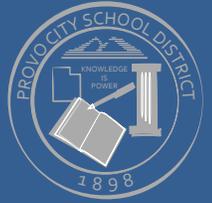


PROVO CITY SCHOOL DISTRICT

280 West 940 North Provo, UT 84604
(801) 374-4800
www.provo.edu



Annual Budget

2011-12

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For best results, choose "two page display"
in your pdf reader.**



Provo City School District

280 West 940 North

Provo, UT 84604



2011-12 Annual Budget

For Fiscal Year Ending June 30, 2012

Randall J. Merrill, Ed.D.
Superintendent of Schools

Kerry J. Smith, CPA/MBA
Business Administrator

Designed and Written By:
Mark Holley, MBA

Budget Recognition

Association of School Business Officials International (ASBO)

The Association of School Business Officials International (ASBO) awarded the *Meritorious Budget Award* for excellence in the preparation and issuance of a 2010-11 school system annual budget to Provo City School District.



The Meritorious Budget Awards Program was designed by ASBO International and school business management professionals to enable school business administration to achieve excellence in budget presentation. The Meritorious Budget Award, sponsored by ING, is only conferred on school systems that have met or exceeded the Meritorious Budget Award Program Criteria. We believe our current FY 2011-12 budget also complies with ASBO's Meritorious Budget Award standards, and we will be submitting the budget in an effort to win the award again.

Government Finance Officers Association (GFOA)

The Government Finance Officers Association of the United States and Canada (GFOA) presented a *Distinguished Budget Presentation Award* to Provo City School District, Utah for its annual budget for the fiscal year beginning July 1, 2010, and ending June 30, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.



This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Note Regarding this Book

This book has been designed to act as a resource for the public, students, parents, and employees. It is divided into four sections: Introductory, Organizational, Financial, and Informational. The budget year represented is Fiscal Year 2011-12, although the year might be represented as FY 2012, FY12, or 2011-12, depending on the context of the information being presented and space constraints. These variations of the fiscal year or school year are used interchangeably.

The District name may be listed throughout the book as Provo City School District, Provo School District, or in some cases Provo (when compared to other districts), depending on context and space requirements. These names are also used interchangeably.

For best results, choose “two-page display” in your pdf viewer.

Association of School Business Officials International®



This Meritorious Budget Award is presented to

Provo City School District

For excellence in the preparation and issuance
of its school system budget
for the Fiscal Year 2010-2011.

The budget is judged to conform
to the principles and standards of the
ASBO International® Meritorious Budget Awards
Program.

A handwritten signature in blue ink, appearing to read "Chuck Limbani".

President

A handwritten signature in blue ink, appearing to read "John D. Musso".

Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

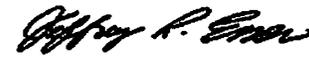
*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Provo City School District
Utah**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

High Scores, Low Taxes

Tight budgets shouldn't lead to low achievement.

Provo City School District

Two Top 10 schools. Three Top 20 schools. Lowest taxes in Utah County.

Outdoor Marketing Campaign, Summer 2011

Home to 20% of Utah's Top Schools

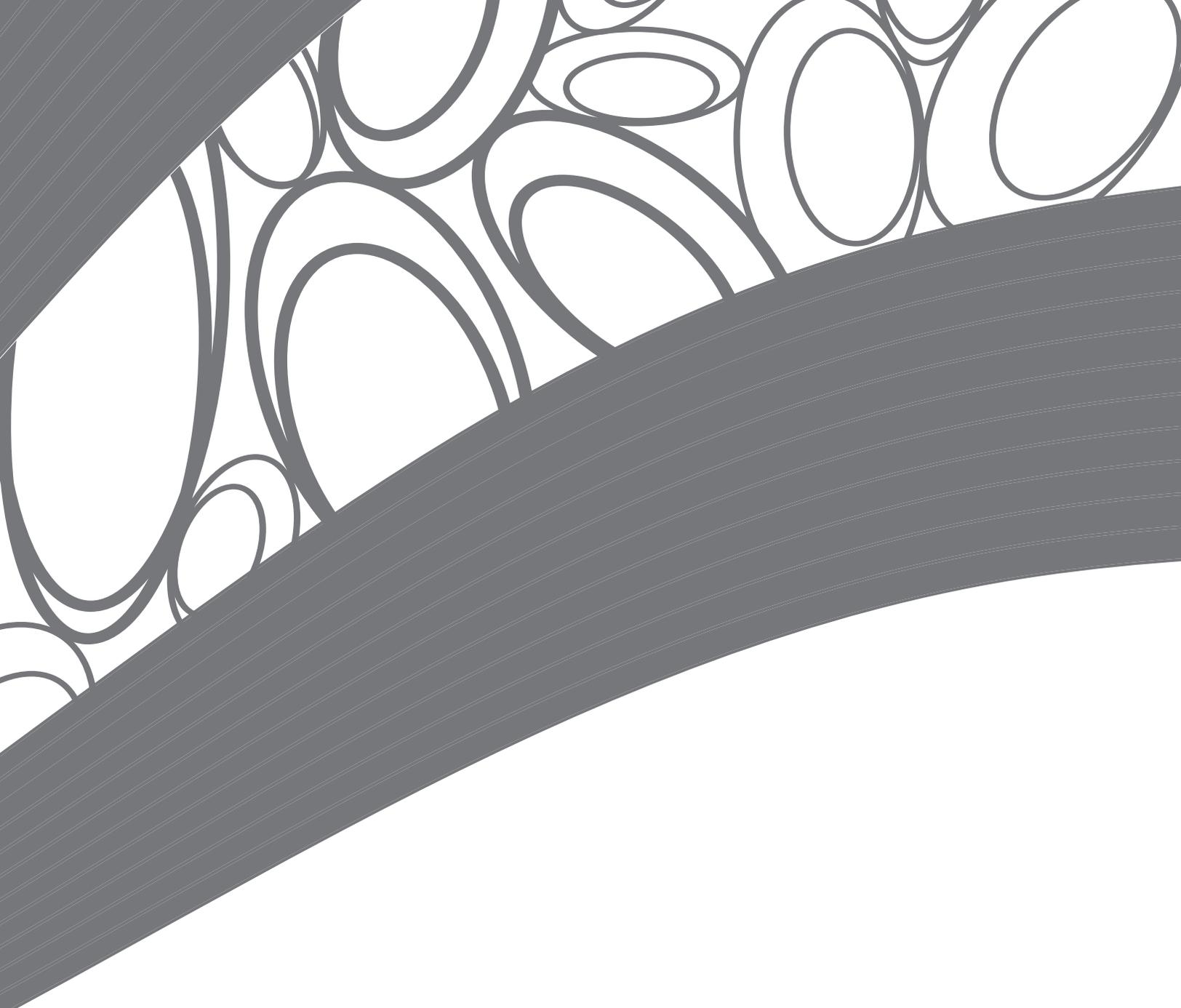
Provo City School District

Winning Awards. Innovating Daily. Since 1898.

Based on KSL®, Deseret News® and Deseret Digital Media® 2011 Top 10 Rankings

Outdoor Marketing Campaign, Summer 2011





“Education is the key to unlock the golden door of freedom.”

-George Washington Carver

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“Any discussion about quality neighborhoods in Provo starts with the quality of the Provo School District. The teachers and administration are incredibly dedicated, and as a result it’s clear that not only is Provo a great place to live but it’s the best place for our children to be educated.”

**-John Curtis
Mayor, Provo City**



IntroductorySection

Provo City School District

Board of Education and Officers



Top (left to right): Randy Merrill, Richard Sheffield, Darryl Alder, Kerry Smith, Steven Staple
Bottom (left to right): Shannon Poulsen, Mary Ann Christiansen, Kristine Manwaring, Michelle Kaufusi

Provo City School District: Elected and Appointed Officials

2011-12

Board of Education

Steven Staples
Precinct 1
Present Term: 2011 - 2015
Initial Appointment: 2011

Michelle Kaufusi
Precinct 2
Present Term: 2011 - 2015
Initial Appointment: 2011

Richard Sheffield
Precinct 3
Present Term: 2008 - 2012
Initial Appointment: 2000

Shannon Poulsen
Precinct 4
Present Term: 2011 - 2015
Initial Appointment: 2002

Darryl Alder
Precinct 5
Present Term: 2008 - 2012
Initial Appointment: 2000

Kristine Manwaring
Precinct 6
Present Term: 2008 - 2012
Initial Appointment: 2008

Mary Ann Christiansen
Precinct 7
Present Term: 2008 - 2012
Initial Appointment: 2004

District Administration

Randall J. Merrill, Ed.D.
Superintendent
Initial Appointment: 2003

Kerry J. Smith, C.P.A., M.B.A.
Business Administrator
Initial Appointment: 2003

Ray Morgan
Asst. Superintendent
Curriculum

Bob Gentry
Personnel Director

Cindy Wright
Associate Personnel Director

Ted Kelly
Special Programs &
Technology Support

Greg Hudnall
Student Services

Gaye Gibbs
Title I Director

Jared Ferguson
Career Technology Education

Stefanie Bryant, C.P.A.
Director of Accounting

Mark Holley, M.B.A.
Finance/Marketing

Jenilee McComb
Director of Food Services

Joe Gledhill
Facilities

Elementary School Administration

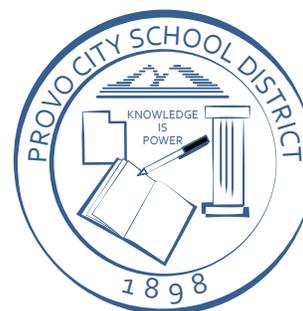
Amelia Earhart	Jason Cox
Canyon Crest	Patricia Anderson
Edgemont	Dennis Pratt
Franklin	Marlin Palmer
Lakeview	Drew Daniels
Provo Peaks	Alex Judd
Provost	Dr. Steve Oliverson
Rock Canyon	Dean Nielsen
Spring Creek	Missy Hamilton
Sunset View	Clint Smith
Timpanogos	Diane Bridge
Wasatch	Colleen Densley
Westridge	Cory Anderson

Middle School Administration

Centennial	Mitch Swenson
Dixon	Jarod Sites

High School Administration

Independence	Rosanna Ungerman
Provo	Jeff Schoonover
Timpview	Dr. Michael Todd McKee



The term of office for Board members is four years, beginning on the first Monday in January following the November election. The term of office of the Superintendent and Business Administrator is two years.

Budget Message

Dear Patrons:

Last fall a community committee completed the process of gathering public input and developing district long-term goals, commonly referred to as the 20/20 initiatives. We are excited for the focus and purpose this direction gives the district in moving forward over the next 10 years.

“For FY 2012, total District revenue is projected to be \$108,685,072.

Despite the third straight year of substantial legislative funding cuts, the district budget process included aggressive goals to accomplish the 20/20 initiatives. Assuring the most competent teachers and administrators are employed and retained to provide the highest quality learning experience to the students of Provo city are some of the most important long-term initiatives established.

To this end, teacher compensation was paramount in the budgeting process. Due to the recession, salaries had been frozen and in many cases reduced from fewer days worked for the prior two years. This made it essential that compensation be a top priority. The district offered a \$1.4 million compensation package to its employees this year which will be funded from attrition and non-essential program cuts.

The district is committed to maintaining balanced budgets through an attrition model, and is on track to this end.

The District is financially transparent and well run, consistently earning national awards. The District is emerging from the recent economic storm in a position to take advantage of opportunities to increase educational achievement. Professional learning communities and the continued professional development of our teachers are key district strategies to assure student achievement goals are reached. To this end a director of instructional development, six instructional coaches and an additional teacher professional development day have been included in this year's budget.

Being responsive to our parents and students needs and thinking outside of the box for this and future years will be essential to the districts long term existence. Changing technology and competition from charter, private and online schools will force us to change how we educate and serve the students of Provo City. To this end Provo School District is now offering the most comprehensive on-line school in the state, offering over four hundred courses with premier offerings in the languages and technology. Provo School District continues to emphasis school choice options to its patrons offering three elementary foreign languages and six secondary foreign languages.

“Total expenditures for FY 2012 are budgeted at \$111,161,193, a decrease of \$5.6 million when compared to FY 2011.”

All of these options cost money, and for FY 2012 total expenditures are budgeted at \$111,161,193 on revenues of \$108,685,072. The negative bottom line is due to completion of Provo Peaks and a General fund that contains substantial one-time salary and programmatic increases included.

We are both excited and optimistic about the challenges and opportunities ahead. We have a strong leadership team with vision and take a long term approach with the goal of positioning the District to offer the best educational opportunities in the state.

The FY 2011-12 Districtwide goals and objectives, which fall under the long-range 20/20 plan, are listed on the next page. The 20/20 plan is guiding the District for FY 2011-12 and beyond, and was developed with substantial public feedback and directives. In short, it is our belief that the 20/20 plan will continue us on the path to exceeding customer expectations and continuing to develop into the most public-facing, achievement-oriented district in the State.

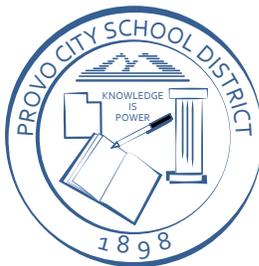
Respectfully Submitted,



Randall J. Merrill, Ed. D.
Superintendent of Schools



Kerry J. Smith, C.P.A., M.B.A.
Business Administrator



Have feedback? Please send an email to budget@provo.edu. This email account is checked daily by District administrators, and a prompt response is guaranteed.

Districtwide Goals

FY 2011-12

Goal 1. Confirm Highly Effective Principals and Teachers Through Enhanced Employment, Training and Evaluation Procedures

Actions

- Develop a highly effective principal and teacher evaluation system, and implement an effective process for releasing or redeploying low performers when required
- Design and implement a focused professional development plan that cultivates excellence
- Employ academic coaches to improve teacher classroom performance

Goal 2. Form Clear Expectations for all Staff at Every Level of the Organization, Reward Exemplary Performance

Action

- Develop a strategic comprehensive compensation pay plan

Goal 3. Transform Communications, Customer Service and Relationship Expectations with Parents and Community

Actions

- Establish a district-wide compact with parents
- Develop a broad-based Latino outreach initiative

Goal 4. Establish District-wide Educational Performance Standards to Ensure Basic Floor of Opportunity

Actions

- Institute the 3rd grade reading commitment by providing the tools and resources to ensure each 3rd grade student can read on grade level
- Implement district-wide standards for Professional Learning Communities (PLCs), Response to Intervention (RTI), extended-day (before/after-school) programs
- Institute Tier II (prescriptive) interventions in literacy and numeracy directed to struggling students in every school, every day
- Identify and create essential learning outcomes and formative assessments; hold teachers and students accountable to these outcomes
- Implement Professional Learning Communities with fidelity
- Enhance school schedules
- Develop specific standards and strategies to address the summer reading loss

Goal 5. Provide for Continuous Improvement in Current Proven Programs

Actions

- Enhance dual immersion, gifted, preschool and extended-day kindergarten programs
- Support programs, particularly those in the arts, science, and music that inspire/engage students and increase individual potential.

Goal 6. Encourage Programs and Activities that Encourage Authentic Learning Experiences and Critical Thinking

Action

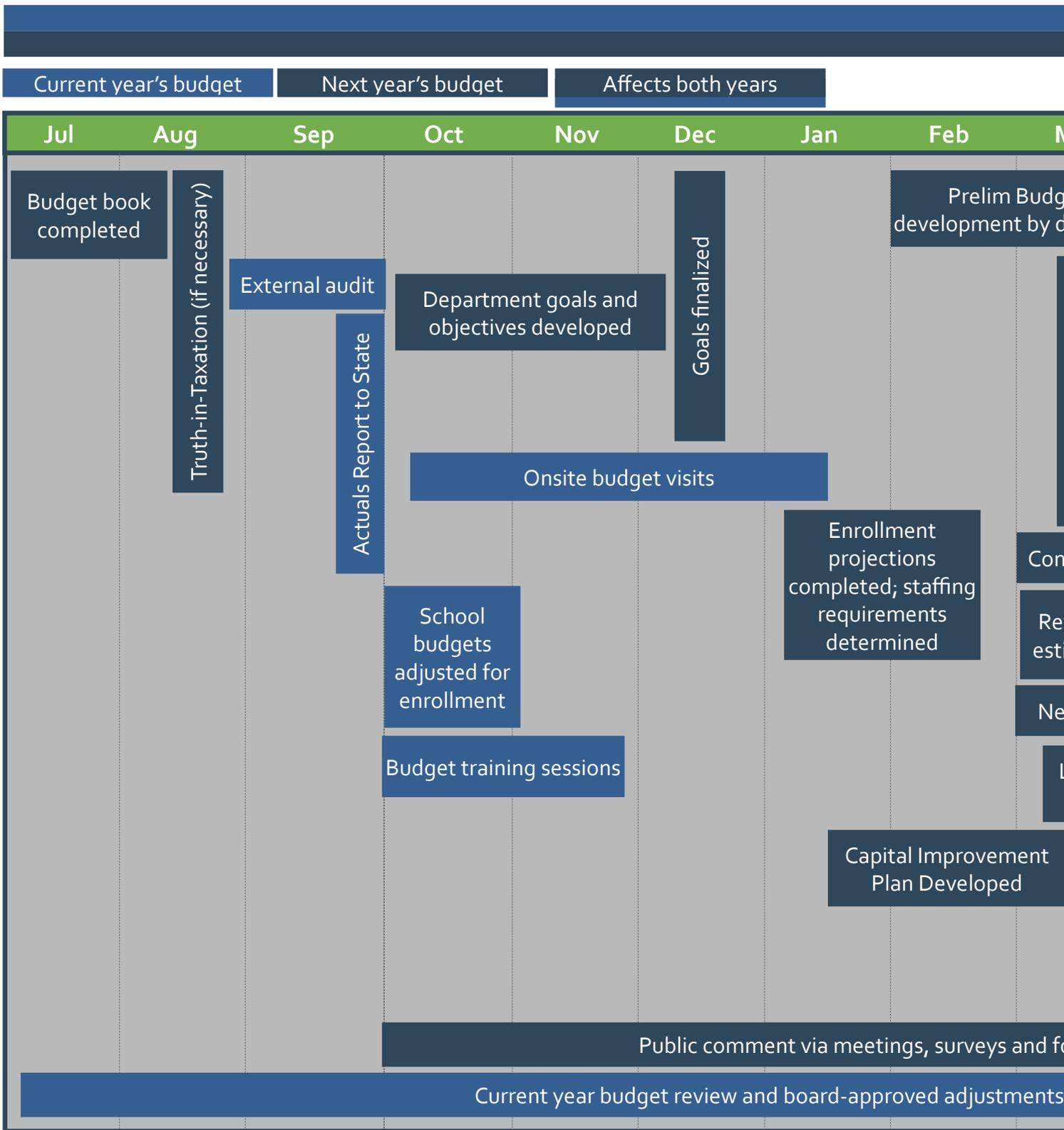
- Provide grants that support a variety of authentic (experiential) learning activities, i.e., science fair participation and educational field trips

Goal 7: Improve General District Operations

Actions

- Finalize long-term financial plan, capital building plan and technology plan
- Reorganize busing to achieve high-level customer service and satisfaction
- Enhance security district-wide
- Explore methods to measure student interest and engagement within the teacher evaluation process

Budget Development and Review Process: Budget Timeline



Budget Development and Review Process

Allocation of Resources

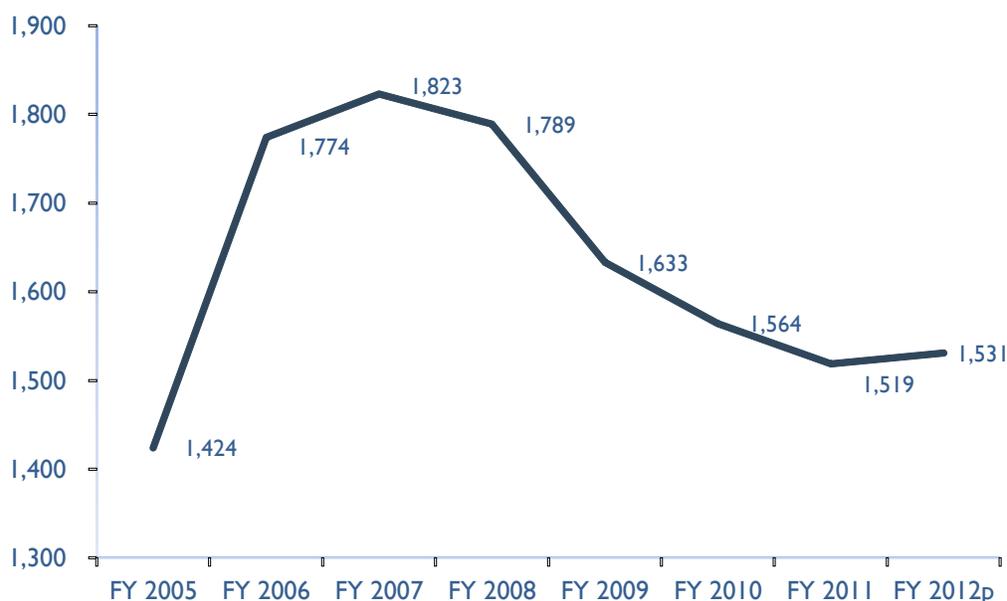
The District strives to ensure it has only the number of employees necessary to meet its goals and objectives.

For 2011-12, the Board of Education and management have made the decision to keep average class-sizes at 28.2, the same figure as FY 2010-11. Literacy coordinator positions were eliminated in FY 2010 and a change in the service pattern at Independence High School resulted in six teaching positions being eliminated that year also. For FY 2011, the biggest decreases will come in support positions, which also had the biggest decreases in FY 2009 and FY 2010.

All of the decisions to eliminate positions over the past three years were determined after careful deliberation, School Board meetings and public comment. While District management hoped no positions would be eliminated, the reality of substantial revenue decreases due to the current economic conditions made it impossible to retain staff levels at pre-recession levels.

Full-time Equivalent Employees

2004-05 to 2011-12 (proposed)



The Big Picture: Revenues and Expenditures

FY 2008 to FY 2012

Revenue Summary by Fund: FY 2008 to FY 2012

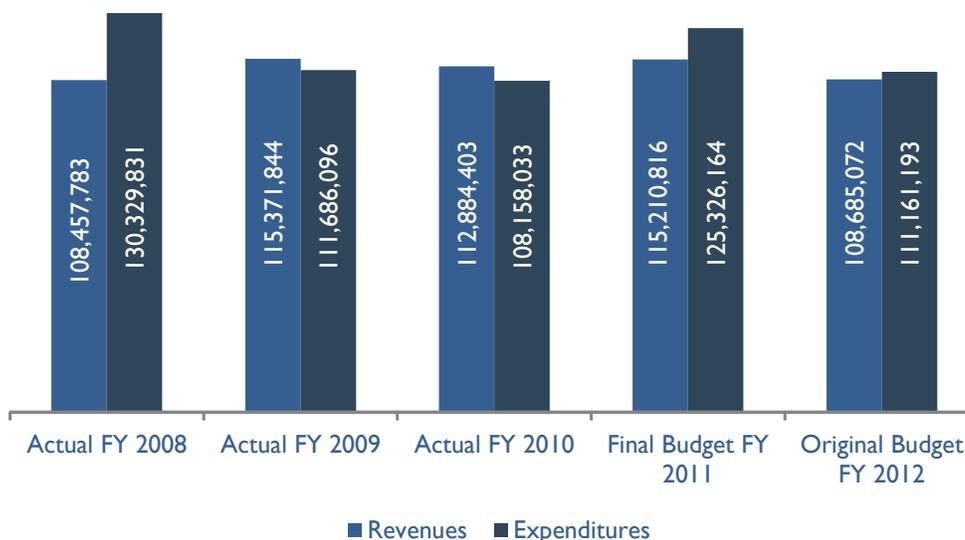
Fund	Actual FY 2008	Actual FY 2009	Actual FY 2010	Final Budget FY 2011	Original Budget FY 2012
General	\$ 82,708,373	\$ 86,696,347	\$ 87,619,554	\$ 88,935,965	\$ 84,747,391
Student Activities	4,208,785	3,496,177	3,284,270	3,650,474	3,380,705
Non K-12	4,261,647	4,453,477	3,147,305	2,875,710	5,058,909
Debt Service	5,174,090	6,424,380	6,432,102	6,420,822	6,418,000
Capital Projects	7,635,898	9,495,755	7,395,204	8,263,740	3,890,000
Food Services	4,468,990	4,805,708	5,005,968	5,064,105	5,190,067
Total	108,457,783	115,371,844	112,884,403	115,210,816	108,685,072

Expenditure Summary by Fund: FY 2008 to FY 2012

Fund	Actual FY 2008	Actual FY 2009	Actual FY 2010	Final Budget FY 2011	Original Budget FY 2012
General	\$ 83,512,166	\$ 81,561,092	\$ 82,738,291	\$ 88,616,373	\$ 87,594,233
Student Activities	4,129,955	3,642,740	3,052,561	3,579,862	3,340,822
Non K-12	4,086,343	4,509,935	3,287,298	3,001,614	3,032,161
Debt Service	6,080,000	6,414,138	6,419,576	6,470,000	6,467,522
Capital Projects	27,916,874	10,480,253	7,750,254	18,428,155	5,427,587
Food Services	4,604,493	5,077,938	4,910,053	5,230,160	5,298,868
Total	130,329,831	111,686,096	108,158,033	125,326,164	111,161,193

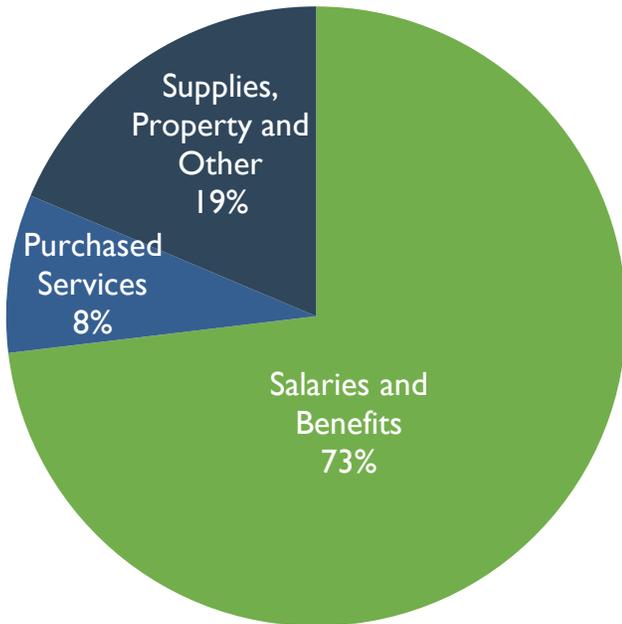
Total Revenues and Expenditures

FY 2008 to FY 2012

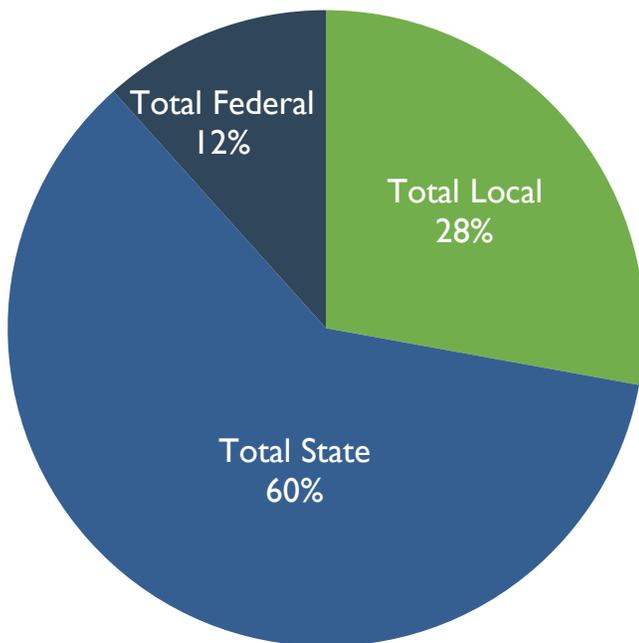


Summary: Revenue and Expenditures FY12

Expenditures by Source: FY12



Revenues by Source: FY12



The Big Picture: Budget Summary

- WPU increased from \$2,577 to \$2,816; apparent increase is due to a shift from other areas and no increase will be realized
- Class sizes remain the same
- Enrollment is roughly flat with the exception of projected eSchool growth
- State funding decreased \$1.4 Million
 - \$8.4 Million total the last three years
 - eSchool projected at 300 students accounts for \$700,000 projected state funding increase
- Property tax revenues and rates held constant
- Decrease in indirect of approx. \$1 Million
- Utilities projected to increase 10%
- Loss of ARRA funding means substantial decreases in federal funding – ongoing programs weren't built into one-time ARRA budgets

Future Outlook: All Funds²

Fiscal Year	Revenue	Expenditures	Net
FY 2012	\$ 108,685,072	\$ 111,161,195	\$ (2,476,121)
FY 2013	109,142,000	109,217,140	(75,140)
FY2014	112,412,000	110,164,785	2,247,215
FY2015	114,720,000	112,200,455	2,519,545

¹Deficit due to Farrer rebuild and economic conditions



²To learn more about how the District's budget forecast is projected, see pages 133 and 134.

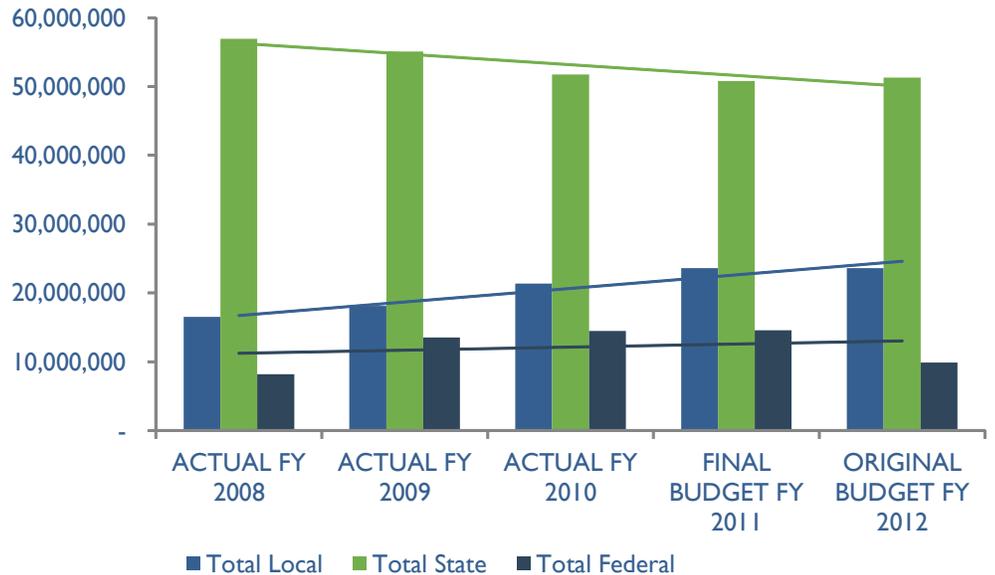
Summary: Revenue and Expenditures

FY08 to FY12

Revenues

State revenues as a percentage of total revenues has declined in recent years. The chart at right shows how local and federal revenues have made up for this shortfall in recent years. This trend is expected to continue.

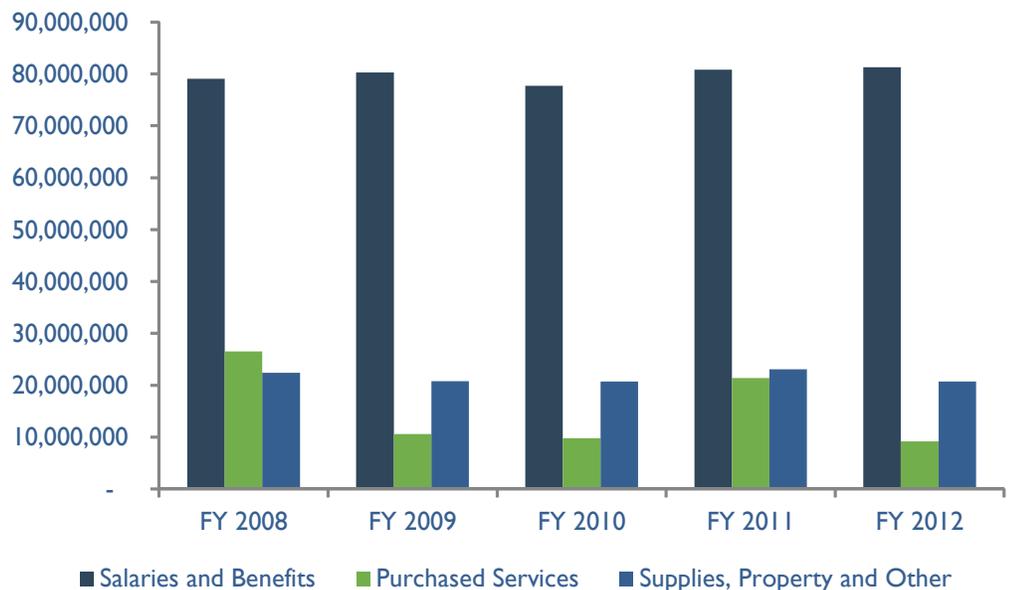
Revenues by Source: FY08 to FY12



Expenditures

As a service organization, most District expenditures come in the form of salaries and benefits. As a result, when budget cuts are required, employee compensation isn't spared, as is apparent in the chart to the right. That is also expected to continue, especially in light of projected heavy increases to health insurance.

Expenditures by Object Grouping: FY08 to FY12





Student Achievement and Per Pupil Spending

A True Return on Investment

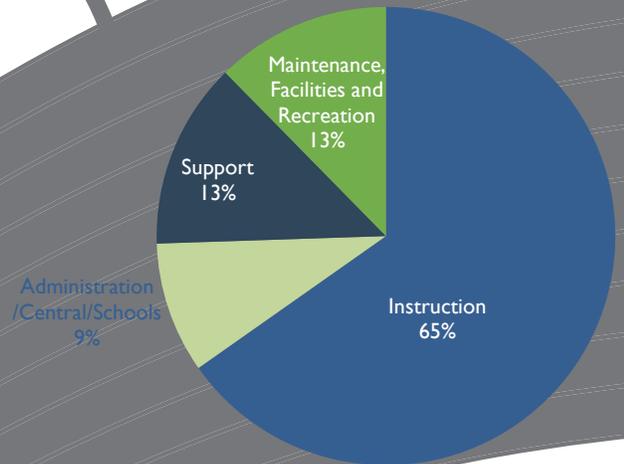
Student achievement plays a critical role in the development of the District's budget each year. The very first official step toward goals and objectives for the coming year is the development of short-term budget initiatives. These initiatives are designed to meet short-term, pressing needs, and are always heavily influenced by student achievement goals.

Some of the District's noteworthy accomplishments include:

- Higher ACT scores than Utah and national averages
- Higher graduation rates than Utah and national averages
- Moderately or substantially higher scores in all subject areas of national ITBS standardized tests
- "Substantial" or "Sufficient" scoring in all subject areas of the Utah Basic Skills Test
- Two schools ranked in Utah's Top 10 by KSLTV and The Deseret News
- Over \$6.5 million in college scholarships in 2010-11
- Above state average teacher pay
- The lowest tax rate of all districts in Utah County
- The most online classes in Utah

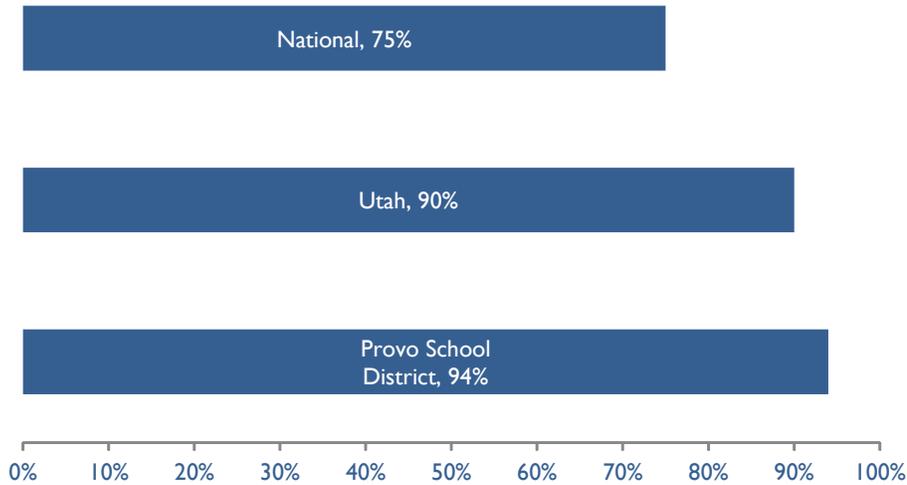
Note regarding per pupil spending: It can be misleading to compare Provo City School District's per pupil spending to other districts in Utah and in the U.S.. A lack of recent comparable data and varying methods of computing expenditures can distort figures and make comparisons confusing and inaccurate. The important thing to keep in mind is that in general, Provo City School District spends more per student than the average district in Utah, but less per pupil than the average district nationwide.

FY 2012 Spending Per Student: **\$7,703**



Student Achievement: Graduation Rates and ACT® Scores

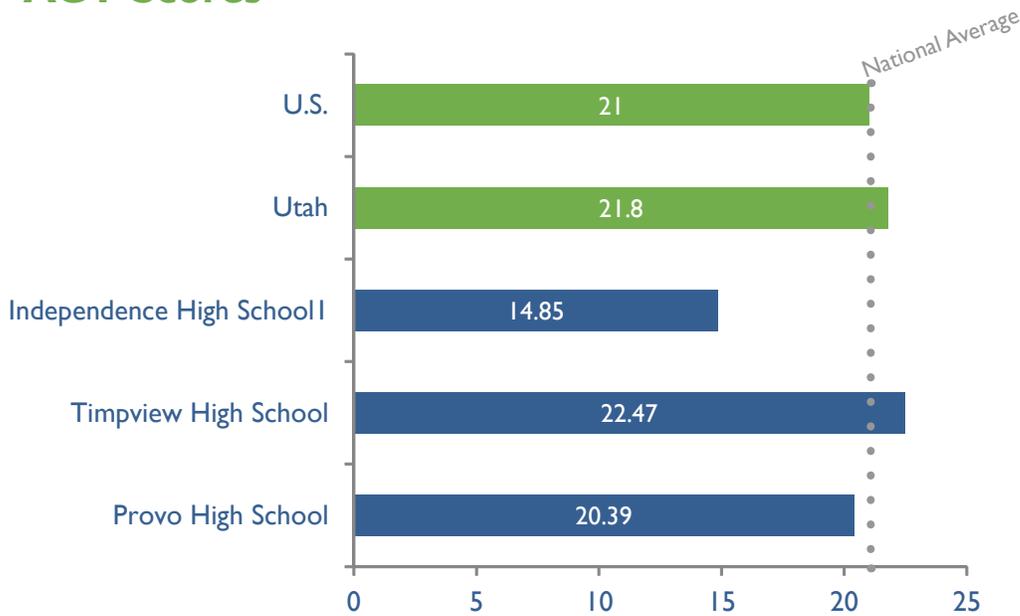
Graduation Rates



Source: U.S. Department of Education and Utah State Office of Education

In 2010, the District's graduation rate was higher than the average rate in the State of Utah, and substantially higher than the national rate of 71%.

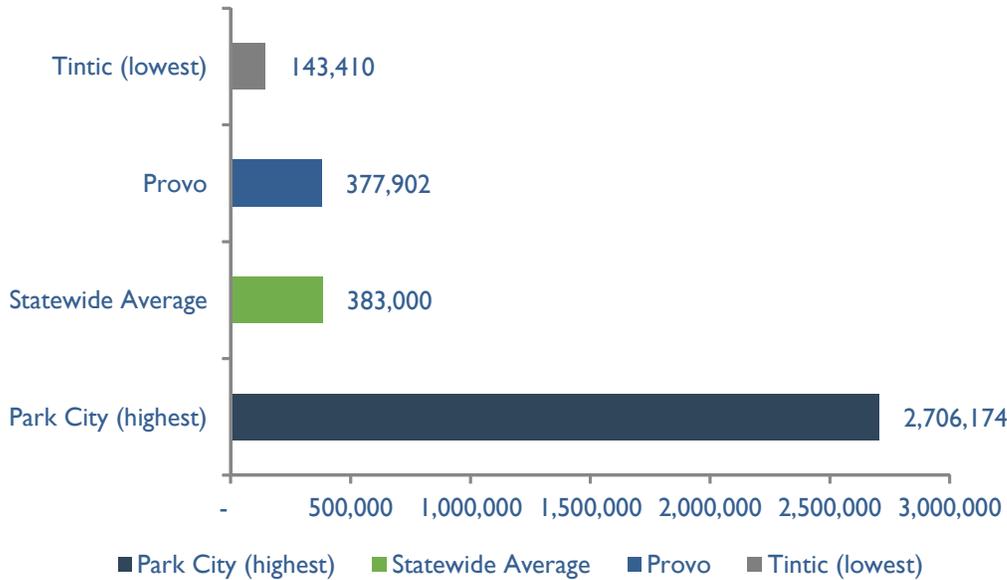
ACT Scores



Source: Utah State Office of Education

Average ACT scores in Provo School District have been higher than state and national averages in recent years.

Property Taxes: Tax Base and Rate Trends



Property value per student is estimated to be approximately **\$320,000** in FY 2012.

Property values are still reeling from the recent recession. It will likely take several years for property values to rebound to 2007 levels, meaning the District must make do with less., since substantially raising property tax rates would be difficult for Provo residents to endure.

Residential

	2011	2012
House Value	\$250,000	\$250,000
Residential Exemption	45%	45%
Assessed Value	\$137,500	\$137,500
Provo School District Total Tax Rate	0.006706	0.007153
Property Taxes for Provo School District	\$922.08	\$983.54



Business/Commercial

	2011	2012
Business Value	\$250,000	\$250,000
Residential Exemption	0%	0%
Assessed Value	\$250,000	\$250,000
Provo School District Total Tax Rate	0.006706	0.007153
Property Taxes for Provo School District	\$1,676.50	\$1,788.25



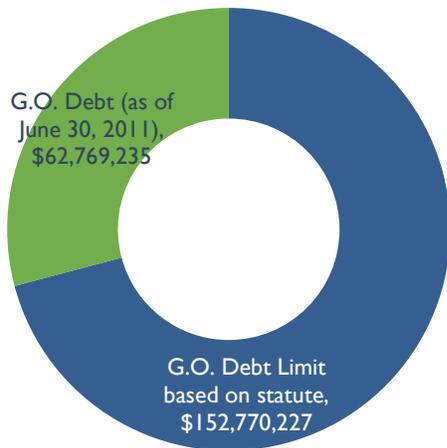
District Long-term Debt

As of June 30, 2011

GENERAL OBLIGATION BONDS

Series	Purpose	Original Amount	Interest Rate Range	Final Maturity Date	Current Outstanding Balance
1998 Series G.O. Refunding Bonds	Bond Refunding	4,950,000	3.40% to 4.15%	June 15, 2013	1,015,000
2004 Series G.O. Refunding Bonds	Bond Refunding	18,690,000	2.0% to 5.0 %	June 15, 2017	13,260,000
2006 Series G.O. Bonds	School Building	9,400,000	4%	June 15, 2026	7,600,000
2007A Series G.O. Refunding Bonds	Bond Refunding	8,220,000	3.807%	June 15, 2015	3,832,000
2007B Series G.O. Bonds	School Building	25,600,000	4.00% to 4.50%	June 15, 2027	22,475,000
Total General Obligation Bonds Payable as of June 30, 2011					\$ 48,182,000

District Debt and Allowable Debt Level



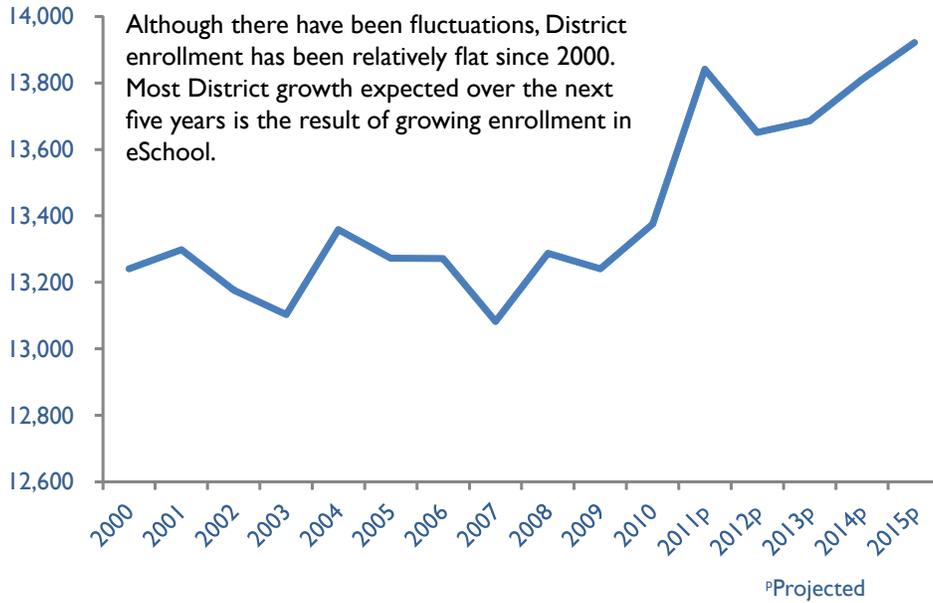
The approximate adjusted assessed value¹ of taxable properties in Provo is \$3.82 billion, meaning the District's general obligation debt limit is approximately \$153 million (\$3.82 billion x 4%). It was noted previously that the District's general obligation debt is at 1.6% of the assessed market value of Provo - far less than what is allowed by law.

Although it is conservative in its debt practices and avoids excessive, unnecessary debt, the District still must ensure buildings are safe and properly maintained. Long-term debt is often the best option to pay for long-term assets. In the previous decade, the condition of some District buildings fell below what the current administration considered appropriate, as priorities and attention were shifted away from building maintenance.

¹Adjusted assessed value is the combined residential and business property value in the area of taxation (in this case Provo City) less adjustments for redevelopment and an allowance for doubtful collections.

