES								
Perm. Transf. From Other Funds	\$2,873,453	\$2,160,470	\$1,594,144	\$1,805,032	\$1,503,400	\$1,517,600	\$1,564,400	\$1,617,400
Other Financing Sources	\$827,300	\$35,200	\$34,225	\$0	\$0	\$0	\$0	\$0
Perm. Transf. to Other Funds	\$2,873,453	\$2,160,470	\$1,594,144	\$1,805,032	\$1,503,400	\$1,517,600	\$1,564,400	\$1,617,400
Other Financing Uses	\$188,808	\$35,200	\$34,225	\$0	\$0	\$0	\$0	\$0
TOTAL OTHER FIN. SOURCES/USES	\$638,492	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$41,394)	(\$1,247,999)	\$1,729,657	\$22,841	\$197,135	\$23,065	\$186,344	\$70,612
BEGINNING FUND BALANCE	\$27,900,087	\$27,858,693	\$26,610,694	\$28,340,351	\$28,363,192	\$28,560,327	\$28,583,392	\$28,769,736
PROJECTED YEAR-END FUND BALANCE	\$27,858,693	\$26,610,694	\$28,340,351	\$28,363,192	\$28,560,327	\$28,583,392	\$28,769,736	\$28,840,348

Aggregate Fund Balances – Historic, FY14, and Projected



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Staffing & Enrollment

Full Time Equivalent (FTE)	2009-10	2010-11	2011-12	2012-13	2013-14
Administration	40	39	37	34	34
Teaching Staff	434	428	427	411	427
Support Staff	169	164	166	143	156
Total Staff FTE	643	631	630	588	617
Enrollment - Head Count	4589	4486	4470	4473	*4332

Source: FY14 student enrollment is from the 6th day enrollment summary count. Enrollments for the prior years are from the ISBE End-of-Year enrollment summary count.

Personnel Trends

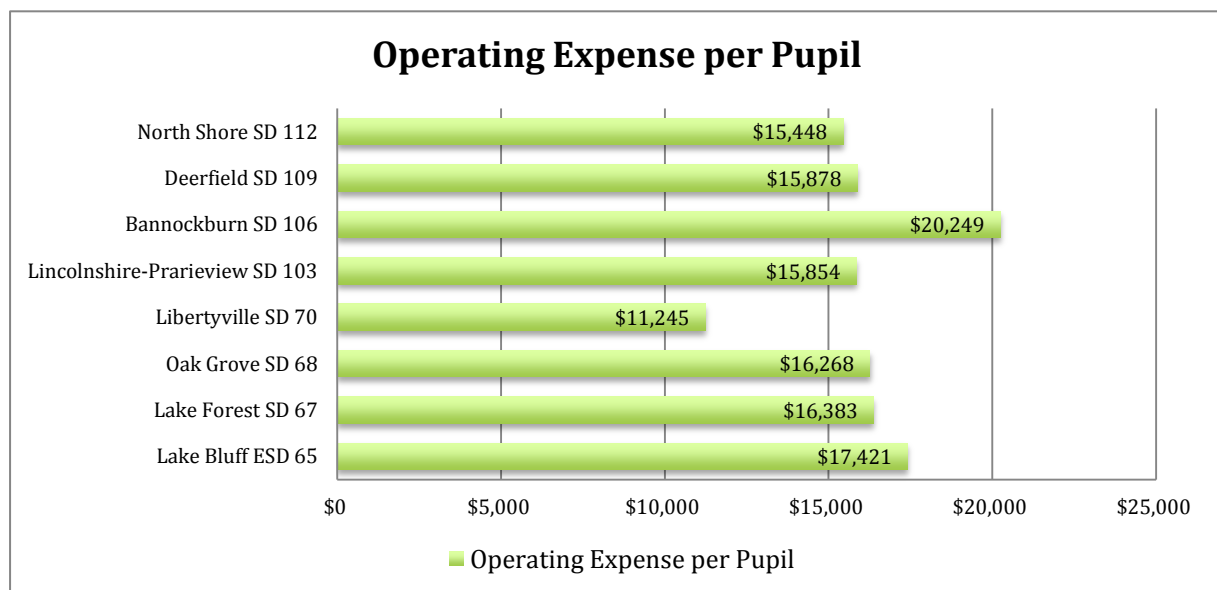
The number of full-time employees working for North Shore School District 112 as of the first day of school is 617. The number of full-time staff has remained relatively consistent until FY 2013 school year when a decrease of 42 staff members was required to produce a balanced budget. In FY 2014, the district's Educational Life Skills Program (ELS) currently run by the Northern Suburban Special Education District (NSSSED) but housed in the district has now become part of North Shore School District 112. An increase of 29 FTE was required to run this new program along with other required services. Expectations for the future show position totals to remain consistent with FY 2014.

Student Enrollment Trends

Enrollment forecasts indicate that enrollment will be stable for the next few years. No adjustment has been made in the budget for enrollment.

Operating Expenses per Student

Source: District's Website - 2013 Annual Financial Reports



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. The District has comparable operating costs per pupil relative to 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, 98% 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.

Source: 6th day Enrollment as of 8/29/2013

Braeside School	Green Bay Pre-K School	Indian Trail School
150 Pierce Road Highland Park, IL 60035 Enrollment: 261	1936 Green Bay Road Highland Park, IL 60035 Enrollment: 169	2075 St. Johns Ave. Highland Park, IL 60035 Enrollment: 392
Lincoln School	Oak Terrace School	Ravinia School
711 Lincoln Avenue W. Highland Park, IL 60035 Enrollment: 241	240 Prairie Avenue Highwood, IL 60040 Enrollment: 528	763 Dean Avenue Highland Park, IL 60035 Enrollment: 298
Red Oak School	Sherwood School	Wayne Thomas School
530 Red Oak Lane Highland Park, IL 60035 Enrollment: 298	1900 Stratford Road Highland Park, IL 60035 Enrollment: 331	2939 Summit Avenue Highland Park, IL 60035 Enrollment: 322
Edgewood Middle School	Elm Place Middle School	Northwood Jr. High School
929 Edgewood Road Highland Park, IL 60035 Enrollment: 624	2031 Sheridan Road Highland Park, IL 60035 Enrollment: 372	945 North Avenue Highland Park, IL 60035 Enrollment: 496

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.

Beliefs

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.
8. We will always consider the environmental impact of our decisions as we pursue our Mission.

Objectives/Goals

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 develop, understand and consistently demonstrate the character attributes of respect, responsibility, trustworthiness, caring, fairness and citizenship at school and in the community.



Stay Inspired!

Budget Process

- **September Board Meeting**
 - Board authorizes Administration to build new budget.
- **October – April**
 - Administration works with principals and administrators to build preliminary budget, which is discussed with the Board during this time for input and comments.
- **May Board**
 - **Preliminary Budget** is presented to Board for discussion and review.
- **June Board**
 - **Tentative Budget** - Board authorizes Administration to display the Tentative Budget for public viewing for a minimum of 30 days before a Public Hearing on the Budget and before acting on its final adoption - (budget is subject to changes through this period) Board also authorizes Administration to publish the Tentative Budget in a local newspaper
- **July**
 - Tentative Budget is published in the Highland Park local newspaper and the Tentative Budget is displayed for public viewing.
- **August Board**
 - The School Budget Cover Form and the Certification are signed by the Board Members, the Board of Education Secretary and the Chief Fiscal Officer. The **Public Hearing on Tentative Budget** is presented at the Regular Board Meeting. **Final Budget** is adopted during the Regular Board Meeting.
- **September**
 - **Adopted Budget** is sent to the State of Illinois Board of Education electronically and mailed to the Lake County Regional Superintendent of Schools and the County Clerk within 30 days of adoption.
 - **Adopted Budget** is placed on the School District's official website.

North Shore School District 112
Allocation of Human and Financial Resources to Achieve Strategic Goals

The district allocates 81% or \$59.0 million of the \$73.2 million operating funds budget to the educational fund. These funds are further allocated to instructional, support services and non-programmed charges. The district spends 71%, or \$41.8 million, of the \$59.0 million educational fund budget on instructional program expenditures.

The district's objectives are for all learners to achieve excellence and build leadership capacity. The district provides dual language, advance learning, at-risk, special education and regular education programs to meet students' individual needs. The district spends 28%, or \$16.5 million, of its educational fund budget on support services. Such as, support services from social workers, psychological or speech pathological services.

The district spends the remaining 1%, or \$0.5 million, of its \$59.0 million educational fund budget in payment to other local education agencies on programs and residential placements for students who have needs that cannot be served in the district.

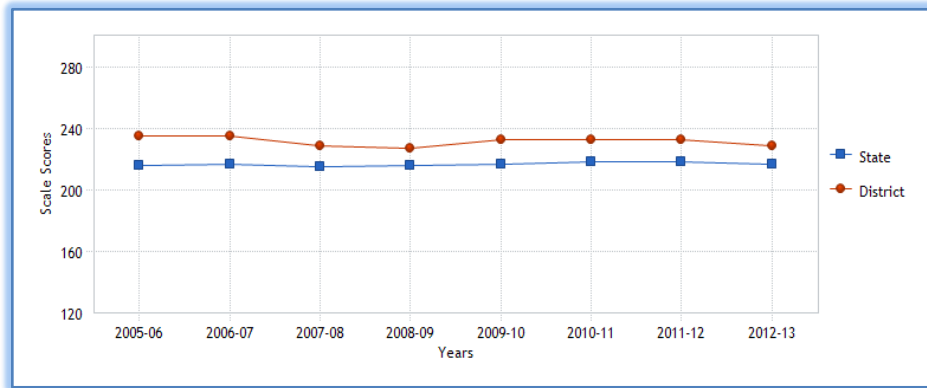
Overall, the allocation of Human and Financial Resources focuses on providing the best combination of instructional and support services. All children in North Shore School District 112 (NSSD 112) are entitled to a world-class education that enhances their quality of life and maximizes their chances for success. As part of carrying out our mission to nurture every child to become an inspired learner, a well-rounded individual, and contributing member of a global community, NSSD 112 is committed to making sure that all students strive for and achieve personal academic excellence.

Academic Results

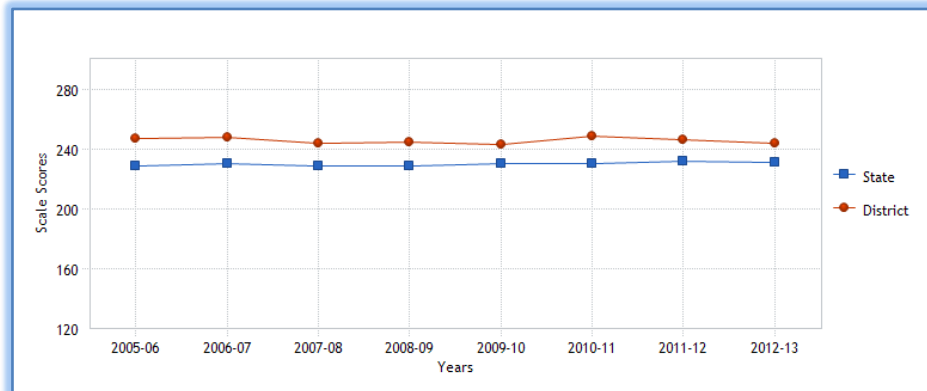
Source: District's Teaching, Learning & Technology Dept.

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.

Grade 3 Math



Grade 4 Math



Grade 5 Math



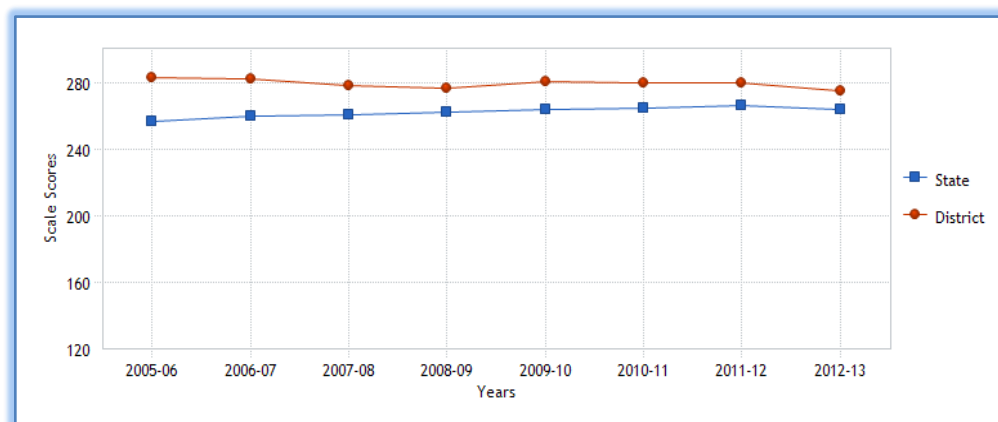
Academic Results – cont’d

Source: District’s Teaching, Learning & Technology Dept..

Grade 6 Math



Grade 7 Math



Grade 8 Math



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

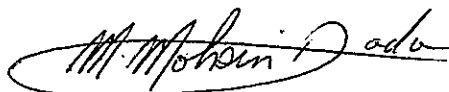
The proposed budget reflects the mission of North Shore School District 112 to provide educational services to the students of Highwood, Fort Sheridan and Highland Park to the end that the attainments of their goals as members of society are enhanced. The expectation of moderate inflation, improvement 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 and Treasurer

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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
Howard Metz	Vice-President	2017
Michael Cohn	Member	2015
Karla Livney	Member	2017
Yumi Ross	Member	2015
Jane Solmor-Mordini	Member	2017
Samantha Stolberg	Member	2017

ADMINISTRATIVE STAFF

Dr. David Behlow, Superintendent of Schools

Luann Grish, Executive Assistant Superintendent of Schools

Mohsin Dada, Chief Financial Officer and Treasurer

Matt Barbini, Assistant Superintendent for Student Services

Jennifer Ferrari, Assistant Superintendent for Teaching, Learning and Technology

John Sprangers, Executive Director for Personnel Services

John Petzke, Chief Technology Officer

John Fuhrer, Director of Facilities and Operations

Andrea Rosen, Community Relations Specialist

**North Shore School District 112
2013-2014
Board of Education**



Bruce Hyman
President



Howard Metz
Vice President



Michael Cohn
Member



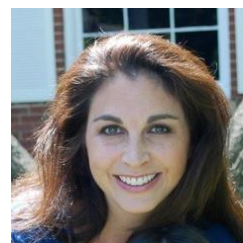
Karla Livney
Member



Yumi Ross
Member



Jane Solmor-Mordini
Member



Samantha Stolberg
Member

Schedules and minutes of Board of Education meetings are available at www.nssd112.org.
The Public is welcome to attend.

District Administration

Central Office Administrators

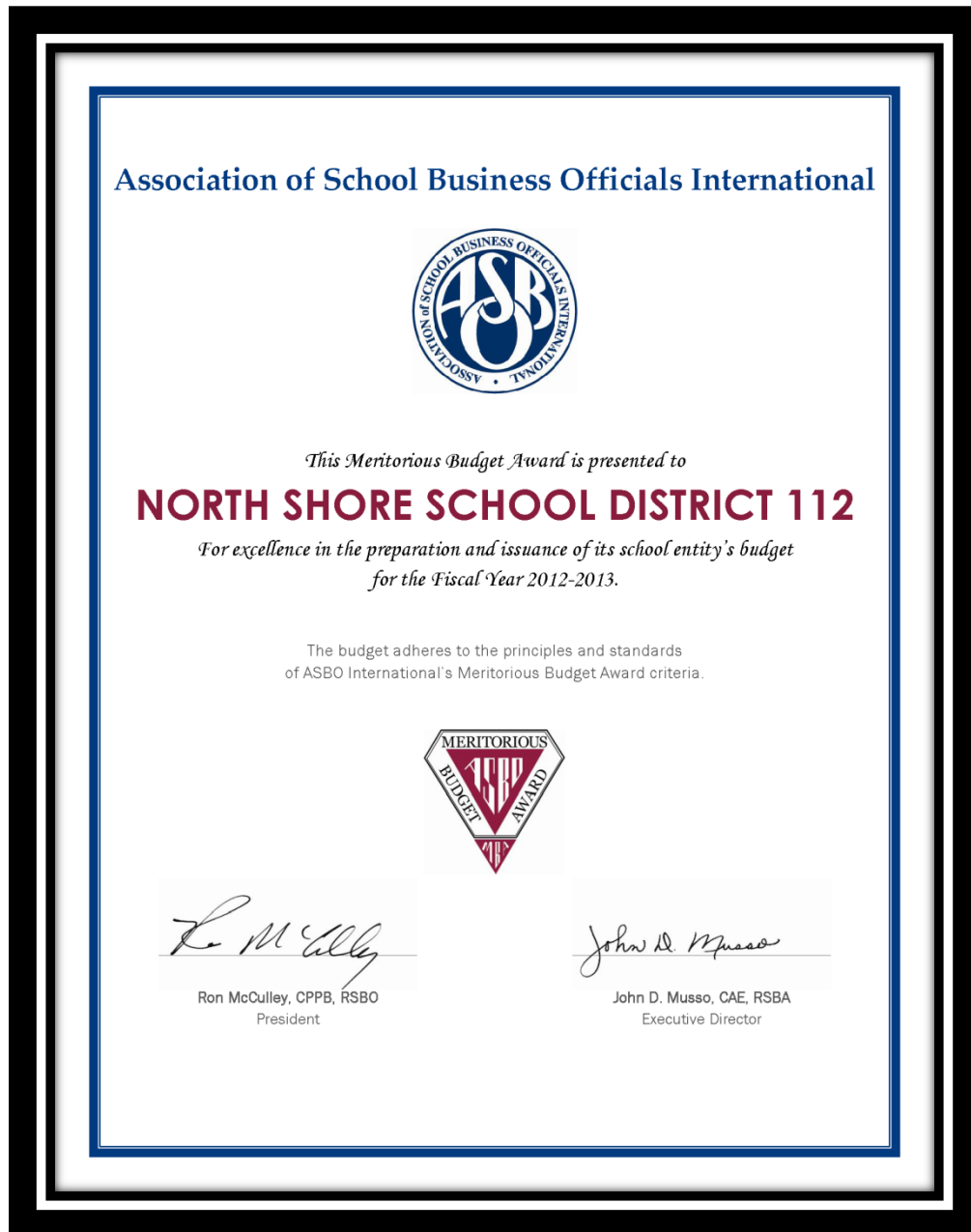
Superintendent	David Behlow
Chief Financial Officer and Treasurer	Mohsin Dada
Assistant Superintendent for Student Services	Matt Barbini
Assistant Superintendent for Teaching, Learning and Technology	Jennifer Ferrari
Executive Director for Personnel Services	John Sprangers
Chief Technology Officer	John 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 Gerritsen, Associate Principal.....	Elm Place Middle School
Chelsey Maxwell, Principal	Green Bay Pre-School
Craig Keer, Principal	Indian Trail Elementary
Claire Kowalczyk, Principal	Lincoln Elementary
Monica Schroeder, Principal.....	Northwood Jr. High School
Joanne Dimitrious, Associate Principal	Northwood Jr. High School
Jim Kallieris, Principal.....	Oak Terrace Elementary
Janet VanArsdale, Associate Principal	Oak Terrace Elementary
Ellen Mauer, Principal	Ravinia Elementary
Jeanne Banas, Principal	Red Oak School
Shawn Walker, Principal	Sherwood Elementary
Maureen Deely, Principal	Wayne Thomas Elementary

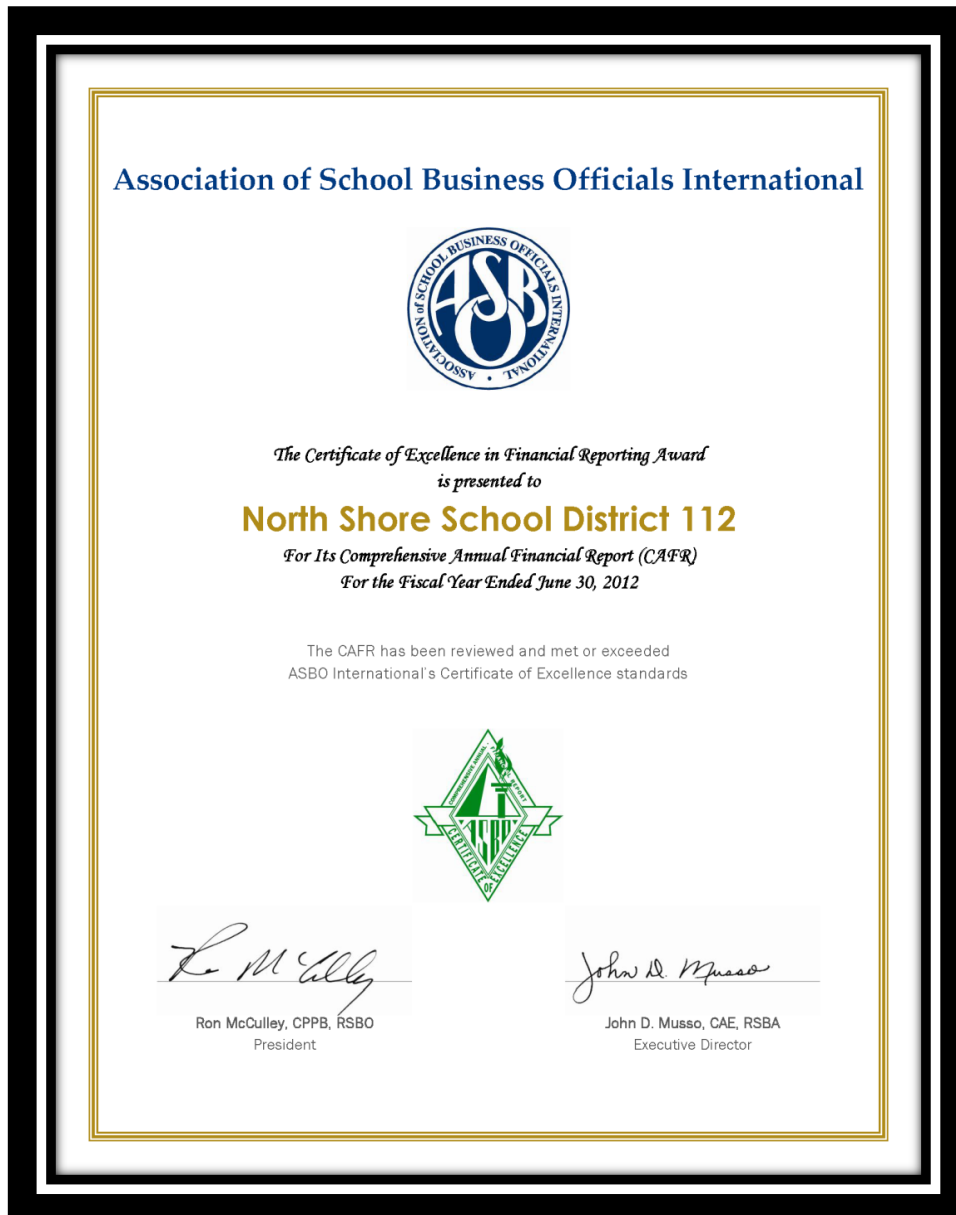
ACCOMPLISHMENTS/AWARDS:

North Shore School District 112 received the ASBO's Meritorious Budget Award (MBA) for its 2012-2013 annual budget. The award represents a significant achievement by District 112's staff and a commitment to achieve and maintain the highest standards of school budgeting.



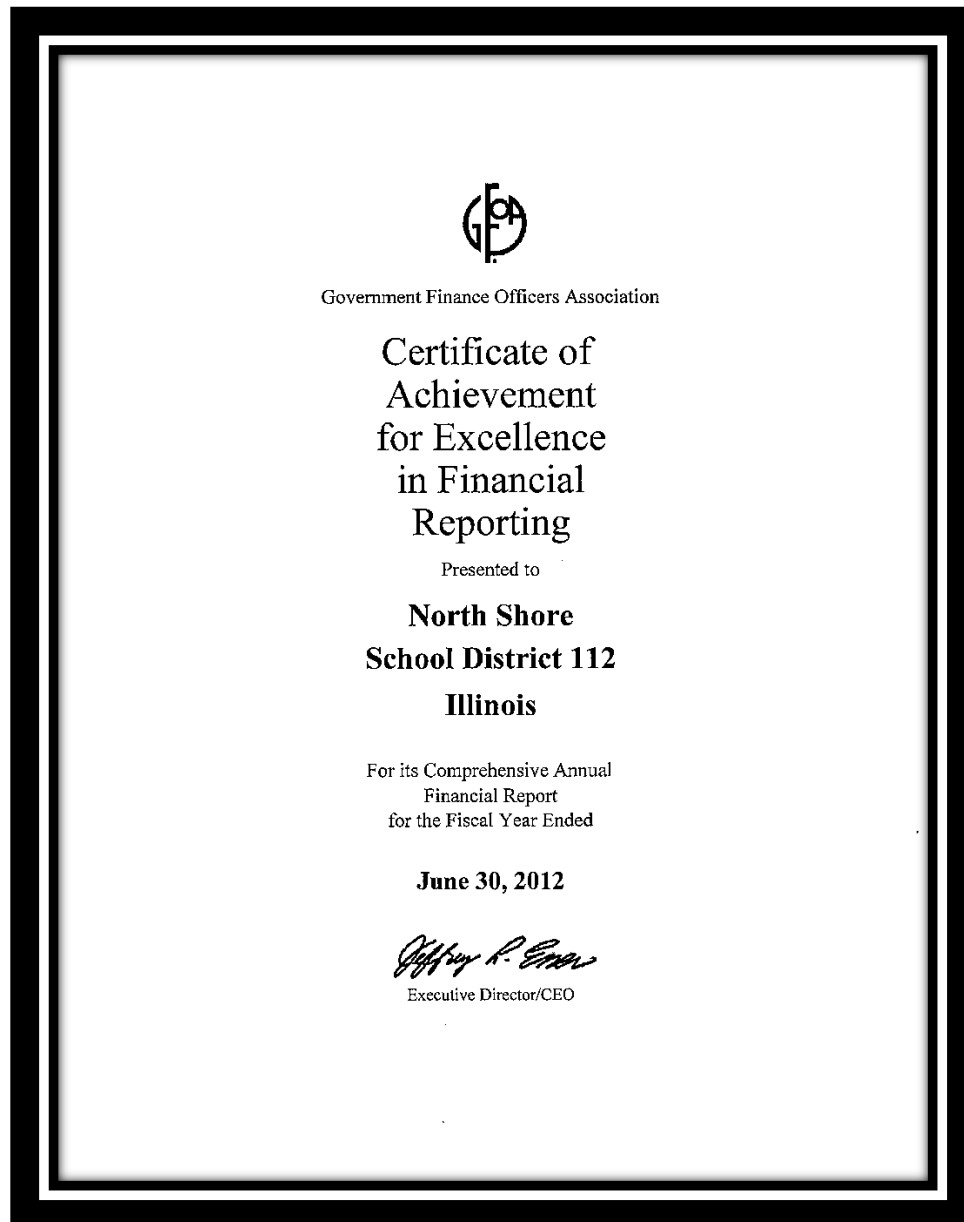
ACCOMPLISHMENTS/AWARDS – cont'd

The District also received the Certificate of Excellence Award in Financial Reporting for fiscal year ending 2012 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 – cont'd

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

<u>Page</u>	<u>Contents</u>
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38-42	Budget Process and Budget Calendar
43	Demographics
44	District Map
45	Organizational Chart
46	School Board of Education Members
47	First Level Administration Staff
48-51	Budgetary Policies
52-55	Budgetary Procedures
56-58	Strategic Plan, Mission, and Goals
59-60	Allocation of Human and Financial Resources



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, 98% 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, 2013, as submitted to the Illinois State Board of Education in the End of Year Report (*ISBE 87-04*), was 4,454, down from 4,470 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 2003 was 4,521, compared to 4,454 in fiscal 2013. 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.

Number of Students and Schools

Braeside School	Green Bay Pre-K School	Indian Trail School
150 Pierce Road Highland Park, IL 60035	1936 Green Bay Road Highland Park, IL 60035	2075 St. Johns Ave. Highland Park, IL 60035
Enrollment: 261	Enrollment: 169	Enrollment: 392
Lincoln School	Oak Terrace School	Ravinia School
711 Lincoln Avenue W. Highland Park, IL 60035	240 Prairie Avenue Highwood, IL 60040	763 Dean Avenue Highland Park, IL 60035
Enrollment: 241	Enrollment: 528	Enrollment: 298
Red Oak School	Sherwood School	Wayne Thomas School
530 Red Oak Lane Highland Park, IL 60035	1900 Stratford Road Highland Park, IL 60035	2939 Summit Avenue Highland Park, IL 60035
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929 Edgewood Road Highland Park, IL 60035	2031 Sheridan Road Highland Park, IL 60035	945 North Avenue Highland Park, IL 60035
Enrollment: 624	Enrollment: 372	Enrollment: 496

Source: 6th day Enrollment as of 8/29/2013

FINANCIAL STRUCTURE – GUIDE TO BUDGET

FUNDS

The annual budgets are all adopted on a basis consistent with generally accepted accounting principles. The financial administration requirements are that each transaction recognized for administrative and accounting purposes. Every financial transaction must be assigned to the appropriate accounting line and 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 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.
- ❖ **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.

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.

Source: District's Business Dept.

ESTIMATED RECEIPTS/REVENUES

Revenues are the monies estimated to be received by the school district that do not create an offsetting liability (debt/obligation to repay) or cancel an asset. The district will need to annually consider each fund's four major categories:

Accounts:

1000 Local Revenue	Revenue earned within the boundaries of the district.
2000 Flow through Revenue	Revenue received for specific grant purposes for transfer to another district/joint agreement.
3000 State Revenue	Revenue from funds collected by the state and distributed to the district.
4000 Federal Revenue	Revenue from funds collected by the Federal Government and distributed to the district (either directly or through the state).

Other Sources of Funds are estimated non-revenue receipts that may or may not increase the total combined fund balance. All such transactions are recorded, by fund, in the 7000 series of accounts.

ESTIMATED DISBURSEMENTS/EXPENDITURES

Expenditures are charges estimated during the fiscal year that involve the disbursement of cash or the establishment of an obligation without creating an asset or canceling a liability. The school district will need to consider fund, function and object classifications when determining expenditures. In addition to the Funds there are additional dimensions in which are used for accounting purposes.

BUDGET SUMMARY

The Budget Summary shows the estimated change in financial position (fund balance) resulting from the school district's operations during the fiscal year. This information is summarized from the revenue, expenditure and other source/use information, and projects whether the district's financial position will improve or worsen.

- Estimated (Beginning) Fund Balance shows what the school district owns, by fund, on July 1 (the beginning of the fiscal year). This can be an estimated fund balance from the district's records as of June 30th of the prior fiscal year or can be retrieved from the previous fiscal year's annual financial report as of June 30th.
- Revenues - Summary of receipts/revenues.
- Expenditures - Summary of disbursements/expenditures.
- Other Sources (Uses) - Summarizes other transactions that do not relate to revenues or expenditures.

Estimated (Ending) Fund Balance shows what the school district owns, by fund, on June 30 (the end of the fiscal year). This reflects the change in equity that will occur as a result of operations during the fiscal year and adjusts the beginning fund balance accordingly.

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BUDGET ADMINISTRATION AND MANAGEMENT PROCESS

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. The District's administration is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the District are protected from loss, theft, or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with accounting principles generally accepted in the United States of America.

The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and that (2) the valuation of costs and benefits requires estimates and judgments by management.

The District's independent auditors run tests to determine the adequacy of the internal control structure, including that portion related to federal financial assistance programs, as well as to determine that the District has complied with applicable laws and regulations. The results of the tests for the fiscal year ended June 30, 2013, provided no instances of material weaknesses in the internal control structure or significant violations of applicable laws and regulations.

The District maintains sound budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual budget approved by the District's Board of Education.

Monthly, the business office provides the Board with a variance report based on changes to the approved budget. The Board is also provided with other monthly financial information including revenue and expenditure detail, check registers and cash, receivable and investment summaries. Other financial information is routinely provided as needed.

Activities of the General Fund, Special Revenue Funds, Debt Service Fund, and Capital Projects Funds are included in the annual budget. The level of budgetary control is established at the individual fund level. As demonstrated by the statements and schedules included in the financial section of this report, the District continues to meet its responsibility for sound financial management.

