



Francis Howell  
School District



LEARNING TOGETHER



# FY2018

**CITIZENS' GUIDE TO  
The FHSD BUDGET**

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# MESSAGE FROM THE SUPERINTENDENT

## **Budget Basics**

- *The FHSD fiscal year runs from July 1 to June 30. The Fiscal (FY) 2018 budget provides resources for the year beginning July 1, 2017 and ending June 30, 2018.*
- *The FHSD is governed by a 7-member Board of Education responsible for developing policy and defining the strategic goals of the District.*
- *According to Chapter 67 of the Revised Statutes of the State of Missouri, the budget must be legally enacted by a vote of the Board of Education prior to July 1.*

## **Dear FHSD Families, Employees, and Citizens:**

Welcome to our new Citizens' Guide to Understanding the Budget, a document that helps explain in simple terms the complexities of our school system's budget.

Our budget reflects the priorities of our District, an important member of the larger Saint Charles community. We know from our survey results that the community continues to place a great emphasis on providing students with a high quality public education. The FY18 budget was developed based on input from various stakeholder groups with an emphasis on prioritizing resources to support student achievement. The Board and Administration have worked hard to continue to maximize available resources to provide the best education possible for our students.

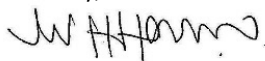
The FY18 budget maintains most of the reductions to program and services made in recent years. These include significant reductions in staff positions, two years of salary freezes, increased class sizes, and reductions in resources for the development of our curriculum. These reductions were necessary to bring our expenditures into closer alignment with our current revenue. While some of these reductions can be maintained in the short-term, the long-term effects of these reductions will be detrimental to the overall quality of education in Francis Howell. It is essential that we work together to find long-term solutions to our budget challenges in order to ensure the continued success of our students.

In the coming months, the District will develop a new strategic plan that will outline our vision and priorities for the next five years. Details on the planning process can be found later in the Guide. I encourage all stakeholders to participate in the strategic planning process. Input is vital, as the plan will play a critical role in our future decision-making.

If you would like to receive information on the budget and other current issues by e-mail, please sign up for the District eNews by going to the District's web site and following the directions to subscribe under the News tab.

I am honored to serve as your Superintendent and look forward to another outstanding year in Francis Howell. Thank you so much for your continued support as we work together to prepare students today for success tomorrow.

Sincerely,



Dr. Mary Hendricks-Harris  
Superintendent

July 2017

New Initiatives in  
FY 2018

- Strategic Planning
- Additional educational support counselors to assist students with social/emotional needs
- Partial reinstatement of technology refresh cycle

# WHERE DOES FHSD MONEY COME FROM?

## Investment in FHSD Has Increased

FHSD funding is dependent primarily on three sources of revenues - Property Taxes, Sales Tax and the Foundation Formula - to provide a quality education to our students. As illustrated in the chart below, 87% of the FHSD General and Special Fund revenues come from these three revenue sources.

### Majority of Revenue Comes from Local Property Taxes

**Local Funds:** 65%

**Property Taxes:** \$123.2 million — Taxes on real and personal property within the District for both current and prior years

**Sales Tax:** \$15.8 million — One cent of a state sales tax is returned to local school districts to support education

**County Funds:** 2% — The main sources of County revenue are fines/forfeitures/escheats and state assessed railroad and utility taxes

**State Funds—**29%

Primarily Foundation Formula:

Basic Formula: \$35.4 million

Classroom Trust Fund (Gaming/Lottery): \$6.6 million

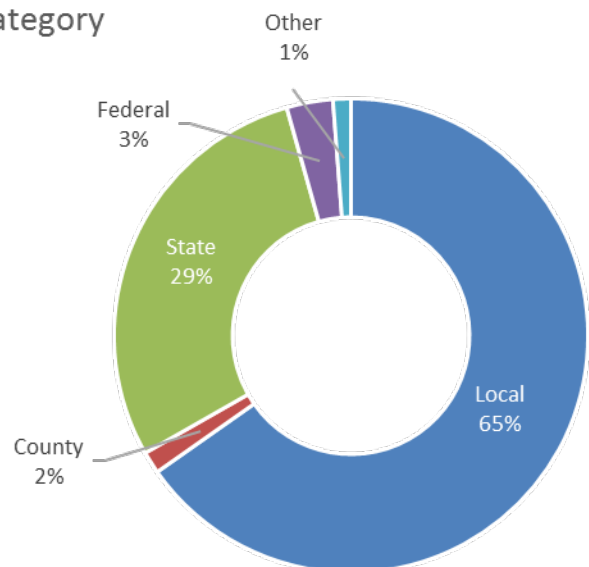
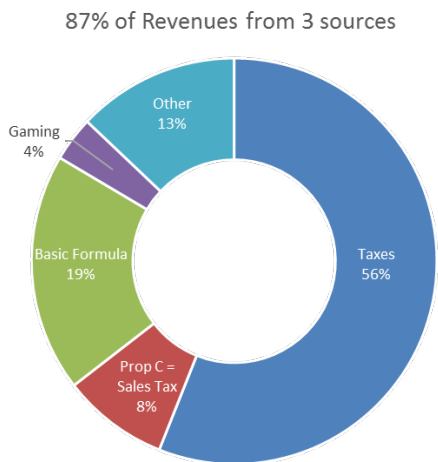
**Federal Funds—**3%

**Federal Aid:** \$7.4 million — Includes Individuals with Disabilities Education Act (IDEA), Child Nutrition Programs and entitlement program funds

**Other Funds—**1%

**Tuition:** \$2.1 million—Includes tuition fees for transfer students

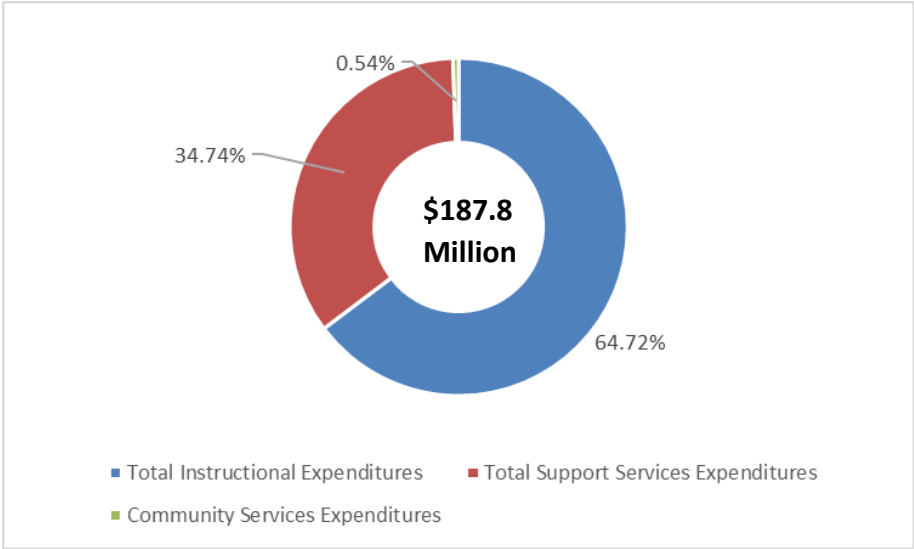
GF & SRF Revenues  
by Category



# HOW DOES FHSD SPEND ITS MONEY?

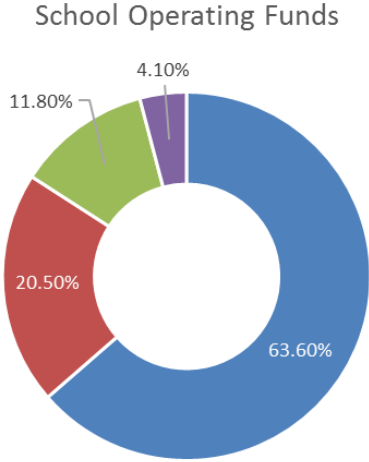
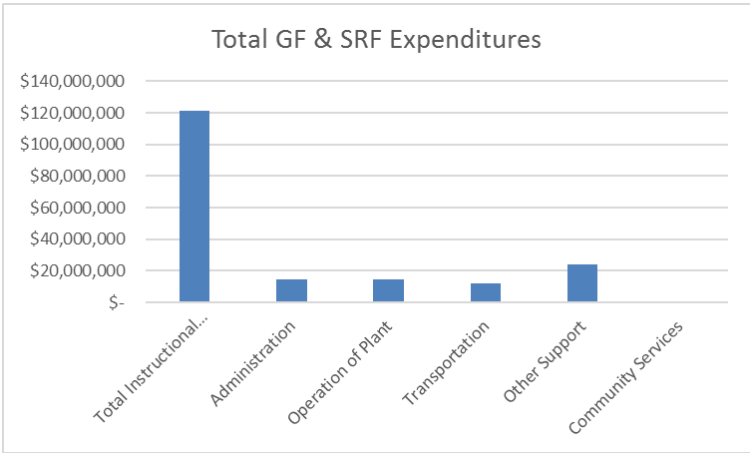
## Majority of Expenditures Focus on Instruction