District Enrollment

2000 - 2015



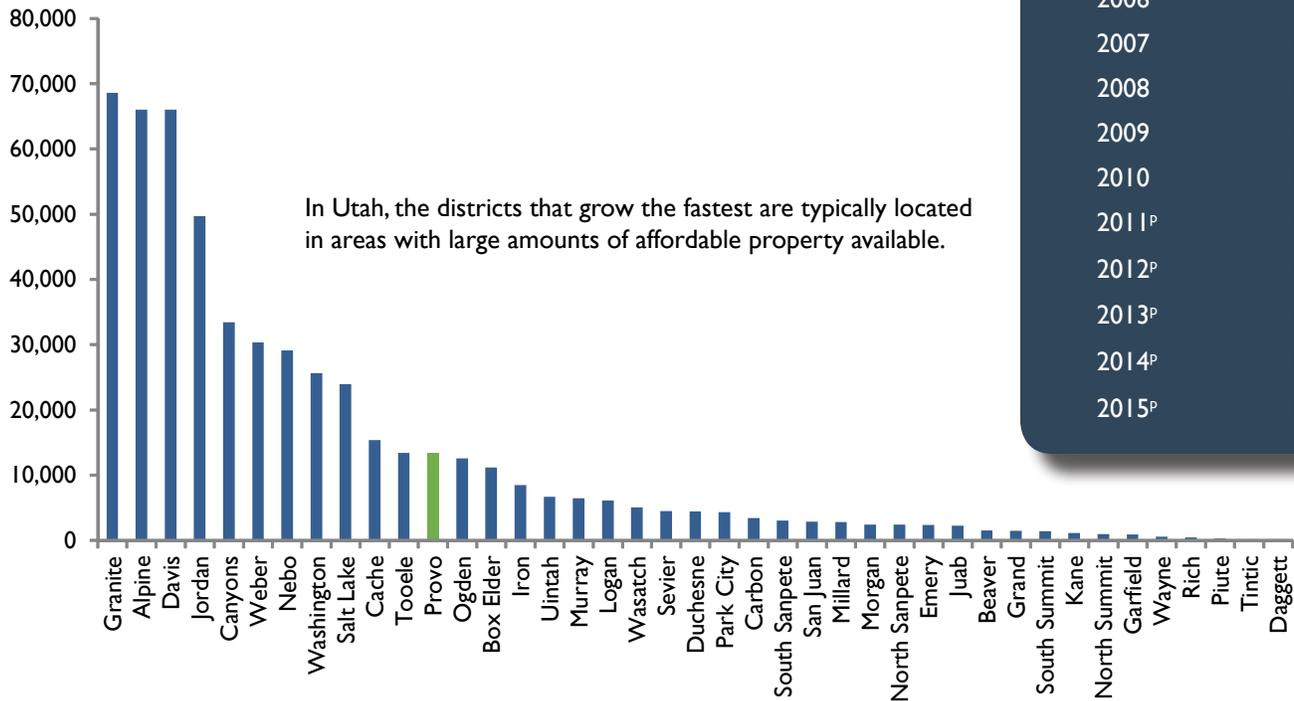
Over the next several years, the school-age population in Utah is expected to grow dramatically, while in Provo it's projected to remain relatively flat.

One reason for this is the fact that there is little available land in Provo, while neighboring school districts have much more available land to develop. This problem is compounded by the fact that Provo is a one-city, urban school district, and new growth in the state in recent years has typically been centered in suburban areas on the periphery of major cities.

Year	Enrollment
2000	13,241
2001	13,298
2002	13,177
2003	13,103
2004	13,359
2005	13,273
2006	13,272
2007	13,083
2008	13,288
2009	13,241
2010	13,376
2011 ^p	13,841
2012 ^p	13,651
2013 ^p	13,686
2014 ^p	13,811
2015 ^p	13,921

Statewide Enrollment

Fall 2010







“Provo City School District keeps property tax rates the lowest in Utah County. This long-term, forward thinking approach helps us improve the quality of life for Provo citizens.”

**-Steve Densley
President
Utah Valley Chamber of
Commerce**



OrganizationalSection

The District Entity

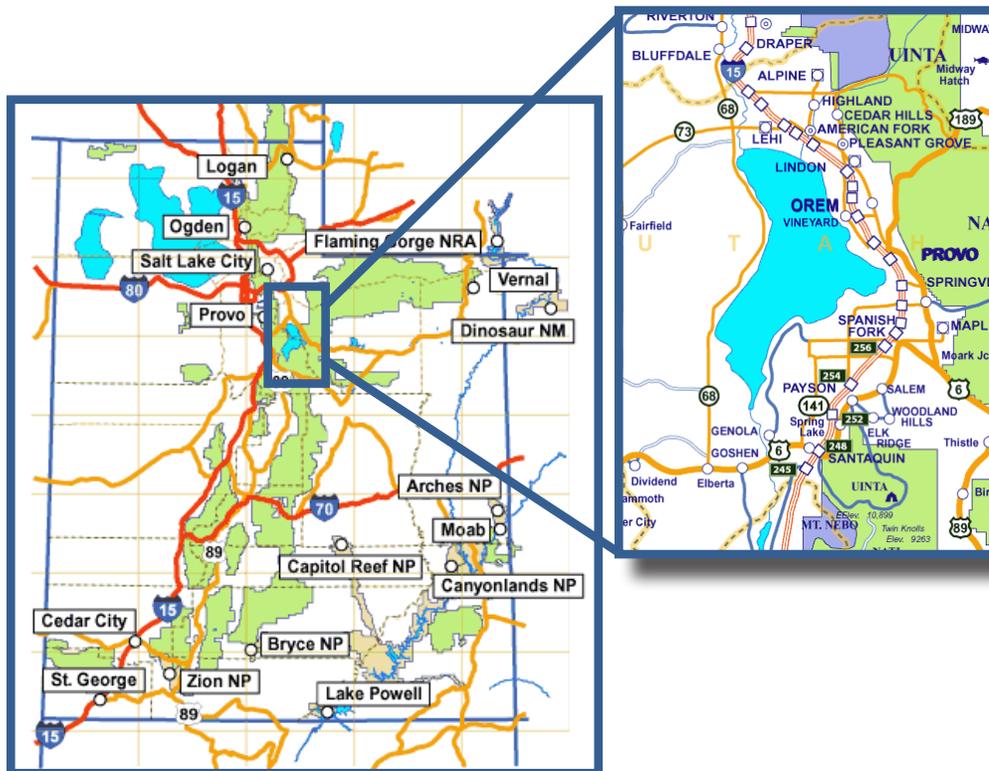
Legal and Fiscal Considerations

Provo City School District is a K-12 district residing within the boundaries of Provo City in Utah County, Utah. However, the District is an independent entity, with board members elected by Provo citizens in a general election. The District has the authority to levy taxes, issue debt, determine fees and approve and modify its budget. While the District places its greatest emphasis on answering to citizens of Provo, it also is subject to oversight by the Utah State Office of Education (USOE). The USOE generally oversees the budget process, and the majority of the District's funding flows through this entity.

“The District places its greatest emphasis on answering to the citizens of Provo.”

Service Area

It was mentioned previously that the District resides wholly within Provo City boundaries. Provo, with a population of approximately 112,000 residents¹, is the county seat and business center for Utah County. The District consists of 19 schools: two high schools, one alternative high school, one adult high school, two middle schools, and 13 elementary schools. As of October 1, 2010, the District had 13,385 students enrolled - including self-contained special education students - making it the 11th largest of Utah's 41 school districts. Unlike surrounding school districts, Provo City School District projects relatively flat enrollment figures each year.



¹U.S. Census Bureau, 2010

Significant Laws Affecting this Budget

The following is a summary of the significant provisions of the laws of the State of Utah applicable to Utah School District budgets. This budget is adopted in compliance with these legal requirements.

53A-19-101. Superintendent of school district as budget officer — School district budget.

1. The superintendent of each school district is the budget officer of the district.
2. Prior to June 1 of each year, the superintendent shall prepare and file with the local school board a tentative budget. The tentative budget and supporting documents shall include the following items:
 - A. the revenues and expenditures of the preceding fiscal year;
 - B. the estimated revenues and expenditures of the current fiscal year;
 - C. an estimate of the revenues for the succeeding fiscal year based upon the lowest tax levy that will raise the required revenue, using the current year's taxable value as the basis for this calculation;
 - D. a detailed estimate of the essential expenditures for all purposes for the next succeeding fiscal year; and
 - E. the estimated financial condition of the district by funds at the close of the current fiscal year.
3. The tentative budget shall be filed with the district business administrator for public inspection at least 15 days prior to the date of its proposed adoption by the local school board.

53A-19-102. Local school boards budget procedures.

1. Prior to June 22 of each year, each local school board shall adopt a budget and make appropriations for the next fiscal year. If the tax rate in the proposed budget exceeds the certified tax rate defined in Subsection 59-2-924(2), the board shall comply with the Tax Increase Disclosure Act in adopting the budget.
2. Prior to the adoption of a budget containing a tax rate which does not exceed the certified tax rate, the board shall hold a public hearing on the proposed budget. In addition to complying with Title 52, Chapter 4, Open and Public Meetings, in regards to the hearing, the board shall do the following:
 - A. publish the required newspaper notice at least one week prior to the hearing; and
 - B. file a copy of the proposed budget with the board's business administrator for public inspection at least ten days prior to the hearing.
3. The board shall file a copy of the adopted budget with the state auditor and the State Board of Education.

53A-19-103. Undistributed reserve in school board budget.

1. A local school board may adopt a budget with an undistributed reserve. The reserve may not exceed 5% of the maintenance and operation (general fund) budget adopted by the board in accordance with a scale developed by the State Board of Education. The scale is based on the size of the school district's budget.

2. The board may appropriate all or a part of the undistributed reserve made to any expenditure classification in the maintenance and operation (general fund) budget by written resolution adopted by a majority vote of the board setting forth the reasons for the appropriation. The board shall file a copy of the resolution with the State Board of Education and the state auditor.

3. The board may not use undistributed reserves in the negotiation or settlement of contract salaries for school district employees.

53A-19-104. Limits on appropriations — estimated expendable revenue.

1. A local school board may not make any appropriation in excess of its estimated expendable revenue, including undistributed reserves, for the following fiscal year.

2. In determining the estimated expendable revenue, any existing deficits arising through excessive expenditures from former years are deducted from the estimated revenue for the ensuing year to the extent of at least 10% of the entire tax revenue of the district for the previous year.

3. In the event of financial hardships, the board may deduct from the estimated expendable revenue for the ensuing year, by fund, at least 25% of the deficit amount.

4. All estimated balances available for appropriations at the end of the fiscal year shall revert to the funds from which they were appropriated and shall be fund balances available

for appropriation in the budget of the following year.

5. A local school board may reduce a budget appropriation at its regular meeting if notice of the proposed action is given to all board members and the district superintendent at least one week prior to the meeting.

6. An increase in an appropriation may not be made by the board unless the following steps are taken:

A. the board receives a written request from the district superintendent that sets forth the reasons for the proposed increase;

B. notice of the request is published in a newspaper of general circulation within the school district at least one week prior to the board meeting at which the request will be considered; and

C. the board holds a public hearing on the request prior to the board's acting on the request.

53A-19-106. Warrants drawn by business administrator.

The business administrator of a local school board may not draw warrants on school district funds except in accordance with and within the limits of the budget passed by the local school board.

53A-19-107. Emergency expenditures.

This chapter does not apply to appropriations required because of emergencies involving loss of life or great loss of property.

53A-19-108. Monthly budget reports.

1. The business administrator of each local school board shall provide each board member with a report, on a monthly basis, that includes the following information:

A. the amounts of all budget appropriations;

B. the disbursements from the appropriations as of the date of the report; and

C. the percentage of the disbursements as of the date of the report.

Financial and Budget Administration Policies

The following proposed budget policies of the Board of Education guide the preparation and administration of this budget.

I. Operating Budget Policies

A. The District will cover current expenditures with current revenues. The District will avoid budgetary procedures that cover current expenditures at the expense of meeting future years' expenditures, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.

B. The budget will provide for adequate maintenance of capital, equipment, and for orderly replacement of capital facilities and equipment.

C. The District will maintain an online budgetary control system to assist in following the budget plan.

D. The District will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.

E. Where possible, the District will integrate performance measurement and productivity indicators with the budget.

F. The District will use a zero-based budgeting method, where all expenses must be justified each year.

2. Capital Improvement Budget Policies

A. The District will develop and administer a multi-year plan for capital improvements and update it annually.

B. The District will budget for major capital projects in accordance with the priorities of the Board of Education.

C. The District will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budgets.

D. The District will maintain all assets at a level adequate to protect the District's capital investment and to minimize future maintenance and replacement costs.

E. The District will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the board for approval.

F. The District will restrict any new or replacement construction to be consistent with state guidelines for school building utilization.

“The District uses a zero-based budgeting method, where all expenses must be justified each year.”

3. Debt Management Policies

A. The District will confine long-term borrowing to capital projects and purchases of equipment, as required by law.

B. Total general obligation debt will not exceed 4% of the reasonable fair market value of taxable property within the District.

C. The District will not use long-term debt for current operations.

D. The District will meet all debt service obligations when due.

E. The District will maintain communication with bond rating agencies about its financial condition. The District will follow a policy of full disclosure in every financial report and official statement.

F. The District will provide to the capital markets ongoing disclosure of annual financial information and material events that may affect the District's financial strength.

Financial and Budget Administration Policies **Continued**

4. Revenue Estimation Policies

A. The District business administrator will estimate annual revenues by an objective, analytical process. The District will not include revenue in the budget that cannot be verified with documentation of its source and amount.

5. Fund Balance and Reserve Policy

A. In order to maintain and protect the long-term financial capacity of the District, total fund balance and reserves in the General Fund will be maintained at or near 5% of total General Fund unrestricted revenues.

B. The capital fund will maintain a minimum balance of two million dollars for emergency repair situations.

6. Accounting, Auditing, and Financial Reporting Policies

A. The accounting system will report financial information, on a basis consistent with Generally Accepted Accounting Principles (GAAP), as established by the Governmental Accounting Standards Board.

B. Regular monthly and annual financial reports will present a summary of financial activity by fund.

C. An independent certified public accounting firm will be selected by the Board of Education and will perform an annual audit, and will publicly issue its opinion on the District's financial statements.

D. The District will seek to obtain and maintain a Certificate of Achievement for Excellence in Financial Reporting from the Association of School Business Officials International and the Government Finance Officers Association. The District will also seek to obtain and maintain the Meritorious Budget Award from the Association of School Business Officials International and the Distinguished Budget Presentation Award from the Government Finance Officers Association.

The Job Market is Global

Our Students are Prepared.



Provo City School District: Now Learning in **10** Languages

Outdoor Marketing Campaign, Summer 2011

Budget Development and Review Process

The District uses an annual budget, with fiscal years beginning July 1st and ending June 30th each year.

Budget development is a year-round process, affecting the public, legislature, employees and the Board of Education. It begins in early fall after the annual report is prepared. At that time the Board reviews its long-term strategic plan and sets goals and objectives for the upcoming fiscal year. The Budget Department works closely with directors and principals to identify strategies and programs to achieve the Board-established goals and objectives for the upcoming fiscal year through the fall.

In January, the Board is presented a set of budget initiatives which the administration feels will accomplish the Board-established outcomes. The Board modifies, if necessary, the budget initiatives and forwards the budget initiatives for public comment. In addition to placing these short-term initiatives on the District website and setting up a dedicated email account to handle budget-related questions, the District also sent out surveys in 2009 asking the public to rank the initiatives based on importance. The budget initiative surveys will be covered in more detail later on in this book.

From January through May the Budget Department works with directors, principals, and department heads to develop a detailed budget for the upcoming fiscal year. Employee compensation is negotiated with several bargaining groups. The legislature determines the District's state funding level, and requirements are balanced against resources.

The proposed budget is presented to and discussed with the Board of Education. The Board votes to adopt the budget at a public hearing held in June. Once adopted, the budget document becomes the official operating plan of the District. If the Board should decide that a tax increase is required to accomplish its desired goals and objectives, it will conduct a public hearing in August.

Capital Budget Development

The development of the capital improvement budget occurs at the same time the rest of the District's budgets are developed. Many of the short-term budget initiatives have an impact on the capital improvement list. Once the initiatives and goals are drafted, the impact on the capital projects budget is determined. A list of potential projects, in order of importance, is then given to the Board of Education and District management for review. This list is also presented to the public through regular board meetings.

How Policies and Processes Affect Budget Development

Following clear policies and having effective processes is a critical component of the District's budget planning. These policies are crafted with substantial public input. In fact, public input is the #1 determinant when building the budget each year. It is our belief that no district in Utah does more to involve the public than Provo School District, although there is always room for improvement. Please see page 33 to learn about some of the ways the District utilizes public input when building the budget and forming policy.

Have feedback you want to share? Please [click here](#) to email the District right away. Emails are checked daily by District administrators.

“Budget development is a year-round process affecting the public, legislature, employees and Board of Education.”

Budget Administration and Management Process

The District has mechanisms in place to ensure compliance with the adopted budget. Every dollar of expenditures included in the budget is assigned to some person as a “cost center controller” for that particular piece of the budget. This person may be a general administrator, department administrator or building level administrator. These cost center administrators are responsible to control “their” budget, and are subject to disciplinary action for failure to properly control or manage their budget. Expenditures will not be incurred unless they are properly classified and authorized by the cost center controller and within the limits of available appropriations.

Balanced Budget: Definition

The District considers the budget balanced when total expenditures are equal to total revenues. However, the budget is also balanced in situations where total expenditures are less than total revenues, which is technically a surplus. There are also instances when the District might plan to spend fund balances from previous years on one-time or non-routine expenditures. The District considers the budget to be balanced in this case also, provided the funding from previous years is available, and a plan is in

“The District’s budget is balanced under Scenario Three for FY 2012.”

Balanced Budget Scenarios

Scenario One: Revenues = Expenditures

Scenario Two: Revenues > Expenditures

Scenario Three: Revenues + Appropriated Fund Balances = Expenditures

An online budget control system provides cost center budget status information on demand and helps encourage budgetary compliance. Requisitions, purchase orders, etc. are reported as encumbrances against available appropriations at the time they are originated.

Cost center controllers are, with few exceptions, authorized to make changes (reallocations) within their budget with approval of the Budget Department. New program budgets or expansion of program budgets require Cabinet and Board approval.

place to not build ongoing expenditures into this type of funding. This type of balanced budget is especially prevalent when capital projects are budgeted using proceeds from the issuance of bonds. The State of Utah requires that District expenditures do not exceed the adopted budget by individual fund each year.

For FY 2012, the District’s budget is balanced under Scenario Three. Substantial cuts in funding will result in the District tapping into its reserves in some funds, while other funds will be at or near break-even.

Have feedback? Please send an email to budget@provo.edu. This email account is checked daily by District administrators, and a prompt response is guaranteed.

Budget Approval and Adjustment Process

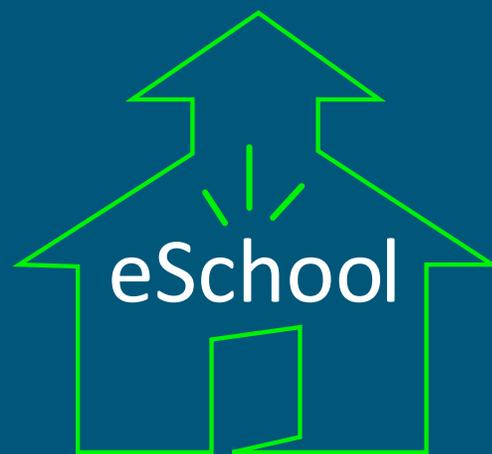
1. For the fiscal year beginning July 1, the Business Administrator prepares a tentative budget which is presented to the Board of Education by the superintendent on or before the preceding June.
2. After study, deliberation, possible amendments, and a public hearing, the Board of Education legally adopts the final budget prior to June 22.
3. *Once adopted, the budget can be amended by subsequent Board action. Reductions in or reallocations of appropriations may be approved by the Board after recommendation of the Superintendent, but increased appropriations by fund require a public hearing prior to amending the budget.*
4. Adjustments in estimated revenue and appropriations for the prior fiscal year are included in the budget document and are approved by the Board as the revised budget.
5. As determined by the State Superintendent of Public Instruction, the level at which expenditures may not legally exceed appropriations is the total budget of a given fund.
6. At the end of a year, unencumbered appropriations lapse unless restricted by state or federal guidelines.
7. The District has a long-term building replacement and retrofit program which has been developed through a process that included a study and recommendations by a broad-based committee representing many experts in our community. This process included a structural engineering study of each building and a geotechnical analysis of each site. Also, each year every building is reviewed by representatives of the District's facilities staff, and the school principal and/or other representatives of the school.

One Size Doesn't Fit All

Free, accredited online learning designed to be challenging and flexible

Provo City School District

New Thinking. Innovating Daily. Since 1898.



Outdoor Marketing Campaign, Summer 2011

Method of Classifying Revenues & Expenditures

District revenues and expenditures are tracked by fund, program, location (also known as a “cost center”), function, and object. Due to various reporting requirements, all of these classifications are included in this budget, with the exception of cost centers.

Funds are the most general way to classify expenditures. *Programs* might also be called projects, as each is funded and implemented to achieve a specific goal or set of objectives. For the most part, the District segregates its programs based on guidelines given by the Utah State Office of Education, although the District does have some discretion in determining programs and their corresponding codes.

Functions are a more general way to classify expenditures than programs. A function describes the activity for which a service is acquired or an expenditure is made. Functions are classified such as instruction, support, maintenance, etc. The majority of the District’s expenditures go toward the instruction function.

Objects are the most detailed of the classifications. Examples of objects include salaries, benefits, supplies, equipment, etc. However, the District accounts for objects at a much more detailed level than this general example. With a few exceptions, objects are the most detailed way revenues and expenditures are tracked.

Basis of Budgeting

The District operates within budget requirements for school districts as prescribed by state law and interpreted by the State Superintendent of Public Instruction. Budgets are presented on the **modified accrual basis** for all governmental funds. The Modified Accrual Basis is a government accounting method where revenue is recognized when it becomes available and measurable. Expenditures are typically recognized in the period in which the liability is incurred.

This is the same basis of accounting used in the District’s audited financial statements.

All annual appropriations lapse at fiscal year-end, with the exception of those indicated as a fund balance reserve.

Revenue Projection Methodology

When projecting revenue for future years, the District relies heavily on its own internal data to estimate enrollment, which is the biggest driver of state revenue. Typically *regression analysis* is used to forecast general expected student enrollment for future years. A more detailed approach, using migration patterns, birth rates, and what is referred to as *survival rates*, is used to get a more detailed analysis for the next year. Detailed analysis for the coming year is normally done in the fall, and the Board of Education and management are given the results after that time. The District used each of these methods in estimating revenue for FY 2012. As a general rule, the District operates under the assumption that enrollment (and as a result revenue) will be relatively flat from year to year.

The District also consults state and federal agencies, such as the Utah State Office of Education, the Utah State Governor’s Office of Budget and Management, the Utah State Tax Commission, and the United States Census Bureau. Information from several other smaller agencies is used to project future revenues when necessary.

The District’s policy is to estimate annual revenues by an objective, analytical process. The District does not include revenue in the budget that cannot be verified with documentation of its source and amount. Information and documentation regarding revenue projection methods are made available to the public through a variety of means, including monthly board meetings, newsletters, and records kept on file at the District administration building.

Impact of Planning Processes on the Budget

Planning processes play a critical role in the District's budget development. Planning for the District's current master plan began in late 2003. At the time, it was obvious that buildings were in desperate need of renovations, and, in some cases, replacement. At the same time, District salaries were becoming less competitive than in competing districts, making it difficult to hire and retain good employees. A committee comprising District employees and local citizens began studying demographic information and building condition data. In September 2004, the committee presented five different scenarios for the master plan at a series of public open houses throughout the city.

As the District grappled with the difficult realities it faced, it became evident that a bond election would be necessary to pay for the most critical needs in the District. In 2006, voters approved a \$35 million bond and leeway, which would help pay for critical upgrades and replacements to schools, in addition to helping boost sagging compensation for employees.

The bond projects, finalized as of June 30, 2009, were critical pieces of the District's master plan, as is the rebuilding of Farrer Elementary using federal stimulus funds, which is discussed in greater detail in the financial section of this book.

Other key areas of the plan involve capital improvements funded through local property taxes and improved employee compensation. The District's short-term capital improvement plan for FY 2012 is covered in greater detail in the capital projects section of this book. The master plan has been the driving force behind many of the improvements to the District over the past several years, and it continues to play a key role in future planning.

“Long-term planning plays a critical role in the District's budget development process each year.”

Recently, the Board of Education, armed with information and preferences from the public, developed a 20 year capital improvement/building replacement plan, which is summarized in a schedule in the financial section of this book. Part of this plan was the passing of the aforementioned bond in 2006. The District doesn't anticipate the need to use regular bond issuance for buildings until 2017 as part of this plan, although the

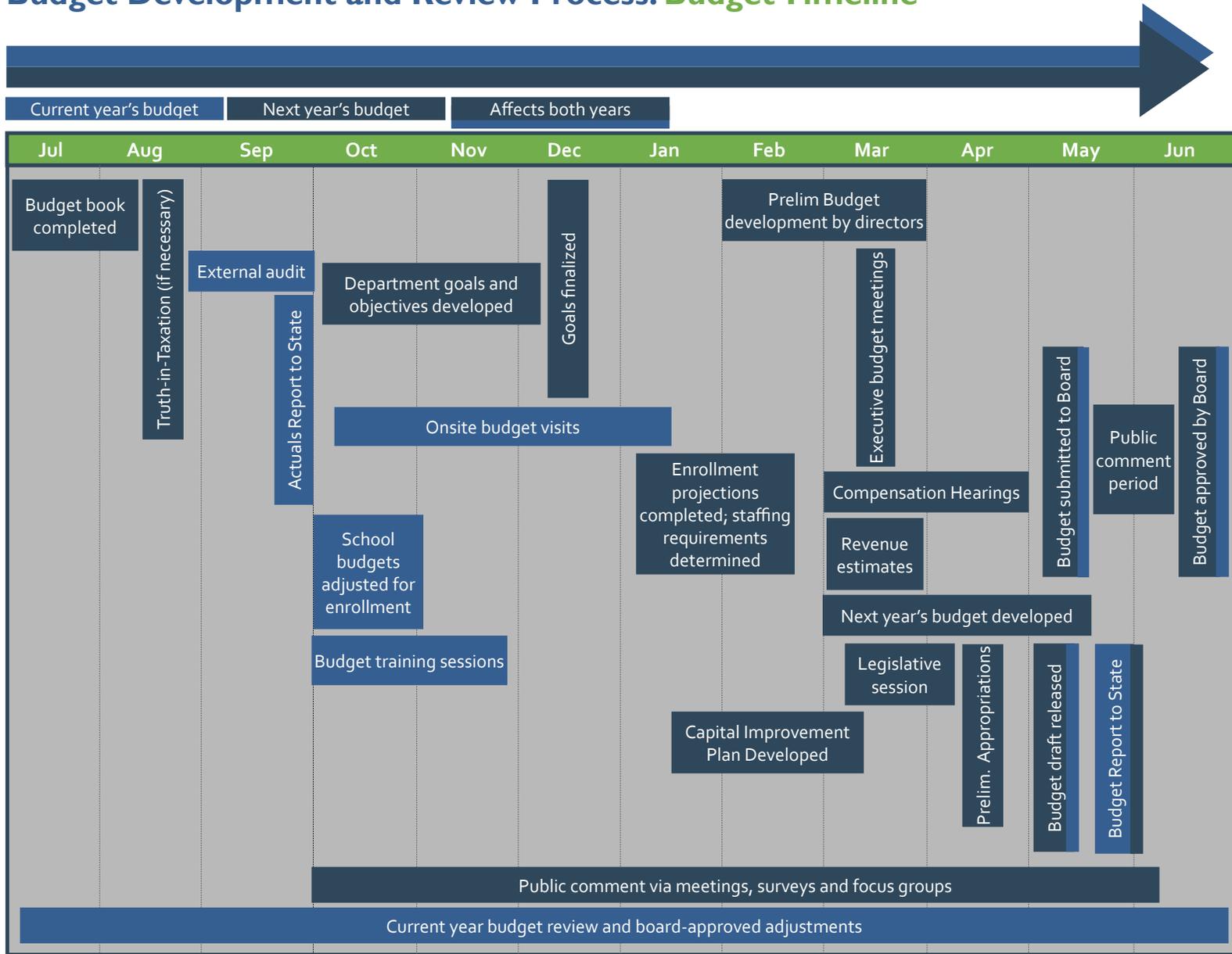
District is utilizing proceeds from the from tax credit bonds available through the federal stimulus bill (discussed in more detail in the financial section of this book). Through the bond election, public survey on budget initiatives, community meetings, Board of Education meetings and other correspondence, Provo citizens have stressed their support for safe and modern buildings in the District.

Another key planning process employed by the District is the public input aspect of budget development. Public surveys, discussed later in this section, are critical in the budget development process. After the results are made available to the Board of Education and District staff, budget priorities are set. These priorities are then made available for public review (via the District's website, mailings and public meetings) before any budgets are officially developed. The District also conducts employee surveys to help set direction in key personnel-related areas.

The District's planning processes affect not only the coming year, but several years into the future. The 20/20 Initiative, launched in late 2010, is a long-term plan that was developed with substantial input from the public, Board, staff and local business leaders. The Initiative is discussed in greater detail later in this book.

Have feedback? Please send an email to budget@provo.edu. This email account is checked daily by District administrators, and a prompt response is guaranteed.

Budget Development and Review Process: Budget Timeline



The District uses an annual budget, with fiscal years beginning July 1st and ending June 30th each year. Budget development is a year-round process, affecting the public, legislature, employees and the Board of Education.

Public input is critical for the District to be successful, and the District makes every effort possible to involve the public in every step of the budget process. For more on this, please refer to the next page.

Budget Process: Stakeholder Involvement

Stakeholder feedback is essential to a transparent, forward-thinking budget. The District believes that, while it's easy to claim transparency, consistent actions that back up claims leads to transparency. Perhaps most important, effective communication goes both ways.

There are several tools the Board and staff use to communicate with the public. Below are some of the most important steps taken to ensure that each year's budget is built with the students, parents and the general public at the forefront of the process.

Direct Mail Surveys

It's expensive to reach all 112,000 residents in Provo, so often District survey attempts are combined with mailings that are already planned. However, the District normally sends out a postcard survey, with space left for comments, to each household in Provo. This gives all residents a chance to have their voices heard.

District Survey Panel

In 2010, the District solicited names of parents to be a part of a survey panel. The panel allows for near-instantaneous feedback on critical District decisions, with topics ranging from the budget to overall satisfaction. The panel allows the District to make critical decisions in a dynamic environment.

Qualtrics® Survey Panel

In 2011, the District hired partner Qualtrics® to conduct a survey of area residents. The object of the survey was to determine what factors influence parental decisions to send their children to various types of schools, such as traditional district schools, charter and private schools, etc.

Having access to this type of information allowed the District to make key service offering decisions in 2011. One of those decisions was to expand the District's online school, eSchool. The public clearly indicated that it wanted more online options for their students. Today, eSchool offers more courses than any other online school in Utah.

Phone Surveys

Periodically, the District will conduct phone surveys, typically by outsourcing the project to a reputable marketing research firm. Phone surveys are expensive, but they can provide a very unbiased view of public opinion.

Employee Surveys

Happy employees work harder and are more dedicated. Often, one of the things that frustrate employees is the feeling that their voices aren't being heard. To ensure all District employees know their voice and opinion make a difference, the District conducts regular surveys with its employees so each and every employee has a voice.

Focus Groups

In 2011-12, the District is launching a focus group. The initial push of the group will be to help guide the direction of eSchool. Eventually, the use of focus groups will expand to several key district areas, including the budget.

Public Committees

There are several committees in the District that help guide the direction of schools, departments and the budget. These steering committees meet as often as each week, and they are critical to the District.

Public Meetings

The oldest form of public involvement is the public meeting. The District holds monthly board meetings that allow a specific time for citizens to voice their concerns and support. The District makes every reasonable effort to ensure no citizen is denied the right to provide feedback.

Open Records Laws

The District fully complies with Utah's open records law, the Government Records Access and Management Act (GRAMA). Most GRAMA requests are related to financial matters, and since the District began publishing ASBO and GFOA award-winning documents, requests have gone down substantially, because almost all the information the public seeks is contained in these documents, which are posted on the District's website.

In summary, the District takes stakeholder involvement very seriously. According to Kerry Smith, District Business Administrator, "it's our belief that no public entity in Utah is more transparent than Provo City School District."

“It's our belief that no public entity in Utah is more transparent than Provo City School District.”

Long-range 20/20 Plan: Seven Guiding Principles

The “20/20 Plan” replaced the District’s long-term goals, which were to:

- Provide a high-quality education to the children of Provo
- Build confidence in seeking input from stakeholders
- Increase the fidelity of long-term District management

The plan will include revised and comprehensive performance measures to show progress and areas in need of improvement. All short-term goals will support the 20/20 Plan, which is already being developed with public, Board and staff input. Implementation began in FY 2011. The 20/20 Plan will have a profound impact on the culture, performance and budget of the District in the years to come.

1. Pursuit of Excellence

We are absolutely and unequivocally dedicated to highly effective teaching with superior learning outcomes. We have high expectations for the adults who lead, support and teach our students, as well as for student learning. We strive for excellence at all levels of our organization.

2. Life-long Learning

We believe our increasingly complex future requires us to expect and encourage the development of individuals as learners and thinkers. This is critical to being part of the human conversation. Because our primary mission is educating children and instilling in them a love for learning, we recognize that continued learning is essential for all members of our educational community.

3. Individual Potential

We believe potential is magnified when individuals are treated with dignity and respect and are given broad opportunities to develop their talents and gifts.



4. Inclusion of All

We value all individuals and believe that by removing barriers each can be included in the full spectrum of educational and developmental opportunities.

5. Family Partnerships

We recognize families as vital partners in the education of children. The educational needs of children can best be met through a strong partnership with families. We welcome families into their children’s schools, and encourage and expect their full participation in the education of their children.

6. Civic Engagement

We believe the primary purpose of public education is to prepare students to govern themselves and sustain our democratic way of life. We hold this public trust sacred. We will model and cultivate reasoned discourse and will expect trust, respect, civility, and humility in our interactions.

7. Literacy

We believe literacy is the gateway to all other learning and therefore deserves our special attention.

Long-range 20/20 Plan: Imperatives

1. We commit that every classroom has a highly effective teacher and that every school has a highly effective principal. We commit to employ individuals whose highest priority is being of service to children.

2. We will cultivate and reward excellence in all areas of our organization.

3. We will focus on high quality academics at each level and will graduate students with the skills, attitudes and dispositions necessary to be successful in college or a career.

4. We commit to personal responsibility, mutual respect, cooperation and civility.

5. We will ensure opportunities that inspire the full range of human potential, including critical reasoning, creativity, innovation and life-long learning.

6. We will ensure that each student can read, write and think critically.

7. We will be deliberate in the education of minorities, disadvantaged students, and students with special needs.

8. We will actively engage parents in the education of their children.

9. We commit to efficiency, transparency, accountability and sustainability in our finances and general District operations.

Today's World Beckons for Leaders

Creating tomorrow's leaders on the field,
on the stage and in the classroom.

Provo City School District

Offering 140 character-building extra-curricular programs

Outdoor Marketing Campaign, Summer 2011

District-wide Goals: FY 2012

The District's FY 2012 District-wide goals, listed below, represent the first phase of the District's long-term strategic plan, the 20/20 Initiative. All Districtwide and departmental goals were developed to support The Initiative.

Goal 1. Confirm Highly Effective Principals and Teachers Through Enhanced Employment, Training and Evaluation Procedures

Actions

- Develop a highly effective principal and teacher evaluation system, and implement an effective process for releasing or redeploying low performers when required
- Design and implement a focused professional development plan that cultivates excellence
- Employ academic coaches to improve teacher classroom performance

Goal 2. Form Clear Expectations for all Staff at Every Level of the Organization, Reward Exemplary Performance

Action

- Develop a strategic comprehensive compensation pay plan

Goal 3. Transform Communications, Customer Service and Relationship Expectations with Parents and Community

Actions

- Establish a district-wide compact with parents
- Develop a broad-based Latino outreach initiative

Goals continued on next page

Have feedback? Please send an email to budget@provo.edu. This email account is checked daily by District administrators, and a prompt response is guaranteed.

District-wide Goals Continued: FY 2012

Goal 4. Establish District-wide Educational Performance Standards to Ensure Basic Floor of Opportunity

Actions

- Institute the 3rd grade reading commitment by providing the tools and resources to ensure each 3rd grade student can read on grade level
- Implement district-wide standards for Professional Learning Communities (PLCs), Response to Intervention (RTI), extended-day (before/after-school) programs
- Institute Tier II (prescriptive) interventions in literacy and numeracy directed to struggling students in every school, every day
- Identify and create essential learning outcomes and formative assessments; hold teachers and students accountable to these outcomes
- Implement Professional Learning Communities with fidelity
- Enhance school schedules
- Develop specific standards and strategies to address the summer reading loss

Goal 5. Provide for Continuous Improvement in Current Proven Programs

Actions

- Enhance dual immersion, gifted, preschool and extended-day kindergarten programs
- Support programs, particularly those in the arts, science, and music that inspire/engage students and increase individual potential.

Goal 6. Encourage Programs and Activities that Encourage Authentic Learning Experiences and Critical Thinking

Action

- Provide grants that support a variety of authentic (experiential) learning activities, i.e., science fair participation and educational field trips
- Explore methods to measure student interest and engagement within the teacher evaluation process

Goal 7: Improve General District Operations

Actions

- Finalize long-term financial plan, capital building plan and technology plan
- Reorganize busing to achieve high-level customer service and satisfaction
- Enhance security district-wide

FY 2012 Goals by Department: Imperative I

20/20 Implementation

Imperative I: Confirm highly effective principals and teachers through enhanced employment, training, and evaluation procedures.				
Recommendations for Action	Action Plans	Indicators	Department	Timeline
1: Develop a highly effective principal and teacher evaluation system, and implement an effective process for releasing or redeploying low performers when required.	a. Principal evaluation tool	1. Tool selected by Nov. 2011 2. Evaluate all principals FY11-12	HR, SUP.	Nov. 2011
	b. Classified evaluation tool	1. Tool selected; all principals/directors will use FY11-	HR	Oct. 2011
	c. Committee to create and implement teacher evaluation tool	1. Adopt tool this year & train all principals and coaches; implement FY2011-2012	HR	Aug. 2012
	d. Establish committee to design a process for independent review prior to granting professional career status	1. Process confirmed and training completed FY11-12	CUR, TI, HR	Dec. 2011
	e. Develop observation protocol for principals	1. Run pilot; feedback FY11-12; general implementation FY12-13	CUR, TI, HR	Aug. 2011
	f. Turnaround training for Amelia Earhart & Provo Peaks	1. Leadership training underway using Virginia model	TI, CUR, STS	May 2013
2: Design and implement a focused professional development plan that cultivates excellence.	a. Require all schools to: 1. Continue to improve the implementation of PLCs	1. Refine existing rubric to track school progress and provide support/feedback twice per year	CUR, TI	Jan/May 2012
	2. Establish essential learning priorities for each grade level (or subject matter)	1. Gather maps of essential skills by school		Sept. 2011
	3. Create and utilize common assessments of essential learning priorities at least four times per year to guide instruction and interventions	1. Collect copies of common assessments and identify non-successful students each term		Oct. 2011 - May 2012
	4. Fully implement the State Tier II model in E/La and Math	1. Train principals and track the use of research-based intervention by sites		Aug. 2011 - May 2012
	b. Develop and implement the CMI/DMI training schedule for elementary schools (3 times per year)	1. Begin 7-year plan refining participating schools and adding 2. Develop CMI/DMI needs assessment	TI	2011-2014
	c. Implement a Principals Academy, Assistant Principals Academy and Leadership Seminar for school leaders	1. Schedule and determine topics; complete training	CUR, HR, STS, PHS, DMS, SUP	2011-2012
d. Create Provo Peaks as a Professional Development School	1. Provo Peaks school improvement supported by McKay School of Education	SUP, PKS	2011-2012	
e. Provide mentorship and training for new employees in rights of students with disabilities to meet their unique needs	1. Training completed; complaints reduced 50%	SP	2011-2012	
3: Employ academic coaches to improve teacher classroom performance.	a. Hire, train and assign instructional coaches to improve classroom instruction	1. Define coaches' responsibilities; provide training to support their impact on classroom instruction in assigned schools	TI	Sept. 2011

FY 2012 Goals by Department: Imperatives 2-3

20/20 Implementation

Imperative 2: From clear expectations for all staff at every level of the organization, reward exemplary performance.				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
I. Implement a wide range of strategies to recognize organization and individual achievement.	A. Define criteria and gather data to determine awards such as the Extraordinary Performance Award, Great Teams Award, and Great School Awards in Board meetings	I. Begin recognition in Board meeting or at school sites during Board/Superintendent visits	STS, TI, HR, SP	Dec. 2011
	b. Create a committee to investigate and make recommendations for differentiated high school diplomas	I. Board adoption of new policy	SUP, PHS, THS, STS, SP	Apr. 2012
Imperative 3: Transform communications, customer service and relationship expectations with parents and community.				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
I. Outline tactics that lead to high quality customer service and communication.	a. Establish committee to determine standards of community relations, service and communication	I. Committee recommendation approved by Cabinet and implemented; seek measurement instrument	STS, SUP	Dec. 2011
	c. Eliminate automatic phone during regular business hours	I. New model in place Sept. 2011		
	d. Provide customer service training as part of leadership seminar	I. Complete training	SUP	Dec. 2011
	Action Plans	Indicators	Person(s)	Timeline
	e. Utilize bus advertising	I. Implement Fall 2011	STS	Dec. 2011
	f. Provide for one-stop service for busing, school choice/registration & food services	I. Complete offices and open FY11-12 school year		
2. Outline expectations (norms, code of conduct) and provide training that encourages respect, cooperation and civility.	a. Assign principals to work together in collaborative units to establish norms and model expected behaviors	I. Produce a leadership Code of Conduct	SUP	Dec. 2011

Departmental Code Key:

SUP	Superintendent	CTE	Career/Tech Ed	THS	Timpview High
CUR	Curriculum	TI	Title I	PKS	Provo Peaks
BU	Business	SP	Special Programs	DMS	Dixon Middle
BUS	Transportation	HR	Human Resources		
STS	Student Services	PHS	Provo High		

FY 2012 Goals by Department: Imperative 4

20/20 Implementation

Imperative 4: Establish district-wide educational performance standards to ensure basic floor of opportunity for all students.				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
1. Institute the 3rd grade reading commitment by providing the tools and resources to ensure each 3rd grade student can read on grade level.	a. Define essentials	1. Grade levels define K-3 E/LA essentials & map CUR	CUR, CUR, TI,	Beginning Sept. 2011
		2. Quarterly tracking of students; improve performance to 90% (all schools)		
2. Implement district-wide standards for Professional Learning Communities (PLCs), Response to Intervention, (RTI), extended-day	a. Publish specific standards for school PLCs	1. Use refined rubric to track specific implementation/impact of	CUR, TI	2011-2012
	b. Visit each school quarterly for fidelity review	1. Use coaches and CUR staff to conduct visits and gather school data		
3. Institute Tier II (prescriptive) interventions in literacy and numeracy direction to struggling students in every school, every day.	a. Establish and publish standards for RTI, including length of time service offered, formative assessments of Big 5, and indicators of success	1. Evaluate Tier II interventions using coaches and staff	CUR, TI	2011-2012
		2. Report what interventions are used and the time used for each		
		3. Track effectiveness of district approved interventions at school sites		

Departmental Code Key:

SUP	Superintendent	CTE	Career/Tech Ed	THS	Timpview High
CUR	Curriculum	TI	Title I	PKS	Provo Peaks
BU	Business	SP	Special Programs	DMS	Dixon Middle
BUS	Transportation	HR	Human Resources		
STS	Student Services	PHS	Provo High		

FY 2012 Goals by Department: Imperative 4 Continued

20/20 Implementation

Imperative 4: Establish district-wide educational performance standards to ensure basic floor of opportunity for all students, co				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
4. Identify and create essential learning outcomes and formative assessments; hold teachers and students accountable to these outcomes.	a. Establish and publish district literacy and numeracy essentials for each grade level and course	1. Complete process for E/LA and 2. Use school information to foster discussion	CUR, T1, SP, CUR, CUR	Aug. 2011 - Ongoing
	b. CUR map essentials	1. Grade level and department maps reporSP through principals to coaches and staff		2011-2012
	c. Develop common assessments around essentials	1. At least one common assessment per term 2. Track and report results of student learning		2011-2012
	d. Identify (by school) student achievement goals for Language Arts and Math	1. Meet with each school principal to track goal attainment by grade level		2011-2012
	e. Support principals and teachers in tracking student achievement in Language Arts and Math	1. Assure through school visits that assessments are being tracked using available programs and technology		Sept. 2011
5. Implement Professional Learning Communities (PLCs) with fidelity.	a. Review (and improve) pilot rubric used to measure PLC effectiveness (including calibration).	1. Implement improved rubric in PLC evaluation; respond to collecSP data 2. Provide quarterly feedback to schools	CUR	2011-2012
6. Enhance school schedules.	a. Work with principals to ensure each school has either a 50/25/25 or 45/40/15 schedule	1. Establish expectation, provide training necessary 2. Confirm school schedules	T1	Beginning Aug. 2011
	b. Work with secondary principals to establish effective intervention strategies	1. Confirm coordinaSP school schedules to start school year	SUP	Sept. 2011
	c. Create schedule of daily Tier II instruction time to facilitate Response to Intervention (RTI) at all levels	1. Schedules turned in prior to beginning of school year	T1, CUR, SP	Sept. 2011

FY 2012 Goals by Department: Imperatives 4 (cont'd) - 5

20/20 Implementation

Imperative 4: Establish district-wide educational performance standards to ensure basic floor of opportunity for all students, co				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
7. Develop strategic standards and strategies to address the summer reading loss.	a. Create committee of elementary principals to establish guidelines for summer funding	1. Implement program for summer 2012	CUR, CUR, STS, TI	May 2012
	b. Explore enhanced schedule options for TI schools, including longer sessions and combining summer schools	1. Investigate with the USOE the possibility of a 200-day schedule for Timpanogos & Provo Peaks; analyze potential costs	TI	May 2012
	c. Ensure libraries are coordinaSP (open) with summer schedules	1. Implement program for summer 2012	CUR	May 2012
Imperative 5: Provide for continuous improvement in current proven programs.				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
1. Enhance dual immersion, gifSP, preschool and extended-day kindergarten programs.	a. Explore with school communities German, Spanish, Chinese	1. Decision on new programs (involves community) for 2012 school year	CUR	May 2012
	b. Investigate CAS expansion to third grade	1. Make decision after thorough investigation		
2. Support programs, particularly those in the arts, science, and music that inspire/engage students and increase individual potential.	a. Ensure each elementary school has a science fair, and secondary schools have procedures to support science fair participants	1. Confirm science fair participation	CUR, CTE, TI	Jan 2012
	b. Explore funding options for band or orchestra at each elementary school	1. Report to Cabinet March 2012 for future implementation		

Departmental Code Key:

SUP	Superintendent	CTE	Career/Tech Ed	THS	Timpview High
CUR	Curriculum	TI	Title I	PKS	Provo Peaks
BU	Business	SP	Special Programs	DMS	Dixon Middle
BUS	Transportation	HR	Human Resources		
STS	Student Services	PHS	Provo High		

FY 2012 Goals by Department: Imperatives 6-7

20/20 Implementation

Imperative 6: Encourage programs and activities that encourage authentic learning experiences and critical thinking.				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
1. Provide grants that support a variety of authentic (experiential) learning activities, i.e., science fair participation and educational field trips.	a. Create application procedure and guidelines for funding	1. Budget established and distributed as per guidelines	SUP, CUR	Sept. 2012
	2. Explore methods to measure student interest and engagement within the teacher evaluation process.	a. Reference: Teacher evaluation tool, student interest and engagement b. Investigate tools to measure student interest and engagement	1. To be part of teacher evaluation instrument 1. If available, select tool for pilot use	HR, T I CUR
Imperative 7: Improve general district operations.				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
1. Finalize long-term financial plan, capital building plan and technology plan.	a. Build a long-term financial plan to include taxing assumptions and bonding	1. Confirm a long-term capital plan with flexibility and Board buy-in 2. Confirm a long-term IT plan with flexibility and Board buy-in 3. Confirm a long-term compensation plan with Board buy-in	BU, SUP, SP	Nov. 2011
	b. Build/maintain public trust in Finance Dept.	1. CAFR, PAFR, MBA, GFOA, GAAP, transparency		Ongoing
	c. Change Child Nutrition image	1. Best of State, Fruit & Produce Awards, Marketing		Ongoing
Imperative 7: Improve general district operations, cont'd.				
Recommendations for Action	Action Plans	Indicators	Person(s)	Timeline
2. Reorganize busing to achieve high-level customer service and satisfaction.	a. Establish new busing compound	1. Remodel and move in summer 2011	STS, BUS	Sept. 2011
	b. Enhance driver/aide hiring procedure, evaluation, community feedback	1. Implement summer 2011	STS, BUS	Sept. 2011
	c. Provide professional development to increase professionalism and safety	1. Produce training schedule and data comparisons of accidents from previous years		
3. Enhance security district-wide.	a. Continue updating school security, including "alarming" all schools	1. All schools with alarm systems by Dec. 2011	STS	Sept. 2011
	b. Develop five-year school security plan	1. Present complete plan to Cabinet for incorporation into ongoing budget		
	c. Establish guidelines to reduce rate of false alarms	1. Publish guidelines and conduct principal training		

Mission Statement

“Provo City schools maximize student achievement and development. Students in our schools enlarge their capacities, interests, and love of learning. They:

- Master the basics (the foundation of literacy and numeracy)
- Develop depth of content knowledge
- Excel in their interests
- Feel respected and loved in a safe and orderly environment
- Develop responsible, respectful, and compassionate citizenship

We will accomplish our mission through connecting with the community.”