Budget Process

- **September Board Meeting**
 - Board authorizes Administration to build new budget.
- **October – April**
 - Administration works with principals and administrators to build preliminary budget, which is discussed with the Board during this time for input and comments.
- **May Board**
 - **Preliminary Budget** is presented to Board for discussion and review.
- **June Board**
 - **Tentative Budget** - Board authorizes Administration to display the Tentative Budget for public viewing for a minimum of 30 days before a Public Hearing on the Budget and before acting on its final adoption - (budget is subject to changes through this period) Board also authorizes Administration to publish the Tentative Budget in a local newspaper
- **July**
 - Tentative Budget is published in the Highland Park local newspaper and the Tentative Budget is displayed for public viewing.
- **August Board**
 - The School Budget Cover Form and the Certification are signed by the Board Members, the Board of Education Secretary and the Chief Fiscal Officer. The **Public Hearing on Tentative Budget** is presented at the Regular Board Meeting. **Final Budget** is adopted during the Regular Board Meeting.
- **September**
 - **Adopted Budget** is sent to the State of Illinois Board of Education electronically and mailed to the Lake County Regional Superintendent of Schools and the County Clerk within 30 days of adoption.
 - **Adopted Budget** is placed on the School District's official website.

Fiscal 2014-2015 Detail Budget Calendar
Process from June 2013 through September 2014

Target Date	Description of Activity	Responsibility
June 28, 2013	-Board Workshop	Cabinet
August 20, 2013	-Approval of Fiscal Year 2014 Budget	Dada
September 17, 2013	-Resolution Designating and Directing the Superintendent or Designee to Prepare the 2014-2015 Budget along with budget planning calendar	Dada
October 8, 2013	-Board Workshop	Cabinet
October 15, 2013	- Analysis and preparation of Preliminary estimate aggregate 2013 Levy Extensions, Financial Projections and Capital Plan	Dada
November 2013	-Analyze short-term and long-term student class and program location needs -Determine preliminary Enrollment Projections -Preliminary departmental budget preparation -Administrative Budget Meetings -Review preliminary technology plans and needs -Capital Plan and projected financial impact -Review of 2014-2015 budget parameters -Evaluate State's Financial Position -Review Financial Projections -Review of Enrollment Projections -Review preliminary curriculum programs and need	Cabinet Sprangers Cabinet Dada Petzke Dada/Fuhrer Dada Dada Dada Sprangers Ferrari
November 19, 2013	-Review and adoption of the Tentative 2013 Levy	Dada
November 26, 2013	-Board Finance Workshop -Review of Enrollment Projections -Review preliminary curriculum programs and needs	Cabinet Sprangers Ferrari
December 2013	-Draft and issue bids per Capital/Tech Plans -Analyze staffing needs -Updated Curriculum Plan -Updated Technology Plan -Staff Budget Meetings	Dada/Fuhrer/Petzke Cabinet Ferrari Petzke Dada
December 2, 2013	-Budget Discussion	Cabinet
December 3, 2013	-Potential Review of Tentative 2013 Levy before Board Hearing on December 17, 2013	Committee of the Whole
December 5, 2013	-Publish Public Notice of Tentative 2013 Levy	Dada
December 17, 2013	-Public Hearing and Adoption of 2013 Levy -Resolution for Tax Abatements -Resolution for Historic Tax Assessment Freeze	Dada Dada Dada
December 31, 2013	-Last day to file the Adopted 2013 Levy with the County	Dada
January 2014	-Refine Staffing Plan with building principals and Cabinet -Determine Per Pupil Allocation -Administrative Budget Meetings -Develop textbook inventory and purchase Plan -Curriculum Program Implementation planning	Cabinet Dada Dada Ferrari Cabinet

	<ul style="list-style-type: none"> -Prepare Updated Title Fund Allocations -Prepare bids per Capital / Tech Plans -Draft and issue bids per Capital / Tech Plans -Analyze staffing needs -Updated Curriculum Plan -Updated Technology Plan -Implement Technology Computer Pilot -Bid approvals 	Ferrari Dada/Fuhrer/Petzke Dada/Fuhrer/Petzke Cabinet Ferrari Petzke Petzke Dada/Fuhrer/ Petzke
January 14, 2014	-Budget Updates	Dada
February 2014	<ul style="list-style-type: none"> -Administrative Budget Meetings -Bid requests -Finalize Curriculum Program Plan -Prepare update of financial projects -Finalize preliminary staffing plan -Determine six month financial performance -Update department budget 	Dada Dada/Fuhrer/Petzke Ferrari Dada Cabinet Dada Cabinet
February 4, 2014	<ul style="list-style-type: none"> -Review updated Curriculum Plan -Review updated Technology Plan -Review preliminary Staffing Plan -Review preliminary Salary Plan -Bid request 	Ferrari Petzke Sprangers Behlow Dada/Fuhrer/Petzke
February 18, 2014	-Bid approvals	Dada/Fuhrer/Petzke
March 2014	<ul style="list-style-type: none"> -Conduct building budget reviews and preparation with principals -Update departmental budgets -Development and discussion of student fees -Budget Discussion 	Dada Dada/Principals/Cabinet Dada Dada
March 4, 2014	-Review Final Staffing / Salary Plan / Budget Discussion	Behlow / Dada
March 18, 2014	<ul style="list-style-type: none"> -Adopt Staffing Plan -Adopt Salary Plan 	Sprangers Behlow
March 24, 2014	<ul style="list-style-type: none"> -Complete and submit all and final Purchase orders for fiscal 2014 supply and capital items -Submit final completed department FY15 budgets to Business Office 	Administrators Administrators
April 2014	<ul style="list-style-type: none"> -Business Office review of budget requests -Business Office review of revenue status -Business Office preparation of Preliminary Budget -Review of Preliminary FY15 Budget -Obtain and discuss NSSD Budget -Budget Updates 	Dada/Administrators Dada Dada Cabinet Barbini Dada
April 8, 2014	<ul style="list-style-type: none"> -Presentation / Approval of any RIF Plan -Review of Student Fees -Preliminary FY15 Budget -Review NSSD Budget 	Sprangers Dada Dada Barbini
April 22, 2014	<ul style="list-style-type: none"> -Adopt Student Fees, Transportation Fees, Activity Sports Fees, Regular Early Childhood Fees -Facility Rental Fees -Preliminary Budget 	Dada Dada Dada
May 2014	<ul style="list-style-type: none"> -Finalize salary distribution -Requisitions due to Administrators from staff 	Behlow Building/Department

	-Discussion and review of Tentative Budget	Cabinet
May 6, 2014	-Discuss Salary Schedule for Personnel -Present and discuss Preliminary Budget -Review updated Capital Plan	Behlow Dada Dada/Fuhrer/Petzke
May 20, 2014	-Adopt Salary Schedule for Personnel	Behlow
June 2014	-Preparation of FY 15 Tentative Budget -Requisitions entered by building staff -Release purchase orders for instructional materials	Dada Administrators Dada
June 17, 2014	-Review and approval of FY15 Tentative Budget	Dada
July 15, 2014	-Notice of availability to the public of FY 15 Tentative Budget and of Public Hearing on the budget - July 17, 2014 Highland Park Pioneer Press	Dada
July 18, 2014 through August 19, 2014	-Tentative Budget available for public inspection	Dada
August 19, 2014	-Public Hearing and adoption of FY 15 Final Budget	Dada
September 19, 2014	-File Final FY 15 Budget with County Clerk	Dada

* The dates for Regular Board Meeting, beyond April 22, 2014 are based on projected Board Meeting dates.

Source: District's Business Dept.

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North Shore School District 112
DEMOGRAPHICS

Location: Approximately 30 miles north of Chicago

Date of Incorporation: July 1, 1993

Population Served: 29,914 (Highland Park)
5,354 (Highwood)

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

Student Population: 4,332

Administrative Staff 34
Teaching Staff 427
Support Staff 156

Average Class Size:

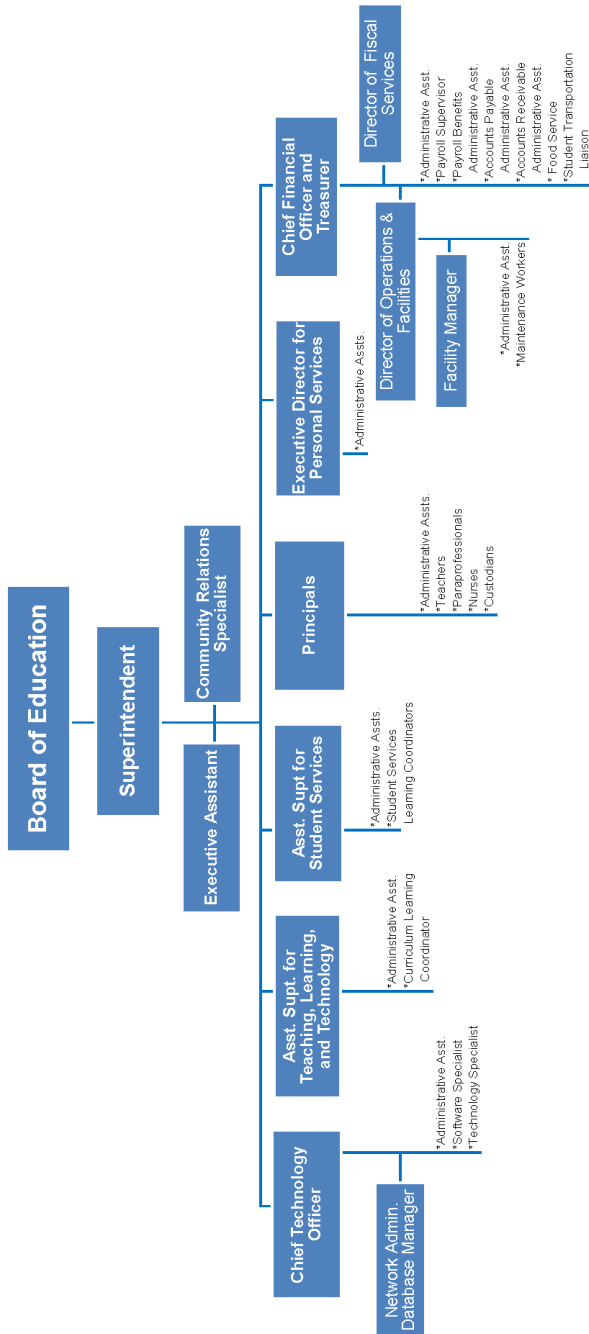
Pre-School	11.3
Kindergarten	16.9
1 st Grade	18.2
2 nd Grade	16.8
3 rd Grade	17.3
4 th Grade	18.4
5 th Grade	17.4
6 th Grade	16.3
7 th Grade	16.9
8 th Grade	15.1

Faculty holding a Master's Degree or higher: 83%

Source of information: 2013 CAFR
US Census Bureau
District Personnel / Skyward Database
District Technology / Pinnacle Database

ORGANIZATIONAL CHART

NORTH SHORE SCHOOL DISTRICT 112



Source: District's Business Dept.

**NORTH SHORE SCHOOL DISTRICT 112
SCHOOL BOARD OF EDUCATION MEMBERS**



Bruce Hyman
President
Term Expires April, 2015



Howard Metz
Vice President
Term Expires April, 2017



Michael Cohn
Member
Term Expires April, 2015



Karla Livney
Member
Term Expires April, 2017



Yumi Ross
Member
Term Expires April, 2015



Jane Solmor-Mordini
Member
Term Expires April, 2017



Samantha Stolberg
Member
Term Expires April, 2017

Schedules and minutes of Board of Education meetings are available at www.nssd112.org.
The Public is welcome to attend.

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

FIRST LEVEL - ADMINISTRATIVE STAFF

Dr. David Behlow, Superintendent of Schools

Luann Grish, Executive Assistant Superintendent of Schools

Mohsin Dada, Chief Financial Officer and Treasurer

Matt Barbini, Assistant Superintendent for Student Services

Jennifer Ferrari, Assistant Superintendent for Teaching, Learning and Technology

John Sprangers, Executive Director for Personnel Services

John Petzke, Chief Technology Officer

John Fuhrer, Director of Facilities and Operations

Andrea Rosen, Community Relations Specialist

Board of Education Policy

4:10 Fiscal and Business Management - Policy

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

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Board of Education Policy

4:10 Fiscal and Business Management - Procedures

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 tortious 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 advise 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

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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.
8. We will always consider the environmental impact of our decisions as we pursue our Mission.

Objectives/Goals

The objectives/goals of the Strategic Plan are the School District's commitment to achieve specific and measurable end results. The objectives/goals 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 develop, 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, 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 creativity and intellectual curiosity for 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 plans to unify our District and 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. (Combined with Strategy 2 in May, 2013).
7. We will model, integrate, recognize, reinforce and develop means to assess the character traits of responsibility, fairness, caring, citizenship and trustworthiness throughout the District.

Source: District's Teaching, Learning & Technology Dept.

North Shore School District 112
Allocation of Human and Financial Resources to Achieve Strategic Goals

The district allocates 81% or \$59.0 million of the \$73.2 million operating funds budget to the educational fund. These funds are further allocated to instructional, support services and non-programmed charges. The district spends 71%, or \$41.8 million, of the \$59.0 million educational fund budget on instructional program expenditures.

The district's objectives are for all learners to achieve excellence and build leadership capacity. The district provides dual language, advance learning, at-risk, special education and regular education programs to meet students' individual needs. The district spends 28%, or \$16.5 million, of its educational fund budget on support services. Such as, support services from social workers, psychological or speech pathological services.

The district spends the remaining 1%, or \$0.5 million, of its \$59.0 million educational fund budget in payment to other local education agencies on programs and residential placements for students who have needs that cannot be served in the district.

Overall, the allocation of Human and Financial Resources focuses on providing the best combination of instructional and support services. All children in North Shore School District 112 (NSSD 112) are entitled to a world-class education that enhances their quality of life and maximizes their chances for success. As part of carrying out our mission to nurture every child to become an inspired learner, a well-rounded individual, and contributing member of a global community, NSSD 112 is committed to making sure that all students strive for and achieve personal academic excellence.

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Financial Section

Section III

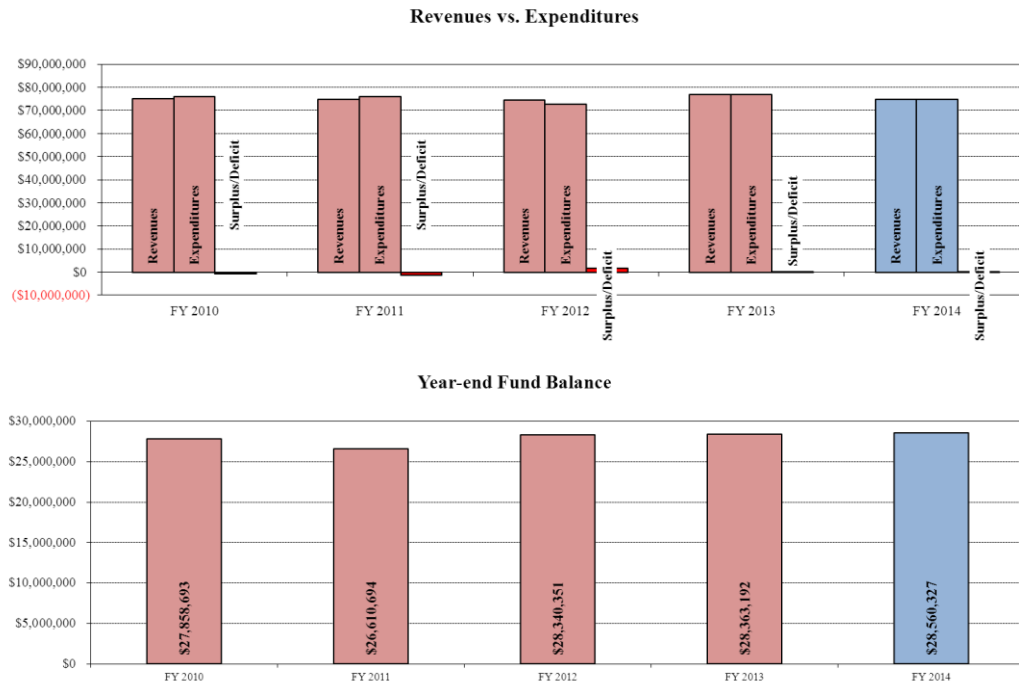
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North Shore School District 112
Historical Statement of Revenues and Expenditures
ALL FUNDS
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Local Sources	\$66,615,748	\$67,232,922	0.93%	\$67,154,365	-0.12%	\$69,937,310	4.14%	\$68,018,798	-2.74%
State Sources	\$4,800,845	\$4,661,872	-2.89%	\$4,625,659	-0.78%	\$4,701,923	1.65%	\$4,746,726	0.95%
Federal Sources	\$3,781,072	\$2,817,685	-25.48%	\$2,588,358	-8.14%	\$2,213,191	-14.49%	\$2,061,436	-6.86%
TOTAL REVENUES	\$75,197,665	\$74,712,479	-0.65%	\$74,368,382	-0.46%	\$76,852,424	3.34%	\$74,826,960	-2.64%
EXPENDITURES									
Salary	\$39,347,738	\$40,359,454	2.57%	\$41,580,498	3.03%	\$40,784,817	-1.91%	\$43,058,045	5.57%
Non-Salary	\$36,529,813	\$35,601,024	-2.54%	\$31,058,227	-12.76%	\$36,044,766	16.06%	\$31,571,780	-12.41%
TOTAL EXPENDITURES	\$75,877,551	\$75,960,478	0.11%	\$72,638,725	-4.37%	\$76,829,583	5.77%	\$74,629,825	-2.86%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$679,886)	(\$1,247,999)		\$1,729,657		\$22,841		\$197,135	
OTHER FINANCING SOURCES/USES									
Perm. Transf. From Other Funds	\$2,873,453	\$2,160,470		\$1,594,144		\$1,805,032		\$1,503,400	
Other Financing Sources	\$827,300	\$35,200		\$34,225		\$0		\$0	
Perm. Transf. To Other Funds	\$2,873,453	\$2,160,470		\$1,594,144		\$1,805,032		\$1,503,400	
Other Financing Uses	\$188,808	\$35,200		\$34,225		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$638,492	\$0	-100.00%	\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$41,394)	(\$1,247,999)		\$1,729,657		\$22,841		\$197,135	
BEGINNING FUND BALANCE	\$27,900,087	\$27,858,693	-0.15%	\$26,610,694		\$28,340,351		\$28,363,192	
PROJECTED YEAR-END FUND BALANCE	\$27,858,693	\$26,610,694	-4.48%	\$28,340,351	6.50%	\$28,363,192	0.08%	\$28,560,327	0.70%

Although there are red negative balances on some funds, the District has a balance budget for fiscal year 2014. The district considers the budget balanced when operating revenues exceed operating expenses. The district plans to adjust its funds to address any shortfall.

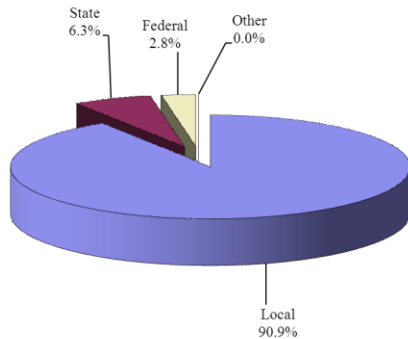


Source: District Business Financial Database/PMA Financial Network Inc.

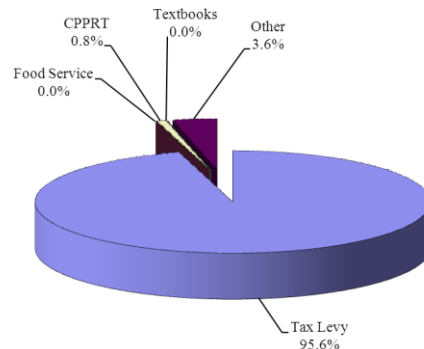
North Shore School District 112
Historical Revenue Data
ALL FUNDS
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
LOCAL									
Property Tax Levy	\$62,835,699	\$63,984,815	1.83%	\$63,775,733	-0.33%	\$66,653,978	4.51%	\$65,044,217	-2.42%
Corporate Personal Property Replacement Tax	\$548,718	\$711,587	29.68%	\$654,610	-8.01%	\$700,000	6.93%	\$525,000	-25.00%
Food Service	\$135,407	\$128,973	-4.75%	\$118,296	-8.28%	\$118,000	-0.25%	\$0	-100.00%
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	\$754,156	\$266,070	-64.72%	\$253,213	-4.83%	\$267,244	5.54%	\$90,278	-66.22%
Other Local Revenues	\$2,341,768	\$2,141,477	-8.55%	\$2,352,513	9.85%	\$2,198,088	-6.56%	\$2,359,303	7.33%
TOTAL LOCAL REVENUES	\$66,615,748	\$67,232,922	0.93%	\$67,154,365	-0.12%	\$69,937,310	4.14%	\$68,018,798	-2.74%
STATE									
General State Aid	\$896,632	\$1,170,390	30.53%	\$1,181,508	0.95%	\$1,122,432	-5.00%	\$1,182,300	5.33%
Special Education	\$1,951,295	\$2,083,342	6.77%	\$2,225,204	6.81%	\$2,113,130	-5.04%	\$2,101,065	-0.57%
Transportation	\$1,334,636	\$1,107,776	-17.00%	\$1,026,287	-7.36%	\$1,141,260	11.20%	\$1,141,260	0.00%
Other State Revenue	\$618,282	\$300,364	-51.42%	\$192,660	-35.86%	\$325,101	68.74%	\$322,101	-0.92%
TOTAL STATE REVENUES	\$4,800,845	\$4,661,872	-2.89%	\$4,625,659	-0.78%	\$4,701,923	1.65%	\$4,746,726	0.95%
FEDERAL									
Restricted Grants-In-Aid	\$3,781,072	\$2,817,685	-25.48%	\$2,588,358	-8.14%	\$2,213,191	-14.49%	\$2,061,436	-6.86%
TOTAL FEDERAL REVENUES	\$3,781,072	\$2,817,685	-25.48%	\$2,588,358	-8.14%	\$2,213,191	-14.49%	\$2,061,436	-6.86%
TOTAL REVENUES	\$75,197,665	\$74,712,479	-0.65%	\$74,368,382	-0.46%	\$76,852,424	3.34%	\$74,826,960	-2.64%

FY 2014 Revenue By Source



FY 2014 Local Revenue Analysis



Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Expenditure Data
ALL FUNDS
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
INSTRUCTION									
Regular Programs	\$25,972,955	\$23,397,457	-9.92%	\$24,347,719	4.06%	\$23,725,814	-2.55%	\$24,296,034	2.40%
Special Education Programs	\$6,772,924	\$7,107,654	4.94%	\$8,358,103	17.59%	\$8,017,511	-4.07%	\$9,398,367	17.22%
Special Education Pre-K Programs	\$567,900	\$493,393		\$529,471		\$244,339		\$417,036	
Remedial and Supplemental Programs K-12	\$878,347	\$839,847	-4.38%	\$802,356	-4.46%	\$1,020,482	27.19%	\$1,113,334	9.10%
Vocational Programs	\$0	\$0		\$0		\$0		\$0	
Co-Curricular Programs	\$0	\$0		\$0		\$0		\$0	
Summer School Programs	\$117,615	\$189,249	60.91%	\$163,535	-13.59%	\$175,187	7.13%	\$142,491	-18.66%
Gifted Programs	\$728,148	\$755,983	3.82%	\$827,987	9.52%	\$791,341	-4.43%	\$970,039	22.58%
Drivers Education Programs	\$0	\$0		\$0		\$0		\$0	
Bilingual Programs	\$1,117,982	\$3,886,621	247.65%	\$4,241,716	9.14%	\$4,273,283	0.74%	\$4,294,594	0.50%
Truant Alternative/Optional Programs / Other	\$965,130	\$1,138,683	17.98%	\$916,292	-19.53%	\$1,003,105	9.47%	\$828,302	-17.43%
TOTAL INSTRUCTION	\$37,716,555	\$38,294,873	1.53%	\$40,648,533	6.15%	\$39,833,807	-2.00%	\$42,027,040	5.51%
SUPPORT SERVICES									
Pupils	\$3,810,485	\$4,171,762	9.48%	\$3,713,777	-10.98%	\$4,098,977	10.37%	\$4,422,338	7.89%
Instructional Staff	\$5,606,731	\$6,129,010	9.32%	\$4,602,189	-24.91%	\$5,124,621	11.35%	\$4,552,591	-11.16%
General Administration	\$1,540,974	\$1,253,640	-18.65%	\$1,267,942	1.14%	\$1,541,408	21.57%	\$1,475,163	-4.30%
School Administration	\$3,186,384	\$3,213,007	0.84%	\$3,473,409	8.10%	\$3,442,283	-0.90%	\$3,436,610	-0.16%
Business Operations	\$11,024,019	\$11,453,882	3.90%	\$10,281,770	-10.23%	\$11,972,158	16.44%	\$12,007,117	0.29%
Central Administration	\$725,897	\$730,140	0.58%	\$847,643	16.09%	\$673,456	-20.55%	\$650,558	-3.40%
Other	\$0	\$0		\$28,781		\$73,590	155.69%	\$89,512	21.64%
TOTAL SUPPORT SERVICES	\$25,894,490	\$26,951,441	4.08%	\$24,215,511	-10.15%	\$26,926,493	11.20%	\$26,633,889	-1.09%
OTHER EXPENDITURES	\$12,266,506	\$10,714,164	-12.66%	\$7,774,681	-27.44%	\$10,069,283	29.51%	\$5,968,896	-40.72%
TOTAL EXPENDITURES	\$75,877,551	\$75,960,478	0.11%	\$72,638,725	-4.37%	\$76,829,583	5.77%	\$74,629,825	-2.86%

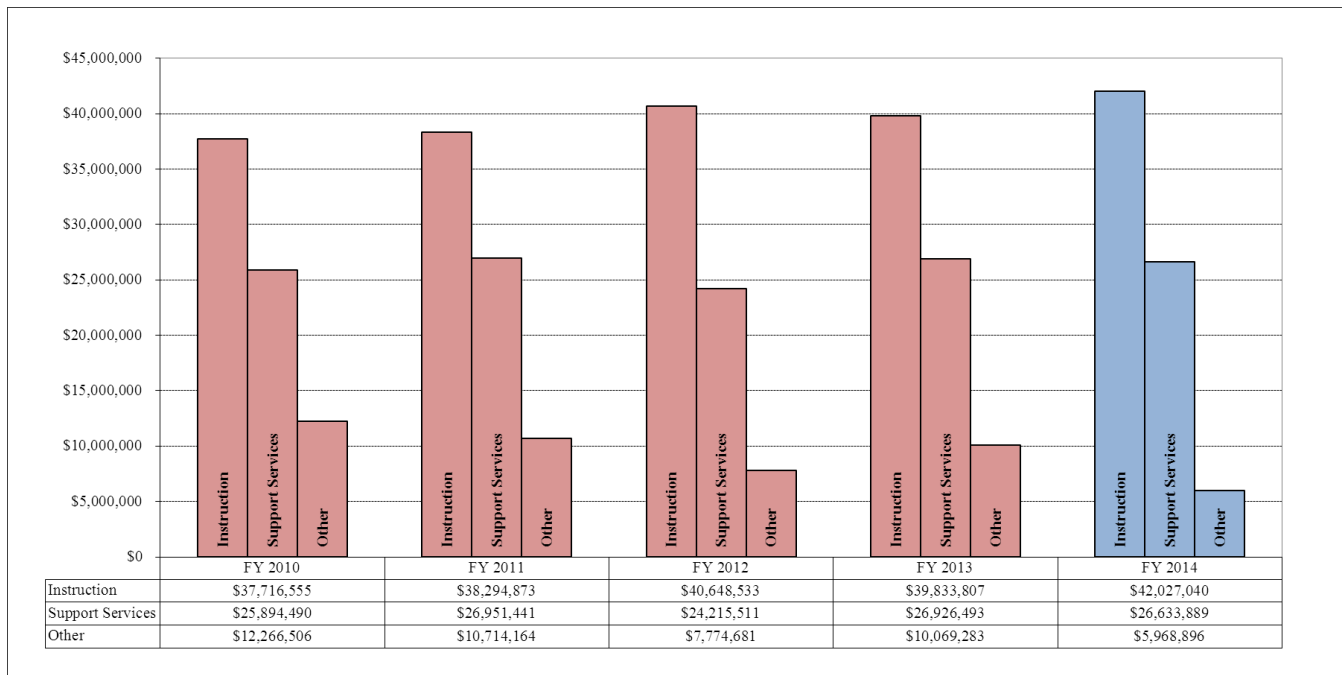
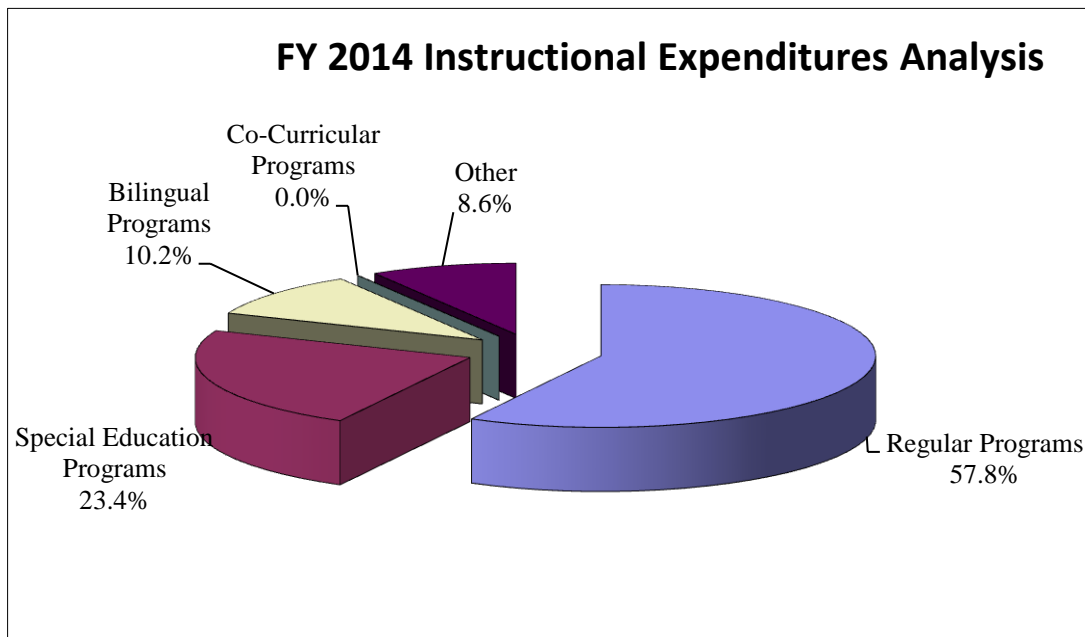
*General Administration Contingency:

Provisions for Tort	\$131,589
Self-Insurance Reserve	\$ 84,998
Legal Fee Reserve	\$104,000
Provision for Consulting	
Studies – SCFFAC	<u>\$ 75,000</u>
	<u>\$395,587</u>

** Business & Operations Contingency:

Asset Appraisal	\$ 15,000
Accts Rec Software	\$ 20,000
Skyward Training	<u>\$ 15,000</u>
	<u>\$ 50,000</u>

North Shore School District 112
Historical Expenditure Data
ALL FUNDS – cont'd
FY 2010 Actual through FY2014 Adopted Budget



Source: District Business Financial Database/PMA Financial Network Inc.