The importance FHSD places on instructional programs is illustrated by the fact that 64.72% of the Operating Fund budget, as defined by the Missouri Department of Elementary and Secondary Education (DESE), is allocated to instructional programs.



## Largest Expenditure is Employee Compensation

- Financial reporting is concentrated within the General and Special Revenue (Teachers’) Funds since they comprise the majority of the District’s spending
- The majority of the budget, 84%, is for employee compensation, reflecting the fact that education is a labor-intensive enterprise



■ Salaries ■ Benefits ■ Purchased Services ■ Supplies

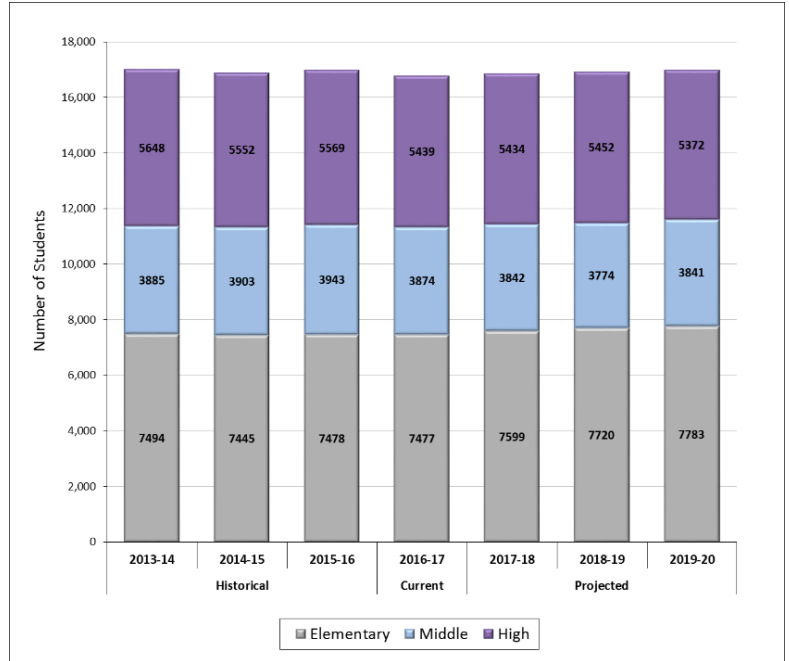
# WHO DOES FHSD SERVE?

## FHSD Boundary Changes

Although FHSD enrollment has declined from its peak, it is now stable and is projected to remain relatively flat. The District implemented various soft boundary changes in order to accommodate growth in various attendance areas within the District. Based upon new subdivisions, either planned or currently under development, the next enrollment bubble is projected to occur in the Warren attendance area within the next year.

## FHSD Student Enrollment

Enrollment has declined from 17,027 in FY14 to a projected 16,875 in FY18 representing a 0.89% decrease.



The FY18 projected enrollment is 16,875 students which represents an increase of 85 students from FY17 actual enrollments.