Connecting the Short and Long Terms

With a mission statement, long-term goals, short-term goals, department goals, etc., determining what the District actually hopes to accomplish can seem confusing. Below is a simple graphic illustrating how the District’s goals are connected.

As mentioned previously, the 20/20 Plan will supplement the current long-term goals, which are to *provide a high-quality education to the children of Provo, build confidence in seeking input from stakeholders, and increase the fidelity of long-term District management*. The Plan will also include specific, targeted performance measures for all departments and schools.

The Long-range 20/20 Plan includes financial and non-financial goals and objectives. One of the largest components of District’s long-range plan is the development of a high-quality online school, which falls mainly under 20/20 imperative #3. More information regarding the District’s online school, eSchool, is presented on the next page.

Mission Statement



20/20 Strategic Plan



Short-term Goals (initiatives)



Department Goals



Individual Goals

Have feedback? Please send an email to budget@provo.edu. This email account is checked daily by District administrators, and a prompt response is guaranteed.

Innovation: eSchool

Provo City School District is committed to offering more education choices for parents and students. One of the most exciting programs offered by the District is eSchool. Much of the District's future growth is expected to come from eSchool. While the District is targeting Provo students primarily, a new state law enacted July 1, 2011 provides a way for students to take online courses from any provider that meets State requirements.

Because eSchool has the largest course catalog in Utah, and exclusive technology and language courses not offered anywhere else in the State, students from outside of Provo are expected to enroll in eSchool. The District anticipates between 5%-15% of eSchool students will be non-Provo residents.

eSchool is a strategic initiative of the 20/20 Plan and is a critical focus in FY 12 and beyond.



eSchool Partner Providers:



eSchool At-a-Glance:

A strategic action of Provo School District's 20/20 Initiative, eSchool provides Provo and Utah students with choice and flexibility. Some features of eSchool include:

- The most online courses in Utah, with over 400 as of July 2011
- Access to District computer labs and after school programs
- Dual enrollment: the ability to take all or some classes online
- Full access to District guidance counselors
- Full access to District extra-curricular activities
- A joint venture with Hi-Tech High that creates Utah Tech High, which offers grade 9-12 technology courses not offered anywhere else in Utah
- An exclusive agreement with PowerSpeak and Middlebury College to provide innovative language courses delivered on a virtual platform unmatched anywhere in Utah

Voter Precincts

2011-12 School Year

- District 1: Steven Staples
- District 2: Michelle Kaufusi
- District 3: Richard Sheffield
- District 4: Shannon Poulsen
- District 5: Darryl Alder
- District 6: Kristine Manwaring
- District 7: Mary Ann Christiansen



<http://provo.edu/boe/pdf/boardmap.pdf>

Provo City: Provo School District Elementary School Boundaries

2011-12 School Year



District Departments

The District is divided into several departments. While each department might have its own mission, goals and objectives, each supports the overall mission of the District. Each department is responsible for specific components of the District's overall goals and objectives. The following is a brief description of the departments that operate in the District:

Learning Curriculum and Assessment Department

The Curriculum and Learning Office of Provo City School District provides support to teachers, administrators, and parents in enabling students to gain academic skills and knowledge necessary for their successful futures. Local, state, and federal resources provide teaching materials for students and teachers, professional development targeted to instructional improvement for new and experienced teachers, analysis of student performance data, tutoring services for at-risk learners, and enriched learning opportunities for students of all abilities. Their key focus is literacy enhancement for all students with additional energy directed to mathematics, science, and other critical areas of learning.

Student Services

The mission of Student Services is to provide support to students and families. Student Services is responsible for support services throughout the district including police, nurses, social workers, attendance officers, safe schools, and other programs.

Student Services provides equal access to education and promotes educational excellence by providing support to schools, helping to meet the needs of families, assisting students with unresolved needs, and providing opportunities for students to stay in school.

Student safety, gang prevention, drug prevention, discipline, school choice, and the Foundation are also handled by Student Services.

Food Service

Food Service (Child Nutrition) falls under business services. The Child Nutrition Department is committed to providing a safe, nutritious meal to every student, continually improving our programs, the children's meal time experience and our communication and involvement with parents.

Transportation

The Transportation Department transports children to and from school in a safe, efficient and positive environment. Each driver and assistant is expected to become familiar with and closely follow District procedures and the rules of the road. Questions regarding bus routes or specific transportation events are handled by this department.

Maintenance

Maintenance helps facilitate learning by providing a safe and pleasant learning environment in the buildings and on the school grounds in the District. Safe, clean, well-lit and comfortable buildings is the department's main goal. It is believed that students learn better in a pleasant and environmentally-friendly building.

Personnel

The Personnel Department is given the responsibility to find, recruit and retain qualified teachers and support staff that are committed to District goals, ensure that employees working in the District meet the academic and licensing standards set by the state and federal government, maintain personnel records and pertinent information on all past and present employees, distribute the agreed upon wages and benefits to employees according to negotiated agreements and the law, and develop and enforce policy related to the successful personnel operation of the District.

District Departments: Continued

The Personnel Department is also in charge of allocating full-time equivalents (FTEs) to schools and handling payroll duties for the District.

Career and Technology Education

The mission of Career and Technology Education (CTE) is to provide all students a seamless education system, driven by a Student Education Occupation Plan (SEOP), through competency-based instructions culminating in essential life skills, certified occupational skills and meaningful employment and/or entrance into a higher education institution for advanced preparation.

CTE classes provide every student with the opportunity to explore a variety of career areas in their middle and high school years that will equip him/her with the academic knowledge, technical and employment skills vital for entry into the evolving workforce of the 21st century.

Special Programs

Special Programs consists of three programs: Title I-A, Special Education and Technology. The focus of these programs includes:

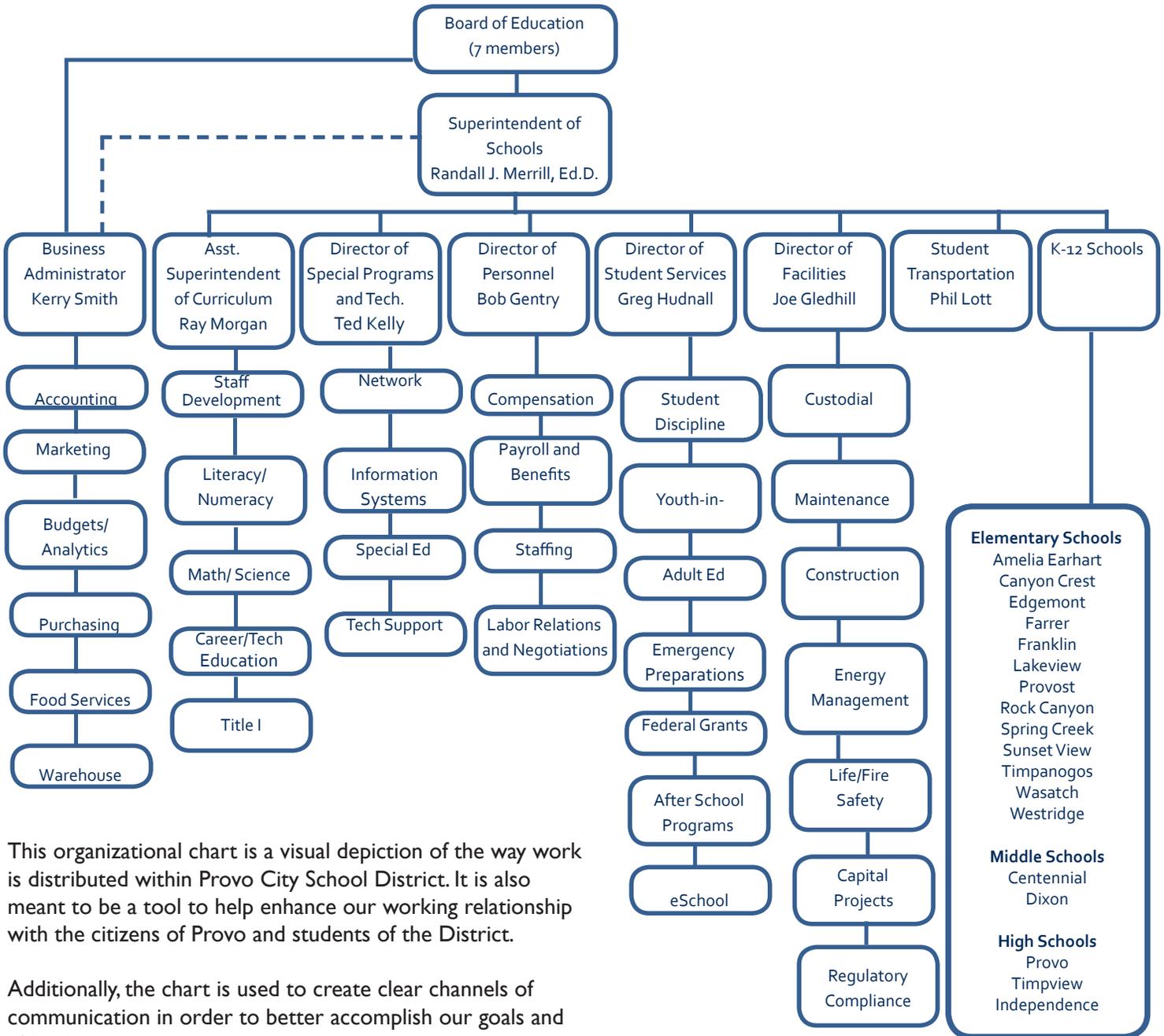
- Closing the achievement gap between high and low-performing children, especially the achievement gaps between minority and non-minority students, and between disadvantaged children and their more advantaged peers.
- Providing special education service providers and students with greater access to classroom-based materials and resources including adaptive devices, networks, hardware, software, and other classroom materials that support the achievement of individual student goals of students with disabilities.

- Developing long-term strategies for improving student academic achievement, including technology literacy, through the effective use of technology in the classroom, and building the capacity of teachers to integrate technology effectively into curricula, instruction, and assessment.

Business/Finance Administration

The Business Department is responsible for facilitating financial information and reporting it accurately. It coordinates the annual financial audit with the District's external auditors, and completes financial reports for the state legislature, office of education, and other entities. Key components of the Business Department include accounting, finance/budgeting, accounts payable, accounts receivable, food services and the warehouse.

Organizational Chart



This organizational chart is a visual depiction of the way work is distributed within Provo City School District. It is also meant to be a tool to help enhance our working relationship with the citizens of Provo and students of the District.

Additionally, the chart is used to create clear channels of communication in order to better accomplish our goals and objectives.

It is important to note that many District projects are accomplished using cross-functional teams.

Staffing Levels by Function

FY 2005 to 2011 (proposed)

Function	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012 ^P
Instruction	981	1,117	1,141	1,148	1,000	984	977	984
Support Services								
Students	50	59	54	52	52	51	49	50
Instructional Staff	40	36	33	38	40	41	31	32
General Administration	9	24	24	20	16	15	16	17
School Administration	75	79	80	74	74	70	70	70
Business and Central	22	24	25	22	20	26	27	26
Operation and Maintenance	85	119	152	139	148	148	95	95
Transportation	39	47	50	60	44	46	44	46
Other Support				11	1	1	25 ¹	26
Food Services	58	83	91	90	92	82	92	92
Community Services	65	186	173	135	146	100	93	93
Total full-time equivalent positions:	1,422	1,772	1,822	1,789	1,634	1,564	1,519	1,531

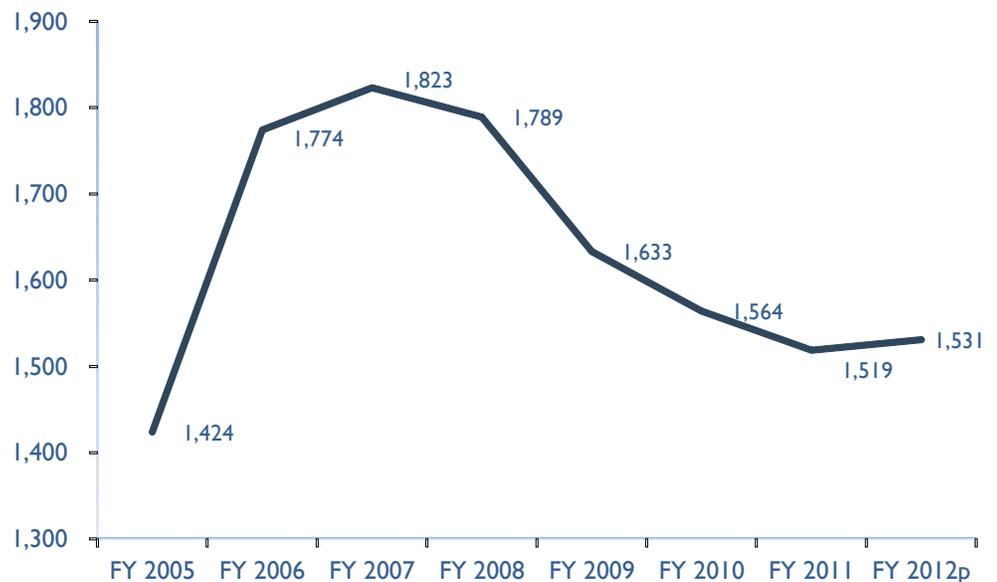
^PProposed

¹Some maintenance and tech employees reclassified to Other Support

Staffing levels are proposed to increase by 12 in FY 2012. The District is launching eSchool, which initially will mean two new FTEs (teachers are contracted by vendors), and six new literacy coaches will be hired to meet and exceed State reading mandates.

Other increases are meant to shore up holes in the transportation and web design departments.

As indicated in the chart to the right, FTE levels in FY 2012 will still be substantially down when compared to recent years.



District Funds: Description

The District’s budget is divided into seven funds. A fund is a fiscal and accounting entry. Essentially, it is a segregation of accounting and financial resources, each with cash and other assets, liabilities, and equity/residual balance. The District follows the fund guidelines as established by Generally Accepted Accounting Standards.

Each fund is used to account for a specific type of activity. The General Operating (or just “General”) fund is the largest. Following is a brief description of each fund:

General Fund (Major Fund)

This fund is the chief operating fund of the District. It is used to account for all financial resources of the school district except those required to be accounted for in another fund. By law, the District may have only one general fund.

Capital Projects Fund (Major Fund)

This fund is used to account for resources and payments for the acquisition of capital facilities and equipment.

Debt Service Fund (Major Fund)

This fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Student Activities Fund

This special revenue fund accounts for activities at the school-level, including sports, clubs, and instruction-related programs.

Non K-12 Fund

This special revenue fund is used to account for activities not related to regular, K-12 operations. Adult education, pre-school and recreation are examples of programs that operate in this fund.

Food Service Fund

This is a governmental fund used to account for revenues and expenses related to school food services.

Building Reserve Fund

This special reserve fund is authorized by Utah state law to be used to accumulate funds to meet capital outlay costs.

Major Funds
General Fund Capital Projects Fund Debt Service Fund
Non-major Funds
Student Activities Fund Non K-12 Fund Food Services Fund Building Reserve Fund

Note: all funds are appropriated for use in FY 2012.

Relationship Between Funds and District Departments

The decision to account for specific expenditures by various funds used by the District depends upon accounting guidelines and state mandates. Below is a table illustrating the relationship between District departments and District funds in terms of budgeted expenditures.

Department	Funds			
	General	Capital Projects	Debt Service	Non-major ¹
Superintendent/Board				
Learning Curriculum and Assessment				
Career and Technical Education				
Special Education Services				
Food Service				
Transportation				
Student Services				
Human Resources				
Business/Finance				
Facilities				
Technology				

¹Non-major funds appropriated for use by the District: Student Activity, Non K-12, Food Service, and Building Reserve Funds

Expenditure Functions: An Explanation

One of the most useful ways to understand how the District spends the public's money is to identify expenditures by functions. A function describes the activity for which a service is acquired or an expenditure is made. Below is a description of the expenditure functions used by the District.

Instruction

This function includes those activities dealing directly with the instruction of students. If expenditures can be clearly and directly traced to instruction of students they are labeled as instructional. Teachers salaries and benefits, substitute teacher costs and supplies intended for the classroom are examples of instructional costs.

Student Support Services

This function covers those activities related to promoting and improving school attendance and counseling. The costs necessary to manage and provide health and nursing services are included in this function. Salaries and benefits of certified and education support personnel are covered by this function, as are supplies, services, and equipment required to cover these activities.

Instructional Support Services

This function encompasses activities related to directing, managing, and supervising instructional programs in the District. It includes areas such as media and curriculum. Costs associated with this function include school media center and curriculum staff salaries and benefits, supplies and materials, equipment, and purchased services.

General Administration Support Services

This function covers the costs associated with the overall administration of the District. It includes the Board of Education, the Superintendent, and other District-level directorships. Costs include salaries and benefits, and supplies, services and equipment necessary to support District-wide management.

School Administration Support Services

This function covers those expenditures that go toward directing, managing, and supervising a school.

Examples include the principal and clerical positions. Supplies, equipment and professional services that assist these positions are also included in this function.

Central Support Services

This function supports those activities that support other administrative and instructional functions, including fiscal services, human resources, planning, and administrative information technology.

School Food Services

This function encompasses the activities associated with providing meals and snacks to children. It includes directing and managing food services, preparing and serving food, operating and maintaining kitchen equipment, the purchase of food and supplies, and warehousing and transporting food to schools.

“A function describes the activity for which a service is acquired or an expenditures is made.”

Expenditure Functions: Continued

Operation and Maintenance Services

This function covers costs and activities associated with the maintenance and operation of physical buildings and grounds. Custodial and maintenance position salaries and benefits, along with supplies and equipment are typical costs associated with this function.

Student Transportation Services

This function covers the costs of providing management and operation services for regular bus routes used to transport children to school and on field trips, and associated salaries, benefits, supplies, and equipment.

Other Support Services

This function covers essential support positions at the District-wide level, including salaries and benefits of technology and information technology personnel. Supplies, equipment and services associated with these positions are also included in this function.

Community Services

This function covers community services typically outside of regular, K-12 education. Examples include adult education, pre-school, and community agency partners. Costs include salaries and benefits of staff members, and the associated supplies and materials required by those positions.

Recreation Services

This function covers those activities associated with the management and coordination of community recreation services and the rental of school buildings.

Facilities and Construction

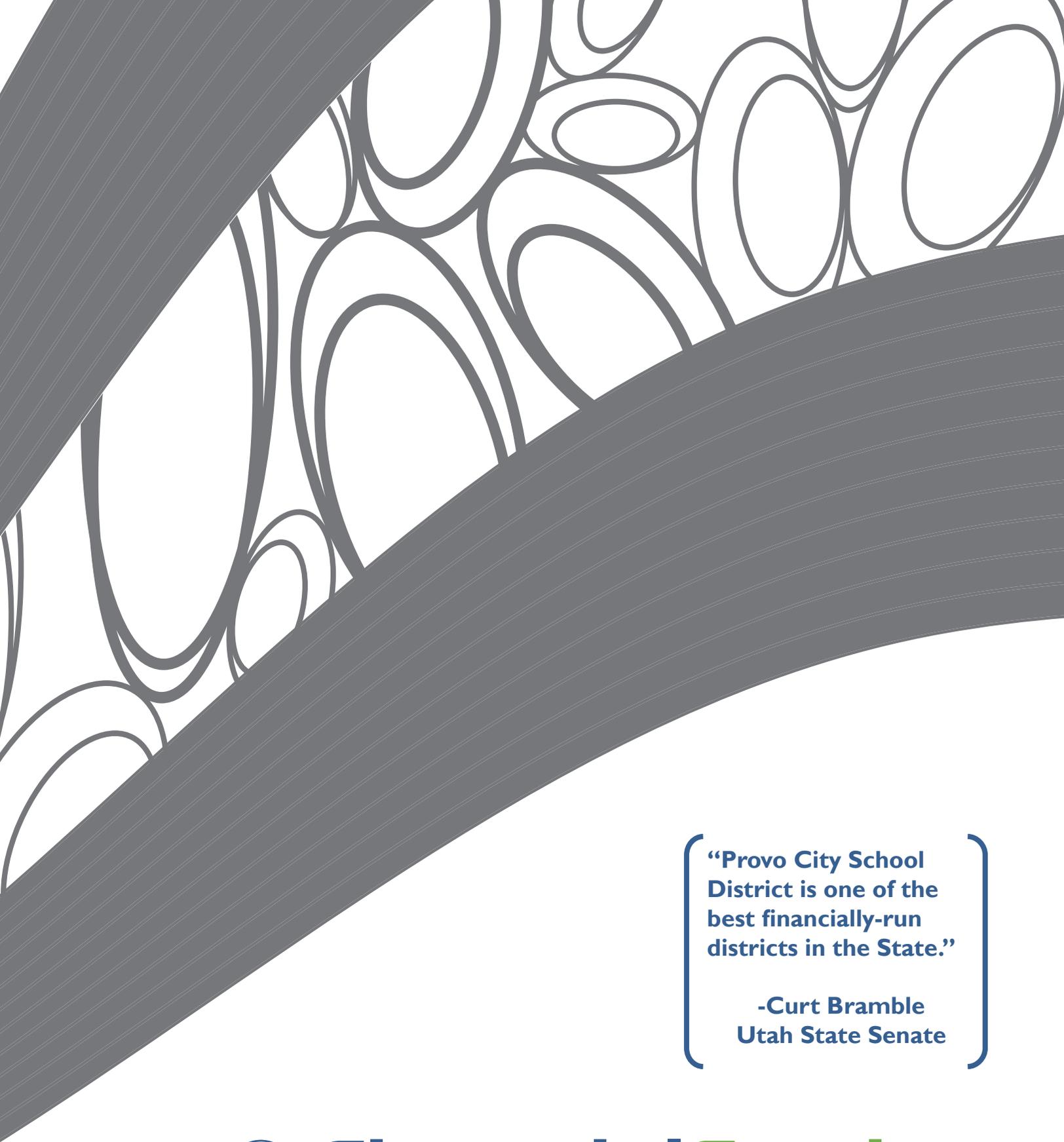
This function includes costs associated with the acquisition, remodel, and construction of buildings. Capital improvement costs, including materials, salaries and benefits, are included in this function. Also included are material and contract costs associated with bond construction.

Debt Service

This function covers bond, principal, interest, and paying agent costs and fees.







“Provo City School District is one of the best financially-run districts in the State.”

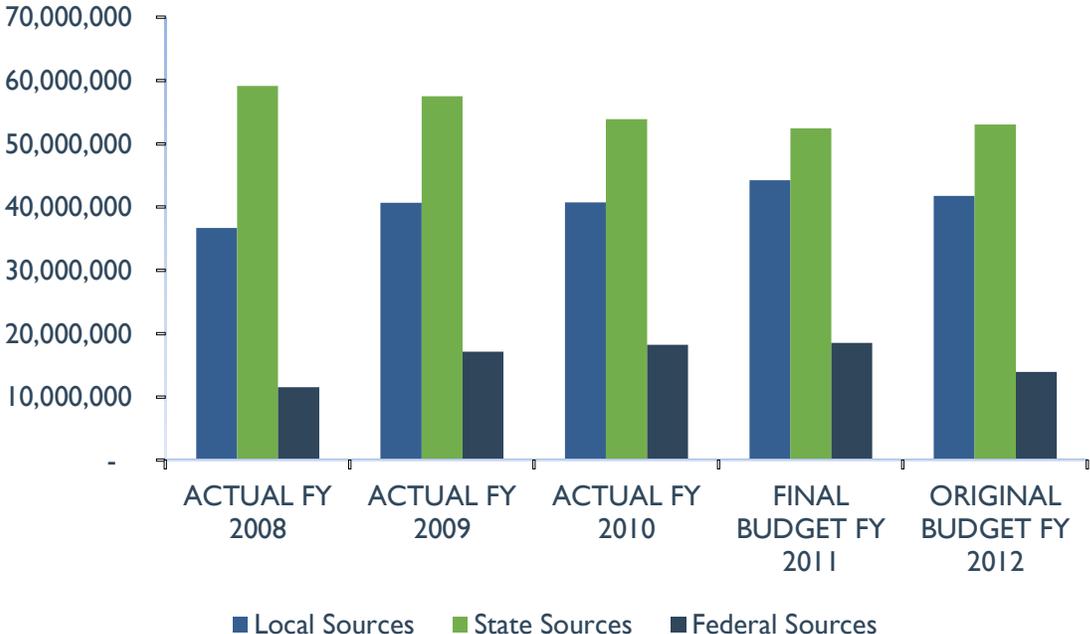
**-Curt Bramble
Utah State Senate**



FinancialSection

Major Revenue Sources

The District's revenues can be broadly classified as coming from three sources: local, state, and federal. The largest revenue source is the State of Utah, followed by local revenue, which includes property taxes, and federal revenue, made up of several grants of various sizes.



Revenue Projection Assumptions

FY 2011

The District is always as conservative as possible when estimating revenues. Accordingly, several assumptions were made when projecting revenue for FY 2012. For example, in the past the District assumed federal revenue would be flat or slightly decreased for each coming year. However, unprecedented economic conditions meant a dramatic increase in federal funding for the District, in the form of stimulus funds, in FY 2010 and FY 2011. Most of this money was “one-time,” or non-recurring. The result is a decrease of more than \$4.5 million in federal funds for FY 2012. The District never budgeted or spent the money on ongoing projects or costs to ensure that a hole in services wouldn’t be left after the funding ran out.

“The District always sets its goals and objectives before property values or rates are known.”

The District also projects decreases in the assessed property valuations in Provo City based on the housing crisis that has hit most of the U.S. New growth has also stagnated, so the District projects an overall decrease to the tax base for FY 2012, which means a higher tax rate is required to generate the same level of funding that was generated in FY 2011.

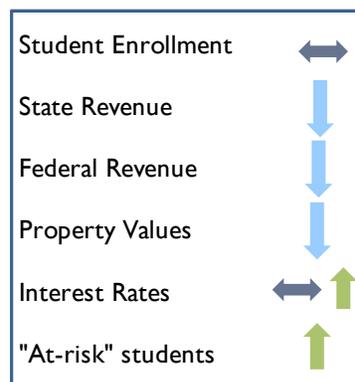
Interest rates continued to plummet in FY 2011, so less money was available to the District from this source. District analysts are projecting flat or very slight interest rate increases for FY 2012.

State revenue had shown strong growth in years leading up to the recession, as a robust state economy along with a supportive legislature, fueled heavy education funding increases. However, the recession that hit much of the world economy also hit Utah, meaning substantial cuts to state revenue.

These cuts began mid-year in FY 2009, and revenue continued to decrease in FY 2010 and FY 2011. FY 2012 revenues from state sources are budgeted to be slightly up, but this is due to the growth in the District’s eSchool program. When eSchool is accounted for, revenues from state sources are projected to be down in FY 2012.

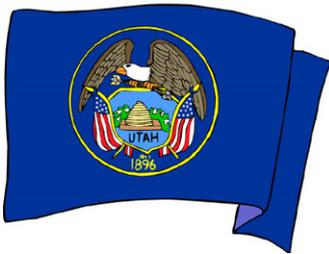
As a general rule, the District relies on the following assumptions when projecting near-term future revenue:

- Flat “brick and mortar” student enrollment (student enrollment is by far the largest determinant of funding)
- Moderate to heavy increases in online eSchool enrollment (online school enrollment is funded differently by the State than traditional programs in many cases)
- Slight decreases in state revenue for FY 2012 after accounting for eSchool
- Heavy decreases in federal revenue as ARRA funding runs out
- Likely heavy decreases to multiple federally-funded programs as a result of the U.S. debt crisis
- Increasing “at-risk” student population, which helps drive federal revenue and could offset any enrollment decreases
- Interest rates climbing very slowly
- Decreasing property values due to a declining housing market, which affects property tax rates and receipts



Major Revenue Sources: State of Utah

The State of Utah is the largest revenue source of the school district, with revenues of \$53 million budgeted for FY 2012. However, this is down substantially from FY 2008, when the District received over \$59 million from state sources. State revenue is divided among approximately 50 programs. The largest component of state funding is the Minimum School Program (MSP), which acts



as a series of large block grants (or programs) provided by the State to support local level educational services.

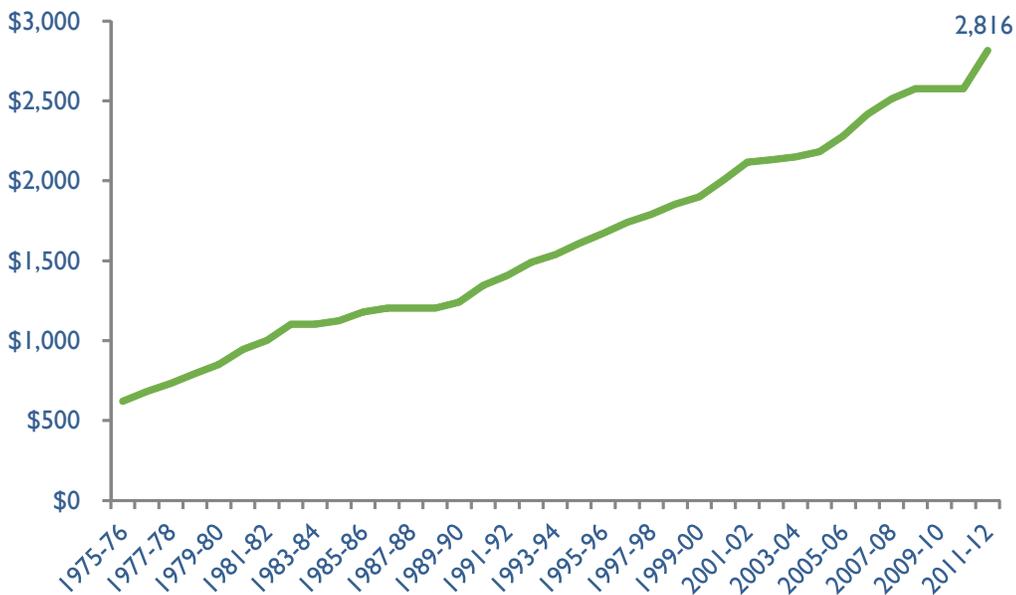
The Weighted Pupil Unit (WPU), part

of the Minimum School Program, is a measure of student enrollment based on a pro-rated amount of days in attendance per student. The WPU is \$2,816 in FY 2011, which is up from \$2,577 in FY 2010. However, the reason for the increase is the consolidation of several programs into the WPU - not an actual increase in State funding.

Approximately 76% of revenue from the State, or \$40 million, comes directly from WPU figures.

The WPU was developed as a mechanism to equally distribute state revenue among school districts and charter schools. The WPU is not a plan of expenditure, or budget, for the school district or charter school to follow but a mechanism to derive total program cost and distribute revenues. Through this mechanism, the State provides 'reasonably equal educational opportunities' for all public school children in Utah (Source: Utah State Office of Education).

Because so much of the District's funding comes as a result of enrollment-driven WPU figures, most of the analysis for future revenues involves predicting future enrollment levels.



Major Revenue Sources: State of Utah

Weighted Pupil Unit (WPU)



Year	WPU Amount	Change	% Change
1975-76	\$621 \$		-----
1976-77	683	62	9.98%
1977-78	732	49	7.17%
1978-79	795	63	8.61%
1979-80	852	57	7.17%
1980-81	946	94	11.03%
1981-82	1,003	57	6.03%
1982-83	1,103	100	9.97%
1983-84	1,103	0	0.00%
1984-85	1,124	21	1.90%
1985-86	1,180	56	4.98%
1986-87	1,204	24	2.03%
1987-88	1,204	0	0.00%
1988-89	1,204	0	0.00%
1989-90	1,240	36	2.99%
1990-91	1,346	106	8.55%
1991-92	1,408	62	4.61%
1992-93	1,490	82	5.82%
1993-94	1,539	49	3.29%
1994-95	1,608	69	4.48%
1995-96	1,672	64	3.98%
1996-97	1,739	67	4.01%
1997-98	1,791	52	2.99%
1998-99	1,854	63	3.52%
1999-00	1,901	47	2.54%
2000-01	2,006	105	5.52%
2001-02	2,116	110	5.48%
2002-03	2,132	16	0.76%
2003-04	2,150	18	0.84%
2004-05	2,182	32	1.49%
2005-06	2,280	98	4.49%
2006-07	2,417	137	6.01%
2007-08	2,514	97	4.01%
2008-09	2,577	63	2.51%
2009-10	2,577	0	0%
2010-11	2,577	0	0%
2011-12	2,816	239	9.27%

Note: The substantial increase to the WPU is due to the consolidation of state programs into the WPU, which makes an increase apparent. In reality, revenue from state sources is down in FY 2012.

Major Revenue Sources: State of Utah

Weighted Pupil Unit (WPU)

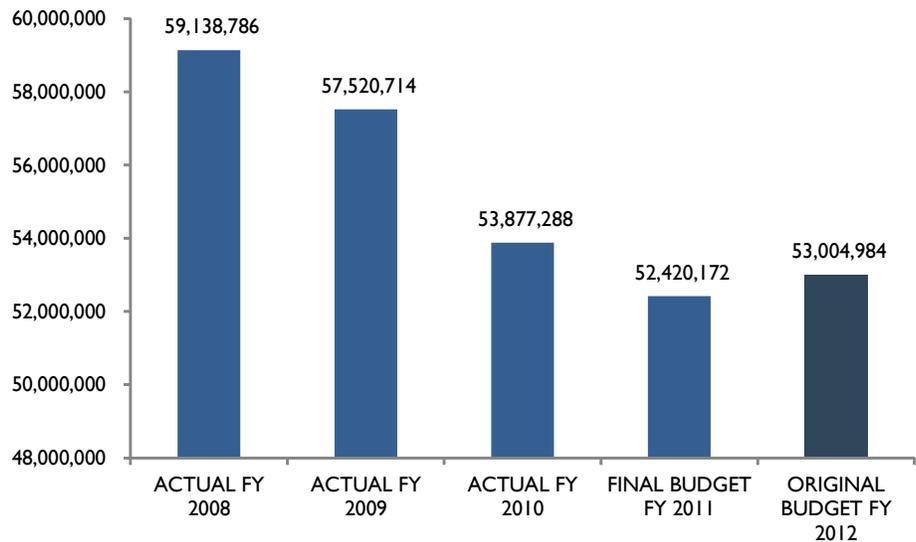
Description of Large State Programs: WPU Sources

Funding resulting through the Weighted Pupil Unit (WPU) is comprised of several individual state programs of varying size. All combined, the District anticipates receiving \$40.2 million, or 76% of total state revenues from WPU-related state programs in FY 2012. This is a substantial increase over FY 2011, as many programs were consolidated into the WPU by State lawmakers to give districts more flexibility during difficult fiscal times. As illustrated in the chart below, overall state revenues have decreased dramatically since the all-time high mark in FY 2008.

The largest individual state funding source, referred to as “**Regular School Programs,**” is projected to be \$27.1 million for the District in FY 2012. This source is based on the WPU amount and the District’s levied property taxes. The District uses this funding source to pay part of the overall cost of teachers.

Special Education is the second-largest state funded program the District operates, with \$6 million in WPU revenues projected for FY 2012. This program is restricted to be used on students considered disabled.

Career and Technical Education is a WPU-related state program designed to provide vocational training and opportunities for secondary students in the District. The District must substantially match funding received through the state with local revenue in order to qualify, and expects to receive approximately \$2.1 million in FY 2012.



The District also anticipates receiving \$2.7 million to pay for “**Professional Staff.**” This is tied to the other WPU-related funding sources and is designed to cover administrative overhead costs.

The District also receives money through the WPU to facilitate **Class-size Reduction.** Along with state money, the District must also levy local property taxes to help pay for this program. The District anticipates receiving \$2.2 million from state sources for this program in FY 2012.

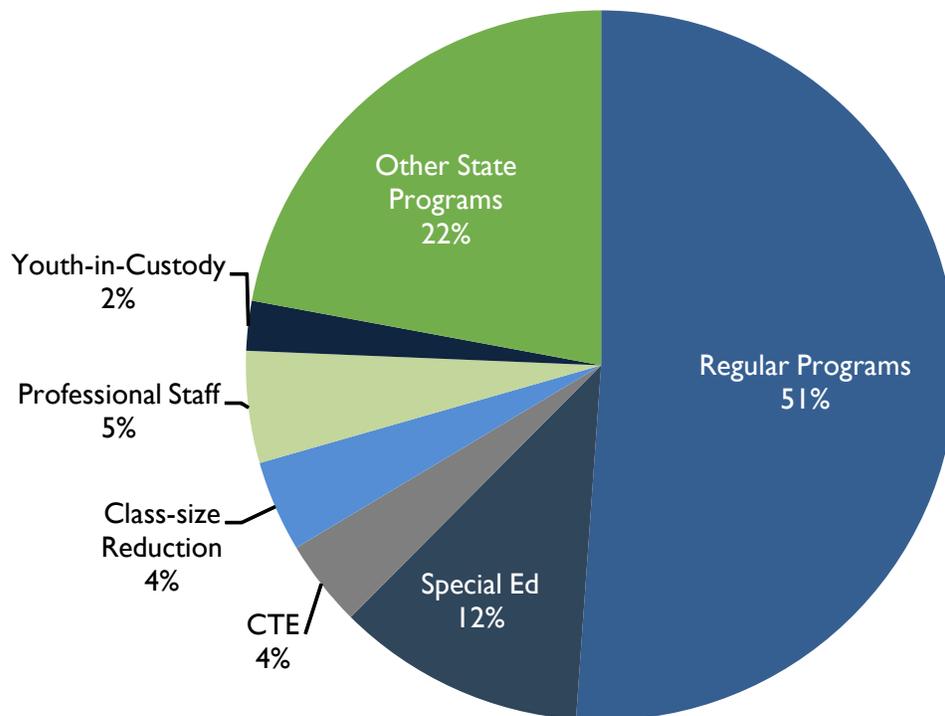
Major Revenue Sources Continued: State of Utah

Youth-in-Custody, which is a state-mandated program the District runs based on incarcerated school-age children in the District's boundaries, generates approximately \$1.2 million for the District. Even if students are not originally from Provo, if they're incarcerated in the city the District is required to educate them.

Program	% of Total
Regular School Programs	45%
Special Education	11%
Social Security and Retirement	9%
Professional Staff	5%
Career and Technical Ed	4%
Class-size Reduction	4%
Youth-in-Custody	2%
Other State (approx. 40 additional)	20%

Distribution of State Revenues: By Source

FY 2012



Major Revenue Sources: Local

Property Tax

The District levies property taxes to provide operating funds for the District. Each year, the District receives a certified tax rate from Utah County, and from that is able to set tax rates. The Basic Program tax rate is set by the State of Utah, and individual school districts set other rates with maximum levies set by law.

Property taxes are the District's second largest funding source, and the largest component of local revenues at 80%. For FY 2012, the overall tax rate is proposed to be .007153. The rate increase is due to declining property values, and not an attempt to generate more revenue.

“Property taxes are the District’s second largest funding source.”

The District's goals and objectives for the coming year are determined before final property assessed values are known.

The majority of local funding consists of revenue from 13 different taxes that a local school board may levy. Each district must impose a minimum Basic property tax levy and

contribute the proceeds of that levy to the cost of providing educational services. The more Basic Levy revenue collected, the less state funding – from the Uniform School Fund – is required. More information on property taxes received by the District can be found in the Informational section of this book.

Property Taxes by Levy - FY 2011 to FY 2012	FY 2011	FY 2012	Change
Basic Program (53A-17a-135)	0.001495	0.001591	0.000096
Voted Leeway (53A-17a-133)	0.001340	0.001434	0.000094
Board Leeway (53A-17a-134) (Class Size Reduction)	0.000392	0.000400	0.000008
Board Leeway (53A-17a-151) (Reading Program)	0.000121	0.000121	-
Transportation (53A-17a-127)	-	0.000100	0.000100
Tort Liability (63-30-27)	-	0.000080	0.000080
10% of Basic (53A-17a-145) Operating	0.000463	0.000602	0.000139
Recreation (11-2-7)	0.000132	0.000600	0.000468
Gen Oblig Debt (11-14-19/53A-17a-145/ 53A-21-103)	0.001317	0.001399	0.000082
Capital Outlay Foundation (53A-21-101 thru 105)	0.000982	0.000250	(0.000732)
10% of Basic (53A-17a-145) Capital	0.000464	0.000576	0.000112
TOTALS - ALL FUNDS	0.006706	0.007153	0.000447

Major Revenue Sources: Local

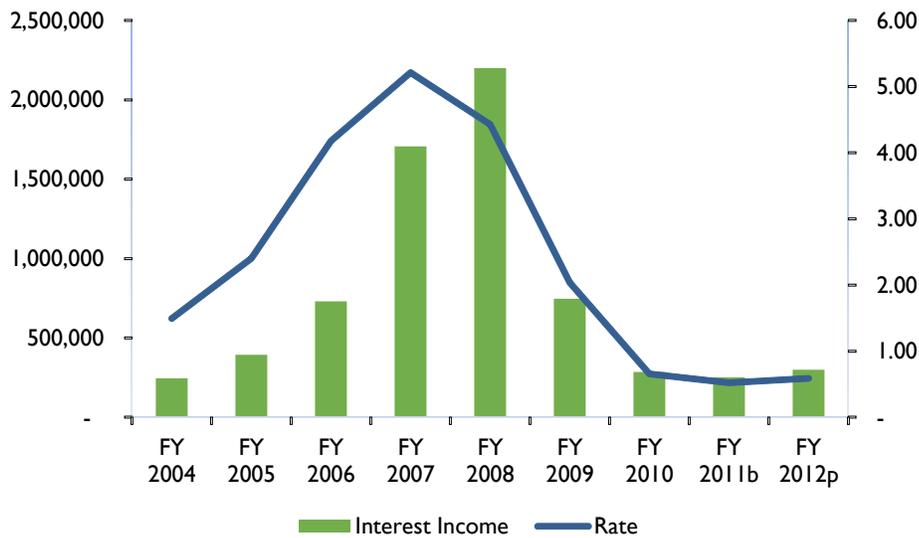
Other Local Revenue

District management has placed a strong emphasis on sound cash management. Among other things, this means as grant expenditures are made, reimbursement from the federal government or awarding agency is requested as soon as possible, with monthly reimbursement requests typical. However, historically low rates will continue to adversely impact the District’s interest income in 2012, meaning less flexibility and difficulty launching innovative programs.

The graph below shows the rates of return and the District’s actual interest income (or budgeted amounts for FY 11 and FY 12) for the past several years. Rates have declined rapidly over the past year, which means the District receives substantially less interest income from its investments. Interest income is *typically* not restricted for specific use, so declining rates mean less money that goes into the classroom for general purposes, such as teacher pay, instructional assistants, and supplies.

In the summary budgets, other local revenues are often combined with property taxes. These other local revenues include earnings from investments (interest earned), and income from students, such as school lunches. Interest earned is projected to increase slightly in FY 2012 when compared to FY 2011, but the amount will still be dramatically lower than the District received in recent years when rates were much higher.