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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

Revenues										
	Educational	O&M	Debt Service	Transportation	Municipal Retirement	Capital	Working Cash	Tort	Fire Prevention	Total
Property Taxes	51,258,731	6,867,229	1,784,044	1,980,000	788,456	-	57,471	-	1,444,830	64,180,760
Replacement Taxes	-	25,000	-	100,000	400,000	-	-	-	-	525,000
State Aid	3,835,446	-	1,425,676	713,333	788,456	-	-	-	-	6,762,911
Federal Aid	2,322,135	5,000	-	-	-	-	-	-	-	2,327,135
Interest	49,122	9,893	6,827	1,508	3,334	-	18,438	-	1,156	90,278
State Retirement Contributions	-	-	-	-	-	-	-	-	-	-
Other	2,152,448	240,103	251,938	50,000	-	-	-	75,000	-	2,769,489
Total Revenues	59,617,882	7,147,225	3,468,486	2,844,841	1,980,246	-	75,908	75,000	1,445,987	76,655,574
Expenditures										
Current										
Instruction										
Regular Programs	24,160,698	-	-	-	355,749	-	-	302,928	-	24,819,375
Special Programs	10,746,288	-	-	-	290,577	-	-	-	-	11,036,865
Other Instructional Programs	6,853,414	-	-	-	251,107	-	-	-	-	7,104,522
State Retirement Contributions	-	-	-	-	-	-	-	-	-	-
Support Services										
Pupils	3,991,344	-	-	40,000	127,817	-	-	-	-	4,159,161
Instructional Staff	5,922,627	-	-	-	146,516	-	-	-	-	6,069,143
General Administration	911,611	-	-	-	78,719	-	-	197,824	-	1,188,154
School Administration	3,278,709	-	-	-	151,901	-	-	-	-	3,430,610
Business & Operations	1,044,320	-	-	-	127,290	-	-	-	-	1,171,610
Food Service	516,638	-	-	-	-	-	-	-	-	516,638
Transportation	-	-	-	2,783,830	14,896	-	-	-	-	2,798,726
Operations & Maintenance	-	7,439,989	-	-	240,825	-	-	-	-	7,680,814
Central	790,153	-	-	-	14,526	-	-	-	-	804,679
Other Supporting Services	93,540	-	-	-	-	-	-	-	-	93,540
Community Services	18,243	-	-	-	-	-	-	-	-	18,243
Non Programmed Charges	410,362	-	-	-	-	-	-	-	-	410,362
Debt Service										
Principal	245,370	-	3,197,028	-	-	-	-	-	-	3,442,398
Interest & other	9,568	-	285,241	-	-	-	-	-	-	294,809
Capital Outlay	-	-	-	-	-	-	-	-	-	-
Total Expenditures	58,992,885	7,439,989	3,482,269	2,823,830	1,799,923	-	-	500,752	-	75,039,649
Excess/(Deficiency) of										
Revenues over Expenditures	624,997	(292,764)	(13,783)	21,011	180,322	-	75,908	(425,752)	1,445,987	1,615,925
Transfers In										
Transfers (Out)	(\$251,938)	(\$37,276)	\$1,677,614	-	-	-	-	-	(\$1,388,400)	-
Capital Lease Proceeds	-	-	-	-	-	-	-	-	-	-
Total Other Funding Sources	(251,938)	(37,276)	1,677,614	-	-	-	-	-	(1,388,400)	-
Net Change in Fund Balance	373,059	(330,040)	1,663,831	21,011	180,322	-	75,908	(425,752)	57,587	1,615,925
Fund Balance, Beginning of year	7,509,667	4,225,664	2,253,702	690,395	1,489,753	-	12,495,031	624,722	154,054	29,442,988
Fund Balance End of Year	7,882,725	3,895,624	3,917,533	711,406	1,670,075	-	12,570,939	198,970	211,641	31,058,913

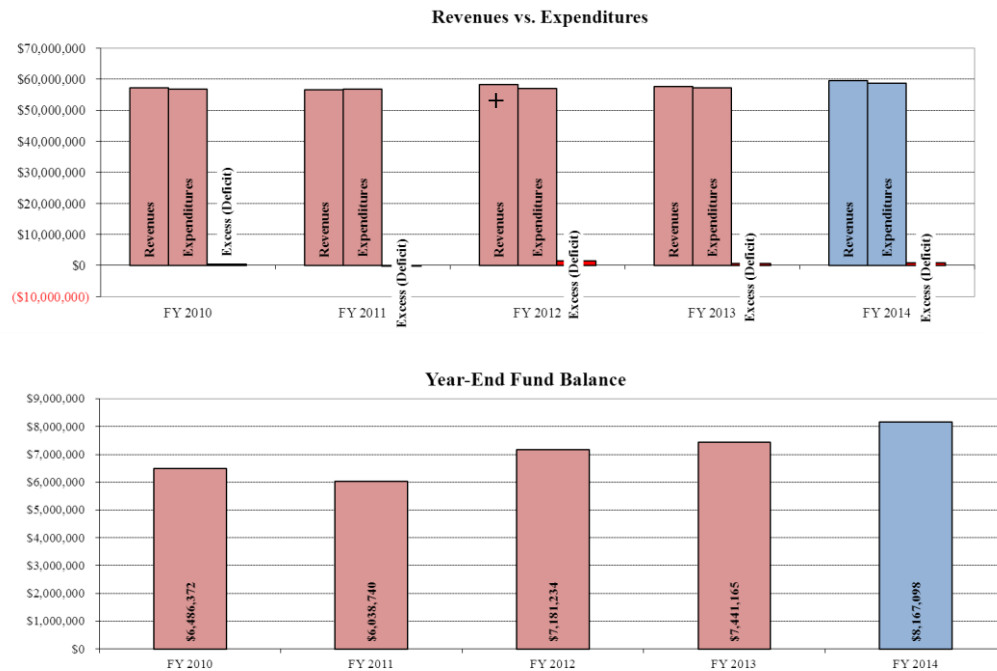
NORTH SHORE SCHOOL DISTRICT 112
COMBINED STATEMENT OF BUDGETED
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
TOTAL GOVERNMENT FUNDS
For the Year Ended June 30, 2013

Revenues	Educational	O&M	Debt Service	Transportation	Municipal Retirement	Capital	Working Cash	Tort	Fire Prevention	Total
Property Taxes	51,258,731	6,867,229	1,784,044	1,980,000	788,456	-	57,471	-	1,444,830	64,180,760
Replacement Taxes	-	25,000	-	100,000	400,000	-	-	-	-	525,000
State Aid	3,835,446	-	1,425,676	713,333	788,456	-	-	-	-	6,762,911
Federal Aid	2,322,135	5,000	-	-	-	-	-	-	-	2,327,135
Interest	49,122	9,893	6,827	1,508	3,334	-	18,438	-	1,156	90,278
State Retirement Contributions	-	-	-	-	-	-	-	-	-	-
Other	2,152,448	240,103	251,938	50,000	-	-	-	75,000	-	2,769,489
Total Revenues	59,617,882	7,147,225	3,468,486	2,844,841	1,980,246	-	75,908	75,000	1,445,987	76,655,574
Expenditures										
Salaries	41,794,788	1,192,947	-	70,310	-	-	-	-	-	43,058,045
Benefits	8,409,969	226,764	-	17,768	1,799,923	-	-	-	-	10,454,425
Total Salaries & Benefits	50,204,756	1,419,711	-	88,078	1,799,923	-	-	-	-	53,512,469
Purchased Services	4,315,935	2,982,111	2,500	2,720,752	-	-	-	500,752	-	10,522,050
Supplies & Materials	1,341,361	1,225,167	-	15,000	-	-	-	-	-	2,581,528
Capital Outlay	1,017,190	1,813,000	-	-	-	-	-	-	-	2,830,190
Other Objects	2,113,643	-	3,479,769	-	-	-	-	-	-	5,593,412
Total All Other	8,788,129	6,020,278	3,482,269	2,735,752	-	-	-	500,752	-	21,527,179
Total Expenditures	58,992,885	7,439,989	3,482,269	2,823,830	1,799,923	-	-	500,752	-	75,039,649
Excess/(Deficiency) of										
Revenues over Expenditures	624,997	(292,764)	(13,783)	21,011	180,322	-	75,908	(425,752)	1,445,987	1,615,925
Transfers In			\$1,677,614							
Transfers (Out)	(\$251,938)	(\$37,276)	-	-	-	-	-	-	(\$1,388,400)	-
Capital Lease Proceeds			-	-	-	-	-	-	-	-
Total Other Funding Sources	(251,938)	(37,276)	1,677,614	-	-	-	-	-	(1,388,400)	-
Net Change in Fund Balance	373,059	(330,040)	1,663,831	21,011	180,322	-	75,908	(425,752)	57,587	1,615,925
Fund Balance, Beginning of year	7,509,667	4,225,664	2,253,702	690,395	1,489,753	-	12,495,031	624,722	154,054	29,442,988
Fund Balance End of Year	7,882,725	3,895,624	3,917,533	711,406	1,670,075	-	12,570,939	198,970	211,641	31,058,913

North Shore School District 112
Historical Statement of Revenues and Expenditures
EDUCATION FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Local Sources	\$49,699,020	\$49,812,369	0.23%	\$51,685,415	3.76%	\$51,448,400	-0.46%	\$53,372,053	3.74%
State Sources	\$3,777,064	\$3,972,902	5.18%	\$4,064,712	2.31%	\$3,988,590	-1.87%	\$4,033,393	1.12%
Federal Sources	\$3,781,072	\$2,817,685	-25.48%	\$2,588,358	-8.14%	\$2,213,191	-14.49%	\$2,061,436	-6.86%
Other	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$57,257,156	\$56,602,956	-1.14%	\$58,338,485	3.07%	\$57,650,181	-1.18%	\$59,466,882	3.15%
EXPENDITURES									
Instruction	\$36,929,537	\$37,469,682	1.46%	\$39,782,645	6.17%	\$38,983,931	-2.01%	\$41,097,218	5.42%
Support Services	\$15,105,981	\$15,972,621	5.74%	\$14,308,870	-10.42%	\$15,307,874	6.98%	\$15,039,604	-1.75%
Other	\$4,755,203	\$3,255,892	-31.53%	\$2,838,932	-12.81%	\$2,846,507	0.27%	\$2,489,127	-12.56%
TOTAL EXPENDITURES	\$56,790,721	\$56,698,195	-0.16%	\$56,930,447	0.41%	\$57,138,312	0.37%	\$58,625,949	2.60%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$466,435	(\$95,239)		\$1,408,038		\$511,869		\$840,933	
OTHER FINANCING SOURCES/USES									
Permanent Transfer From Other Funds	\$0	\$0		\$0		\$0		\$0	
Sale Of Bonds	\$638,492	\$0		\$0		\$0		\$0	
Other Financing Uses	\$990,738	\$352,393		\$265,544		\$251,938		\$115,000	
TOTAL OTHER FIN. SOURCES/USES	(\$352,246)	(\$352,393)	0.04%	(\$265,544)	-24.65%	(\$251,938)	-5.12%	(\$115,000)	-54.35%
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$114,189	(\$447,632)		\$1,142,494		\$259,931		\$725,933	
BEGINNING FUND BALANCE	\$6,372,183	\$6,486,372	1.79%	\$6,038,740	-6.90%	\$7,181,234	18.92%	\$7,441,165	3.62%
PROJECTED YEAR-END FUND BALANCE	\$6,486,372	\$6,038,740	-6.90%	\$7,181,234	18.92%	\$7,441,165	3.62%	\$8,167,098	9.76%

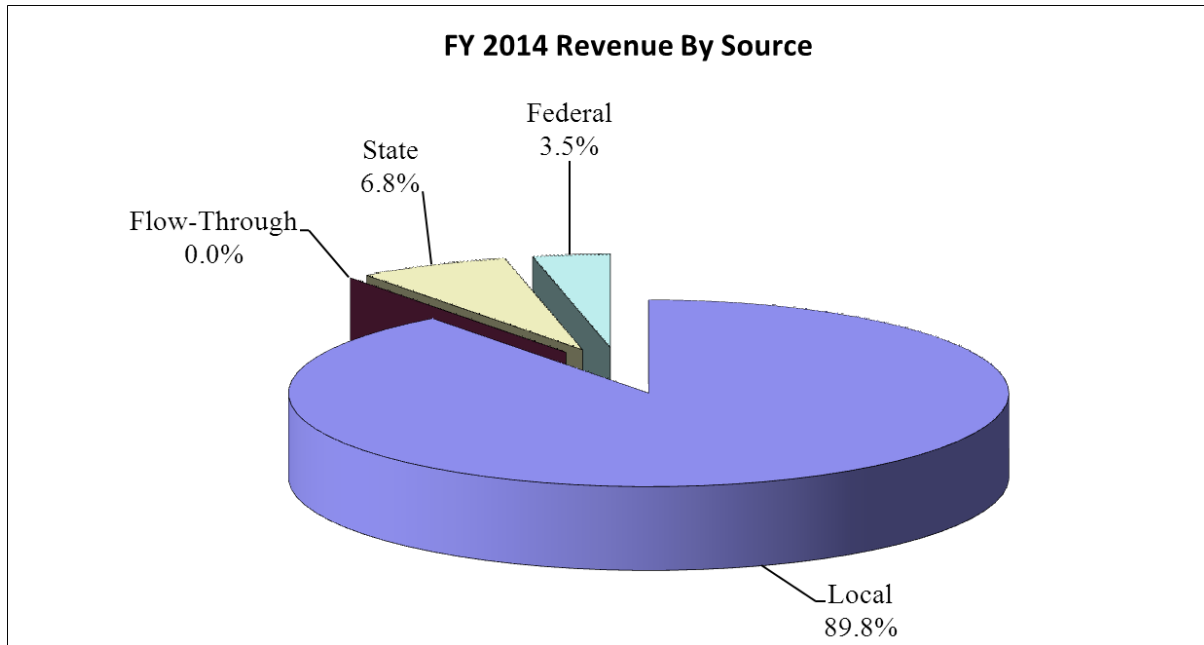
Although there are red negative balances on some funds, the District has a balance budget for fiscal year 2014. The district considers the budget balanced when operating revenues exceed operating expenses. The district plans to adjust its funds to address any shortfall.



Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Revenue Data
EDUCATION FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
LOCAL									
Property Tax Levy	\$47,485,104	\$47,691,232	0.43%	\$49,539,377	3.88%	\$49,419,200	-0.24%	\$51,258,731	3.72%
Corporate Personal Property Replacement Tax	\$0	\$135,520		\$0	-100.00%	\$0		\$0	
Food Service	\$135,407	\$128,973	-4.75%	\$118,296	-8.28%	\$118,000	-0.25%	\$0	-100.00%
Pupil Activities	\$0	\$0		\$0		\$0		\$0	
Interest on Investments	\$405,871	\$129,108	-68.19%	\$73,889	-42.77%	\$125,000	69.17%	\$49,122	-60.70%
Payments of Surplus Moneys from TIF Districts	\$0	\$0		\$0		\$0		\$0	
Other Local Revenues	\$1,672,638	\$1,727,536	3.28%	\$1,953,853	13.10%	\$1,786,200	-8.58%	\$2,064,200	15.56%
TOTAL LOCAL REVENUES	\$49,699,020	\$49,812,369	0.23%	\$51,685,415	3.76%	\$51,448,400	-0.46%	\$53,372,053	3.74%
STATE									
General State Aid	\$896,632	\$1,170,390	30.53%	\$1,181,508	0.95%	\$1,122,432	-5.00%	\$1,182,300	5.33%
Special Education	\$1,951,295	\$2,083,342	6.77%	\$2,225,204	6.81%	\$2,113,130	-5.04%	\$2,101,065	-0.57%
Early Childhood	\$418,806	\$418,806	0.00%	\$465,340	11.11%	\$427,927	-8.04%	\$427,927	0.00%
Other State Revenues	\$510,331	\$300,364	-41.14%	\$192,660	-35.86%	\$325,101	68.74%	\$322,101	-0.92%
TOTAL STATE REVENUES	\$3,777,064	\$3,972,902	5.18%	\$4,064,712	2.31%	\$3,988,590	-1.87%	\$4,033,393	1.12%
FEDERAL									
Grants-In-Aid Rec'd Directly	\$665,741	\$495,148	-25.62%	\$344,758	-30.37%	\$275,000	-20.23%	\$200,000	-27.27%
Restricted Grants-In-Aid	\$3,115,331	\$2,322,537	-25.45%	\$2,243,600	-3.40%	\$1,938,191	-13.61%	\$1,861,436	-3.96%
TOTAL FEDERAL REVENUES	\$3,781,072	\$2,817,685	-25.48%	\$2,588,358	-8.14%	\$2,213,191	-14.49%	\$2,061,436	-6.86%
TOTAL REVENUES	\$57,257,156	\$56,602,956	-1.14%	\$58,338,485	3.07%	\$57,650,181	-1.18%	\$59,466,882	3.15%

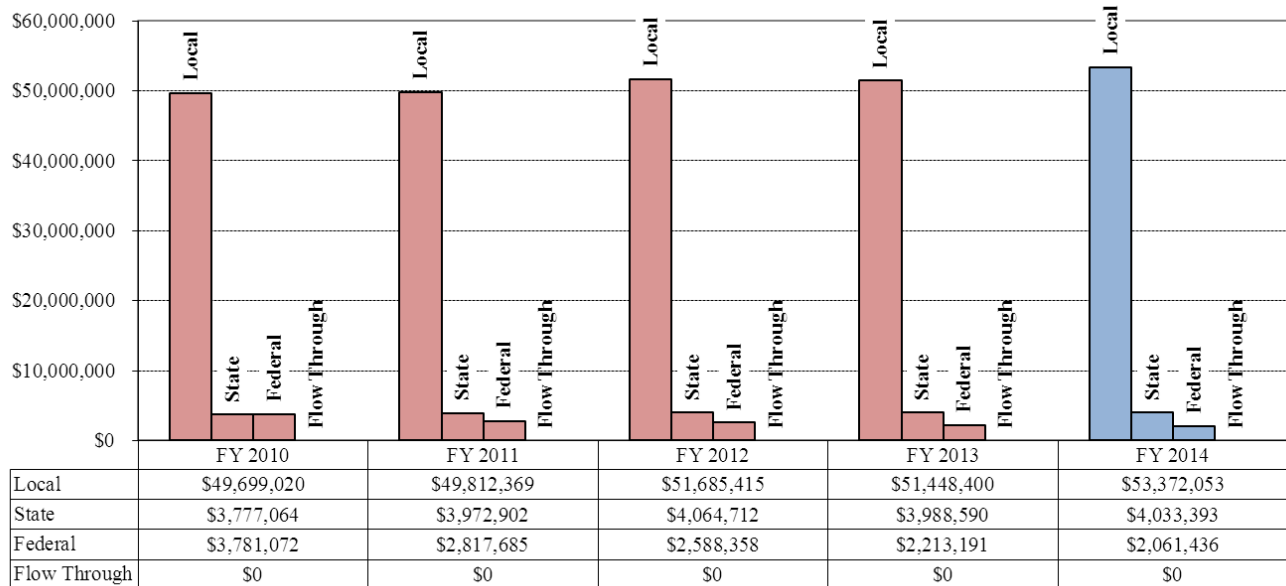
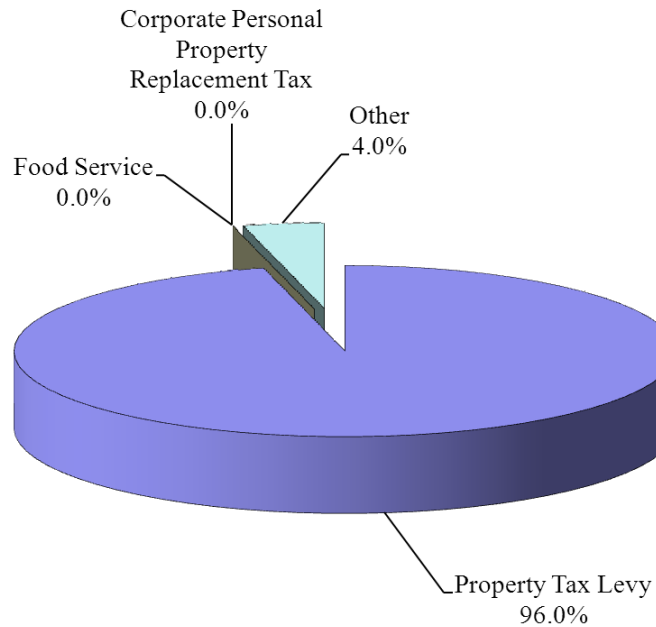


Notes:

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

North Shore School District 112
Historical Revenue Data
EDUCATION FUND – cont'd
FY 2010 Actual through FY2014 Adopted Budget

FY 2014 Local Revenue Analysis



Source: District Business Financial Database/PMA Financial Network Inc.

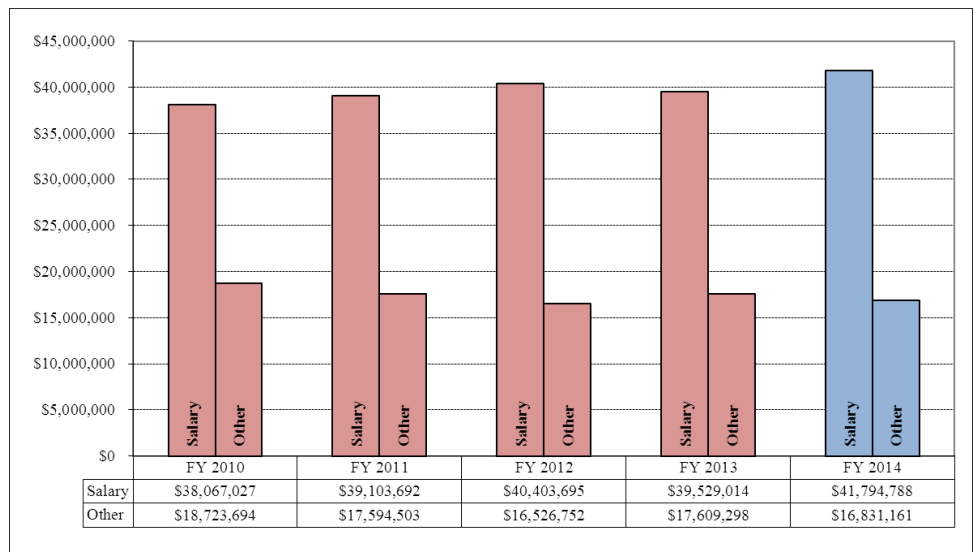
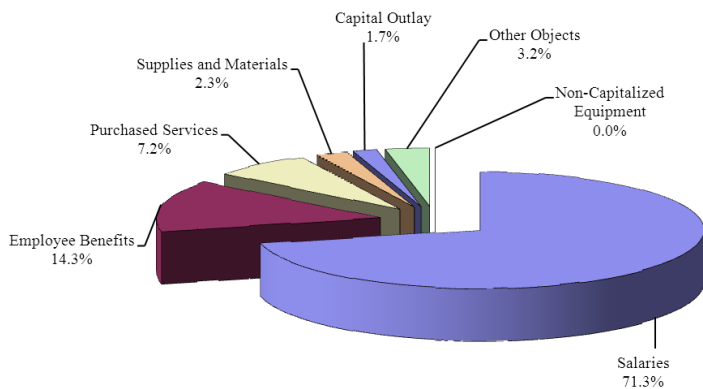
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North Shore School District 112
Historical Expenditure Data
EDUCATION FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
SALARY COSTS	\$38,067,027	\$39,103,692	2.72%	\$40,403,695	3.32%	\$39,529,014	-2.16%	\$41,794,788	5.73%
OTHER NON-SALARY COSTS									
EMPLOYEE BENEFITS	\$6,851,650	\$6,982,587	1.91%	\$8,437,223	20.83%	\$8,165,230	-3.22%	\$8,409,970	3.00%
PURCHASED SERVICES	\$5,195,796	\$3,877,949	-25.36%	\$3,627,748	-6.45%	\$4,802,603	32.39%	\$4,200,935	-12.53%
SUPPLIES AND MATERIALS	\$1,695,446	\$1,290,629	-23.88%	\$1,286,530	-0.32%	\$1,371,111	6.57%	\$1,341,361	-2.17%
CAPITAL OUTLAY	\$2,090,371	\$2,344,960	12.18%	\$1,094,053	-53.34%	\$877,416	-19.80%	\$1,017,190	15.93%
OTHER OBJECTS	\$2,890,431	\$3,098,378	7.19%	\$2,081,198	-32.83%	\$2,392,938	14.98%	\$1,861,705	-22.20%
NON-CAPITALIZED EQUIPMENT	\$0	\$0		\$0		\$0		\$0	
SEPARATION BENEFITS	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER NON-SALARY COSTS	\$18,723,694	\$17,594,503	-6.03%	\$16,526,752	-6.07%	\$17,609,298	6.55%	\$16,831,161	-4.42%
TOTAL COSTS	\$56,790,721	\$56,698,195	-0.16%	\$56,930,447	0.41%	\$57,138,312	0.37%	\$58,625,949	2.60%

FY 2014 Categorical Expenditures

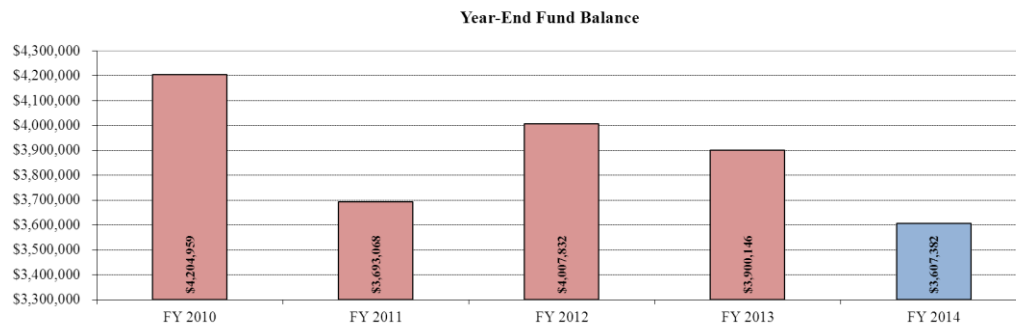
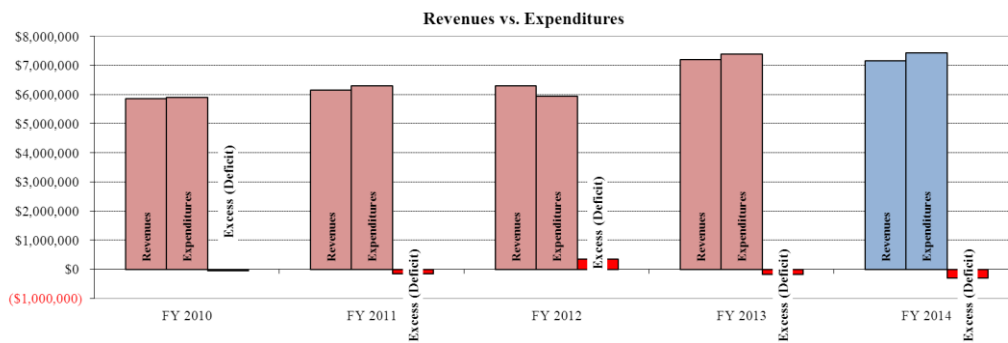


Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Statement of Revenues and Expenditures
OPERATIONS & MAINTENANCE FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Local Sources	\$5,744,229	\$6,144,163	6.96%	\$6,297,860	2.50%	\$7,202,553	14.37%	\$7,147,225	-0.77%
State Sources	\$107,951	\$0	-100.00%	\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$5,852,180	\$6,144,163	4.99%	\$6,297,860	2.50%	\$7,202,553	14.37%	\$7,147,225	-0.77%
EXPENDITURES									
Salary	\$1,164,150	\$1,127,395	-3.16%	\$1,075,747	-4.58%	\$1,175,547	9.28%	\$1,192,947	1.48%
Non-Salary	\$4,729,044	\$5,175,416	9.44%	\$4,873,124	-5.84%	\$6,202,686	27.28%	\$6,247,042	0.72%
TOTAL EXPENDITURES	\$5,893,194	\$6,302,811	6.95%	\$5,948,871	-5.62%	\$7,378,233	24.03%	\$7,439,989	0.84%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$41,014)	(\$158,648)		\$348,989		(\$175,680)		(\$292,764)	
OTHER FINANCING SOURCES/USES									
Permanent Transfer From Other Funds	\$141,935	\$76,167		\$0		\$101,244		\$0	
Other Financing Sources	\$152,633	\$0		\$0		\$0		\$0	
Permanent Transfer To Other Funds	\$640,978	\$429,410		\$34,225		\$33,250		\$0	
TOTAL OTHER FIN. SOURCES/USES	(\$346,410)	(\$353,243)	1.97%	(\$34,225)	-90.31%	\$67,994	-298.67%	\$0	-100.00%
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$387,424)	(\$511,891)		\$314,764		(\$107,686)		(\$292,764)	
BEGINNING FUND BALANCE	\$4,592,383	\$4,204,959	-8.44%	\$3,693,068		\$4,007,832		\$3,900,146	
PROJECTED YEAR-END FUND BALANCE	\$4,204,959	\$3,693,068	-12.17%	\$4,007,832	8.52%	\$3,900,146	-2.69%	\$3,607,382	-7.51%

Although there are red negative balances on some funds, the District has a balance budget for fiscal year 2014. The district considers the budget balanced when operating revenues exceed operating expenses. The district plans to adjust its funds to address any shortfall.

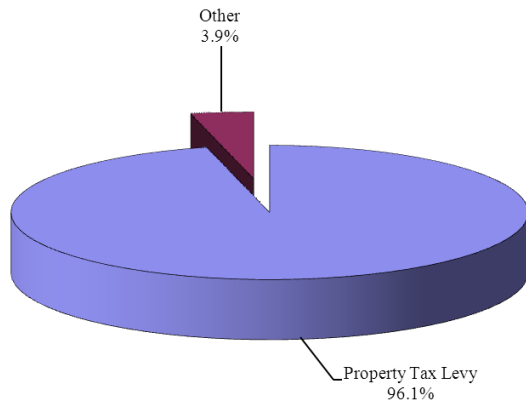


Source: District Business Financial Database/PMA Financial Network Inc.

