
Public School Education



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NORFOLK PUBLIC SCHOOLS

MISSION STATEMENT

The mission of Norfolk Public Schools (NPS), the cornerstone of a proudly diverse community, is to ensure all students maximize their academic potential, develop skills for lifelong learning, and are successful contributors to a global society, as distinguished by:

- Courageous advocacy for all students
- Family and community investment
- Data-driven personalized learning
- Strong and effective leadership teams
- Shared responsibility for teaching and learning
- Access to rigorous and rewarding college and career readiness opportunities

DIVISION OVERVIEW

NPS is the largest urban school division and the seventh largest division overall in the Commonwealth of Virginia. The division enrolls a racially and economically diverse population of approximately 32,000 students, supported by more than 4,600 employees in 55 facilities. The educational philosophy of the division is based on the belief that all children can achieve at high levels and that it is the responsibility of the staff and community to ensure each child reaches his or her highest potential.

NPS has a variety of programs to meet the needs of students. Programs within the traditional school setting include those for students with special needs, English as a Second Language, Title I, and Gifted Education. Auxiliary facilities house programs for students who need an alternate educational setting as well as opportunities for trade and technical education. There are full-day kindergarten programs in all elementary schools. There are two early childhood centers for three and four year old children and pre-kindergarten programs in all elementary schools.

LEGAL AUTHORIZATION

Pursuant to Virginia law, all school divisions are fiscally dependent on the local government. As a fiscally dependent school division, NPS does not levy taxes or issue debt. All funds are appropriated to Norfolk Public Schools by the Norfolk City Council, which has authority to tax and incur debt.

The School Board derives its authority from the Commonwealth and has the constitutional responsibility to provide public education to the residents of Norfolk.

SCHOOL FUNDING

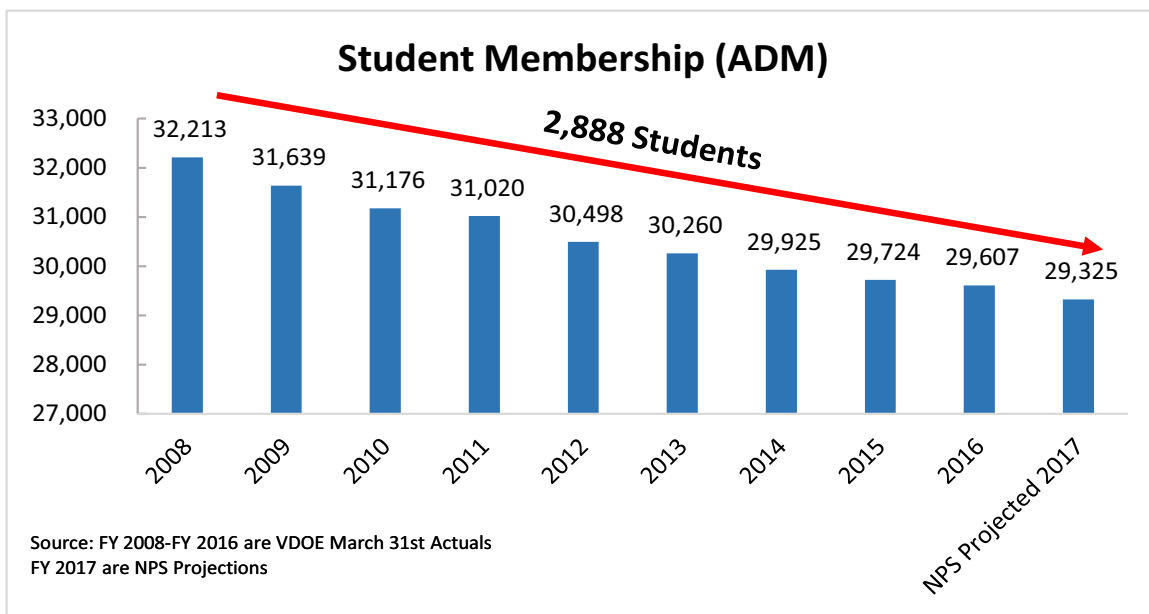
The division receives financial support from several sources:

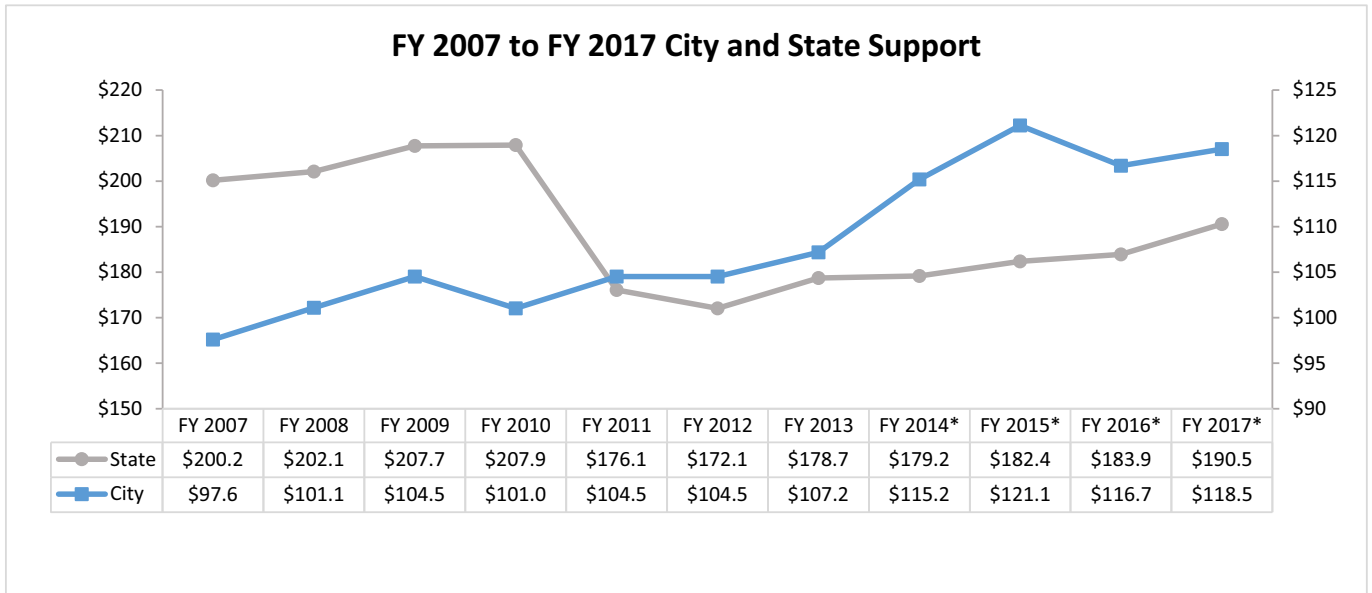
- Commonwealth of Virginia
- City of Norfolk
- Federal Government
- Local Fees and Revenues

Commonwealth of Virginia: Support for public schools is a shared cost between the Commonwealth of Virginia and localities. Article VIII, Section 2 of the Constitution of Virginia authorizes the General Assembly to determine the cost of education as prescribed by the Standards of Quality (SOQ) and to establish the cost share between state and local governments. Sales tax revenue is used to offset Basic Aid costs. In FY 2013, 1¹/₄ cent of the Commonwealth's 5-cent sales and use tax was dedicated to public school funding. In FY 2014, sales and use tax increased in Norfolk to 6-cents due to the statewide transportation bill, and of this 1³/₈ cent is dedicated to public school funding.

The Standards of Quality (SOQ) prescribe the minimum standards of education for public school divisions. The standards are established in the Constitution of Virginia and defined in the Code of Virginia. Only the State Board of Education and the General Assembly can alter the standards. SOQ rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. SOQ accounts represent about 85 percent of the total state funding for direct aid to public education. Localities may choose to spend more than the required amounts at their own discretion. School divisions may offer additional programs and employ additional staff beyond what is required by the SOQ at their own discretion.

Average Daily Membership (ADM) as of March 31st is the student enrollment count that drives most state funds for public education. The ADM is reported to the Virginia Department of Education (VDOE) twice a year, a projection in the fall and a final ADM in the spring. ADM is determined by the total days in membership for all students over the school year divided by the number of school days school was in session. NPS projects ADM to decline from 29,607 in FY 2016 to 29,325 in FY 2017, a decrease of 282 students. Since 2008, ADM has decreased by 2,888 students or 10.1 percent, while city support has increased. Pre-kindergarten is an optional program and not included in the ADM. As such, the numbers reflected do not include pre-kindergarten.