The District’s investment activities are governed by the Utah State Money Management Act, which limits the types of investments the District can participate in. The District invests mainly in what’s referred to as the Utah Public Treasurer’s Investment Fund (PTIF – often referred to as “the Pool”), which provides security, stability and competitive returns. The “Pool” is diversified, with no more than 5% of assets invested with a single issuer.

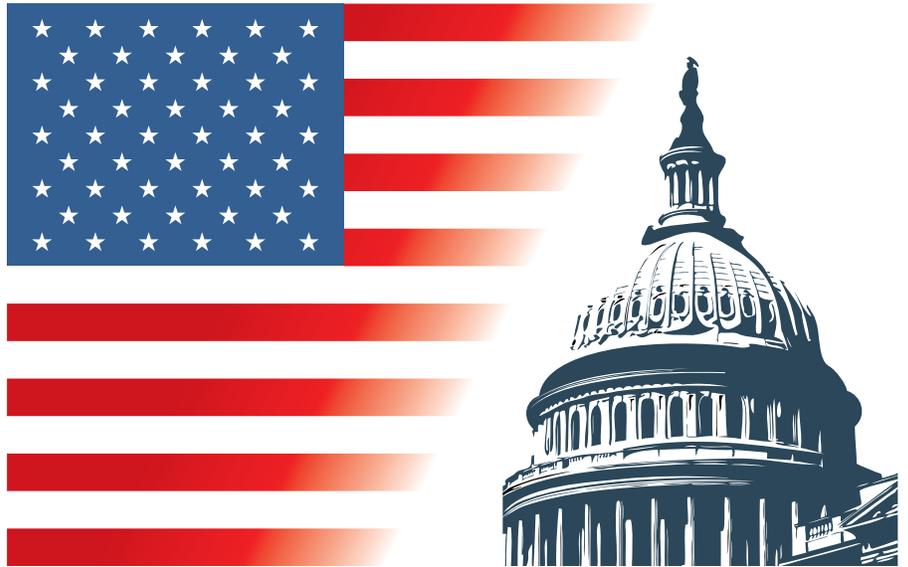


^bBudgeted; ^pProjected

Major Revenue Sources: Federal

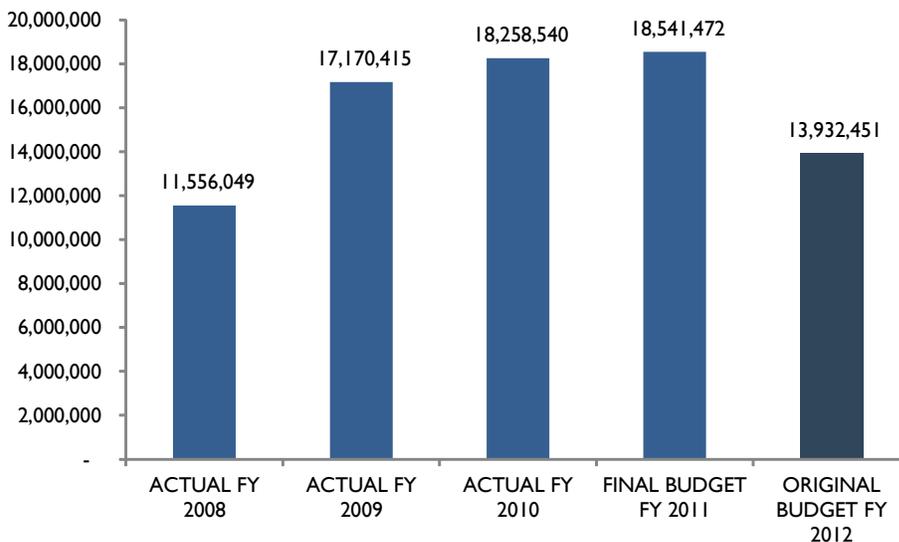
The federal government provides direct and flow-through support to specific programs in the District. For FY 2012, it's anticipated that the District will receive just over \$13.9 million in federal revenue.

The largest programs the District operates with federal funding are IDEA, Title I, Improving Teacher Quality, 21st Century Community Learning Centers and the school lunch program. These five programs make up roughly 80% of all the federal grants the District receives.



Much of the federal funding available to the District falls under the No Child Left Behind Act of 2001. According to the Department of Education, "No Child Left Behind is based on stronger accountability for results, more freedom for states and communities, proven education methods, and more choices for parents." The District's mission, goals and objectives are all geared toward the aim of no child being left behind in Provo.

Federal Revenue: FY 2008 to FY 2012 (projected)



Major Revenue Sources: Federal

Largest Federal Funding Sources

The following five programs make up approximately 80% of all District federal grants for FY 2012. The remainder of federal revenue is made up of a number of smaller grants. Most federal grants, large and small, are first awarded to the Utah State Office of Education, which then awards districts based on enrollment, demographics, and demonstrated need.

Federal Food Programs

The District is expected to receive over \$3.4 million in FY 2012 to assist with providing quality, nutritious meals to children most in need. The funding is determined by the amount of meals served to students, multiplied by a reimbursement amount that is predetermined by the federal government. The District has seen steady growth in the amount of free and reduced price lunch waivers from students in recent years, resulting in increases to federal revenues. In the Food Services program, the District receives more revenue from federal sources than local sources.

“Most federal grants are first awarded to the Utah State Office of Education, which then awards districts based on enrollment, demographics, and demonstrated need.”

Title I

This grant, part of No Child Left Behind, is funded by the government to help ensure that all children receive fair and equal opportunities to obtain a high-quality education.

The funding of this grant is contingent upon the number of low-income students in the District. The District is projected to receive approximately \$3.4 million in Title I funding in FY 2012.

IDEA

In terms of funding amount, this grant is similar in size to Title I. It too is part of No Child Left Behind. It is designed to help disabled individuals receive improved opportunities for success, with a substantial focus on technology to meet this goal. The District anticipates receiving nearly \$2.7 million from this grant in FY 2012.

Improving Teacher Quality

This grant is designed to help improve the quality of education in the classroom. Part of No Child Left Behind, the objectives of this grant are carried out by increasing the number of teachers who are considered to be “highly-qualified,” and by holding districts accountable for academic achievement. The District is projected to receive over \$745,000 from this grant in FY 2012.

21st Century Community Learning Centers

This grant, also part of No Child Left Behind, is actually several smaller grants that are awarded to the District to help it provide quality instruction outside of regular school hours. The awarding of 21st Century grants is very competitive. Much of the funding is determined by the number of low-income students enrolled. Schools without substantial low-income enrollments typically aren’t considered for these grants. All combined, the District anticipates receiving \$930,000 in 21st Century grants for FY 2012.

Have feedback? Please send an email to budget@provo.edu. This email account is checked daily by District administrators, and a prompt response is guaranteed.

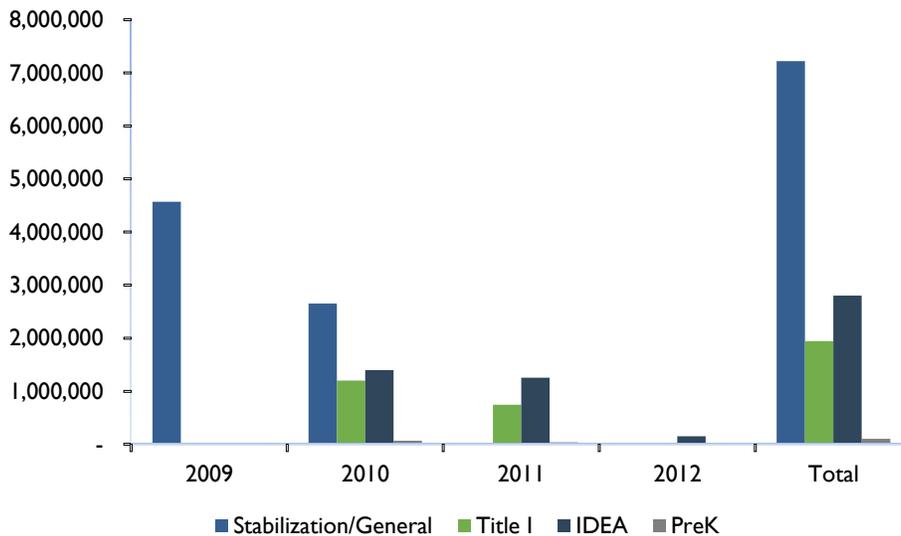
Major Revenue Sources: Federal

Federal Sources - American Recovery and Reinvestment Act (ARRA)

In February 2009, the federal government passed the American Recovery and Reinvestment Act (ARRA). Under the Act, Utah will receive up to \$1.6 billion in formula funding and even more through competitive grants.

The District received more than \$12 million in ARRA funds, beginning in late FY 2009 and ending in FY 2012. ARRA funds come to the District through four programs. Some of the funds are restricted for specific use (e.g. Title I), while some funds are available for the District to use to stabilize general budgets. ARRA funds are considered non-recurring. The table below shows the District's ARRA distribution:

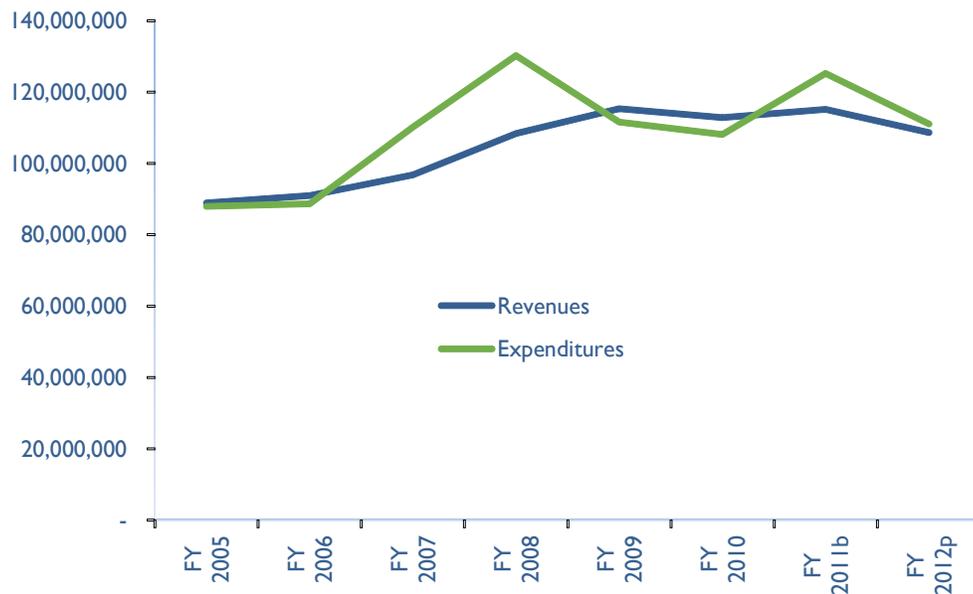
Program	2009	2010	2011	2012	Total
Stabilization/General	4,567,169	2,650,142	-	-	7,217,311
Title I	-	1,198,579	746,364	-	1,944,943
IDEA	-	1,398,194	1,252,186	150,000	2,800,380
PreK	-	64,570	37,008	-	101,578



Money received as “stabilization funds” results in no net increase in revenue because state revenue was decreased by the same amount. For example, in FY 2009, the District received \$4.5 million in ARRA stabilization funds. However, revenue from state sources was decreased by the same amount, meaning no new funds for the District. In 2010, half of the \$2.6 million received by the District was “taken back” in the form of state cuts.

Financial Schedules and Charts

Including Supplementary Financial Information



Revenue and Expenditure Summary: FY 2005 to FY 2012

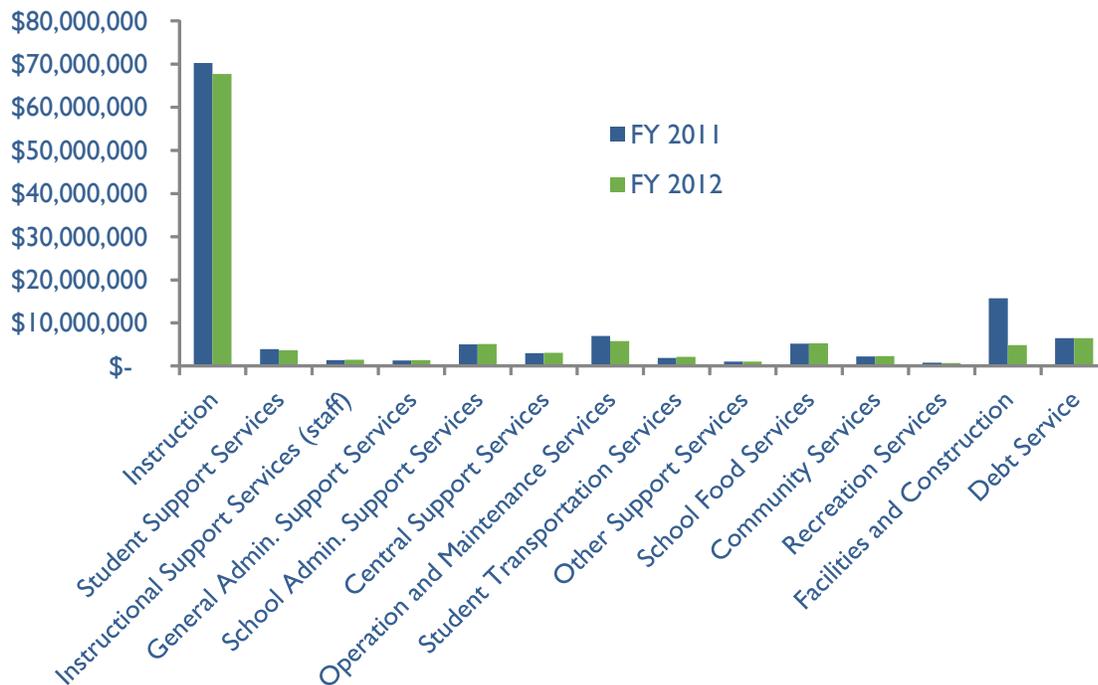
Fiscal Year	Revenues	Expenditures	Net
FY 2005	88,974,245	88,000,440	973,805
FY 2006	91,066,878	88,723,373	2,343,505
FY 2007	96,831,914	110,249,504	(13,417,590)
FY 2008	108,457,783	130,329,831	(21,872,048)
FY 2009	115,371,844	111,686,096	3,685,748
FY 2010	112,884,403	108,158,033	4,726,370
FY 2011 ^b	115,210,816	125,326,164	(10,115,348)
FY 2012 ^p	108,685,072	111,161,193	(2,476,121)

^bFinal Budget
^pProjected (Original Budget)

Expenditure Comparison by Function: All Funds

FY 2011 to FY 2012

Function	FY 2011	FY 2012	% Change
Instruction	\$ 70,315,655	\$ 67,744,403	-4%
Student Support Services	3,933,036	3,708,040	-6%
Instructional Support Services (staff)	1,361,533	1,430,679	5%
General Admin. Support Services	1,284,692	1,426,786	10%
School Admin. Support Services	5,001,541	5,090,301	2%
Central Support Services	3,007,935	3,080,120	2%
Operation and Maintenance Services	6,958,686	5,786,884	-20%
Student Transportation Services	1,931,159	2,164,496	11%
Other Support Services	1,071,291	1,073,348	0%
School Food Services	5,230,160	5,298,868	1%
Community Services	2,243,258	2,320,514	3%
Recreation Services	758,356	711,647	-7%
Facilities and Construction	15,758,862	4,857,587	-224%
Debt Service	<u>6,470,000</u>	<u>6,467,522</u>	<u>0%</u>
Total:	<u>125,326,164</u>	<u>111,161,195</u>	<u>(2)</u>



FY 2012 Budget Summary: Revenues by Source and Expenditures by Object

All Funds

Revenues by Source	General	Other Governmental Funds	Debt Service	Capital Projects	Total
Property Taxes	\$ 19,855,000	\$ 2,753,000	\$ 6,418,000	\$ 3,790,000	\$ 32,816,000
Earnings on Investment	300,000	-	-	-	\$ 300,000
Other Local Revenue	3,453,617	5,078,020	-	100,000	\$ 8,631,637
State Sources	51,281,491	1,723,492	-	-	\$ 53,004,983
Federal Sources	<u>9,857,282</u>	<u>4,075,169</u>	<u>-</u>	<u>-</u>	<u>\$ 13,932,451</u>
Total Revenues:	84,747,390	13,629,681	6,418,000	3,890,000	\$ 108,685,071

Expenditures by Function	General	Other Governmental Funds	Debt Service	Capital Projects	Total
Instruction	\$ 64,403,581	\$ 3,340,822	\$ -	\$ -	\$ 67,744,403
Student Support Services	3,708,040	-	-	-	3,708,040
Instructional Support Services (staff)	1,430,679	-	-	-	1,430,679
General Admin. Support Services	1,426,786	-	-	-	1,426,786
School Admin. Support Services	5,090,301	-	-	-	5,090,301
Central Support Services	3,080,120	-	-	-	3,080,120
Operation and Maintenance Services	5,326,884	-	-	460,000	5,786,884
Student Transportation Services	2,054,496	-	-	110,000	2,164,496
Other Support Services	1,073,348	-	-	-	1,073,348
School Food Services	-	5,298,868	-	-	5,298,868
Community Services	-	2,320,514	-	-	2,320,514
Recreation Services	-	711,647	-	-	711,647
Facilities and Construction	-	-	-	4,857,587	4,857,587
Debt Service	<u>-</u>	<u>-</u>	<u>6,467,522</u>	<u>-</u>	<u>6,467,522</u>
Total Expenditures:	87,594,235	11,671,851	6,467,522	5,427,587	111,161,195
Excess (Deficiency) of Revenues Over (Under) Expenditures	(2,846,845)	1,957,830	(49,522)	(1,537,587)	(2,476,124)
Other Financing Sources (Uses) and Other Items	20,000	-	-	-	20,000
Net Change in Fund Balance	<u>(2,826,845)</u>	<u>1,957,830</u>	<u>(49,522)</u>	<u>(1,537,587)</u>	<u>(2,456,124)</u>

Figures may vary slightly due to rounding.

Expenditures: Fund and Object

FY 2012

Object	General	Capital Projects	Debt Service
Salaries	\$ 51,847,726	\$ 653,276	\$ -
Benefits	23,486,639	256,828	-
Purchased/Professional Services	3,398,726	188,000	-
Purchased Property Services	307,783	3,000,000	-
Other Purchased Services	859,739	-	-
Supplies	6,382,199	-	-
Equipment	597,875	1,250,000	-
Other Objects	713,546	79,483	6,467,522
Total:	\$ 87,594,233	\$ 5,427,587	\$ 6,467,522

Object	Student Activities	Non K-12	Food Services
Salaries	\$ -	\$ 1,972,251	\$ 1,677,786
Benefits	-	638,468	607,844
Purchased/Professional Services	318,720	33,217	11,000
Purchased Property Services	48,544	178,906	97,240
Other Purchased Services	650,147	18,491	4,106
Supplies	1,720,009	162,562	1,862,163
Equipment	10,500	-	435,250
Other Objects	585,902	38,325	479,974
Total:	\$ 3,340,822	\$ 3,032,161	\$ 5,298,868

Note: There are no expenditures budgeted for the Building Reserve Fund, so it is not included in this schedule. Figures may vary slightly due to rounding.

Summary of Budgets: All Funds

FY 2008 to FY 2012

SUMMARY: ALL FUNDS	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Total Local	\$ 36,675,195	\$ 40,680,715	\$ 40,748,575	\$ 44,249,172	\$ 41,747,637
Total State	59,138,786	57,520,714	53,877,288	52,420,172	53,004,984
Total Federal	<u>11,556,049</u>	<u>17,170,415</u>	<u>18,258,540</u>	<u>18,541,472</u>	<u>13,932,451</u>
TOTAL REVENUES	<u>107,370,030</u>	<u>115,371,844</u>	<u>112,884,403</u>	<u>115,210,816</u>	<u>108,685,072</u>
Salaries	55,407,669	58,491,006	55,816,699	56,473,889	56,261,180
Employee Benefits	23,615,892	21,802,306	21,854,604	24,359,014	25,003,486
Purchased Professional and Tech Svcs	2,847,450	2,406,362	3,198,346	4,081,283	3,997,346
Purchased Property Services	21,619,323	6,491,945	5,154,177	15,659,505	3,658,546
Other Purchased Services	2,062,948	1,715,871	1,422,442	1,646,412	1,529,526
Supplies	10,755,051	8,206,202	9,711,388	10,943,113	10,275,859
Property	4,182,886	5,139,447	3,602,365	3,509,528	2,266,375
Other Objects	<u>7,460,751</u>	<u>7,432,957</u>	<u>7,398,012</u>	<u>8,653,420</u>	<u>8,168,875</u>
TOTAL EXPENDITURES	<u>127,951,970</u>	<u>111,686,096</u>	<u>108,158,033</u>	<u>125,326,164</u>	<u>111,161,193</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>(20,581,940)</u>	<u>3,685,748</u>	<u>95,915</u>	<u>(166,055)</u>	<u>(108,801)</u>
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	<u>1,225,296</u>	<u>13,655</u>	<u>1,500</u>	<u>-</u>	<u>-</u>
NET CHANGE IN NET ASSETS / FUND BALANCE	<u>(19,356,644)</u>	<u>3,699,403</u>	<u>97,415</u>	<u>(166,055)</u>	<u>(108,801)</u>
NET ASSETS / FUND BALANCE - BEGINNING (From Prior Year)	<u>41,782,401</u>	<u>24,273,610</u>	<u>37,083,496</u>	<u>37,180,911</u>	<u>37,014,856</u>
Adjustment to Beginning Net Assets/ Fund Balance (Add Explanation)	<u>1,847,853</u>	<u>9,110,483</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET ASSETS / FUND BALANCE - ENDING	<u>24,273,610</u>	<u>37,083,496</u>	<u>37,180,911</u>	<u>37,014,856</u>	<u>36,906,055</u>

Figures may vary slightly due to rounding.

Summary of Budgets: General Fund

FY 2008 to FY 2012

SUMMARY: GENERAL	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Total Local	16,505,936	18,096,985	21,376,900	23,587,329	23,608,617
Total State	56,943,212	55,099,892	51,756,518	50,790,180	51,281,492
Total Federal	<u>8,173,955</u>	<u>13,499,470</u>	<u>14,486,136</u>	<u>14,558,456</u>	<u>9,857,282</u>
TOTAL REVENUES	<u>81,623,103</u>	<u>86,696,347</u>	<u>87,619,554</u>	<u>88,935,965</u>	<u>84,747,391</u>
Salaries	50,205,668	52,741,102	50,656,427	51,650,708	51,847,726
Employee Benefits	22,009,698	19,899,607	20,192,228	22,721,822	23,486,639
Purchased Professional and Technical Services	2,259,631	1,914,468	2,777,596	3,526,719	3,398,726
Purchased Property Services	401,327	481,252	214,876	361,958	307,783
Other Purchased Services	1,042,761	889,076	894,769	936,056	859,739
Supplies	3,841,927	4,275,113	6,098,827	6,987,541	6,382,199
Property	2,301,732	1,436,583	2,107,222	1,308,806	597,875
Other Objects	<u>490,451</u>	<u>(76,109)</u>	<u>(203,654)</u>	<u>1,122,763</u>	<u>713,546</u>
TOTAL EXPENDITURES	<u>82,553,195</u>	<u>81,561,092</u>	<u>82,738,291</u>	<u>88,616,373</u>	<u>87,594,233</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>(930,092)</u>	<u>5,135,255</u>	<u>4,881,263</u>	<u>319,592</u>	<u>(2,846,842)</u>
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	<u>1,225,296</u>	<u>11,564</u>	<u>142,494</u>	<u>(59,099)</u>	<u>20,000</u>
NET CHANGE IN FUND BALANCE	<u>295,204</u>	<u>5,146,819</u>	<u>5,023,757</u>	<u>260,493</u>	<u>(2,826,842)</u>
FUND BALANCE - BEGINNING (From Prior Year)	<u>4,733,233</u>	<u>5,652,827</u>	<u>20,224,728</u>	<u>25,248,485</u>	<u>25,508,978</u>
Adjustments to Beginning Fund Balance (Attach Detail)	<u>624,390</u>	<u>9,425,082</u>	-	-	-
FUND BALANCE - ENDING	<u>5,652,827</u>	<u>20,224,728</u>	<u>25,248,485</u>	<u>25,508,978</u>	<u>22,682,136</u>

Figures may vary slightly due to rounding.

Summary of Budgets: Capital Projects Fund

FY 2008 to FY 2012

SUMMARY: CAPITAL	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Total Local	\$ 7,721,930	\$ 9,495,755	\$ 7,195,204	\$ 8,263,740	\$ 3,890,000
Total State	-	-	200,000	-	-
Total Federal	-	-	-	-	-
TOTAL REVENUES	<u>7,721,930</u>	<u>9,495,755</u>	<u>7,395,204</u>	<u>8,263,740</u>	<u>3,890,000</u>
Salaries	1,119,213	1,160,676	1,267,179	1,116,287	653,276
Employee Benefits	354,632	391,741	452,080	470,173	256,828
Purchased Professional and Tech Svcs	193,875	30,466	67,058	68,000	188,000
Purchased Property Services	20,586,449	5,478,610	4,580,194	14,954,520	3,000,000
Other Purchased Services	16,786	8,573	10,045	-	-
Supplies	3,013,995	25,871	-	-	-
Property	1,635,849	3,354,243	1,305,755	1,819,175	1,250,000
Other Objects	<u>178,995</u>	<u>30,073</u>	<u>67,943</u>	-	<u>79,483</u>
TOTAL EXPENDITURES	<u>27,099,794</u>	<u>10,480,253</u>	<u>7,750,254</u>	<u>18,428,155</u>	<u>5,427,587</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>(19,377,864)</u>	<u>(984,498)</u>	<u>(355,050)</u>	<u>(10,164,415)</u>	<u>(1,537,587)</u>
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	-	(1,940,240)	4,811,899	(2,000,000)	-
NET CHANGE IN FUND BALANCE	<u>(19,377,864)</u>	<u>(2,924,738)</u>	<u>4,456,849</u>	<u>(12,164,415)</u>	<u>(1,537,587)</u>
FUND BALANCE - BEGINNING (From Prior Year)	<u>32,247,424</u>	<u>12,869,560</u>	<u>9,944,822</u>	<u>14,401,671</u>	<u>2,237,256</u>
Adjustment to Beginning Fund Balance	-	-	-	-	-
FUND BALANCE - ENDING	<u>12,869,560</u>	<u>9,944,822</u>	<u>14,401,671</u>	<u>2,237,256</u>	<u>699,669</u>

Figures may vary slightly due to rounding.

Summary of Budgets: Debt Service Fund

FY 2008 to FY 2012

SUMMARY: DEBT SERVICES	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Total Local	\$ 5,144,875	\$ 6,424,380	\$ 6,432,102	\$ 6,420,822	\$ 6,418,000
Total State	-	-	-	-	-
TOTAL REVENUES	<u>5,144,875</u>	<u>6,424,380</u>	<u>6,432,102</u>	<u>6,420,822</u>	<u>6,418,000</u>
Other Objects	5,879,403	6,414,138	6,419,576	6,470,000	6,467,522
TOTAL EXPENDITURES	<u>5,879,403</u>	<u>6,414,138</u>	<u>6,419,576</u>	<u>6,470,000</u>	<u>6,467,522</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>(734,528)</u>	<u>10,242</u>	<u>12,526</u>	<u>(49,178)</u>	<u>(49,522)</u>
NET CHANGE IN FUND BALANCE	<u>(734,528)</u>	<u>10,242</u>	<u>12,526</u>	<u>(49,178)</u>	<u>(49,522)</u>
FUND BALANCE - BEGINNING (From Prior Year)	<u>1,707,369</u>	<u>972,841</u>	<u>983,083</u>	<u>995,609</u>	<u>946,431</u>
FUND BALANCE - ENDING	<u>972,841</u>	<u>983,083</u>	<u>995,609</u>	<u>946,431</u>	<u>896,909</u>

Figures may vary slightly due to rounding.

Summary of Budgets: Student Activity Fund

FY 2008 to FY 2012

SUMMARY: STUDENT ACTIVITY	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Total Local	\$ 4,213,824	\$ 3,496,177	\$ 3,284,270	\$ 3,650,474	\$ 3,380,705
Total State	-	-	-	-	-
Total Federal	-	-	-	-	-
TOTAL REVENUES	<u>4,213,824</u>	<u>3,496,177</u>	<u>3,284,270</u>	<u>3,650,474</u>	<u>3,380,705</u>
Salaries	-	-	-	-	-
Employee Benefits	-	-	-	-	-
Purchased Professional and Tech Svcs	312,522	321,426	261,490	403,697	318,720
Purchased Property Services	69,073	55,049	51,599	45,808	48,544
Other Purchased Services	944,764	760,165	497,293	689,537	650,147
Supplies	1,956,386	1,772,526	1,686,579	1,885,773	1,727,009
Property	46,694	45,058	-	14,000	10,500
Other Objects	<u>711,752</u>	<u>688,516</u>	<u>555,600</u>	<u>541,047</u>	<u>585,902</u>
TOTAL EXPENDITURES	<u>4,041,191</u>	<u>3,642,740</u>	<u>3,052,561</u>	<u>3,579,862</u>	<u>3,340,822</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>172,633</u>	<u>(146,563)</u>	<u>231,709</u>	<u>70,612</u>	<u>39,883</u>
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	-	-	-	-	-
NET CHANGE IN FUND BALANCE	<u>172,633</u>	<u>-</u>	<u>231,709</u>	<u>70,612</u>	<u>39,883</u>
FUND BALANCE - BEGINNING (From Prior Year)	<u>1,835,600</u>	<u>2,008,233</u>	<u>1,703,390</u>	<u>1,935,099</u>	<u>2,005,711</u>
Adjustment to Beginning Fund Balance (Add Explanation)	<u>-</u>	<u>(158,280)</u>	<u>-</u>	<u>-</u>	<u>-</u>
FUND BALANCE - ENDING	<u>2,008,233</u>	<u>1,703,390</u>	<u>1,935,099</u>	<u>2,005,711</u>	<u>2,045,594</u>

Figures may vary slightly due to rounding.

Summary of Budgets: Non K-12 Fund

FY 2008 to FY 2012

SUMMARY: NON K-12	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Total Local	1,720,443	1,845,437	1,242,176	1,154,751	3,266,538
Total State	1,635,706	1,810,073	1,242,987	1,079,992	1,145,992
Total Federal	<u>797,600</u>	<u>797,967</u>	<u>662,142</u>	<u>640,967</u>	<u>646,379</u>
TOTAL REVENUES	<u>4,153,749</u>	<u>4,453,477</u>	<u>3,147,305</u>	<u>2,875,710</u>	<u>5,058,909</u>
Salaries	2,447,062	2,781,434	2,110,557	1,927,195	1,919,885
Employee Benefits	686,879	786,597	644,038	602,516	653,032
Purchased Professional and Tech Svcs	66,104	124,155	84,725	71,867	80,900
Purchased Property Services	500,856	380,871	187,075	176,051	166,051
Other Purchased Services	54,407	55,069	16,865	16,713	15,534
Supplies	269,720	309,158	197,213	167,636	169,380
Property	20,940	27,498			-
Other Objects	<u>38,967</u>	<u>45,153</u>	<u>46,825</u>	<u>39,636</u>	<u>27,379</u>
TOTAL EXPENDITURES	<u>4,084,935</u>	<u>4,509,935</u>	<u>3,287,298</u>	<u>3,001,614</u>	<u>3,032,161</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>68,814</u>	<u>(56,458)</u>	<u>(139,993)</u>	<u>(125,904)</u>	<u>2,026,748</u>
OTHER FINANCING SOURCES (USES)	<u>-</u>	<u>-</u>	<u>-</u>	<u>79,099</u>	<u>(2,000,000)</u>
NET CHANGE IN FUND BALANCE	<u>68,814</u>	<u>(56,458)</u>	<u>(139,993)</u>	<u>(46,805)</u>	<u>26,748</u>
FUND BALANCE - BEGINNING (From Prior Year)	<u>462,287</u>	<u>570,375</u>	<u>357,598</u>	<u>46,805</u>	<u>-</u>
Adjustment to Beginning Fund Balance	<u>39,274</u>	<u>(156,319)</u>	<u>(170,800)</u>	<u>-</u>	<u>-</u>
FUND BALANCE - ENDING	<u><u>570,375</u></u>	<u><u>357,598</u></u>	<u><u>46,805</u></u>	<u><u>-</u></u>	<u><u>26,748</u></u>

Figures may vary slightly due to rounding.

Summary of Budgets: Building Reserve Fund

FY 2008 to FY 2012

SUMMARY: BUILDING RESERVE	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Total Local	\$ -	\$ -	\$ -	\$ -	\$ -
Total State	-	-	-	-	-
TOTAL REVENUES	-	-	-	-	-
Salaries	-	-	-	-	-
Employee Benefits	-	-	-	-	-
Purchased Professional and Tech Svcs	-	-	-	-	-
Purchased Property Services	-	-	-	-	-
Property	-	-	-	-	-
Other Objects	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	-	1,940,240	2,000,000	2,000,000	2,000,000
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	-	1,940,240	2,000,000	2,000,000	2,000,000
NET CHANGE IN FUND BALANCE	-	-	1,940,240	3,940,240	5,940,240
FUND BALANCE - BEGINNING (From Prior Year)	-	-	-	-	-
Adjustment to Beginning Fund Balance	-	-	-	-	-
FUND BALANCE - ENDING	-	1,940,240	3,940,240	5,940,240	7,940,240

Note: The Building Reserve fund was not used by the District until FY 2009; figures may vary slightly due to rounding.

Summary of Budgets: Food Service Fund

FY 2008 to FY 2012

SUMMARY: FOOD SERVICES	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Total Local	\$ 1,368,187	\$ 1,321,981	\$ 1,217,923	\$ 1,172,056	\$ 1,183,777
Total State	559,868	610,749	677,783	550,000	577,500
Total Federal	<u>2,584,494</u>	<u>2,872,978</u>	<u>3,110,262</u>	<u>3,342,049</u>	<u>3,428,790</u>
TOTAL REVENUES	<u>4,512,549</u>	<u>4,805,708</u>	<u>5,005,968</u>	<u>5,064,105</u>	<u>5,190,067</u>
Salaries	1,635,726	1,807,794	1,782,536	1,779,699	1,840,293
Employee Benefits	564,683	724,361	566,258	564,503	606,987
Purchased Professional and Tech Svcs	15,318	15,847	7,477	11,000	11,000
Purchased Property Services	61,618	96,163	120,433	121,168	136,168
Other Purchased Services	4,230	2,988	3,470	4,106	4,106
Supplies	1,673,023	1,823,534	1,728,769	1,902,163	1,997,271
Property	177,671	276,065	189,388	367,547	408,000
Other Objects	<u>161,183</u>	<u>331,186</u>	<u>511,722</u>	<u>479,974</u>	<u>295,043</u>
TOTAL EXPENSES/EXPENDITURES	<u>4,293,452</u>	<u>5,077,938</u>	<u>4,910,053</u>	<u>5,230,160</u>	<u>5,298,868</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>219,097</u>	<u>(272,230)</u>	<u>95,915</u>	<u>(166,055)</u>	<u>(108,801)</u>
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	<u>-</u>	<u>2,091</u>	<u>1,500</u>	<u>-</u>	<u>=</u>
NET CHANGE IN NET ASSETS / FUND BALANCE	<u>219,097</u>	<u>(270,139)</u>	<u>97,415</u>	<u>(166,055)</u>	<u>(108,801)</u>
NET ASSETS / FUND BALANCE - BEGINNING (From Prior Year)	<u>1,980,677</u>	<u>2,199,774</u>	<u>1,929,635</u>	<u>2,027,050</u>	<u>1,860,995</u>
Adjustment to Beginning Net Assets/Fund Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>=</u>
NET ASSETS / FUND BALANCE - ENDING	<u>2,199,774</u>	<u>1,929,635</u>	<u>2,027,050</u>	<u>1,860,995</u>	<u>1,752,194</u>

Figures may vary slightly due to rounding.

Fund Balance: Adjustment Schedule

FY 2011 to FY 2012

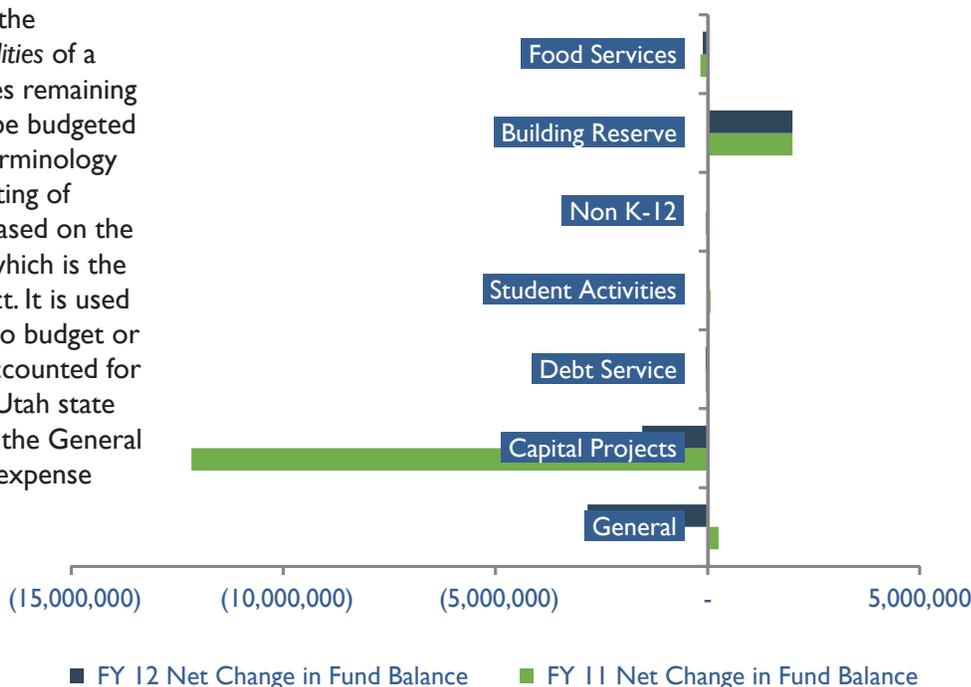
Major Funds	FY 2011			FY2012		
	Beginning Balance	Net Change in Fund Balance	Ending Balance	Beginning Balance	Net Change in Fund Balance	Ending Balance
General	\$ 25,248,485	\$ 260,493	\$ 25,508,978	\$ 25,508,978	\$ (2,826,842)	\$ 22,682,136
Capital Projects	14,401,671	(12,164,415)	2,237,256	2,237,256	(1,537,587)	699,669
Debt Service	995,609	(49,178)	946,431	946,431	(49,522)	896,909
Total Major Funds	40,645,765	(11,953,100)	28,692,665	28,692,665	(4,413,951)	24,278,714
Non-major Funds						
Student Activities	1,935,099	70,612	2,005,711	2,005,711	39,883	2,045,594
Non K-12	46,805	(46,805)	-	-	26,748	26,748
Building Reserve	3,940,240	2,000,000	5,940,240	5,940,240	2,000,000	7,940,240
Food Services	2,027,050	(166,055)	1,860,995	1,860,995	(108,801)	1,752,194
Total Non-major Funds	7,949,194	1,857,752	9,806,946	9,806,946	1,957,830	11,764,776
Total All Funds	\$ 48,594,959	\$ (10,095,348)	\$ 38,499,611	\$ 38,499,611	\$ (2,456,121)	\$ 36,043,490

Fund Balance Definition

Fund balance (or equity) is defined as the difference between the *assets* and *liabilities* of a fund, or, in simpler terms, the resources remaining from prior years that are available to be budgeted in the current year. Fund balance is terminology that is applicable to “fund level” reporting of individual governmental funds and is based on the modified accrual basis of accounting, which is the basis of accounting used by the District. It is used as a measure of the amount available to budget or spend in the future, and it’s typically accounted for as either designated or undesignated. Utah state law limits the undesignated amount in the General fund to no more than 5% of the total expense budget of that fund.

Changes to Fund Balance

FY 2011 to FY 2012



Statement of Changes to Fund Balance (Equity)

General Fund: (\$2,826,842)

The District is projected to spend down over \$2.8 million of its General fund residual balances during FY 2012. Non-routine expenditures make up most of the spend-down. For instance, \$1.25 million of Other Post Employment Benefits is budgeted, and this money has already been set aside in previous years. The amount is projected to continue to go down as the District eliminated much of its OPEB benefits in 2005.

Additionally, most of the compensation increases, which came to over \$1 million in FY 2012, were one-time in nature. If economic conditions improve, it's possible much of these one-time pay increases will continue on. But, there is no commitment for that to happen at this time. There are also additional small one-time expenditures budgeted.

The remaining fund balance spend down, roughly \$400,000, is a structural issue that the District must address through ongoing savings through energy efficiency programs, healthcare inflation mitigation (premium participation, healthy lifestyles programs, etc.) and other "belt-tightening" methods.

Capital Projects Fund: (\$1,537,587)

The Capital Projects fund balance is projected to decrease \$1.5 million in FY 2012. Nearly 900,000 of this decrease is due to the completion of Provo Peaks Elementary, and the remaining amount is the result of a one-time increase to the short-term capital projects budget.

Debt Service Fund: (\$49,522)

There is only a minor projected change to the Debt Service fund balance for FY 2012.

Student Activities Fund: \$39,883

The increase to fund balances in this fund results from schools spending less than in previous years due to economic conditions.

In addition to these amounts, the District also has \$12,498,244 set aside to meet future Other Post Employment Benefit (OPEB) obligations. This amount reflects what is required per Government Accounting Standards Board (GASB) requirements.

Non K-12 Fund: 26,748

There is only a minor net change projected for this fund in FY 2012.

Building Reserve Fund: \$2,000,000

This fund balance is increased by \$2 million each year to save money for large-scale future building replacement projects resulting from the District's long-term capital improvement plan.

Food Service Fund: (\$108,801)

This fund balance decrease is the result of non-routine kitchen upgrades at several schools.

Summary of Fund Balances

Overall, District fund balances are projected to decrease by \$2,436,121 in FY 2012. The vast majority of this decrease is a planned spend down of current fund balances. This spend down is due primarily to non-routine expenditures, although it's important to note that if funds don't increase, especially in the General and Capital Projects funds, then substantial budget cuts will have to occur in FY 2013 and 2014.

Have feedback? Please send an email to budget@provo.edu. This email account is checked daily by District administrators, and a prompt response is guaranteed.

Major Revenues and Expenditures by Fund

Major Funds



Fantastic Returns

Provo City School District
Low taxes. Award-winning finances. Great investment.

Winner of multiple prestigious awards from the State of Utah,
Government Finance Officers Association and Association
of School Business Officials International

The advertisement features a dark blue background with a large green line graph showing an upward trend. Three white silhouettes of people are positioned at the bottom of the graph, appearing to support or celebrate the upward movement. The text is in white and green, with the main headline and district name in green.

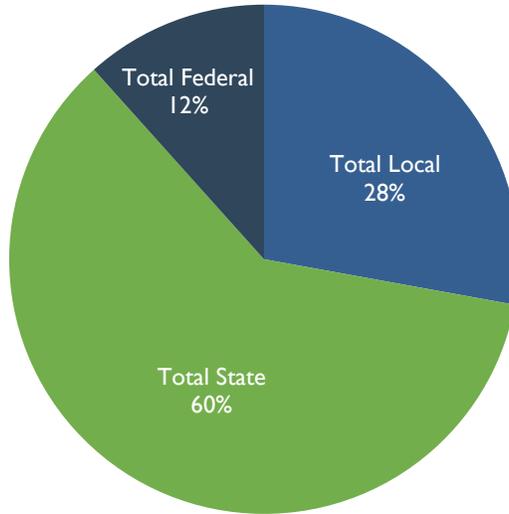
Outdoor Advertising Campaign, Summer 2011

Revenues and Expenditure Budgets by Source: **General Fund**

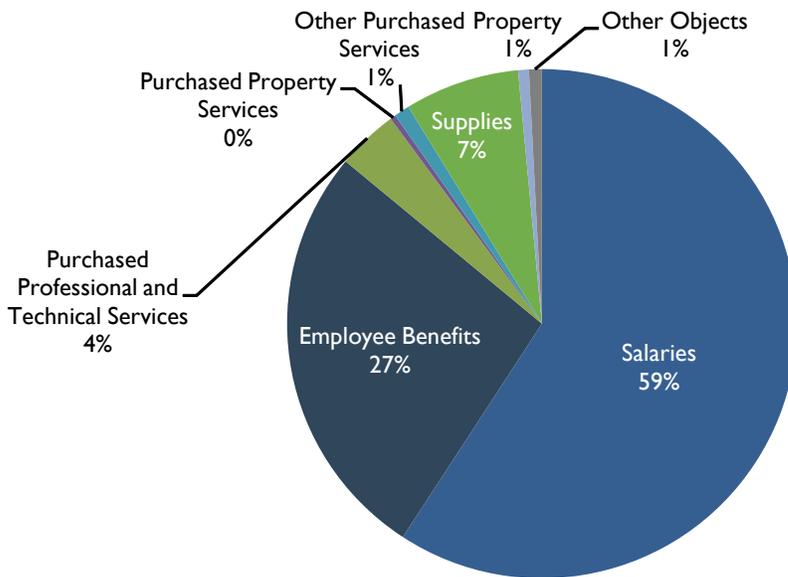
FY 2012

FY 2012 Revenues by Source: **General Fund**

The District's largest General fund revenue source is the State of Utah, followed by local sources (mainly property taxes), followed by federal revenue.



FY 2012 Expenditures by Object: **General Fund**



As a service organization, the District spends most of its budget on employee compensation. As health care costs continue to rise, it's anticipated that the percentage of benefits to salaries will also rise.

