



PAULDING COUNTY SCHOOL DISTRICT BUDGET BOOK

Engage. Inspire. Prepare.

Student success for ALL starts with a passion for effective stewardship of taxpayer dollars. The budget is the catalyst for creating safe schools and engaging environments, where students are engaged, inspired and prepared for their future – a place where students can thrive.

INTEGRITY. Results of the most recent financial audit were outstanding, and the District received Georgia Department of Audits and Accounts' *Excellence in Financial Reporting Award*.

STEWARDSHIP. PCSD recently received a 4-Star *Financial Efficiency Rating*, which measures a district's per-pupil spending in relation to the academic achievements of its students. Only 14 of 180 districts, or 8%, scored better than PCSD.



Dr. Brian Otott (Superintendent), Nicholas Chester (District 2), Theresa Lyons (District 1), John Dean (District 5), Glen Albright (District 4), Kim Cobb (District 3), Jeff Fuller (At-Large), Dan Nolan (District 6-not pictured)

Proposed Budget Fiscal Year 2021 Ended June 30, 2021

3236 Atlanta Highway
Dallas, Georgia 30132
www.paulding.k12.ga.us

Featured Artwork



Connor Hamilton, 12th Grade
East Paulding High School 2020-21





This Meritorious Budget Award is presented to

**PAULDING COUNTY
SCHOOL DISTRICT**

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2019–2020.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, reading 'T E Wohlleber'.

Thomas E. Wohlleber, CSRM
President

A handwritten signature in black ink, reading 'David J. Lewis'.

David J. Lewis
Executive Director

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Executive Summary

Superintendent's Message

Dear Paulding County School District Community,

On behalf of the Paulding County School District, we are pleased to present the proposed fiscal year 2021 budget. The annual budget is a large and complex project, reflecting feedback from students, parents, teachers, administrators and community members and priorities set by our Board of Education. We believe this budget will continue to fuel a culture where our students will be engaged, inspired and prepared for their future.

We believe this budget will help us create an environment where each of our students will be encouraged to discover and develop their strengths, see the connection between their learning and their future goals, and see their school as a safe and engaging environment where they can learn and grow as individuals. It ensures each department will focus its resources toward achieving our strategic goals.

We would like to thank those that support the district financially. We take the stewardship of your resources very seriously. In addition, we appreciate the professionalism, dedication and hard work of all those that made this budget document possible. We will honor your sacrifices by passionately pursuing our mission to engage, inspire and prepare ALL students for success today and tomorrow.

Sincerely,



Dr. Brian Otott
Superintendent



Proposed Budget Highlights

COVID-19 Pandemic (CARES Act)

In March 2020 Paulding County School District (“PCSD” or “District”) closed all district facilities due to the COVID-19 pandemic. At that time, the district pivoted to digital learning, with employees working remotely. Operationally, an emergency spending plan was initiated which focused on closely monitoring expenses to maximize year end fund balance. This effort was successful, as approximately \$5.4 million was added to the General Fund’s (100) fund balance in fiscal year 2020. It was anticipated that fiscal year 2021 would require more expense, as the district opened the school year with a hybrid instructional model. Parents had the choice of virtual or face-to-face instruction. Approximately 1/3 of the student population selected virtual instruction.

Unfortunately, due to the economic decline resulting from the pandemic, the state significantly reduced fiscal year 2021 funding. Quality Basic Education (QBE), the state’s primary funding formula, will be reduced by 10.4% or \$17.5 million in austerity reductions due to decreases in state revenue related to COVID-19. Fortunately, other material sources of revenue, including local taxes and the Equalization Grant are not expected to decline. Overall, the fiscal year 2021 General Fund revenue budget is projected to decrease approximately \$13.1 million.

To mitigate the decline in revenue, the district sought to maintain the current workforce size, avoiding furlough days and reductions in pay. Salaries and benefits account for approximately 90% of the budget. Through careful budget planning, non-employee related expenditures were reduced by approximately \$6.6 million. These reductions, along with a modest reduction of \$1.5 million in salaries and benefits, resulted in an \$8.1 million reduction in expenditures. The remaining deficit of \$5.0 million will come from fund balance.

The CARES Act will provide the district \$3.0 million in funding, which will primarily be used for technology-related purchases.

Future challenges facing the district include the continuance of hybrid instruction, greater demands for technology resources, continued austerity reductions, and the reduction in enrollment as parents, especially those with children in kindergarten and first grade, elect to suspend or delay their children’s public education. It is important to note that, despite the economic decline, local sales tax collections (reflected E-SPLOST V) have remained strong. Since March 2020 collections have exceeded projections by approximately \$3.0 million (April – September). Approximately 70% of Paulding County workers are employed outside the county. A byproduct of sheltering-in-place and quarantining has been more local spending, generating more local sales tax. As the economy recovers and employees return to work, sales tax receipts are expected to normalize.

The impact of the COVID-19 pandemic is reflected throughout the FY2021 Proposed Budget, including the economic, funding, enrollment, and operational ramifications. However, given the full impact of the

pandemic cannot be known at this point, much consideration was given to the adaptability of the proposed budget to address the unforeseen challenges of FY2021.

Enrollment Growth

The District is projected to educate 30,711 students during the proposed budget (fiscal year 2021, school year 2020-2021), an increase of 485 students or 1.6%. In the 8 years preceding the collapse of the housing market, the district experienced tremendous enrollment growth, increasing more than 80% from fiscal years 2000 to 2007. From 2008 to 2011 enrollment growth declined by two-thirds. By 2012, enrollment was declining, compared to modest increases statewide. From 2013 to 2020 enrollment grew 2,116 or 7.5%. In 2020 enrollment grew 1.7%, to 30,226.

Low Wealth

Despite favorable employment, income and free-and-reduced lunch statistics, the District continues to be a low wealth school district due to a limited commercial and industrial tax base and the large number of school-aged children per household. Below are FY2019 rankings against the 35 large districts in Georgia (school districts over 10,000). Rankings against all 180 school districts in Georgia are in parentheses.

- 12th Largest District by Enrollment Count
- 31st in Local Revenue per Student (121st out of 180)
- Collect \$1,331 less than Average per Student or \$40 million
- 8th in State Revenue per Student (92nd out of 180)
- Collect \$816 more than Average per Student
- 3rd Largest Recipient of Equalization (\$29 million, FY19)
- 24th in Total Revenue, including Federal sources, per Student (150th out of 180)
- Collect \$698 or 7% less than Average per Student or \$21 million

State QBE and Equalization Grant

As a low wealth school district, PCSD will receive a \$28.9 million Equalization Grant for the Proposed Budget. Funding under the QBE formula is set to decrease \$17.3 million, due to reductions in the State budget from COVID-19.

General Fund Focus: Safety, Instruction and Retention

PCSD, after collaboration with the Board of Education (“BOE” or “Board”), district and school leadership and the community, established the priorities for the Proposed Budget in January 2020. Working with the Business Services Division and utilizing a zero-based budgeting system, district leadership developed specific initiatives or strategies to accomplish these priorities under the framework of our Strategic Plan. Highlights include a continued focus student success for all, cultivating and retaining quality professionals and safety. The District allocates more of its resources to instruction than statewide averages, while central office-type expenditures are half the size of the average district. 90% of the

budget is spent on salaries and benefits. The remaining 10% of the General Fund budget covers all other operating expenditures, including critical areas such as safety, technology and textbooks.

Connecting the Budget to our Strategic Plan

In April 2017, the Board adopted the 2017-2022 Strategic Plan. Goal Areas are an important part of the Strategic Plan. Performance Objectives, supported by budget initiatives, and goal Areas represent an important cause and effect relationship with each other. Using this approach, an alignment between departments and schools is established, resulting in an effective implementation of the Strategic Plan.

Executive Summary: Organizational Section

Budget Development Methodology: Budgeting for Outcomes

The District utilizes a Budgeting for Outcomes (“BFO”) model. BFO is a framework or performance budgeting process that is based on the Board and district leadership identifying priorities that reflect the results that the community want.

BFO goals include:

- Efficiency
- Transparency
- Innovation

Once the desired results and priorities are identified, specific strategies (initiatives) are developed to accomplish those priorities. These strategies are collaboratively developed by Business Services and district leadership and staff, encouraging new ideas, innovation, cooperation, and improvement within the school district’s budget.

At its core, the philosophy of BFO requires each activity to be justified on the basis of cost-benefit analysis – at its essence, a budget constructed from the bottom-up (a modified zero-based budget).

The Price of Government and Major Budget Influencers must also be identified and considered within the framework, especially changes in funding and new or expanding influences on the budget, which may be positive or negative and short-term or long-term.

Budget Communication and Engagement

The budget process includes plans to inform participants, stakeholders and the general public about how the budget process works, why each decision was made and how to provide input in the process. Below are *Components* and *Implementation* methods used in our Communication and Engagement Strategy, all of which are designed to be intentionally collaborative, accessible, and transparent.

Components

- Process Overview
- Stakeholder Engagement
- Explanation of Decisions

Implementation

- Identify the Messengers
- Identify the target audience and tailor message accordingly
- Define communication channels
- Gather feedback and adjust
- Feedback Response

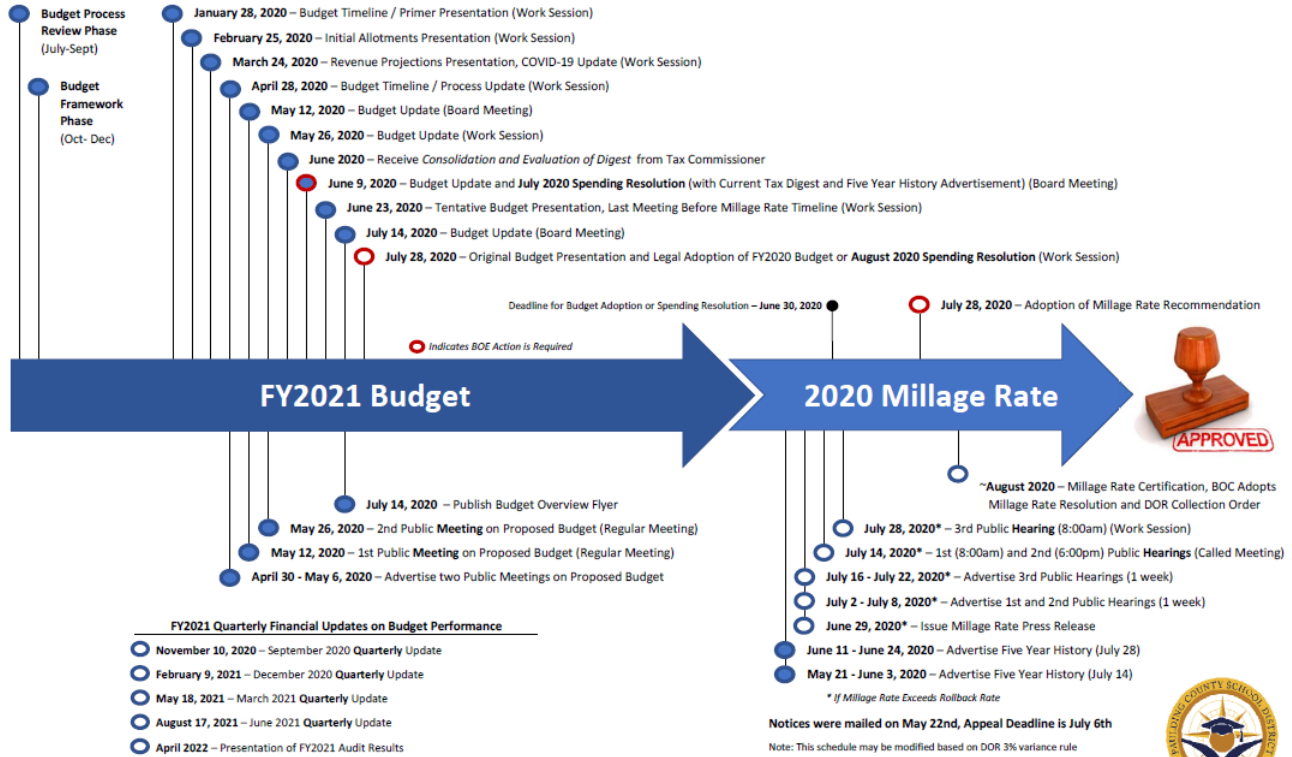
Budget Development Process

Stages of budget development include:

Process Review July - September	Framework <u>October - December</u>	Development I January - March	Development II April - June
<ul style="list-style-type: none"> ✓ Budget Book is compiled and submitted for peer-review ✓ Budget feedback is solicited and reviewed from various groups ✓ Develop timeline for the next fiscal year budget ✓ Key stakeholders review the previous year's budget processes ✓ Enhancements to the budget development process and reports are identified and work begins to make these adjustments ✓ Review begins on the Strategic Plan, including Performance Objectives, Initiatives and Measures 	<ul style="list-style-type: none"> ✓ Budget feedback is solicited from various stakeholder groups ✓ Feedback begins on Budget Priorities ✓ Feedback begins on Budget Strategies ✓ Initial Major Budget Influencers are identified ✓ An early outlook on the next budget is developed ✓ Initial enrollment and allotment assumptions are developed 	<ul style="list-style-type: none"> ✓ Budget feedback is solicited from various stakeholder groups ✓ Budget Priorities and Strategies are finalized ✓ Enrollment projections and allotment assumptions are finalized ✓ Major Budget Influencers and assumptions are finalized ✓ State budget is approved, including QBE and Equalization Grant ✓ Initial local digest is received ✓ <i>Budget Timeline, Primer and Outlook Presentations</i> 	<ul style="list-style-type: none"> ✓ Budget feedback is solicited from various stakeholder groups ✓ Pre-Consolidated local digest received ✓ Position allotments are finalized ✓ Numerous advertisements are notices are published ✓ Two public meetings regarding the budget are held ✓ Tentative budget approval ✓ Original budget approval ✓ <i>Revenue & Allotment, Tentative Budget and Original Budget Presentations</i>

Budget Development Timeline





FY2021 Budget Development - Major Milestones



FY2021 Public Meetings and Hearings, Press Releases, Advertisements and Notices

Connecting the Budget to our Strategic Plan

The District uses a budgeting process called Budgeting for Outcomes (BFO). A cornerstone of BFO is based on the Board and district leadership identifying priorities (eight to ten high-level priorities) that reflect the desired results of the community. These priorities form the basis for organizing the budgeting process and are validated against *Strategic Plan Goal Areas* and *Performance Objectives* to confirm alignment of budget, strategic plan, community and district leadership.