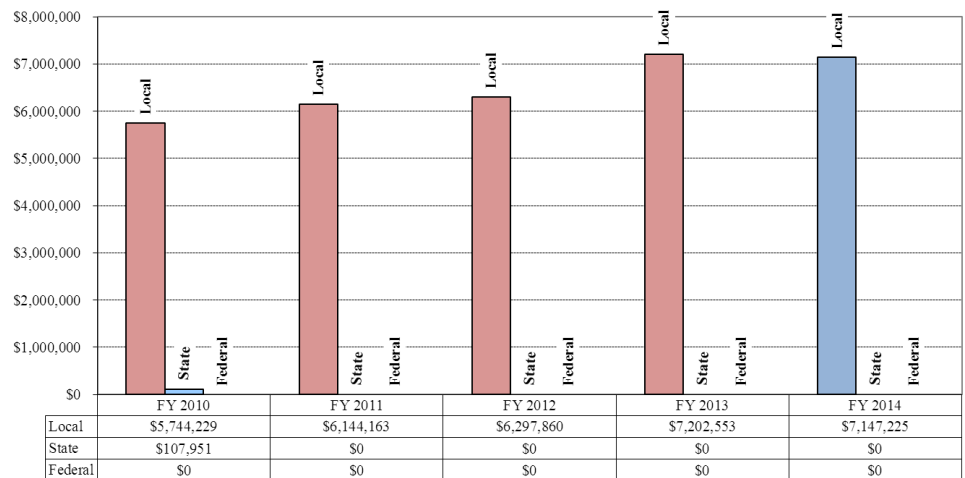
North Shore School District 112
Historical Revenue Data
OPERATIONS & MAINTENANCE FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
LOCAL									
Property Tax Levy	\$5,170,976	\$5,726,268	10.74%	\$5,862,029	2.37%	\$6,751,272	15.17%	\$6,867,229	1.72%
Other Local Revenues	\$573,253	\$373,081	-34.92%	\$370,370	-0.73%	\$376,888	1.76%	\$254,996	-32.34%
TOTAL LOCAL REVENUES	\$5,744,229	\$6,144,163	6.96%	\$6,297,860	2.50%	\$7,202,553	14.37%	\$7,147,225	-0.77%
STATE									
TOTAL STATE REVENUES	\$107,951	\$0	-100.00%	\$0		\$0		\$0	
FEDERAL									
TOTAL FEDERAL REVENUES	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$5,852,180	\$6,144,163	4.99%	\$6,297,860	2.50%	\$7,202,553	14.37%	\$7,147,225	-0.77%

FY 2014 Local Revenue Analysis



Revenue by Source

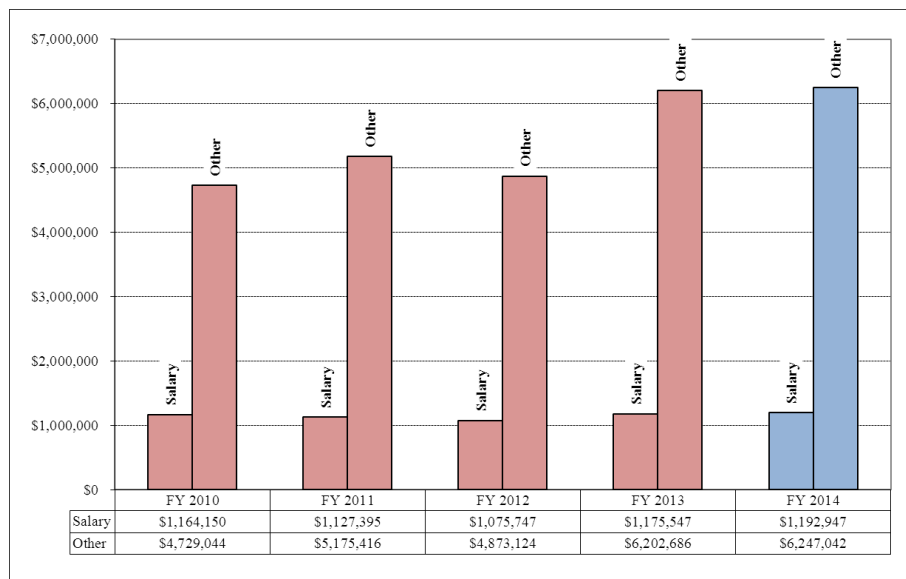
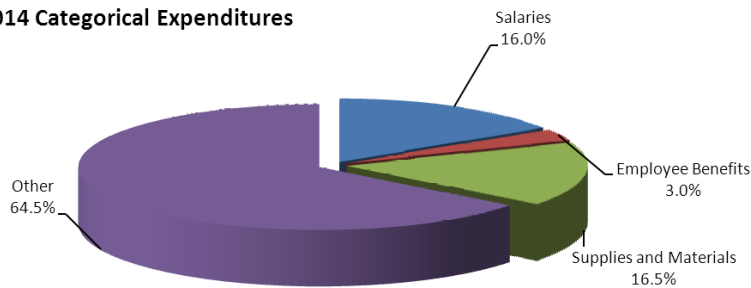


Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Expenditure Data
OPERATIONS & MAINTENANCE FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
SALARY COSTS	\$1,164,150	\$1,127,395	-3.16%	\$1,075,747	-4.58%	\$1,175,547	9.28%	\$1,192,947	1.48%
OTHER NON-SALARY COSTS									
EMPLOYEE BENEFITS	\$178,944	\$187,945	5.03%	\$202,259	7.62%	\$231,855	14.63%	\$226,764	-2.20%
PURCHASED SERVICES	\$2,678,844	\$3,108,742	16.05%	\$2,801,757	-9.87%	\$2,970,664	6.03%	\$2,982,111	0.39%
SUPPLIES AND MATERIALS	\$1,160,657	\$1,102,059	-5.05%	\$940,138	-14.69%	\$1,225,167	30.32%	\$1,225,167	0.00%
CAPITAL OUTLAY	\$710,059	\$776,670	9.38%	\$928,970	19.61%	\$1,775,000	91.07%	\$1,813,000	2.14%
OTHER OBJECTS	\$540	\$0	-100.00%	\$0		\$0		\$0	
NON-CAPITALIZED EQUIPMENT	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER NON-SALARY COSTS	\$4,729,044	\$5,175,416	9.44%	\$4,873,124	-5.84%	\$6,202,686	27.28%	\$6,247,042	0.72%
TOTAL COSTS	\$5,893,194	\$6,302,811	6.95%	\$5,948,871	-5.62%	\$7,378,233	24.03%	\$7,439,989	0.84%

FY 2014 Categorical Expenditures



Source: District Business Financial Database/PMA Financial Network Inc.

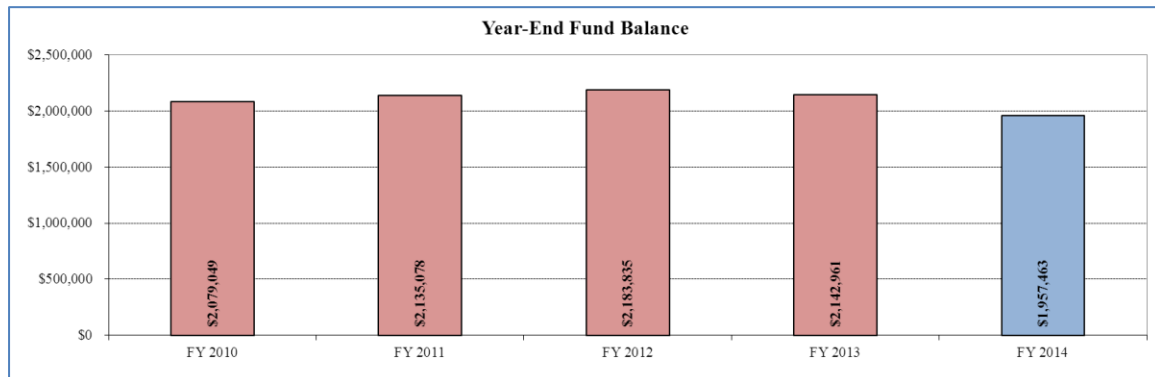
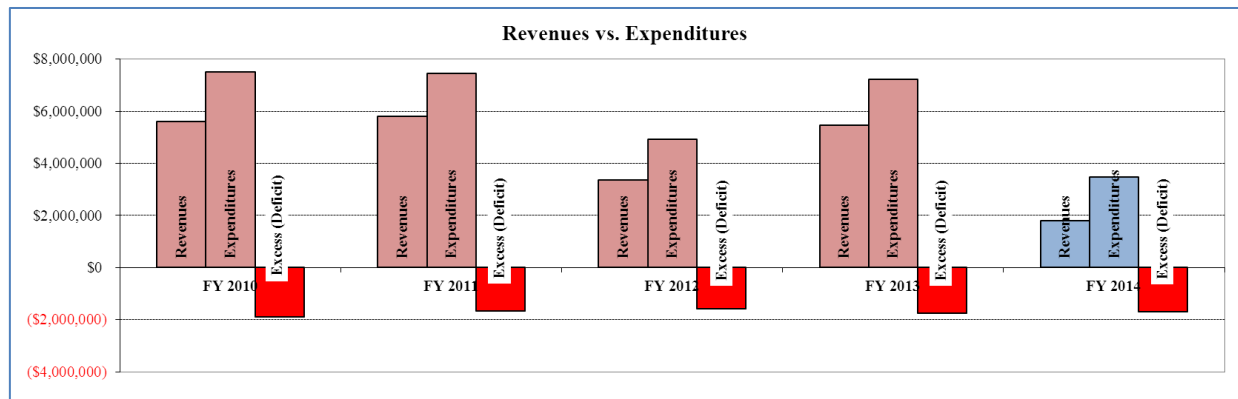
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North Shore School District 112
Historical Statement of Revenues and Expenditures
BOND & INTEREST FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Local Sources	\$5,618,933	\$5,795,509	3.14%	\$3,356,137	-42.09%	\$5,477,844	63.22%	\$1,790,871	-67.31%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$5,618,933	\$5,795,509	3.14%	\$3,356,137	-42.09%	\$5,477,844	63.22%	\$1,790,871	-67.31%
EXPENDITURES									
Debt Services	\$7,511,100	\$7,458,272	-0.70%	\$4,935,749	-33.82%	\$7,222,506	46.33%	\$3,479,769	-51.82%
TOTAL EXPENDITURES	\$7,511,100	\$7,458,272	-0.70%	\$4,935,749	-33.82%	\$7,222,506	46.33%	\$3,479,769	-51.82%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$1,892,167)	(\$1,662,763)		(\$1,579,612)		(\$1,744,662)		(\$1,688,898)	
OTHER FINANCING SOURCES/USES									
Permanent Transfer From Other Funds	\$2,013,431	\$1,683,592		\$1,594,144		\$1,703,788		\$1,503,400	
Sale Of Bonds	\$36,175	\$35,200		\$34,225		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	\$2,049,606	\$1,718,792	-16.14%	\$1,628,369	-5.26%	\$1,703,788	4.63%	\$1,503,400	-11.76%
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$157,439	\$56,029		\$48,757		(\$40,874)		(\$185,498)	
BEGINNING FUND BALANCE	\$1,921,610	\$2,079,049	8.19%	\$2,135,078	2.69%	\$2,183,835	2.28%	\$2,142,961	-1.87%
PROJECTED YEAR-END FUND BALANCE	\$2,079,049	\$2,135,078	2.69%	\$2,183,835	2.28%	\$2,142,961	-1.87%	\$1,957,463	-8.66%

Although there are red negative balances on some funds, the District has a balance budget for fiscal year 2014. The district considers the budget balanced when operating revenues exceed operating expenses. The district plans to adjust its funds to address any shortfall.

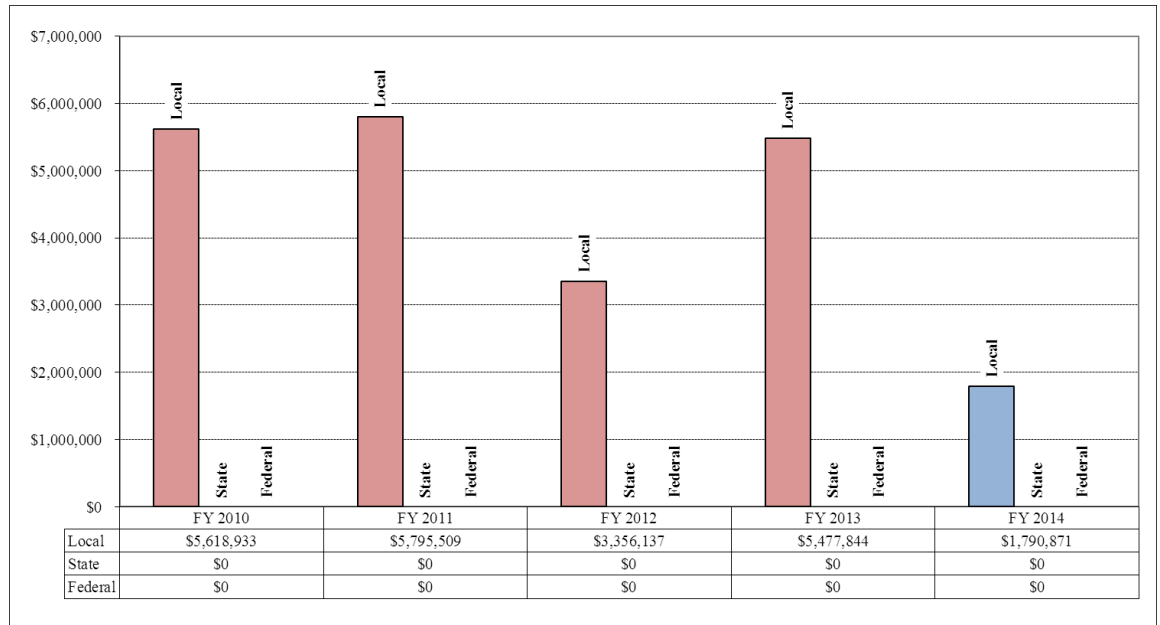
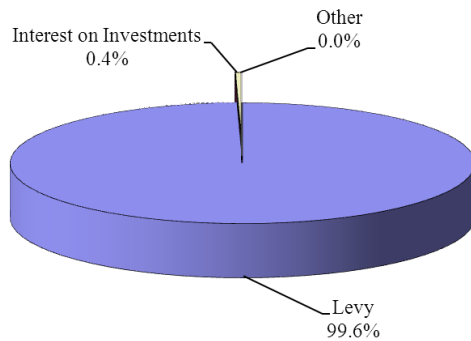


Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Revenue Data
BOND & INTEREST FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
LOCAL									
Property Tax Levy	\$5,573,102	\$5,781,594	3.74%	\$3,349,731	-42.06%	\$5,467,844	63.23%	\$1,784,044	-67.37%
Interest on Investments	\$45,831	\$13,915	-69.64%	\$6,406	-53.96%	\$10,000	56.10%	\$6,827	-31.73%
Other Local Revenues	\$0	\$0		\$0		\$0		\$0	
TOTAL LOCAL REVENUES	\$5,618,933	\$5,795,509	3.14%	\$3,356,137	-42.09%	\$5,477,844	63.22%	\$1,790,871	-67.31%
TOTAL STATE REVENUES	\$0	\$0		\$0		\$0		\$0	
TOTAL FEDERAL REVENUES	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$5,618,933	\$5,795,509	3.14%	\$3,356,137	-42.09%	\$5,477,844	63.22%	\$1,790,871	-67.31%

Revenues Analysis for FY 2014

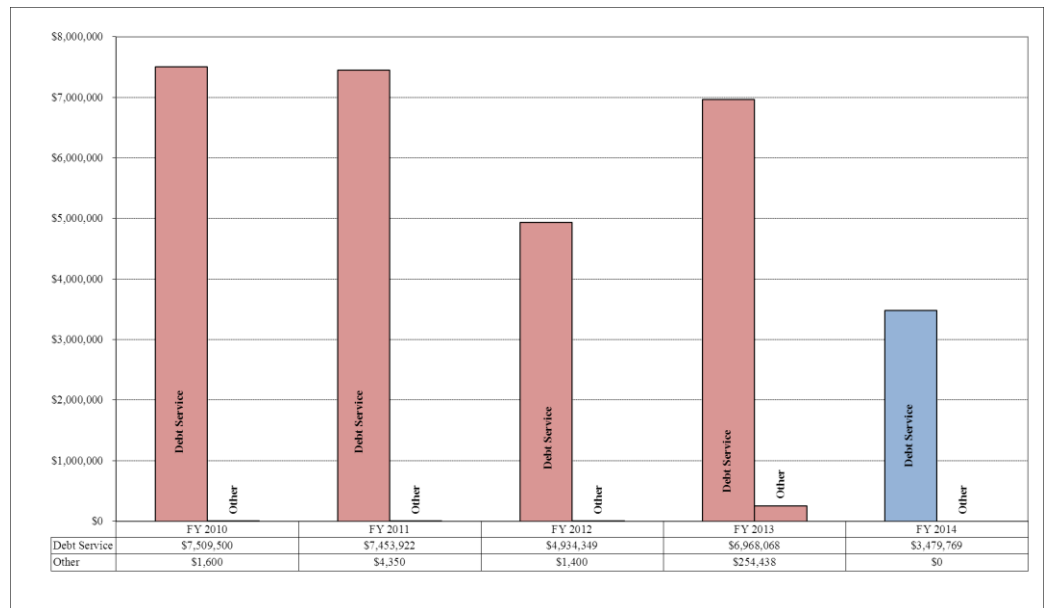
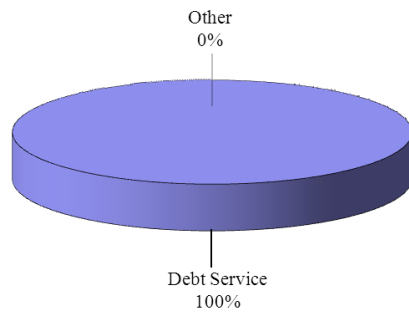


Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Expenditure Data
BOND & INTEREST FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
DEBT SERVICES - INTEREST									
Tax Anticipation Warrants	\$0	\$0		\$0		\$0		\$0	
Tax Anticipation Notes	\$0	\$0		\$0		\$0		\$0	
Bonds	\$1,176,385	\$973,523	-17.24%	\$1,029,349	5.73%	\$518,068	-49.67%	\$534,769	3.22%
CPPRT Anticipation Notes	\$0	\$0		\$0		\$0		\$0	
State Aid Anticipation Notes	\$0	\$0		\$0		\$0		\$0	
Other	\$0	\$0		\$0		\$0		\$0	
TOTAL DEBT SERVICES	\$1,176,385	\$973,523	-17.24%	\$1,029,349	5.73%	\$518,068	-49.67%	\$534,769	3.22%
DEBT SERVICES - PRINCIPAL	\$6,333,115	\$6,480,399	2.33%	\$3,905,000	-39.74%	\$6,450,000	65.17%	\$2,945,000	-54.34%
DEBT SERVICES - OTHER	\$1,600	\$4,350	171.88%	\$1,400	-67.82%	\$254,438	18074.14%	\$0	-100.00%
TOTAL EXPENDITURES	\$7,511,100	\$7,458,272	-0.70%	\$4,935,749	-33.82%	\$7,222,506	46.33%	\$3,479,769	-51.82%

Expenditure Analysis for FY 2014



Source: District Business Financial Database/PMA Financial Network Inc.

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 2014 payments</u>	<u>6/30/13 Balance</u>
2002	General Obligation Bonds	\$1,765,000	\$1,765,000
2005	Alternative Revenue Bonds	\$1,145,000	\$6,085,000
2004	Debt Certificates	\$35,000	\$70,000
2010	Xerox Lease	\$56,811	\$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:

2012 Equalized Assessed Valuation	\$ 2,223,675,650
Percentage Limitation	<u>6.9%</u>
Statutory Debt Limitation	\$ 153,433,620
Less: Outstanding Long-term Debt*	<u>\$ 8,689,478</u>
Debt Margin at June 30, 2013	<u>\$ 144,744,142</u>

* As of June 30, 2013

The district will issue no new debt. Any changes to the EAV will impact the debt limit and therefore curtail significant capital improvements. The District has not committed any funds for the accrued obligation for retiree health insurance. There are no additional funds needed to cover any goals or objectives that are not included in the original budget.

Source: District Business Financial Database

Aggregate Governmental Fund Summary

Government Funds

The district is projected to end the fiscal year end with \$28.6 million in reserves. The ending operating fund balance is forecasted to be 37.1% 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.

Local Revenue Sources - Property Taxes Rates and Collections

The primary source of revenue for North Shore School District 112 is local property tax. It represents 87% of the budgeted revenue. Revenue from other local sources represent 4% of the total revenues; they are comprised of student fees, other local tax collections, cafeteria receipts, earnings of investments and miscellaneous revenues.

State and Federal Revenue Sources

Revenue from state sources represents 6% of the budgeted revenue which is comprised of two separate funding sources: 1) Unrestricted Aid is the General State Aid which is distributed to school districts throughout the state and is dependent on the local resources of the district. 2) Restricted Aid 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. Revenue from federal sources represents 3% 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.

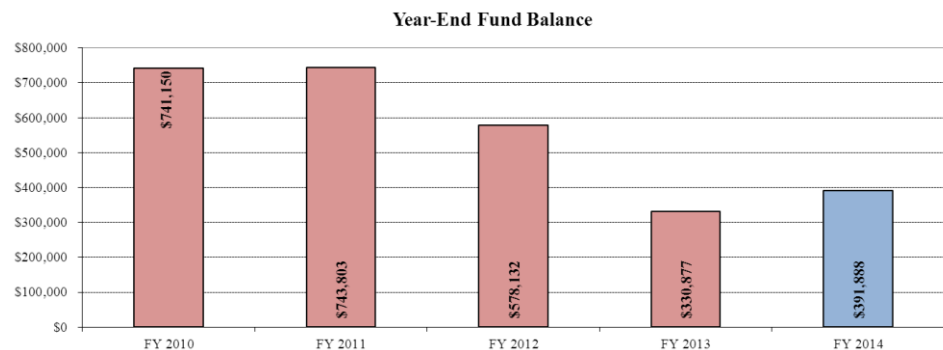
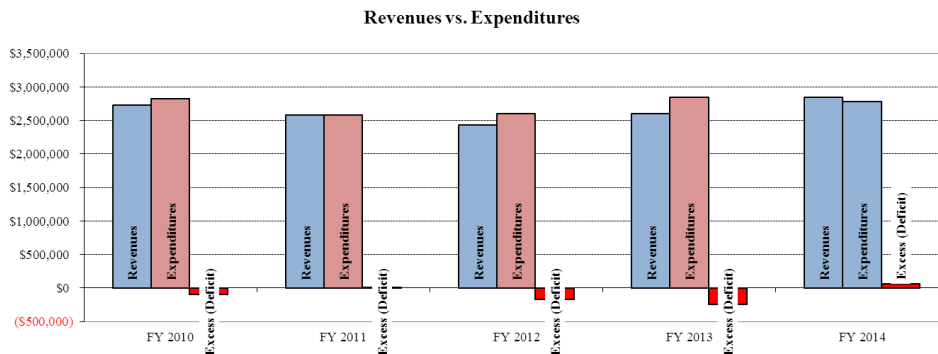
Expenditure

Total Expenditures are expected to decrease by 2.86% to \$74.6 million. The primary reason for the decrease is due to a reduction in our Debt Service account. Significant debt payments were made in FY13 and the payments required in FY14 are much lower. The reduction of expenditures is also reflected in our revenues due to elimination of special levy to collection funds for bond payment. 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.

North Shore School District 112
Historical Statement of Revenues and Expenditures
TRANSPORTATION FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Local Sources	\$1,808,840	\$1,895,930	4.81%	\$1,871,612	-1.28%	\$1,886,175	0.78%	\$2,131,508	13.01%
State Sources	\$915,830	\$688,970	-24.77%	\$560,947	-18.58%	\$713,333	27.17%	\$713,333	0.00%
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$2,724,670	\$2,584,900	-5.13%	\$2,432,559	-5.89%	\$2,599,508	6.86%	\$2,844,841	9.44%
EXPENDITURES									
Salary	\$116,561	\$128,367	10.13%	\$101,056	-21.28%	\$80,256	-20.58%	\$70,310	-12.39%
Non-Salary	\$2,707,273	\$2,453,880	-9.36%	\$2,497,174	1.76%	\$2,766,507	10.79%	\$2,713,520	-1.92%
TOTAL EXPENDITURES	\$2,823,834	\$2,582,247	-8.56%	\$2,598,230	0.62%	\$2,846,763	9.57%	\$2,783,830	-2.21%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$99,164)	\$2,653		(\$165,671)		(\$247,255)		\$61,011	
OTHER FINANCING SOURCES/USES									
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	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$99,164)	\$2,653		(\$165,671)		(\$247,255)		\$61,011	
BEGINNING FUND BALANCE	\$840,314	\$741,150	-11.80%	\$743,803		\$578,132		\$330,877	
PROJECTED YEAR-END FUND BALANCE	\$741,150	\$743,803	0.36%	\$578,132	-22.27%	\$330,877	-42.77%	\$391,888	18.44%

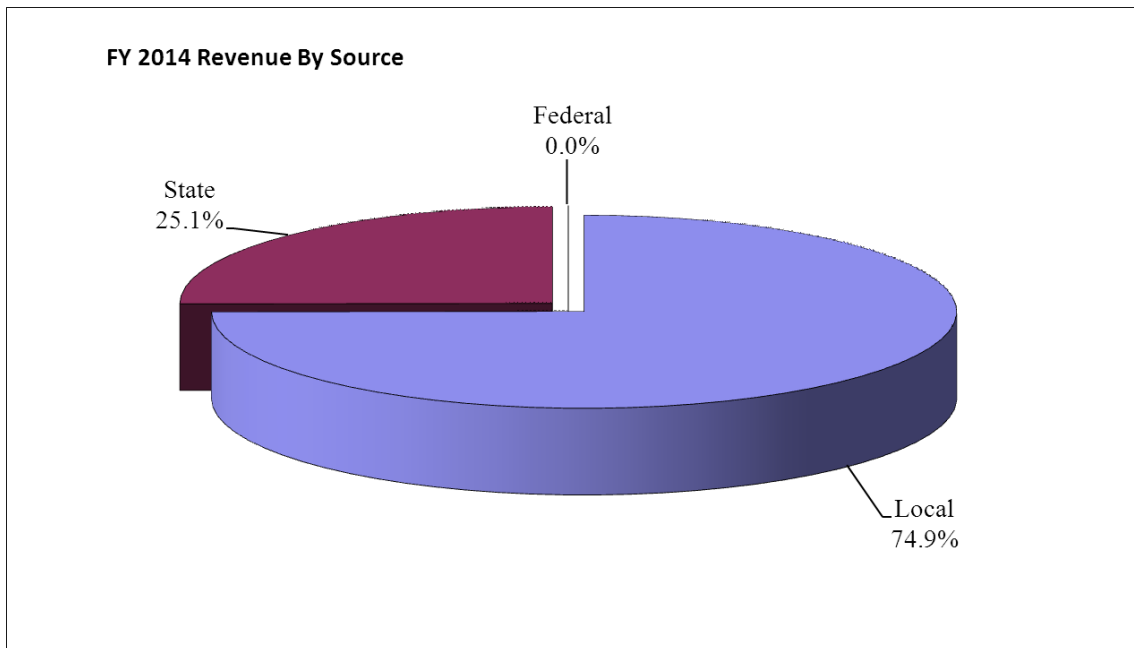
Although there are red negative balances on some funds, the District has a balance budget for fiscal year 2014. The district considers the budget balanced when operating revenues exceed operating expenses. The district plans to adjust its funds to address any shortfall.



Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Revenue Data
TRANSPORTATION FUND
FY 2010 Actual through FY2014 Adopted Budget

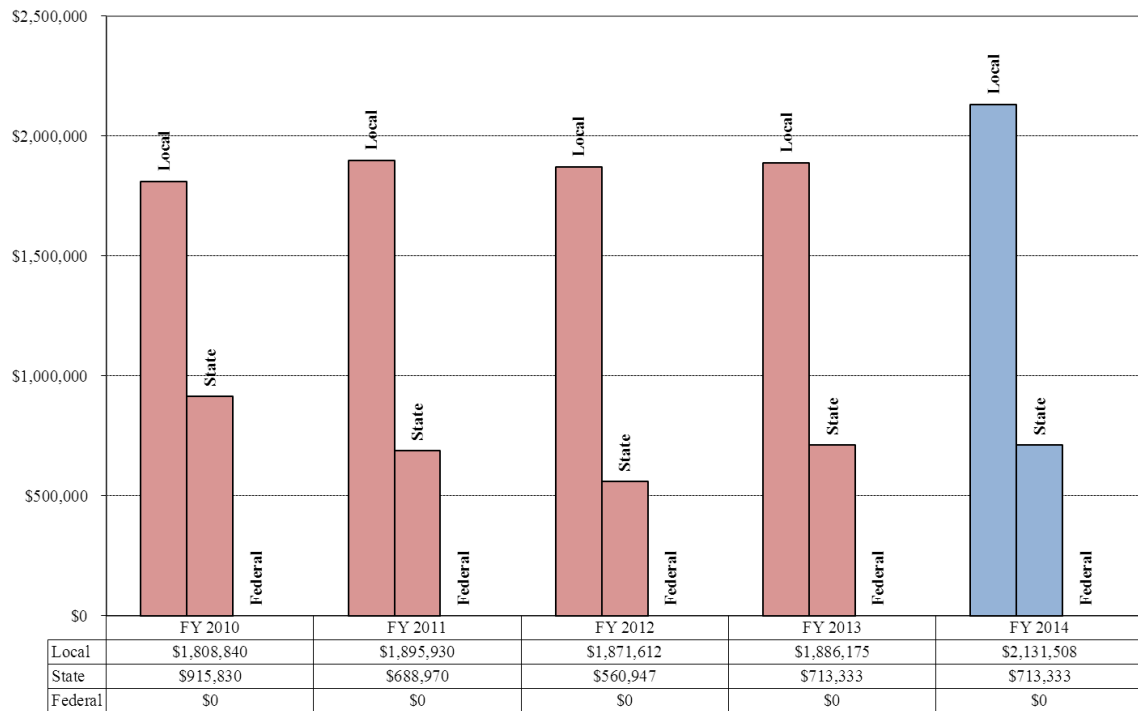
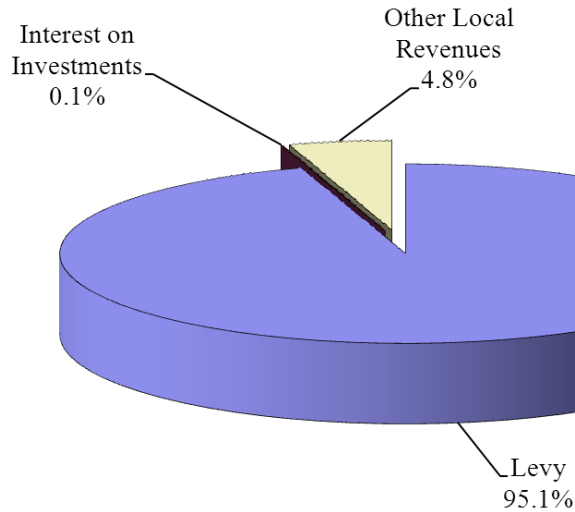
	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
LOCAL									
Levy	\$1,393,276	\$1,659,788	19.13%	\$1,727,205	4.06%	\$1,715,854	-0.66%	\$1,980,000	15.39%
Transportation Fees	\$76,035	\$45,045	-40.76%	\$36,732	-18.45%	\$50,000	36.12%	\$50,000	0.00%
Interest on Investments	\$12,216	\$6,085	-50.19%	\$2,937	-51.73%	\$4,000	36.19%	\$1,508	-62.30%
Other Local Revenues	\$327,313	\$185,012	-43.48%	\$104,738	-43.39%	\$116,321	11.06%	\$100,000	-14.03%
TOTAL LOCAL REVENUES	\$1,808,840	\$1,895,930	4.81%	\$1,871,612	-1.28%	\$1,886,175	0.78%	\$2,131,508	13.01%
STATE									
General State Aid	\$0	\$0		\$0		\$0		\$0	
Transportation	\$915,830	\$688,970	-24.77%	\$560,947	-18.58%	\$713,333	27.17%	\$713,333	0.00%
Other State Revenues	\$0	\$0		\$0		\$0		\$0	
TOTAL STATE REVENUES	\$915,830	\$688,970	-24.77%	\$560,947	-18.58%	\$713,333	27.17%	\$713,333	0.00%
FEDERAL									
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	
TOTAL FEDERAL REVENUES	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$2,724,670	\$2,584,900	-5.13%	\$2,432,559	-5.89%	\$2,599,508	6.86%	\$2,844,841	9.44%



Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Revenue Data
TRANSPORTATION FUND – cont'd
FY 2010 Actual through FY2014 Adopted Budget

FY 2014 Local Revenue Analysis



Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112

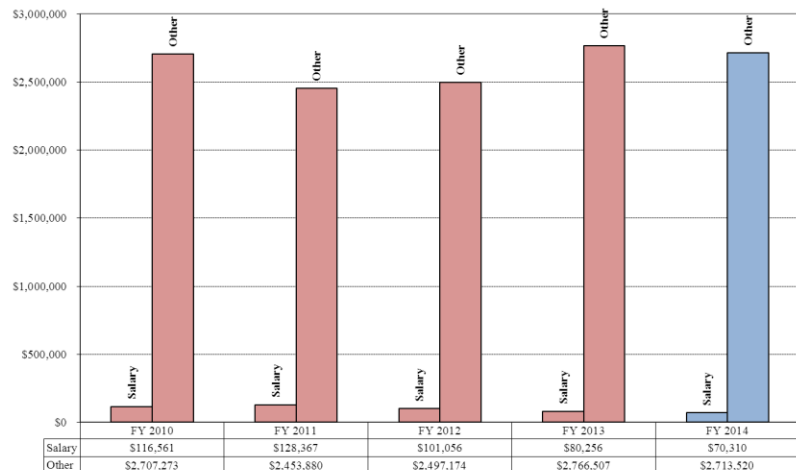
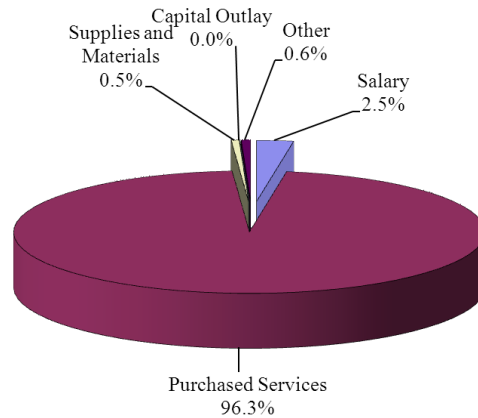
Historical Expenditure Data

TRANSPORTATION FUND

FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
SALARY COSTS	\$116,561	\$128,367	10.13%	\$101,056	-21.28%	\$80,256	-20.58%	\$70,310	-12.39%
OTHER NON-SALARY COSTS									
EMPLOYEE BENEFITS	\$41,599	\$19,595	-52.90%	\$39,387	101.01%	\$40,773	3.52%	\$17,768	-56.42%
PURCHASED SERVICES	\$2,663,427	\$2,430,213	-8.76%	\$2,453,739	0.97%	\$2,720,734	10.88%	\$2,680,752	-1.47%
SUPPLIES AND MATERIALS	\$2,247	\$4,072	81.22%	\$4,048	-0.59%	\$5,000	23.52%	\$15,000	200.00%
CAPITAL OUTLAY	\$0	\$0		\$0		\$0		\$0	
OTHER OBJECTS	\$0	\$0		\$0		\$0		\$0	
NON-CAPITALIZED EQUIPMENT	\$0	\$0		\$0		\$0		\$0	
CONTINGENCIES	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER NON-SALARY COSTS	\$2,707,273	\$2,453,880	-9.36%	\$2,497,174	1.76%	\$2,766,507	10.79%	\$2,713,520	-1.92%
TOTAL COSTS	\$2,823,834	\$2,582,247	-8.56%	\$2,598,230	0.62%	\$2,846,763	9.57%	\$2,783,830	-2.21%

FY 2014 Categorical Expenditures

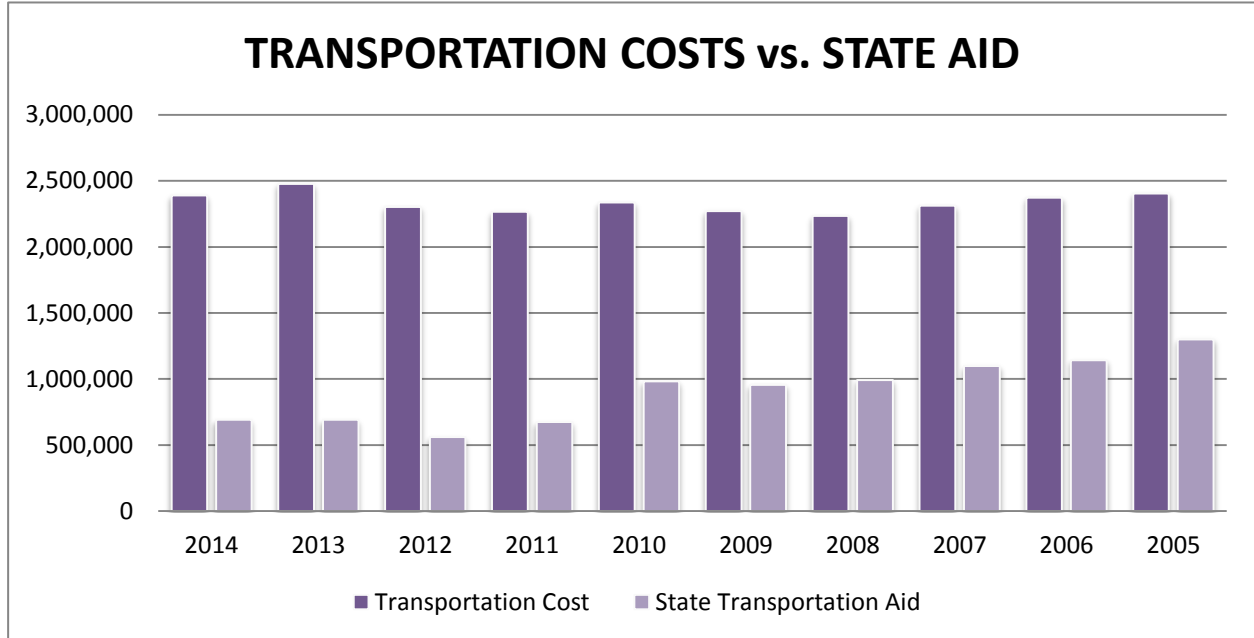


Source: District Business Financial Database/PMA Financial Network Inc.