Major Revenue Sources: General Fund

FY 2010 through FY 2012

Revenues from State Sources	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Minimum School Programs			
Regular School Program K-12	\$ 23,556,601	\$ 24,100,000	\$ 27,098,945
Professional Staff	2,529,006	2,525,996	2,759,680
Special Education -- Add-On	4,012,369	4,084,792	4,069,083
Special Education -- Self-Contained	1,661,951	1,632,228	1,782,528
Extended Year Program -- Severely Disabled	25,148	25,406	28,160
Special Education -- State Programs	108,023	111,501	121,088
Career & Technology Ed -- Add-On	2,215,424	2,092,396	2,092,524
Career & Technology Ed-- Set-Aside	21,508	-	-
Class Size Reduction (State Funds)	2,026,911	2,039,807	2,230,272
Enhance for Accelerated Stud Prog (321 I-Gifted & Talented)	43,843	42,346	90,400
Advanced Placement	48,965	40,531	
Concurrent Enrollment	94,565	82,680	82,680
At-Risk Enhancement (3215-At-Risk - Student Program)	177,934	153,295	107,307
At-Risk -- Homeless and Minority	55,452	47,993	33,595
At-Risk -- Gang Prevention	65,596	67,856	67,856
At-Risk -- Youth-in-Custody	1,294,074	1,244,379	1,100,000
English Language Learner Family Literacy Centers (3640 - Extended Day Kindergarten)	68,969	63,388	-
	252,846	234,730	230,000
Instructional Technology	233,715		
Interventions for Student Success Block Grant	428,333	411,130	205,565
Social Security and Retirement (Flexible Allocation)	3,878,963	3,868,550	517,080
Pupil Transportation	1,352,159	1,311,156	1,311,156
Highly Impacted Schools	331,585	324,953	217,719
School Land Trust Program	585,973	531,860	611,639
Electronic High School and/or Public Education Online	-	-	614,800
Board Leeway	607,663	-	-
K-3 Reading Achievement	384,083	334,848	420,000
Other State Sources MSP	157,178	125,925	118,392
Total Minimum School Program Generated	46,218,837	45,497,746	45,910,469
Other Revenues from State Sources			
Other Revenues From State Sources (Non-MSP)	1,266,430	1,232,887	1,221,359
Driver Education (State Driver Training Tax)	104,600	98,479	98,479
Library Books & Electronic Resources	11,582	9,916	9,000
Supplementals / Other Bills	3,899,432	3,778,967	3,870,000
Revenues From Other State Agencies	255,637	172,185	172,185
Total State Revenue	51,756,518	50,790,180	51,281,492

Major Revenue Sources: General Fund

FY 2010 through FY 2012

Revenues from Local Sources	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Property Taxes	\$ 18,454,770	\$ 18,579,921	\$ 19,855,000
Tuition From Pupils or Parents	78,521	3,000	5,000
Tuition From Other LEAs Outside the State	3,350	6,000	125,000
Transportation Fees From Pupils or Parents	126,561	107,000	107,000
Earnings on Investments	284,972	250,000	300,000
Student Activities	222,425	100,000	-
Other Revenues From Local Sources	1,684,505	3,574,791	2,800,000
Contributions and Donations from Private Sources/Foundation	505,662	950,000	400,000
Other Revenues from Other Local Governments	(155)	-	-
Miscellaneous	16,289	16,617	16,617
Total Local Revenue	<u>21,376,900</u>	<u>23,587,329</u>	<u>23,608,617</u>
Revenues from Federal Sources			
Restricted Revenue Direct From Federal	260,650	557,539	279,519
Restricted Federal Through State	250,221	283,790	222,503
Programs for the Disabled (IDEA)	2,520,734	2,679,785	2,679,785
Career & Technology Education	316,421	318,112	279,581
ARRA Programs	5,314,910	4,372,349	150,000
Other Restricted Federal Through State	49,205	96,244	92,842
Federal Received Through Other Agencies	516,014	925,215	932,264
No Child Left Behind (NCLB)	5,257,981	5,325,422	5,220,788
Total Federal Revenue	<u>14,486,136</u>	<u>14,558,456</u>	<u>9,857,282</u>
TOTAL REVENUES, GENERAL FUND	<u>87,619,554</u>	<u>88,935,965</u>	<u>84,747,391</u>

Figures may vary slightly due to rounding.

Major Expenditures: General Fund

FY 2010 through FY 2012

General Fund Expenditures	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Function: Instruction			
Salaries - Teachers	\$ 33,482,092	\$ 33,535,385	\$ 33,630,605
Salaries - Teacher Aides and Paraprofessionals	5,153,402	5,743,826	5,185,453
Salaries - All Other	389,523	228,019	275,793
Total Salaries (100)	39,025,017	39,507,230	39,091,851
Retirement	5,787,141	6,582,705	6,738,985
Social Security	2,971,646	3,022,303	2,990,527
Insurance (Health/Dental/Life)	6,010,145	6,734,061	7,067,857
Other Benefits	1,311,800	1,812,831	1,701,217
Total Benefits (200)	16,080,732	18,151,900	18,498,586
Purchased Professional and Technical Services	1,778,102	2,424,910	2,281,267
Purchased Property Services	58,563	139,075	82,676
Other Purchased Services	449,909	463,435	393,062
Supplies	3,250,125	3,582,144	2,707,569
Textbooks	14,761	122,336	103,850
Property (Instructional Equipment)	2,107,222	1,308,806	597,875
Other Objects	(323,282)	1,024,717	635,944
Dues and Fees	16,507	11,240	10,900
TOTAL INSTRUCTION (1000)	<u>62,457,656</u>	<u>66,735,793</u>	<u>64,403,580</u>
Function: Student Support			
Salaries - Attendance and Social Work Personnel	303,257	355,657	273,510
Salaries - Guidance Personnel	779,921	798,245	731,242
Salaries - Health Services Personnel	34,210	41,271	41,271
Salaries - Psychological Personnel	669,627	618,144	607,597
Salaries - Secretarial and Clerical	194,338	205,869	220,064
Salaries - All Other	564,374	630,976	620,396
Retirement	374,793	431,516	429,598
Social Security	180,304	194,214	187,222
Insurance (Health/Dental/Life)	355,290	384,603	350,138
Other Benefits	24,666	25,694	25,114
Purchased Professional and Technical Services	130,557	166,100	166,000
Other Purchased Services	12,116	17,680	10,380
Supplies	31,633	29,542	30,077
Other Objects	26,882	33,525	15,431
TOTAL STUDENTS (2100)	<u>3,681,968</u>	<u>3,933,036</u>	<u>3,708,040</u>

Figures may vary slightly due to rounding.

Major Expenditures: General Fund

FY 2010 through FY 2012

Function: Instructional Staff Support	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Salaries - Media Personnel - Certificated	\$ 224,584	\$ 212,045	\$ 212,004
Salaries - Secretarial and Clerical	304,463	309,996	322,058
Salaries - Media Personnel - Noncertificated.	345,985	336,958	365,106
Salaries - All Other	475,331	109,063	111,204
Retirement	192,663	151,781	177,568
Social Security	96,927	74,057	77,124
Insurance (Health/Dental/Life)	111,146	92,515	100,841
Other Benefits	13,348	9,681	10,101
Purchased Professional and Technical Services	38,152	-	-
Purchased Property Services	6,895	500	500
Other Purchased Services	31,187	6,213	6,213
Supplies	200,298	47,095	40,532
Library Books	17,740	9,125	7,000
Periodicals	-	1,734	-
Other Objects	1,131	770	427
Dues and Fees	397	-	-
TOTAL INSTRUCTIONAL STAFF (2200)	<u>2,060,247</u>	<u>1,361,533</u>	<u>1,430,678</u>
Function: District Admin Support			
Salaries - District Board and Administration	270,729	275,711	278,738
Salaries - Supervisors and Directors	302,097	314,200	413,168
Salaries - Secretarial and Clerical	164,698	171,740	171,170
Salaries - All Other	6,751	16,094	14,537
Retirement	127,975	150,440	167,519
Social Security	52,119	59,497	67,137
Insurance (Health/Dental/Life)	107,955	115,281	128,656
Other Benefits	7,430	7,777	8,776
Purchased Professional and Technical Services	13,711	46,150	46,150
Purchased Property Services	235	-	-
Other Purchased Services	12,776	34,825	35,975
Supplies	45,212	72,510	76,161
Other Objects	28,887	2,667	1,000
Dues and Fees	20,397	17,800	17,800
TOTAL DISTRICT ADMINISTRATION (2300)	<u>1,160,972</u>	<u>1,284,692</u>	<u>1,426,787</u>

Figures may vary slightly due to rounding.

Major Expenditures: General Fund

FY 2010 through FY 2012

Function: School Admin Support	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Salaries - Principals and Assistants	\$ 2,346,760	\$ 2,443,831	\$ 2,471,333
Salaries - Secretarial and Clerical	1,164,412	1,136,967	1,148,337
Salaries - All Other	41,327	44,080	44,665
Retirement	592,204	634,083	638,286
Social Security	256,914	273,278	277,796
Insurance (Health/Dental/Life)	383,404	403,898	442,300
Other Benefits	35,549	35,696	36,417
Purchased Professional and Technical Services	25,965	23,819	25,279
Property	<u>5,331</u>	<u>5,889</u>	<u>5,889</u>
Other Objects	<u>4,851,866</u>	<u>5,001,541</u>	<u>5,090,302</u>
TOTAL SCHOOL ADMINISTRATION (2400)			
Function: Central Support			
Salaries	1,516,350	1,511,456	1,524,943
Retirement	240,472	262,278	284,476
Social Security	108,266	116,467	118,472
Insurance (Health/Dental/Life)	198,280	202,780	218,174
Other Benefits	16,022	14,895	15,334
Purchased Professional and Technical Services	337,824	375,060	390,810
Purchased Property Services	37,355	40,500	40,500
Other Purchased Services	317,145	313,650	314,600
Supplies	120,679	154,949	156,909
Other Objects	11,164	2,900	2,900
Dues and Fees	<u>2,313</u>	<u>13,000</u>	<u>13,000</u>
TOTAL CENTRAL (2500)	<u>2,905,870</u>	<u>3,007,935</u>	<u>3,080,118</u>

Figures may vary slightly due to rounding.

Major Expenditures: General Fund

FY 2010 through FY 2012

Function: Maintenance and Operations Support	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Salaries - Operation and Maintenance	\$ 730,750	\$ 911,149	\$ 1,472,745
Salaries - All Other	16,932	22,997	21,608
Retirement	88,092	115,184	217,728
Social Security	53,131	69,676	113,870
Insurance (Health/Dental/Life)	97,368	131,238	240,377
Other Benefits	7,470	8,894	15,139
Purchased Professional and Technical Services	479,250	474,499	474,499
Purchased Property Services	61,987	71,453	73,677
Other Purchased Services	40,996	57,877	57,777
Supplies	2,029,921	2,426,426	2,639,463
TOTAL OPERATION AND MAINTENANCE OF FACILITIES (2600)	3,605,897	4,289,393	5,326,883
Function: Student Transportation			
Salaries - Secretarial and Clerical	10,514	8,661	8,834
Salaries - Supervisors	44,000	43,824	44,700
Salaries - Bus Drivers	869,934	837,826	854,583
Salaries - Mechanics and Other Garage Employees	168,809	161,463	164,372
Salaries - Other (Trainers, etc.)	39,812	-	-
Retirement	149,919	150,005	197,124
Social Security	82,192	80,461	82,045
Insurance (Health / Accident / Life)	126,972	140,726	124,232
Other Benefits	11,327	10,517	10,725
Purchased Property Services	49,841	75,000	75,000
Student Allowance	1,012	-	-
Payments in Lieu of Transportation - Subsistence	739	2,000	-
Communications (Telephone and Other)	530	500	500
Travel / Per Diem	2,394	3,300	3,300
Motor Fuel	192,507	237,493	301,242
Other Supplies	194,955	169,128	177,584
Miscellaneous Expenditures	5,551	7,000	7,000
Training	1,068	3,255	3,255
TOTAL STUDENT TRANSPORTATION (2700)	1,952,076	1,931,159	2,054,496

Figures may vary slightly due to rounding.

Major Expenditures: General Fund

FY 2010 through FY 2012

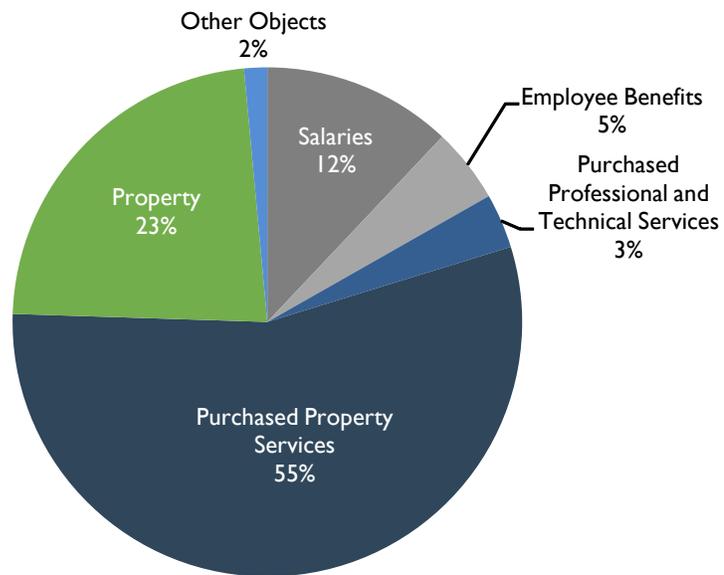
Function: Other Support	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Salaries	\$ 41,445	\$ 625,255	\$ 617,690
Retirement	6,278	107,773	109,796
Social Security	2,923	49,129	47,326
Insurance (Health / Accident / Life)	9,683	59,634	62,473
Other Benefits	414	6,254	6,169
Purchased Professional and Technical Services	-	40,000	40,000
Purchased Property Services	-	35,430	35,430
Other Purchased Services	-	12,757	12,653
Supplies	996	135,059	141,812
TOTAL OTHER SUPPORT (2900)	61,739	1,071,291	1,073,349
TOTAL EXPENDITURES, GENERAL FUND	\$ 82,738,291	\$ 88,616,373	\$ 87,594,233
OTHER FINANCING			
OTHER FINANCING SOURCES (USES)			
Transfers Out to Other Funds	-	(79,099)	-
Proceeds From Sale of Capital Assets	60,773	20,000	20,000
Capital Lease Proceeds	81,721	-	-
TOTAL OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	142,494	(59,099)	20,000

Figures may vary slightly due to rounding.

Revenues and Expenditure Budgets by Source: Capital Projects Fund

FY 2012

FY 2012 Expenditures by Object: Capital Projects Fund



Note: All revenue in the Capital Projects Fund comes from local sources - most notably property taxes. Total FY 2012 revenues for this fund are \$3,890,000.

Major Revenue Sources: Capital Projects Fund

FY 2010 through FY 2012

	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Revenues from Local Sources			
Property Taxes	\$ 7,135,843	\$ 7,049,740	\$ 3,790,000
Other Revenues From Local Sources	<u>59,361</u>	<u>1,214,000</u>	<u>100,000</u>
TOTAL REVENUES, LOCAL SOURCES	<u>7,195,204</u>	<u>8,263,740</u>	<u>3,890,000</u>
Revenues from State Sources			
Capital Outlay Foundation	<u>200,000</u>	<u>-</u>	<u>-</u>
TOTAL REVENUES, STATE SOURCES	<u>200,000</u>	<u>-</u>	<u>-</u>
TOTAL REVENUES, CAPITAL PROJECTS FUND	<u><u>7,395,204</u></u>	<u><u>8,263,740</u></u>	<u><u>3,890,000</u></u>

Figures may vary slightly due to rounding.

Major Expenditures: Capital Projects Fund

FY 2010 through FY 2012

Function: Operation and Maintenance of Facilities	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Salaries	\$ 691,895	\$ 550,000	\$ -
Retirement	90,712	98,065	-
Social Security	50,019	42,075	-
Insurance (Health/Dental/Life)	98,591	99,478	-
Other Benefits	6,918	5,500	-
Total Benefits	246,240	245,118	-
Purchased Professional and Technical Services	-	50,000	170,000
Purchased Property Services	21,731	5,000	-
TOTAL OPERATION AND MAINTENANCE OF FACILITIES	959,866	850,118	170,000
Function: Operation and Maintenance of Facilities (10% of Basic)			
Equipment	812,409	1,819,175	290,000
TOTAL OPERATION AND MAINTENANCE OF FACILITIES (10%)	812,409	1,819,175	290,000
Function: Student Transportation (10% of Basic)			
School Buses	204,346	-	110,000
TOTAL STUDENT TRANSPORTATION (10%)	204,346	-	110,000
Function: Building Acquisition and Construction (10% of Basic)			
Construction and Remodeling	1,000,000	2,250,000	1,470,000
Furniture and Fixtures	-	-	850,000
TOTAL BUILDING ACQUISITION AND CONSTRUCTION (10%)	1,000,000	2,250,000	2,320,000
Function: Building Acquisition and Construction (Non 10% of Basic)			
Salaries	575,284	566,287	653,276
Retirement	85,554	101,807	120,072
Social Security	42,763	43,321	49,976
Insurance (Health/Dental/Life)	71,691	74,264	80,948
Other Benefits	5,832	5,663	5,832
Purchased Professional and Technical Services	67,058	18,000	18,000
Purchased Property Services	669,496	704,000	700,000
Construction and Remodeling	2,888,967	11,995,520	830,000
Other Purchased Services	10,045	-	-
Land and Improvements	3,000	-	-
Buildings	286,000	-	-
Other Objects	14,255	-	-
Interest	53,688	-	79,483
TOTAL BUILDING ACQUISITION AND CONSTRUCTION - (4500)	4,773,633	13,508,862	2,537,587
TOTAL EXPENDITURES, CAPITAL PROJECTS FUND	7,750,254	18,428,155	5,427,587

Figures may vary slightly due to rounding.

Major Revenues and Expenditures: Debt Service Fund

FY 2010 through FY 2012

Revenues from Local Sources	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Property Taxes	\$ 6,432,102	\$ 6,420,822	\$ 6,418,000
TOTAL REVENUES, DEBT SERVICE FUND	6,432,102	6,420,822	6,418,000
Expenditures by Object			
Interest	2,400,326	2,232,000	2,078,522
Redemption of Principal	4,016,000	4,186,000	4,339,000
Miscellaneous Expenditures	3,250	52,000	50,000
TOTAL EXPENDITURES, DEBT SERVICE FUND	6,419,576	6,470,000	6,467,522

Figures may vary slightly due to rounding.



Major Revenues and Expenditures by Fund

Non-major Funds

College is Expens\$ive

We can help. In 2011, our students earned **\$6.5 Million** in college scholarships.

Provo City School District



Outdoor Advertising Campaign, Summer 2011

Major Revenues and Expenditures: Student Activity Fund

FY 2010 through FY 2012

<u>Revenues from Local Sources</u>	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
REVENUES FROM LOCAL SOURCES			
Earnings on Investments	\$ 9,806	\$ -	\$ -
Student Fees	840,060	1,047,538	949,608
School Vending	30,597	30,892	26,543
Community Services Activities	550,610	598,660	583,286
Other Revenues From Local Sources	<u>1,853,197</u>	<u>1,973,384</u>	<u>1,821,268</u>
TOTAL REVENUES FROM, LOCAL SOURCES	3,284,270	3,650,474	3,380,705
TOTAL REVENUES, 21 STUDENT ACTIVITY FUND	<u>3,284,270</u>	<u>3,650,474</u>	<u>3,380,705</u>
FUNCTION: INSTRUCTION			
Purchased Professional and Technical Services	261,490	403,697	318,720
Purchased Property Services	51,599	45,808	48,544
Other Purchased Services	497,293	689,537	650,147
Supplies	1,686,579	1,885,773	1,727,009
Property	-	14,000	10,500
Other Objects	544,479	541,047	585,902
Dues and Fees	<u>11,121</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES, INSTRUCTION	3,052,561	3,579,862	3,340,822
TOTAL EXPENDITURES, STUDENT ACTIVITY FUND	<u>3,052,561</u>	<u>3,579,862</u>	<u>3,340,822</u>

Figures may vary slightly due to rounding.

Major Revenues: Non K-12 Fund

FY 2010 through FY 2012

Revenues	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
REVENUES			
REVENUES FROM LOCAL SOURCES			
Property Taxes	\$ 649,609	\$ 643,545	\$ 2,753,000 ¹
Tuition from Pupils or Parents	65,248	57,668	60,000
Earnings on Investments	806	-	-
Other Revenues From Local Sources	<u>526,513</u>	<u>453,538</u>	<u>453,538</u>
TOTAL REVENUES FROM, LOCAL SOURCES	1,242,176	1,154,751	3,266,538
REVENUES FROM STATE SOURCES			
Preschool-Handicapped	700,570	715,732	781,732
Adult Education	302,813	314,460	314,460
Social Security and Retirement	62,622	-	-
Revenues from Other State Agencies	<u>176,982</u>	<u>49,800</u>	<u>49,800</u>
TOTAL REVENUES FROM STATE SOURCES	1,242,987	1,079,992	1,145,992
REVENUES FROM FEDERAL SOURCES			
Special Ed - Preschool	100,067	99,729	99,729
Adult Education	89,470	77,016	77,786
Other Revenues From Federal Sources	<u>472,605</u>	<u>464,222</u>	<u>468,864</u>
TOTAL REVENUES FROM FEDERAL SOURCES	662,142	640,967	646,379
TOTAL REVENUES, 23 NON K-12 PROGRAMS FUND	<u>3,147,305</u>	<u>2,875,710</u>	<u>5,058,909</u>

¹The large increase in property taxes is due to an accounting shift that will draw FY 2011-12 building reserve funds from the Non K-12 fund, rather than the Capital Projects fund. This is being done to accrue building funds that can be used for grounds on future schools built using building reserve fund proceeds..

Figures may vary slightly due to rounding.

Major Expenditures: Non K-12 Fund

FY 2010 through FY 2012

EXPENDITURES	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Function: Other Community Services/Recreation			
Salaries	\$ 530,126	\$ 402,152	\$ 403,740
Retirement	60,594	44,225	56,032
Social Security	38,943	24,693	30,887
Insurance (Health/Dental/Life)	27,492	5,435	19,150
Other Benefits	5,277	34,052	4,039
Purchased Professional and Technical Services	4,194	5,400	5,400
Purchased Property Services	7,246	2,250	2,250
Other Purchased Services	4,309	4,599	4,599
Supplies	<u>28,412</u>	<u>28,145</u>	<u>28,145</u>
Total Other Services	706,593	550,951	554,242
Function: Community Services			
Salaries	1,580,431	1,525,043	1,516,145
Retirement	210,375	200,958	227,240
Social Security	115,437	111,765	117,720
Insurance (Health/Dental/Life)	170,127	166,793	182,724
Other Benefits	15,793	14,595	15,240
Purchased Professional and Technical Services	80,531	66,467	75,500
Purchased Property Services	179,829	173,801	163,801
Other Purchased Services	12,556	12,114	10,935
Supplies	168,801	139,491	141,235
Other Objects	46,183	39,001	27,279
Dues and Fees	<u>642</u>	<u>635</u>	<u>100</u>
Total Community Services	2,580,705	2,450,663	2,477,919
TOTAL EXPENDITURES, NON K-12 PROGRAMS FUND	<u>3,287,298</u>	<u>3,001,614</u>	<u>3,032,161</u>

Figures may vary slightly due to rounding.

Other Financing Sources (Uses): Building Reserve Fund

FY 2009 through FY 2011

There are no revenues or expenditures in this fund as all transactions are done through interfund transfers. According to Utah law, "local school boards may make expenditures from the fund only if public notice is given stating the purpose for which the expenditures are to be made."

For FY 2011-12, the Building Reserve fund will be funded through a transfer from the Non K-12 fund. In previous years, this transfer came through the Capital Projects fund.

OTHER FINANCING SOURCES (USES)	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Transfers In from Other Funds	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
TOTAL OTHER FINANCING SOURCES (USES)	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>

Major Revenues: Food Service Fund

FY 2010 through FY 2012

	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Revenues from Local Sources			
Sales to Students	\$ 1,079,624	\$ 1,050,460	\$ 1,060,965
Sales to Adults	108,687	98,421	99,405
Other Revenues From Local Sources	29,484	23,175	23,407
Gains (Losses) From Sale of Capital Assets - Enterprise Funds	128	-	-
TOTAL REVENUES, LOCAL SOURCES	1,217,923	1,172,056	1,183,777
REVENUES FROM STATE SOURCES			
School Lunch	677,783	550,000	577,500
TOTAL REVENUES, STATE SOURCES	677,783	550,000	577,500
REVENUES FROM FEDERAL SOURCES			
Lunch Reimbursement	387,849	375,000	382,500
Lunch Reimbursement (Free and Reduced Meals)	1,952,711	2,120,000	2,162,400
Special Milk Reimbursement	98	299	305
Breakfast Reimbursement	535,680	530,000	540,600
Child and Adult Care Food Program	61,065	68,000	69,360
Donated Commodities	<u>172,859</u>	<u>248,750</u>	<u>273,625</u>
TOTAL REVENUES, FEDERAL SOURCES	3,110,262	3,342,049	3,428,790
TOTAL REVENUES FOOD SERVICE FUND	<u>5,005,968</u>	<u>5,064,105</u>	<u>5,190,067</u>

Figures may vary slightly due to rounding.

Major Expenditures: Food Service Fund

FY 2010 through FY 2012

Function: Food Services	ACTUAL FY 2010	FINAL BUDGET FY 2011	ORIGINAL BUDGET FY 2012
Salaries	\$ 1,782,536	\$ 1,779,699	\$ 1,840,293
Retirement	244,147	262,370	277,783
Social Security	131,506	128,355	140,782
Insurance (Health/Dental/Life)	172,899	155,981	170,019
Other Benefits	17,706	17,797	18,403
Purchased Professional and Technical Services	7,477	11,000	11,000
Purchased Property Services	120,433	121,168	136,168
Other Purchased Services	3,470	4,106	4,106
Non-Food Supplies	201,372	276,626	290,457
Food	1,527,397	1,625,537	1,706,814
Property	189,388	367,547	408,000
Other Objects	508,768	462,588	277,657
Dues and Fees	<u>2,954</u>	<u>17,386</u>	<u>17,386</u>
Total Other Objects	511,722	479,974	295,043
	<u><u>4,910,053</u></u>	<u><u>5,230,160</u></u>	<u><u>5,298,868</u></u>

Figures may vary slightly due to rounding.



Capital Projects and Debt Service Supplementary Information

Coming Soon: a building we can
all be proud of.

Provo Peaks Elementary

Safe. Efficient. Modern. Yours.



Launching August 2011

Outdoor Marketing Campaign, Summer 2011

Capital Expenditures: Definition

The District defines capital expenditures as “*tangible property of a more or less permanent nature with a useful life of at least three years, and costing at least \$10,000.*” Examples of capital expenditures include buildings, copy machines, buses, land, and computer/information technology equipment. Capital expenditures can occur in any fund but Debt Service. However, the vast majority occur in the Capital Projects fund. With the exception of the Farrer rebuild, which is described below, the Capital Projects fund is funded exclusively through local property taxes.

Significant Capital Expenditures: Non-routine

Some of the District’s non-routine capital expenditures are included on the Capital Projects list found later in this section.. Qualified School Construction Bonds (QSCB) are part of the federal stimulus bill of 2009 and are discussed in more detail on the following pages. A table showing the costs and timeline of the Farrer rebuild project (Provo Peaks Elementary), funded through the QSCB program, is shown below. This project - the District’s largest non-routine expenditure the past three years - wraps up in early FY 2012.

Provo Peaks Construction Schedule: Revised 6/10, 5/11 and 6/11

Date		Amount		Notes
March 2010		\$ 300,000		Site work, architectural
April 2010	Rev. 6/10	500,000	FY10	Site work
May 2010		600,000		Building and construction
June 2010		1,303,481		Building and construction
July 2010		1,200,000		Building and construction
August 2010		1,250,000		Building and construction
September 2010	Rev. 5/11	1,200,000		Building and construction
October 2010		1,100,000		Building and construction
November 2010		899,000		Building and construction
December 2010		750,000	FY11	Building and construction
January 2011		750,000		Building and construction
February 2011		750,000		Building and construction
March 2011		750,000		Building and construction
April 2011		1,150,000		Building and construction
May 2011	Rev. 6/11	1,040,000		Building and construction
June 2011		1,058,097		Building and construction
July 2011		450,000	FY12	Building and construction
August 2011	300,000	Completion work, furniture and fixtures		
September 2011	100,000	Completion, furniture and fixtures		
Total:		<u>\$ 15,450,578</u>		

Other Significant Capital Expenditures: Non-routine

The short-term capital improvement list includes other significant non-routine capital expenditures. These expenditures are voted on by the Board of Education in February for the coming fiscal year. These expenditures are determined based on recommendations from District staff. Public comment is sought each year on the proposed capital projects, and a detailed budget for each specific project is available for public review.

For FY 2012, the Capital Improvement list includes projects totaling \$2,300,000. Most of the projects will begin on or around July 1, 2011, and be completed by June 30, 2012.

Effect on Operations: Major Capital Projects

Financial

There is no material financial impact on operations resulting from the FY 2012 capital improvement list. This is due to the fact the District isn't growing, and any new buildings or square footage will result in the closing of old buildings. Over the next five years, there will be an impact to operational costs as a result of energy efficiency gains. Over the long-term, there could be significant operational savings as new schools are built larger, meaning other schools could close when a rebuilt school opens. Increased utility costs due to larger buildings would be offset by school closures and more energy efficiency in new buildings. In 2011 dollars, closing one elementary school could result in \$542,500 of ongoing operational savings. While teacher costs are variable based on student enrollment, savings to fixed costs such as administration, custodial, transportation and utilities could be realized.

Ongoing Annual Operational Savings from Capital Improvement Projects

Time Range ¹	Compensation	Maintenance/ Utilities	Other Non- compensation	Total
FY 2012	\$ -	\$ -	\$ -	\$ -
Short-term (2-5 years)	-	50,000	-	50,000
Long-term (5+ years) ²	460,000	262,000	142,500	864,500

¹All savings are annual and are reflected in FY 2011 dollars; in other words, no adjustment for inflation is shown.

²Long-term savings include \$542,500 in ongoing savings from closing one elementary school and additional district-wide utilities savings resulting from HVAC and energy efficiency projects.

Non-financial

The short-term capital projects list represent a significant investment of public tax dollars. Besides the financial aspect of these investments, there are also non-financial benefits that come from these projects, including:

- School and classroom environments more conducive to effective learning
- Community beautification
- Less impact on the environment (new schools are substantially more energy-efficient)
- Smaller class sizes
- Safer and cleaner buildings and grounds
- Improved public perception

Capital Improvement Plan

The District continues its targeted and aggressive capital improvement schedule, which is part of the master plan of 2003. Capital improvements are funded through two major sources: the capital outlay tax levy, and general obligation bonds. In 2006, Provo voters approved a \$35 million bond and leeway. While most of the funding for the bond was received during FY 2007, the projects were completed by January 30, 2009.

Qualified School Construction Bonds (QSCB) are part of the federal stimulus bill of 2009. The District was awarded \$6.4 million in QSCB funding to help fund the rebuild of Farrer Elementary, to be called Provo Peaks Elementary. These funds are actually tax credit bonds, which allows the District to fund part of the school at very low interest rates.

“All capital projects and maintenance efforts are part of a progressive 20 year building replacement plan.”

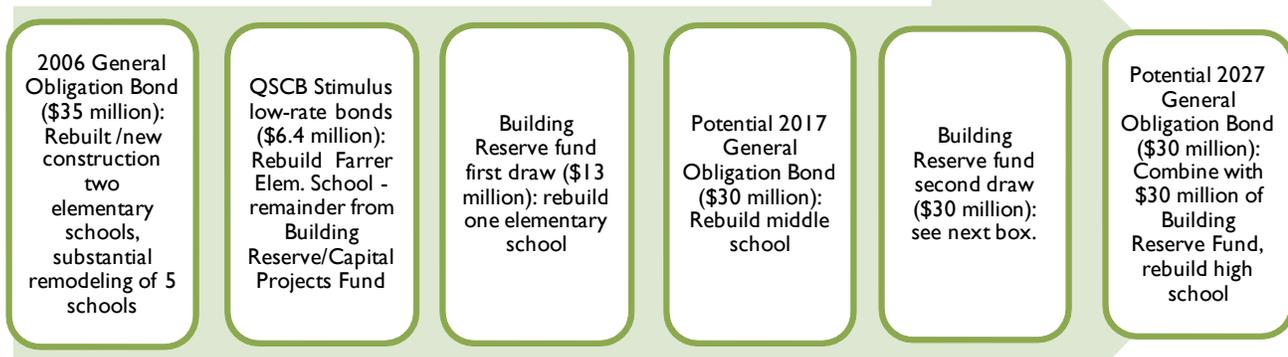
The rest of the cost to rebuild the school will come from the Capital Projects property tax levy. The rebuild of Farrer is a part of the District’s overall long-term master plan; the QSCB funds just moved the project forward earlier than originally planned. All capital projects and maintenance efforts are part of a progressive 20 year building replacement plan.

The 2012 projects will start on or around July 1, 2011, and be completed by June 30, 2012. With the completion of Provo Peaks Elementary, it’s anticipated that the District won’t need to issue general obligation bonds until 2017 at the earliest. This allows for some operational flexibility as the

District can redirect more tax dollars to the classroom rather than to building improvement and replacement costs. Maintaining safe, efficient and modern buildings is a critical need. However, it’s important to minimize the impact of these large expenditures on the classroom.

Long-term Capital Improvement Plan

Funding Schedule



Long-term Capital Improvement Study

To FY 2018

A joint effort in 2008 with Brigham Young University, this long-term capital improvement study shows the cost to renovate District buildings as a percentage of the cost to replace the buildings entirely. Buildings with the highest replacement costs should be replaced first, rather than renovated. A renovate/replacement ratio of greater than 80% indicates District replacement priorities.

Elementary	Current	Age in Years	Current	10 YR	Seismic	Total Investment	% of
	SQ FT		Replacement				Investment
			Cost				Cost
Amelia Earhart	69,733	10	\$ 11,505,945	\$ 1,028,200	\$ 104,600	\$ 1,132,800	10%
Canyon Crest	67,247	25	11,095,755	4,059,200	319,550	4,378,750	39%
Edgemont	47,200	53	7,788,000	5,077,200	1,525,398	6,602,598	85%
Farrer	88,962		14,678,730	9,852,500	3,160,805	13,013,305	89%
Franklin	75,801	14	12,507,165	1,466,900	230,000	1,696,900	14%
Grandview/CAS	27,908	59	4,604,820	456,500	41,900	498,400	11%
Joaquin	-		-	-	-	-	N/A
Lakeview	77,480	-	12,784,200	501,900	116,220	618,120	5%
Maeser	-		-	-	-	-	N/A
Oakridge	43,992	28	7,258,680	687,500	66,000	753,500	10%
Provost	58,479	59	9,649,035	5,616,400	2,183,091	7,799,491	81%
Rock Canyon	69,883	44	11,530,695	7,561,300	2,024,825	9,586,125	83%
Spring Creek	70,720	6	11,668,800	502,800	106,080	608,880	5%
Sunset View	69,305	49	11,435,325	5,814,300	2,147,184	7,961,484	70%
Timpanogos	69,247	-	11,425,755	501,900	103,870	605,770	5%
Wasatch	45,702	59	7,540,830	4,971,200	2,303,304	7,274,504	96%
Westridge	68,888	28	11,366,520	5,298,800	319,550	5,618,350	49%
Middle School							
Centennial	144,795	12	25,339,125	999,400	217,200	1,216,600	5%
Dixon	124,276	77	21,748,300	7,361,900	3,838,139	11,200,039	51%
High School							
Independence	46,385	11	8,117,375	1,239,900	927,700	2,167,600	27%
Provo	322,482	52	56,434,350	21,234,700	10,124,675	31,359,375	56%
Timpview	409,803	31	71,715,525	10,710,600	1,705,220	12,415,820	17%
Total	1,998,288		\$ 340,195,280	\$ 94,943,100	\$ 31,565,311	\$ 126,508,411	

Capital Improvement List: Short-term

FY 2011-12

Projects Over \$5,000		Board approved June 14, 2011	
School	Description	Approved Budget	
Amelia Earhart	Playground equipment upgrade. (D.O. match up to \$10k)	\$	10,000
	Redo caulk windows/down seams on the outside of the building	\$	7,000
Canyon Crest	Continue HVAC and Controls upgrades (including new computer)	\$	45,000
Edgemont	Overlay main parking lot	\$	25,000
	Add more exterior lights for safety	\$	10,000
	Continue HVAC and controls upgrades	\$	24,000
Franklin	Replace 13 year old carpet (entrances only)	\$	10,000
	Continue HVAC and controls upgrades	\$	25,000
	Seismic upgrade to old Gym section of building (to be combined with FY11 funding to complete this project)	\$	550,000
Lakeview	Landscape south field with trees	\$	10,000
Provost	Parking lot repairs and reconfigure	\$	10,000
	New carpet in the last 4 classrooms	\$	28,000
	Continue HVAC and controls upgrades	\$	40,000
Rock Canyon	Roofing repairs	\$	25,000
	New intercom and outside bell system (per IT)	\$	20,000
	Continue HVAC and controls upgrades	\$	30,000
Sunset View	HVAC to Kindergarten Rooms	\$	40,000
	Continue HVAC and controls upgrades	\$	30,000
Timpanogos	Address playground issues (drainage, repair grass, basketball standards, grass in front of school, restripe parking lot)	\$	10,000

Continued on next page

Capital Improvement List: Short-term

FY 2011-12

Projects Over \$5,000		Board approved June 14, 2011
School	Description	Approved Budget
Wasatch	Sidewalk on north side of front parking lot	\$ 8,000
	Add additional lights - 1 in front parking, a few around back perimeter	\$ 10,000
Westridge	GTC - New 20-ton RTU on gym - remove old boiler; install domestic water heater (w/ controls, valves, etc.)	\$ 35,000
	Continue HVAC and controls upgrades at CAS	\$ 20,000
	Continue HVAC and controls upgrades	\$ 20,000
	Install Intercom System at CAS - tied into Westridge (Per IT)	\$ 7,000
Dixon	Install/upgrade ventilation system in dance room	\$ 15,000
	Construct canopy over Medical Center Entrance	\$ 7,000
	Replace old door levers/closers/hardware, and rekey entire building	\$ 20,000
Provo High	Replace asphalt in bus drop-off	\$ 20,000
	Replace flooring in science building	\$ 21,000
	Continue HVAC and controls upgrades	\$ 100,000
	C-Wing upgrades/remodel	\$ 400,000
Timpview High	Replace/repair major concrete issues	\$ 10,000
	Critical HVAC upgrade (new chiller and controls system)	\$ 250,000
	Replace several exterior doors (security issue -continued)	\$ 25,000
Independence	Hook portables up to fire alarm system	\$ 8,000
	Reconfigure restrooms in portable (remove entrances from classrooms)	\$ 7,000
CUE	New furnace and A/C for small building (includes asbestos abatement)	\$ 7,000
	Construct front entry canopy	\$ 7,000
District Services	Major equipment purchases	\$ 35,000
	Remodel old transportation & maintenance area into new offices (includes HVAC & restrooms)	\$ 35,000
	Enclose maintenance parking, create new shop space	\$ 35,000
	Install Fire Alarm system in new office/shop spaces	\$ 20,000
	Replace phone system - controls whole district; very hard to get parts (per Chad)	\$ 9,000
	CONTINGENCY	
	TOTAL:	<u>\$ 2,300,000</u>

Debt Obligations

As of June 30, 2011

GENERAL OBLIGATION BONDS

Series	Purpose	Original Amount	Interest Rate Range	Final Maturity Date	Current Outstanding Balance
1998 Series G.O. Refunding Bonds	Bond Refunding	4,950,000	3.40% to 4.15%	June 15, 2013	1,015,000
2004 Series G.O. Refunding Bonds	Bond Refunding	18,690,000	2.0% to 5.0 %	June 15, 2017	13,260,000
2006 Series G.O. Bonds	School Building	9,400,000	4%	June 15, 2026	7,600,000
2007A Series G.O. Refunding Bonds	Bond Refunding	8,220,000	3.807%	June 15, 2015	3,832,000
2007B Series G.O. Bonds	School Building	25,600,000	4.00% to 4.50%	June 15, 2027	22,475,000
Total General Obligation Bonds Payable as of June 30, 2011					\$ 48,182,000

LEASE AGREEMENTS

2010 Capital Lease	Equipment	\$ 81,721.00	2.35%	March 1, 2014	22,967
Total obligations under lease agreements, June 30, 2011					\$ 22,967

COMBINED GENERAL OBLIGATION BONDS

Combined G.O Bonds

Year Ending June 30	Principal	Interest	Debt Service Fund
2012	4,339,000	2,078,522	6,417,522
2013	4,516,000	1,906,752	6,422,752
2014	4,701,000	1,727,698	6,428,698
2015	4,936,000	1,515,951	6,451,951
2016	5,240,000	1,293,563	6,533,563
2017-2021	11,225,000	4,121,688	15,346,688
2022-2027	13,225,000	1,943,063	15,168,063
	\$ 48,182,000	\$ 14,587,235	\$ 62,769,235

¹Per GASB 45, Other Post Employment Benefits (OPEB) are now accounted for as a designated fund balance on the balance sheet, rather than as a liability. As of June 30, 2010, the balance was \$12,498,244. This amount represents the full amount required to be on hand according to an analysis conducted by an independent actuarial firm.

Debt Obligations: Continued

As of June 30, 2011

Virtual Driver Lease

Year Ending 30	June	Principal	Interest	General Fund
2012		14,461.20	538.80	15,000
2013		8,505.71	199.54	8,705
Total Minimum Lease Payments				23,705
Amount Representing Interest				(738)
Present Value of Minimum Lease Payments				\$ 22,967

Lease Revenue Bond (QSCB)

Year Ending 30	June	Principal	Interest	Municipal Building Authority Fund
2013		-	79,483	79,483
2014		-	79,483	79,483
2015		-	79,483	79,483
2016		-	79,483	79,483
2017-2021		-	397,413	397,413
2022-2026		6,462,000	377,542	6,839,542
		\$ 6,462,000	\$ 1,172,368	\$ 7,634,368

COMBINED LEASE AGREEMENTS

Year Ending 30	June	Principal	Interest	General Fund
2012		14,461.20	538.80	15,000
2013		8,505.71	199.54	8,705
Total Minimum Lease Payments				23,705
Amount Representing Interest				(738)
Present Value of Minimum Lease Payments				\$ 22,967

COMBINED MATURITIES ON ALL LONG-TERM BORROWINGS

Year Ending 30	June	Principal	Interest	Total
2012		4,353,461	2,158,543	6,512,004
2013		4,524,506	1,986,434	6,510,940
2014		4,701,000	1,807,181	6,508,181
2015		4,936,000	1,595,434	6,531,434
2016		5,240,000	1,373,045	6,613,045
2017-2021		11,225,000	4,519,101	15,744,101
2022-2027		19,687,000	2,320,605	22,007,605
		\$ 54,666,967	\$ 15,760,342	\$ 70,427,309

General Obligation Debt: Actual to Limit

The approximate adjusted assessed value¹ of taxable properties in Provo is \$3.82 billion, meaning the District's general obligation debt limit is approximately \$153 million (\$3.82 billion x 4%). It was noted previously that the District's general obligation debt is at 1.6% of the assessed market value of Provo - far less than what is allowed by law.

Although it is conservative in its debt practices and avoids excessive, unnecessary debt, the District still must ensure buildings are safe and properly maintained. Long-term debt is often the best option to pay for long-term assets. In the previous decade, the condition of some District buildings fell below what the current administration considered appropriate, as priorities and attention were shifted away from building maintenance.

The current administration has been very progressive in creating a 20-year building replacement plan. Part of this plan was the passing of a bond in 2006. The District doesn't anticipate the need to issue general obligation bonds until 2017 as part of this plan, although it was awarded \$6.4 million in tax credit bonds as part of the 2009 Federal Stimulus Bill. These tax credit bonds, mentioned previously, were available to the District at an extremely low interest rate, making it possible to accelerate the construction of Provo Peaks Elementary, which will replace the aging Farrer building on the east side of the city starting in August, 2011.

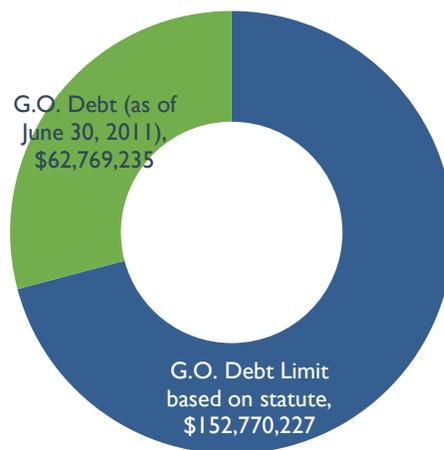
“Although it is conservative in its debt practices and avoids excessive, unnecessary debt, the District still must ensure buildings are safe and properly maintained.”

Through the bond election, public survey on budget initiatives, community meetings, Board of Education meetings and other correspondence, Provo citizens have stressed their support for safe and modern buildings in the District.

Impact of Debt on Operations

There is no direct impact of the District's current debt on regular operations. For example, choosing to go to the public for a bond election won't raise class sizes, lower teacher pay, etc. The main reason for this is the fact that long-term debt is funded through a separate tax levy than the General fund.

What can be said, however, is choosing to allow buildings to fall into disrepair has a negative impact on the learning environment the District provides. By properly maintaining buildings, and replacing buildings when repairs would cost more than is feasible, the District provides a safe learning environment for students, while also being conservative and mindful of taxpayers. The District's 20 year building replacement plan, referenced above, accomplishes this goal.



¹Adjusted assessed value is the combined residential and business property value in the area of taxation (in this case Provo City) less adjustments for redevelopment and an allowance for doubtful collections.