STRATEGIC GOAL AREAS AND DESIRED RESULTS	
1 GOAL AREA  Student Success for All	Desired Result 1: All Paulding County School District students will graduate prepared for success today and tomorrow.
2 GOAL AREA  Communication and Engagement	Desired Result 2: Paulding County School District will engage and partner with the entire Paulding County community to support the children we serve.
3 GOAL AREA  Cultivating and Retaining Quality Professionals	Desired Result 3: Paulding County School District will provide world-class faculty and staff that meet the needs and increase academic achievement for all learners.
4 GOAL AREA  Organizational Excellence	Desired Result 4: Paulding County School District will provide financial stability and outstanding processes so schools have the resources to maximize academic achievement for all learners.

In April 2017, the Board adopted the 2017-2022 Strategic Plan. Goal Areas are an important part of the Strategic Plan. Performance Objectives, supported by Proposed Budget Initiatives, and Goal Areas represent an important cause and effect relationship with each other. Using this approach, an alignment between departments and schools is established, resulting in an effective implementation of the Strategic Plan.

Strategic Goal Areas. The framework used to describe the district's strategy to reach its mission and vision.

Desired Results. The anticipated achievements within the time frame of the plan in each Strategic Goal Area.

Performance Objectives. A key measurable value that demonstrates how effectively the District is achieving the desired result.

Initiatives. Specific programs and

projects assigned to collaborative teams to attain each Performance Objective.

For the most current version of the full Strategic Plan visit:

<https://www.paulding.k12.ga.us/domain/237>

Correlating the Strategic Plan and BFO

Strategic Plan Goal Areas	Performance Objectives	FY21 Budget Priorities (Performance Objectives)	FY21 Budget Strategies (Initiatives)
1 Student Success for All	<ol style="list-style-type: none"> 1. Improve student mastery of standards. 2. Improve the performance of students in subgroups. 3. Perform among the top-achieving districts in the state. 4. Improve student preparation for post-secondary. 	<ul style="list-style-type: none"> • Student Achievement • Career / Workforce 	<ul style="list-style-type: none"> • Maintain current staff size • Address “Critical Need” Areas, Primarily SPED • Flexible Delivery Options, Including Face-to-face, Virtual and Hybrid • Continue PCCA Program • L4GA
2 Communication and Engagement	<ol style="list-style-type: none"> 1. Increase effective advisement. 2. Utilize effective communication strategies. 3. Cultivate community partnerships that prepare students for college and careers. 	<ul style="list-style-type: none"> • SEL/Mental Health • Maximize Communications Opportunities 	<ul style="list-style-type: none"> • Capturing Kid’s Hearts
3 Cultivating and Retaining Quality Professionals	<ol style="list-style-type: none"> 1. Identify and retain highly qualified personnel. 2. Build staff capacity. 3. Increase succession planning at all levels. 	<ul style="list-style-type: none"> • Retention & Recruitment • Succession Planning • Community Partnerships 	<ul style="list-style-type: none"> • Maintain Current Workforce and Work Calendar, without Furlough Days or Salary Reductions • Full Step Increase • Compensate Teachers for Additional Responsibilities
4 Organizational Excellence	<ol style="list-style-type: none"> 1. Enhance safe and effective learning environments. 2. Maximize financial stewardship and operational efficiency. 	<ul style="list-style-type: none"> • Facilities • Safety & Security • Technology Initiatives 	<ul style="list-style-type: none"> • Additional Custodial, Nursing, Transportation and Attendance Support • Maintain Technology Budget to Support Virtual

Governance Structure: Board of Education



Board of Education

From left to right: Dr. Brian Otott (Superintendent), Nicholas Chester (District 2), Theresa Lyons (District 1), John Dean (District 5), Glen Albright (District 4), Kim Cobb (District 3), Jeff Fuller (At-Large), Dan Nolan (District 6)- not pictured

Financial and Human Capital Allocation

The General Fund is the School District's primary operating fund and accounts for all transactions related to the District's operations except those required to be accounted for in other funds. Expenditures include all costs relating to the day-to-day operations of the District. The General Fund accounts for more than 81% of all District spending and is the main operating fund for the school district.

\$258.4 million or 90% of the General Fund Proposed Budget is Salaries and Benefits.

	FY20 Budget	FY21 Budget	Change	%
Salaries	\$ 181.8	\$ 183.5	\$ 1.7	0.9%
Benefits	78.0	74.9	(3.1)	-4.0%
	\$ 259.82	\$ 258.4	\$ (1.5)	-0.6%
Professional Services	7.6	7.1	(0.5)	-6.5%
Technology	7.7	4.1	(3.6)	-47.3%
Utilities	5.2	5.4	0.2	4.8%
Textbooks and Books	2.8	1.3	(1.5)	-52.6%
Supplies	1.7	2.6	0.9	54.7%
Vehicle Purchases	1.8	0.3	(1.6)	-86.4%
Fuel	1.6	1.4	(0.2)	-13.2%
Other	7.9	7.5	(0.4)	-4.8%
	\$ 36.3	\$ 29.7	\$ (6.6)	-18.2%
Grand Total	\$ 296.1	\$ 288.1	\$ (8.1)	-2.7%

**Excludes Non-QBE Grants and Transfers to Other Funds*

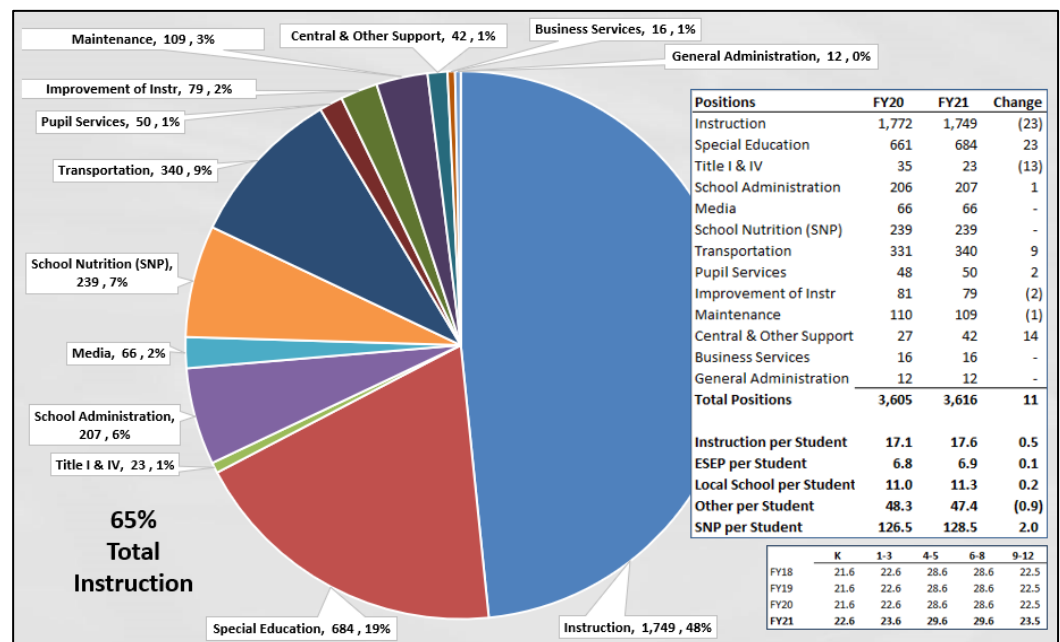
The Proposed Budget anticipates 3,616 allotments, broken down by the following functions and programs. A strategy of the District is to allocate as much human capital as possible to the function of Instruction. On a basic level, Functions define "what we do". For example:

- Instruction
- Maintenance
- Transportation

65% or 2,345 of all Proposed Budget allotments are for the function of Instruction.

An allocation of the \$29.7 million or 10% of the General Fund Proposed Budget is dedicated to other operating expenditures (non-salaries and

benefits related) by Division appears to the right.



The District is organized by six division, including:

- School Leadership
- Teaching & Learning
- Operations
- Business Services
- Technology
- Human Resources

	FY20 Budget	FY21 Budget	Change	%
Divisions and Departments				
(1) School Leadership Division	\$ 0.7	\$ 0.8	\$ 0.0	3.9%
(2) Teaching & Learning Division				
Teaching & Learning Department	0.1	0.1	(0.0)	-20.0%
Curriculum & School Impr Department	1.3	0.8	(0.5)	-37.6%
CTAE Department	0.1	0.1	(0.0)	-16.1%
Student Services Department	1.2	1.3	0.1	9.5%
(3) Operations Division				
Operations Department	5.5	5.1	(0.3)	-6.4%
Transportation Department	5.2	3.4	(1.8)	-35.0%
Maintenance Department	8.7	9.0	0.3	3.3%
(4) Technology Division	5.8	2.7	(3.1)	-53.7%
(5) Business Services Division	0.6	0.6	0.0	2.9%
(6) Human Resources Division	0.1	0.1	0.0	63.2%
QBE & Local Funds Allocated to Schools	6.4	4.7	(1.7)	-26.3%
Other <1%	0.7	1.1	0.4	51.7%
Total	\$ 36.3	\$ 29.7	\$ (6.6)	-18.2%

**Excludes Grants and Transfers to Other Funds.*

Organizational Structure: First Level Administrative Personnel

The District is organized by six Divisions and eleven Departments.

Superintendent



Dr. Brian Otott is the Superintendent of the District. Dr. Otott has served his entire educational career here in Paulding County.

Prior to being named Superintendent, Dr. Otott was serving as the school district's Associate Superintendent, overseeing the day-to-day operational departments, including transportation, school nutrition, central registration, and elementary through high school operations. He has also served as the Executive Director of Elementary Schools and Assistant Superintendent.

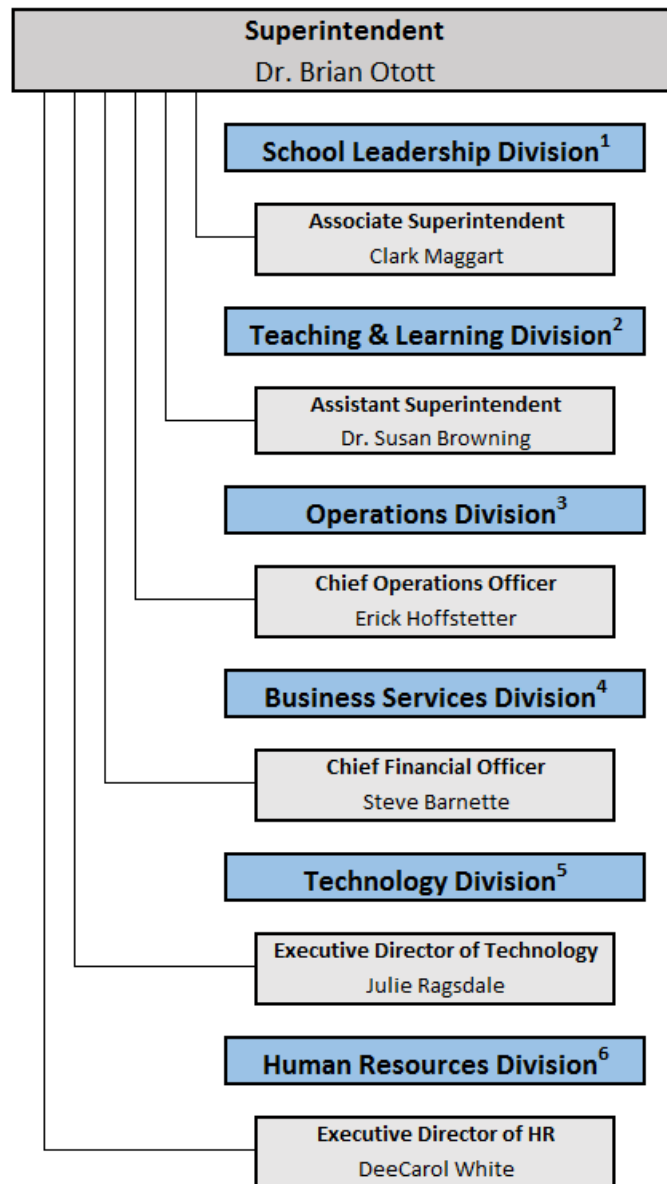
Before his work at the central office, Dr. Otott worked in a variety of roles at the District, including classroom teaching to principalships of three of the district's schools. He was the inaugural principal of three new Paulding County schools where he successfully navigated the logistical challenges of housing students on multiple campuses while facilities were being completed.

Dr. Otott is active in the Paulding County community. He has served a variety of organizations on their Board of Directors, including the Chamber of Commerce.

Dr. Otott is a graduate of the University of West Georgia. He is married with two children.

The Superintendent has the following
Divisional direct reports:

1. Clark Maggart
Associate Superintendent
2. Dr. Susan Browning
Assistant Superintendent
3. Erick Hoffstetter
Chief Operations Officer
4. Steve Barnette
Chief Financial Officer
5. Julie Ragsdale
Executive Director of Technology
6. DeeCarol White
Executive Director of HR



Executive Summary: Financial

Proposed Budget: Revenues and Expenditure Summary

General Fund

The General Fund is the school system's primary operating fund. The General Fund is used to account for all financial transactions of the school system except those required to be accounted for in another fund. Ad Valorem taxes and State QBE funding represent the major revenue sources for the General Fund.

- Revenues \$283,066,354*
- Expenditures \$288,066,301*
- Grant Activities (revenue and expenditures): \$1,384,064
- Net Other Sources (Uses) -\$1,589,950

Special Revenues Funds (Including Grants and School Activity)

These funds are used to account for the proceeds of specific revenue that are legally restricted to specified purposes. The major revenue source for grant-related funds is the Federal Government - for special programs such as Title I, Title II-A, Title VI-B, etc. The School Activity Funds are used to account for funds generated and expended at the school level by and for various school activities including curricular, co-curricular and extra-curricular activities. School Activity Funds are comprised of both Special Revenue Funds and Fiduciary Funds. School Activity Funds accounted for within the Special Revenue Fund are not designated for a particular group but instead are raised and are to be expended for the benefit of the school as a whole. Those School Activity Funds accounted for within the Fiduciary Funds are raised and held for use by particular clubs, organizations and teams operating within each school.