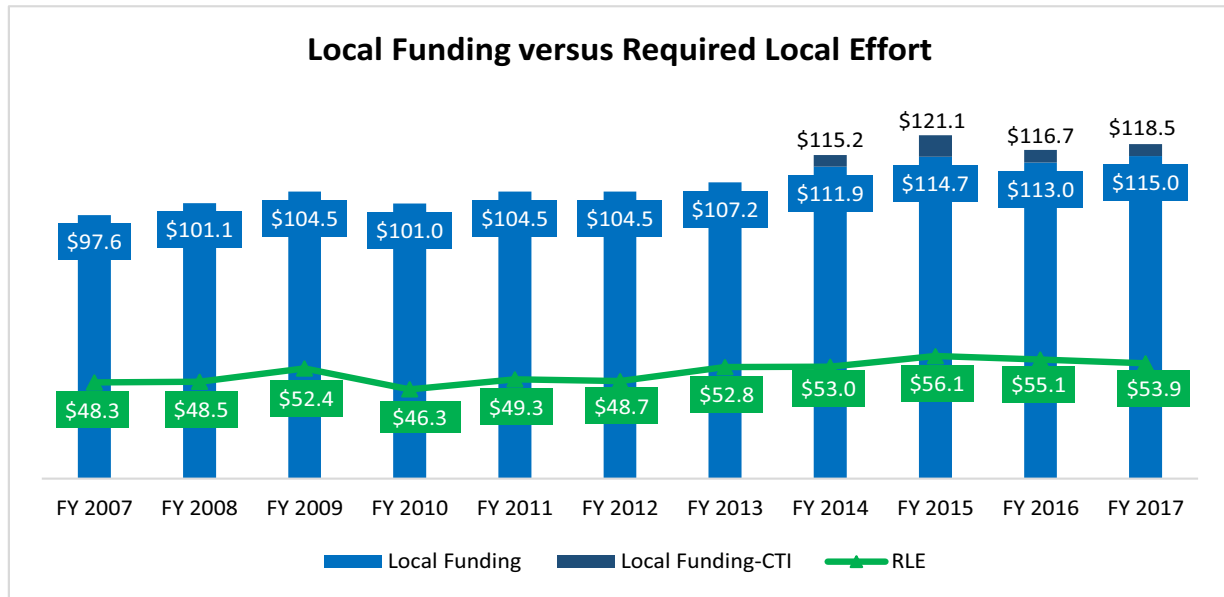




* Includes Construction, Technology, and Infrastructure (CTI) funding. FY 2016 and FY 2017 are budgeted amounts, all others are actuals.

City of Norfolk: Lifelong Learning is one of the six City Council priorities. The city provides funding for schools based on citywide needs. Identified needs by Norfolk Public Schools (NPS) are weighed against all other city needs. Even during the Great Recession as city support decreased for other priorities, city support did not wane for NPS. In contrast to the state, the city does not decrease its support when student enrollment declines. Student enrollment is projected to decline by 282 students in FY 2017, but the city support remains level. Since 2007, local support has increased by \$20.9 million or 21.4 percent despite declining enrollment. This amount includes the Construction, Technology, and Infrastructure program (CTI).

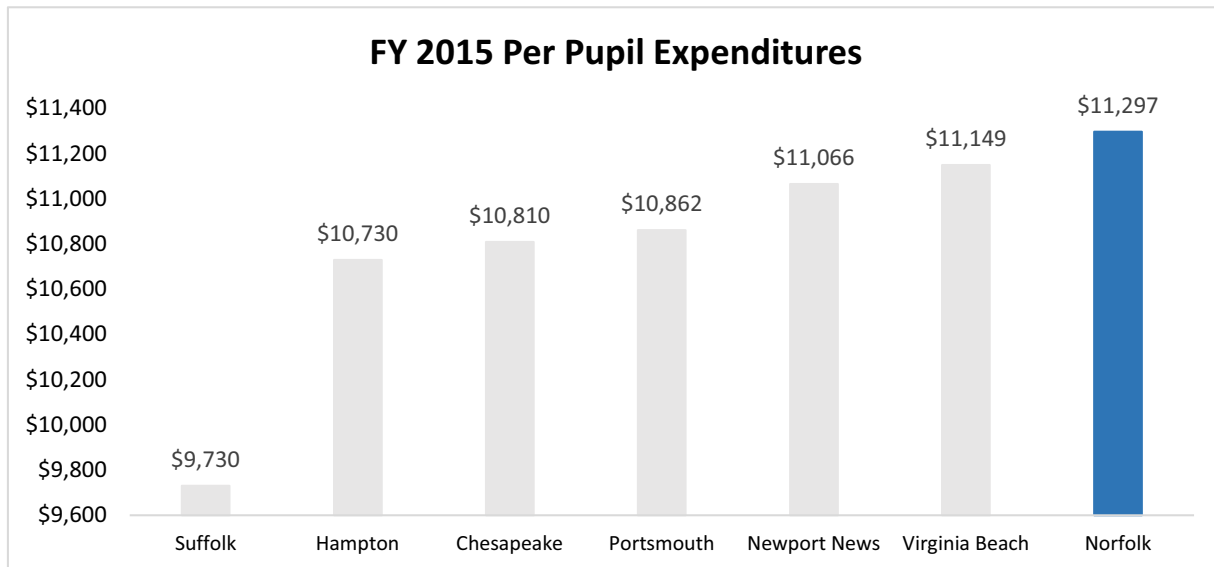
Local Composite Index: The Local Composite Index (LCI) was formulated by the state to measure a locality's ability to fund education. The LCI is calculated using three measures of the local tax base: true real estate values (50 percent of measure); adjusted gross income (40 percent of measure); and local taxable retail sales (10 percent of measure). LCI calculations for the 2016-2018 biennium are based on 2013 data from the Virginia Department of Taxation. Each of the local tax measures are combined with two per capita components: 2014 ADM and total population provided by the Weldon Cooper Center for Public Service. Each locality's ability to pay is evaluated relative to all other localities. Norfolk's LCI for FY 2017 is 0.2988, which means that the city's Required Local Effort (RLE) for SOQ programs is approximately 30 percent of the total cost of education for Norfolk. **The city consistently provides more than 100 percent of the required amount.**