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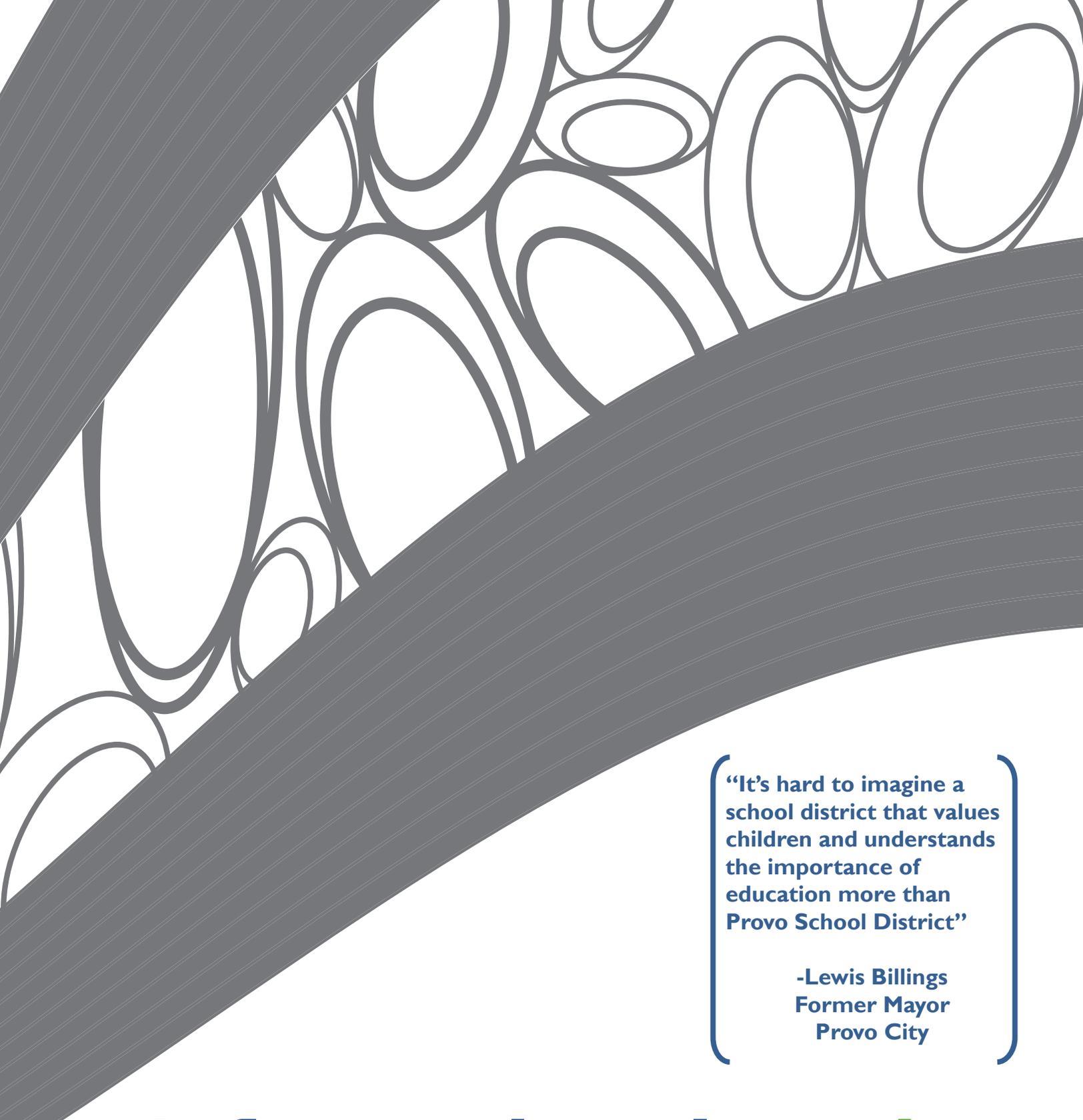
400 online courses.
One great program.



Provo City School District
You wanted more choices. We delivered.

Outdoor Marketing Campaign, Summer 2011





“It’s hard to imagine a school district that values children and understands the importance of education more than Provo School District”

**-Lewis Billings
Former Mayor
Provo City**



InformationalSection

Demographic and Economic Profile

Provo - Utah County - Utah



Provo: Past and Present

Provo City is situated in Utah Valley, an area just south of Salt Lake City that traditionally was home to part of the Ute Indian tribe. The Utes settled in villages close to Utah Lake both for protection from northeastern tribes and to obtain fish, their primary food source. Fathers Escalante and Dominguez, the first non-American Indians to visit the area, entered Utah Valley in 1776. However, due to the Spanish focus on colonization efforts elsewhere, they failed to establish permanent settlement in the area.

During the first decades of the 19th century, many fur trappers and traders hunted beaver in Utah Valley. Etienne Provost - a French-Canadian trapper - working out of Taos in present-day New Mexico is perhaps the first white man to have seen the Great Salt Lake. In 1824 he led a company into the Great Basin. While camping, they encountered a band of Shoshone Indians. The mountain men were invited into the Shoshone camp, but were told it was bad luck to have metallic objects nearby. As Provost's men laid their weapons aside, the Shoshone attacked them. Only Provost and a few of his entourage escaped.

Highly admired by his contemporaries and considered to be a knowledgeable, skillful, and successful mountain man, Provo City, Provo River, and Provo Canyon are named after him.

Mormon pioneers established Provo as a permanent settlement in 1849. It became the second largest city in the territory until Ogden became a major railroad hub in the 1870s. In 1875, the settlers established Brigham Young Academy, the beginnings of today's Brigham Young University. Attracting national attention for both its academic and athletic programs, it is the largest church-affiliated institution of higher learning in the nation today.

“With a population of 112,000 and a land area of 43 square miles, Provo is the county seat of Utah County”

Throughout the city's history, Provo has served as Utah Valley's center of industry, commerce, and government. One bustling example is the Provo Woolen Mills. Since sheep thrived in Utah's climate and a mill site was readily available on the Provo River to supply water and power to a plant, the Provo Woolen Mills opened in 1872 as Utah's first large factory. The LDS Church and private donations paid for its construction and, upon completion, it employed upwards of 150 people. Many of its workers were skilled immigrant

laborers from British textile factories. Later, the Provo factory turned to young women to run the looms. It specialized in heavy woolens; blankets, shawls, yarns, and flannels with about one-third of them being exported. The Provo Woolen Mills experienced ebbs and flows, continuing to operate until 1932.

With a population of over 112,000 and a land area of 43 square miles, Provo, which uses a mayor-council form of government, is the county seat of Utah County and home to the county offices and courts. It also has one of the highest population densities in the state of Utah. Its close proximity to the mountains and Utah Lake gives its residents superior recreational opportunities throughout both the winter and summer months.



Provo: Past and Present Continued

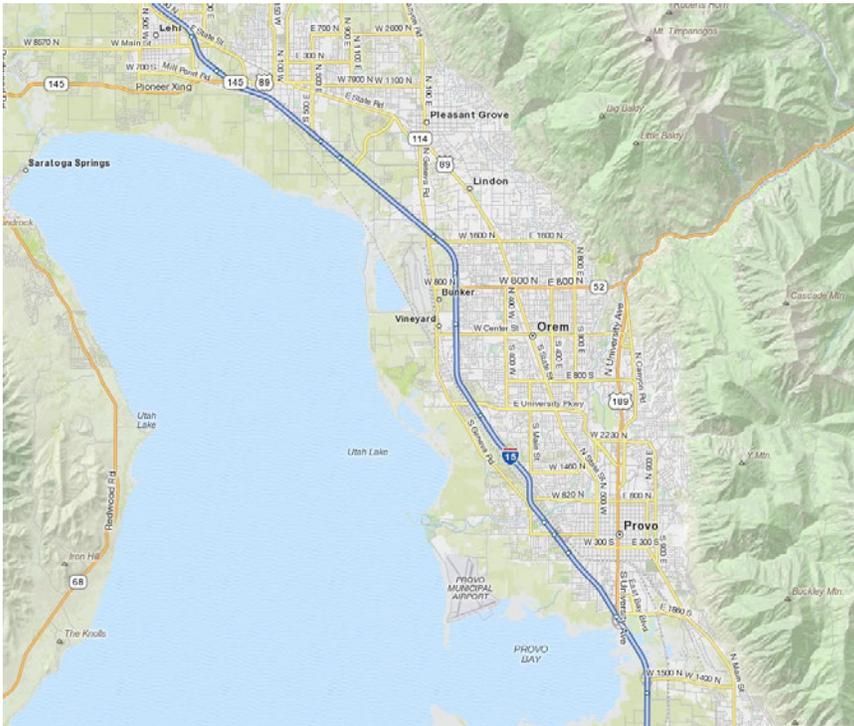
With a population of more than 112,000, Provo is located in north-central Utah, approximately 45 miles south of Salt Lake City. Provo is the county seat of Utah County, which has seen explosive growth in recent years. In 2000, the U.S. Census Bureau counted Utah County's population at 368,536. The 2010 U.S. Census indicated that Utah County's population had grown to 516,564.

Utah County is part of what is referred to as the Wasatch Front, which is made up by Weber, Davis, Salt Lake and Utah Counties. With approximately 2.3 million residents, the Wasatch Front accounts for 80% of Utah's population.

Although Provo City continues to grow at a moderate pace, the percentage of Utah County residents residing in Provo continues to decrease as the northern and southern parts of the county are seeing explosive growth. In 2000, Provo made up 29% of the county population. But in 2010, Provo made up less than 22% of the population – even though Provo had grown at a moderate rate during this period. In addition, the percentage of Provo residents enrolled in the Provo School District continues to fall, as more college-age students move into the area and areas of the city gentrify. Approximately 12 out of every 100 Provo residents is a student in the Provo School District, compared with 22 out of 100 in Alpine School District.

Source: District data, Provo City, US Census Bureau

Utah County Area



Wasatch Front

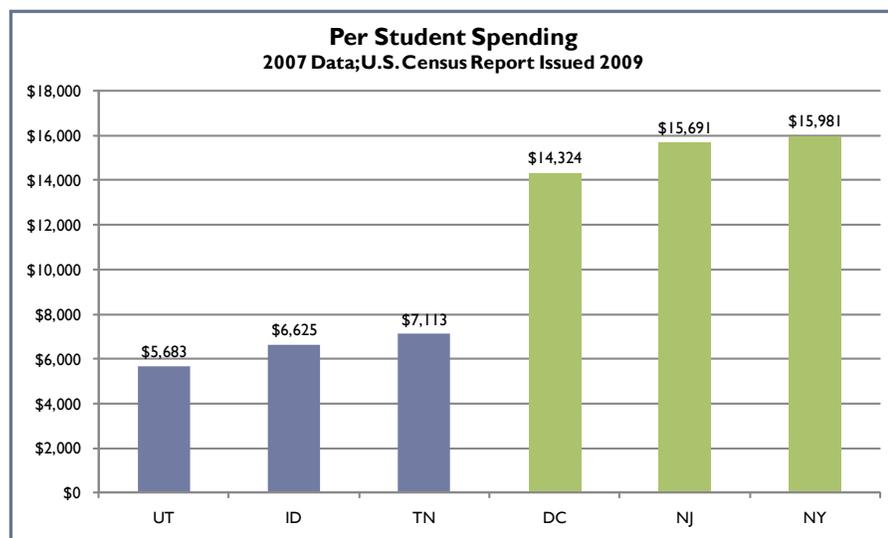


Utah Economic Environment

The economic outlook of the District is heavily dependent on state aid, which for FY 2012 will provide 49% of total revenues, and 61% of General fund revenues. The Utah State Uniform School Fund was established constitutionally in 1938 and is used to ensure equitable funding for public education statewide. Since 1947, all taxes based on income have been constitutionally required to be used for public education. In 1996, voters in Utah approved a constitutional change providing that these revenues could also be used for higher education. Additionally, a statewide property tax rate is levied to finance the Uniform School Fund and is applied against the taxable value of real and personal property.

Some notable State of Utah highlights that play a role in the State's economic environment include:

As evidenced by the chart below, Utah lags behind the rest of the country in per-pupil education spending, but the State has invested heavily in public education the last few years - the current Governor and legislature both making it their top funding priority. The large ratio of school-age children to taxpaying adults simply makes it difficult to fund education at the same levels of many other states, particularly those on the East Coast.



Economic Indicators

Population - Utah's 2010 total population count was 2,763,885. This represents a population increase of 530,716 people, or 23.8% from 2000, ranking Utah third among states in population growth. Utah grew more than twice as fast as the nation from 2000 to 2010.

Utah will continue to experience population growth at a rate higher than most states in 2011 on account of strong natural increase in addition to in-migration.

Long-Term Projections - The state's population is projected to reach 3.7 million in 2020, 4.4 million in 2030, 5.2 million in 2040, 6.0 million in 2050, and 6.8 million in 2060.

Public School Enrollment - In October 2010, there were approximately 600,000 students in Utah public schools, an increase of 25,000 from the previous year.

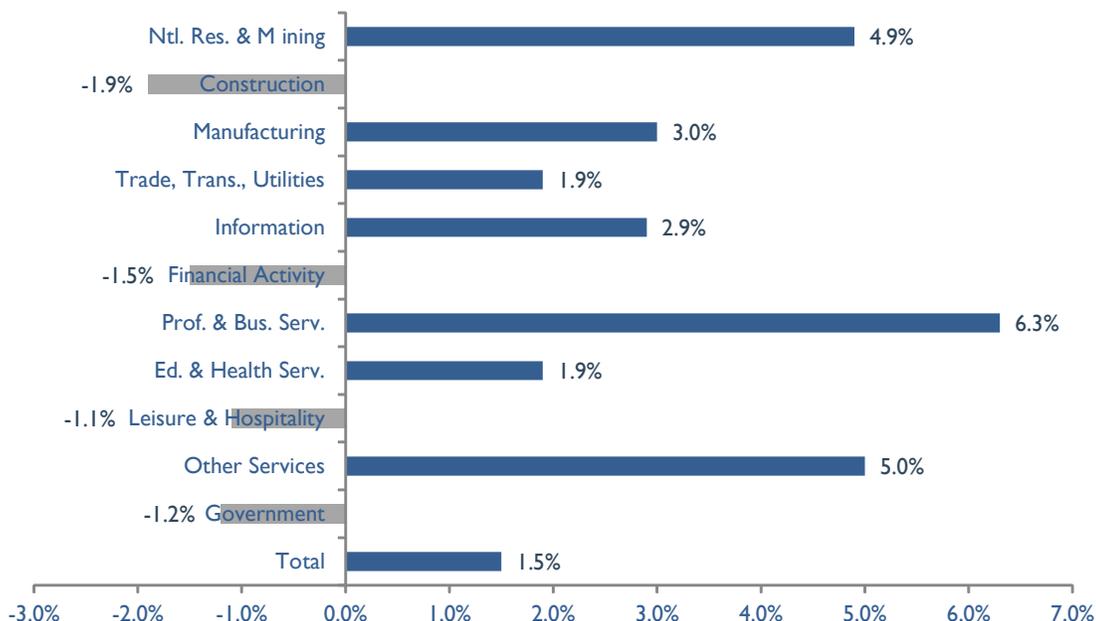
Economic Indicators Continued

Employment Change – Utah’s nonagricultural employment increased an estimated 1.5%, or 17,400 jobs, between May 2010 and May 2011. Nationally, employment increased 0.7%, or 870,000 jobs, from May 2010 to May 2011.

Unemployment – Utah’s unemployment rate was 7.3% during May 2011, down from the May 2010 unemployment rate of 7.8%. The national unemployment rate was 9.1% in May 2011 lower than the May 2010 rate of 9.6%.

Average Annual Pay – Utah’s average annual pay grew 1.6% to reach \$38,663 in 2010. Annual pay is forecast to increase 2.1% to \$39,491 in 2011. Average annual pay for the nation in 2010 was \$49,336 and is forecast to be \$50,944 in 2011, increase of 3.3%.

Total Personal Income – Utah’s total personal income reached \$93.8 billion in first quarter of 2011. Percent change of 5.1% from first quarter 2010 was 17th in the nation. National change in personal income over the same period was 4.7%.



Source: 2011 Economic Outlook, State of Utah Governor’s Office

Existing Home Prices

First Quarter 2011 Over First Quarter 2010

MSA	Median Sales Price	Percent Change
Logan, UT-ID MSA	\$ 125,760	-4.8%
Salt Lake City, UT MSA	\$ 187,860	-7.1%
Ogden-Clearfield, UT MSA	\$ 135,830	-4.0%
Provo-Orem, UT MSA	\$ 134,540	-1.9%
St. George	\$ 119,020	-4.8%
Utah	\$ 147,930	-5.2%
U.S.	\$ 168,980	-4.2%

Home Prices – According to the Federal Housing Finance Agency (FHFA) House Price Appreciation Ranking, Utah’s house prices were down 7.1% in the first quarter of 2011 from first quarter of 2010. This ranks Utah 39th in the nation.

Historical Populations: Utah County and Provo City

1970-2010

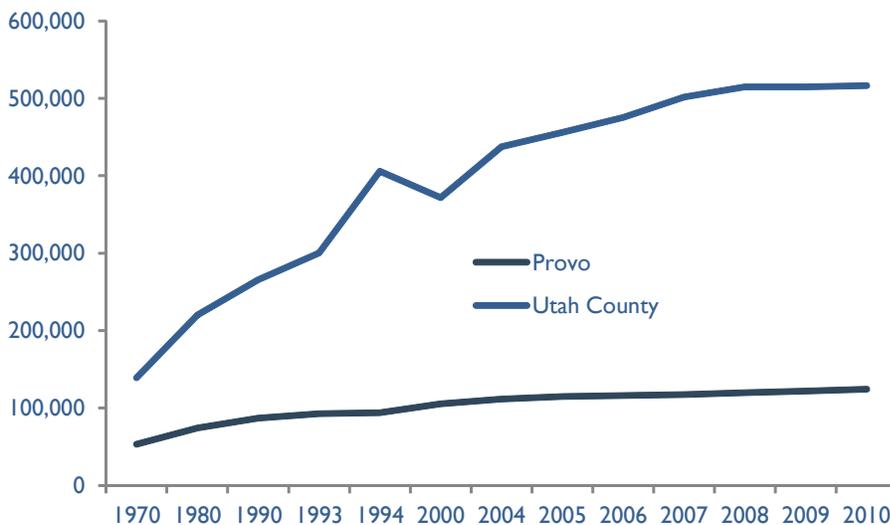
Year	Provo	Utah County
1970	53,131	139,300
1980	74,111	220,000
1990	86,835	265,766
1993	92,630	300,447
1994	94,210	405,977
2000	105,439	371,894
2004	111,718	437,627
2005	115,135	456,073
2006	116,217	475,425
2007	117,592	501,447
2008	119,850	515,000
2009	122,151	515,000
2010	124,496	516,564

According to the U.S. Census Bureau, Utah County added nearly 200,000 residents from 2000 to 2009. As the population of Utah County has grown dramatically, Provo has grown at a moderate pace, making it one of Utah's most livable and well-planned cities.

Sources: Provo City and U.S. Census; some smoothing occurred to match 2010 Census data with earlier estimates

Historical Populations Comparison: Utah County and Provo City

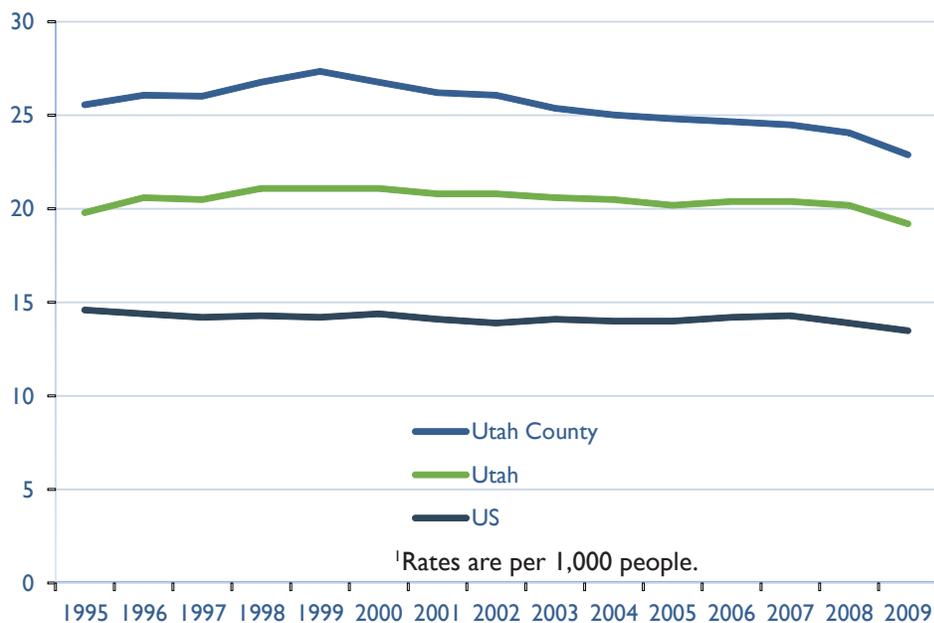
1970-2010



Birth Rates: Utah County - Utah - U.S.

1995-2009 (most recent year available)

Year	Utah County	Utah	US
1995	25.56	19.8	14.6
1996	26.07	20.6	14.4
1997	26.02	20.5	14.2
1998	26.77	21.1	14.3
1999	27.36	21.1	14.2
2000	26.77	21.1	14.4
2001	26.21	20.8	14.1
2002	26.08	20.8	13.9
2003	25.38	20.6	14.1
2004	25.03	20.5	14
2005	24.81	20.2	14
2006	24.66	20.4	14.2
2007	24.50	20.4	14.3



Source: Utah Department of Health, "Utah's Vital Statistics: Births and Deaths, 2008";

Provo: Information and Attractions



Points of Interest and Special Events

A family celebration of the holidays including First Night
America's Freedom Festival
Hiking, fishing, and the most spectacular scenery in the country
Home of the famous Sundance Film Festival and Summer Theater
One of the nation's biggest Independence Day celebrations
Provo River World Class Trout Fishing & the Uinta mountain range
Sundance Ski Resort and Summer Theater
WinterFest in Downtown Provo

Provo Compared to Utah State Average

- Hispanic race population percentage **significantly above** state average.
- Median age **significantly below** state average.
- Foreign-born population percentage **significantly above** state average.
- Renting percentage **above** state average.
- Length of stay since moving in **significantly below** state average.
- House age **below** state average.
- Number of college students **significantly above** state average.
- Percentage of population with a bachelor's degree or higher **above** state average.

Recreation

Golf Courses (within 15 min.)	10
Public Tennis Courts	37
Public Parks	32
Softball Complexes	5
Ice Rinks	2
Skate Park	1

Culture

Museums	8
Live Theatrical Venues	14

Source: Provo City
(www.provo.org)

Largest Employers: Provo, Largest Taxpayers in Utah County

Largest Employers in Provo City 2010 (most recent year available)

Company Name	Employees ₁	Type of Company
Brigham Young University	15,000-19,999	Education
Utah Valley Regional Medical Center	2,000-2,999	Health Care
Novell	1,000-1,999	Information
Provo School District	1,000-1,999	Educational Services
Utah County	500-999	Government
Ancestry.com	500-999	Information
Nuskin International	500-999	Wholesale Nutraceutical
Provo City	500-999	Government
Utah State Hospital	500-999	Health Care

Source: Provo City (www.provo.org)

Largest Taxpayers in Utah County 2007 (most recent year available)

Taxpayer	Taxable Assessed Value	Rank	Percent of District's Total Taxable Value (1)
Micron Technology Inc.	162,088,614	1	3.44%
Pacificorp	154,055,407	2	3.27%
Kern River Transmission Co.	101,057,476	3	2.14%
Qwest Communications	80,195,236	4	1.70%
Questar Gas	72,122,754	5	1.53%
Novell	67,000,000	6	1.42%
University Mall Shopping Center	55,649,327	7	1.18%
Anderson Geneva LLC Et Al	44,564,400	8	0.94%
Wal-Mart	41,924,953	9	0.89%
Cabela's Retail Inc.	38,157,004	10	0.81%

Excludes motor vehicles

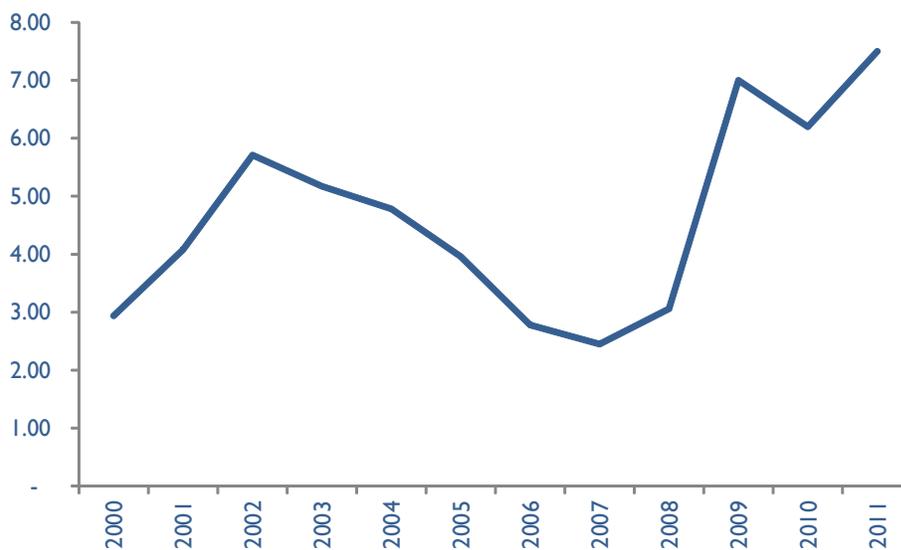
Source: Utah County Assessor's Office and State Tax Commission

Employment Statistics: Utah County

2000-2011 (some 2011 data unavailable; rate is as of May)

Year	Labor Force	Employment	Unemployment	Unemployment Rate %
2011		Data unavailable		7.50
2010	217,503	201,787	15,716	6.20
2009	221,313	207,498	13,815	7.00
2008	225,889	218,981	6,908	3.06
2007	220,138	214,747	5,391	2.45
2006	212,422	206,498	5,924	2.78
2005	203,741	195,690	8,050	3.96
2004	196,983	187,599	9,384	4.78
2003	189,181	179,388	9,792	5.17
2002	185,759	175,179	10,580	5.71
2001	182,734	175,283	7,451	4.08
2000	180,176	174,879	5,297	2.94

Unemployment Rate History: Utah County



Assessed Market Value of Property: Provo City

2003-04 to 2009-10



Source: Utah County Auditor

Explanation of Property Tax Schedules on Following Pages

*Based on District and USOE estimates

The detailed property tax schedules on the following two pages are formatted as the District is required to report them to the State of Utah. For readability reasons, the schedule is divided up into two pages. The first schedule contains tax rates and actual receipts for the fiscal years 2006, 2007 and 2008. The second schedule contains tax rates and anticipated and/or budgeted amounts for fiscal years 2009, 2010 and 2011. The last schedule contains detailed tax information for the budget year, 2012. Revenue received from various fees and redemptions are reported on this schedule but are not subject to a tax rate.

Property taxes are determined by multiplying home value by the tax rate. However, residential properties receive a 45% exemption, meaning homeowners pay taxes based on 55% of the actual value property. Businesses do not receive this exemption.

Year	Assessed Valuation	Percent Change
2010-11	3,819,255,687	-0.1014652
2009-10	\$4,250,537,208	-13.00%
2008-09	\$4,887,984,782	3.60%
2007-08	\$4,717,762,297	21.50%
2006-07	\$3,883,034,322	8.60%
2005-06	\$3,573,893,056	-0.20%
2004-05	\$3,579,680,617	13.30%
2003-04	\$3,158,130,838	n/a

Property Tax: Rates and Collections

FY 2006 to FY 2008

LEVY	FY 2006		FY 2007		FY 2008	
	TAX RATE	ACTUAL REVENUE	TAX RATE	ACTUAL REVENUE	TAX RATE	ACTUAL REVENUE
Basic Program	0.001720 \$	5,768,256	0.001515 \$	5,623,849	0.001311 \$	5,353,161
Voted Leeway	0.000860	2,883,627	0.001034	3,655,014	0.000877	3,581,024
Board Leeway (Class Size Reduction)	0.000400	1,612,588	0.000400	1,358,300	0.000339	1,656,900
Board Leeway (Reading Program)	0.000000		0.000000	-	-	-
Transportation	0.000120	402,646	0.000113	383,752	0.000096	388,651
Tort Liability	0.000075	251,403	0.000071	241,141	0.000060	242,866
Recreation	0.000320	1,073,691	0.000302	1,061,800	0.000256	1,066,236
Gen Oblig Debt	0.001003	3,363,888	0.001201	4,198,811	0.001018	4,239,950
Capital Outlay Foundation	0.000568	1,957,564	0.000435	1,530,001	0.000369	1,536,878
10% of Basic Capital	0.001058	3,505,937	0.001076	3,784,555	0.000913	3,802,626
Redemptions - Basic Levy	-	426,685	-	413,193	-	399,913
Redemptions - Voted Leeway	-	213,342	-	538,662	-	370,933
Redemptions - Special Transportation	-	30,048	-	54,473	-	29,035
Redemptions - Tort Liability	-	19,031	-	32,522	-	18,144
Vehicle Fees in Lieu of Tax Basic	-	740,188	-	662,428	-	742,603
Vehicle Fees in Lieu of Tax - Voted Leeway	-	369,593	-	429,873	-	688,791
Vehicle Fees in Lieu of Tax - Sp. Trans.	-	52,084	-	49,575	-	53,914
Vehicle Fees in Lieu of Tax - Tort Liab.	-	32,051	-	30,737	-	33,691
Vehicle Fees in Lieu of Tax (Non K12)	-	137,344	-	199,813	-	79,654
Tax Sales and Redemptions & Other (Non K12)	-	79,199	-	76,102	-	147,910
Vehicle Fees in Lieu of Tax (Debt Service)	-	431,756	-	516,932	-	316,749
Tax Sales and Redemptions & Other (Debt Svc)	-	248,434	-	284,769	-	588,176
Vehicle Fees in Lieu of Tax Cap Found	-	234,391	-	256,440	-	213,199
Vehicle Fees in Lieu of Tax 10% Basic	-	458,851	-	445,766	-	527,509
Tax Sales and Redemptions Cap Foundation	-	135,073	-	536,899	-	114,814
Tax Sales and Redemptions 10% of Basic	-	<u>264,186</u>	-	<u>248,760</u>	-	<u>284,079</u>
TOTALS - ALL FUNDS	0.006124 \$	<u>24,691,856</u>	0.006147 \$	<u>26,614,167</u>	0.005239 \$	<u>26,477,406</u>

Property Tax: Rates and Collections

FY 2009 to FY 2011

LEVY	FY 2009		FY 2010		FY 2011	
	TAX RATE	ACTUAL REVENUE	TAX RATE	AMOUNT BUDGETED	TAX RATE	AMOUNT ANTICIPATED
Basic Program	0.001250	\$ 5,294,800	0.001433	\$ 5,960,624	0.001495	\$ 6,063,234
Voted Leeway	0.001275	5,675,765	0.001346	5,598,744	0.001340	5,434,604
Board Leeway (Class Size Reduction)	0.000214	1,157,100	0.000226	940,057	0.000392	1,589,825
Board Leeway (Reading Program)	0.000121	529,989	0.000121	503,304	0.000121	490,737
Transportation	0.000093	422,359	0.000098	407,365	-	-
Tort Liability	0.000058	262,620	0.000061	253,732	-	-
Recreation	0.000249	1,101,302	0.000132	549,060	0.000132	535,349
Gen Oblig Debt	0.001242	5,491,824	0.001307	5,436,522	0.001317	5,341,324
Capital Outlay Foundation	0.000828	3,659,895	0.00093	3,868,374	0.000982	3,982,673
10% of Basic Capital	0.000884	3,910,262	0.000493	2,048,575	0.000464	1,881,833
10% of Basic Operating	-	-	0.000492	2,048,574	0.000463	1,877,778
Redemptions - Basic Levy	-	314,494	-	586,339	-	631,171
Redemptions - Voted Leeway	-	337,311	-	550,741	-	565,732
Redemptions - Board Leeway	-	56,549	-	92,472	-	165,498
Redemptions - Special Transportation	-	25,261	-	40,099	-	-
Redemptions - Tort Liability	-	16,099	-	24,959	-	-
Redemptions - Reading Levy	-	31,779	-	49,509	-	51,085
Redemptions - 10% of Basic	-	-	-	-	-	195,473
Vehicle Fees in Lieu of Tax Basic	-	584,343	-	583,281	-	594,227
Vehicle Fees in Lieu of Tax Board Leeway	-	105,162	-	91,990	-	155,811
Vehicle Fees in Lieu of Tax - Voted Leeway	-	627,003	-	547,869	-	532,619
Vehicle Fees in Lieu of Tax - Sp.Trans.	-	46,480	-	39,889	-	-
Vehicle Fees in Lieu of Tax - Tort Liab.	-	29,180	-	24,829	-	-
Vehicle Fees in Lieu of Tax - Reading	-	58,432	-	49,251	-	48,095
Vehicle Fees in Lieu of Tax - 10% of Basic	-	-	-	-	-	184,032
Vehicle Fees in Lieu of Tax (Non K-12)	-	121,489	-	53,729	-	52,467
Tax Sales and Redemptions & Other (Non K-12)	-	65,189	-	54,010	-	55,729
Vehicle Fees in Lieu of Tax (Debt Service)	-	606,260	-	531,995	-	523,477
Tax Sales and Redemptions & Other (Debt Svc)	-	326,296	-	534,784	-	556,021
Vehicle Fees in Lieu of Tax Cap Found	-	371,608	-	400,929	-	414,588
Vehicle Fees in Lieu of Tax 10% Basic	-	464,263	-	378,542	-	195,895
Tax Sales and Redemptions Cap Foundation	-	200,097	-	403,031	-	390,322
Tax Sales and Redemptions 10% of Basic	-	249,382	-	380,527	-	1,84,429
TOTALS - ALL FUNDS	0.006214	\$ 32,142,593	0.006639	\$ 33,033,706	0.006706	\$ 32,694,028

Property Tax: Rates and Collections

FY 2012

LEVY	FY 2012 TAX RATE	AMOUNT ANTICIPATED
Basic Program (53A-17a-135)	0.001591	6,076,000
Voted Leeway (53A-17a-133)	0.001434	5,477,000
Board Leeway (53A-17a-134) (Class Size Reduction)	0.000400	1,528,000
Board Leeway (53A-17a-151) (Reading Program)	0.000121	462,000
Transportation (53A-17a-127)	0.000100	382,000
Tort Liability (63-30-27)	0.000080	306,000
10% of Basic (53A-17a-145) Operating	0.000602	2,299,000
Redemptions - Basic Levy	-	622,000
Redemptions - Voted Leeway	-	560,000
Redemptions - Board Leeway	-	156,000
Redemptions - Special Transportation	-	39,000
Redemptions - Tort Liability	-	31,000
Redemptions - Reading Levy	-	47,000
Redemptions - 10% of Basic	-	235,000
Vehicle Fees in Lieu of Tax (59-2-405) - Basic	-	601,000
Vehicle Fees in Lieu of Tax Board Leeway	-	542,000
Vehicle Fees in Lieu of Tax - Voted Leeway	-	151,000
Vehicle Fees in Lieu of Tax (59-2-405) - Sp.Trans.	-	38,000
Vehicle Fees in Lieu of Tax (59-2-405) - Tort Liab.	-	30,000
Vehicle Fees in Lieu of Tax - Reading	-	46,000
Vehicle Fees in Lieu of Tax - 10% of Basic	-	227,000
Recreation (11-2-7)	0.000600	2,292,000
Vehicle Fees in Lieu of Tax (59-2-405)	-	227,000
Tax Sales and Redemptions & Other	-	234,000
Gen Oblig Debt (11-14-19/53A-17a-145/ 53A-21-103)	0.001399	5,343,000
Vehicle Fees in Lieu of Tax (59-2-405)	-	528,000
Tax Sales and Redemptions & Other	-	547,000
Capital Outlay Foundation (53A-21-101 thru 105)	0.000250	955,000
10% of Basic (53A-17a-145) Capital	0.000576	2,200,000
Vehicle Fees in Lieu of Tax (59-2-405) Cap Found	-	94,000
Vehicle Fees in Lieu of Tax (59-2-405) 10% Basic	-	218,000
Tax Sales and Redemptions Cap Foundation	-	98,000
Tax Sales and Redemptions 10% of Basic	-	225,000
TOTALS - ALL FUNDS	0.007153	32,816,000

Property Taxes: Impact on Taxpayers

2005-06 to 2010-11

Residential						
Year	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Home Value	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Residential Exemption	45%	45%	45%	45%	45%	45%
Assessed Value	\$137,500	\$137,500	\$137,500	\$137,500	\$137,500	\$137,500
District Total Tax Rate	0.006147	0.005239	0.006214	0.006639	0.006706	0.007153
District Property Taxes	\$845.21	\$720.36	\$854.43	\$912.86	\$922.08	\$983.54
Taxes per \$1,000 of value:	\$3.38	\$2.88	\$3.42	\$3.65	\$3.69	\$3.93

Business						
Year	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Business Value	250,000	250,000	250,000	250,000	250,000	250,000
Assessed Value	250,000	250,000	250,000	250,000	250,000	250,000
District Total Tax Rate	0.006147	0.005239	0.006214	0.006639	0.006706	0.007153
District Property Taxes	\$ 1,537	\$ 1,310	\$ 1,554	\$ 1,660	\$ 1,677	\$ 1,788
Taxes per \$1,000 of value:	\$ 6.15	\$ 5.24	\$ 6.21	\$ 6.64	\$ 6.71	\$ 7.15

Note: For comparability purposes, \$250,000 is used as the home and business value for all five years, as this is the value used by Utah County as average.

Basis of Tax Rate: The overall tax rate is a % that is multiplied by the assessed values of business and residential properties in Provo, although residential properties receive a 45% exemption (discussed previously).

SIMPLE PROPERTY TAX DETERMINATION

Residential: Assessed Home Value x 0.55 x Tax Rate

On a \$250,000 home, 2011-12 property tax attributable to the District would be: **\$250,000 x 0.55 x .007153, or \$983.54**, an increase of \$61.46 when compared to 2010-11 (see table and note above).

Business: Assessed Business Value x Tax Rate

On a \$250,000 business, 2011-12 property tax attributable to the District would be: **\$250,000 x .007153, or \$1,788**, an increase of \$111 when compared to 2010-11 (see table and note above).

Increases in total taxes per property are the result of substantial decreases in property values and not an increase in budgeted District property tax revenue.

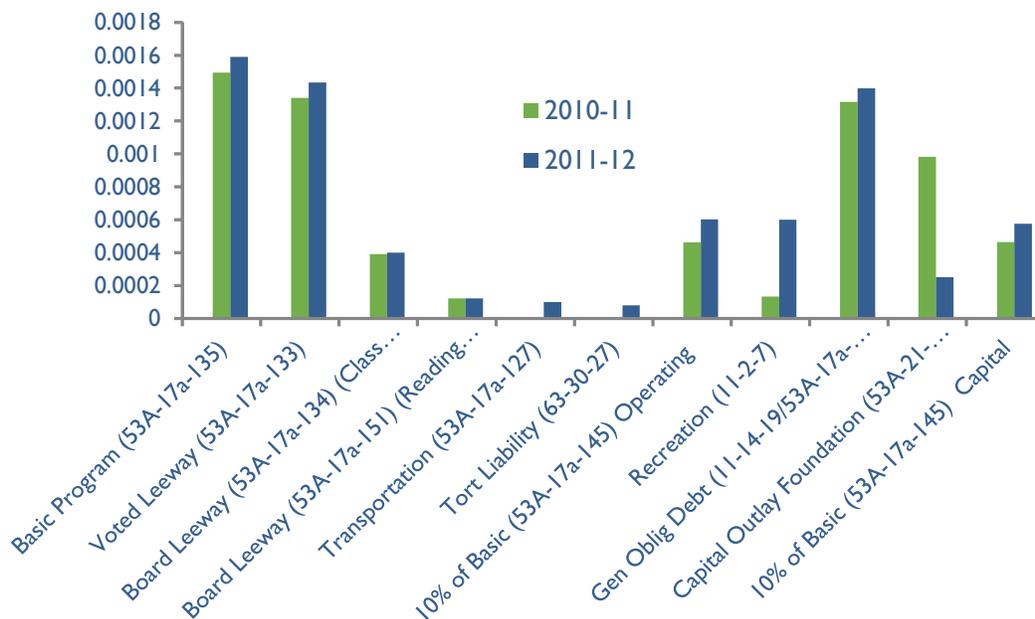
Property Taxes: Levy Comparison

2010-11 to 2011-12

The majority of local funding consists of revenue from 13 different taxes that a local school board may levy. Each district must impose a minimum Basic property tax levy and contribute the proceeds of that levy to the cost of providing educational services. The more Basic Levy revenue collected, the less state funding –from the Uniform School Fund – is required.

Property Taxes by Levy - FY 2011 to FY 2012	FY 2011	FY 2012	Change
Basic Program (53A-17a-135)	0.001495	0.001591	0.000096
Voted Leeway (53A-17a-133)	0.001340	0.001434	0.000094
Board Leeway (53A-17a-134) (Class Size Reduction)	0.000392	0.000400	0.000008
Board Leeway (53A-17a-151) (Reading Program)	0.000121	0.000121	-
Transportation (53A-17a-127)	-	0.000100	0.000100
Tort Liability (63-30-27)	-	0.000080	0.000080
10% of Basic (53A-17a-145) Operating	0.000463	0.000602	0.000139
Recreation (11-2-7)	0.000132	0.000600	0.000468
Gen Oblig Debt (11-14-19/53A-17a-145/ 53A-21-103)	0.001317	0.001399	0.000082
Capital Outlay Foundation (53A-21-101 thru 105)	0.000982	0.000250	(0.000732)
10% of Basic (53A-17a-145) Capital	0.000464	0.000576	0.000112
TOTALS - ALL FUNDS	0.006706	0.007153	0.000447

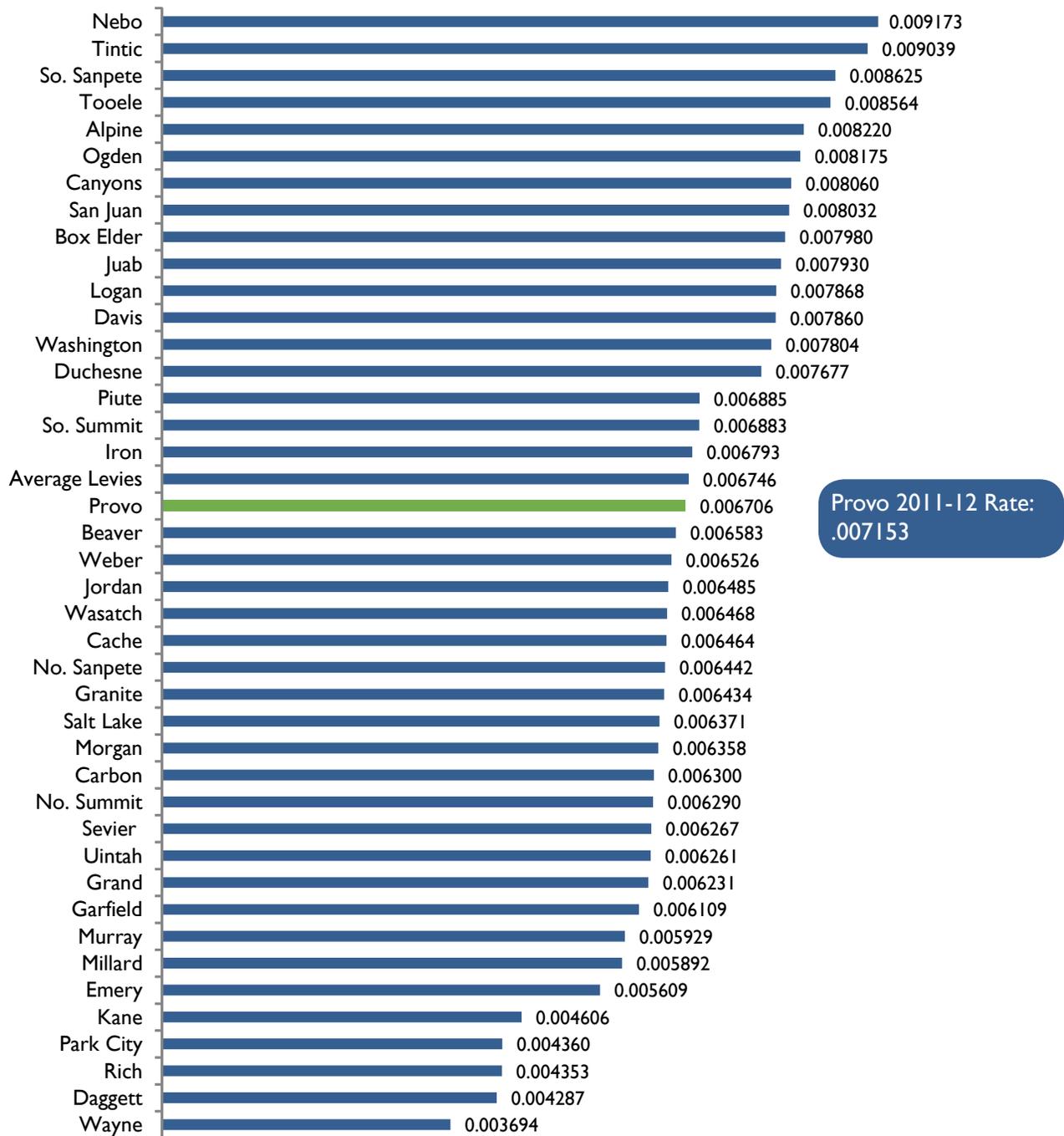
Levy Comparison: 2010-11 to 2011-12



Property Taxes: District Rate Comparison

2010-11

Basis of Tax Rate: The overall tax rate is a % that is multiplied by the assessed values of business and residential properties in Provo, although residential properties receive a 45% exemption (discussed previously).



Basis of Budget Forecast: Revenues

The following pages contain original budgets for FY 2012 (budgets that have been approved by the Board of Education), and projected budgets for FY 2013 through FY 2015. Budget projections are made using a variety of assumptions. Past experience plays a large role in determining future revenues and expenditures. As a general rule, enrollment impacts revenues and expenditures more than any other factor. The local and national economy also plays a large role.

Local Sources

For FY 2012, the District anticipates receiving approximately the same amount in property tax when compared to the final FY 2011 budget. After FY 2012, the District projects slight to moderate increases in property tax revenues, resulting from the possibility of an increase to the District's *certified tax rate*. Assessed property values are not anticipated to increase until around 2014, but due to the volatility of the housing market it's difficult to make any realistic projections regarding property values at this time. Another component of local revenue, return on investments, is heavily dependent on market interest rates. Those rates are projected to increase very slightly in FY 2012, with slight to moderate increases coming thereafter.

State Sources

Revenues from state sources are projected to be up over \$1 million in FY 2012 compared to FY 2011 levels, but this is very misleading. In reality, the increase is due to anticipated eSchool growth and the replacement of federal funds that replaced state funds for one year. The budget forecast projects a slight increase in FY 2013, with slight growth again in fiscal years 2014 and 2015.