School Buildings	2016-17 Current Student Counts	2017-18 Projected		2018-19 Projected		2019-20 Projected	
		Student Count	Change from 16-17	Student Count	Change from 16-17	Student Count	Change from 16-17
Becky-David	830	839	9	848	18	842	12
Castlio	784	798	14	794	10	787	3
Central Elem.	832	821	-11	830	-2	820	-12
Daniel Boone	381	382	1	402	21	415	34
Fairmount	1056	1135	79	1187	131	1253	197
Harvest Ridge	699	695	-4	664	-35	654	-45
Henderson	655	668	13	680	25	679	24
Independence	702	682	-20	694	-8	693	-9
John Weldon	714	714	0	713	-1	703	-11
Warren	824	865	41	909	85	936	112
Barnwell	847	804	-43	759	-88	743	-104
Bryan	918	903	-15	881	-37	882	-36
FH Middle	809	807	-2	766	-43	794	-15
Hollenbeck	571	614	43	659	88	696	125
Saeger	729	714	-15	710	-19	726	-3
FH Central HS	1870	1907	37	1880	10	1852	-18
FH High School	1870	1831	-39	1852	-18	1825	-45
FH North HS	1699	1696	-3	1720	21	1696	-3
<b>District Overall</b>	<b>16,790</b>	<b>16,875</b>	<b>85</b>	<b>16,946</b>	<b>156</b>	<b>16,996</b>	<b>206</b>

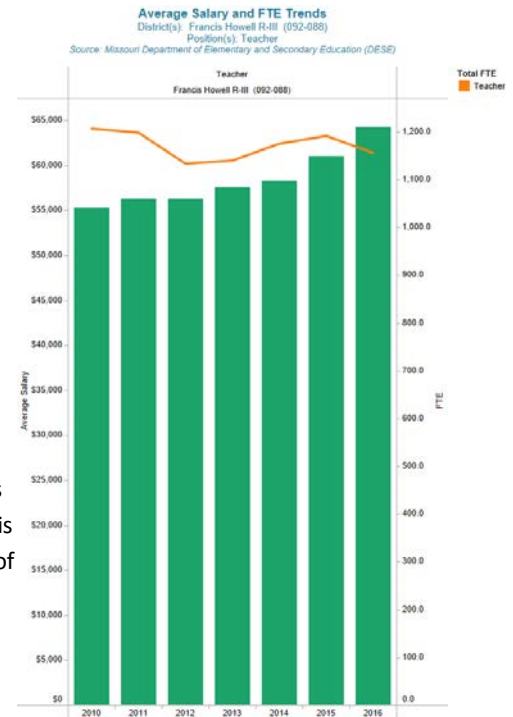
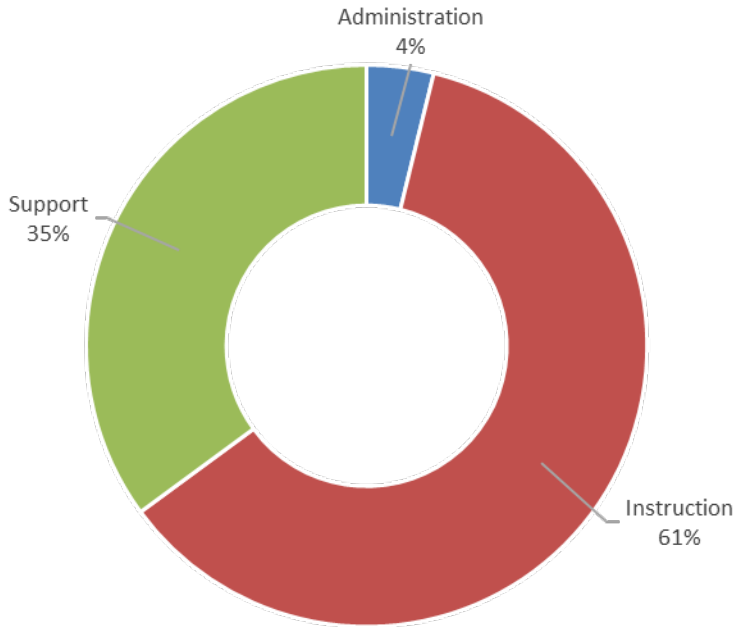
# WHO WORKS IN FHSD?

Personnel data for FY18

## Majority of Employees are School-Based

A total of 2,098 full-time equivalent positions are funded in the FY 2018 Operating Budget. Of these positions, more than 61% are instructional personnel directly serving the needs of students in the classroom. The District continues to look toward attracting and retaining highly qualified teachers to maintain its rigorous curriculum.