*FY 2015 includes \$3.0 million and FY 2016 includes \$246,600 in CTI carryforward from FY 2014.

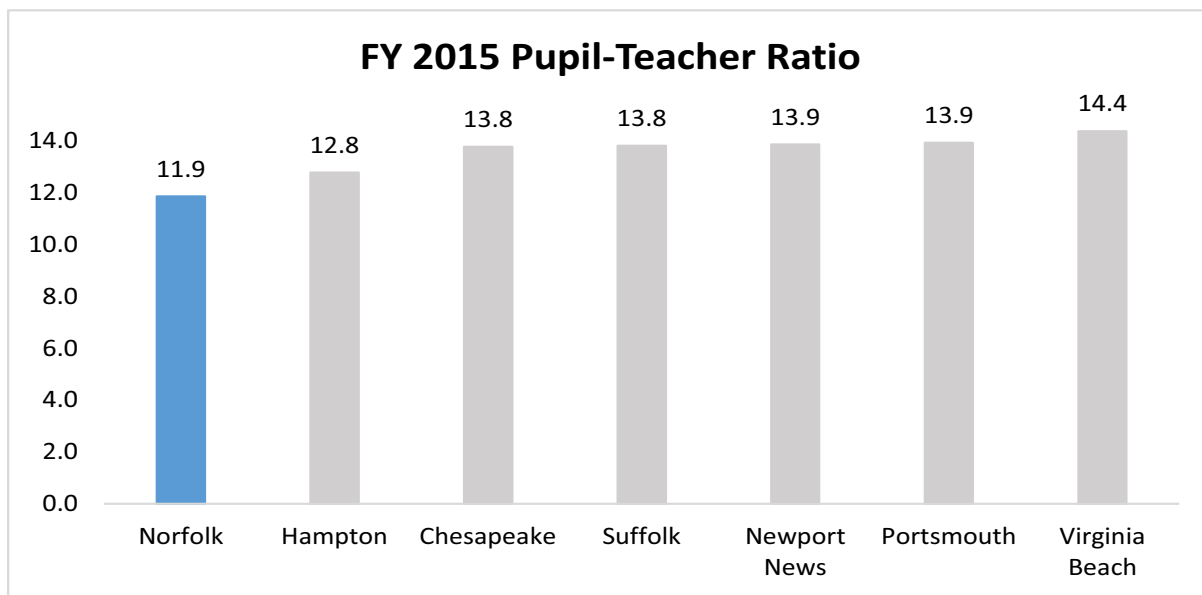
Additionally, the city provides support for NPS related to capital debt service, landscape maintenance, school resource officers, and other services valued at over \$16 million in FY 2017. The city's FY 2017 - FY 2021 Capital Improvement Plan (CIP) continues the city's previous commitment of building six schools for \$159 million. (Crossroads, Campostella, Richard Bowling h. Bowling, Jr., Ocean View, Larchmont, and Camp Allen).

Per Pupil Expenditure (PPE): PPE is the statistic that includes the amount of money put toward the general education for each student. The Superintendent's Annual Report for Virginia provides a yearly PPE for all school divisions in the Commonwealth. The report utilizes annual financial data submitted by school divisions. Since all school divisions submit this data, this report provides the best comparison of PPE across the state. The most recent report is for FY 2015 and **Norfolk Public Schools has the highest PPE in the region.**



Source: Virginia Department of Education, Annual School Report Financial Section

Pupil-Teacher Ratio: The Pupil-Teacher Ratio data is reported each year in the Superintendent’s Annual report. For FY 2015, Norfolk has the lowest pupil-teacher ratio in Hampton Roads. The data reflect a weighted average that account for elementary and secondary teachers at each division.