- Revenues \$23,837,853
- Expenditures \$23,249,727

School Nutrition Program Fund

This fund is used to account for the United States Department of Agriculture (USDA) approved School Nutrition Program. The intent of the school system is that the costs of the School Nutrition Service Fund be financed or recovered primarily through Federal resources and users' charges. The School Nutrition Program Fund at Paulding County School District is a self-supported program.

- Revenues \$14,587,529
- Expenditures \$15,994,033

Capital Projects Funds

These funds manage resources which are used exclusively for acquiring school sites, constructing and equipping new school facilities, renovating existing facilities and purchasing specific types of long-term assets. The major revenue sources are proceeds from Special Purpose Local Option Sales Tax for education (E-SPLOST), a one-cent sales tax to help fund capital improvements, including debt repayment for capital projects.

- Revenues \$20,221,489
- Expenditures \$16,449,402
- Net Other Sources (Uses) -\$6,382,425

Debt Service Funds

These funds service all debts, mainly principal and interest payments, created as a result of a bond issue. The major revenue sources for this fund are Ad Valorem taxes and transfers from E-SPLOST.

- Revenues \$20,000
- Expenditures \$8,204,900
- Net Other Sources (Uses) \$8,922,375

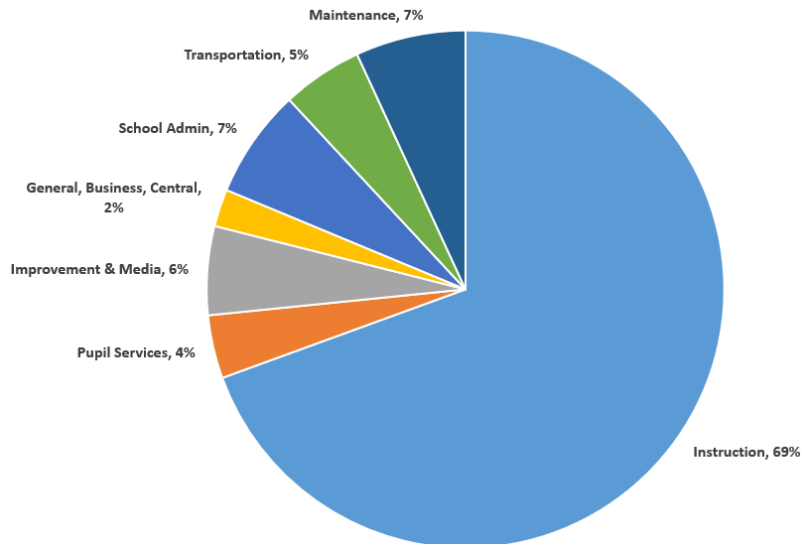
*Excludes grants and transfers to other funds

How will the General Fund Proposed Budget be Spent?

Functions describe the activity for which a service or material is acquired. Simply put, Functions define “what we do.”

INSTRUCTION (69%)

Instruction includes activities dealing directly with the interaction between teachers and students. Teaching may be provided for students in a school classroom, in another location such as a home or hospital, and in other learning situations such as those involving co-curricular activities.



PUPIL SERVICES (4%)

Activities designed to assess and improve the well-being of students and to supplement the teaching process. Activities include guidance, counseling, testing, attendance, social work, health services, etc. Also include supplemental payments for additional duties such as coaching or supervising extracurricular activities.

IMPROVEMENT OF INSTRUCTIONAL SERVICES, INSTRUCTIONAL STAFF TRAINING AND EDUCATIONAL MEDIA SERVICES (6%)

IMPROVEMENT OF INSTRUCTIONAL SERVICES. Technical and logistical support activities designed to aid teachers in developing the curriculum, preparing and using special curriculum materials, and understanding the various techniques that stimulate and motivate students. These services facilitate, sustain, and enhance instruction techniques.

INSTRUCTIONAL STAFF TRAINING. Activities associated with the professional development and training of instructional personnel. These include such activities as in-service training (including mentor teachers), workshops, conferences, demonstrations, courses for college credit (tuition reimbursement), and other activities related to the ongoing growth and development of instructional personnel.

EDUCATIONAL MEDIA SERVICES. Activities concerned with directing, managing and operating educational media centers. Included are school libraries, audio-visual services and educational television.

GENERAL ADMINISTRATION, BUSINESS SUPPORT AND CENTRAL SUPPORT SERVICES (2%)

GENERAL ADMINISTRATION. Activities concerned with establishing and administering policy for operating the LUA. These include the activities of the members of the Board of Education. Local activities in interpretation of the laws and statutes and general liability situations are charged here, as are the activities of external auditors. Also recorded here are activities performed by the superintendent, administrative support personnel and deputy, associate, or assistant superintendent having overall administrative responsibility.

BUSINESS SUPPORT SERVICES. Activities concerned with the fiscal operation of the LUA, including budgeting, financial and property accounting, payroll, inventory control, internal auditing and managing funds. Also included are purchasing, warehouse and distribution operations, and printing, publishing and duplicating operations.

CENTRAL SUPPORT SERVICES. Central Office activities other than general administration and business services. Included are personnel services, data processing services, strategic planning including research, development and evaluation on a system-wide basis; and public relations activities, such as writing, editing and other preparation necessary to disseminate information to students, staff and the general public.

SCHOOL ADMINISTRATION (7%)

Activities concerned with overall administrative responsibility for school operations. Included are activities of principals, assistant principals, full time department chairpersons and clerical staff.

STUDENT TRANSPORTATION SERVICE (5%)

Activities concerned with the conveyance of students to and from school and trips to school activities. These activities include supervision of student transportation, vehicle operation, servicing and maintenance, bus monitoring and traffic direction. Transportation insurance expenditures are charged to this function.

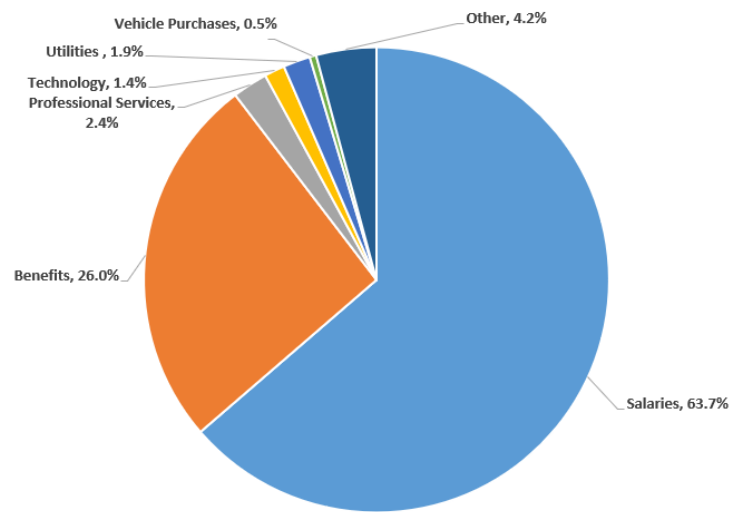
MAINTENANCE AND OPERATION OF PLANT SERVICES (7%)

Activities concerned with keeping the physical plant open, comfortable, and safe for use, and keeping the grounds, buildings, and equipment in effective working condition and state of repair. This includes the activities of maintaining safety in buildings, on the grounds, and in the vicinity of schools. Property insurance expenditures are recorded in this function.

General Fund by Object

Objects are used to describe the service or commodity obtained as the result of a specific expenditure. Simply put, Objects define “how” we spend our resources, including:

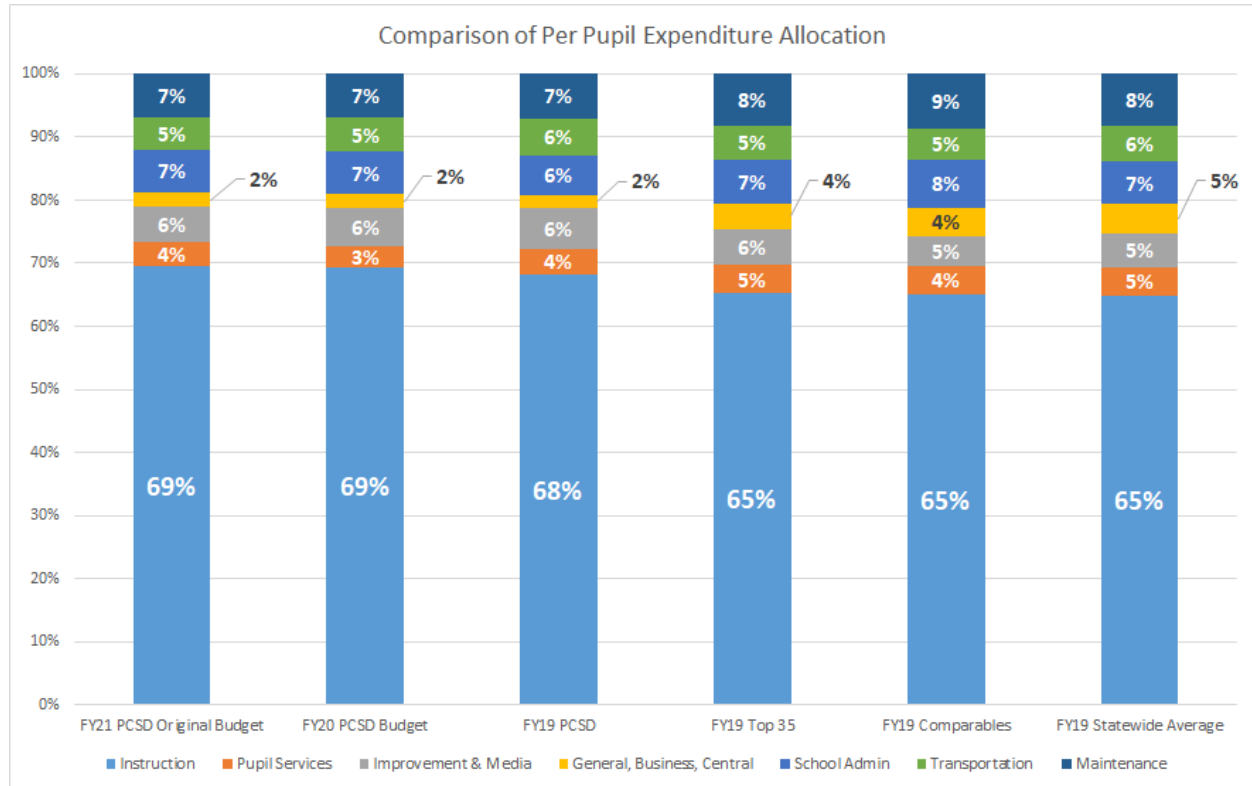
- Salaries
- Benefits
- Professional Services
- Technology-related
- Utilities
- Vehicle Purchases



See the Organization Section for more information on Functions and Objects.

General Fund Proposed Budget Comparison by Function

Functions describe the activity for which a service or material is acquired. Simply put, Functions define “what we do.” The Proposed Budget anticipates 69% of the budget will be spend in the function of Instruction. This is in-line with prior years and exceeds comparable districts and the statewide average.



Organization-wide Factors Influencing Decisions

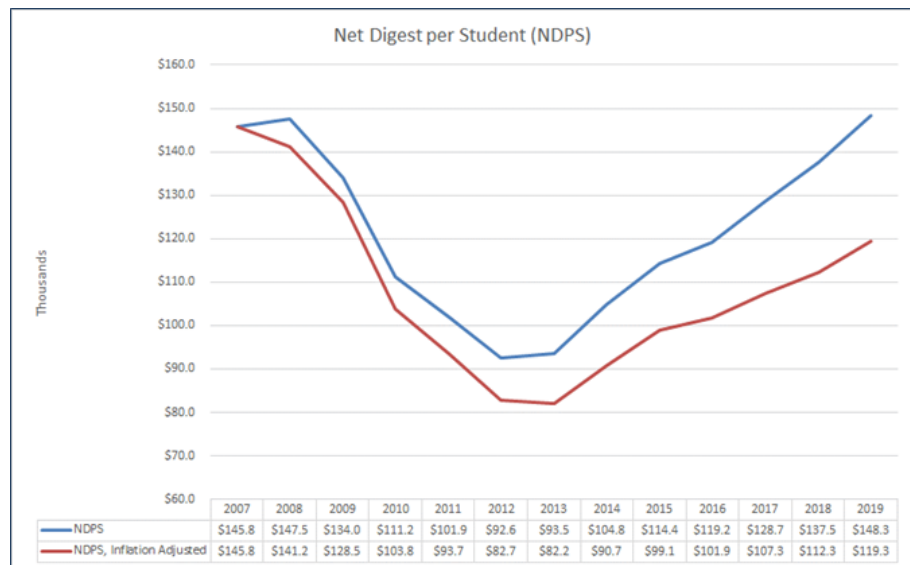
COVID-19 Pandemic. The impact of the COVID-19 pandemic is reflected throughout the FY2021 Proposed Budget, including the economic, funding, enrollment, and operational ramifications. However, given the full impact of the pandemic cannot be known at this point, much consideration was given to the adaptability of the proposed budget to address the unforeseen challenges of FY2021.

Demographic and Economic Factors

Economic Issues:

Tax Digest. The limited commercial and industrial tax base in Paulding County results in a lower net digest per student (“NDPS”), which reduces local funding. In FY2020, Paulding County’s NDPS was approximately \$148,000, which was \$65,000 or 31% lower than the average for districts with over 10,000 students (large districts). With a projected enrollment of 30,711 K-12 students and compared to other large districts, this results in a tax digest deficit of \$2.0 billion or \$37 million in tax levy (with an 18.750 millage rate).

Great Recession. While Paulding County’s economy is recovering from the recession, the residual effect on the tax digest remains material. This is significant to note because approximately one-third of the District’s revenues comes from local sources.



For the Proposed Budget (tax year 2020), the inflation adjusted NDPS is projected to be \$119.3 thousand, which is \$26.5 thousand less or -18% than the pre-recession high of \$145.8 thousand.

Strategies to Address Economic Factors:

Support Economic Development. The District works with the Board of Commissioners, Economic Development, current and potential businesses to promote economic development. Examples include:

- CTAE Career Pathways designed for high-demand jobs
- Paulding College and Career Academy

- Representatives on committees with Paulding Chamber of Commerce Board of Directors, Economic Development and Chamber Workforce Development
- Various programs designed to support a strong local workforce, including reality fairs, career fairs, high-demand career day, work-based learning, internships, job shadow day and dual enrollment partnerships

Communication and Engagement. The District routinely engages the community and relevant stakeholders to foster an understanding of the impact of limited commercial and industrial development on the school system. Examples include presentations to the Paulding County Chamber of Commerce, Economic Development and various stakeholder events.