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
2014	2014	1,082,049	1,305,967	2,388,016	690,014
2013	2013	1,666,596	809,069	2,475,665	690,031
2012	2012	1,636,763	665,855	2,302,618	560,947
2011	2011	1,457,151	807,001	2,264,152	674,027
2010	2010	1,512,810	821,743	2,334,553	980,830
2009	2009	1,508,828	762,118	2,270,946	955,364
2008	2008	1,477,785	756,205	2,233,990	992,449
2007	2007	1,658,476	652,078	2,310,554	1,096,719
2006	2006	1,611,160	760,020	2,371,180	1,141,288
2005	2005	1,787,017	615,126	2,402,143	1,299,942

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.



Source: District's Business Dept.

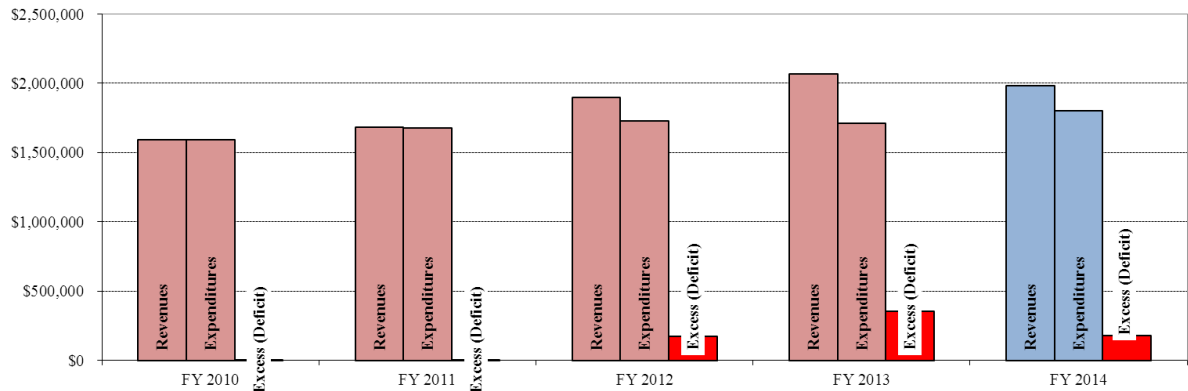
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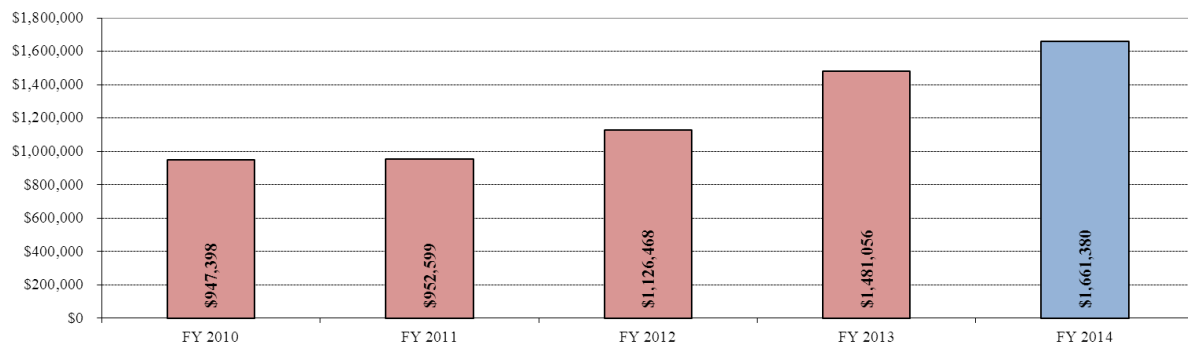
North Shore School District 112
Historical Statement of Revenues and Expenditures
IMRF FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Local Sources	\$1,593,029	\$1,680,707	5.50%	\$1,900,710	13.09%	\$2,066,072	8.70%	\$1,980,246	-4.15%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$1,593,029	\$1,680,707	5.50%	\$1,900,710	13.09%	\$2,066,072	8.70%	\$1,980,246	-4.15%
EXPENDITURES									
Instruction - Employee Benefits	\$787,018	\$825,191	4.85%	\$865,888	4.93%	\$849,876	-1.85%	\$929,822	9.41%
Support Services - Employee Benefits	\$805,624	\$850,315	5.55%	\$860,953	1.25%	\$861,338	0.04%	\$870,100	1.02%
Other	\$203	\$0		\$0		\$270		\$0	
TOTAL EXPENDITURES	\$1,592,845	\$1,675,506	5.19%	\$1,726,841	3.06%	\$1,711,484	-0.89%	\$1,799,922	5.17%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES									
	\$184	\$5,201		\$173,869		\$354,588		\$180,324	
OTHER FINANCING SOURCES/USES									
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	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES									
	\$184	\$5,201		\$173,869		\$354,588		\$180,324	
BEGINNING FUND BALANCE									
	\$947,214	\$947,398	0.02%	\$952,599		\$1,126,468		\$1,481,056	
PROJECTED YEAR-END FUND BALANCE									
	\$947,398	\$952,599	0.55%	\$1,126,468	18.25%	\$1,481,056	31.48%	\$1,661,380	12.18%

Revenues vs. Expenditures



Year-End Fund Balance

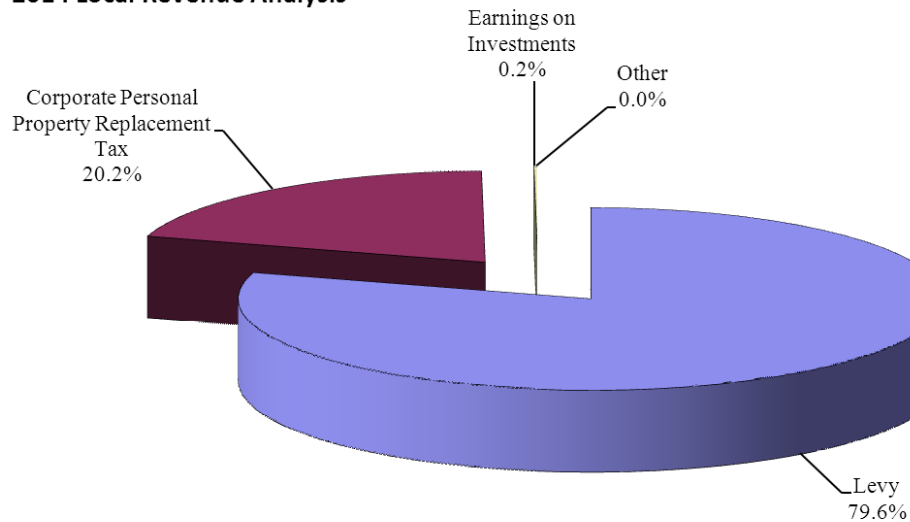


Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Revenue Data
IMRF FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
LOCAL									
Levy	\$1,251,105	\$1,327,830	6.13%	\$1,413,168	6.43%	\$1,550,286	9.70%	\$1,576,912	1.72%
Corporate Personal Property Replacement Tax	\$279,846	\$346,241	23.73%	\$484,411	39.91%	\$509,286	5.14%	\$400,000	-21.46%
Interest on Investments	\$22,127	\$6,636	-70.01%	\$3,131	-52.82%	\$6,500	107.60%	\$3,334	-48.71%
Other Local Revenues	\$39,951	\$0	-100.00%	\$0		\$0		\$0	
TOTAL LOCAL REVENUES	\$1,593,029	\$1,680,707	5.50%	\$1,900,710	13.09%	\$2,066,072	8.70%	\$1,980,246	-4.15%
STATE									
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	
TOTAL STATE REVENUES	\$0	\$0		\$0		\$0		\$0	
FEDERAL									
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	
TOTAL FEDERAL REVENUES	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$1,593,029	\$1,680,707	5.50%	\$1,900,710	13.09%	\$2,066,072	8.70%	\$1,980,246	-4.15%

FY 2014 Local Revenue Analysis

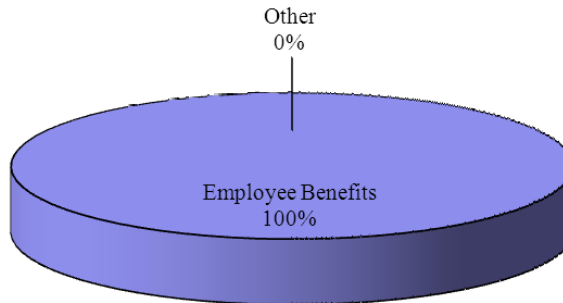


Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Expenditure Data
IMRF FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
SALARY COSTS	\$0	\$0		\$0		\$0		\$0	
OTHER NON-SALARY COSTS									
EMPLOYEE BENEFITS	\$1,592,845	\$1,675,506	5.19%	\$1,726,841	3.06%	\$1,711,484	-0.89%	\$1,799,922	5.17%
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	
TOTAL OTHER NON-SALARY COSTS	\$1,592,845	\$1,675,506	5.19%	\$1,726,841	3.06%	\$1,711,484	-0.89%	\$1,799,922	5.17%
TOTAL COSTS	\$1,592,845	\$1,675,506	5.19%	\$1,726,841	3.06%	\$1,711,484	-0.89%	\$1,799,922	5.17%

FY 2014 Categorical Expenditures



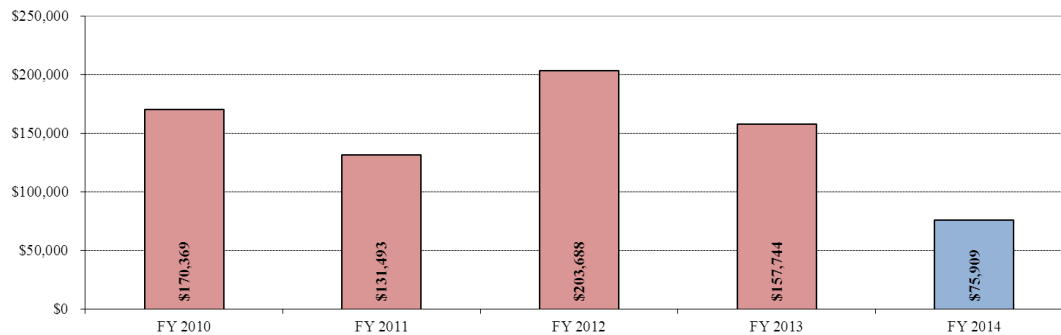
Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Statement of Revenues and Expenditures
WORKING CASH FUND
FY 2010 Actual through FY2014 Adopted Budget

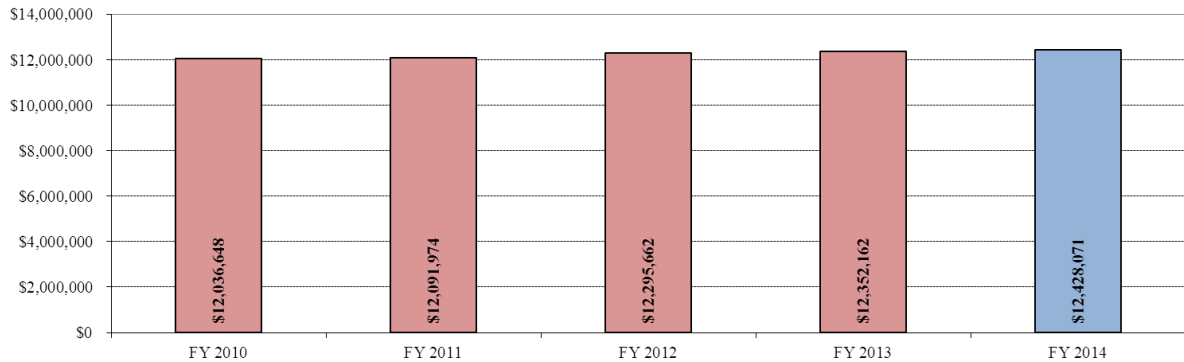
	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Levy	\$28,434	\$55,326	94.58%	\$52,339	-5.40%	\$56,500	7.95%	\$57,471	1.72%
Interest on Investments	\$141,935	\$76,167	-46.34%	\$151,349	98.71%	\$101,244	-33.11%	\$18,438	-81.79%
Other	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$170,369	\$131,493	-22.82%	\$203,688	54.90%	\$157,744	-22.56%	\$75,909	-51.88%
OTHER FINANCING SOURCES/USES									
Permanent Transfer From Other Funds	\$0	\$0		\$0		\$0		\$0	
Sale Of Bonds	\$0	\$0		\$0		\$0		\$0	
Permanent Transfer To Other Funds	\$141,935	\$76,167		\$0		\$101,244		\$0	
TOTAL OTHER FIN. SOURCES/USES	(\$141,935)	(\$76,167)	-46.34%	\$0	-100.00%	(\$101,244)		\$0	-100.00%
BEGINNING FUND BALANCE	\$12,008,214	\$12,036,648	0.24%	\$12,091,974	0.46%	\$12,295,662	1.68%	\$12,352,162	0.46%
PROJECTED YEAR-END FUND BALANCE	\$12,036,648	\$12,091,974		\$12,295,662		\$12,352,162		\$12,428,071	

Although there are red negative balances on some funds, the District has a balance budget for fiscal year 2014. The district considers the budget balanced when operating revenues exceed operating expenses. The district plans to adjust its funds to address any shortfall.

Revenues Projections



Year-End Fund Balance



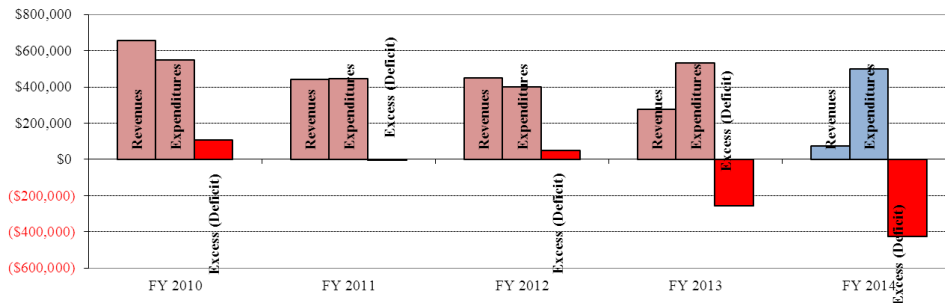
Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Statement of Revenues and Expenditures
TORT FUND
FY 2010 Actual through FY2014 Adopted Budget

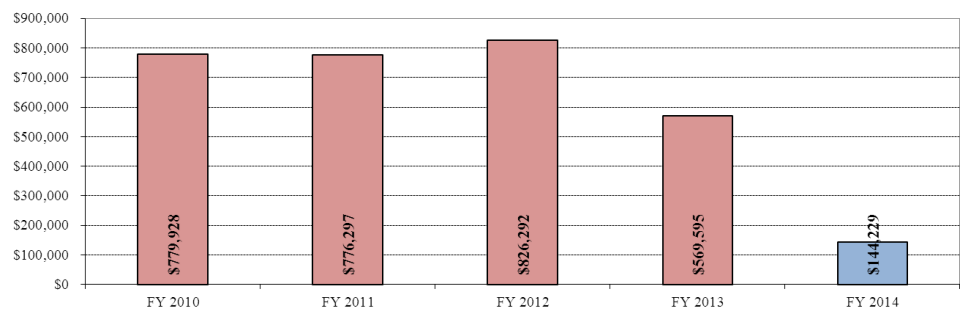
	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Local Sources	\$654,681	\$441,982	-32.49%	\$450,691	1.97%	\$275,588	-38.85%	\$75,000	-72.79%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$654,681	\$441,982	-32.49%	\$450,691	1.97%	\$275,588	-38.85%	\$75,000	-72.79%
EXPENDITURES									
Salary	\$0	\$0		\$0		\$0		\$0	
Non-Salary	\$547,770	\$445,613	-18.65%	\$400,696	-10.08%	\$532,285	32.84%	\$500,366	-6.00%
TOTAL EXPENDITURES	\$547,770	\$445,613	-18.65%	\$400,696	-10.08%	\$532,285	32.84%	\$500,366	-6.00%
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$106,911	(\$3,631)		\$49,995		(\$256,697)		(\$425,366)	
OTHER FINANCING SOURCES/USES									
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	
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0		\$0		\$0		\$0	
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$106,911	(\$3,631)		\$49,995		(\$256,697)		(\$425,366)	
BEGINNING FUND BALANCE	\$673,017	\$779,928	15.89%	\$776,297		\$826,292		\$569,595	
PROJECTED YEAR-END FUND BALANCE	\$779,928	\$776,297	-0.47%	\$826,292	6.44%	\$569,595	-31.07%	\$144,229	-74.68%

Although there are red negative balances on some funds, the District has a balance budget for fiscal year 2014. The district considers the budget balanced when operating revenues exceed operating expenses. The district plans to adjust its funds to address any shortfall.

Revenues vs. Expenditures



Year-End Fund Balance

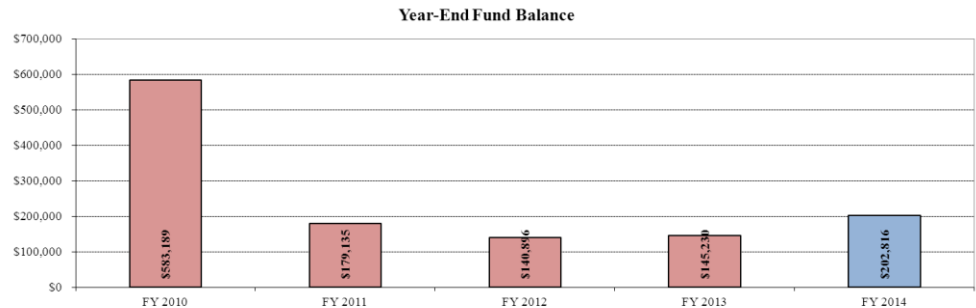
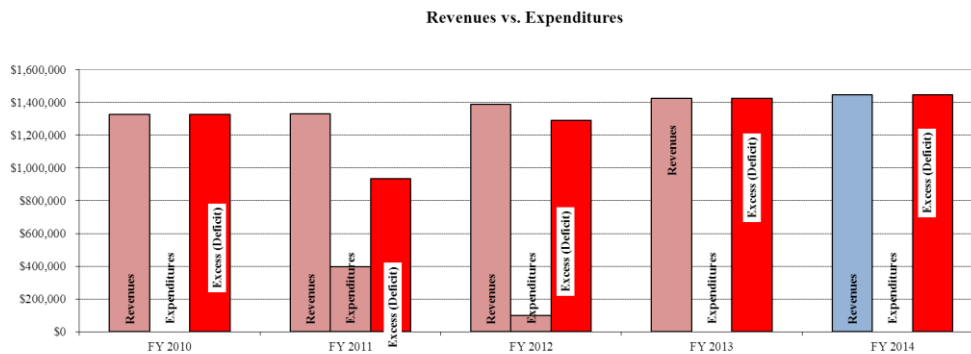


Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Historical Statement of Revenues and Expenditures
FIRE PREVENTION/LIFE SAFETY FUND
FY 2010 Actual through FY2014 Adopted Budget

	ACTUAL FY 2010	ACTUAL FY 2011	Δ%	ACTUAL FY 2012	Δ%	BUDGET FY 2013	Δ%	BUDGET FY 2014	Δ%
REVENUES									
Local Sources	\$1,326,647	\$1,330,769	0.31%	\$1,388,252	4.32%	\$1,422,934	2.50%	\$1,445,986	1.62%
State Sources	\$0	\$0		\$0		\$0		\$0	
Federal Sources	\$0	\$0		\$0		\$0		\$0	
TOTAL REVENUES	\$1,326,647	\$1,330,769	0.31%	\$1,388,252	4.32%	\$1,422,934	2.50%	\$1,445,986	1.62%
EXPENDITURES									
Salary	\$0	\$0		\$0		\$0		\$0	
Non-Salary	\$0	\$397,123		\$97,891	-75.35%	\$0	-100.00%	\$0	
TOTAL EXPENDITURES	\$0	\$397,123		\$97,891	-75.35%	\$0	-100.00%	\$0	
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$1,326,647	\$933,646		\$1,290,361		\$1,422,934		\$1,445,986	
OTHER FINANCING SOURCES/USES									
Permanent Transfer From Other Funds	(\$1,288,610)	(\$1,337,700)		(\$1,328,600)		(\$1,418,600)		(\$1,388,400)	
Sale Of Bonds	\$0	\$0		\$0		\$0		\$0	
Other Financing Uses	\$0	\$0		\$0		\$0		\$0	
TOTAL OTHER FIN. SOURCES/USES	(\$1,288,610)	(\$1,337,700)	3.81%	(\$1,328,600)	-0.68%	(\$1,418,600)	6.77%	(\$1,388,400)	-2.13%
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$38,037	(\$404,054)		(\$38,239)		\$4,334		\$57,586	
BEGINNING FUND BALANCE	\$545,152	\$583,189	6.98%	\$179,135	-69.28%	\$140,896	-21.35%	\$145,230	3.08%
PROJECTED YEAR-END FUND BALANCE	\$583,189	\$179,135	-69.28%	\$140,896	-21.35%	\$145,230	3.08%	\$202,816	39.65%

Although there are red negative balances on some funds, the District has a balance budget for fiscal year 2014. The district considers the budget balanced when operating revenues exceed operating expenses. The district plans to adjust its funds to address any shortfall.



Source: District Business Financial Database/PMA Financial Network Inc.

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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 2013-14 capital budget is \$1,813,000. This is higher than the average. 2012/13 included a \$1,030,000 window project at one school and a \$598,000 roof project at another, both of these projects increased in scope with a positive year in energy conservation. Over half of their funding will be from the 2013/14 capital because other projects were pulled forward within the 2012/13 to help balance the capital expenditures. These projects included over \$550,000 in asphalt, \$180,000 in lentil repairs, plus several smaller projects of various door systems & HVAC repairs across the District.

2013/14 will include the start of the next Life Safety Study. The LRP has also been reviewed for update with a final draft being submitted in 2013-14. These two components will drive the next five to ten years of capital and O&M focus.

Source: District's Operations & Maintenance Dept.

DESCRIPTION OF WORK	ESTIMATED COST	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Monitor	PTAO		O/M		L/S	L/S Bond	Temp/Cntrl	High Priority
											Fund	Var	Fnd Bal	Var				
CAPITAL PROJECTS:																		
2,654,260	Braeside Elementary	2,841,260	-	230,000	40,000	-	6,000	288,500	-	1,509,760	13,000	-	-	-	388,000	187,000	-	-
11,684,300	Edgewood Middle School	12,073,800	-	-	335,000	21,000	-	1,114,500	-	8,546,500	28,000	-	-	-	1,560,300	409,500	-	-
7,664,380	Elm Place Middle School	7,864,380	-	32,500	62,000	202,000	-	533,000	-	5,270,000	540,880	-	-	-	59,000	436,000	350,000	-
2,586,500	Green Bay Pavilion	3,736,500	-	110,000	20,000	319,000	148,000	606,500	-	555,000	15,000	-	-	-	40,000	250,000	900,000	-
5,533,400	Indian Trail Elementary	5,945,400	-	-	385,000	231,000	-	465,000	-	3,375,000	22,500	-	-	-	99,000	955,900	172,000	240,000
27,687,325	Lincoln Elementary	27,867,325	105,000	-	185,000	-	-	396,000	-	25,398,000	748,725	-	-	-	59,000	724,600	180,000	-
1,317,500	Oak Terrace Elementary	1,722,500	-	-	35,000	-	-	1,132,500	-	-	35,000	-	-	-	40,000	255,000	150,000	-
50,534,600	Northwood Jr. High	50,836,100	-	-	265,000	609,000	115,000	966,000	-	48,003,200	15,000	-	-	-	59,000	482,400	251,500	50,000
4,020,000	Ravinia Elementary	4,020,000	-	-	170,000	-	52,000	1,214,500	-	2,144,000	90,500	-	-	-	59,000	256,000	192,000	51,000
4,193,860	Red Oak Elementary	4,388,860	-	-	138,000	-	222,000	608,000	-	2,261,000	201,860	-	-	-	59,000	679,000	195,000	-
3,909,250	Sherwood Elementary	4,074,250	-	55,000	25,000	225,000	-	594,500	-	2,125,250	12,500	-	-	-	59,000	773,000	150,000	15,000
3,133,920	Wayne Thomas Elementary	3,301,920	211,000	114,000	25,000	50,000	-	878,000	-	1,196,720	43,000	-	-	-	59,000	538,000	168,000	-
1,568,250	Maintenance Building	1,556,250	-	6,000	-	-	-	-	-	1,552,250	-	-	-	-	-	-	-	-
1,635,200	District Admin	1,635,200	163,400	171,300	226,000	205,800	185,800	190,900	196,200	-	129,000	-	-	-	-	-	-	-
			48,000															
			877,600															
	TOTAL - Traditional Operating	6,178,280	857,800	832,800	869,000	877,800	722,800	657,400	103,695,930									
	TOTAL - Traditional Other		488,800	712,800	869,000	1,271,800	722,800	657,400	196,200	208,000	125,880	-	-	-	-	-	-	-
	TOTAL - Traditional Building	114,037,245	-	-	365,000	-	-	-	-	101,728,680	1,770,085	-	-	-	3,995,200	-	-	-
	TOTAL - Additional Need	13,945,500	488,800	712,800	1,234,000	1,271,800	722,800	657,400	196,200	101,936,680	1,895,965	-	-	-	3,995,200	-	-	-
NEW	TOTAL - Security	550,000	550,000	-	677,000	591,000	6,000	8,330,500	-	-	-	-	-	-	3,191,000	2,846,000	1,756,000	-
	GRAND TOTAL	128,092,745	488,800	712,800	1,911,000	1,862,800	728,800	8,987,900	196,200	101,936,680	1,895,965	-	-	-	710,000	2,846,000	1,756,000	-
					</													

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)	FY 2018 (2017)	Monitor	PTAO Fund Var	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temp/Cntrl	High Priority
Braeside Elementary	> Drain repairs	80,000	80,000														
	Plaster Repair Interior	40,000	40,000														
	Ravine Clearing	15,000				15,000											
	Galvanized Piping	190,000			190,000												
	Sewer	40,000			40,000												
		-															
		-															
		-															
		-															
		-															
	<i>Traditional Operating Subtotal</i>	365,000	120,000	-	230,000	15,000	-	-	-	-	-	13,000	-	-	-	-	-
	Fencing (PTAO)	13,000															
		-															
	Exterior Door Security	19,000												19,000			
	Security System Installation	40,000												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															
	Storage Cabinets	32,500															
	Lunchroom Renov	31,060															
	A/C Entire School	800,000															
	Vestibule	45,000															
	Divide Band Room	15,000															
	Science Sinks	75,000															
	Admin Space	492,000															
		-															
		-															
		-															
		-															
	<i>Traditional Building Subtotal</i>	2,252,760	120,000	0	230,000	40,000	0	0	0	0	1,509,760	13,000	0	59,000	281,000	0	0
	HVAC EQUIPMENT	106,000						6,000	100,000								
	BURNERS	-														187,000	
	TEMP / CONTROLS	187,000		0													
	PLAYGROUNDS	-															
	ROOF REPAIRS	295,500							188,500						107,000		
		-															
	<i>Additional Need Subtotal</i>	588,500	-	-	-	-	-	6,000	288,500	-	-	-	-	-	107,000	187,000	-
	<i>Building Total</i>	2,841,260	120,000	-	230,000	40,000	-	6,000	288,500	-	1,509,760	13,000	-	-	388,000	187,000	-
2,654,260																	

Source: District's Operations & Maintenance Dept.

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)	FY 2018 (2017)	Monitor	PTAO Fund Var	OM Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Trmp/Cntrl	High Priority	
Edgewood Middle School	Refinish Gym Floor	21,000					21,000											
	Plumbing Galvanized Piping	225,000							225,000									
	Lockers	125,500							125,500									
	Pavement	50,000							50,000									
	-	-																
	-	-																
	-	-																
	-	-																
	-	-																
	Traditional Operating Subtotal	421,500	-	-	-	-	21,000	-	400,500				-	-	-			
	Paint and Landscaping (PTAO)	15,000										15,000						
	Fencing (PTAO)	13,000										13,000						
	-	-																
	Security System Installation	40,000													40,000			
	Exterior Door Security	19,000													19,000			
	Exit Lighting	25,000														25,000		
	Digital Clock Systems Control	21,000														21,000		
	Stairs for IMC	137,500														137,500		
	Clock System	51,800														51,800		
	Intercom Upgrade	200,000														200,000		
	Window Replacement	576,000														576,000		
-	-																	
-	-																	
Boys Locker Room	1,140,000										1,140,000							
Girls Locker Rm Remodel	188,500										188,500							
A/C Entire School	1,168,000										1,168,000							
Vestibule	55,000					35,000					20,000							
Add Auditorium - Old to Classrooms	4,200,000										4,200,000							
Convert Auditorium - Use EP	1,365,000										1,365,000							
Convert Chorus Room to Classrooms	275,000										275,000							
Replace Water Main - Sprinkler	90,000										90,000							
-	-																	
Enrollment Build-Out 100k (OM Fund Bal)	100,000										100,000							
-	-																	
-	-																	
Traditional Building Subtotal	10,101,300	-	-	-	-	35,000	21,000	-	400,500		8,546,500	28,000	-	59,000	1,011,300	-	-	
HVAC EQUIPMENT	75,000																	
BURNERS	60,000	0	0						75,000						60,000	409,500		
TEMP / CONTROLS	409,500																	
PLAYGROUNDS																		
ROOF REPAIRS	1,428,000					300,000			639,000						489,000			
-	-																	
Additional Need Subtotal	1,972,500	-	-	-	-	300,000	-	-	714,000		-	-	-	-	549,000	409,500	-	
Building Total	12,073,800					335,000	21,000	-	1,114,500		8,546,500	28,000	-	59,000	1,560,300	409,500	-	
11,664,300																		

Source: District's Operations & Maintenance Dept.