Source: Virginia Department of Education, Superintendent’s Annual Report FY 2015

Starting Teacher Salaries: Starting teacher salaries (includes regular K-12, art, music, physical education, technology, remedial, gifted, mathematics, reading, special education, and ESL) are reported to the Virginia Department of Education by each division on an annual basis. For FY 2016, divisions reported the annual salary for three education levels. Norfolk Public Schools has the highest starting salary for both a Master’s and Doctorate degree, and is above the regional average for all three education levels.

FY 2016 Starting Teacher Salaries

School Division	Bachelor’s	Master’s	Doctorate
Chesapeake	\$41,560	\$44,760	\$47,960
Hampton	\$40,500	\$43,100	\$45,100
Newport News	\$41,500	\$44,405	\$47,568
Norfolk	\$42,558	\$45,956	\$50,092
Portsmouth	\$42,977	\$45,477	\$49,977
Suffolk	\$39,290	\$42,175	\$44,441
Virginia Beach	\$42,810	\$45,310	\$46,910
Regional Average	\$41,599	\$44,455	\$47,435
Highest of Hampton Roads	Portsmouth	Norfolk	Norfolk

Source: Virginia Department of Education, 2015-2016 Teacher Salary Survey

CONSTRUCTION TECHNOLOGY AND INFRASTRUCTURE

Program Overview

The Construction, Technology and Infrastructure program funds one-time capital, technology, and infrastructure improvements for the school division. The program funds (in priority order) the debt service for school construction projects, technology to enhance learning within the classroom, and infrastructure needs. A dedicated two-cent real estate tax increase from July 1, 2013, supports the CTI. The tax increase accelerates the funding for school construction projects and frees up capacity to address infrastructure and neighborhood capital needs citywide. All funds raised from the two-cent tax increase are used solely for this program. This funding source has the potential to grow overtime as real estate values increase.

Dedicated Funding for FY 2017: \$3,527,400

History of Funding

Prior CTI Funds	\$10,156,700
FY 2017 CTI Funds	\$3,527,400
Total CTI Funds Appropriated	\$13,684,100

PERFORMANCE MEASURES

Norfolk Public Schools (NPS) FY 2017 Achievable Results (GOALS)

- NPS will implement, annually monitor, and refine the comprehensive plan for improving on-time graduation for students
- NPS will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)
- NPS will improve the climate of support for the achievement of all students through staff, family, and community engagement

Priority: Lifelong Learning

Goal

Norfolk Public Schools (NPS) will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)

Measure (As Reported by NPS)	FY 2014 Actual	FY 2015 Actual	FY 2016 State Benchmark	FY 2017 State Benchmark
Increase division level pass rates on SOLs (Standards of Learning)				
Grade 3 Reading	56	63	75	75
Grade 3 Mathematics	55	68	70	70
Grade 3 History and Social Science	77	*	-	-
Grade 3 Science	70	*	-	-
Grade 4 Reading	59	65	75	75
Grade 4 Mathematics	71	78	70	70
Grade 5 Reading	62	70	75	75
Grade 5 Writing	64	*	-	-
Grade 5 Math	62	75	70	70
Grade 5 Virginia Studies	73	82	70	70
Grade 5 Science	54	66	70	70
Grade 6 Reading	57	61	75	75
Grade 6 Mathematics	61	71	70	70
Grade 6 History: US History I	69	*	-	-
Grade 7 Reading	58	67	75	75
Grade 7 Mathematics	37	52	70	70
Grade 7 History: US History II	65	*	-	-

Measure (As Reported by NPS)	FY 2014 Actual	FY 2015 Actual	FY 2016 State Benchmark	FY 2017 State Benchmark
Grade 8 English	54	62	75	75
Grade 8 Writing	54	60	75	75
Grade 8 Mathematics	36	55	70	70
Grade 8 Civics and Economics	63	81	70	70
Grade 8 Science	56	66	70	70
End-of-Course English: Reading	86	85	75	75
End-of-Course English: Writing	81	79	75	75
End-of-Course Algebra I	77	80	70	70
End-of-Course Geometry	75	81	70	70
End-of-Course Algebra II	79	88	70	70
End-of-Course Virginia and US History	77	74	70	70
End-of-Course World History I	76	77	70	70
End-of-Course World History II	68	71	70	70
End-of-Course Earth Science	77	79	70	70
End-of-Course Biology	77	79	70	70
End-of-Course Chemistry	83	89	70	70
End-of-Course World Geography	97	96	70	70

* Denotes Virginia Department of Education discontinued tests.