Overview:

With limited commercial and industrial activity, the county's tax base is abnormally dependent on residential properties. In tax year 2019, only 18% of the tax digest was non-residential, compared to a large district average of 39%. The average for comparable districts (8), including Cobb, Cherokee, Richmond, Muscogee, Douglas, Coweta, Carroll and Bartow County was 39%.

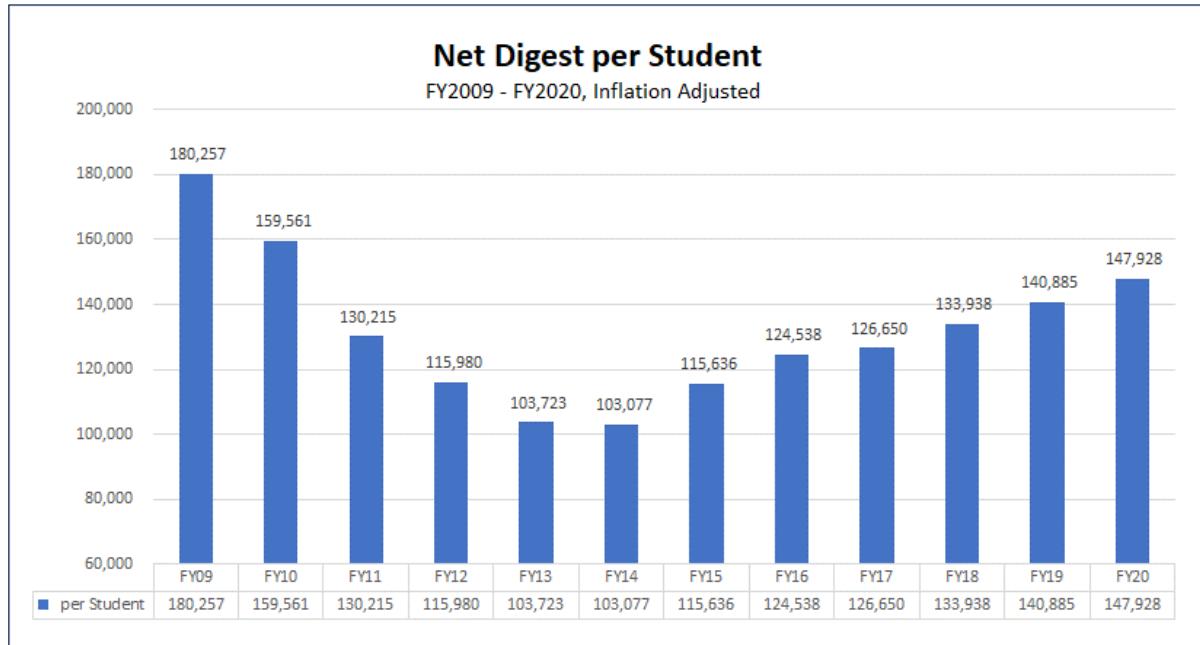
In tax year 2019, Paulding County's NDPS was \$147.9 thousand, which was \$65,000 or 31% lower than the average for districts with over 10,000 students (large districts).

With a projected enrollment of 30,711 K-12 students and compared to other large districts, this results in a tax digest deficit of \$2.0 billion or \$37 million in tax levy (with an 18.750 millage rate).

With its proximity to Atlanta, Paulding County blends attributes of a metropolitan area with a suburban-to-rural lifestyle. The county has a relatively low unemployment rate of 3.4%. However, 70% of working residents are employed outside of the county, commuting roughly 30 miles to metro Atlanta or another regional employment center.

Rank	Digest		
	FY2019 Enrollment	2019 (FY20) % Non-Residential	2019 (FY20) Net Digest per Student
1	Cobb 111,122	Bartow 54%	Cobb \$255,420
2	Cherokee 42,110	Muscogee 53%	Coweta \$220,874
3	Avg Comp 36,156	Richmond 53%	Cherokee \$218,273
4	Avg >10k 33,768	Douglas 43%	Avg >10k \$212,953
5	Muscogee 30,641	Avg >10k 39%	Avg Comp \$211,724
6	Paulding 30,226	Avg Comp 39%	Bartow \$208,270
7	Richmond 29,398	Carroll 39%	Muscogee \$166,391
8	Douglas 26,420	Coweta 35%	Douglas \$164,502
9	Coweta 22,212	Cobb 34%	Richmond \$155,819
10	Carroll 14,422	Cherokee 34%	Paulding \$147,928
11	Bartow 12,919	Paulding 18%	Carroll \$141,709

Between fiscal years 2009 and 2014, the net digest decreased by 36% or \$1.5 billion. FY2020 net digest per student (NDPS) remains 18% or \$32,330 lower than FY2009, inflation adjusted.



Economic and Employment Highlights:

- Unemployment rate of 3.4%.²
- 70% of residents are employed outside the county.³
- PCSD is the largest employer in Paulding.⁴
- Only 3% of Paulding land is used for commercial or industrial purposes.⁵
- Paulding's top ten industries are typical for a bedroom community.⁶

Key Economic Statistics

Top 10 Employers ^A			Top 10 Industries (by Employment) ^B		Top 10 Tax Payers ^A	
Count	%		%		%	
1) PCSD	3,474	4%	1) Government (Education)	21%	1) Greystone	2.04%
2) Wellstar	1,600	2%	2) Retail	19%	2) Georgia Transmission	1.33%
3) Paulding County	979	1%	3) Accom & Food Services	11%	3) Dogwood Enterprise	1.03%
4) Walmart	750	1%	4) Healthcare & Social Services	13%	4) IA Hiram Smith	0.83%
5) Kroger	500	1%	5) Construction	8%	5) Norfolk Southern	0.69%
6) Metromont	275	0%	6) Admin, Supp & Waste Services	5%	6) Georgia Power	0.76%
7) Publix	245	0%	7) Manufacturing (all)	5%	7) American Homes 4 Rent	0.65%
8) McDonalds	235	0%	8) Other Services	3%	8) City of Atlanta	0.63%
9) Chick-fil-a	225	0%	9) Profession Services	2%	9) Ocean Harris Bridge	0.57%
10) Learning Bridge	216	0%	10) Wholesale Trade	2%	10) Comcast of the South	0.56%
Total	8,499	10%		89%	Total	9.09%
			Unemployment Rate ^B		Commercial/Industrial Land Use ^D	
Education	3,709	4%	Paulding County	3.4%	Paulding County	3%
Healthcare	1,600	2%	Douglas County	4.1%	Douglas County	14%
Retail	1,966	2%	Bartow County	3.8%	Bartow County	8%
Government	979	1%	Carroll County	4.0%	Coweta County	6%
Manufacturing	245	0%	Cobb County	3.4%		
Total	8,499	10%				
County Where Employed ^C						
Paulding		30.0%				
Other		70.0%				

A) Source: 2019 Comprehensive Annual Financial Report for Paulding County, Georgia

B) Source: Georgia Department of Labor Statistics (Area Labor Profile Updated November 2019) on 1.13.20

C) Source: US Census Residence-to-Workplace County Commuting Flows: 2011-2015 on 1.13.20

D) Source: Georgia Department of Revenue Tax Digest Consolidated Summaries on 1.13.20

² Georgia Department of Labor Statistics, Area Labor Profile Updated Nov 2017 on 1/16/18

³ US Census Bureau, County-to-County Commuting Flows: 2006-2010 on 1/16/18

⁴ 2017 Paulding County, Georgia Comprehensive Annual Financial Report

⁵ Georgia Department of Revenue, Consolidated Digests on 1/16/18

⁶ Georgia Department of Labor Statistics, Area Labor Profile Updated Nov 2017 on 1/16/18

Demographic Issue: Large number of school-age children per household. Tax digest issues are exacerbated, by the high number of school-age children per household in Paulding County, as there is not a correlating increase in funding, because local funding is based on property tax values not the number of school-age children living in the home.

Strategies to Address Demographic Factors:

Communication and Engagement. The District routinely engages the community and relevant stakeholders to address how planning and zoning decisions impact the school system. Examples include the Paulding County Board of Commissioners, Planning & Zoning and other governmental stakeholders.

Overview:

In Paulding County, 19.8% of the population are school age (5-18), compared to a statewide average of 17.6%. As a result, the county has 2.96 persons per household, 9.2% higher than the statewide average of 2.71.

The difference between population and housing unit percentages is more pronounced in Paulding County than comparable school districts. As a result, the county has a higher average persons-per-household and school-age percentage than any of the comparable districts below.

	Paulding County	State of Georgia	%
Population, July 1, 2018 Estimate	164,044	10,617,423	1.5%
Population, 2010 Census	142,324	9,687,653	1.5%
Change	21,720	929,770	
% Change	15.3%	9.6%	
Housing Units, July 1, 2018	58,036	4,326,105	1.3%
Building Permits, 2018	1,765	59,315	3.0%
Persons per Household (2014-2018)	2.96	2.71	9.2%
Population Age 5 - 18	19.8%	17.6%	2.2%



Population and Housing Highlights:⁸

- Paulding accounts for approximately 1.5% of the population of Georgia. The population has grown approximately 1.5% since the 2010 census.
- Paulding accounts for approximately 1.3% of all housing units in Georgia.
- Persons-per-household are around 9.2% higher than the statewide average.
- School-age children (5-18) account for 19.8% of the county population, compared to the statewide average of 17.6%.

⁸ www.census.gov/quickfacts/ on 1.13.20

Housing Statistics⁹

	Population	%	Housing Units	%	Var	Persons per HH	Age 5-18	per HH * Age 5-18 %
Paulding County	164,044	1.5%	58,036	1.3%	0.2%	2.96	19.8%	0.59
Bartow County	106,408	1.0%	41,532	1.0%	0.0%	2.75	17.6%	0.48
Douglas County	145,331	1.4%	53,033	1.2%	0.1%	2.87	19.7%	0.57
Carroll County	118,121	1.1%	45,530	1.1%	0.1%	2.73	17.4%	0.48
Coweta County	145,864	1.4%	55,398	1.3%	0.1%	2.73	18.5%	0.51
Cobb County	756,865	7.1%	302,646	7.0%	0.1%	2.65	17.4%	0.46
<i>Average Comp</i>	<i>210,095</i>	<i>2.0%</i>	<i>90,935</i>	<i>2.1%</i>	<i>-0.1%</i>	<i>2.62</i>	<i>16.9%</i>	<i>0.44</i>

Comparable Districts:

Chatham County (10)	289,195	2.7%	125,680	2.9%	-0.2%	2.54	14.9%	0.38
Muscogee County (11)	194,160	1.8%	85,008	2.0%	-0.1%	2.60	17.7%	0.46
Richmond County (13)	201,554	1.9%	89,092	2.1%	-0.2%	2.65	16.2%	0.43
Houston County (14)	155,469	1.5%	63,958	1.5%	0.0%	2.67	18.9%	0.50

Enrollment Factors

Enrollment Issue: Enrollment Growth. In the 8 years preceding the collapse of the housing market, PCSD experienced tremendous growth, with enrollment increasing over 80% during fiscal years 2000 through 2007. District enrollment sharply declined with the bursting of the housing bubble. By FY2012, enrollment was declining compared to increases statewide or -.06% and .05%, respectively. However, by FY2020, enrollment growth has clearly returned to PCSD, with an increase of 1.7% compared to a statewide average of 0.1%.

Strategies to Address Factors:

Proactive Planning. The District utilizes several planning mechanisms to maintain a proactive (not reactive) approach to enrollment growth. Examples include Facility Advisory Committees, Enrollment/Districting Committee, Five-year Facility Plan and Five-year Technology Plan.

Support Economic Development. The District works with the Board of Commissioners, Economic Development, current and potential businesses to promote economic development (see above).

Communication and Engagement. The District routinely engages the community and relevant stakeholders to foster an understanding of the impact of enrollment growth, coupled with limited commercial and industrial development, on the school system (see above).

⁹ <http://www.census.gov/quickfacts> on 1.13.20

Overview:

With a projected enrollment of 30,711 students, PCSD is now the 12th largest school district in the State of Georgia (out of 180). As a quintessential bedroom community, with almost 80% of the tax digest held in residential properties, the collapse of the housing market had a devastating impact on the local housing-centric economy, stifling enrollment growth for several years.

In the 8 years preceding the collapse of the housing market, PCSD experienced tremendous growth, with enrollment increasing over 80% during fiscal years 2000 to 2007. District enrollment sharply declined with the bursting of the housing bubble. From 2013 to 2020 enrollment grew 2,116 or 7.5%. 2020 enrollment grew 1.7%, the largest growth rate in a decade and much more than the large district average of 0.2%. 2021 is projected to grow 485 or 1.6%.

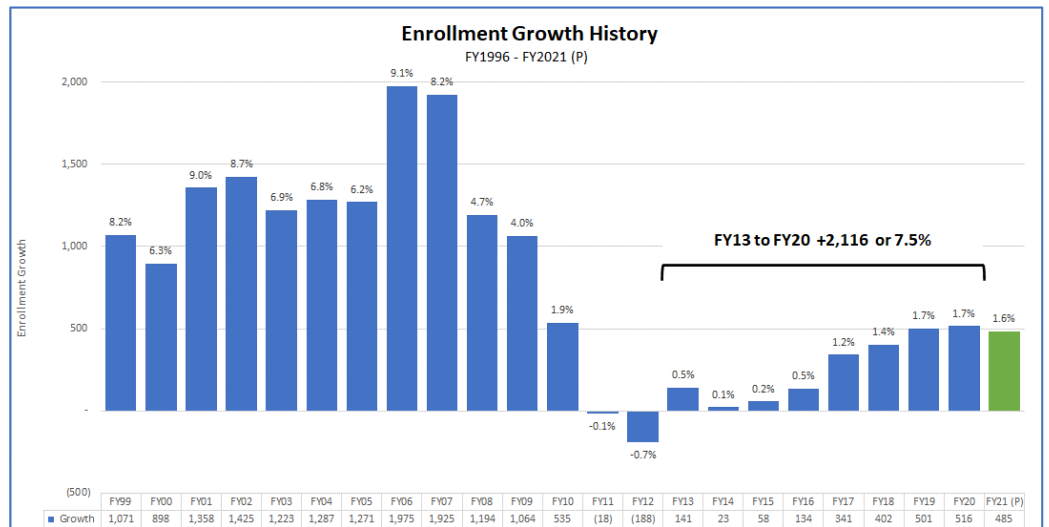
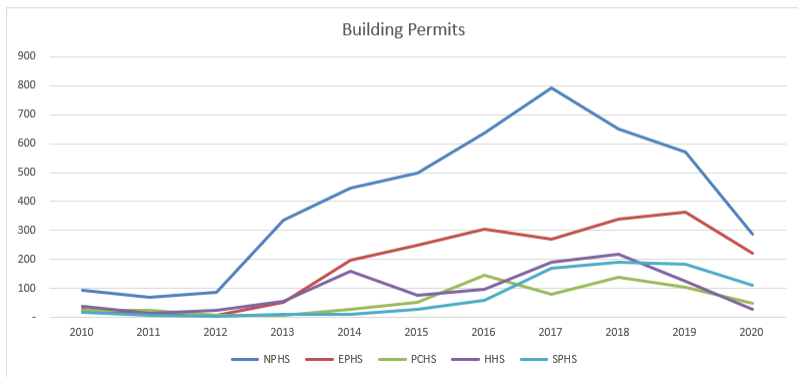
In 2010, Paulding County issued only 200 building permits. By 2019, over 1,300 were issued, with most of the growth clustering around North and East Paulding High Schools.