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)	FY 2018 (2017)	Monitor	PTAO Fund Var	O/M Fund Bal Var	L/S Fund Bal FY 11	L/S Bond 7/1/2015 FY 16	Temp/Cntrl	High Priority
Elm Place Middle School	Numerous Plaster wall repairs- defer	20,000			20,000							20,000					
	Install two Gym divider curtains (PTAO)	20,000															
	Locker Painting	7,500			7,500												
	Gym Wall Carpeting (PTAO)	13,440			0							13,440					
	Window Shades (PTAO)	9,000			0							9,000					
	Cafeteria/Fitness Exterior Doors (PTAO)	16,000			0							16,000					
	Door Refinishing (PTAO)	67,440			0							67,440					
	Window Screens	5,000			5,000												
	Concrete Retaining Bowl Walls	44,000	44,000				202,000										
	Galvanized Piping	202,000															
	<i>Traditional Operating Subtotal</i>	404,380	44,000	-	32,500	-	202,000	-	-	-	-	125,880	-	-	-	-	-
	Fencing (PTAO)	35,000										35,000					
	Landscaping (PTAO)	20,000										20,000					
	Music Sound Attenuation (PTAO)	20,000										20,000					
	Auditorium - Stage Equip (PTAO)	340,000										340,000					
	Exterior Door Security	19,000												19,000			
	Security System Installation	40,000												40,000			
	New Intercom system	200,000													200,000		
	Digital Clock Systems Control	21,000													21,000		
	Clock System	39,000													39,000		
	Exit Lighting	21,000													21,000		
	Windows	40,000													40,000		
	Auditorium-Floor Tile; paint&plast	65,000															
	Telescope	200,000															
	Plumbing Sewer Piping	212,000															
	Auditorium-AC	216,000															
	A/C Entire School	1,332,000															
	Remodel 1923 Wing	1,200,000															
	Relocate Main Office	800,000															
	Vestibule	35,000				35,000											
	Gym Storage	223,000															
	Construct Multi-Use PE Space with Storage	892,000															
	Replace Water Main - Sprinkler	40,000															
	Attic Fan Installation - old section	30,000															
	Foundation Repairs	60,000															
	<i>Traditional Building Subtotal</i>	6,504,380	44,000	-	32,500	35,000	202,000	-	-	-	5,270,000	540,880	-	59,000	321,000	-	-
	HVAC EQUIPMENT	380,000	0														
	BURNERS	50,000	0		0				380,000						50,000		350,000
	TEMP/CONTROLS	-														435,000	
	PLAYGROUNDS	-															
	ROOF REPAIR	730,000	550,000			27,000			153,000								
7,664,380	<i>Additional Need Subtotal</i>	1,160,000	550,000	-	-	27,000	-	-	533,000	-	5,270,000	-	-	-	50,000	436,000	350,000
	<i>Building Total</i>	7,664,380	594,000	-	32,500	62,000	202,000	-	533,000	-	5,270,000	540,880	-	59,000	371,000	436,000	350,000

Source: District's Operations & Maintenance Dept.

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)	FY 2018 (2017)	Monitor	PTAO Fund Var	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temp/Cntrl	High Priority
Green Bay Pavilion	Gym Exterior Wall	60,000	60,000														
	Lighting	112,000						112,000									
	Guard rails	20,000	20,000														
	Interior Doors	36,000						36,000									
	Paving	5,000	5,000														
	Concrete	50,000															
	Galvanized Piping	230,000	230,000														
	Sewer	110,000	0	110,000													
	Plumbing Fixtures	55,000	0				55,000										
	Upgrade Electric - service/breaker/outlets	264,000	0				264,000										
	Entrance Reception Renovation																
	Windows - current need																
Traditional Operating Subtotal		942,000	365,000	-	110,000	-	319,000	148,000	-	-	-	15,000	-	-	-	-	-
	Landscaping (PTAO)	15,000												40,000			
	Security System Installation	40,000													15,000		
	Digital Clock Systems Control	15,000													18,000		
	Exit Lighting	18,000													35,000		
	Clock System	35,000													200,000		
	Windows - LT need	200,000													100,000		
	Intercom	100,000															
	Entrance Reception Addition	190,000															
	Vestibule	40,000															
	Replace Water Main - Sprinkler	30,000				20,000											
	Repair/Replace Exterior Wood Trim	60,000															
	Increased Paving for parking 65k/play walk	130,000															
	HVAC Upgrade/DDC controls expansion	125,000															
Traditional Building Subtotal		1,940,000	365,000	-	110,000	20,000	319,000	148,000	-	-	555,000	15,000	-	40,000	368,000	-	-
	HVAC EQUIPMENT	500,000															
	BURNERS	40,000															
	TEMP / CONTROLS	250,000													40,000	250,000	
	PLAYGROUNDS																
	ROOF REPAIR	606,500							606,500								
	WINDOWS - current need	400,000															400,000
Additional Need Subtotal		1,796,500	-	-	-	-	-	-	606,500	-	-	-	-	-	-	-	-
Building Total		3,736,500	365,000	-	110,000	20,000	319,000	148,000	606,500	-	555,000	15,000	-	40,000	408,000	250,000	900,000
2,586,500																	

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**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	FY 2018	Monitor	PTAO Fund Var	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temp/Cntrl	High Priority
Indian Trail Elementary	Plumbing Piping	210,000						210,000										
	Storm Sewer	21,000						21,000										
		-																
		-																
		-																
		-																
		-																
		-																
		-																
		-																
	<i>Traditional Operating Subtotal</i>	231,000	-	-	-	-	-	231,000	-	-	-	-	-	-	-	-	-	-
	Landscaping/Trim/Fence (PTAO)	22,500											22,500					
	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						
	Vestibule	35,000					35,000					0						
	A/C Entire School	1,085,000										1,085,000						
	Gasework	40,000										40,000						
		-																
		-																
		-																
	Exterior painting	-																
	<i>Traditional Building Subtotal</i>	3,976,400	-	-	-	-	35,000	231,000	-	-	-	3,375,000	22,500	-	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	590,000					350,000											
	ROOF REPAIR	797,000			0						95,000					702,000		240,000
		-																
	<i>Additional Need Subtotal</i>	1,969,000	-	-	-	-	350,000	-	-	465,000	-	3,375,000	-	-	-	-	172,000	240,000
5,533,400	<i>Building Total</i>	5,945,400	-	-	-	-	385,000	231,000	-	465,000	-	3,375,000	22,500	-	99,000	955,900	172,000	240,000

Source: District's Operations & Maintenance Dept.

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)	FY 2018 (2017)	Monitor	PTAO Fund Var	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Tmp/Cntrl	High Priority
Lincoln Elementary	Storm Sewer	163,000	0	0	0	0	0	0	0	0	163,000						
	Foundation Repairs	70,000	70,000														
	Galvanized Piping	105,000		105,000													
	Replace Water Main - Sprinkler	45,000									45,000						
	Roofing	150,000				150,000											
	<i>Traditional Operating Subtotal</i>	533,000	70,000	105,000	-	150,000	-	-	-	-	208,000	-	-	-	-	-	-
	Sound System (PTAO)	100,000										100,000					
	Remodel Gym and Stage (PTAO)	599,725										599,725					
	Music Room Sound Attenuation (PTAO)	15,000										15,000					
	Lanscaping/Paint (PTAO)	35,000										35,000					
	Exterior Door Security	19,000												19,000			
	Security System Installation	40,000												40,000			
	Windows	77,600													77,600		
	Digital Clock Systems Control	15,000													15,000		
	Exit Lighting	13,000													13,000		
	Clock System	45,000													45,000		
	Intercom	140,000													140,000		
	Plaster Repair	60,000															
	Stage Storage	20,000															
	Additional Parking	192,000															
	A/C Entire School	855,000															
	Convert Classroom to Science Room	80,000															
	Add Sinks for Science	70,000															
	Build a New School	19,810,000															
	Rebuild Original Building Section 2 Story	3,568,000															
	Vestibule	35,000				35,000											
	Demolish Building	465,000															
	Sanitary Sewer	70,000															
	Asbestos removal	-															
	<i>Traditional Building Subtotal</i>	26,857,325	70,000	105,000	-	185,000	-	-	-	-	25,398,000	749,725	-	59,000	290,600	-	-
	HVAC EQUIPMENT	332,500		0					332,500								
	BURNERS	40,000													40,000	180,000	
	TEMP / CONTROLS	180,000				0											
	PLAYGROUNDS	-															
	ROOF REPAIR	457,500							63,500						394,000		
	<i>Additional Need Subtotal</i>	1,010,000	-	-	-	-	-	-	396,000	-	-	-	-	-	-	-	-
27,687,325	Building Total	27,867,325	70,000	105,000	-	185,000	-	-	396,000	-	25,398,000	749,725	-	59,000	724,600	180,000	-

Source: District's Operations & Maintenance Dept.

**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)	FY 2018 (2017)	Monitor	PTAO Fund Var	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temp/Cntrl	High Priority
Oak Terrace Elementary	Upgrade temp controls	25,000	25,000														
		-															
		-															
		-															
		-															
	<i>Traditional Operating Subtotal</i>	25,000	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Landscaping Upgrades (PTAO)	15,000										15,000					
	MPR Sound Attenuation (PTAO)	20,000										20,000					
	Security	40,000												40,000			
	Vestibule	35,000					35,000				0						
	<i>Traditional Building Subtotal</i>	135,000	25,000	-	-	-	35,000	-	-	-	-	35,000		40,000	-	-	-
	HVAC EQUIPMENT	796,000			0	0			646,000						50,000		150,000
	BURNERS	50,000															
	TEMP / CONTROLS	255,000				0										255,000	
	PLAYGROUNDS	-															
	ROOF REPAIR	486,500							486,500								
	<i>Additional Need Subtotal</i>	1,587,500	-	-	-	-	-	-	1,132,500		-	-	-	-	50,000	255,000	150,000
1,317,500	<i>Building Total</i>	1,722,500	25,000	-	-	-	35,000	-	1,132,500		-	35,000	-	40,000	50,000	255,000	150,000

Source: District's Operations & Maintenance Dept.

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)	FY 2018 (2017)	Monitor	PTAO Fund Var	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Tmp/Cntrl	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									
	Truckpointing/Painting	20,000	20,000														
	Roof Replacement - Classrooms (380k)	190,000			190,000												
	Paving	40,000			40,000												
		-															
		-															
		-															
		-															
	<i>Traditional Operating Subtotal</i>	449,000	20,000	-	-	230,000	18,000	115,000	66,000		-	15,000	-	-	-	-	-
	Multi-purpose Room Sound System (PTAO)	15,000															
	Exterior Door Security	19,000												19,000	40,000		
	Security	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															
	Additional Locker room Space	1,353,000															
	Addition for Home Arts	1,477,500															
	Build a New School	38,570,000															
	Replace Water Main - Sprinkler	60,000															
	Field renovation	84,000															
	Additional Parking	110,500															
	Classroom Furniture	130,000															
	Vestibule	35,000															
	Classroom Casework	16,200			35,000												
	A/C Entire School	980,000															
	Building Addition - 5 Classrooms	1,722,000															
		-															
		-															
		-															
	<i>Traditional Building Subtotal</i>	48,811,600	20,000	-	-	265,000	18,000	115,000	66,000		48,003,200	15,000	-	59,000	250,400	-	-
	HVAC EQUIPMENT	335,000	0			0			285,000						40,000		50,000
	PERIMETER CONTROLS	40,000														251,500	
	PLAYGROUNDS	251,500															
	ROOF REPAIR	1,398,000							615,000						192,000		
		-															
	<i>Additional Need Subtotal</i>	2,024,500	-	-	-	-	591,000	-	900,000		-	-	-	-	232,000	251,500	50,000
50,534,600	<i>Building Total</i>	50,836,100	20,000	-	-	265,000	609,000	115,000	966,000		48,003,200	15,000	-	59,000	482,400	251,500	50,000

Source: District's Operations & Maintenance Dept.

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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)	FY 2018 (2017)	Monitor	PTAO Fund Var	OM Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temp/Cntrl	High Priority
Ravinia Elementary	Stair tread replacement	5,000	5,000														
	Roof repairs/east canopy/stage venting	5,000	5,000														
	Foundation repairs	24,000	24,000														
	Replace Gym Air Handler - Indoor vs	52,000				150,000		52,000									
	Galvanized Piping	150,000															
	<i>Traditional Operating Subtotal</i>	236,000	34,000	-	-	150,000	-	52,000	-	-	-	-	-	-	-	-	-
	Base Cove replacement (PTAO)	25,000										25,000					
	Stage Curtains (PTAO)	13,000										13,000					
	Fencing (PTAO)	12,500										12,500					
	Sound proof Café (PTAO)	40,000										40,000					
	Exterior Door Security	19,000												19,000			
	Security System Installation	40,000												40,000			
	Intercom	140,000													140,000		
	Clock System	45,000													45,000		
	Digital Clock Systems Control	15,000													15,000		
	Exit Lighting	16,000													16,000		
		-															
		-															
	Sewer Piping & Storm Sewer	133,000									133,000						
	A/C Entire School	880,000									880,000						
	Sinks for Science	65,000									65,000						
	Remove Central Restrooms for Classrooms	280,000									280,000						
	Addition - 2 Classrooms Convert 2 small	738,000									738,000						
	Add Veltbule	20,000				20,000					0						
	Sewer Piping	48,000									48,000						
		-															
		-															
		-															
	<i>Traditional Building Subtotal</i>	2,765,500	34,000	-	-	170,000	-	52,000	-	-	2,144,000	90,500	-	59,000	216,000	-	-
	HVAC EQUIPMENT	158,000		0	0	0			158,000								
	BURNERS	40,000													40,000	192,000	51,000
	TEMP / CONTROLS	-															
	PLAYGROUNDS	-															
	ROOF REPAIR	1,056,500							1,056,500								
		-															
	<i>Additional Need Subtotal</i>	1,254,500	-	-	-	-	-	-	1,214,500	-	-	-	-	-	40,000	182,000	51,000
4,020,000	<i>Building Total</i>	4,020,000	34,000	-	-	170,000	-	52,000	1,214,500	-	2,144,000	90,500	-	59,000	256,000	192,000	51,000

Source: District's Operations & Maintenance Dept.

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)	FY 2018 (2017)	Monitor	PTAO Fund Var	OM Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Temp/Cntrl	High Priority
Red Oak Elementary	Plumbing Galvanized Piping	222,000						222,000									
	Paving	78,000				78,000											
	Painting/Masonry - Exterior	25,000	25,000														
	Parking Lot Lighting - North Lot	20,000				20,000											
		-															
		-															
		-															
		-															
		-															
		-															
	<i>Traditional Operating Subtotal</i>	345,000	25,000	-	-	98,000	-	222,000	-	-	-	-	-	-	-	-	-
	Fencing (PTAO)	12,500										12,500					
	Gym Divider Wall (PTAO)	27,600										27,600					
	Remodel IMC (PTAO)	161,760										161,760					
		-															
	Security System Installation	40,000												40,000			
	Exterior Door Security	19,000												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															
	Casework	440,000															
	A/C Entire School	889,000															
	Gym Storage	6,500															
	Science Storage	6,500															
	Sinks for Science 20	100,000															
	Painting/Masonry - Interior	25,000															
	Improve Red Oak Rd	150,000															
	Replace Water Main - Sprinkler	60,000															
	Relocate Admin Offices	496,000				40,000											
		-															
		-															
		-															
	<i>Traditional Building Subtotal</i>	3,545,860	25,000	-	-	138,000	-	222,000	-	-	2,261,000	201,860	-	59,000	639,000	-	-
	HVAC EQUIPMENT	35,000															
	BURNERS	40,000			0				35,000						40,000	195,000	
	TEMP / CONTROLS	195,000															
	PLAYGROUNDS	-															
	ROOF REPAIR	573,000							573,000								
		-															
	<i>Additional Need Subtotal</i>	843,000	-	-	-	-	-	-	608,000	-	-	-	-	-	40,000	195,000	-
	<i>Building Total</i>	4,388,860	25,000	-	-	138,000	-	222,000	608,000	-	2,261,000	201,860	-	59,000	679,000	195,000	-
4,193,860																	

Source: District's Operations & Maintenance Dept.

North Shore School District 112
CAPITAL BUDGET PLAN

BUILDING	DESCRIPTION OF WORK	ESTIMATED COST SUMMER	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Monitor	PTAO Fund Var	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Tmp/Cntrl	High Priority
Sherwood Elementary	Window Blinds	13,000		13,000														
	Plumbing Piping	225,000						225,000										
	Gym venting/lighting	27,000		27,000														
	Playground Drainage	15,000				15,000												
	Tuckpointing/Painting/soffit/splash blocks	40,000				40,000												
		-																
		-																
		-																
		-																
		-																
	<i>Traditional Operating Subtotal</i>	320,000	40,000		-	55,000	-	225,000	-	-	-	-	12,500	-	-	-	-	-
	Fencing (PTAO)	12,500																
	Exterior Door Security	19,000													19,000			
	Security System Installation	40,000													40,000			
	Intercom	120,000														120,000		
	Digital Clock Systems Control	15,000														15,000		
	Exit Lighting	15,000														15,000		
	Clock System	47,000														47,000		
		-																
		-																
		-																
	Ceilings	74,750																
	A/C Entire School	770,000																
	Conceal Exposed Conduit	26,000																
	Field renovation	132,000																
	Sinks for Science 14	70,000																
	Building Addition - Admin & Instruct	738,000																
	Remodel Main Office	47,500					25,000											
	Remodel Gym	196,000																
	Casework - Grades 1-3	96,000																
		-																
		-																
		-																
	<i>Traditional Building Subtotal</i>	2,738,750	40,000		-	55,000	25,000	225,000	-	-	-	2,125,250	12,500	-	59,000	197,000	-	-
	HVAC EQUIPMENT	315,000				0	0			300,000						40,000		15,000
	BURNERS	40,000				0	0										150,000	
	TEMP / CONTROLS	150,000																
	PLAYGROUNDS	-																
	ROOF REPAIR	830,500								294,500						536,000		
		-																
	<i>Additional Need Subtotal</i>	1,335,500	-	-	-	55,000	25,000	-	-	594,500	-	2,125,250	-	-	-	576,000	150,000	15,000
3,909,250	Building Total	4,074,250	40,000		-	55,000	25,000	225,000	-	594,500	-	2,125,250	12,500	-	59,000	773,000	150,000	15,000

Source: District's Operations & Maintenance Dept.

North Shore School District 112 CAPITAL BUDGET PLAN

BUILDING	DESCRIPTION OF WORK	ESTIMATED COST SUMMER	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Monitor	PTAO Fund Var	O/M Fnd Bal Var	L/S Fnd Bal FY 11	L/S Bond 7/1/2015 FY 16	Tmp/Cntrl	High Priority
Wayne Thomas Elementary	Plumbing Piping	211,000			211,000													
	Storm Sewer	50,000			0													
	MRP Operable Windows	19,200	19,200					50,000										
	Upgrade Orchestra Room Finishes	36,000			36,000													
	Paving	58,000			58,000													
	Painting - Exterior	20,000			20,000													
		-																
		-																
		-																
		-																
	<i>Traditional Operating Subtotal</i>	394,200	19,200	211,000	114,000	-	50,000	-	-	-	-	-	-	-	-	-	-	-
	Stage Curtain (PTAO)	15,000											15,000					
	Fencing (PTAO)	13,000											13,000					
	MPR Sound Attenuation (PTAO)	15,000											15,000					
		-																
	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		
		-																
		-																
	AC 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					25,000					54,200						
		-																
		-																
		-																
	<i>Traditional Building Subtotal</i>	1,924,920	19,200	211,000	114,000	25,000	50,000	-	-	-	-	1,196,720	43,000	-	59,000	207,000	-	-
	HVAC EQUIPMENT	310,000								310,000								
	BURNERS	40,000				0										40,000	168,000	
	TEMP / CONTROLS	168,000				0												
	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>	3,301,920	19,200	211,000	114,000	25,000	50,000	-	-	878,000	-	1,196,720	43,000	-	59,000	538,000	168,000	-
3,133,920																		

Source: District's Operations & Maintenance Dept.

**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)	FY 2018 (2017)	Monitor	PTAO Fund Var	O/M Frd Bal Var	L/S Frd Bal FY 11	L/S Bond 7/1/2015 FY 16	Trmp/Cntrl	High Priority
Maintenance Building	Garage Door Replacement	6,000	-	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-
	<i>Traditional Operating Subtotal</i>	6,000	-	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-
	Security System	31,250	-	-	-	-	-	-	-	-	31,250	-	-	-	-	-	-
	Demolish and rebuild Warehouse	1,500,000	-	-	-	-	-	-	-	-	1,500,000	-	-	-	-	-	-
	Toilet Room	21,000	-	-	-	-	-	-	-	-	21,000	-	-	-	-	-	-
	<i>Traditional Building Subtotal</i>	1,558,250	-	6,000	-	-	-	-	-	-	1,552,250	-	-	-	-	-	-
	All As-Built to Disc	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	A/VAC EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	PLUMBING	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	RACKING	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<i>Additional Need Subtotal</i>	1,558,250	-	6,000	-	-	-	-	-	-	1,552,250	-	-	-	-	-	-
	<i>Building Total</i>	1,558,250	-	6,000	-	-	-	-	-	-	1,552,250	-	-	-	-	-	-
District Admin	Furniture/Desks/Chairs	183,200	20,000	20,000	21,000	22,100	23,200	24,400	25,600	26,900	-	-	-	-	-	-	-
	GENERAL Ed Frnd(Schls 65k; PPV 5k; Spec Ed 55k; Adm GB 15k)	1,248,000	143,400	146,800	150,300	153,900	157,600	161,400	165,300	169,300	-	-	-	-	-	-	-
	GENERAL O&M	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Chairs - Furniture	25,000	-	-	-	25,000	25,000	25,000	-	-	-	-	-	-	-	-	-
	Radios - Security Phase 1	25,000	-	-	-	25,000	25,000	25,000	-	-	-	-	-	-	-	-	-
	Radios - Security Phase 2	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<i>Traditional Operating Subtotal</i>	1,506,200	163,400	166,800	171,300	226,000	205,800	185,800	190,900	196,200	-	-	-	-	-	-	-
	Classroom Fans (PTAO)	129,000	-	-	-	-	-	-	-	-	-	129,000	-	-	-	-	-
	<i>Traditional Building Subtotal</i>	1,635,200	163,400	166,800	171,300	226,000	205,800	185,800	190,900	196,200	-	129,000	-	-	-	-	-
	Playground Mulch (Opts CHNG to O&M)	-	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-
	<i>Additional Need Subtotal</i>	1,635,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<i>District Admin Total</i>	1,635,200	163,400	166,800	171,300	226,000	205,800	185,800	190,900	196,200	-	129,000	-	-	-	-	-
	TOTAL - Traditional Operating	6,178,280	487,600	857,800	832,800	869,000	877,800	722,800	657,400	103,695,930	-	-	-	-	-	-	-
	TOTAL - Traditional Other	925,600	925,600	488,800	712,800	869,000	1,271,800	722,800	657,400	196,200	208,000	125,880	-	-	3,995,200	-	-
	TOTAL - Traditional Building	114,037,245	925,600	488,800	712,800	1,234,000	1,271,800	722,800	657,400	196,200	101,728,680	1,770,085	-	-	3,995,200	-	-
NEW	TOTAL - Additional Need	13,345,500	550,000	-	-	677,000	591,000	6,000	8,330,500	-	-	-	-	-	3,191,000	2,846,000	1,756,000
	<i>GRAND TOTAL</i>	128,092,745	1,475,600	488,800	712,800	1,911,000	1,862,800	728,800	8,987,900	196,200	101,936,680	1,895,965	-	710,000	7,186,200	2,846,000	1,756,000
	<i>Column Totals</i>	131,655,745	1,475,600	488,800	712,800	1,911,000	1,862,800	728,800	8,987,900	196,200	101,936,680	1,895,965	-	710,000	7,186,200	-	-

Source: District's Operations & Maintenance Dept.

Informational Section

Section IV

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North Shore School District 112

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 2012 tax year were determined as of January 1, 2012 using sales data from 2009, 2010 and 2011. 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.

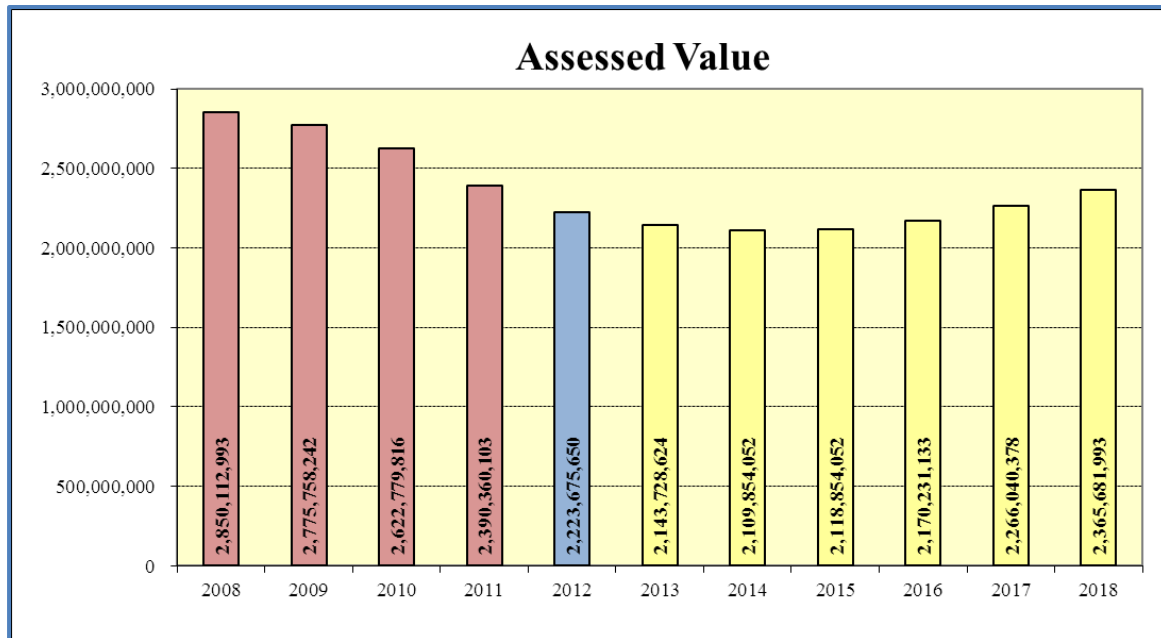
Every four years the assessor does a general assessment. In tax years between general assessments, the state and local assessors add a multiplier or equalization factor – which is a uniform percentage increase or decrease – to assessed values of various areas or classes of property in order to bring 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.

North Shore School District 112
Property Taxes Assessed
Historical and Projection

Levy Year	Fiscal Years	Market Value	District Assessed Value	% Increase in Assessed Value
2008	2009-2010	8,550,338,979	2,850,112,993	
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	6,671,026,950	2,223,675,650	-6.97%
2013 *	2014-2015	6,431,185,872	2,143,728,624	-3.60%
2014 *	2015-2016	6,329,562,155	2,109,854,052	-1.58%
2015 *	2016-2017	6,356,562,155	2,118,854,052	0.43%
2016 *	2017-2018	6,510,693,398	2,170,231,133	2.42%
2017 *	2018-2019	6,798,121,134	2,266,040,378	4.41%
2018 *	2019-2020	7,097,045,979	2,365,681,993	4.40%

* Estimated



Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112

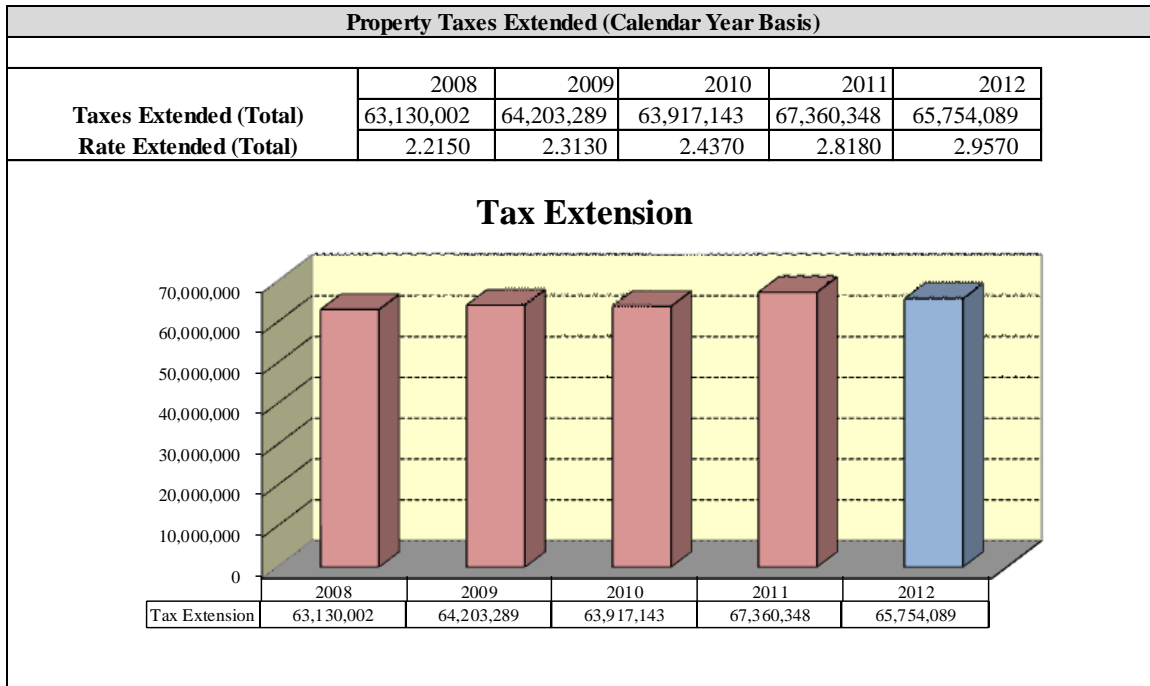
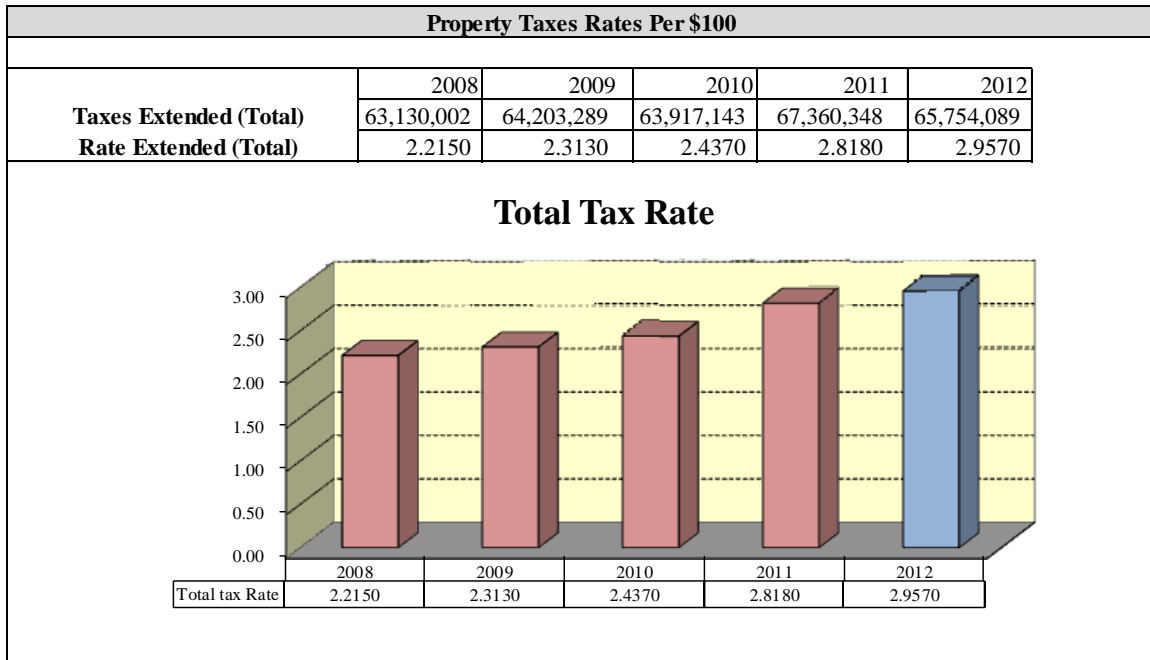
Property Taxes Rates and Collections

The tax rate actually extended is calculated by dividing the tax levy (\$65,754,089) by the total value of all taxable real property within the District, known as the Equalized Assessed Value (EAV=\$2,223,675,650). 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 FY2014 budget we have budgeted a collection rate of 99.5% of the tax extension.