ADOPTED FY 2017 BUDGET ACTIONS

- **Adjust support for Construction, Technology, and Infrastructure program** **\$95,100**

Adjust support for Construction, Technology, and Infrastructure (CTI) program based on an increase in assessments. The total amount, \$3,527,400, in the Adopted FY 2017 Budget will be used for debt service payments for the five schools under construction. The CTI program is designed to supplement the city's existing efforts for school construction and major maintenance.
- **Increase local support** **\$2,500,000**

Provide an additional \$2.5 million for operating support including \$1.5 million towards the required local share of a 2.0 percent state salary increase.
- **Reappropriate NPS carryforward** **\$3,149,274**

Reappropriate NPS FY 2015 year-end balances of \$1.1 million and \$2.0 million in FY 2016 projected balances for use in FY 2017. As a result, \$3.1 million in unexpended funds are expected to be available for use in FY 2017.
- **Update SOQ and state support** **\$6,647,864**

Adjust support to NPS based on the 2016 - 2018 biennial budget adopted by the General Assembly. Standards of Quality (SOQ) rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. The General Assembly's Adopted budget includes the following: technical updates to SOQ, incentive, and Lottery-funded programs; revisions to the employer rates for fringe benefit contributions paid into the Virginia Retirement System (VRS); the state's share of funding for a two percent salary increase on December 1, 2016 contingent on state revenue collections; an increase in the per pupil amount for the Virginia Preschool Initiative (VPI), and an adjustment to the At-Risk Add-On funding range. This update also includes funds related to sales tax revenue.
- **Remove appropriation for NPS carryforward** **(\$4,410,913)**

Technical adjustment to remove one-time funding provided in FY 2016 for carryforward funds for Norfolk Public Schools (NPS). The removal of prior year non-recurring funds is a standard practice. This adjustment was included in the School Board's Proposed FY 2017 Budget.
- **Remove one-time funding for CTI technology purchases** **(\$246,600)**

Technical adjustment to remove one-time funding provided to NPS in FY 2016. The removal of prior year non-recurring funds is a standard practice. This adjustment was included in the School Board's Proposed FY 2017 Budget.
- **Remove one-time funding for NPS** **(\$550,000)**

Technical adjustment to remove one-time funding provided in FY 2016. Funding was intended for the following uses: \$400,000 for operating support, \$100,000 equipment at five high schools, and \$50,000 for teacher stipends. The removal of prior year non-recurring funds is a standard practice. This adjustment was included in the School Board's Proposed FY 2017 Budget.

Norfolk Public Schools

Total: \$7,184,725

NORFOLK PUBLIC SCHOOLS SUMMARY

The School Board issues a separate, detailed budget document which identifies grant revenues in addition to the School Operating Budget. The FY 2014 and FY 2015 Actual amounts are provided by NPS. The FY 2016 and FY 2017 Adopted amount is adopted by City Council.

Revenue Summary

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Operating Revenue from the City	111,854,400	112,471,922	112,471,922	114,971,922
Construction, Technology, and Infrastructure				
<i>Infrastructure and Technology to NPS</i>	0	0	1,500,000	0
<i>Debt Service</i>	89,000	3,388,800	1,932,300	3,527,400
<i>Unspent CTI Funds</i>	3,246,600	0	0	0
Total CTI	3,335,600	3,388,800	3,432,300	3,527,400
Total ongoing support	115,190,000	115,860,722	115,904,222	118,499,322
One time support				
CTI carryforward to NPS for Infrastructure and Technology (from FY 2014 unspent CTI funds)	0	3,000,000	246,600	0
One-time support	0	2,250,000 ¹	550,000	0
Subtotal one-time support	0	5,250,000	796,600	0
Total City Revenue	115,190,000	121,110,722	116,700,822	118,499,322
Revenue from Commonwealth	179,182,243	182,387,110	183,892,249	190,545,112
Revenue from Federal Funds	6,474,260	5,427,739	5,651,426	5,651,426
Revenue from Other Funds	2,679,021	2,738,357	4,023,361	4,023,361
NPS Carryforward	7,741,873	5,944,513	4,410,913	3,149,274
Subtotal State and Other	196,077,397	196,497,718	197,977,949	203,369,173
Total Operating Revenues	311,267,397	317,608,440	314,678,771	321,868,495
Total Grant Revenues and School Nutrition Funds	46,996,944	52,456,931	53,199,148	56,549,805
Total Revenues	358,264,341	370,065,371	367,877,919	378,418,300
Additional Services Provided² (see next page for details)	16,566,061	15,861,956	15,667,784	16,684,143
Grand Total Support Received	374,830,402	385,927,327	383,545,703	395,102,443

¹ Includes \$750,000 in one-time amendment funds.