In FY2021, PCSD is projected to serve 30,711 K-12 students, an increase of 485 or 1.6%. In addition, the District will serve approximately 270 special needs pre-school students.

The current makeup of PCSD students is:

- 57% White
- 26% Black/African American
- 10% Hispanic

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
NPHS	94	71	86	336	446	497	636	792	649	570	286
EPHS	27	10	7	53	199	251	304	269	340	365	220
PCHS	25	26	6	7	28	53	146	81	137	105	47
HHS	38	15	23	56	160	75	96	189	218	124	27
SPHS	16	6	3	10	11	29	60	170	190	184	111
Total	200	128	125	462	844	905	1,242	1,501	1,534	1,348	691



- 5% two or more races
- 1% Asian
- <1% Indian or Pacific

Source: GaDOE

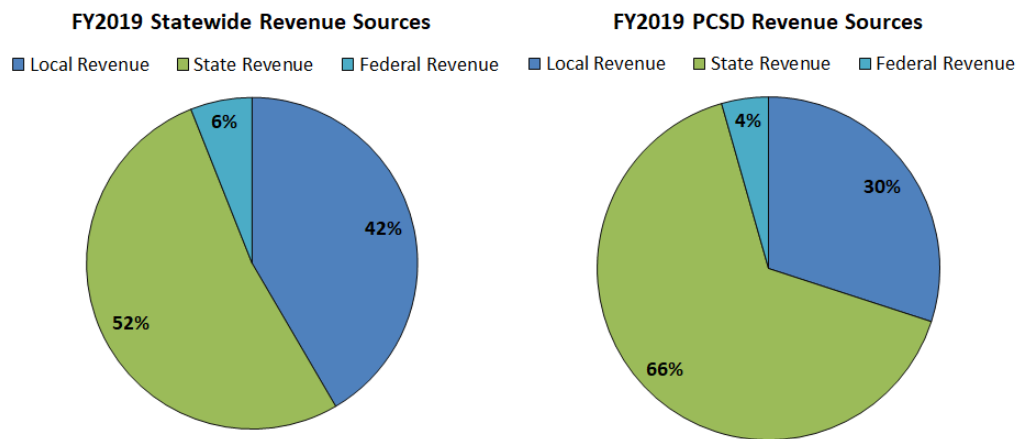
Funding Factors

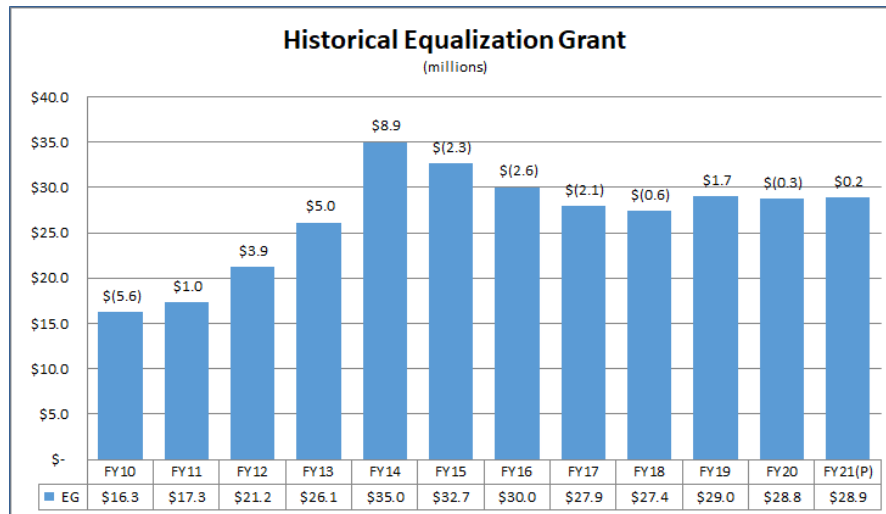
Funding Issues:

Low Wealth. Despite favorable employment, income and free-and-reduced lunch statistics, PCSD is

considered a low wealth school system due to a limited commercial and industrial tax base and the large number of school-age children per household. With approximately 66% of revenue coming from State sources (compared to a statewide average of 52%) the District is highly susceptible to

changes in State funding, including austerity reductions, Equalization Grant funding and changes in the Quality Basic Education (QBE) methodology. PCSD will receive \$28.9 million in Equalization Grant funding in FY2021 (the third highest award statewide). Based on FY2019 comparative data, the most recent information available, PCSD continues to be heavily dependent on the Equalization Grant, which accounted for 10% of per-pupil revenue, compared to a statewide percentage of only 3%.





Millage Rate Changes. Changes to the millage rate impact both local revenue and the Equalization Grant formula. Generally, reductions in the millage rate will result in the reduction of the grant award. Property Taxes (Ad Valorem) are expected to increase \$6.4 million or 7.8% in FY2021. This compares to FY2019 and FY2020 increases of 9.5% and 8.7%, respectively.

Paulding County School District Fiscal Year Budget

2021

What Makes Paulding County School District Funding Unique?

		Unique Feature	How does that impact funding?	Measurement	Rankings	
Demographic and Economic Factors	Local Funding Low Wealth	Paulding County has a limited commercial and industrial tax base. In fact, only 18% of the tax digest is non-residential.	Less local funding due to a lower net tax digest per student (NDPS) and a slightly below-average millage rate.	NDPS is \$65,000 or 31% lower than the average large district in Georgia. On average, 39% of the large district tax digest is non-residential. ^a	31 out of 35 large districts or 121 out of 180 total districts in Local Revenue per Student ^b	24 out of 35 large districts or 150 out of 180 total districts in Total Revenue per Student ^b
		PCSD does not compensate for a limited tax base by inflating the millage rate.		18.750 millage rate compared to a large district average of 18.964. ^a		
		Paulding County has a large number of school-age children per household.	Less local funding because funding is based on property tax values not the number of school-age children living in the home.	9.2% more persons-per-household than the state average, specifically school-age children. ^c		
	State/Federal Funding	PCSD is highly dependent on state funding sources.	Highly susceptible to changes in state funding , including austerity reductions, Equalization Grant funding and changes in the Quality Basic Education (QBE) formula.	Approximately 66% of PCSD revenue comes from state sources, compared to a statewide average of 52%. ^b	8 out of 35 large districts or 92 out of 180 total districts in State Revenue per Student ^b	
		PCSD is one of the largest recipients of equalization.		10% of total General Fund revenue comes from the Equalization Grant. ^b	4 out of 35 large districts and 180 total districts in Equalization ^b	
		PCSD has relatively low Title I funding.	Less Federal funding. Low wealth school districts typically have a higher percentage of Title I schools. This also impacts other funding allocations like the CARES Act, which was allocated based on Title I funding.	Title I and free-and-reduced lunch percentages can be obtained via the Georgia DOE. While PCSD ranks 4th in equalization funding (an indication of low wealth) and 164th in Title I funding per pupil, out of all 180 school districts. No other school district in Georgia has this high of a disparity. ^d	30 out of 35 large districts or 168 out of 180 school total districts ^d	
		PCSD has relatively low free-and-reduced lunch participation.	Less Federal funding. Low wealth school districts typically have a higher percentage of free-and -reduced lunch. This also impacts other funding allocations like the IDEA grants (ESEP).		29 out of 35 large districts ^d	
	Enrollment Factors	PCSD is one of the fastest growing school districts in the state.	With a limited non-residential tax base, the value of new residential construction is critical. Typically, property taxes from new residential construction does not support the additional enrollment.	PCSD 3-year average annual growth rate is 1.6%, compared to a large district rate of 0.1%. FY21 enrollment is projected to grow 485 or 1.6%. ^b	12 out of 35 large districts and 180 total districts ^b	
		PCSD has a high percentage of students in a Exceptional Students Educational Program (ESEP).	FY2019, the average additional cost per ESEP student was \$2,607 or 33% (including Local, State and Federal sources).	In FY20, 14.8% of PCSD students were ESEP, compared to a large district average of 12.6%. This contributes to PCSD's low weighted (based on ESEP participation) NDPS. ^b	12 out of 180 district in Georgia ^b	

Version 1.1

Sources:

^a Georgia Department of Revenue, Consolidated Tax Digest Summaries

^b Georgia Department of Education Enrollment (Data & Reporting), Revenue/Expenditures Reports and QBE Earnings (Data & Reporting, Financial Review)

^c www.census.gov/quickfacts

^d Georgia Department of Education Title I (Offices & Divisions, Title Programs) and Free-and-Reduced Lunch (Data & Reporting),

Terms:

The **Equalization Grant** is intended to reduce funding inequalities between high and low property wealth districts.

ESEP stands for Exceptional Students Educational Programs or special education.

Large Districts are school districts with enrollment equal to or greater than 10,000

Millage Rate is the ad valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value established by the governing authority each fiscal year.

Net Tax Digest is the Paulding County Tax Assessor's summary of the projected taxable value of all commercial, industrial and residential property in the school district, net applicable exemptions.

Net Digest per Student (Weighted NDPS) is the NDPS weighted by participation in ESEP programs, lowering wealth-per-student.

Persons per household, or average household size, is obtained by dividing the number of persons in households by the number of households. A household includes all the persons who occupy a housing unit as their usual place of residence.

QBE or Quality Basic Education reflects funding allotted by the State on the basis of "Weighted" FTE (Full-time Equivalent students) to the local school system.

Weighted Net Digest per Student (NDPS) is the net tax digest divided by the enrollment.

Strategies to Address Factors:

Legislative Advocacy. The District communicates various legislative priorities each school (funding) year. For FY2020, Priority 1 was funding, which included legislative actions and program specific observations.

Legislative Actions

- Approximately 66% of the Paulding County School District's revenue comes from State funding sources, compared to a statewide average of 52%. This means our District is extremely vulnerable to changes in State funding. Therefore, we request continued full funding of the Quality Basic Education (QBE) Act formula. Additionally, due to the complexities in State funding, the District would like to be engaged when changes in funding methodology are considered.
- In addition, we request additional support for low wealth school districts that are experiencing higher than average enrollment growth, like PCSD. Over the past three years (FY2017-20) our enrollment has grown 1,757 students, an average of 586 annually. Our three-year compound annual growth rate was 2.0%, which ranked 5th out of the 35 large districts in Georgia (districts with an enrollment of 10,000 or greater). Our growth ranked 19th out all 180 school districts statewide.
- As a low wealth school district, Paulding County School District is highly dependent on the State Equalization Grant. As the third largest recipient of equalization funds, this grant accounts for over 10% of our total annual revenue. Therefore, we support continuation of the Equalization Grant to support low wealth districts.

Program-specific funding observations:

- Dual Enrollment
- Academic and Career Counseling and Opportunities
- School Based Instructional Technology Specialists, Infrastructure and Resources
- School Transportation
- School Safety
- Student Physical, Mental and Behavioral Health
- Virtual Education
- Maintaining Highly Qualified Staff

Support Economic Development. The District works with the Board of Commissioners, Economic Development, current and potential businesses to promote economic development (see above).

Communication and Engagement. The District routinely engages the community and relevant stakeholders to foster an understanding of the impact of enrollment growth, coupled with limited commercial and industrial development, on the school system (see above).

Overview:

Median household income (in 2018 dollars) for Paulding County and Georgia were \$66,467 and \$55,679, respectively.¹⁰ Often cited as an indicator for wealth, as of October 2019. 40.77% of Paulding County students are eligible for free and reduced meals, compared to a statewide average of 59.45%.¹¹ Driven by lower housing costs and its proximity to metro Atlanta, Paulding County is a growing community. Population rose from 142,324 residents in 2010 to 168,667 in 2019, an increase of 18.4% compared to only 9.6% statewide.

Regardless of these positive attributes, PCSD is considered a low wealth school system due to a limited commercial and industrial tax base and the number of school-age children per household. With approximately 66% of revenue coming from State sources (compared to a statewide average of 52%) the District is highly susceptible to changes in State funding, including austerity reductions, Equalization Grant funding and changes in Quality Basic Education (QBE) methodology. The Equalization Grant, which is designed to support low wealth districts like PCSD, will provide \$28.9 million in funding during FY2021.

For FY2019, the most current data available, local sources were only 30.0% of PCSD per pupil revenue, compared to a statewide average of 41.6%. While local revenue has risen (from 24% in FY2014), PCSD continues to lag well behind the statewide average.

