Dear FHSD Families, Employees, and Citizens:

Welcome to our 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 FY19 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 FY19 budget maintains many of the reductions to program and services made in recent years. Reductions have included a decrease of administrative, teaching and support positions; cuts to extra-curricular programs; supports for struggling students; and reductions instructional resources. The budget allocates funds for staff salary increases, the first in two years, and additional funding to support with the increasing costs of insurance. While the District has not been able to expand its technology, the budget addresses the need to replace existing aging technology.

Francis Howell recently adopted a new strategic plan that will guide the District’s work over the next five years. This plan, developed with input from over 2,000 stakeholders, reflects the community’s values and its ongoing commitment to providing students with a high quality public education. This plan calls for improvements to curriculum, enrichments for high-achieving students, increased technology, extending learning opportunities to include business partnerships and ensuring facilities are safe, and securing and meeting the needs of the 21st century student. The FY19 budget does not allow for these priorities to be funded to the extent intended. It is essential that we work together to find long-term solutions to our budget challenges.

If you would like to receive information on the budget and other current issues by email, 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 empower students to be lifelong learners prepared for the future.

Sincerely,

Dr. Mary Hendricks-Harris
Superintendent
WHERE DOES FHSD’s MONEY COME FROM?

FHSD funding is primarily dependent upon three sources of revenue to provide a quality education to our students: Property Taxes, Sales Tax and the Foundation Formula (Basic Formula and Gaming/Classroom Trust Fund). As illustrated in the chart below, 88% of the FHSD General and Special Fund revenues come from these three revenue sources.

Revenue Sources

Local Funds: 66%
- Property Taxes: $106.4 million — Taxes on real and personal property within the District for both current and prior years
- Sales Tax: $16.1 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 and state assessed railroad and utility taxes

State Funds: 29%
- Primarily Foundation Formula:
  - Basic Formula: $36.6 million
  - Classroom Trust Fund (Gaming/Lottery): $6.6 million

Federal Funds: 3%
- Federal Aid: $5.6 million — Includes Individuals with Disabilities Education Act (IDEA), Child Nutrition Programs and entitlement program funds

Other Funds: <1%
- Includes tuition from other schools as well as revenues for transporting students from other LEAs - $543,000
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 62.53% of the Operating Funds budget, as defined by the Missouri Department of Elementary and Secondary Education (DESE), is allocated to direct instructional programs.

Financial reporting is concentrated within the General (GF) and Special Revenue/Teachers’ (SRF) Funds since they comprise the majority of the District’s spending.

The majority of the budget, 83.5%, is for staff salaries and benefits, reflecting the important investment we make in the personnel who teach our students.

The District continues to look to attract and retain highly qualified teachers to maintain its rigorous curriculum.

Employee Compensation is Largest Expenditure

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School Operating Funds

- Salaries: 62.91%
- Benefits: 11.80%
- Purchased Services: 4.73%
- Supplies: 20.56%
WHO WORKS IN FHSD?

Majority of Employees are School-Based

A total of 2,101.44 full-time equivalent positions are funded in the FY 2019 Operating Budget. Of these positions, 63% are instructional personnel directly serving the needs of students in the classroom. Support services include attendance, guidance, professional development, media, plant maintenance, transportation and other Central Office support. Administration costs include executive and building level administration functions.

The following chart indicates the experience of the Francis Howell School District teachers.

Personnel Data for FY19

- 1,353.30 certified staff
- 748.14 non-certified staff
- 19:1 student/classroom teacher ratio
FHSD Enrollment

Projecting enrollment is a key planning tool for the District. Resource allocations and program decisions depend upon accurate estimates of enrollment. The District utilizes a combination of the cohort survival model and household yield method to determine enrollment projections. The District’s enrollment has declined gradually but steadily over the past seven years. Current information available supports the trend of a stable student enrollment with slight fluctuations through FY21.

FHSD Student Enrollment

Enrollment appears to have stabilized from 16,649 in FY15 to a projected 16,658 in FY19 representing a 0.02% increase. It is projected to be 16,675 by FY20-21.
FHSD Results!

ACADEMIC RETURN ON INVESTMENT (St. Louis Region - Forecast5 5Sight) – FHSD is shown in the lower right quadrant of this chart, indicating 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.
The District is excited to start fiscal year 2019 with a new strategic plan. The District recently completed its strategic planning process and developed a comprehensive plan to shape its work over the next five years. The plan’s future focus will guide the work of more than two thousand District employees and countless community partners as they work to build excellence through a collaborative culture.