- 1,358 certified positions
- 740 non-certified staff
- 19:1 students/classroom teacher

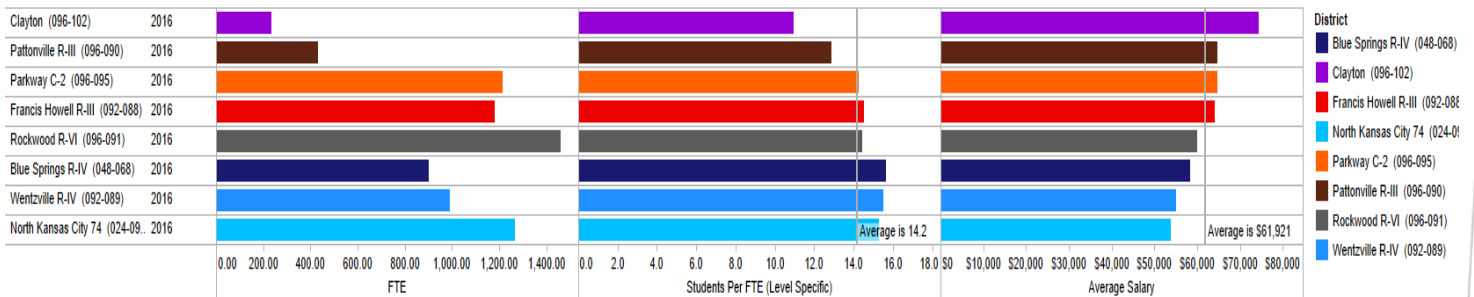


## Position Control Analysis

The data presented below compares FHSD with St. Louis Region school districts in relation to full-time equivalents, students per FTE and Average Salary. Francis Howell's Average Salary and Staffing Ratio are both slightly above the average of this cohort group.

### Position Control Analysis

District(s): Blue Springs R-IV (048-068), Clayton (096-102), Francis Howell R-III (092-088) and 5 more  
 Position(s): Teacher  
 Source: Missouri Department of Elementary & Secondary Education (DESE)



# HOW EFFICIENT IS FHSD?

The Center of American Progress evaluated the productivity of almost every major school district in the country based on measures of the achievement a school district produces relative to its spending, while controlling for factors outside a district's control, such as the cost of living and students living in poverty.

The Return on Investment, or ROI, index is a measure that rates school districts on how much academic achievement they realize for each dollar spent, relative to other districts in their state. To avoid penalizing districts where education costs are higher, ROI was adjusted for factors including cost-of-living differences as well as districts with higher concentrations of low-income, non-English-speaking, and special education students.

**ROI evaluation matrix**

	Lowest achievement	Medium achievement	Highest achievement
Lowest cost	●	●	●
Medium cost	●	●	●
Highest cost	●	●	●