		35 Rank FY2019
Low Wealth. Despite economically favorable employment, income and free-and-reduced lunch statistics, PCSD is considered low wealth due to a limited commercial and industrial tax base and the large number of school-age children per household.		
State Revenue	8	
Students	12	
Total Revenue	24	
Local Revenue	31	
Revenue Rankings. FY2019 rankings against the 35 large school districts (enrollment >10,000) and all 180 districts in Georgia: <ul style="list-style-type: none"> • 12th Largest District • 31st in Local Revenue per Student (121 vs 180) <ul style="list-style-type: none"> ✓ Average \$1,331 less per Student ✓ \$40 million Total • 8th in State Revenue per Student (92 vs 180) <ul style="list-style-type: none"> ✓ Average \$816 more per Student ✓ \$29 million Equalization Grant (3rd Largest) • 24th in Total Revenue per Student (150 vs 180) <ul style="list-style-type: none"> ✓ Average \$698 or 7% less per Student ✓ \$21 million Total 		
Source: GaDOE School System Revenue/Expenditures Report as of FY2019		

¹⁰ www.census.gov/quickfacts/ on 11/26/20

¹¹ Georgia Department of Education October 2020

Operating Factors

Issue: Rising Cost of Human Capital. With around 90% of PCSD's budget focused on salaries and benefits, the rising cost of human capital is a major factor bearing on the District's future. These rising costs include, but are not limited to, the Teachers Retirement System (TRS) and State Health Benefit Plan, which have seen unprecedented increases over the past few years. As the demand for highly qualified teachers increases, the District must remain competitive in compensation and benefits.

Strategies to Address Factors:

Legislative Advocacy. The District communicates legislative priorities each school (funding) year. FY2020 priorities included advocacy for the cost of human capital, including:

- As a District, our primary asset is our people. In fact, a quality staff is might be argued as the single greatest contributor to student achievement. Therefore, in order to attract high quality teachers and administrators, we request that measures be taken to protect and strengthen Georgia's Teacher Retirement System (TRS).
- Restore state funding for non-certified employees' health insurance and implement a statewide strategy for State Health Benefit Plan cost containment.
- Require all bills that have an impact on local school districts include a one-year delay in implementation and fiscal note detailing the budgetary impact.

Position Control: PCSD maintains a robust position allotment and control process.

Overview:

The Proposed Budget will begin with 3,258 General Fund budgeted positions, around 90% of all positions. Salaries, benefits and professional services account for almost 90% of the budget proposal, which is consistent with most school districts in Georgia. A continued priority for FY2021 is improving teacher retention and compensation, as teachers are the lifeblood of the district and have the most direct connection to student achievement. Maintaining a multi-year trend of increasing employee pay, the Proposed Budget a full "step" increase, a tiered scale which is how the school system defines an employee's years of experience and compensates them accordingly.

Revenues and Expenditures for all Funds

The following table provides a summary of beginning fund balance, budget forecasts for revenues and expenditures, and ending fund balance by Fund.

Fund Category	Beginning Fund			Ending Fund
	Balance	Revenue	Expenditures	Balance
General	\$ 51,317,864	\$ 284,450,418	\$ 289,450,364	\$ 46,317,918
Special Revenue	2,266,967	23,837,853	23,249,727	2,855,093
School Nutrition	3,458,016	14,587,529	15,994,033	2,051,512
Capital Projects	20,406,612	20,221,489	16,449,402	24,178,699
Debt Service	1,644,751	20,000	8,204,900	(6,540,149)
Total	\$ 79,094,211	\$ 343,117,290	\$ 353,348,426	\$ 68,863,074

Historical and Budget Forecast for all Funds

The following tables provide a summary of historical revenues, expenditures and ending fund balance by Fund.

Funds Summary of Revenue

Funds (Category)	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Approved	Variance	%
General	\$ 247,156,212	\$ 262,740,266	\$ 278,137,332	\$ 298,433,150	\$ 284,450,418	\$ (13,982,732)	-4.7%
Special Revenue	14,900,019	15,702,285	18,157,300	15,072,208	23,837,853	8,765,645	0.0%
School Nutrition	13,330,908	13,012,144	14,654,020	12,904,321	14,587,529	1,683,208	0.0%
Capital Projects	20,222,006	16,661,421	24,952,041	24,063,271	20,221,489	(3,841,781)	0.0%
Debt Service	26,087	27,420	17,570	407	20,000	19,594	0.0%
Total	\$ 295,635,232	\$ 308,143,536	\$ 335,918,263	\$ 350,473,356	\$ 343,117,290	\$ (7,356,066)	0.0%

Funds Summary of Expenditures

Funds (Category)	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Approved	Variance	%
General	\$ 244,888,795	\$ 257,068,813	\$ 272,866,280	\$ 291,297,412	\$ 289,450,364	\$ (1,847,048)	-0.6%
Special Revenue	15,437,511	15,325,600	18,464,955	14,703,316	23,249,727	8,546,411	0.0%
School Nutrition	14,361,185	14,132,105	14,138,355	14,867,007	15,994,033	1,127,026	0.0%
Capital Projects	12,551,553	8,980,059	13,213,141	6,646,674	16,449,402	9,802,728	0.0%
Debt Service	8,203,667	8,198,518	8,230,856	8,216,956	8,204,900	(12,056)	0.0%
Total	\$ 295,442,711	\$ 303,705,096	\$ 326,913,587	\$ 335,731,366	\$ 353,348,426	\$ 17,617,060	0.0%

Summary of Ending Fund Balances

Funds (Category)	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Approved	Variance	%
General	\$ 44,638,794	\$ 44,966,416	\$ 47,733,477	\$ 51,317,864	\$ 44,727,968	\$ (6,589,896)	-12.8%
Special Revenue	1,829,127	2,205,812	1,898,075	2,266,967	2,855,093	588,126	0.0%
School Nutrition	5,896,506	4,816,867	5,295,766	3,458,016	2,051,512	(1,406,504)	0.0%
Capital Projects	(1,672,645)	3,155,330	9,167,446	20,406,612	16,846,274	(3,560,337)	0.0%
Debt Service	88,830	114,950	132,520	1,644,751	2,382,226	737,475	0.0%
Total	\$ 50,780,613	\$ 55,259,375	\$ 64,227,284	\$ 79,094,211	\$ 68,863,074	\$ (10,231,136)	0.0%

* Includes Other Sources (Uses)

The following tables provide a summary of budget forecasts for revenues, expenditures and ending fund balance by Fund.

Summary of Revenue Budget Forecasts

Funds (Category)	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
General	\$ 284,450,418	\$ 307,267,865	\$ 318,295,994	\$ 329,324,124
Special Revenue	23,837,853	22,009,329	23,548,595	25,087,860
School Nutrition	14,587,529	14,419,410	14,659,952	14,900,494
Capital Projects	20,221,489	23,444,290	24,184,372	24,924,453
Debt Service	20,000	15,000	12,000	10,000
Total	\$ 343,117,290	\$ 367,155,894	\$ 380,700,913	\$ 394,246,932

Summary of Expenditure Budget Forecasts

Funds (Category)	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
General	\$ 289,450,364	\$ 309,524,763	\$ 322,221,274	\$ 334,917,784
Special Revenue	23,249,727	22,009,329	23,548,595	25,087,860
School Nutrition	15,994,033	15,000,000	15,000,000	15,000,000
Capital Projects	16,449,402	12,703,336	13,149,979	13,596,622
Debt Service	8,204,900	8,191,576	8,187,041	8,175,506
Total	\$ 353,348,426	\$ 367,429,004	\$ 382,106,888	\$ 396,777,772

Summary of Expenditure Budget Forecasts

Funds (Category)	FY2021 Proposed	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
General	\$ 44,727,968	\$ 39,625,038	\$ 32,798,995	\$ 24,249,839
Special Revenue	2,855,093	3,591,856	4,599,988	5,879,489
School Nutrition	2,051,512	1,470,922	1,130,874	1,031,368
Capital Projects	16,846,274	20,886,523	24,978,305	29,121,620
Debt Service	2,382,226	3,752,404	5,420,754	7,395,277
Total	\$ 68,863,074	\$ 69,326,743	\$ 68,928,916	\$ 67,677,592

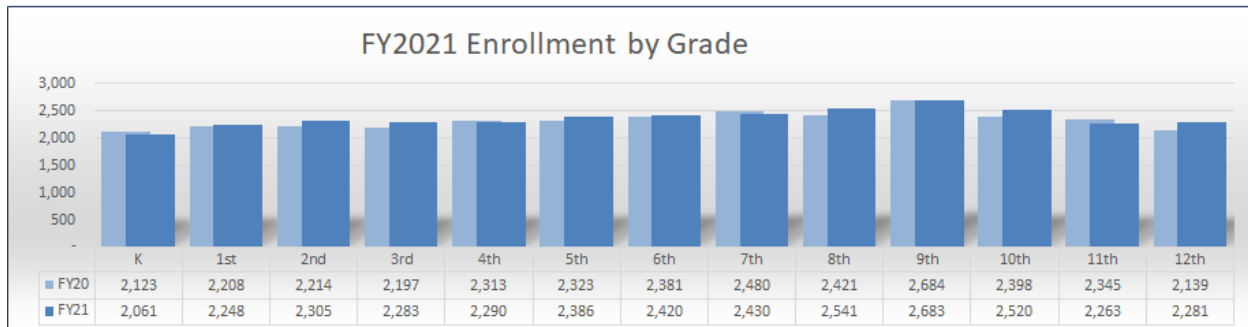
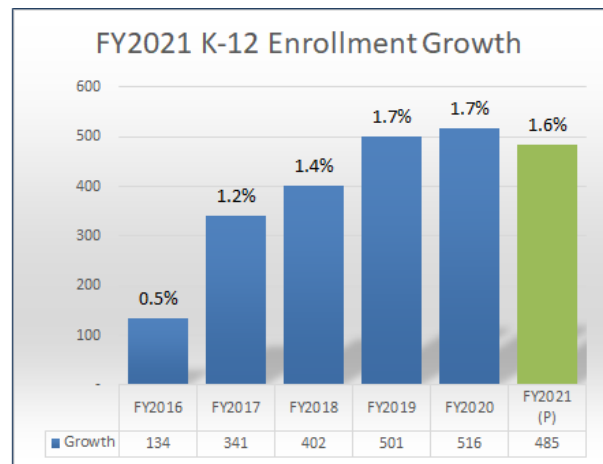
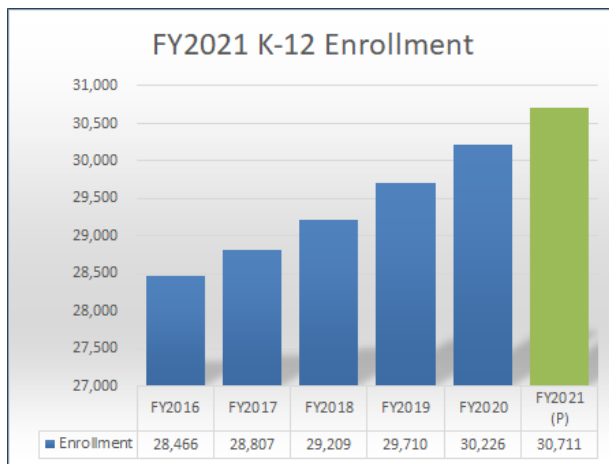
* Includes Other Sources (Uses)

Executive Summary: Informational

Student Enrollment Trends and Forecast

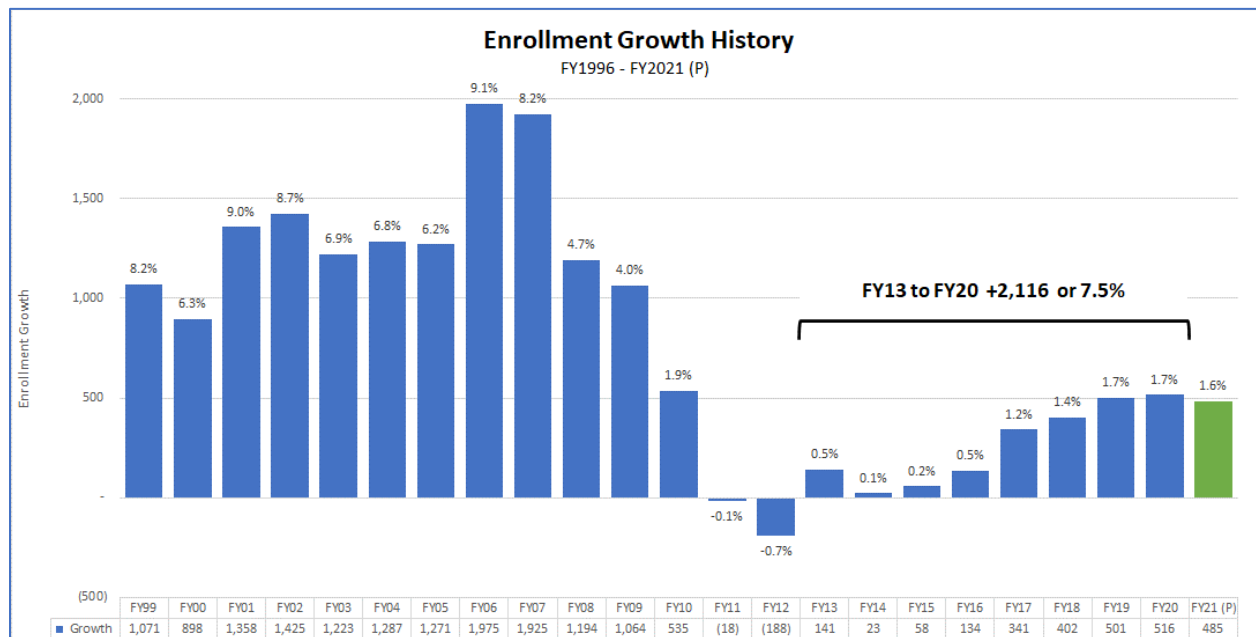
The District is projected to educate 30,711 students in the Proposed Budget year (school year 2020-2021), an increase of 485 students or 1.6%.

- Elementary School Growth: 13,573 Students an Increase of 195 or 1.5%
- Middle School Growth: 7,391 Students an Increase of 109 or 1.5%
- High School Growth: 9,747 Students an Increase of 181 or 1.9%



Historical Enrollment Growth

In the 8 years preceding the collapse of the housing market, the district experienced tremendous enrollment growth, increasing over 80% from fiscal years 2000 to 2007. From 2008 to 2011 enrollment growth declined by two-thirds. By 2012, enrollment was declining, compared to modest increases statewide. From 2013 to 2020 enrollment grew 2,116 or 7.5%. 2020 enrollment grew 1.7%, the largest growth rate in a decade and much more than the large district average of 0.2%. 2021 is projected to grow 485 or 1.6%.