This forecast is based on the assumption that the recession has run its course, there will be no "double dip," (a term that indicates a back-to-back recession) and a slow recovery is under way. These are only assumptions, and as of June 2011 a double dip recession is still a distinct possibility, especially with mounting concerns over U.S. debt levels.

The State of Utah is the District's largest funding source, and changes in available revenue from the State impact the District more than changes in local or federal revenue.

Federal Sources

The vast majority of the District's federal revenues are included in the General fund, although there are a few federally-funded programs in the Non K-12 and Food Services funds. The District expects a decrease in federal revenue of nearly \$5 million in FY 2012, due in large part to federal stimulus (ARRA) and EdJobs funding running out. The forecast assumes no new federal stimulus money available after FY 2011.

Summary

Simply put, the District is adjusting to a new funding that includes less money from local, state and federal sources. Besides applying for even more in federal grants, it used to be that the only funding source that the District could directly exercise control over was revenue from local sources in the form of property tax increases.

In Utah today, legislation has made it increasingly possible to recruit other students from areas outside District boundaries to participate in the District's online school (eSchool). This is one way to increase enrollment and thereby bolster declining state revenues. It's typically cheaper to educate an online student than a traditional student, but it's more expensive to recruit and enroll an online student.

Basis of Budget Forecast: Expenditures

Compensation

Expenditures are based upon available funding. With projections indicating that available funding will decrease in FY 2012 (with some exceptions due to eSchool and shifts from federal to state sources), expenditures will decrease. Going forward, expenditures will likely increase as revenues do. As a service organization, the District spends the majority of its available resources on salaries and benefits. So, as funding fluctuates so will compensation costs.

The District forecasts that benefits costs will outpace salary costs, mainly for two reasons: first, the State of Utah's retirement system took a big hit during the recession, and districts will likely have to pay a larger percentage. The second reason benefit costs are projected to rise faster than salaries is because healthcare inflation has far outpaced salary growth in recent years on a national and District level.

“In short, the District’s ability to adjust to a new level of funding will define its success over the next few years.”

Other Expenditures

With some minor exceptions, federal stimulus bill money (ARRA) ran out in FY 2011. As a result, expenditures on supplies and materials will decrease substantially.

One large component of the federal stimulus bill was Qualified School Construction Bonds (QSCB), for which the District received \$6.4 million in FY 2010 to pay part of the cost of rebuilding Farrer Elementary. Farrer has been renamed Provo Peaks, and construction was substantially complete by the end of fiscal year 2011.

Projecting forward into the next few years, large building replacement-type construction projects will likely not happen until FY 2017 at the earliest, meaning most capital project expenditures, which are classified as “other objects,” will be limited to relatively small-scale projects.

Expenditures for supplies and equipment are projected to increase at a moderate pace due to inflation through FY 2012. It's likely the District will have to decrease and/or delay large purchases over the next few years as a result.

Summary

The forecasts on the following pages reflect the fact that the District will have to adjust to a new, lower funding level.

Years of heavy funding increases are likely over, at least for the periods forecasted, and as a result salaries won't rise as fast as in years past, and purchases for everything from office supplies to school buses will be scrutinized even more than before.

In short, the District's ability to adjust to a new level of funding will define its success over the next few years.

Budget Forecast: General Fund

FY 2012 through FY 2015

SUMMARY - 10 GENERAL FUND

REVENUES BY SOURCE

	FY 2012	FY 2013	FY 2014	FY 2015
Total Local	\$ 23,608,617	\$ 24,316,876	\$ 24,912,000	\$ 26,034,000
Total State	51,281,492	52,650,714	53,704,000	54,912,000
Total Federal	<u>9,857,282</u>	<u>9,833,000</u>	<u>10,030,000</u>	<u>10,431,000</u>
TOTAL REVENUES	84,747,391	86,800,590	88,646,000	91,377,000

EXPENDITURES BY OBJECT

Salaries	51,847,726	51,866,000	52,266,000	52,527,000
Employee Benefits	23,486,639	24,191,000	24,675,000	25,539,000
Purchased Professional and Technical Services	3,398,726	3,399,000	3,433,000	3,467,000
Purchased Property Services	307,783	308,000	311,000	314,000
Other Purchased Services	859,739	860,000	869,000	878,000
Supplies	6,382,199	6,542,000	6,738,000	6,906,000
Property	597,875	592,000	608,000	624,000
Other Objects	<u>713,546</u>	<u>749,000</u>	<u>775,000</u>	<u>798,000</u>
TOTAL EXPENDITURES	87,594,233	88,507,000	89,675,000	91,053,000

EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	(2,846,842)	(1,706,410)	(1,029,000)	324,000
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	20,000	28,000	35,000	43,000
NET CHANGE IN FUND BALANCE	(2,826,842)	(1,678,410)	(994,000)	367,000
FUND BALANCE - BEGINNING (From Prior Year)	25,508,978	22,682,136	21,003,726	20,009,726
Adjustments to Beginning Fund Balance (Attach Detail)	-	-	-	-
FUND BALANCE - ENDING	<u>22,682,136</u>	<u>\$ 21,003,726</u>	<u>\$ 20,009,726</u>	<u>\$ 20,376,726</u>

Budget Forecast: Capital Projects Fund

FY 2012 through FY 2015

SUMMARY - 32 CAPITAL PROJECTS FUND

REVENUES BY SOURCE	FY 2012	FY2013	FY2014	FY 2015
Total Local	\$ 3,890,000	\$ 6,260,000 ¹	\$ 6,448,000	\$ 6,609,000
Total State	-	-	-	-
Total Federal	-	-	-	-
TOTAL REVENUES	3,890,000	6,260,000	6,448,000	6,609,000
EXPENDITURES BY OBJECT				
Salaries	653,276	666,000	676,000	683,000
Employee Benefits	256,828	266,000	277,000	289,000
Purchased Professional and Technical Services	188,000	189,880	189,880	194,057
Purchased Property Services	3,000,000	2,500,000	2,600,000	2,665,000
Other Purchased Services	-	-	-	-
Supplies	-	-	-	-
Property	1,250,000	850,000	600,000	615,000
Other Objects	79,483	-	-	-
TOTAL EXPENDITURES	5,427,587	4,471,880	4,342,880	4,446,057
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	(1,537,587)	1,788,120	2,105,120	2,162,943
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	-	(2,000,000)¹	(2,000,000)	(2,000,000)
NET CHANGE IN FUND BALANCE	(1,537,587)	(211,880)	105,120	162,943
FUND BALANCE - BEGINNING (From Prior Year)	2,237,256	699,669	487,789	592,909
Adjustment to Beginning Fund Balance (Add Explanation)	-	-	-	-
FUND BALANCE - ENDING	\$ 699,669	\$ 487,789	\$ 592,909	\$ 755,852

¹The large increase in property taxes in FY 2013, along with the (\$2,000,000) in other financing uses, is the Building Reserve fund tax levy and transfer. In FY 2012, that transfer comes from the Non K-12 fund, where the property taxes are levied for that year.

Budget Forecast: Student Activity Fund

FY 2012 through FY 2015

SUMMARY - 21 STUDENT ACTIVITY FUND

REVENUES BY SOURCE	FY 2012	FY 2013	FY 2014	FY 2015
Total Local	3,380,705	\$ 3,440,000	\$ 3,560,000	\$ 3,649,000
Total State	-	-	-	-
Total Federal	-	-	-	-
TOTAL REVENUES	3,380,705	3,440,000	3,560,000	3,649,000
EXPENDITURES BY OBJECT				
Salaries	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Professional and Technical Services	318,720	324,000	332,000	337,000
Purchased Property Services	48,544	49,000	50,000	51,000
Other Purchased Services	650,147	662,000	679,000	689,000
Supplies	1,727,009	1,748,000	1,792,000	1,837,000
Property	10,500	11,000	11,000	11,000
Other Objects	<u>585,902</u>	<u>596,000</u>	<u>611,000</u>	<u>620,000</u>
TOTAL EXPENDITURES	3,340,822	3,390,000	3,475,000	3,527,000
	-	-	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	39,883	50,000	85,000	122,000
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	-	-	-	-
NET CHANGE IN FUND BALANCE	39,883	50,000	85,000	122,000
FUND BALANCE - BEGINNING (From Prior Year)	2,005,711	2,045,594	2,095,594	2,180,594
Adjustment to Beginning Fund Balance (Add Explanation)	-	-	-	-
FUND BALANCE - ENDING	<u>2,045,594</u>	<u>\$ 2,095,594</u>	<u>\$ 2,180,594</u>	<u>\$ 2,302,594</u>

Budget Forecast: Debt Service Fund

FY 2012 through FY 2015

SUMMARY - 31 DEBT SERVICE FUND

REVENUES BY SOURCE	FY 2012	FY 2013	FY 2014	FY 2015
Total Local	\$ 6,418,000	\$ 5,980,000 ¹	\$ 6,515,000	\$ 6,580,000
Total State	-	-	-	-
TOTAL REVENUES	6,418,000	5,980,000	6,515,000	6,580,000
EXPENDITURES BY OBJECT	FY 2012	FY 2013	FY 2014	FY 2015
Other Objects	<u>6,467,522</u>	<u>6,500,000</u>	<u>6,540,000</u>	<u>6,575,000</u>
TOTAL EXPENDITURES	6,467,522	6,500,000	6,540,000	6,575,000
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	(49,522)	(520,000)	(25,000)	5,000
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	-	-	-	-
NET CHANGE IN FUND BALANCE	(49,522)	(520,000)	(25,000)	5,000
FUND BALANCE - BEGINNING (From Prior Year)	946,431	962,715	442,715	417,715
Adjustment to Beginning Fund Balance (Add Explanation)	-	-	-	-
FUND BALANCE - ENDING	<u>\$ 962,715</u>	<u>\$ 442,715</u>	<u>\$ 417,715</u>	<u>\$ 422,715</u>

¹Includes one-time property tax decrease as part of planned spend-down of this fund.

Budget Forecast: Non K-12 Fund

FY 2012 through FY 2015

SUMMARY - 23 NON K-12 PROGRAMS FUND

REVENUES BY SOURCE	FY 2012	FY2013	FY2014	FY 2015
Total Local	\$ 3,266,538 ¹	\$ 1,267,000	\$ 1,273,000	\$ 1,305,000
Total State	1,145,992	1,162,000	1,184,000	1,214,000
Total Federal	<u>646,379</u>	<u>605,000</u>	<u>630,000</u>	<u>649,000</u>
TOTAL REVENUES	5,058,909	3,034,000	3,087,000	3,168,000
EXPENDITURES BY OBJECT				
Salaries	1,919,885	1,920,000	1,949,000	1,983,000
Employee Benefits	653,032	676,000	703,000	735,000
Purchased Professional and Technical Services	80,900	37,000	38,000	40,000
Purchased Property Services	166,051	175,000	179,000	182,000
Other Purchased Services	15,534	19,000	20,000	22,000
Supplies	169,380	160,000	162,000	167,000
Property	-	-	-	-
Other Objects	<u>27,379</u>	<u>34,000</u>	<u>33,000</u>	<u>36,000</u>
TOTAL EXPENDITURES	3,032,161	3,021,000	3,084,000	3,165,000
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	2,026,748	13,000	3,000	3,000
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	(2,000,000) ¹	-	-	-
NET CHANGE IN FUND BALANCE	26,748	13,000	3,000	3,000
FUND BALANCE - BEGINNING (From Prior Year)	-	26,748	39,748	42,748
Adjustment to Beginning Fund Balance (Add Explanation)	-	-	-	-
FUND BALANCE - ENDING	<u>\$ 26,748</u>	<u>\$ 39,748</u>	<u>\$ 42,748</u>	<u>\$ 45,748</u>

¹FY 2012 includes a tax levy of 2,000,000 and a transfer of (2,000,000) for the Building Reserve fund.

Budget Forecast: Building Reserve Fund

FY 2012 through FY 2015

REVENUES BY SOURCE	FY 2012	FY2013	FY2014	FY 2015
Total Local	\$ -	\$ -	\$ -	\$ -
Total State	-	-	-	-
TOTAL REVENUES	-	-	-	-
EXPENDITURES BY OBJECT				
Salaries	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Professional and Technical Services	-	-	-	-
Purchased Property Services	-	-	-	-
Property	-	-	-	-
Other Objects	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	-	-	-	-
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS	2,000,000	2,000,000	2,000,000	2,000,000
NET CHANGE IN FUND BALANCE	2,000,000	2,000,000	2,000,000	2,000,000
FUND BALANCE - BEGINNING (From Prior Year)	5,940,240	7,940,240	9,940,240	11,940,240
Adjustment to Beginning Fund Balance (Add Explanation)	-	-	-	-
FUND BALANCE - ENDING	<u>\$ 7,940,240</u>	<u>\$ 9,940,240</u>	<u>\$ 11,940,240</u>	<u>\$ 13,940,240</u>

Budget Forecast: Food Services Fund

FY 2012 through FY 2015

SUMMARY - 49 or 51 FOOD SERVICE FUND

REVENUES BY SOURCE	FY 2012	FY 2013	FY 2014	FY 2015
Total Local	\$ 1,183,777	\$ 1,242,966	\$ 1,283,000	\$ 1,328,000
Total State	577,500	606,375	639,726	690,904
Total Federal	<u>3,428,790</u>	<u>3,515,000</u>	<u>3,550,000</u>	<u>3,628,000</u>
TOTAL REVENUES	5,190,067	5,364,341	5,472,726	5,646,904
EXPENSES / EXPENDITURES BY OBJECT	-			
Salaries	1,840,293	1,923,000	1,961,000	2,003,000
Employee Benefits	606,987	634,000	659,000	685,000
Purchased Professional and Technical Services	11,000	11,000	12,000	13,000
Purchased Property Services	136,168	118,000	121,500	126,000
Other Purchased Services	4,106	4,000	5,000	5,000
Supplies	1,997,271	2,127,000	2,170,000	2,224,000
Property	408,000	400,000	350,000	320,000
Other Objects	<u>295,043</u>	<u>398,308</u>	<u>418,223</u>	<u>428,679</u>
TOTAL EXPENSES/EXPENDITURES	5,298,868	5,615,308	5,696,723	5,804,679
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENSES/EXPENDITURES	(108,801)	(250,967)	(223,998)	(157,775)
OTHER FINANCING SOURCES (USES) AND OTHER ITEMS		-	-	-
NET CHANGE IN NET ASSETS / FUND BALANCE	(108,801)	(250,967)	(223,998)	(157,775)
NET ASSETS / FUND BALANCE - BEGINNING (From Prior Year)	1,860,995	1,752,194	1,501,227	1,277,229
Adjustment to Beginning Net Assets/Fund Balance	-	-	-	-
NET ASSETS / FUND BALANCE - ENDING	<u>\$ 1,752,194</u>	<u>\$ 1,501,227</u>	<u>\$ 1,277,229</u>	<u>\$ 1,119,454</u>

Debt: General Obligation Bonds

As of June 30, 2011

GENERAL OBLIGATION BONDS

Series	Purpose	Original Amount	Interest Rate Range	Final Maturity Date	Current Outstanding Balance
1998 Series G.O. Refunding Bonds	Bond Refunding	4,950,000	3.40% to 4.15%	June 15, 2013	1,015,000
2004 Series G.O. Refunding Bonds	Bond Refunding	18,690,000	2.0% to 5.0 %	June 15, 2017	13,260,000
2006 Series G.O. Bonds	School Building	9,400,000	4%	June 15, 2026	7,600,000
2007A Series G.O. Refunding Bonds	Bond Refunding	8,220,000	3.807%	June 15, 2015	3,832,000
2007B Series G.O. Bonds	School Building	25,600,000	4.00% to 4.50%	June 15, 2027	22,475,000
Total General Obligation Bonds Payable as of June 30, 2011					\$ 48,182,000

COMBINED GENERAL OBLIGATION BONDS

Combined G.O Bonds

Year Ending June 30	Principal	Interest	Debt Service Fund
2012	4,339,000	2,078,522	6,417,522
2013	4,516,000	1,906,752	6,422,752
2014	4,701,000	1,727,698	6,428,698
2015	4,936,000	1,515,951	6,451,951
2016	5,240,000	1,293,563	6,533,563
2017-2021	11,225,000	4,121,688	15,346,688
2022-2027	13,225,000	1,943,063	15,168,063
	\$ 48,182,000	\$ 14,587,235	\$ 62,769,235



Statistics and Performance Measures

Provo City School District

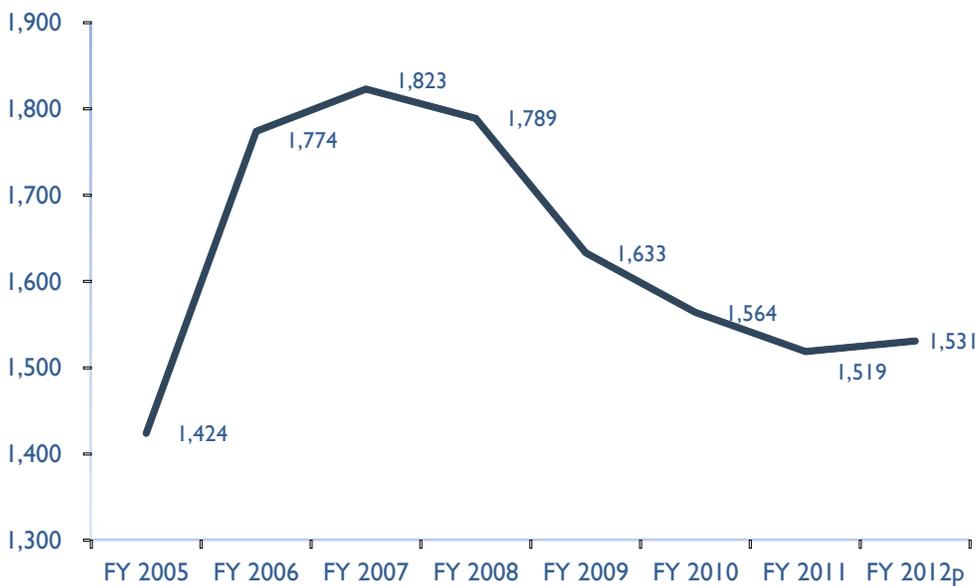


Personnel Resource Allocation: Full-time Equivalents

FY 2005 to 2012 (proposed)

Function	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012 ^P
Instruction	981	1,117	1,141	1,148	1,000	984	977	984
Support Services								
Students	50	59	54	52	52	51	49	50
Instructional Staff	40	36	33	38	40	41	31	32
General Administration	9	24	24	20	16	15	16	17
School Administration	75	79	80	74	74	70	70	70
Business and Central	22	24	25	22	20	26	27	26
Operation and Maintenance	85	119	152	139	148	148	95	95
Transportation	39	47	50	60	44	46	44	46
Other Support				11	1	1	25 ^I	26
Food Services	58	83	91	90	92	82	92	92
Community Services	65	186	173	135	146	100	93	93
Total full-time equivalent positions:	1,422	1,772	1,822	1,789	1,634	1,564	1,519	1,531

^PProposed
^ISome maintenance and tech employees reclassified to Other Support



Staffing levels are proposed to increase by 12 in FY 2012. The District is launching eSchool, which initially will mean two new FTEs (teachers are contracted by vendors), and six new literacy coaches will be hired to meet and exceed State reading mandates.

Other increases are meant to shore up holes in the transportation and web design departments.

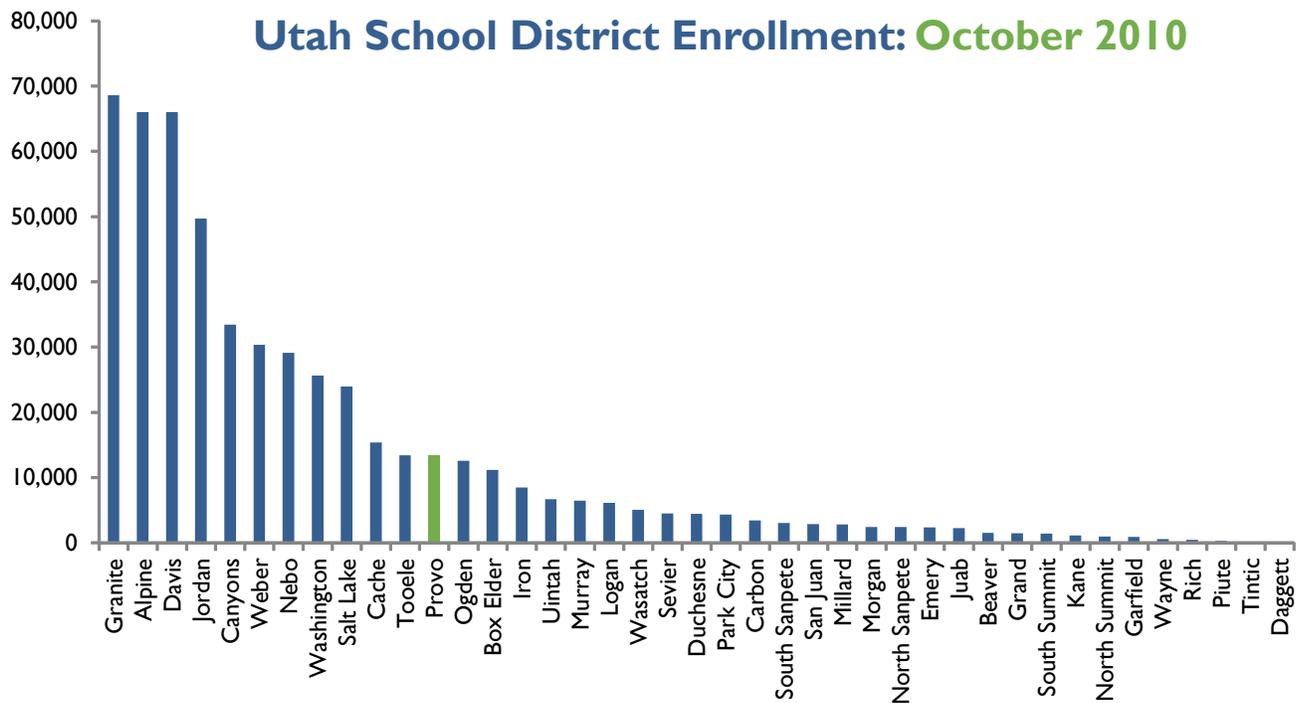
As indicated in the chart to the right, FTE levels in FY 2012 will still be substantially down when compared to recent years.

District Comparison: Where Provo City School District Fits In

Utah is made up of 41 school districts. The total enrollment of K-12 students for Fall 2010, including charter schools, was approximately 600,000. With nearly 13,400 students, Provo City School District is the 12th largest district in Utah.

Over the next several years, the school-age population in Utah is expected to grow dramatically, while in Provo it's projected to remain relatively flat, with the exception of eSchool, Provo's online school. One reason for limited classroom growth is the fact that there is little available land in Provo, while neighboring school districts have much more available land to grow on. This problem is compounded by the fact that Provo is a one-city, urban school district, and new growth in the state in recent years has typically been centered in suburban areas on the periphery of major cities.

Rank	District	Oct. 2010 Enrollment
1	Granite	68,573
2	Alpine	66,044
3	Davis	66,019
4	Jordan	49,729
5	Canyons	33,469
6	Weber	30,347
7	Nebo	29,136
8	Washington	25,671
9	Salt Lake	23,960
10	Cache	15,409
11	Tooele	13,439
12	Provo	13,376



Source: Utah State Office of Education

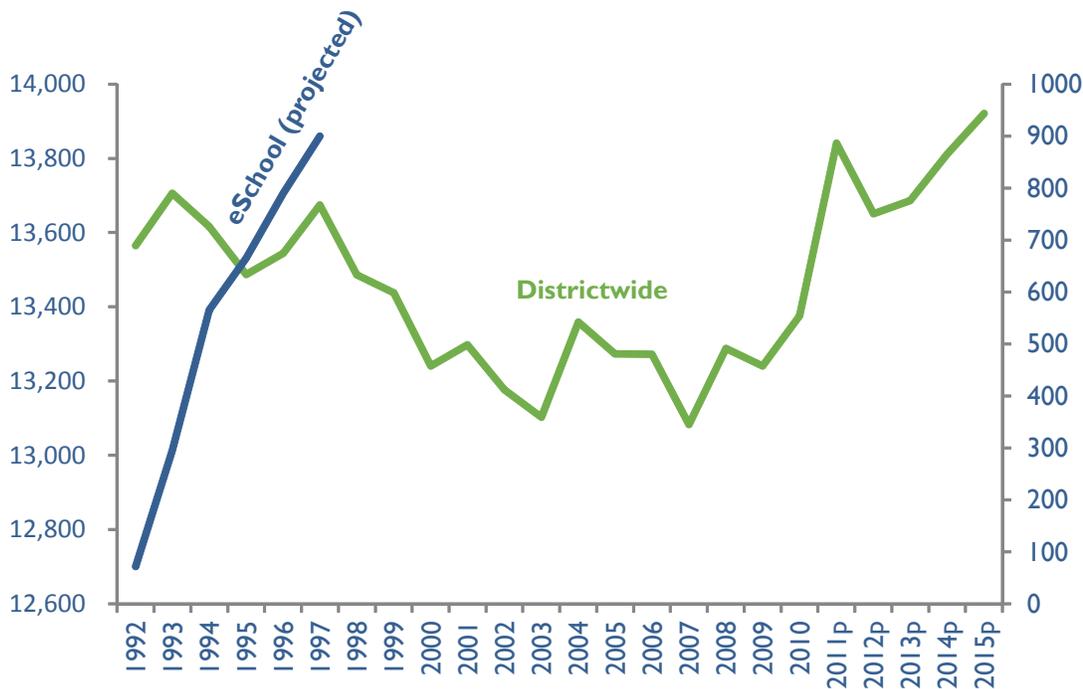
Enrollment: Projections and Methodology

1992-2015 (projected)

Student enrollment is a primary driver of state, federal and some local revenue for the District. These enrollment figures are taken from data gathered from October 1 enrollment reports each year. Projections for future years are made using simple regression analysis to forecast general expected student enrollment for future years. A more detailed approach, using migration patterns, birth rates, and what is referred to as survival rates, is also used to get a more detailed analysis for the next year. Detailed analysis for the coming year is normally done in the fall, and the Board of Education and management are given the results after that time. Information and documentation regarding enrollment projection methods are available to the public through the District Business Office.

Year	Fall Enrollment	Year	Fall Enrollment
1992	13,565	2004	13,359
1993	13,706	2005	13,273
1994	13,616	2006	13,272
1995	13,487	2007	13,083
1996	13,544	2008	13,288
1997	13,674	2009	13,241
1998	13,486	2010	13,376
1999	13,438	2011	13,481
2000	13,241	2012	13,651
2001	13,298	2013	13,686
2002	13,177	2014	13,811
2003	13,103	2015	13,921

Most future growth for the next five years (Districtwide) is projected to be the result of eSchool. Enrollment in many District schools is expected to decrease slightly through 2015, while online enrollment is expected to surge as a result of a very favorable legislative climate in relation to online schools, and due to substantial marketing efforts by the District to promote and build eSchool.



Fall Enrollment: By School

2004-05 to 2011-12 (Projected)

Fall Enrollment is a census taken as of the first school day in October each school year, as required by the Utah State Legislature. It's a major factor in determining the funding the District gets from the state as part of the Weighted Pupil Unit (WPU).

School	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 ^P
Amelia Earhart Elementary	645	600	598	537	549	569	560	549
Canyon Crest Elementary	557	549	524	519	497	469	487	470
Edgemont Elementary	494	499	464	467	455	505	525	530
Farrer Elementary ¹	425	422	433	468	439	412	366	n/a
Franklin Elementary	532	528	509	575	571	544	521	509
Lakeview Elementary ²	525	480	432	694	684	693	680	668
Provo Peaks Elementary ¹	n/a	420						
Provost Elementary	442	435	420	421	428	434	438	415
Rock Canyon Elementary	583	613	602	600	635	580	600	594
Spring Creek Elementary	555	625	661	632	523	567	564	551
Sunset View Elementary	634	655	621	604	572	568	560	557
Timpanogos Elementary	529	608	541	588	601	621	629	604
Wasatch Elementary	587	615	621	635	644	704	774	779
Westridge Elementary	802	791	838	748	851	862	870	820
Centennial Middle	972	956	998	995	1,050	1,030	1,003	1,005
Dixon Middle	938	923	820	844	830	854	863	850
Provo High	1,936	1,935	1,858	1,716	1,745	1,696	1,705	1,698
Timpview High	1,715	1,715	1,800	1,732	1,826	1,822	1,900	1,909
Independence High	273	300	302	288	324	265	277	275
Center for High School Studies	21	23	41	41	44	3	2	2
Central Utah Enterprises	-	-	-	-	20	24	47	25
eSchool	n/a	n/a	n/a	n/a	n/a	19	14	251
Total:	13,165	13,272	13,083	13,104	13,288	13,241	13,385	13,481

¹Farrer closed at the end of the 2010-11 school-year and will reopen in 2011-12 as Provo Peaks Elementary.

²Lakeview was built in 2008. Previous school was Grandview.

Fall Enrollment: By School and Grade

October 1, 2010

School	K	1st	2nd	3rd	4th	5th	6th	Total Enrollment
AMELIA EARHART								
CANYON CREST	81	78	85	79	88	82	67	560
EDGEMONT	58	83	63	60	77	70	76	487
FARRER	78	79	90	63	64	85	66	525
FRANKLIN	91	51	54	53	36	43	38	366
LAKEVIEW	80	88	63	80	77	68	65	521
PROVOST	107	104	102	95	92	96	84	680
ROCK CANYON	70	63	60	56	67	63	59	438
SPRING CREEK	89	70	101	81	89	96	74	600
SUNSET VIEW	90	96	77	82	73	83	63	564
TIMPANOGOS	87	75	87	84	80	68	79	560
WASATCH	106	110	90	83	87	67	86	629
WESTRIDGE	140	147	136	91	85	96	79	774
	109	128	124	112	122	144	131	870

School	7th	8th	9th	10th	11th	12th	Total Enrollment
CENTENNIAL	500	503	-	-	-	-	1,003
DIXON	447	416	-	-	-	-	863
PROVO H.S.	44	13	441	426	391	390	1,705
TIMPVIEW H.S.	-	-	532	494	442	432	1,900
INDEPENDENCE H.S.	-	3	9	51	83	131	277
CENTER FOR H.S. COMP	-	-	-	2	-	-	2
East Bay H.S.	-	-	-	-	-	47	47
Eschool@psd	All grades combined						14
Total Enrollment - Districtwide							13,385

¹Self-contained Special Education enrollment figures are included in figures above for the purposes of this report. For further disaggregating of these data, please see the District's complete Fall Enrollment report, available from the District or the Utah State Office of Education.

Source: District data; audited enrollment reports submitted to State

District Facilities

Location/Site	Year Built/ Renovated Substantially	Square Footage
Elementary Schools:		
Amelia Earhart	1999	69,733
Canyon Crest	1982	68,240
Edgemont	1955	47,200
Provo Peaks	2011	80,000
Franklin	1994	75,801
Center for Accelerated Studies	1949	69,546
Lakeview	2007	77,480
Provost	1949	56,799
Rock Canyon	1964	69,883
Spring Creek	2002	70,720
Sunset View	2007	69,305
Timpanogos	2008	69,247
Wasatch	1949	45,326
Westridge	1979	73,928
Secondary Schools:		
Centennial Middle School	1996	144,795
Dixon Middle School	1931	124,276
Provo High School	1956	325,842
Timpview High School	1974	409,803
Independence High School	1992	48,121
Other:		
Oakridge	1979	43,992
District Office	1965	28,875

Elementary Schools

Amelia Earhart

Address: 2585 West 200 South
Year built or substantially renovated: 1999
Square footage: 69,733
Projected FY 2012 enrollment: 549



Canyon Crest

Address: 4664 N Canyon Road
Year built or substantially renovated: 1982
Square footage: 68,240
Projected FY 2011 enrollment: 470



Edgemont

Address: 566 East 3650 North
Year built or substantially renovated: 1955
Square footage: 47,200
Projected FY 2011 enrollment: 530



Lakeview

Address: 2899 West 1390 North
Year built or substantially renovated: 2007
Square footage: 77,480
Projected FY 2011 enrollment: 668



Franklin

Address: 350 South 600 West
Year built or substantially renovated: 1994
Square footage: 75,801
Projected FY 2011 enrollment: 509



Provo Peaks

Address: 100 North 600 East
Year built or substantially renovated: 2011
Square footage: 80,000
Projected FY 2011 enrollment: 420



Provost

Address: 629 South 1000 East
Year built or substantially renovated: 1949
Square footage: 56,799
Projected FY 2011 enrollment: 415



Rock Canyon

Address: 2495 North 650 East
Year built or substantially renovated: 1964
Square footage: 69,883
Projected FY 2011 enrollment: 594



Spring Creek

Address: 1740 South Nevada Avenue
Year built or substantially renovated: 2002
Square footage: 70,720
Projected FY 2011 enrollment: 551



Sunset View

Address: 525 South 1600 West
Year built or substantially renovated: 2007
Square footage: 69,305
Projected FY 2011 enrollment: 557



Timpanogos

Address: 449 North 500 West
Year built or substantially renovated: 2008
Square footage: 69,733
Projected FY 2011 enrollment: 604



Wasatch

Address: 1080 North 900 East
Year built or substantially renovated: 1949
Square footage: 45,326
Projected FY 2011 enrollment: 779



Westridge

Address: 1720 West 1460 North
Year built or substantially renovated: 1979
Square footage: 73,928
Projected FY 2011 enrollment: 820



Grandview Learning Center

Address: 1591 North Jordan Avenue
Year built or substantially renovated: 2008
Square footage: 26,000
Projected FY 2011 enrollment¹



¹Counted as part of Westridge Elementary in this budget document

Secondary Schools

Centennial Middle School

Address: 305 East 2320 North
Year built or substantially renovated: 1996
Square footage: 144,795
Projected FY 2011 enrollment: 1,005



Dixon Middle School

Address: 750 West 200 North
Year built or substantially renovated: 1931
Square footage: 124,276
Projected FY 2011 enrollment: 850



Provo High School

Address: 1125 North University Avenue
Year built or substantially renovated: 1956
Square footage: 325,842
Projected FY 2011 enrollment: 1,698



Timpview High School

Address: 3570 North 650 East
Year built or substantially renovated: 1974
Square footage: 409,803
Projected FY 2011 enrollment: 1,909



Independence High School

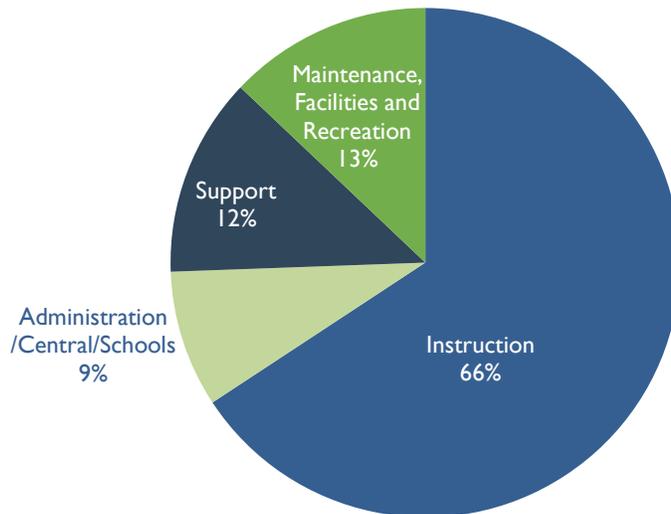
Address: 636 North Independence Avenue
Year built or substantially renovated: 1992
Square footage: 48,121
Projected FY 2011 enrollment: 275



Per Pupil Expenditures

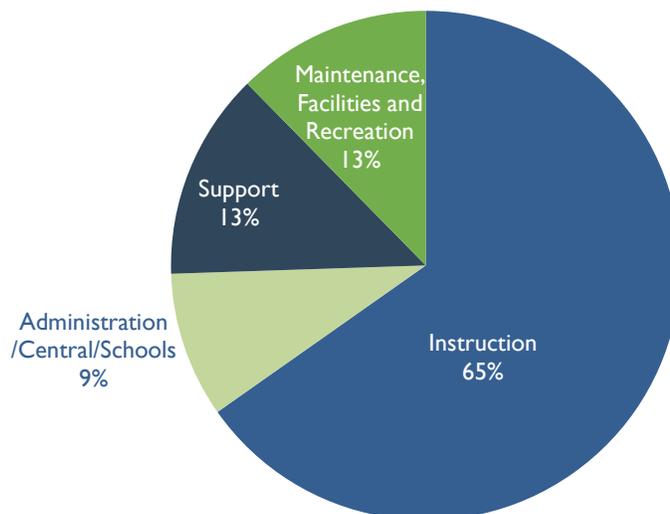
FY 2011 compared to FY 2012 (excludes debt service and long-term capital projects)

FY 2011



FY 2011 Per Student: \$7,996

FY 2012



FY 2012 Per Student: \$7,703

For FY 2012, the District is budgeted to spend **\$7,703 per student** - a decrease of \$293 compared to FY 2011. This includes money spent on students for all expenditures, excluding long-term building construction and debt service. The District is budgeted to spend an additional **\$543 per student** on long-term construction projects and debt service.

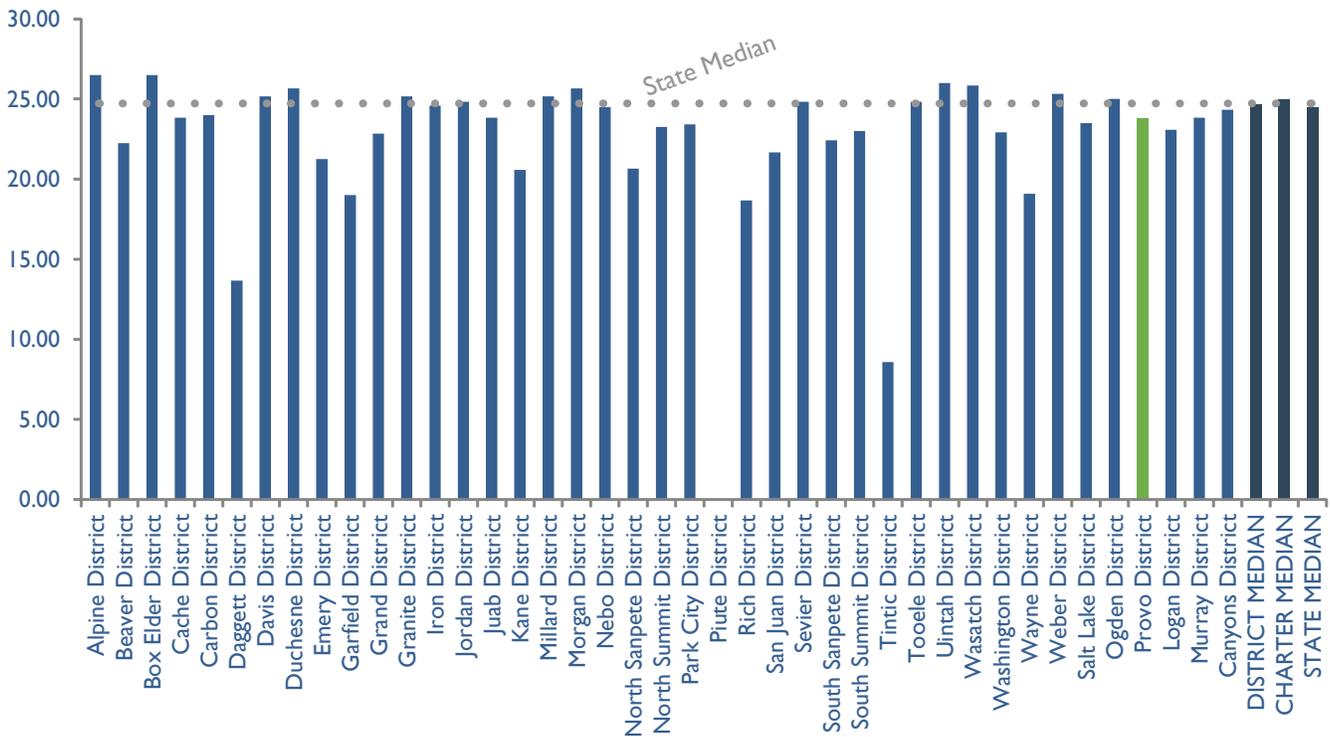
Median Class Sizes: State of Utah

FY 2010 (most recent year available)

Provo City School District has smaller class sizes than the median in the State of Utah. Interestingly, charter schools have, as a median, higher class sizes than school districts in Utah.

Low class sizes are very costly to maintain, and the data are mixed when it comes to determining what role class sizes play in academic performance. However, Provo City School District has conducted multiple surveys with the public, and low class sizes always rank “very important” to Provo citizens, which is one reason the District strives to have the lowest class sizes possible.

Median Class Sizes in Utah by District

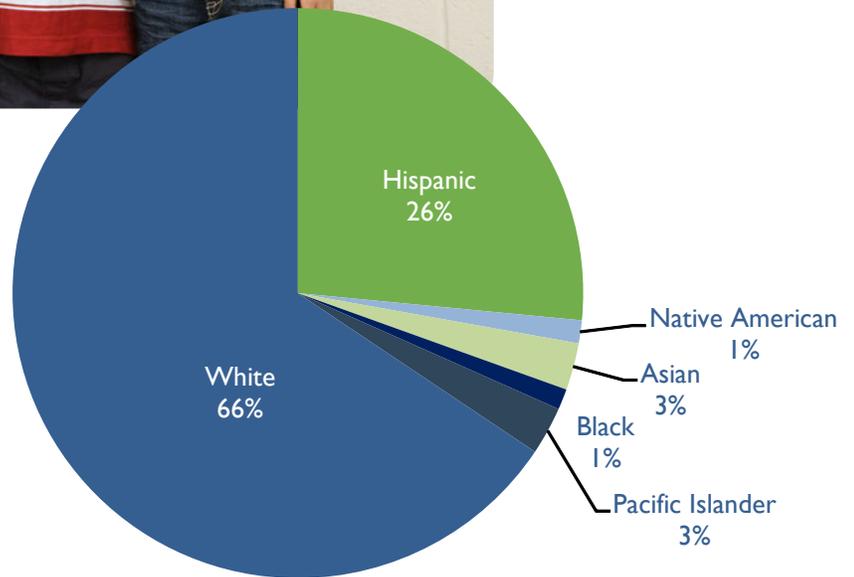


Source: Utah State Office of Education

Student Demographics

The District is becoming much more diverse. This can help provide a healthy and dynamic learning environment for students. However, challenges also occur - especially when different languages are involved. The District has been proactive in developing programs to help broaden future opportunities for all students.

Hispanic students make up the largest ethnic minority group in the District, with 26% of total enrollment as of October 1, 2010.



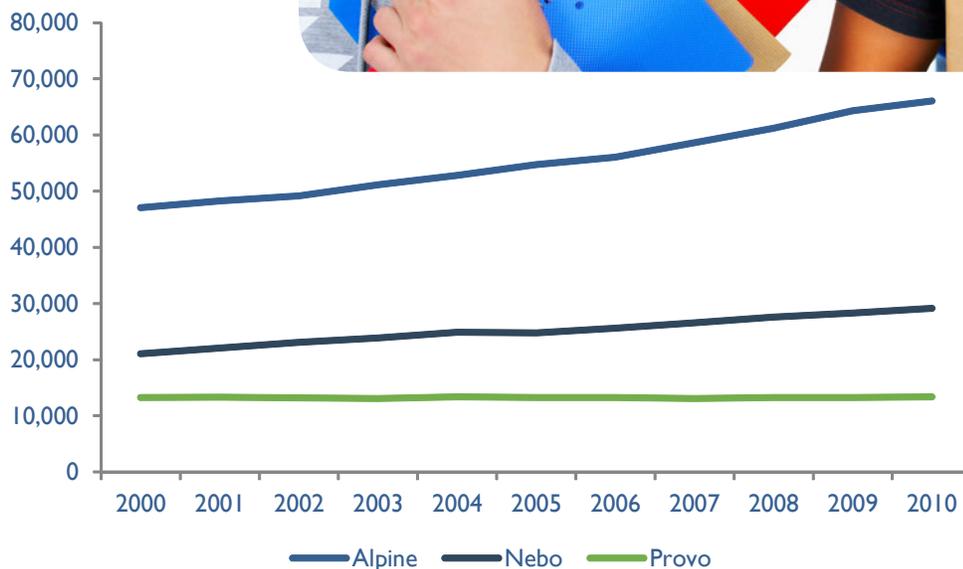
Source: District data; audited Fall 2010 enrollment reports submitted to State

Student Enrollment: Utah County Comparison

1992-2010 Fall Enrollment Report

While Alpine School District, to the north, and Nebo School District, to the south, have grown rapidly this decade, enrollment in Provo has been flat. This is the case in most one-city districts throughout the State. Besides having flat enrollment throughout this period, Provo continues to have a substantially higher low-income student population than the other two districts in the county. Overall, the public school (school districts) enrollment in Utah County was nearly 109,000 in October 2010, while charter schools, which are also public, had nearly 7,000 students enrolled in Utah County.

Provo School District is pinning much of its future enrollment hopes on eSchool. Online schools are the fastest growing public education segment in Utah.