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.

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

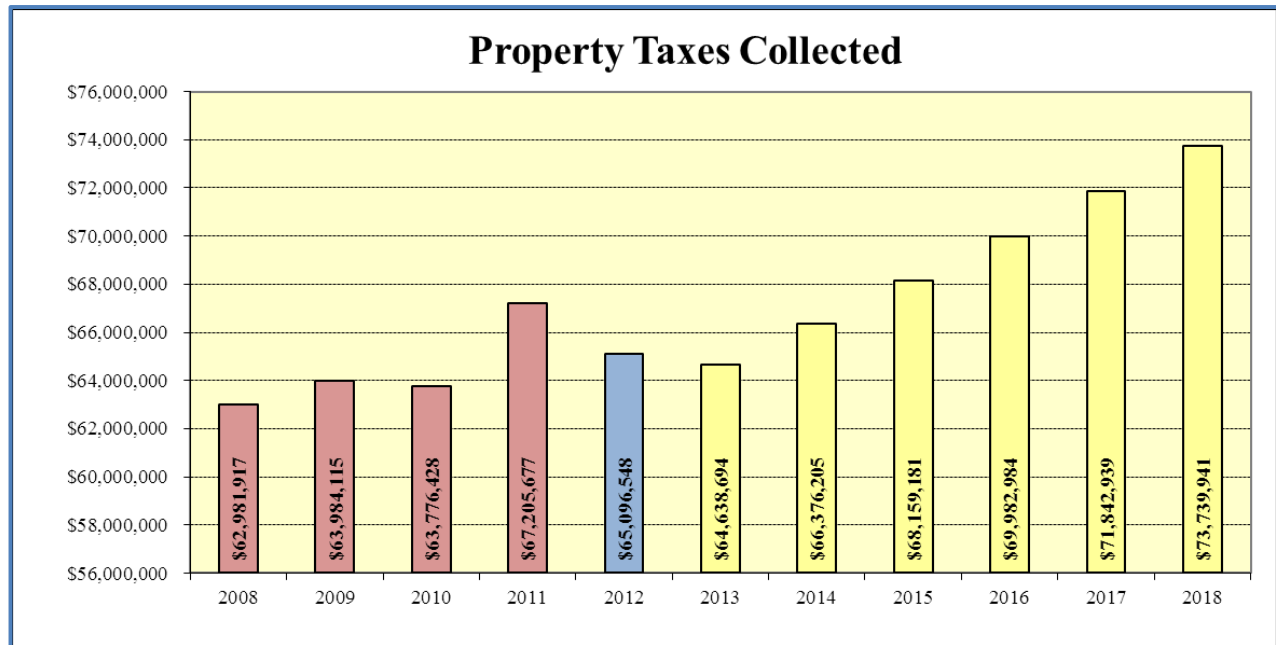


Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Property Taxes Collected
Historical and Projected

Levy Year	Taxes Assessed	Current Collection	Current Collection % of Taxes Assessed
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 *	\$65,754,089	\$65,096,548	99.0%
2013 *	\$65,291,610	\$64,638,694	99.0%
2014 *	\$67,046,672	\$66,376,205	99.0%
2015 *	\$68,847,658	\$68,159,181	99.0%
2016 *	\$70,689,883	\$69,982,984	99.0%
2017 *	\$72,568,625	\$71,842,939	99.0%
2018 *	\$74,484,789	\$73,739,941	99.0%

* Estimated



Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Impact of Taxes on the Taxpayer
For Levy Years 2007 through 2012

Tax Year	2007	2008	2009	2010	2011	2012
Market Value of a Home	\$300,000	\$308,115	\$295,951	\$277,045	\$251,346	\$232,711
Average District Change in Market Value		2.70%	-3.95%	-6.39%	-9.28%	-7.41%
Taxable Value *	\$95,000	\$97,205	\$92,650	\$86,348	\$77,782	\$71,570
Property Tax Rate Assessed**	\$2.19	\$2.21	\$2.31	\$2.44	\$2.82	\$2.96
Property Tax Due	\$2,077	\$2,153	\$2,143	\$2,104	\$2,192	\$2,116
Change From Prior Year		\$76	-\$10	-\$39	\$88	-\$76
Percentage Increase in Taxes		3.68%	-0.47%	-1.81%	4.16%	-3.45%

* Includes a homestead exemption of \$5,000 for 2007, \$5,500 for 2008 and \$6,000 for 2009-2012

** Per \$100 of assessed valuation



Source: District Business Financial Database/PMA Financial Network Inc.

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North Shore School District 112
Statement of Revenues and Expenditures
ALL FUNDS
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES				
Local Sources	\$68,018,798	\$67,847,943	\$69,756,602	\$71,715,472
State Sources	\$4,746,726	\$4,782,498	\$4,784,642	\$4,782,491
Federal Sources	\$2,061,436	\$2,061,436	\$2,061,436	\$2,061,436
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$74,826,960	\$74,691,877	\$76,602,680	\$78,559,399
EXPENDITURES				
Salary	\$43,058,045	\$44,077,753	\$44,737,820	\$45,639,223
Employee Benefits	\$10,454,424	\$10,956,293	\$11,580,060	\$12,234,757
Purchased Services	\$10,364,164	\$10,625,770	\$10,892,416	\$11,164,727
Supplies and Materials	\$2,581,528	\$2,646,066	\$2,712,218	\$2,780,023
Capital Outlay	\$2,830,190	\$2,900,945	\$2,973,468	\$3,047,805
Other Objects	\$5,341,474	\$3,461,985	\$3,520,354	\$3,622,253
Non-Capitalized Equipment	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$74,629,825	\$74,668,812	\$76,416,336	\$78,488,788
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$197,135	\$23,065	\$186,344	\$70,612
OTHER FINANCING SOURCES/USES				
Perm. Transf. From Other Funds	\$1,503,400	\$1,517,600	\$1,564,400	\$1,617,400
Other Financing Sources	\$0	\$0	\$0	\$0
Perm. Transf. to Other Funds	\$1,503,400	\$1,517,600	\$1,564,400	\$1,617,400
Other Financing Uses	\$0	\$0	\$0	\$0
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0	\$0	\$0
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$197,135	\$23,065	\$186,344	\$70,612
BEGINNING FUND BALANCE	\$28,363,192	\$28,560,327	\$28,583,392	\$28,769,736
PROJECTED YEAR-END FUND BALANCE	\$28,560,327	\$28,583,392	\$28,769,736	\$28,840,348

Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Statement of Revenues and Expenditures
EDUCATION FUND
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES				
Local Sources	\$53,372,053	\$54,759,951	\$56,322,622	\$57,927,985
State Sources	\$4,033,393	\$4,069,165	\$4,071,309	\$4,069,158
Federal Sources	\$2,061,436	\$2,061,436	\$2,061,436	\$2,061,436
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$59,466,882	\$60,890,552	\$62,455,367	\$64,058,579
EXPENDITURES				
Salary	\$41,794,788	\$42,814,496	\$43,474,563	\$44,375,966
Employee Benefits	\$8,409,970	\$8,815,521	\$9,344,447	\$9,919,815
Purchased Services	\$4,200,935	\$4,620,892	\$4,942,871	\$5,066,443
Supplies and Materials	\$1,341,361	\$1,374,895	\$1,409,267	\$1,444,499
Capital Outlay	\$1,017,190	\$1,042,620	\$1,068,685	\$1,095,402
Other Objects	\$1,861,705	\$1,908,248	\$1,955,954	\$2,004,853
Non-Capitalized Equipment	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0
Provision For Contingencies	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$58,625,949	\$60,576,671	\$62,195,788	\$63,906,977
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$840,933	\$313,881	\$259,580	\$151,602
OTHER FINANCING SOURCES/USES				
Permanent Transfer From Other Funds	\$0	\$0	\$0	\$0
Sale Of Bonds	\$0	\$0	\$0	\$0
Other Financing Uses	\$115,000	\$115,000	\$115,000	\$115,000
TOTAL OTHER FIN. SOURCES/USES	(\$115,000)	(\$115,000)	(\$115,000)	(\$115,000)
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$725,933	\$198,881	\$144,580	\$36,602
BEGINNING FUND BALANCE	\$7,441,165	\$8,167,098	\$8,365,979	\$8,510,558
PROJECTED YEAR-END FUND BALANCE	\$8,167,098	\$8,365,979	\$8,510,558	\$8,547,161

Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Statement of Revenues and Expenditure
OPERATIONS & MAINTENANCE FUND
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES				
Local Sources	\$7,147,225	\$7,472,332	\$7,694,260	\$7,922,397
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$7,147,225	\$7,472,332	\$7,694,260	\$7,922,397
EXPENDITURES				
Salary	\$1,192,947	\$1,192,947	\$1,192,947	\$1,192,947
Employee Benefits	\$226,764	\$240,732	\$255,299	\$271,215
Purchased Services	\$2,982,111	\$3,056,664	\$3,133,080	\$3,211,407
Supplies and Materials	\$1,225,167	\$1,255,796	\$1,287,191	\$1,319,371
Capital Outlay	\$1,813,000	\$1,858,325	\$1,904,783	\$1,952,403
Other Objects	\$0	\$0	\$0	\$0
Non-Capitalized Equipment	\$0	\$0	\$0	\$0
Provision For Contingencies	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$7,439,989	\$7,604,464	\$7,773,300	\$7,947,343
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$292,764)	(\$132,132)	(\$79,041)	(\$24,946)
OTHER FINANCING SOURCES/USES				
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
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0	\$0	\$0
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$292,764)	(\$132,132)	(\$79,041)	(\$24,946)
BEGINNING FUND BALANCE	\$3,900,146	\$3,607,382	\$3,475,250	\$3,396,210
PROJECTED YEAR-END FUND BALANCE	\$3,607,382	\$3,475,250	\$3,396,210	\$3,371,264

Source: District Business Financial Database/PMA Financial Network Inc.

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North Shore School District 112
Statement of Revenues and Expenditures
BOND & INTEREST FUND
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES				
Local Sources	\$1,790,871	\$4,290	\$8,420	\$12,440
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$1,790,871	\$4,290	\$8,420	\$12,440
EXPENDITURES				
Debt Services	\$3,479,769	\$1,553,738	\$1,564,400	\$1,617,400
TOTAL EXPENDITURES	\$3,479,769	\$1,553,738	\$1,564,400	\$1,617,400
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$1,688,898)	(\$1,549,447)	(\$1,555,980)	(\$1,604,960)
OTHER FINANCING SOURCES/USES				
Permanent Transfer From Other Funds	\$1,503,400	\$1,517,600	\$1,564,400	\$1,617,400
Sale Of Bonds	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0
TOTAL OTHER FIN. SOURCES/USES	\$1,503,400	\$1,517,600	\$1,564,400	\$1,617,400
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$185,498)	(\$31,847)	\$8,420	\$12,440
BEGINNING FUND BALANCE	\$2,142,961	\$1,957,463	\$1,925,616	\$1,934,036
PROJECTED YEAR-END FUND BALANCE	\$1,957,463	\$1,925,616	\$1,934,036	\$1,946,476

Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Statement of Revenues and Expenditures
TRANSPORTATION FUND
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES				
Local Sources	\$2,131,508	\$2,285,005	\$2,340,052	\$2,396,918
State Sources	\$713,333	\$713,333	\$713,333	\$713,333
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$2,844,841	\$2,998,338	\$3,053,385	\$3,110,251
EXPENDITURES				
Salary	\$70,310	\$70,310	\$70,310	\$70,310
Employee Benefits	\$17,768	\$18,462	\$19,074	\$19,848
Purchased Services	\$2,680,752	\$2,747,771	\$2,816,465	\$2,886,877
Supplies and Materials	\$15,000	\$15,375	\$15,759	\$16,153
Capital Outlay	\$0	\$0	\$0	\$0
Other Objects	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$2,783,830	\$2,851,917	\$2,921,608	\$2,993,188
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$61,011	\$146,421	\$131,777	\$117,064
OTHER FINANCING SOURCES/USES				
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
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0	\$0	\$0
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$61,011	\$146,421	\$131,777	\$117,064
BEGINNING FUND BALANCE	\$330,877	\$391,888	\$538,309	\$670,086
PROJECTED YEAR-END FUND BALANCE	\$391,888	\$538,309	\$670,086	\$787,150

Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Statement of Revenues and Expenditures
IMRF FUND
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECT FY 2017
REVENUES				
Local Sources	\$1,980,246	\$1,792,868	\$1,830,465	\$1,868,169
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$1,980,246	\$1,792,868	\$1,830,465	\$1,868,169
EXPENDITURES				
Instruction - Employee Benefits	\$929,822	\$977,834	\$1,022,866	\$1,059,705
Support Services - Employee Benefits	\$870,100	\$903,738	\$938,361	\$964,159
Other	\$0	\$7	\$13	\$17
TOTAL EXPENDITURES	\$1,799,922	\$1,881,579	\$1,961,240	\$2,023,880
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$180,324	(\$88,711)	(\$130,774)	(\$155,711)
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	\$0	\$0	\$0	\$0
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0	\$0	\$0
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$180,324	(\$88,711)	(\$130,774)	(\$155,711)
BEGINNING FUND BALANCE	\$1,481,056	\$1,661,380	\$1,572,669	\$1,441,895
PROJECTED YEAR-END FUND BALANCE	\$1,661,380	\$1,572,669	\$1,441,895	\$1,286,184

Source: District Business Financial Database/PMA Financial Network Inc.

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North Shore School District 112
Statement of Revenues and Expenditures
WORKING CASH FUND
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES				
Local Sources	\$75,909	\$84,476	\$111,372	\$137,799
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$75,909	\$84,476	\$111,372	\$137,799
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	\$0	\$0	\$0	\$0
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0	\$0	\$0
BEGINNING FUND BALANCE	\$12,352,162	\$12,428,071	\$12,512,547	\$12,623,918
PROJECTED YEAR-END FUND BALANCE	\$12,428,071	\$12,512,547	\$12,623,918	\$12,761,718

Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Statement of Revenues and Expenditures
TORT FUND
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES				
Local Sources	\$75,000	\$116	\$0	\$0
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$75,000	\$116	\$0	\$0
EXPENDITURES				
Salary	\$0	\$0	\$0	\$0
Employee Benefits	\$0	\$0	\$0	\$0
Purchased Services	\$500,366	\$200,443	\$0	\$0
Supplies and Materials	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Other Objects	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$500,366	\$200,443	\$0	\$0
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	(\$425,366)	(\$200,328)	\$0	\$0
OTHER FINANCING SOURCES/USES				
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
TOTAL OTHER FIN. SOURCES/USES	\$0	\$0	\$0	\$0
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	(\$425,366)	(\$200,328)	\$0	\$0
BEGINNING FUND BALANCE	\$569,595	\$144,229	(\$56,099)	(\$56,099)
PROJECTED YEAR-END FUND BALANCE	\$144,229	(\$56,099)	(\$56,099)	(\$56,099)

Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Statement of Revenues and Expenditures
FIRE PREVENTION & LIFE SAFETY FUND
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY 2014	PROJECTED FY 2015	PROJECTED FY 2016	PROJECTED FY 2017
REVENUES				
Local Sources	\$1,445,986	\$1,448,906	\$1,449,411	\$1,449,763
State Sources	\$0	\$0	\$0	\$0
Federal Sources	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$1,445,986	\$1,448,906	\$1,449,411	\$1,449,763
EXPENDITURES				
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
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0
EXCESS (DEFICIT) REVENUES OVER EXPENDITURES	\$1,445,986	\$1,448,906	\$1,449,411	\$1,449,763
OTHER FINANCING SOURCES/USES				
Permanent Transfer From Other Funds	(\$1,388,400)	(\$1,402,600)	(\$1,449,400)	(\$1,502,400)
Sale Of Bonds	\$0	\$0	\$0	\$0
Permanent Transfer To Other Funds	\$0	\$0	\$0	\$0
TOTAL OTHER FIN. SOURCES/USES	(\$1,388,400)	(\$1,402,600)	(\$1,449,400)	(\$1,502,400)
EXCESS (DEFICIT) REVENUES AND OTHER FIN. SOURCES/USES OVER EXPENDITURES	\$57,586	\$46,306	\$11	(\$52,637)
BEGINNING FUND BALANCE	\$145,230	\$202,816	\$249,122	\$249,132
PROJECTED YEAR-END FUND BALANCE	\$202,816	\$249,122	\$249,132	\$196,495

Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112
Operating Fund Balance Analysis
FY 2014 Adopted Budget through FY 2017 Projected

	BUDGET FY2014	PROJECTED FY2015	PROJECTED FY2016	PROJECTED FY2017
Education Fund + Tort Ending Fund Balance	\$8,311,327	\$8,309,880	\$8,454,460	\$8,491,062
O&M Fund Ending Fund Balance	\$3,607,382	\$3,475,250	\$3,396,210	\$3,371,264
Transportation Fund Ending Fund Balance	\$391,888	\$538,309	\$670,086	\$787,150
Working Cash Fund Ending Fund Balance	\$12,428,071	\$12,512,547	\$12,623,918	\$12,761,718
Total Projected Ending Fund Balance	\$24,738,668	\$24,835,986	\$25,144,674	\$25,411,193
Cumulative Operating Expenditures	\$69,350,134	\$71,233,496	\$72,890,696	\$74,847,507
Fund Balance as a Percentage of Operating Expenditures	36%	35%	34%	34%
Days of Fund Balance in Reserve (Operating Funds)				
IMRF/Social Security Ending Fund Balance	\$1,661,380	\$1,572,669	\$1,441,895	\$1,286,184
Total Projected Ending Fund Balance (exclusive of Debt Service & Life Safety)	\$26,400,048	\$26,408,655	\$26,586,569	\$26,697,377
Cumulative Expenditures (exclusive of Debt Service)	\$71,150,056	\$73,115,074	\$74,851,936	\$76,871,388
Days of Fund Balance in Reserve (All funds exclusive of Debt Service)				

Source: District Business Financial Database/PMA Financial Network Inc.

North Shore School District 112 Student Enrollment



Enrollment for the fiscal year ended June 30, 2013 decreased by 16 students from the previous year, 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.

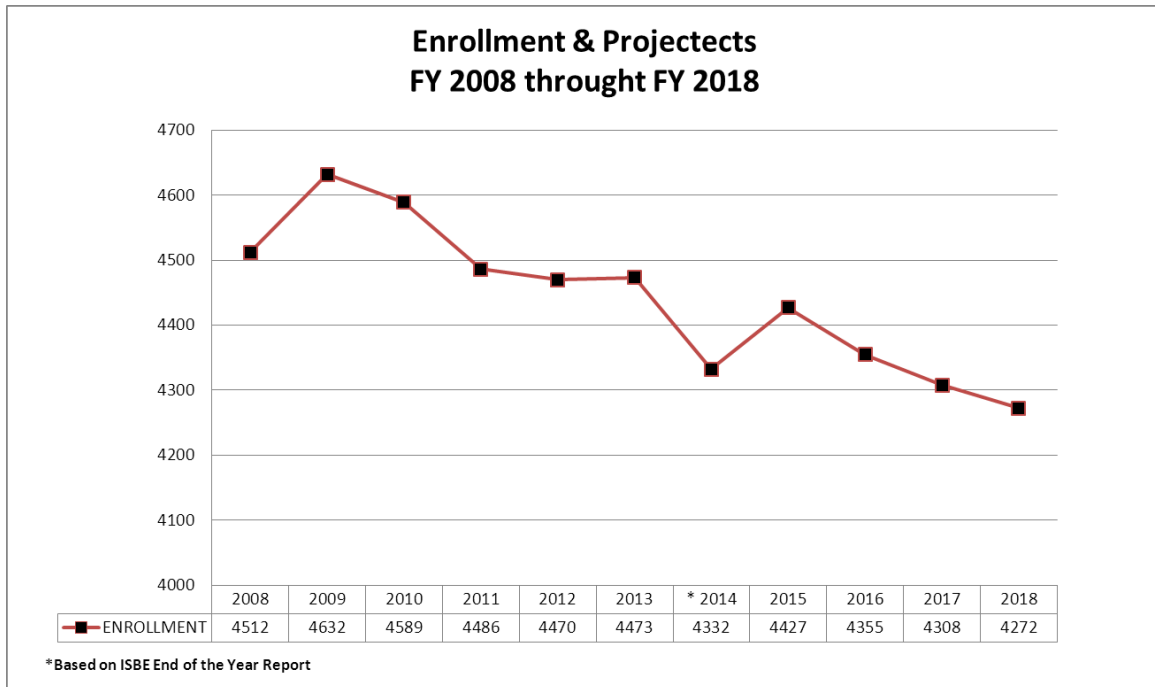
District enrollment projections have been performed with Baragar System Database by our staff using custom enrollment planning software for school districts. The district projects enrollment by grade district wide, for each attendance area. This methodology uses birth data and historical enrollment data and projects enrollment at a high, mid and low levels based on historical data using the district's student information system.

North Shore School District 112 Historical Student Enrollment

	2012-13	2011-12	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
<u>Elementary Schools -</u>										
Braeside	262	276	269	279	287	293	298	277	285	274
Indian Trail	395	379	387	392	390	411	414	427	436	434
Lincoln	261	270	271	288	282	279	275	269	283	301
Oak Terrace	501	489	502	516	547	531	506	493	495	500
Ravinia	302	309	325	313	307	302	318	297	302	311
Red Oak	320	341	325	336	353	409	386	371	366	361
Sherwood	358	358	371	386	389	403	390	405	410	417
Wayne Thomas	349	355	342	357	367	343	336	334	371	373
Green Bay **	237	232	204	210	215	72	67	46	34	26
Totals - Elementary	2985	3009	2996	3077	3137	3043	2990	2919	2982	2997
<u>Middle Schools -</u>										
Edgewood	607	579	573	599	584	567	563	601	568	568
Elm Place	410	439	467	479	493	497	489	468	461	441
Northwood	471	443	450	434	418	405	365	366	404	419
Totals - Middle Schools	1488	1461	1490	1512	1495	1469	1417	1435	1433	1428
District Totals:	4473	4470	4486	4589	4632	4512	4407	4354	4415	4425

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

**** Enrollment data from ISBE End of the Year Report for FY04 through FY13



North Shore School District 112 Personnel Resource Allocation

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
ADMINISTRATORS					
DISTRICT ADMINISTRATORS	11	9	7	7	7
SCHOOL ADMINISTRATORS	15	16	16	16	16
BUSINESS ADMINISTRATION	2	2	2	2	2
LEARNING COORDINATORS	10	10	10	7	7
OPERATIONS & MAINTENANCE	2	2	2	2	2
Total	40	39	37	34	34
TEACHERS CERTIFIED					
ELEMENTARY SCHOOL	185	186	181	175	185
MIDDLE SCHOOL	122	105	106	94	104
PSYCHOLOGIST, HEALTH	7	10	11	11	10
SPEECH & LANGUAGE	19	20	18	18	25
SPECIAL EDUCATION	51	54	58	57	56
SOCIAL WORKER	19	16	17	15	16
LIBRARY, INSTRUCTIONAL IMPROVEMENT	17	23	21	20	11
EARLY CHILDHOOD	6	6	7	7	6
GIFTED & TALENTED	8	8	8	8	9
STEM & COMMUNICATIONS	0	0	0	6	6
Total	434	428	427	411	427
OTHER: SUPPORT STAFF					
DISTRICT ADMINISTRATION ASSISTANTS	7	8	8	7	8
SCHOOL SECRETARIES / CLERKS	21	20	16	17	16
PARA-PROFESSIONALS/ INTERPRETER	100	96	102	80	93
NURSES	11	11	10	12	13
MAINTENANCE / CUSTODIAN	16	16	16	16	16
TECHNOLOGY	4	5	6	5	5
DISTRICT OFFICE SECRETARIES	10	8	8	6	6
Total	169	164	166	143	156
STAFF GRAND TOTAL	643	631	630	588	617
STUDENT ENROLLMENT	4589	4486	4470	4473	*4332
EMPLOYEE TO STUDENT RATIO	7.14	7.11	7.10	7.61	7.02

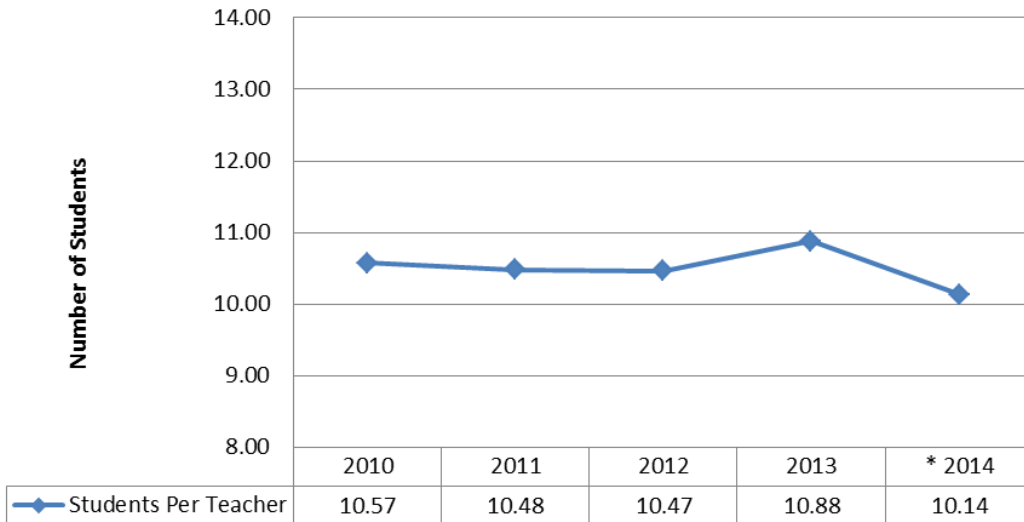
Source of Information: District Personnel Records - Employee Count
Student Enrollment - ISBE End of the Year Enrollment Report
*For FY13-14 student enrollment projections was as of 8/29/13
All .5 kindergarten & Pre-K students are reported on head count basis

Personnel Trends

The number of full-time employees working for North Shore School District 112 is 617. The number of full-time staff has remained relatively consistent until FY 2013 school year when a decrease of 42 staff members was required to produce a balanced budget. In FY 2014, the district's Educational Life Skills Program (ELS) currently run by the Northern Suburban Special Education District (NSSD) but housed in the district has now become part of North Shore School District 112. An increase of 29 FTE was required to run this new program along with other required services. Expectations for the future show position totals to remain consistent with FY 2014.

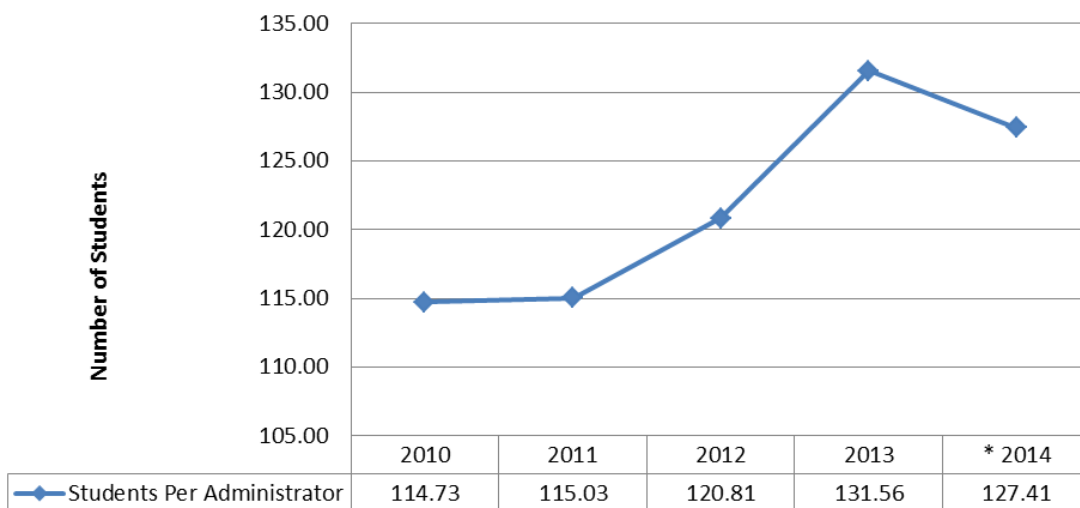
North Shore School District 112
Personnel Resource Allocation - cont'd

Students Per Teacher



*FY 14 is based on the 6th day enrollment as of 8/29/13

Students Per Administrator



*FY 14 is based on the 6th day enrollment as of 8/29/13

Source: District Personnel Dept. & ISBE End of the Year Enrollment Report

**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
2014	1,765,000	37,065	1,765,000	37,065
	1,765,000	37,065	1,765,000	37,065

Original Principal	Issue	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	
	2014	1,145,000	243,400	35,000	2,275	1,180,000	245,675	2,945,000	282,740	3,227,740
	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
		6,085,000	729,000	70,000	3,413	6,155,000	732,413	7,920,000	769,478	8,689,478

**Outstanding Debt by Type
Last Ten Fiscal Years**

Fiscal Year	Government Activities			Equalized Assessed Valuation	Ratio of General Bonded Debt to Actual Estimated Value	Debt Outstanding per Capita
	General					
	Obligation					
	Bonds and Certificates	Capital Leases				
			Total Primary Government			
2013	\$ 7,920,000	\$ 188,558	\$ 8,108,558	\$ 2,223,675,650	0.12%	\$ 230
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

Source: District Business Financial Database/PMA Financial Network Inc.

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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.

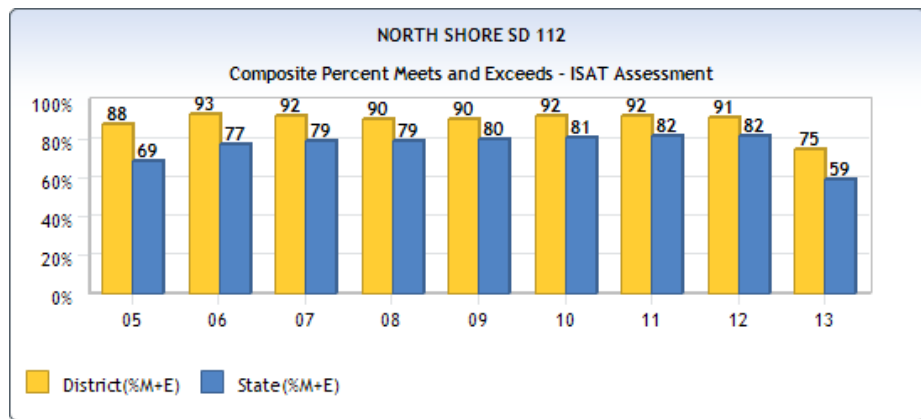
In January 2013, Illinois raised ISAT reading and math benchmarks. This means that since meeting or exceeding standards on the ISAT is harder this year, the percentage of students who score as meeting or exceeding standards has decreased. This does not reflect a decrease in the quality of schools, teachers, or student work - it reflects higher standards. This graph shows the percentage of students that meet or exceed state standards on the Illinois Standards Achievement Test (ISAT).