The 2018-2023 Strategic Planning Process involved hundreds of students, staff, parents, and community members who participated in nine different community engagement meetings and provided input on two different District-wide surveys. The resulting strategic plan will serve as a guide to help achieve the District’s mission, vision, and values. It helps build a shared vision for all District stakeholders, and establishes a means of tracking progress towards ensuring the education of our students and the success of the Francis Howell School District.

The District’s mission and vision below are from the 2018-2023 Strategic Plan approved by the Board of Education in February 2018.

**Our Mission**

*Empowering students to be lifelong learners prepared for the future.*

**Our Vision**

*Empowering students today so they are prepared for the future requires the District to:*

- Maintain high expectations so that students continuously grow and experience success as they prepare themselves for college and career.
- Equip students with necessary life skills including collaboration, communication, critical thinking, creativity, citizenship, and character.
- Provide authentic and engaging real-world learning experiences in a technology rich, flexible, and inclusive environment.
- Prepare students to take responsibility for their learning.
- Develop collaborative, resourceful partnerships where families and our community unite to be responsible for sustaining high quality schools.
## OUR GOALS AND STRATEGIES

<table>
<thead>
<tr>
<th>Goal One</th>
<th>Goal Two</th>
<th>Goal Three</th>
<th>Goal Four</th>
<th>Goal Five</th>
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<tbody>
<tr>
<td>Life, College, Career, and Success</td>
<td>Engaging Learning Environment</td>
<td>Staff, Leaders, and Organizational Performance</td>
<td>Engaged Family and Community Partnerships</td>
<td>Resource Effectiveness and Efficiencies</td>
</tr>
<tr>
<td>Prepare students academically, leading to life, college, career, and success.</td>
<td>Cultivate a learning environment that is inclusive, innovative, collaborative, and engaging.</td>
<td>Attract, develop, and retain highly qualified employees to continuously improve student, school, and District performance.</td>
<td>Extend student learning opportunities through partnerships between school, home, and the community.</td>
<td>Be responsible stewards of people, time, and financial resources to achieve the District’s mission, vision, and goals.</td>
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Key Performance Measures will be established for all goals and strategies to monitor and report progress.

### Strategies Aligned to Goal One

- Ensure curriculum, instruction, and assessments are aligned and address life, college, and career skills.
- Provide a system of support to ensure instruction, interventions, and enrichments meet the needs of all students.

### Strategies Aligned to Goal Two

- Provide a system of support, including interventions and enrichments, to meet the social, emotional, and physical needs of all students.
- Increase the accessibility to and effective use of technology to enhance both teaching and learning.

### Strategies Aligned to Goal Three

- Improve employee development, leadership, and total reward systems.
- Enhance collaboration and teamwork to support innovation, collective inquiry, and continuous improvement.

### Strategies Aligned to Goal Four

- Explore new ways to engage, communicate, and collaborate with families and the community.
- Develop real-world, authentic opportunities to extend learning.

### Strategies Aligned to Goal Five

- Ensure facilities are safe, secure, well-maintained, equitable, and meet the needs of 21st century teaching and learning.
- Secure and allocate resources to maintain essential programs and services that ensure District quality.
WHAT CHALLENGES ARE AHEAD FOR FY19 AND BEYOND?

Voters were asked in April 2018, to approve an increase to the operating levy; the funds were intended to be used to support our new strategic initiatives and to restore some of the essential programs and services that were cut in prior budget cycles. While the District came very close, it was not successful in winning approval for additional revenue. We now know that our budget cannot be based on promises of future tax levy increases. The good news is that District is financially stable. We made significant reductions in recent years in order to bring revenue and expenditures into greater alignment. The District will receive additional state aid and normal increases in property tax revenue next year. While this is welcome news, the additional funds are not sufficient to reverse the many millions of dollars of budget reductions made in recent years. Nor do they provide all of the resources necessary to meet the changing needs and growing demands of a 21st Century education.

The 2018-2019 Preliminary Budget represents our financial plan for continuing our important work. It is built upon our past success but clearly reflects our vision for the future. The themes of the Strategic Plan are reflected in building and department budget requests, which are tied to specific goals and outcomes in their individual school improvement plans.
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 typically the third Thursday of the month. See http://www.fhsdschools.org/ for the Board meeting calendar.

For guidance on Patron Comments, click the link below:

http://www.fhsdschools.org/district/board_of_education/addressing_the_board/

The link below is to Francis Howell Board Docs providing access to meeting agendas and notes:

https://www.boarddocs.com/mo/fhsdmo/board.nsf/public#

Executive Administration

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