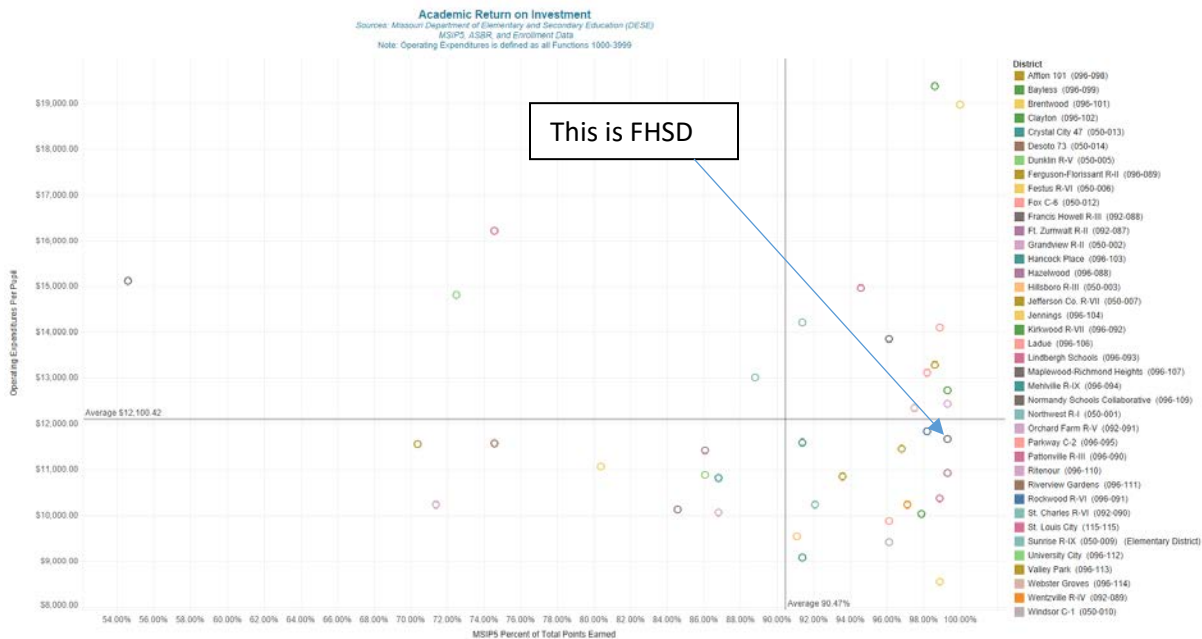
**Productivity**

- Basic Return on Investment Index +
- Adjusted Return on Investment Index +
- Predicted Efficiency Index +

**FHSD's Productivity**

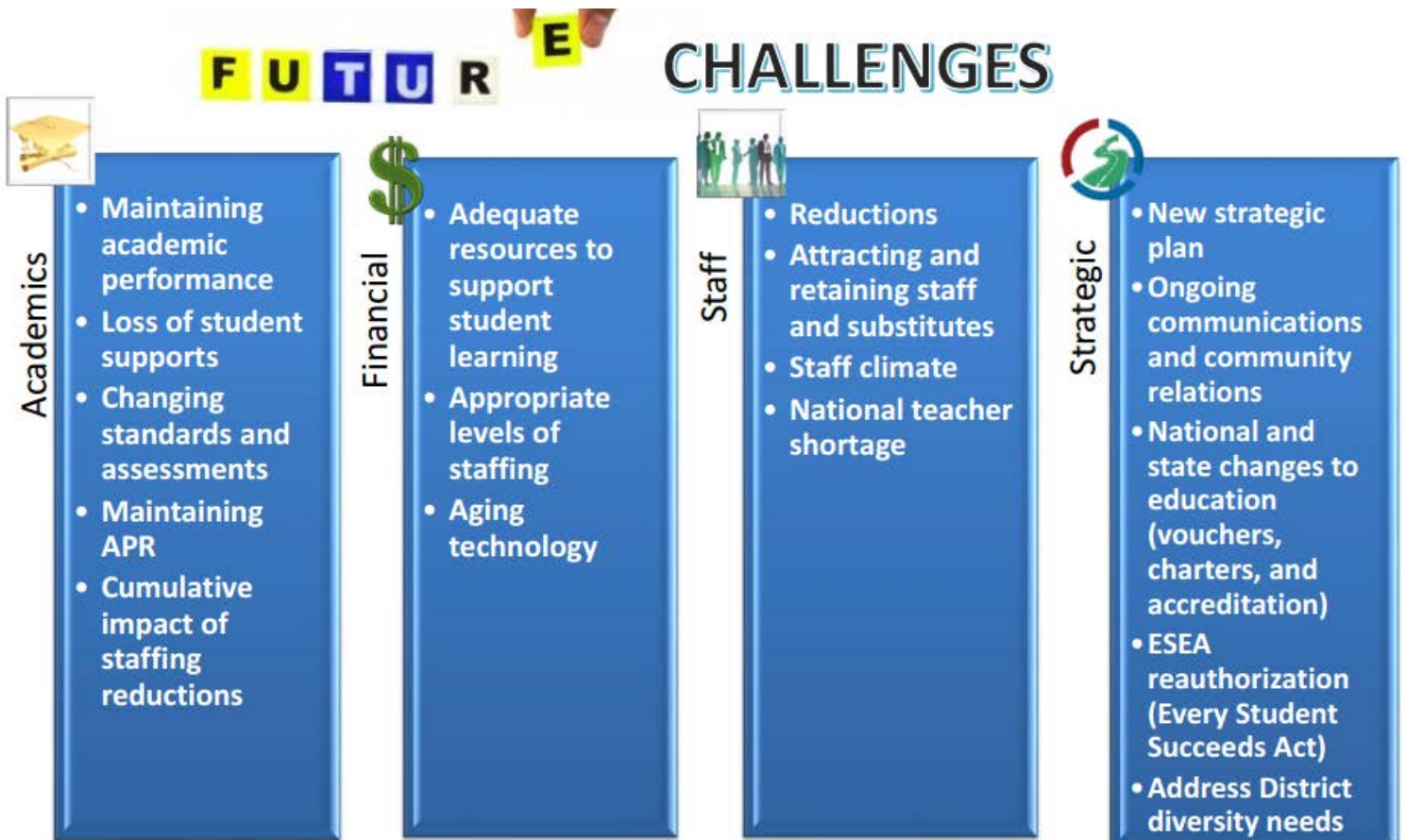
	District	District rank in the state	State's lowest-spending districts *	State's highest-spending districts **	Range of spending in the state ***
Per pupil expenditure, unadjusted:	\$8,669	186	\$6,935	\$11,197	\$4,262
Per pupil expenditure, after adjusting for differences in cost of living:	\$9,110	51	\$8,281	\$13,452	\$5,171
Per pupil expenditure, after adjusting for differences in cost of living and student needs:	\$7,650	133	\$6,252	\$9,905	\$3,653