² Additional services exclude school construction and reflect the adjustment of School Crossing Guards in from NPD to NPS in FY 2015. These amounts are now included in Revenue from the city.

Expenditure Summary

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
School Operating Budget	303,056,986	314,068,803	314,678,771	321,868,495
Grants and Special Programs	29,796,941	34,851,813	35,051,149	37,984,805
Child Nutrition Services	16,879,066	16,739,504	18,148,000	18,565,000
Total Expenditures	349,732,993	365,660,120	367,877,919	378,418,300

Additional Services Provided to Norfolk Public Schools (Excluding School Construction)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Debt Service for School Buses	92,706	123,650	298,383	356,300
Debt Service for School Construction and Maintenance Projects ¹	9,927,106	9,652,837	9,091,764	9,410,736
Facility Maintenance	1,266,200	1,311,410	1,300,000	1,300,000
Ground Maintenance	697,679	679,375	680,000	680,000
School Crossing Guards ²	567,434	0	0	0
School Nurses ³	467,299	258,000	0	0
School Resource Officers	547,637	536,684	547,637	937,107
Subtotal Other City Support	13,566,061	12,561,956	11,917,784	12,684,143
Ongoing School Maintenance	3,000,000	3,300,000	3,750,000 ⁴	4,000,000
Grand Total Additional Services Provided	16,566,061	15,861,956	15,667,784	16,684,143

In addition to the direct city support to Norfolk Public Schools, the city provides additional services (listed above) funded through city departments' budgets. Debt service for school construction and school buses are included in the city's Debt Service budget, School Resource Officers are included in the Police budget, Facility Maintenance is in the General Services budget, and Grounds Maintenance is in the Recreation, Parks and Open Space budget.

¹In December, 2014, the city established a revolving line of credit (the "Line") to be used as low cost flexible interim financing. By matching borrowing to school construction, renovation, and maintenance costs the city has been able to reduce its short term debt service expenditures. Through utilization of the Line, the city has benefited from both low interest costs and better flexibility to time its long term debt issuance.

²In FY 2015, the school crossing guard program funds were transferred from Norfolk Police Department (NPD) to NPS.

³In FY 2013 approximately \$1.5 million in city funds were transferred from the Norfolk Department of Public Health (NDPH) directly to Norfolk Public Schools (NPS) for school health services. In FY 2014, an additional \$250,000 was transferred for a total of \$1.79 million. In FY 2016, the three year transition period with NPS was completed.

⁴ NPS received an additional \$250,000 to address school maintenance in the FY 2016 Budget Amendment.

SCHOOL OPERATING FUND

Operating Revenues

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Revenue from Commonwealth				
Standards of Quality Funds				
Basic Aid	81,323,218	84,763,492	83,232,657	87,483,196
Textbook Payments	1,372,991	977,711	637,926	375,475
Vocational Education Standards of Quality (SOQ)	1,379,977	940,310	930,393	1,007,572
Gifted Education	947,447	960,751	950,619	987,009
Special Education SOQ	10,669,078	9,975,457	9,850,035	9,520,525
Prevention, Intervention and Remediation	4,902,009	5,846,272	5,784,620	6,209,932
Fringe Benefits	15,035,574	17,150,429	16,650,952	17,786,725
English as a Second Language (ESL)	0	0	0	628,967
Remedial Summer School ¹	655,487	1,128,231	1,124,026	830,827
Total Standards of Quality Funds	116,285,781	121,742,653	119,156,228²	124,830,228²
State Sales Taxes	30,701,766	31,992,590	32,325,750	33,211,659
Lottery Funded Programs	26,504,703	26,465,837	28,455,051	28,689,761
Other State Funds	5,689,993	2,186,030	3,955,220	3,813,464
Total from Commonwealth¹	179,182,243	182,387,110	183,892,249	190,545,112
Total Federal	6,474,260	5,427,739	5,651,426	5,651,426
Total City Funds	115,190,000	121,110,722	116,700,822	118,499,322
Total Other Revenue	2,679,021	2,738,357	4,023,361	4,023,361
Total Carryforwards	7,741,873	5,944,513	4,410,913	3,149,274
Total Revenues	311,267,397	317,608,441	314,678,771	321,868,495

¹Remedial Summer School moved back to Standards of Quality funds from Lottery Funds in FY 2013.

²The total Standards of Quality funds reflects the removal of \$5,000. This is consistent with the NPS FY 2016 Approved and FY 2017 Approved budgets.