Student Enrollment for Eight Years

See the following *FY2021 Projection Summary Report*, which includes the following:

- Three years of enrollment history
- Current year enrollment
- Proposed Budget year enrollment projection
- Three years of enrollment forecasts

Paulding County School District Fiscal Year Budget

2021

FY2021 Projection Summary Report

FY2021 Projection Summary Report					Current Year				FY2021 Projection			Three-Year Forecast		
Elementary Schools					2019-2020				2020-2021					
	2016	2017	2018	2019	Rank	2020	Var	% Var	2021	Growth	% Var	2022	2023	2024
34 Abney Elementary	1033	998	1054	1251	1	1,320	69	5.5%	1,397	77	5.8%	1,478	1,565	1,656
20 Allgood Elementary	856	840	888	879	4	899	20	2.3%	936	37	4.1%	975	1,015	1,056
23 Baggett Elementary	640	628	632	632	12	616	(16)	-2.5%	609	(7)	-1.1%	602	595	588
31 Burnt Hickory Elementary	896	923	952	1001	3	1,050	49	4.9%	1,087	37	3.5%	1,125	1,165	1,206
2 Dallas Elementary*	417	412	425	446	18	444	(2)	-0.4%	453	9	2.0%	462	472	481
26 Dugan Elementary	721	704	715	674	7	668	(6)	-0.9%	647	(21)	-3.1%	627	607	588
3 Hiram Elementary	695	726	782	809	6	808	(1)	-0.1%	786	(22)	-2.7%	765	744	724
33 Hutchens Elementary	778	738	707	670	8	666	(4)	-0.6%	671	5	0.8%	676	681	686
5 McGarity Elementary	553	566	573	567	11	617	50	8.8%	628	11	1.8%	639	651	662
18 Nebo Elementary	716	702	673	633	10	632	(1)	-0.2%	627	(5)	-0.8%	622	617	612
6 New GA Elementary*	333	311	306	305	19	332	27	8.9%	332	-	0.0%	332	332	332
15 Northside Elementary	432	418	468	497	13	572	75	15.1%	633	61	10.7%	701	775	858
16 Panter Elementary	535	554	526	528	15	533	5	0.9%	546	13	2.4%	559	573	587
25 Poole Elementary	419	403	419	436	17	450	14	3.2%	456	6	1.3%	462	468	474
32 Ragsdale Elementary	646	650	603	558	14	556	(2)	-0.4%	528	(28)	-5.0%	501	476	452
19 Roberts Elementary	655	665	711	659	9	644	(15)	-2.3%	622	(22)	-3.4%	601	580	560
24 Russom Elementary	814	840	887	876	5	868	(8)	-0.9%	885	17	2.0%	902	920	938
14 Shelton Elementary	1106	1221	1215	1202	2	1,205	3	0.2%	1,205	-	0.0%	1,205	1,205	1,205
8 Union Elementary*	468	448	464	492	16	498	6	1.2%	525	27	5.4%	553	583	615
All Total Elementary	12,713	12,747	13,000	13,115	19	13,378	263	2.0%	13,573	195	1.5%	13,788	14,024	14,282
Middle Schools					2019-2020				2020-2021					
	2016	2017	2018	2019	Rank	2020	Var	% Var	2021	Growth	% Var	2022	2023	2024
27 Austin Middle	927	979	927	894	3	856	(38)	-4.3%	817	(39)	-4.6%	780	744	710
17 Dobbins Middle	735	707	673	643	7	666	23	3.6%	634	(32)	-4.8%	604	575	547
9 East Paulding Middle	885	909	919	964	2	901	(63)	-6.5%	917	16	1.8%	933	950	967
10 Herschel Jones Middle	723	726	714	778	4	812	34	4.4%	844	32	3.9%	877	912	948
22 Moses Middle	548	587	640	725	5	774	49	6.8%	856	82	10.6%	947	1,047	1,158
29 McClure Middle	1185	1232	1317	1368	1	1,424	56	4.1%	1,413	(11)	-0.8%	1,402	1,391	1,381
36 Ritch Middle	605	637	599	624	8	640	16	2.6%	698	58	9.1%	761	830	905
35 Scoggins Middle	693	703	714	741	6	728	(13)	-1.8%	743	15	2.1%	758	774	790
11 South Paulding Middle	483	481	462	463	9	481	18	3.9%	469	(12)	-2.5%	457	446	435
All Total Middle School	6,784	6,961	6,965	7,200	9	7,282	82	1.1%	7,391	109	1.5%	7,519	7,669	7,840
High Schools					2019-2020				2020-2021					
Note: Includes AltEd														
	2016	2017	2018	2019	Rank	2020	Var	% Var	2021	Growth	% Var	2022	2023	2024
12 East Paulding High	1681	1646	1685	1743	4	1,783	40	2.3%	1,825	42	2.4%	1,868	1,912	1,957
21 Hiram High	1634	1676	1601	1517	5	1,473	(44)	-2.9%	1,462	(11)	-0.7%	1,451	1,440	1,429
30 North Paulding High	2109	2201	2295	2434	1	2,570	136	5.6%	2,666	96	3.7%	2,766	2,869	2,976
13 Paulding County High	1724	1738	1799	1827	2	1,898	71	3.9%	1,940	42	2.2%	1,983	2,027	2,072
28 South Paulding High	1821	1838	1864	1874	3	1,842	(32)	-1.7%	1,854	12	0.7%	1,866	1,878	1,890
All Total High School	8,969	9,099	9,244	9,395	5	9,566	171	1.8%	9,747	181	1.9%	9,934	10,126	10,325
Total Enrollment					2019-2020				2020-2021					
	2016	2017	2018	2019	Rank	2020	Var	% Var	2021	Growth	% Var	2022	2023	2024
Total	28,466	28,807	29,209	29,710		30,226	516	1.7%	30,711	485	1.6%	31,241	31,819	32,447
Closed for School Choice - FY21														
Closed for School Choice - FY20 No Additional Closures														
Closed for School Choice - FY19														
Closed for School Choice - FY18 and FY19														
Closed for School Choice - FY18														
* Mobiles in Use for Instruction (Union ES 7, Dallas ES 3 and New GA ES 2)														
FY21 Title 1 Schools														

Tax Base and Millage Rate Trends

The budget assumes an 18.750 millage rate for the maintenance and operation (M&O) of the District, which is slightly below average among comparable school districts. Coupled with above average school-aged persons per household, this results in an extremely low levy and local revenue per student. The chart to the right shows comparative data for 2019, the most current data available.

M&O Millage Rate History

The last material change to the M&O Millage Rate occurred in 2007, an increase of 2.500 mills.

Lowered Four Times in Last 20 Years:

- 2019 -0.129
- 2013 -0.030
- 2003 -0.881
- 2002 -1.610

Raised Twice in Last 20 Years:

- 2007 +2.500
- 2001 +2.500

Millage Rate Reduction

Considerations:

- ✓ Perpetual Loss of Revenue
- ✓ Loss will Compound as Digest Grows
- ✓ Impact on Equalization Grant
- ✓ Low Wealth School District
- ✓ Net Digest per Pupil Not Back to Pre-Recession Levels (Inflation Adjusted)

Bond Millage

In FY2012, the District eliminated the Bond millage rate of 2.963, with debt service now funded through E-SPLOST.

2020 Millage Rate Highlights:

- An M&O millage rate of 18.750 was utilized in the FY2021 Budget.

Rank	Millage Rate				Levy	Revenue
	2009 M&O Millage Rate	% Variance to PCSD	2019 M&O Millage Rate	% Variance to PCSD	FY2019 Levy per Student	FY2019 Local Revenue per Student
1	Muscogee 23.370	Muscogee 4.461	Muscogee 23.321	Muscogee 4.571	Cobb \$4,827	Cobb \$10,247
2	Richmond 19.342	Richmond 0.433	Richmond 19.794	Richmond 1.044	Avg Comp \$4,114	Bartow \$10,224
3	Avg Comp 19.125	Avg Comp 0.216	Douglas 19.650	Douglas 0.900	Coweta \$4,106	Avg >10k \$10,184
4	Paulding 18.909	Paulding 0.000	Avg Comp 19.432	Avg Comp 0.682	Avg >10k \$4,039	Douglas \$10,161
5	Cobb 18.900	Cobb -0.009	Avg >10k 18.964	Avg >10k 0.214	Cherokee \$4,027	Muscogee \$10,088
6	Coweta 18.590	Coweta -0.319	Cobb 18.900	Cobb 0.150	Bartow \$3,905	Avg Comp \$9,899
7	Cherokee 18.450	Cherokee -0.459	Bartow 18.750	Bartow 0.000	Muscogee \$3,880	Coweta \$9,845
8	Douglas 18.350	Douglas -0.559	Paulding 18.750	Paulding 0.000	Douglas \$3,232	Paulding \$9,739
9	Avg >10k 18.184	Avg >10k -0.725	Coweta 18.590	Coweta -0.160	Richmond \$3,084	Cherokee \$9,551
10	Carroll 18.100	Carroll -0.809	Cherokee 18.450	Cherokee -0.300	Paulding \$2,774	Carroll \$9,543
11	Bartow 17.900	Carroll -1.009	Carroll 17.998	Carroll -0.752	Carroll \$2,550	Richmond \$9,537

- Bond millage rate of 0.000 will be maintained in the FY2021 Budget, with bond principal and interest paid through E-SPLOST. A bond millage of approximately 1.682 would be required to meet FY2021 debt service.
- Net M&O Digest is projected to increase \$348m or 7.8% to \$4.8 billion.
- Changes in assessed property values (reassessment) will increase 2020 property taxes by an average 7.4%.
- Other changes to the digest will increase 2020 property taxes by 0.4%.
- Net Taxes or levy will increase 7.8%.

Current Tax Digest and Five-Year History of Assessed Value and Taxes Levied

Below is a five-year history (2015-2019) and 2020 or FY2021, the Proposed Budget year, of assessed value of taxable property, tax rates, and taxes levied. In addition, the information below provides an analysis of the millage rate's effect on the average taxpayer for the same period.

Paulding County School District
Fiscal Year Budget

2021

**Paulding County Board of Education
CURRENT 2020 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY**

The Paulding County Board of Education does hereby announce that the millage rate will be established at a meeting to be held at the Paulding County Board of Education Board Room on July 28, 2020 at 8:30 AM EST and pursuant to the requirements of O.C.G.A 48.5.32, do hereby publish the following presentation of the current year's tax digest and levy, along with the history of the tax digest and levy for the past five years.

County School	2015	2016	2017	2018	2019	2020
Real & Personal Ad Valorem	\$ 3,566,536,251	\$ 3,843,751,629	\$ 4,267,812,331	\$ 4,695,351,018	\$ 5,197,039,026	\$ 5,676,816,294
Motor Vehicle Ad Valorem	197,077,380	147,754,190	109,114,430	84,458,480	69,422,580	31,621,130
Mobile Home Ad Valorem	1,951,153	1,862,849	1,781,714	1,646,786	1,644,067	1,632,921
Timber Ad Valorem (100%)	292,950	324,868	1,068,015	501,435	208,158	5,360
Heavy Duty Equipment	58,443	153,533	942,267	133,553	49,891	163,857
Gross Digest	3,765,916,177	3,993,847,069	4,380,718,757	4,782,091,272	5,268,363,722	5,710,239,562
Less M&O Exemptions	(511,439,573)	(563,602,175)	(626,135,711)	(698,086,901)	(797,100,194)	(891,271,119)
Net Digest	3,254,476,604	3,430,244,894	3,754,583,046	4,084,004,371	4,471,263,528	4,818,968,443
Gross M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Less Millage Rate Rollbacks						
Net M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Net Taxes Levied	\$ 61,441,264	\$ 64,759,593	\$ 70,882,773	\$ 77,101,919	\$ 83,836,191	\$ 90,355,658
Net Taxes \$ Increase	\$ 5,441,085	\$ 3,318,330	\$ 6,123,180	\$ 6,219,145	\$ 6,734,273	\$ 6,519,467
Net Taxes % Increase	9.7%	5.4%	9.5%	8.8%	8.7%	7.8%
Note: M&O is Maintenance and Operations. In 2020, Forest Land Protection Act (FLPA) was removed from the Current 2019 Tax Digest and Five Year History of the Levy. 2020 Net Taxes Levied reflects 18.750, pending Paulding County Board of Education adoption of 2020 Millage Rate.						
Impact on Taxpayer						
Homestead Exemption	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)
Market Value	\$ 144,000	\$ 151,777	\$ 166,128	\$ 180,704	\$ 196,487	\$ 211,767
40% Market Value, less Exemption	\$ 55,600	\$ 58,711	\$ 64,451	\$ 70,282	\$ 76,595	\$ 82,707
M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Ad Valorem Taxes	\$ 1,050	\$ 1,108	\$ 1,217	\$ 1,327	\$ 1,436	\$ 1,551
Increase	\$ 30	\$ 59	\$ 108	\$ 110	\$ 109	\$ 115
% Increase	3.0%	5.6%	9.8%	9.0%	8.2%	8.0%
Tax Rates and Collections						
M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Taxes Levied	\$ 61,441,264	\$ 64,759,593	\$ 70,882,773	\$ 77,101,919	\$ 83,836,191	\$ 90,355,658
Collections	\$ 54,976,574	\$ 59,978,589	\$ 64,551,710	\$ 70,766,355	\$ 77,067,557	\$ 84,028,718
% Collections vs Levy	89.5%	92.6%	91.1%	91.8%	91.9%	93.0%
Collections Less 2.5% Fee*	\$ 53,602,159	\$ 58,479,124	\$ 62,937,917	\$ 68,997,196	\$ 75,140,868	\$ 81,928,000
* Reflects the Collection Fee charged by the Tax Commissioner of Paulding County.						

Proposed Budget Personnel Changes

The Proposed Budget contemplates the addition of 11 positions to support student-to-teacher ratios, school-based allotment assumptions, in addition to administrative, clerical and operational demands. Below is a list of allotment changes contained in the Proposed Budget.