**ACADEMIC RETURN ON INVESTMENT (St. Louis Region - Forecast5 5Sight)** – Indicates a lower than average operating expenditure per pupil with a high level of student performance as measured by total points earned on the MSIP5 APR





# WHAT CHALLENGES ARE AHEAD FOR FY18 AND BEYOND?



# STRATEGIC PLANNING

The District recently initiated a strategic planning process to shape its work over the next five years. The resulting strategic plan will guide the work of more than two thousand District employees and countless community partners dedicated to building excellence through a collaborative culture. The process will be a District staff and community-based effort to develop a set of guiding principles and actionable strategies to direct the District's short and long term plans to achieve success for all students. Updated and prioritized initiatives, performance targets and strategies will be part of the plan to achieve identified goals. The plan will be based on information from stakeholder surveys, focus groups and community forums, as well as recommendations from the five strategic planning committees.

## CURRENT PLAN

### Mission

FHSD preparing students today for success tomorrow.

### Vision

FHSD students will graduate with college and career readiness skills.

### Core Values

#### **Excellence**

Provide a consistent and comprehensive education that fosters high levels of academic achievement.

#### **Safety**

Operate a safe learning environment for all students.

#### **High Quality**

Recruit and retain a high quality staff.

#### **Collaboration**

Promote parent, community, student and business involvement in support of the school district.

#### **Sustainability**

Ensure fiscal responsibility.

#### **Citizenship**

Developing responsible citizens.

#### **Community**

Operating as a professional learning community.

#### **Integration**

Making appropriate use of technology.

## STRATEGY for NEW PLAN

August  
24

Orientation

September  
19

Environmental Scan;  
Data Retreat SWOT  
Analysis

October  
23

Vision Retreat; Preferred  
Future Statement

November  
15

Setting Direction Retreat;  
Draft of Plan

December  
15

Refinement/Recommendations  
Meeting; Plan Approval

## Citizen Participation

- Apply to be on a FHSD Committee. FHSD is looking for community members, parents, and staff to serve on our committees.
- Attend School Board meetings, watch recorded meetings via the FHSD website or view archived videos of past meetings.
- Sign up to speak at a School Board meeting or share your comments with the Board. Board meetings are the 3rd Thursday of the month. See <http://www.fhsdschools.org/> for the BOE calendar.

[http://www.fhsdschools.org/district/board\\_of\\_education/addressing\\_the\\_board/](http://www.fhsdschools.org/district/board_of_education/addressing_the_board/)

# ADMINISTRATION AND INVOLVEMENT

## Board of Education

Mrs. Rene Cope .....	President
Mr. Chad Lange.....	Vice President
Mrs. Sandy Ferguson .....	Treasurer
Mr. Mike Hoehn.....	Director
Mr. Patrick Lane.....	Director
Mrs. Mary Lange .....	Director
Mrs. Michelle Walker .....	Director

## Executive Administration

Dr. Mary Hendricks-Harris .....	Superintendent
Mr. Kevin Supple.....	Chief Operating Officer
Mrs. Nicole Whitesell.....	Chief Academic Officer
Mrs. Lisa Simpkins .....	Chief Human Resources Officer
Mr. Matt Deichmann .....	Chief Communications and Community Relations Officer