Student Academic Growth is a measurement of students advancing from one performance level on the ISAT to another performance level (or “growing”) from one year to the next. The graphs below show the average academic growth in Reading and Mathematics, by students in the district and the state. It is based on the students’ performance on state tests and represents the average growth that students are making each year. This growth measure is expressed as a number between 0 and 200 where a value above 100 represents positive growth and/or consistently high achievement, and a value below 100 represents negative growth and/or consistently low achievement.

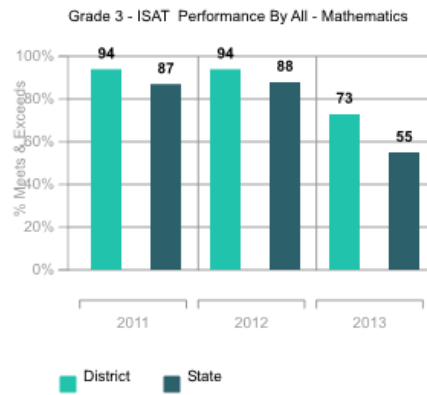
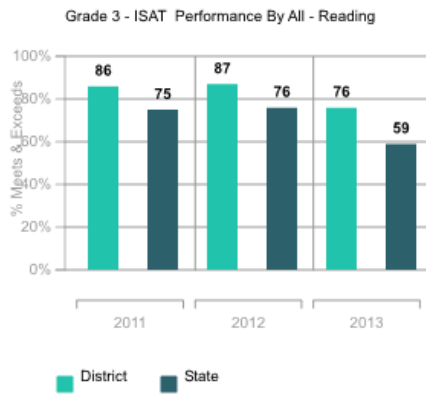
Summary of 2013 Student AYP Performance

- 100% of students were tested
- 75% of students met or exceeded standards
- 76.3% of students achieved AYP in reading
- 74.5% of students achieved AYP in math
- The district attendance rate of 97% exceeds the AYP mandated minimum of 92%
- Student drop-out rates are not presented, as this is not a consideration in elementary districts

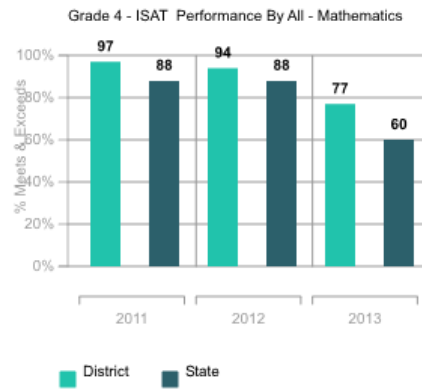
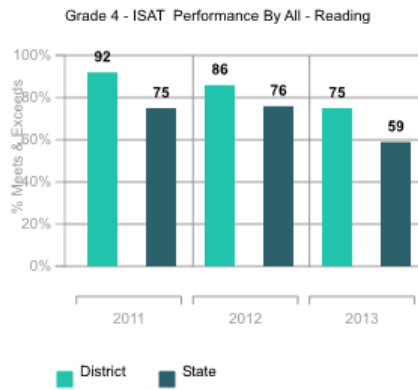
Historical Meets and Exceeds ISAT Standards Compared to State



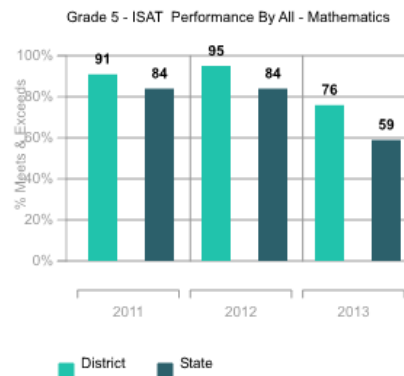
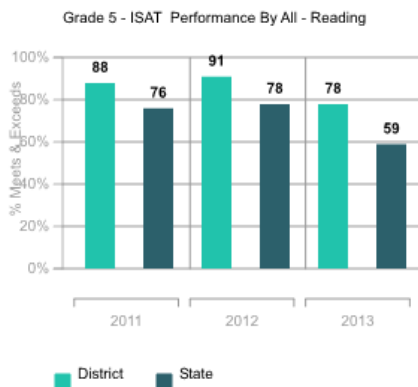
3rd Grade ISAT Reading and Math



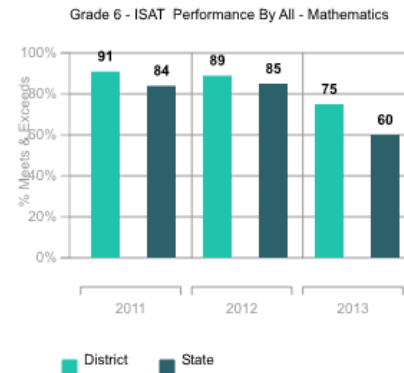
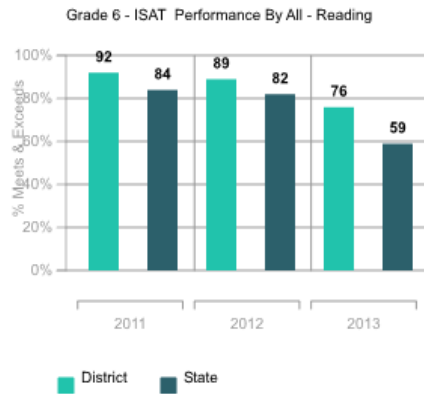
4th Grade ISAT Reading and Math



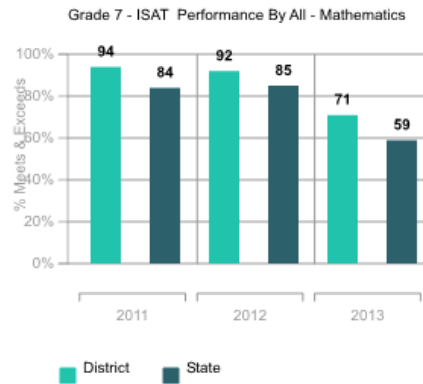
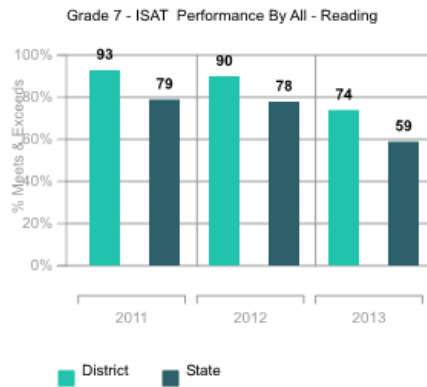
5th Grade ISAT Reading and Math



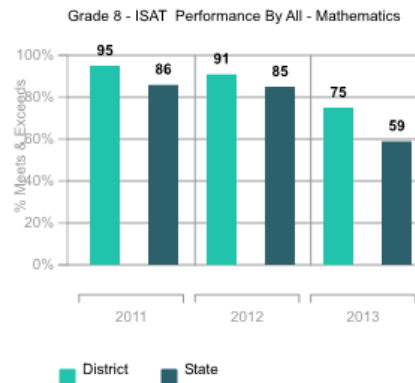
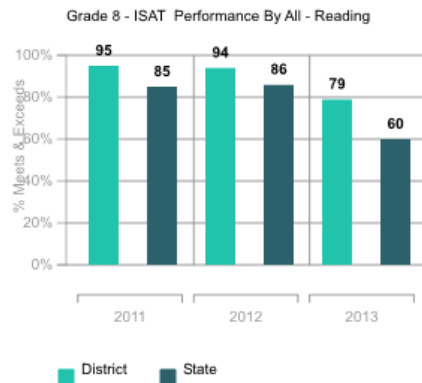
6th Grade ISAT Reading and Math



7th Grade ISAT Reading and Math

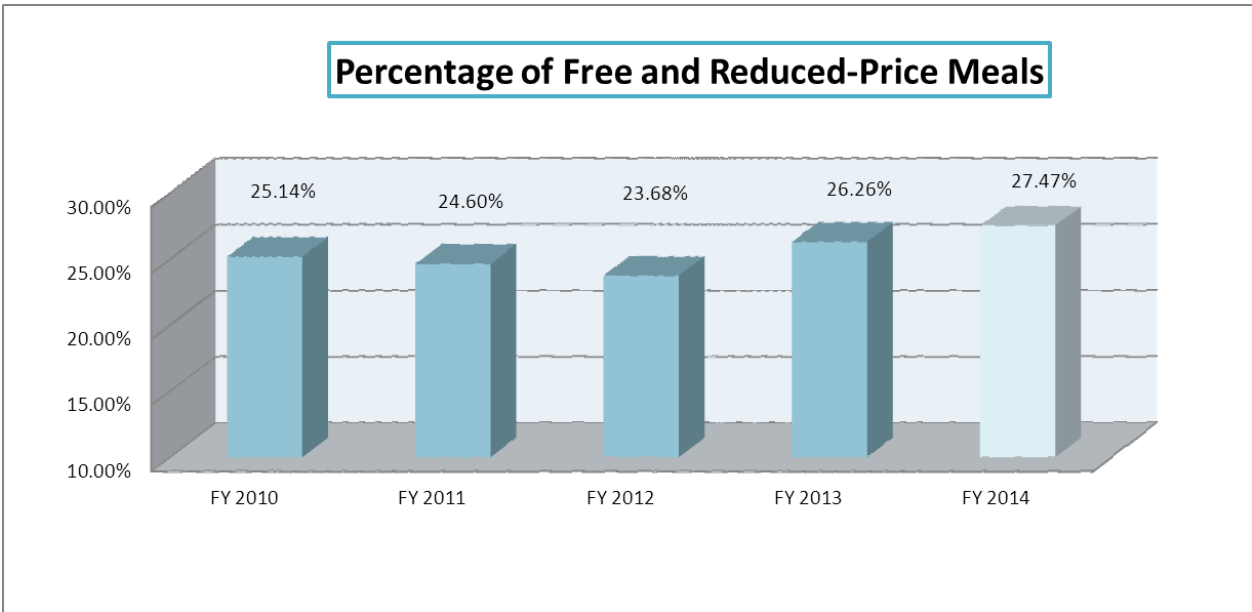


8th Grade ISAT Reading and Math



Percentage of Free and Reduced-Price Meals

The percentage of children who are eligible for Free and Reduced-Price Meals in District 112 is 27.47% in FY 2014.



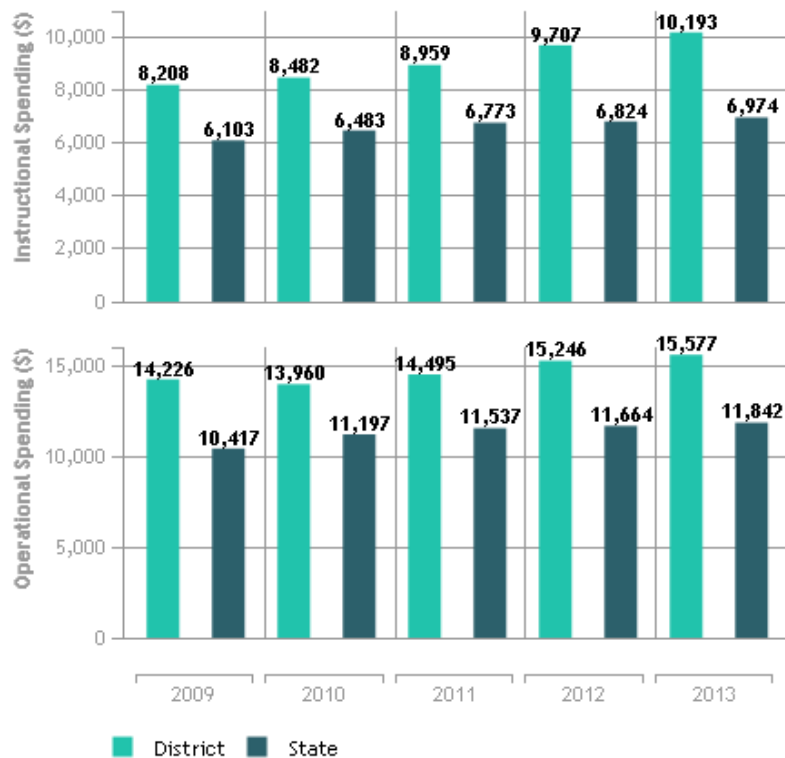
These percentages are of all students at the district who are eligible for the government program and qualify for the free or reduced price meals; whether the students are actually receiving meals or not. Pre-K and Kindergarten students that only attend ½ days and who are not present during breakfast or lunch serving time do not receive meals even though the students may qualify.

Source: District 112 Business Office

Per Student Spending

The District's budget is the vehicle for allocating financial resources to meet student needs. Improvement plans are developed and based on input from principals and administrator goals are developed and used as a planning instrument tool. The effect of this methodology to budgeting is best reflected in the per-pupil expenditures. The district's total expenditures exceed the State average. The instructional expenditures for the District are about 41% higher than the State average and the operational spending is about 31% higher than the State. The District's instructional expenditures account for almost 60% of operating expenditures budget.

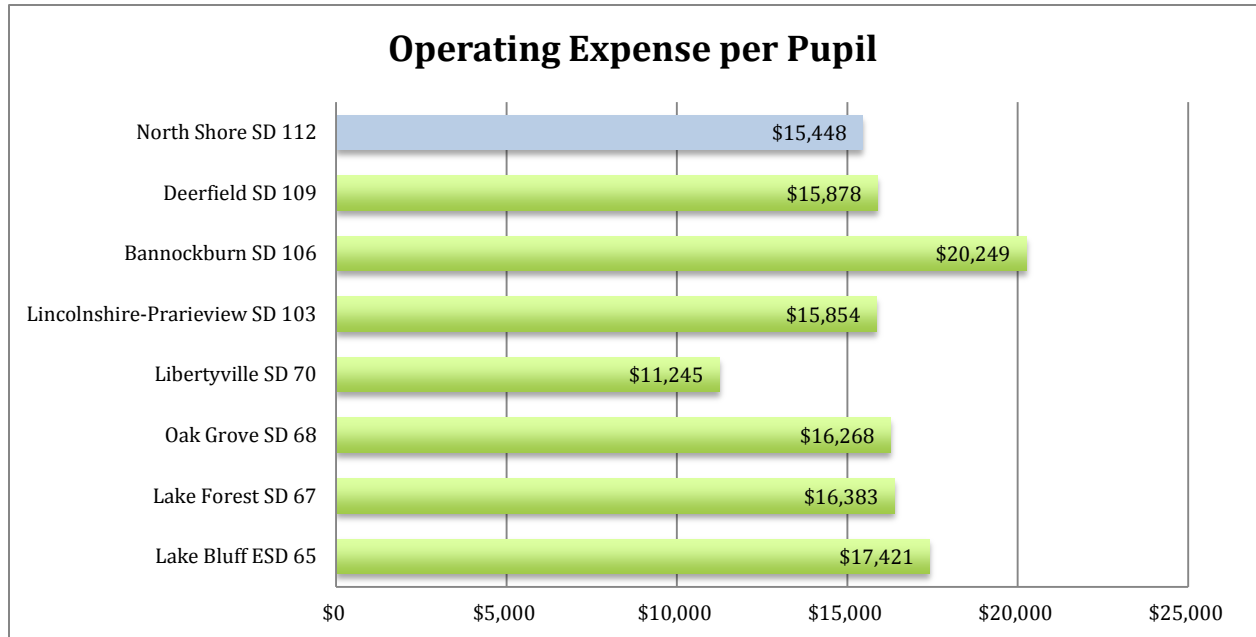
District 112 believes that these results show that resource allocation is positively related to student academic performance. One link between high performance and higher resources for instruction is that the budget decisions in the District are made with the goals of improving student learning. The graph below shows the average spending per pupil in this district, and the graphs on pages 138-139 from the Illinois Report Card shows that the District consistently achieves higher than average standardized test scores. The District believes there is a clear link between money allocated to improving student learning and student achievement.



Source: ISBE – Illinois Report Card

Operating Expenses per Pupil

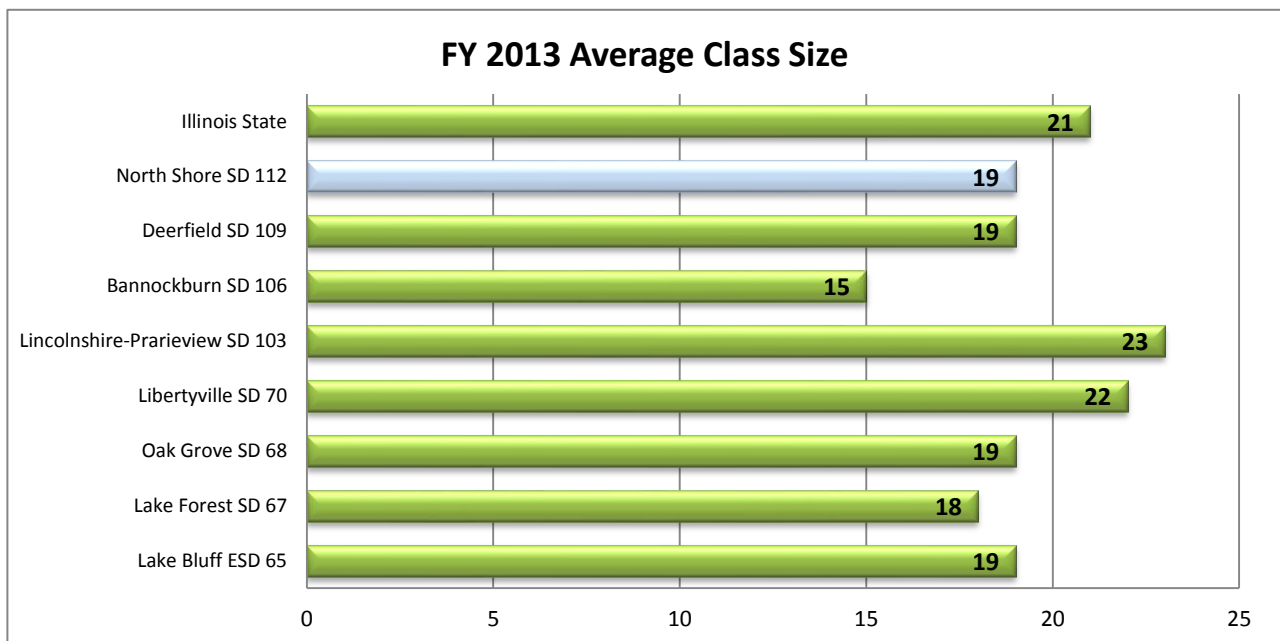
Source: District's Website - 2013 Annual Financial Reports



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. The District has comparable operating costs per pupil relative to peer districts in Lake County.

Average Class Size

Source: ISBE - Illinois Report Card Website - 2013



In District 112, the average number of students in each class is 19. The graph above shows FY13 Average Class size compared to other school districts. Many factors contribute to student achievement and class size in one of them; special education classes are not included.

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Parent Satisfaction Survey

As part of the District 112's mission statement is the idea that we are a community partnership working together to ensure we successfully attain our highest hopes and dreams for our children. As a way to gain insight from our Parents and community members on how the district is doing and to achieve our mission, on February 2013, the District commissioned a Climate Survey for Parents and Community Members with K-12 Insight, who helped evaluate and understand the survey results.

To encourage participation of community residents, North Shore School District 112 sent out postcard invitations with survey link information to addresses of all registered voters in the District. In addition, 3,451 parents and community members for whom the district had an email address were sent a unique link to the survey via an email invitation.

In general parents are happy with the quality of education and their children's experience in the district and are mostly positive in their perceptions of the various aspects of the district.

Overall, conclusions of the survey:

- The majority of respondents feel:
 - Strong schools are important and impact property values
 - Increased funding to ensure quality education is important
 - The school board and district leadership are receptive to their concerns
- Parents and community members perceive that the district education is high quality
- There is broad general awareness of the challenges posed by the district's aging facilities Community members are more likely than parents to rate the quality of district facilities as high
- Many respondents have deep roots in the community
- Three-fourths of parents and just over half of community members feel well-informed about district issues

Source: District 112 website-The Voice

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 strategies will provide focus and total system concentration of our effort and resources.

1. We will continue to align our curriculum and develop 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 creativity and intellectual curiosity for 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 plans to unify our district and 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. (Combined with Strategy 2)
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.

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

- ❖ North Shore School District 112 has much to celebrate regarding the curriculum implementation and communication. STEM (Science, Technology, Engineering and Math) and CMA (Communication Media Arts) were implemented this fall to rave reviews from students, parents and community members. Our middle schools have hosted visiting schools from around the country and internationally. Multiple opportunities for a STEM and CMA showcase were held for the Board of Education, Rotary Club of Highland Park/Highwood, the Lions Club of Highland Park and multiple parent nights. Students and teachers co-presented the goals and highlights of

the program, special features and feedback. The STEM and CMA programs are truly world class.

- ❖ Communication of our transition to Common Core State Standards (CCSS) for Mathematics and English Language Arts was another large initiative. Illinois has joined forces with 44 other states in implementing these standards, which are more rigorous than previous standards. We began the year with professional development and communication to teachers focused on understanding the content in the standards and changes in instructional practices. In the fall, information on the CCSS and the transition plan was shared with the Board of Education and posted on the District website. Additional presentations were shared with the Board of Education. PTO/PTA President's Council and individual school PTOs or PTAs. Presentation summaries and information were posted on *The View*, a North Shore School District community newsletter.
- ❖ The major focus of curriculum work this year was the District's matriculation to the Common Core State Standards (CCSS) for all classroom teachers K-5 and the middle school Math and English Language Arts (ELA) teachers. In depth trainings for Math and ELA occurred throughout the year. The STEM (Science, Technology, Engineering & Math) and CMA (Communication Media Arts) programs at all middle schools were successfully launched with a new engaging curriculum that integrates 21st Century Skills and new facilitator instructional model. The Physical Education Wellness PreK-8 department developed a new robust wellness curriculum.
- ❖ Grade-level classroom teams K-5, Math & ELA content area 6-8, ESL and Pre-K-8 Physical Education Wellness met on pullout days or on Early Release days and on the April 2013 Institute Day.
- ❖ The Teaching and Learning Department conducted a differentiated April 2013 Institute Day. There were differentiated strands related to technology, instructional practices, Math & ELA Common Core State Standards (CCSS), differentiation in content area, content collaboration within subject areas. Within these strands there were offerings in regards to levels of technical ability, content area and grade level. Specific trainings were offered for Physical Education Wellness in Promethean Board, Discovery Education and Chrome books. World Language received training on their new materials. STEM, CMA and Physical Education Wellness through full day pullouts and early releases were able to participate in full day trainings specific to their areas.
- ❖ Provided Response to Intervention (RtI) overview during New Teacher Orientation and trained Intervention Specialists on District RtI guidelines and documents.

Intervention Specialists presented District RtI guidelines and documents during faculty meetings or grade-level team meetings. District RtI guidelines and documents were evaluated. Implemented RtI guidelines and forms and posted both on the District website.

- ❖ Continuous improvement of Tier Three Data Days by integrating Measures of Academic Program (MAP) progress with Individualized Education Program (IEP) goal progress to make more informed data based decisions about student need and how to go about meeting said need(s).
- ❖ The focus of the 2012-13 school has been on providing paraprofessionals with online professional development opportunities to assist skill development in Math, reading, and writing instruction. The District purchased an online professional development system for paraprofessionals who provide over 100 training modules that focus on a variety of instructional and behavioral support strategies. Many school districts utilize this system because it is an effective way to provide paraprofessionals with relevant and targeted professional development opportunities to support them in their specific assignment(s). Paraprofessionals have access to all of the training modules in this system and work collaboratively with their building administrator(s) in determining which modules to complete during Early Release and Institute Days.
- ❖ The Superintendent's Citizen Finance and Facilities Advisory Committee (SCFFAC) subcommittee on Configuration has been meeting throughout the year to research and brainstorm different configuration models for the school district. Substantial data has been produced that informed the subcommittee of the current configuration, its costs and its benefits. The subcommittee then explored models including K-8 buildings, grade level centers, fewer K-5 buildings, and magnet schools. The subcommittee is currently refining a decision-making matrix that will guide its determination of models to recommend to the community for further exploration.
- ❖ Evaluation: Teacher and principal evaluations have been modified to create more equity in evaluation across the system. Each domain for the teacher evaluation is now being supported by rubrics, which establish the performance standards and indicators that define the behaviors evaluators are to be measuring. In addition, related services, such as speech and language, now have a performance evaluation geared toward their professional responsibilities. The first survey responses in reviewing the revised processes have been favorable, with staff commenting on how they understand more clearly how the evaluation rating is determined.

- ❖ Education Life Skills (ELS): This year the Department of Student Services worked on identifying programmatic opportunities to maintain the level of service of students at a lower cost. An area that the Department of Student Services reviewed was the Educational Life Skills Program (ELS) that is currently run by the Northern Suburban Special Education District (NSSSED). As a result the ELS programs currently housed in the district, but run by NSSSED will now become part of the North Shore 112 school district.
- ❖ Strategy 3, Action Plan 2 addresses sustainability of the District's financial and human resources and equitable distribution of the same by striving to improve the efficient and equitable use of District facilities and property. The primary focus of Plan 2 this past year was the collective bargaining agreement with the NSEA. The result was a contract settlement that allowed the district to enhance its sustainability for the short term and reverse a trend that if left unabated would have resulted in the district risking its current strong bond rating.
- ❖ In addition, the Superintendent's Citizen Finance and Facilities Advisory Committee (SCFFAC) facilities subcommittee, in conjunction with Strategy 4, is tackling the issue of building equity. To that end, the subcommittee is developing models to measure the deviation any structure has from the facility we want our students to have, both now and in the future. This process included meeting with architects to help the subcommittee envision what the schools of the future will look like. In 2012-13, the role of the SCFFAC was expanded. This group has now created a framework to use when gauging the viability of reconfiguring or consolidating the District's twelve schools. This framework when applied to configuration/consolidation models will provide the other subcommittees with data essential to their decision-making processes.
- ❖ The access for staff and other users of the school buildings has been enhanced to allow for secured perimeters along with ease of entry for those who should be in the buildings. The video recording allows for the preliminary monitoring of the property as a deterrent and in the event of inappropriate behavior to be used to educate people to improve their results.
- ❖ In 2012-13 the District achieved a 30% Energy Star award through the efforts of the energy program. Energy reduction is an ongoing education with staff and all users of the school facilities on how individual efforts can, and do, contribute to the bottom line of the utility bill. Practical solutions to recycling and disposal of materials are being evaluated to find daily application within the District. The recycling effort has

not received District-level drive the later part of the year. Focused efforts on other initiatives took some time from this task.

- ❖ Building on the milk carton efforts of last year and working with a new partner in Seven Generations Ahead, we look forward to focused and measured efforts in 2012-13 in reducing daily building waste. Also, continued efforts in reducing construction and building materials are being evaluated on every job.
- ❖ The Department of Media Services and Operations & Facilities have collaborated efforts to collect unneeded, outdated or broken equipment, materials or technology. The Departments of Teaching, Learning and Technology has donated, recycled, or received reimbursement from publishers for outdated curricular materials that were replaced during a recent adoption.
- ❖ Improved our Computers for Learning (CFL) capture and recycled approximately 80% during the 2012-13 year.
- ❖ Strategy 4, Action Plan 4a provides for the development of a District standard for Pre K-8 facilities to assist in the development and implementation of plans to provide the facility and technology infrastructure needed to achieve the District's mission and objectives. Core design information was developed with the assistance of the District's architect and representative principals.
- ❖ Superintendent's Citizen Finance and Facilities Advisory Committee (SCFFAC) has taken over most of this effort in evaluating and setting future direction for the District's infrastructure.
- ❖ 2013 eRate submission will allow us to renegotiate our Internet and Wide Area Network allocated bandwidth - we are looking at increasing WAN bandwidth from 100MB to 1000MB and Internet bandwidth from 100MB to 500MB. Ensure appropriate routers and switches are in place to utilize these faster speeds and prevent potential "bottle-necks"
- ❖ During the summer of 2012, the Physical Education Wellness (Health) classrooms will be equipped with Promethean Boards with training to follow. Review other curriculum area requests (GTE, ELL, SpEd, ELC) for Promethean boards. The Department of Technology will review need for remaining classrooms, determine if Promethean Boards are the appropriate resource and budget appropriately. Build in a refresh cycle as the projectors begin to age/fail.

- ❖ The District recently hired K12 Insight, a community engagement consulting firm, to assist with all aspects of community engagement. Part of this involves staff climate surveys, and this may include questions related to employee attitudes and perceptions of diversity. These surveys will begin in the 2013-14 school year.
- ❖ In August 2012, District 112 hosted a Summer Institute for Academic Diversity (SIAD) with Drs. Doubet, Hockett and Brighton from the University of Virginia. Over 45 staff members attended a two-day workshop and furthered their knowledge of the different learners in their classroom. Staff from Northwood and Red Oak presented to the Board of Education an overview of the SIAD workshop and how it has impacted their classrooms.
- ❖ Institute Day November 6, 2012, with Drs. Hockett & Brighton, a District-wide training took place to establish a baseline understanding of differentiation. Awareness is being built systemically on the diverse learners in our classrooms.
- ❖ Institute Day, April 9, 2013, focused again on differentiation with Drs. Hockett & Brighton extending the baseline knowledge and provided opportunities for professional growth for understanding the diversity of our learners.
- ❖ The District partnered with Family Network this year in its Strengthening Families discussion series for parents, a series of four programs during the school year.
 - Topics include:
 - October: Supporting Child Development in a Time of Virtual Borders
 - January: How to Keep Your Family Close Even After the Holidays are Over
 - March: Rescuing Your Child From the Entitlement Trap: Creating Resiliency and Connection During Challenging Economic Times Through Connection and Service
 - April: Double Happiness: A Tale of Love, Loss and One Forever Family
- ❖ North Shore School District has much to celebrate with regards to Strategy 6, Plan 1. We kicked off the school year with a Differentiation Academy for administrators and teacher leaders from each school. Over 40 people participated in an exciting workshop on differentiating instruction with top experts from the University of Virginia. Much of the day focused on discussion and practical exercises inspired by the book “Mindset” by renowned Stanford psychologist Carol Dweck, whose research has focused on motivation and achievement. The growth-mindset fosters a love of learning, a willingness to take risks and tackle tough challenges and resilience that is essential for great accomplishment. Each teacher-leader partnered with their principal to share the information with their staff and the Board of Education. A scaled down

version of the Differentiation Academy was presented during New Teacher Orientation.

- ❖ Both Differentiation Academies built momentum for the November 2012 Institute for all 112 staff members. Teachers worked collaboratively in grade-level/subject teams and in mixed groups to develop an understanding of intentional, establishing teacher-student relationship, building community in the classroom, and implementing strategies for differentiation and familiarization of the NSSD 112 Differentiation Framework. In February 2013, the Department of Teaching and Learning presented the work of strategy 6 and the NSSD 112 Differentiation Framework to the Board of Education which was adopted by the Board of Education in March 2013.
- ❖ The Positive Behavior Interventions and Support (PBIS) continue to be implemented at Edgewood, Indian Trail, Oak Terrace, Red Oak, Sherwood, and Wayne Thomas. Elm Place will complete training to implement PBIS and Northwood will begin to explore PBIS. Three district PBIS Coaches have been identified to support implementation efforts. This need is met through existing staffing. The PBIS District Leadership Team will be convened to review student discipline data and establish a focus for the 2014-15 school year. PBIS External Coaches will meet with all Internal Coaches to review highlights from the current year, identify challenges, and plan for next year. District-wide implementation of PBIS has been the focus of most of strategy seven. Reviewing and monitoring student discipline data has begun at the district level through board-level presentations and conversations with principals, however, schools that are currently implementing PBIS do regularly review student discipline data and develop both proactive and reactive strategies to address school specific needs.

Source: District Teaching, Learning & Technology Dept.

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Glossary

21st 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.

Comprehensive Annual Financial Report (CAFR) – A set of U.S Government Financial Statements comprising the financial report of a state, municipal or other governmental entity that complies with the account requirements promulgated by the Governmental Account Standards Board

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 Municipal Retirement Fund (IMRF) – This fund accounts for the District's portion of personnel pension costs.

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

Illinois State Board of Education (ISBE) – Administers public education in the state of Illinois. It is a statewide system of support to provide technical assistance to districts and schools in academic status.

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

Levy – The total taxes imposed by a government unit.

Long Range Plan (LRP) - is a process and discipline that companies use to determine the best strategy for succeeding in the markets they serve and to ensure they have the capabilities needed to support their strategic objectives.

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.

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