Operating Expenditures

Expenditures	Positions		FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
	FY 2016	FY 2017				
Instructional Services	3,253	3,192	227,761,005	233,079,437	238,829,163	241,569,398
Central Administration	83	84	8,977,875	9,476,250	8,965,321	9,461,843
Student Attendance and Health	101	102	5,773,582	6,381,035	7,678,129	8,226,181
Pupil Transportation	271	283	11,781,560	11,905,064	12,173,141	13,346,285
Operations/ Maintenance	401	408	33,537,940	34,905,144	34,241,946	35,142,078
Community Services	0	0	0	797	0	0
Facility Improvements	0	0	1,956,270	2,252,367	1,330,800 ¹	370,000 ¹
Information Technology	63	63	9,933,154	12,680,709	9,527,971	10,225,310
School Operating Budget	4,170	4,131	299,721,386	310,680,803	312,746,471	318,341,095
Construction Technology and Infrastructure			3,335,600	3,388,000	1,932,300	3,527,400
Grand Total Operating and CTI			303,056,986	314,068,803	314,678,771	321,868,495
Difference from City Revenue						0
Total Expenditures						321,868,495

¹ This amount differs from the NPS Approved FY 2016 and NPS Approved FY 2017 budgets. The NPS budgets for facilities improvements includes CTI funds, which is shown in the Construction, Technology, and Infrastructure line.

Totals may not exactly add due to rounding.

SCHOOL GRANTS

Grants and Special Programs Revenue Summary

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Federal Grants	24,614,489	30,209,899	30,406,382	33,007,394
Commonwealth of Virginia Grants	4,953,708	4,212,146	4,219,606	4,400,811
Corporate and Foundation Awards	188,157	373,258	398,561	300,000
Other Grants	40,587	56,510	26,600	276,600
Total Grant Revenues	29,796,941	34,851,813	35,051,149	37,984,805

Grants and Special Programs Expenditure Summary

Federal Grants

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Compensatory Programs	15,793,393	19,631,270	19,274,373	19,274,373
Special Education	7,465,437	9,108,125	7,176,584	7,176,584
Career, Technical and Adult Education	926,634	815,646	1,113,601	1,113,601
Other Projects	429,025	654,857	2,841,824	5,442,836
Total Federal Grants	24,614,489	30,209,898	30,406,382	33,007,394

COMMONWEALTH OF VIRGINIA GRANTS

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Career, Technical and Adult Education	151,360	152,288	172,662	149,109
State Operated Facilities	3,673,573	3,050,575	3,256,518	3,256,518
Special Education	149,250	109,190	132,524	132,524
Virginia Technology Initiative	416,000	350,710	209,180	209,180
Other Grants	563,525	549,383	448,721	653,480
Total Commonwealth of Virginia	4,953,708	4,212,146	4,219,605	4,400,811

CORPORATE AND FOUNDATION AWARDS

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Corporate and Foundation Awards	188,157	373,258	398,561	300,000
Total Corporate and Foundation Awards	188,157	373,258	398,561	300,000

OTHER GRANTS

	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Other Grants	266,425	56,510	26,600	276,600
Total Other Grants	266,425	56,510	26,600	276,600
Total Grants and Special Programs	29,796,941	34,851,813	35,051,148	37,984,805

CHILD NUTRITION SERVICES

Revenues	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Sales	1,507,814	1,433,241	1,685,000	1,731,000
Federal and State Food Program Reimbursements	14,269,062	14,675,992	15,123,000	15,494,000
Federal Commodities Donated	1,330,495	1,409,789	1,200,000	1,241,073
Interest Earned	16,676	10,794	16,000	10,794
Other Revenue	75,956	75,302	124,000	88,133
Total Revenues	17,200,003	17,605,118	18,148,000	18,565,000

Expenditures	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted
Cost of Goods Sold	9,066,536	8,672,015	9,259,907	8,972,114
Employee Compensation	7,017,687	7,008,573	7,523,593	7,760,633
Maintenance Costs	336,403	293,126	657,000	743,275
Supplies and Materials	73,083	85,203	90,000	85,203
Cafeteria and Other Equipment	152,067	245,826	330,000	470,900
Other Costs	233,290	434,761	287,500	532,875
Total Expenditures	16,879,066	16,739,504	18,148,000	18,565,000
Excess of Revenues Over Expenditures	320,937	865,614	0	0
Fund Balance – Beginning of Year	5,998,527	6,319,464	7,185,078	7,185,078
Fund Balance – End of Year	6,319,464	7,185,078	7,185,078	7,185,078