Source: Utah State Office of Education

Demographics: District School Lunch Participation

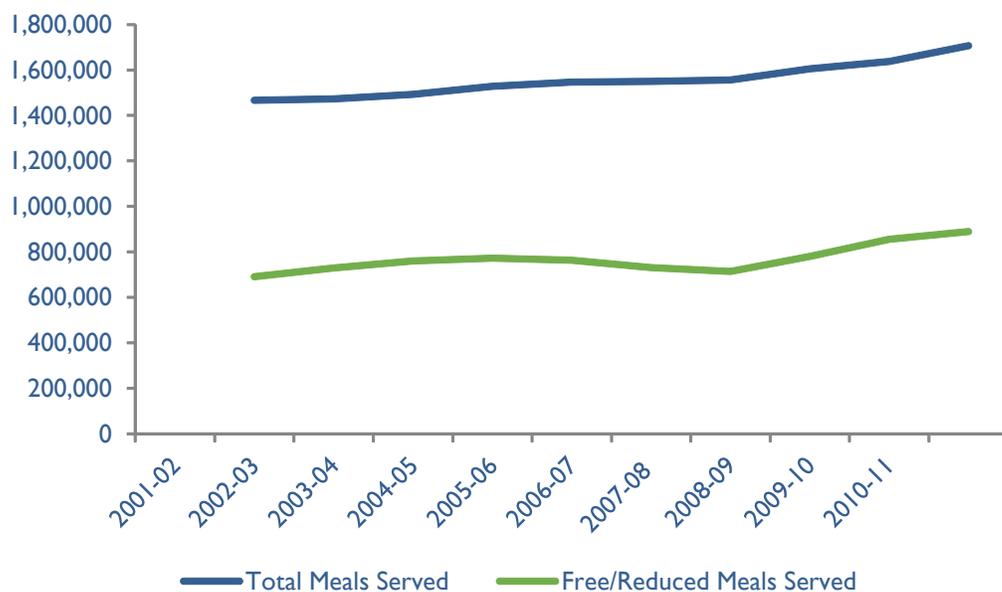
2001-02 to 2010-11 School Years

School meal assistance is available based on financial need. Students with the greatest need qualify for free meals, while students with moderate need qualify for meals at a reduced price.

School Year	Lunches Served	Free Lunches Served	% of Free Lunches to Total Served	Breakfast Served	Reduced Cost Lunch Served	% of Reduced Cost Lunches to Total Served
2001-02	1,214,770	526,438	43.3%	252,424	164,461	13.5%
2002-03	1,211,667	571,446	47.2%	261,218	157,921	13.0%
2003-04	1,226,062	603,325	49.2%	267,538	156,125	12.7%
2004-05	1,245,816	612,228	49.1%	282,153	160,509	12.9%
2005-06	1,256,839	609,996	48.5%	289,865	152,639	12.1%
2006-07	1,255,951	567,608	45.2%	293,649	164,048	13.1%
2007-08	1,251,460	558,296	44.6%	304,189	155,298	12.4%
2008-09	1,288,497	617,738	47.9%	316,889	162,129	12.6%
2009-10	1,311,255	685,689	52.7%	326,713	170,235	13.1%
2010-11	1,343,858	736,472	54.8%	363,740	152,940	11.4%

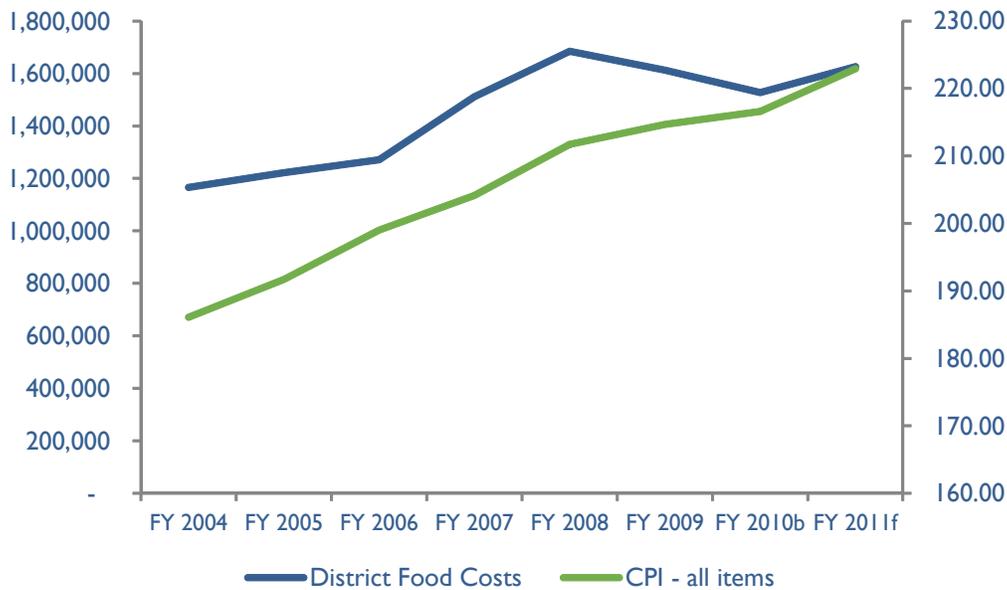
School Lunch Participation: Trends

2001-02 to 2010-11 School Years



Source: District data

Program Costs and Data: Food Services



The chart above compares food costs for the District’s food services program with the CPI, or Consumer Price Index (urban areas, all items including food). The CPI measures the average cost of purchasing goods and services for a specific time period (1982-84 is the base period for the index and that period is set at 100).

Source: U.S. Bureau of Labor and Statistics; District data

Child Nutrition: Meal Prices

2007-08 to 2011-12 School Years

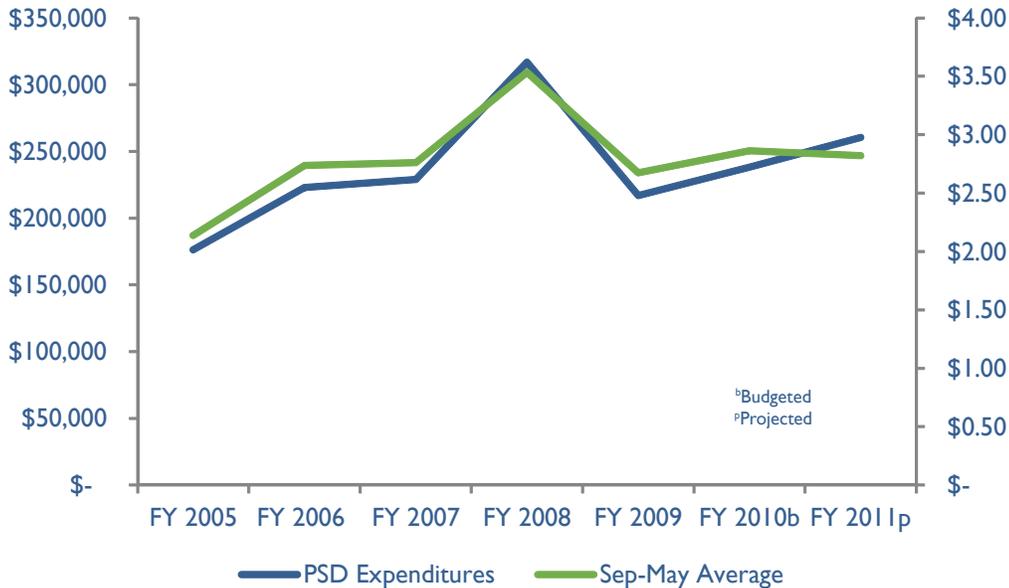
	2007-08	2008-09	2009-10	2010-11	2011-12	YOY Change
Breakfast	\$1.00	\$1.25	\$1.25	\$1.25	\$1.25	0%
Adult Breakfast	\$1.25	\$1.50	\$1.50	\$1.50	\$1.50	0%
Elementary Lunch	\$1.50	\$1.75	\$1.75	\$1.75	\$1.75	0%
Secondary Lunch	\$1.75	\$2.00	\$2.00	\$2.00	\$2.00	0%
Adult Lunch	\$2.50	\$2.75	\$2.75	\$2.75	\$2.75	0%

Prior to 2008, the last time the District raised meal prices was in 2001. The District projects overall school lunch participation will remain roughly the same during the 2011-12 school year.

Transportation: Costs and Statistics

Just as rising energy costs impact each of us individually, the District is impacted by these increases as well. While the District is doing everything it can to conserve, in the end funding must come from somewhere for these increases. In 2008, a Geographic Information System (GIS) software program was purchased to analyze District population and transportation patterns in an effort to maximize efficiency and minimize energy costs as much as possible.

Expenditures vs. Cost per Gallon



Note: The chart at left shows Provo City School District's FY 2005 to FY 2012 annual fuel expenditures compared to the annual average cost per gallon of diesel fuel for the same years (FY 2011 actual expenditures are based on the budgeted amount, and FY 2012 expenditures and average per gallon costs are based on District projections). Because the District spends most of its fuel budget during the months of September to May, only those months are used when computing the average per gallon cost of diesel fuel.

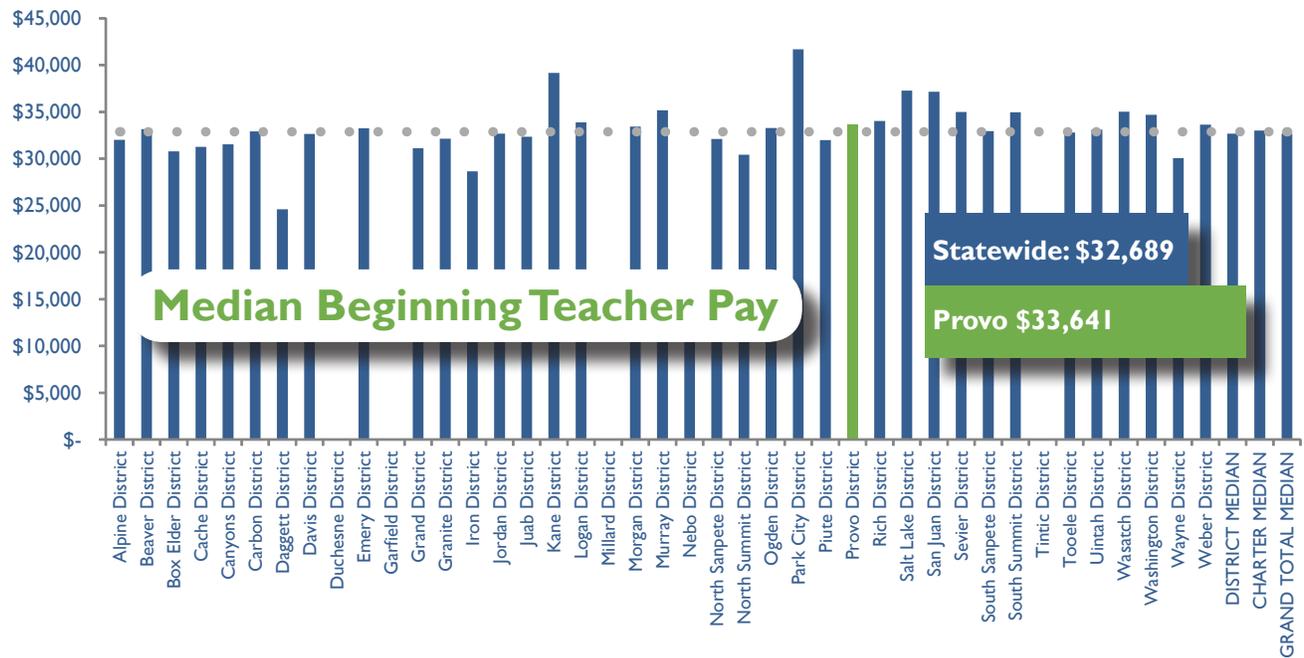
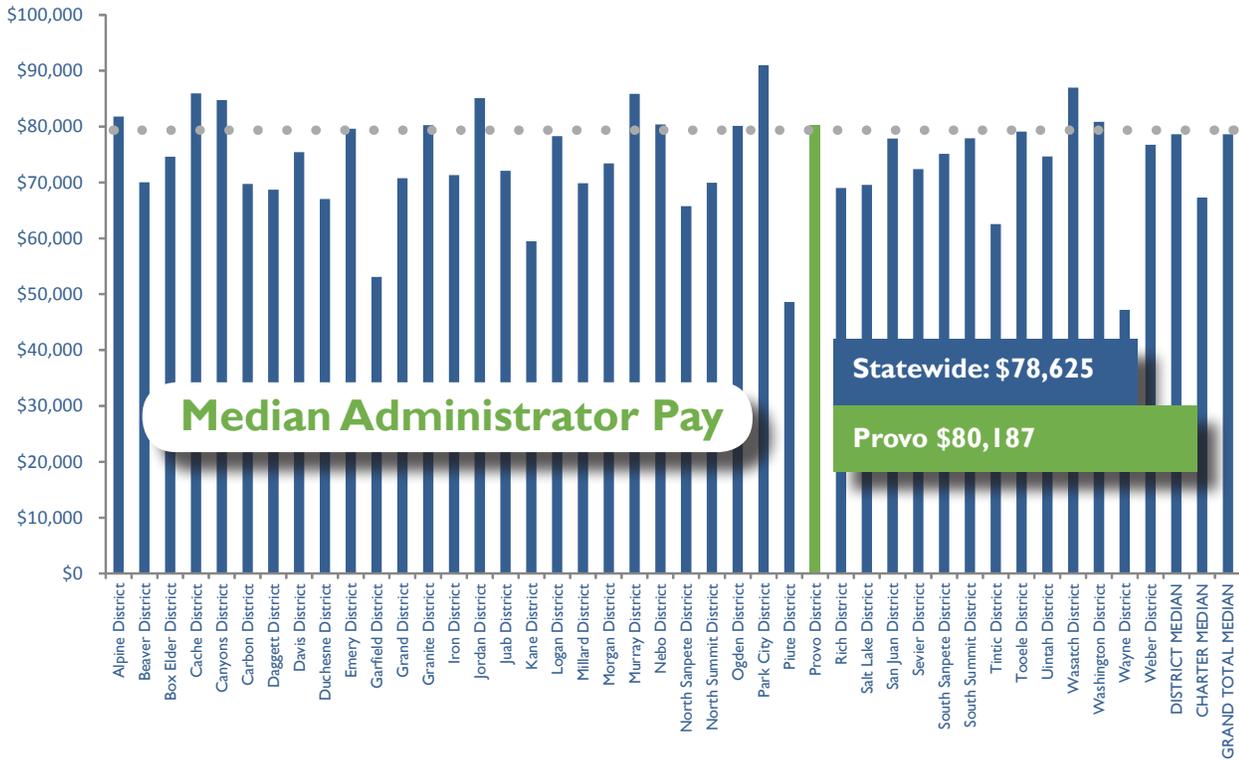
Source: District data; U.S. Dept. of Energy

Data: Transportation/Busing

Year	Miles traveled	Number of students transported daily	Driving hours per day	Route miles driven per day	Field and activity trip miles per day	Cost per student per year to bus	Number of buses
2003-04	636,750	7,382	264	3,098	440	\$253	40
2004-05	653,220	5,192	282	3,245	384	\$328	42
2005-06	650,520	4,771	251	2,997	617	\$426	43
2006-07	510,840	4,894	245	2,605	233	\$492	43
2007-08	542,700	5,169	271	2,747	268	\$501	48
2008-09	524,340	6,208	226	2,699	214	\$366	48
2009-10	514,980	6,332	204	2,650	211	\$315	48

Compensation: Median Pay Comparison

The District pays its teachers and administrators slightly more than the median teacher salary in Utah. It's critical for the District to pay employees a competitive wage to attract talent and retain valuable employees, especially as the economy improves and employees have more employment options.



Source: Utah State Office of Education

Health Insurance: Cost and Statistics

The rising cost of health care is a concern nationwide, and the District isn't immune. In 2005, a premium participation plan was put in place, with employees paying a percentage of their premiums. This was designed not only to save money, but more importantly to help employees take ownership of their health care. Overall, the District's health care expenditures are projected to increase approximately 3% in FY 2011.

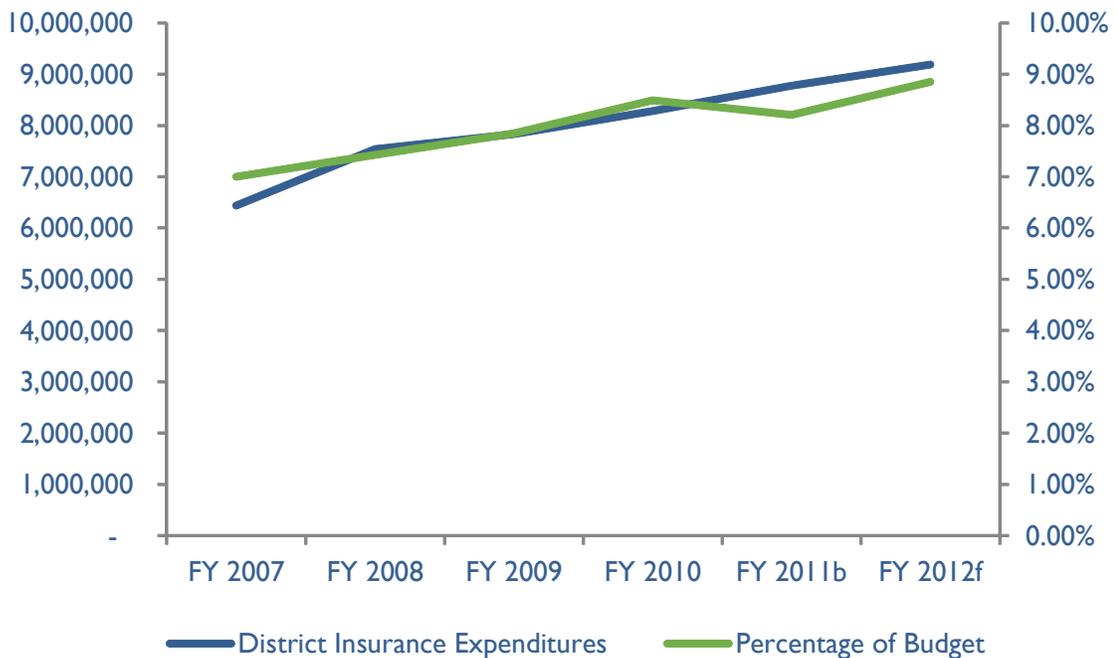
As the adjacent table and graph below percentage of the District's budget that insurance each year is increasing, meaning on health care is outpacing other District

Note: Percentage of budget calculation excludes building construction and debt service, which can fluctuate significantly depending on current construction projects.

Year	District Insurance Expenditures	Percentage of Budget
FY 2007	6,440,191	7.00%
FY 2008	7,542,682	7.43%
FY 2009	7,830,180	7.85%
FY 2010	8,284,326	8.49%
FY 2011 ^b	8,776,687	8.21%
FY 2012 ^f	9,187,889	8.85%

^bBudget ^fForecast

Health Insurance: Expenditures and Percentage of Budget



Source: District data

Student Performance: UPASS

2010-11

U-PASS is the state accountability system for schools. U-PASS determines the proficiency and progress for each school using multiple assessments and indicators. An annual school report card is released each year that indicates if the school achieved the state standard as defined by the U-PASS criteria. The scores below indicate the percentage proficient in each subject area.

School	Language	Math	Science	Whole School	
Amelia Earhart		92	90	81	88
Canyon Crest		96	93	79	91
Centennial Middle		90	81	80	85
Dixon Middle		87	79	68	81
Edgemont		93	86	82	87
eSchool			50		8
Franklin		80	75	60	75
Independence		65	26	39	15
Lakeview		85	81	82	84
Provo High		85	43	63	24
Provo Peaks ¹		77	66	51	69
Provost		89	86	82	87
Rock Canyon		89	83	79	85
Spring Creek		75	72	59	72
Sunset View		76	78	70	76
Timpanogos		79	86	65	79
Timpview High		90	64	70	24
Wasatch		97	93	90	93
Westridge		95	93	82	91

Student Performance: Annual Yearly Progress (AYP)

2010-11

Adequate Yearly Progress, or AYP, is a measurement defined by the United States federal No Child Left Behind Act that allows the U.S. Department of Education to determine how every public school and school district in the country is performing academically according to results on standardized tests. The results are calculated and presented on a pass/fail basis.

School	Language Arts	Math	Schoolwide AYP	Improvement Plan?
Amelia Earhart	YES	YES	YES	NO
Canyon Crest	YES	YES	YES	NOT TITLE I
Centennial Middle	YES	YES	YES	NOT TITLE I
Dixon Middle	YES	NO	NO	NOT TITLE I
Edgemont	YES	YES	YES	NOT TITLE I
eSchool	YES	YES	YES	NOT TITLE I
Franklin	YES	YES	YES	NO
Independence	YES	YES	YES	NOT TITLE I
Lakeview	YES	YES	YES	NOT TITLE I
Provo High	YES	YES	YES	NOT TITLE I
Provo Peaks ¹	YES	YES	YES	NO
Provost	YES	YES	YES	NO
Rock Canyon	NO	YES	NO	NOT TITLE I
Spring Creek	YES	YES	YES	NO
Sunset View	NO	YES	YES	NO
Timpanogos	YES	YES	YES	YES
Timpview High	YES	YES	YES	NOT TITLE I
Wasatch	YES	YES	YES	NOT TITLE I
Westridge	YES	YES	YES	NOT TITLE I

¹Test scores recorded as Provo Peaks; school was operating as Farrer in 2010-11

Student Performance: Iowa Test of Basic Skills

Fall 2004 to Fall 2008 (most recent year available)

Utah no longer uses the Iowa Test of Basic Skills as a standardized test. The results included here are for referencing past performance only. The most recent testing data uses Annual Yearly Progress (AYP) and UPASS structures, and data from those tests were reported previously in this section.

	Fall 2004		Fall 2005		Fall 2006		Fall 2007		Fall 2008	
	Provo	Utah	Provo	Utah	Provo	Utah	Provo	Utah	Provo	Utah
Third Grade ITBS										
Reading	64	64	63	65	59	58	57	57	58	57
Language	52	55	52	55	48	48	41	47	43	46
Mathematics	56	57	57	57	52	48	47	47	49	47
Social Studies	64	65	65	66	61	61	58	61	58	60
Science	69	69	68	69	65	63	62	63	62	63
Composite Score	64	65	64	65	59	58	55	57	56	57
Fifth Grade ITBS										
Reading	65	63	64	64	56	56	54	57	56	55
Language	61	58	57	57	52	53	50	53	53	51
Mathematics	65	59	62	59	54	52	54	52	60	52
Social Studies	62	61	59	61	55	57	52	56	54	55
Science	71	69	68	70	64	65	61	65	66	64
Composite Score	67	64	63	63	57	58	56	58	59	57
Eighth Grade ITBS										
Reading	63	62	62	62	59	59	64	59	60	60
Language	55	54	57	57	53	52	55	53	53	53
Mathematics	58	57	62	59	52	53	54	52	52	53
Social Studies	50	52	59	61	50	52	52	51	50	51
Science	63	64	68	70	63	65	66	65	64	65
Composite Score	58	58	63	63	55	56	58	56	56	57
Eleventh Grade ITBS										
Reading	68	62	67	62	65	62	Not Tested			
Spelling	56	52	54	51	52	51				
Revising	58	56	58	55	56	54				
Writing	58	56	58	55	56	54				
Mathematics	61	58	61	57	62	57				
Social Studies	62	60	64	59	57	58				
Science	65	65	66	62	53	61				
Composite Score	64	61	65	59	60	59				

Source: District data

Student Performance: Criterion Reference Testing

2003-04 to 2008-09 (most recent year available)

Like the Iowa Test, Utah no longer uses the CRT as a standardized test. The results included here are for referencing past performance only. The most recent testing data uses Annual Yearly Progress (AYP) and UPASS structures, and data from those tests were reported previously in this section.

Elementary

		2003-2004		2004-2005		2005-06		2006-07		2007-08		2008-09	
Language Arts	Grade	Average %	Number	Average %	Number	Average %	Number	Average %	Number	Average %	Number	Average %	Number
		Correct	Tested	Correct	Tested	Correct	Tested	Proficient	Tested	Proficient	Tested	Proficient	Tested
Language Arts	1	82%	1,037	80%	1,151	76%	1,153	73%	1,131	not tested		not tested	
	2	75%	1,020	77%	1,015	79%	1,108	77%	1,068	78%	1,068	79%	1,064
	3	76%	995	75%	1,016	78%	1,006	78%	1,083	76%	1,041	83%	1,035
	4	81%	951	81%	990	81%	980	79%	980	77%	1,048	82%	995
	5	78%	914	79%	923	79%	960	77%	937	76%	947	79%	1,020
	6	79%	989	82%	897	76%	903	80%	976	80%	917	83%	941
Math	1	83%	1,038	76%	1,165	77%	1,151	71%	1,130	not tested		not tested	
	2	75%	1,020	78%	1,021	80%	1,109	74%	1,073	77%	1,067	**	**
	3	79%	999	79%	1,023	80%	998	81%	1,099	77%	1,039	**	**
	4	82%	956	80%	999	83%	975	79%	986	81%	4,048	**	**
	5	77%	917	83%	936	80%	957	78%	943	77%	940	**	**
	6	75%	696	77%	629	77%	608	63%	650	72	625	**	**
Science	1-3	not tested		not tested		not tested		not tested		not tested		not tested	
	4	62%	950	not available		62%	982	62%	984	64%	1,048	66%	1,002
	5	59%	914	64%	931	66%	960	64%	952	65%	931	68%	1,022
	6	63%	992	68%	895	72%	904	61%	955	69%	933	71%	943

Secondary

Course	2003-2004		2004-2005		2005-06		2006-07		2007-08		2008-09	
	Average % Proficient	Number Tested	Average % Proficient	Number Tested	Average % Proficient	Number Tested	Average % Proficient	Number Tested	Average % Proficient	Number Tested	Average % Proficient	Number Tested
7th Lang Arts							84%	889	77%	928	83%	903
8th Lang Arts							81%	911	85%	869	81%	916
9th Lang Arts	unavailable		unavailable		unavailable		79%	1,008	78%	926	78%	895
10th Lang Arts	unavailable		unavailable		unavailable		81%	1,005	82%	976	82%	901
11th Lang Arts	unavailable		unavailable		unavailable		81%	872	84%	924	76%	939
7th grade Math			69%	403	60%	423	70%	453	73%	496	**	**
PreAlgebra	83%	1,201	79%	1,391	81%	1,243	78%	1,197	79%	1,156	**	**
Algebra	69%	1,228	77%	1,097	72%	1,189	74%	1,192	79%	906	**	**
Geometry	72%	804	76%	875	68%	920	75%	907	76%	927	**	**
Science 7th	67%	994	63%	964	data not complete from state		69%	441	62%	504	69%	388
Science 8th	68%	900	67%	978	68%	942	64%	898	67%	858	65%	904
Earth Systems	64%	359	59%	376	66%	339	65%	356	59%	597	58%	819
Biology	79%	629	65%	818	65%	978	70%	1,067	66%	989	69%	757
Chemistry	unavailable		unavailable		unavailable		66%	386	57%	393	65%	431
Physics	unavailable		unavailable		unavailable		56%	253	49%	294	66%	357

** In 2008-09 new, more rigorous math tests were developed for each grade level and math subject; the State of Utah has mandated that the new scores not be compared with previous years testing

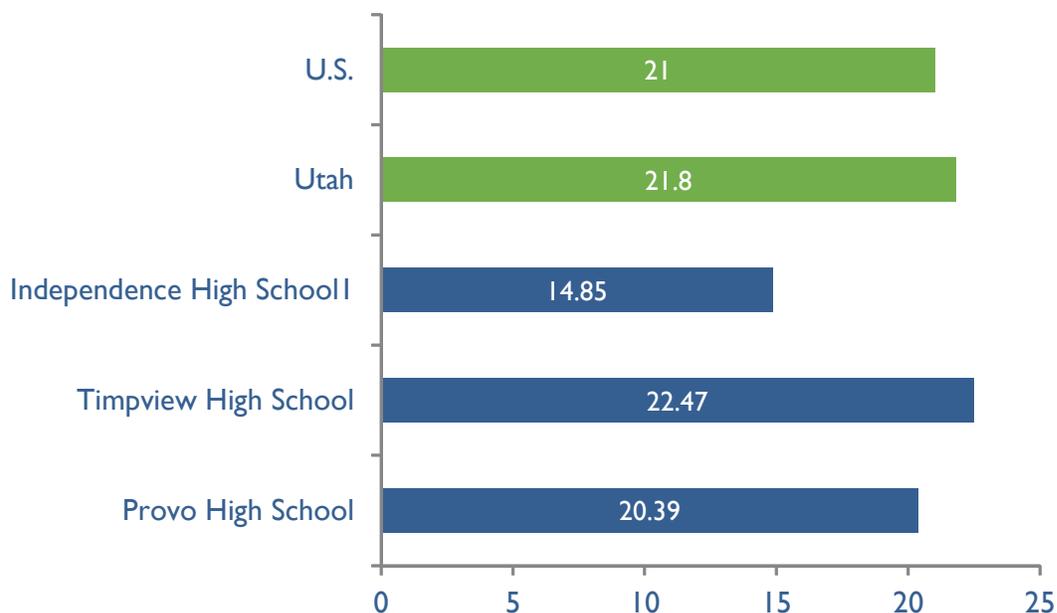
Student Performance: ACT® Scores

The ACT® is America’s most widely accepted college entrance exam. It assesses high school students’ general educational development and their ability to complete college-level work. The multiple-choice tests cover four skill areas: English, mathematics, reading, and science. The writing test, which is optional, measures skill in planning and writing a short essay. **Since 2003, average District ACT scores have exceeded average scores in both the State of Utah and nationwide in all subject areas. As of this printing, Districtwide average scores haven’t been released for 2010-11, so a by-school view is presented below.**

Provo School District ACT Scores by Subject: 2010-11

Subject Area	Independence High School	Provo High School	Timpview High School
Composite	14.85	20.39	22.47
English	12.76	19.45	22.2
Math	15.62	20.32	22.16
Reading	15.59	20.82	22.85
Science-Reasoning	15.28	20.47	22.15

Composite ACT® Score Comparison: 2010 (Utah and U.S.) & 2010-11 (Provo School District)



Sources: Utah State Office of Education; District data

Student Performance: Utah Basic Skills Competency Test

Test Information

In 1999, the Utah State Legislature drafted and passed H.B. 33. Among other things, H.B. 33 called for the construction and implementation of a basic skills competency test to be given in the tenth grade. In 2000, the need and desire for a basic skills competency test was reaffirmed by the legislature in the passage of H.B. 177. Students need to pass this test (UBSCT) in order to receive a “basic high school diploma.” **Utah no longer uses the Utah Basic Skills Competency Test.**

Level 4: Substantial

Students scoring at this level have mastered Levels 1-3. They are also proficient in identifying and applying the elements of analytical assessment, i.e., evaluating the writer’s ability to select and elaborate ideas; organizing ideas; using appropriate voice; achieving sentence fluency; and using appropriate and effective word choice, authentic voice, and appropriate conventions. Level 4 students can express ideas effectively and convincingly in all forms of writing: expository, persuasive, narrative, and descriptive.

Level 3: Sufficient

Students scoring at this level have mastered Levels 1-2. They can also identify reliable, valid, and accurate information as well as the organizational patterns used to structure information. They can identify topic sentences and relevant supporting ideas in text. Level 3 students can express ideas effectively in all forms of writing: expository, persuasive, narrative, and descriptive. They have an overall grasp of writing conventions and can edit not only for spelling, capitalization, and punctuation, but also for errors in usage.

Level 2: Partial

Students scoring at this level have mastered Level 1. They can also assess the effective choice and use of sources to locate information, as well as identify headings, subheadings, and titles in text. Level 2 students have demonstrated some expository and persuasive writing skills and can use description to create sensory images. They evidence skill in identifying clear topic sentences and supporting details. Level 2 students can identify misspellings of common words and errors in basic capitalization and sentence punctuation.

Level 1: Minimal

Students scoring at this level have demonstrated the ability to identify the audience and purpose for a specific piece of writing. They can identify the main idea or central theme of a text and use narration to recount experiences. Details may be present in their writing, but may be loosely connected. Level 1 students show very limited skill in using writing conventions (spelling, capitalization, punctuation, usage, and paragraphing).

Source: Utah State Office of Education

Student Performance: Utah Basic Skills Competency Test

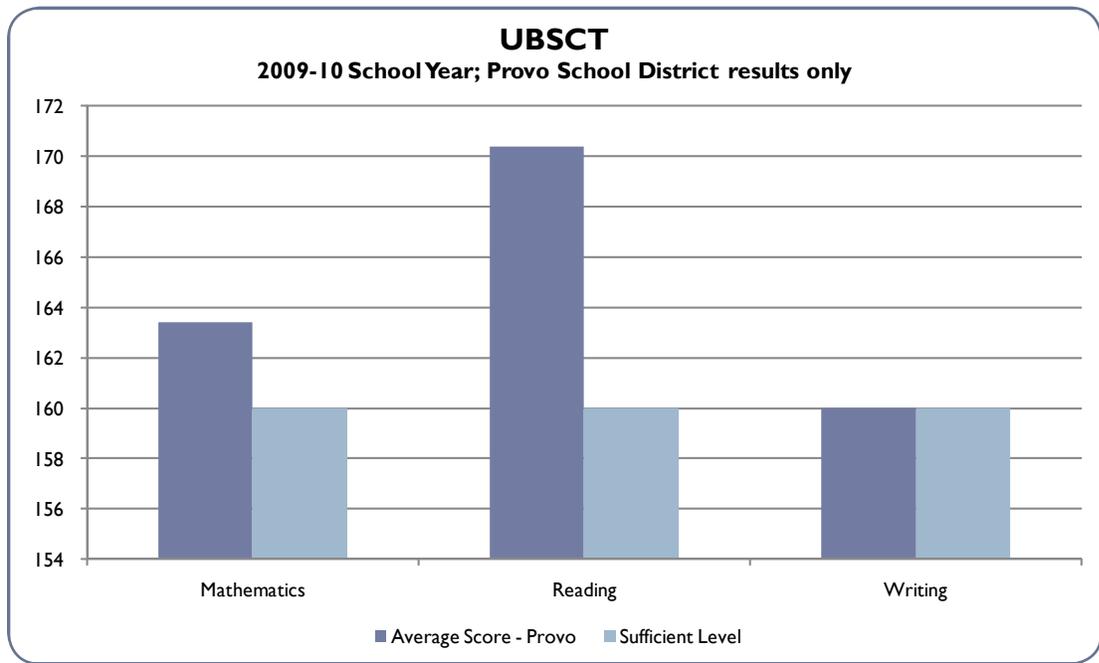
2009-10 (most recent year available)

Utah no longer uses the UBSCT as a standardized test. The results included here are for referencing past performance only. The most recent testing data uses Annual Yearly Progress (AYP) and UPASS structures, and data from those tests were reported previously in this section.

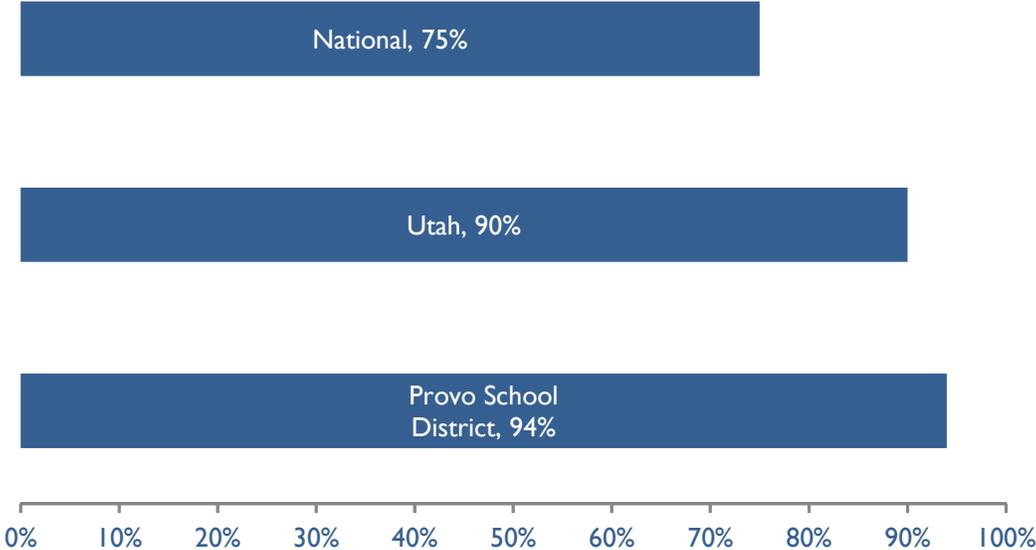
Subject	District Average Score	Level
Mathematics	163	3: Sufficient
Reading	170	4: Substantial
Writing	160	3: Sufficient

2009-10 District UBSCT scores were at or above sufficient levels for all three subject areas. Part of the District’s mission is to ensure students “master the basics,” which includes an increased emphasis on promoting literacy. The Level 4 “Substantial” rating is evidence of the District’s success in this area. State comparison data weren’t available as of the publishing date of this document.

Subject	Minimal	Partial	Sufficient	Substantial
Mathematics	150 or below	151-159	160-167	168 or above
Reading	153 or below	154-159	160-168	169 or above
Writing	146 or below	147-159	160-169	170 or above



Student Performance: High School Graduation Rates



Source: U.S. Dept. of Education and Utah State Office of Education

At 94%, the District’s graduation rate for the 2010 school year is higher than the average rate in the State of Utah, and substantially higher than the national rate of 75%.

It should be noted that the U.S. Department of Education might change reporting requirements beginning in 2012, which could impact Utah and Provo School District results.

Important Note Regarding Satisfaction Surveys

The District regularly conducts satisfaction surveys involving the public, parents, employees, and students. We are currently in the process of loading all surveys online. Please check <http://provo.edu/dep/busadmin/>, then check under the “Surveys” heading. We are also happy to send copies of survey results to interested people by email. Please request any survey results by emailing surveys@provo.edu.

Source: Utah State Office of Education

Glossary

Appropriation: an authorization, usually limited in amount and time, granted by a legislative body to make expenditures and to incur obligations for specific purchases.

Assessed Value (AV): the value of taxable businesses and residences. The District's overall tax rate is determined by the combined assessed value of all businesses and residences in Provo City.

Asset: an economic benefit obtained or controlled by the District as a result of a past transaction or event.

Average Daily Membership (ADM): the aggregate days of student membership in a school during a typical 180 day school year, divided by the total number of school days in session during the same period.

Balance Sheet: a summary of the District's balances. Assets, liabilities and fund balances (called "equity" in non-governmental accounting) are included on the balance sheet.

Balanced Budget: The District considers the budget balanced when total expenditures are equal to total revenues. However, there are instances when revenues exceed expenditures, or when expenditures exceed revenues but residual fund balances are used to make up the difference.

Basic School Program: programs for kindergarten, elementary, and secondary school students that are operated and maintained for the amount derived by multiplying the number of Weighted Pupil Units (WPU) for each district or charter school by the value of the Weighted Pupil Unit.

Budget Initiatives: short-term goals or objectives the District intends to accomplish in the near future. Initiatives should support the District's mission and long-term goals.

Capital Expenditure: tangible property of a more or less permanent nature with a useful life of at least three years, and costing at least \$5,000. Examples of capital expenditures include buildings, copy machines, buses, and computer/information technology equipment.

Certified Tax Rate: a tax "ceiling" set by state law to protect taxpayers from unchecked tax increases. If the proposed tax rate is above the certified rate, an agency must advertise the proposed increase and hold public hearings before their rate can be approved.

Cost Center: part of the District that does not produce direct profit and adds to the cost of running the overall organization. An example of a cost center is the purchasing department.

Debt Service: cash required over a given period for the repayment of interest and principal on a debt.

Depreciation: the expiration of the useful life of District assets, attributable to age, wear-and-tear, and obsolescence.

Encumbrance: a method of reserving funds for purchase orders, salary contracts, and other financial commitments which are forthcoming.

Expenditure: a charge that is incurred, presumably to benefit the District.

Fall Enrollment Report: the audited census of students registered in Utah public schools as reported in the audited October | Fall Enrollment Report from the previous year.

Fiscal Year (FY): a 12 month period beginning July 1st and ending June 30th each year. The District's budget operates annually on this schedule.

Full-time Equivalent (FTE): a unit of workforce measurement. An employee hired to fill a normal contract day of approximately 8 hours is considered 1.0 FTE. An assistant that works 1/2 time is considered 0.5 FTE, and so forth.

Function: a relatively broad grouping of related expenditures or revenues aimed at accomplishing a common objective.

Fund Balance: the difference between assets and liabilities (see "asset" and "liability").

Fund: a segregation of accounting and financial resources, each with cash and other assets, liabilities, and fund balances.

Indirect costs: costs that are associated with, but not directly attributable to, a specific program or service provided.

Legal debt limit: the amount of debt the District can enter into; based on the overall taxable market value of Provo City multiplied by 4%.

Legal debt margin: amount of debt the District can enter into after current debt is included. Can be classified as a percentage or dollar amount. See "Legal debt limit."

Liability: an obligation of the District arising from past transactions or events. Liabilities are recorded on the District's balance sheet.

Minimum School Program: the primary funding source for school districts and charter schools in Utah. MSP funds are distributed according to formulas provided by State law, and State Board rules.

Modified Accrual Basis: Government accounting method where revenue is recognized when it becomes available and measurable. Expenditures are typically recognized in the period in which the liability is incurred.

Non-routine expenditure: expenditures that occur infrequently and are not typically part of normal operations.

Object: a classification used for both revenues and expenditures to determine the kind of transaction taking place. Examples of objects include teacher salaries, textbooks, and repairs.

Other financing source: transactions that cannot be clearly classified as either a revenue or expenditure. An example is the transfer of fund balances from one fund to another.

Program: revenues and expenditures that are tracked as a particular project. An example of a program is "Title I," which is referenced in the book as a federal grant the District receives. The District operates approximately 300 programs.

Property tax levy: individual components of property taxes the District receives each year. The District may receive tax revenue from up to 13 different levies, and when combined they form the overall property tax rate.

Property tax rate: the tax rate at which homes and businesses are charged annually.

Regression analysis: a statistical method that can be used for predicting future numerical values. The District uses a form of regression analysis when projecting future enrollment, revenues, and other figures.

Revenue: actual income the District receives from external sources. Donated items of value are not counted as revenue.

Self-contained (SC): students with learning or behavioral difficulties that are taught in learning environments separate from the general student body.

Stakeholder: any person or group that has a vested interest in the District. Examples include the public, local businesses, employees, Board of Education, and legislature.

Survival rates: a method used by the District to project future enrollment. Factors included in the method can include birth rates, inter- and intra-city mobility patterns, previous enrollment figures, rental vs. homeownership figures, etc.

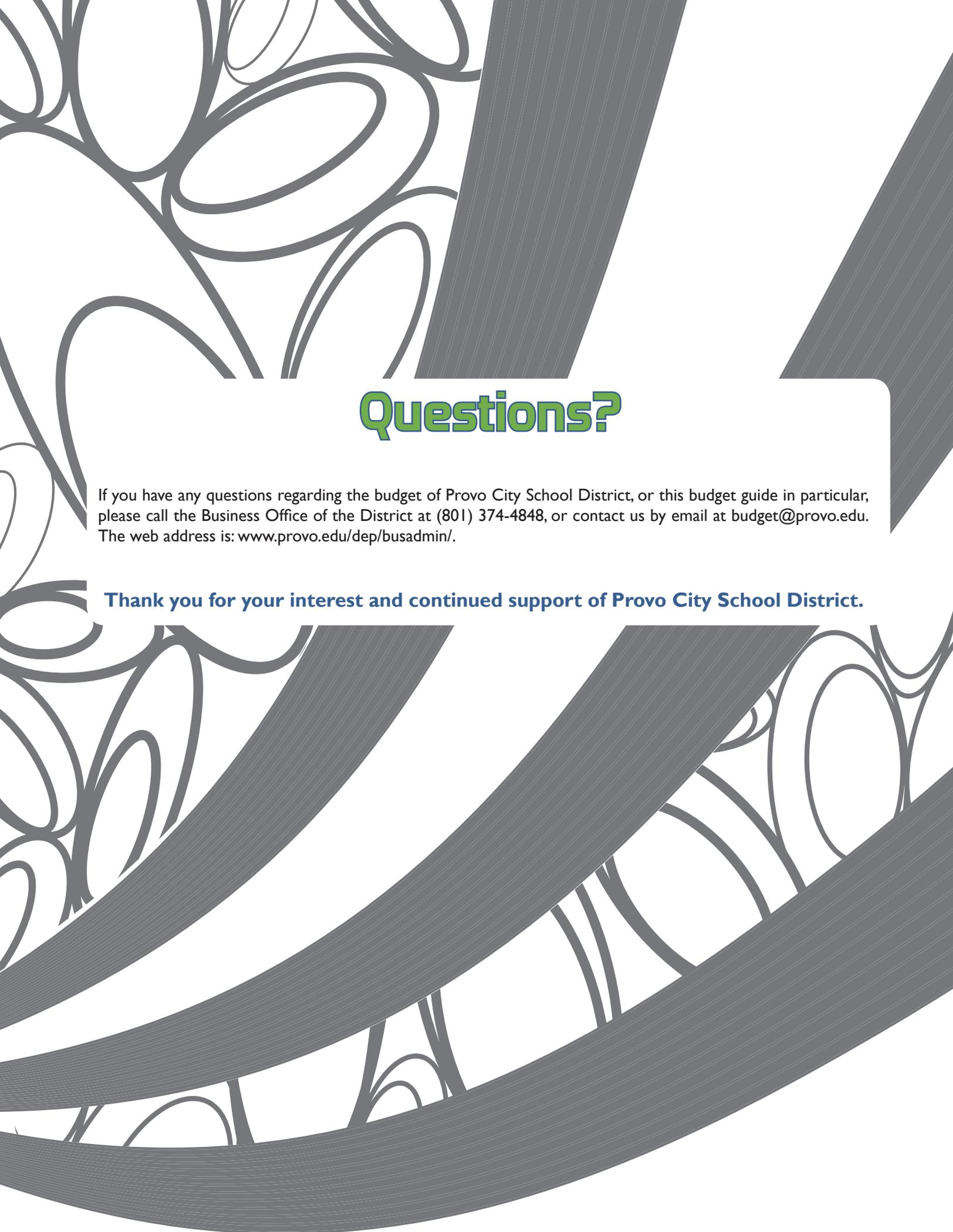
Taxable market value: see “Assessed Value.”

Truth-in-Taxation: a public hearing held annually if the District's budgeted property tax for the coming year exceeds the past year's amount.

Undistributed reserve: part of the District's fund balance that is not specifically reserved for a particular purpose.

Weighted Pupil Unit (WPU): a unit of measure used to determine the needed amount of state funding in a fair and equitable way.

Zero-based budgeting: a method of budgeting used by the District in which all expenses must be justified each year. Zero-based budgeting starts from a “zero base” and every program within the District is analyzed to determine viability and cost. Budgets are then built around what is needed for the upcoming year, regardless of whether the budget is higher or lower than the previous one.



Questions?

If you have any questions regarding the budget of Provo City School District, or this budget guide in particular, please call the Business Office of the District at (801) 374-4848, or contact us by email at budget@provo.edu. The web address is: www.provo.edu/dep/busadmin/.

Thank you for your interest and continued support of Provo City School District.