	Form	Allotment Changes	Description
FY20 Ending Allotments		3,605.07	
General Fund			
Class-size and Assumption Maintenance			
Teaching Allotment Changes	1	(30.00)	Various enrollment-driven teaching allotment changes designed to maintain class size ratios.
Teaching Allotment Changes - Contingency	n/a		Contingency allotments to address potential mid-year growth.
Teaching Allotment - Local School Moves	14	-	Local school program changes, should net to 0
Teaching Allotment - Local School Moves	28	-	Local school program changes, should net to 0
School-based Assumption Changes	2	4.50	Various enrollment-driven teaching and administration changes designed to align programs to enrollment. Examples include changes to ES specials, gifted teachers, counselors, ESOL, etc.
Student Services Department			
ESEP Local School Moves & Changes	3, 21, 24, 25	-	Typically includes various ESEP need-driven moves and changes. FY21 includes only moves, should net to 0.
ESEP Critical Changes	9	16.00	Includes school-based, FC 94 and other changes determined to be critical for FY21
Shift from Processional Services	10	5.00	Budget neutral shift from contract labor to/from allotments
Shift from Processional Services	11	2.00	Budget neutral shift from contract labor to/from allotments
Shift from Processional Services	12	1.00	Budget neutral shift from contract labor to/from allotments
Shift from Processional Services	26	(1.00)	Budget neutral shift from contract labor to/from allotments
School Leadership Division			
Coordinator of Prevention & Intervention	18	-	Compensation adjustment - add \$3k to CLSJ/COPI
Teaching & Learning Division (excludes ESEP)			
Clerk	35	1.00	Clerk to support L4GA and other grants
Various Changes	7	-	Addition of Curriculum Coordinator and STEM Teacher - removed from budget
Operations Division			
Maintenance & Facilities Director	16	-	Compensation adjustment - moved from CLSJ/MAIN1 (\$78.9k - \$92.1k) to CLSJ/CONOP (\$75.5k - \$113.3k)
Energy Management Technician	8	-	EMT Addition - removed from budget
Grounds Maintenance	13	(3.00)	Budget neutral shift from contract labor to/from allotments
Nursing Supervisor	17	-	Addition of up to 10 off-contract days
Nursing	33, 34	2.00	Addition of up to 10 off-contract days and 2 nursing positions (1 perm and 1 temp/COVID-19)
Attendance Officers	19	2.00	Addition of Attendance Officers - based on A-3 (180) pay scale (\$17,021 - \$25,301). Might change to C-1 (195) HS Clerk pay scale (\$20,249 - \$30,046). Para is \$18,720 - \$27,830.
Various Transportation Changes	6	9.00	See Summary below
Executive Director Increase	na		Increase to Executive Director of Transportation
Technology Division			
Various Changes	15	(1.00)	See summary below
Executive Director Increase	na		Increase to Executive Director of Technology
Human Resources Division			
Business Services Division			
Special Revenue Accountant	32	1.00	Special Revenue Accountant to support L4GA and other grants
Grants			
ESEP	4	-	Includes various program and enrollment-driven changes.
Title (pre award)	5	(7.28)	Includes various program and enrollment-driven changes.
Title (post award)	36-44	6.13	Includes various program and enrollment-driven changes.
L4GA	22	3.00	HS Literacy Coach (3)
L4GA	23	1.00	Intervention Coach (1)
All Funds Total		11.35	
FY21 Beginning Allotments		3,616.42	

Benchmark Data

Per-Pupil Revenue

Below is per-pupil revenue data for the District, comparable districts and the statewide average, based on the most current data available (FY2019). District highlights include:

- Although the 12th largest district by enrollment, PCSD ranks 150 out of all 180 statewide districts in total per-pupil revenue
- PCSD ranks 121 in local per-pupil revenue

School District	FTE	Rank	FTE %	Local Revenue per		State Revenue per		Federal Revenue per		Total Revenue per	
				FTE	%	FTE	%	per FTE	%	FTE	Total %
Paulding County Allocation	29,953	12	1.8%	\$ 2,923	1.2%	\$ 6,385	2.0%	\$ 431	1.2%	\$ 9,739	1.6%
				30.0%		65.6%		4.4%		100.0%	
Hall County	27,929	15	1.6%	\$ 3,571	1.3%	\$ 5,454	1.6%	\$ 517	1.3%	\$ 9,541	1.5%
Douglas County	26,841	17	1.6%	\$ 3,350	1.2%	\$ 6,189	1.7%	\$ 621	1.5%	\$ 10,161	1.5%
Bartow County	13,182	27	0.8%	\$ 4,058	0.7%	\$ 5,574	0.8%	\$ 591	1.3%	\$ 10,224	0.7%
Carroll County	14,674	23	0.9%	\$ 2,644	0.5%	\$ 6,326	1.0%	\$ 573	1.4%	\$ 9,543	0.8%
Richmond County	29,886	13	1.8%	\$ 3,403	1.3%	\$ 5,124	1.6%	\$ 1,009	4.9%	\$ 9,537	1.6%
Houston County	29,036	14	1.7%	\$ 2,963	1.1%	\$ 6,514	2.0%	\$ 547	2.6%	\$ 10,025	1.6%
Muscogee County	31,144	11	1.8%	\$ 3,875	1.6%	\$ 5,447	1.8%	\$ 767	3.9%	\$ 10,088	1.7%
Average	24,670	-	1.4%	\$ 3,409	1.1%	\$ 5,804	1.5%	\$ 661	2.6%	\$ 9,874	1.3%
Variance to PCSD				\$ 486		\$ (580)		\$ 230		\$ 135	
% Variance to PCSD				16.6%		-9.1%		53.3%		1.4%	
State Totals	1,719,302	-	100.0%	\$ 4,404		\$ 5,554		\$ 638		\$ 10,596	
Allocation				41.6%		52.4%		6.0%		100.0%	
Variance to PCSD				\$ 1,482		\$ (831)		\$ 207		\$ 858	
% Variance to PCSD				50.7%		-13.0%		48.0%		8.8%	

Per-Pupil Expenditures

Below is per-pupil expenditure data for the District, comparable districts and the statewide average, based on the most current data available (FY2019). District highlights include:

- Although the 12th largest district by enrollment, PCSD ranks 140 out of all 180 statewide districts in per-pupil expenditures
- Ranks 92 in per-pupil expenditures for Instruction, reflecting a commitment to spending available resources in the function of Instruction

Paulding County School District Fiscal Year Budget

2021

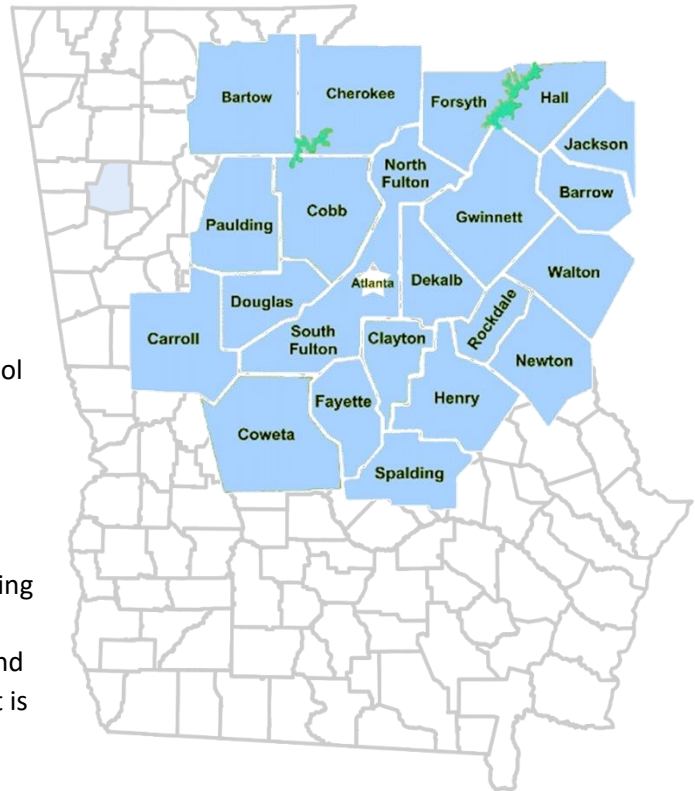
School District	FTE	Instruction per FTE	%	Pupil Services per FTE	%	Improvement & Media per FTE	%	General, Business, Central per FTE	%	School Admin per FTE	%	Transportation per FTE	%	Maintenance per FTE	%	Total per FTE
Paulding County	29,953	\$ 6,530	68.2%	\$ 383	4.0%	\$ 622	6.5%	\$ 194	2.0%	\$ 614	6.4%	\$ 558	5.8%	\$ 676	7.1%	\$ 9,578
Hall County	27,929	\$ 6,365	66.8%	\$ 462	4.9%	\$ 548	5.8%	\$ 369	3.9%	\$ 603	6.3%	\$ 581	6.1%	\$ 600	6.3%	\$ 9,527
Douglas County	26,841	\$ 6,476	66.3%	\$ 374	3.8%	\$ 563	5.8%	\$ 417	4.3%	\$ 737	7.5%	\$ 551	5.6%	\$ 647	6.6%	\$ 9,765
Bartow County	13,182	\$ 6,460	67.5%	\$ 362	3.8%	\$ 400	4.2%	\$ 322	3.4%	\$ 703	7.3%	\$ 554	5.8%	\$ 770	8.0%	\$ 9,570
Carroll County	14,674	\$ 6,351	66.7%	\$ 359	3.8%	\$ 389	4.1%	\$ 246	2.6%	\$ 726	7.6%	\$ 591	6.2%	\$ 857	9.0%	\$ 9,519
Richmond County	29,886	\$ 5,695	60.0%	\$ 431	4.5%	\$ 632	6.7%	\$ 425	4.5%	\$ 829	8.7%	\$ 513	5.4%	\$ 966	10.2%	\$ 9,490
Houston County	29,036	\$ 6,512	66.2%	\$ 507	5.2%	\$ 451	4.6%	\$ 355	3.6%	\$ 713	7.2%	\$ 495	5.0%	\$ 802	8.2%	\$ 9,833
Muscogee County	31,144	\$ 6,390	63.9%	\$ 379	3.8%	\$ 558	5.6%	\$ 560	5.6%	\$ 662	6.6%	\$ 537	5.4%	\$ 919	9.2%	\$ 10,005
Average	24,670	\$ 6,321	65.4%	\$ 410	4.2%	\$ 506	5.2%	\$ 385	4.0%	\$ 710	7.3%	\$ 546	5.6%	\$ 794	8.2%	\$ 9,673
Variance to PCSD		\$ (209)	-2.8%	\$ 27	0.2%	\$ (116)	-1.3%	\$ 191	2.0%	\$ 96	0.9%	\$ (12)	-0.2%	\$ 118	1.2%	\$ 95
% Variance to PCSD		-3.2%		7.0%		-18.7%		98.3%		15.7%		-2.2%		17.4%		1.0%
State Totals	1,719,302	\$ 6,653		\$ 470		\$ 564		\$ 465		\$ 699		\$ 578		\$ 845		\$ 10,275
Allocation		64.7%		4.6%		5.5%		4.5%		6.8%		5.6%		8.2%		100.0%
Variance to PCSD		\$ 123		\$ 87		\$ (58)		\$ 271		\$ 85		\$ 20		\$ 169		\$ 697
% Variance to PCSD		1.9%		22.6%		-9.2%		139.5%		13.8%		3.6%		25.0%		7.3%

Organizational Section

About Paulding County School District

Paulding County School District ("PCSD" or "District") was established under the laws of the State of Georgia and operates under the guidance of a Board of Education ("BOE" or "Board") elected by the voters and a Superintendent appointed by the Board. The school district is organized as a separate legal entity and has the power to request the levy of taxes and issue bonds. Its budget is not subject to approval by any other entity. Accordingly, the school district is a primary government and consists of all the organizations that compose its legal entity.

The District provides public education for Pre-K (Special Education) and Kindergarten through 12th grade students in Paulding County, Georgia. Paulding County is located in the northwestern part of the State of Georgia. It is a suburban Atlanta county and a part of the metropolitan Atlanta. The county seat is Dallas.



Fast Facts, Enrollment, and Campuses

Paulding County School District *Fast Facts!*



Number of Schools	
19	Elementary Schools (K-5), ESEP pre-k available in some schools
9	Middle Schools (6-8)
5	High Schools (9-12), including Paulding College & Career Academy
33	Schools plus the New Hope Education Center

Enrollment ²	Gender ³	Free/Reduced Meals ²
30,226	49% M 51% F	40.8% Eligible

Racial Diversity ³					Financial Efficiency Rating ⁴		
White	Black	Ethnic Hispanic	Multi-ethnic	Other	4.0	4.0	4.0
57%	26%	10%	5%	1%	FY2016	FY2017	FY2018

Financial ¹				CCRPI Score ⁴		
General Fund Budget (millions)	GF per Pupil	M&O Millage	Bond Millage	76.1	77.5	75.4
\$298.2	\$9,867	18.750	0.000	FY2016	FY2017	FY2018

**PCSD is the 12th Largest School District
in the State of Georgia²**

Employees ¹
3,598

¹ FY2020 Quarterly Financial Report, YTD September 2019

² FY2020 (October 2019), GaDOE (K-12)

³ FY2020 (October 2019), GaDOE (PK-12)

⁴ FY2016-18 GOSA Financial Efficiency Star Rating

Schools and Enrollment Projections

Elementary Schools

		2019-2020				2020-2021		
		Rank	2020	Var	% Var	2021	Growth	% Var
34 Abney Elementary	NE	1	1,320	69	5.5%	1,397	77	5.8%
20 Allgood Elementary	SW	4	899	20	2.3%	936	37	4.1%
23 Baggett Elementary	SE	12	616	(16)	-2.5%	609	(7)	-1.1%
31 Burnt Hickory Elementary	NE	3	1,050	49	4.9%	1,087	37	3.5%
2 Dallas Elementary	NW	18	444	(2)	-0.4%	453	9	2.0%
26 Dugan Elementary	SE	7	668	(6)	-0.9%	647	(21)	-3.1%
3 Hiram Elementary	SE	6	808	(1)	-0.1%	786	(22)	-2.7%
33 Hutchens Elementary	SE	8	666	(4)	-0.6%	671	5	0.8%
5 McGarity Elementary	NE	11	617	50	8.8%	628	11	1.8%
18 Nebo Elementary	SE	10	632	(1)	-0.2%	627	(5)	-0.8%
6 New GA Elementary	SW	19	332	27	8.9%	332	-	0.0%
15 Northside Elementary	NW	13	572	75	15.1%	633	61	10.7%
16 Panter Elementary	SE	15	533	5	0.9%	546	13	2.4%
25 Poole Elementary	NW	17	450	14	3.2%	456	6	1.3%
32 Ragsdale Elementary	SW	14	556	(2)	-0.4%	528	(28)	-5.0%
19 Roberts Elementary	NE	9	644	(15)	-2.3%	622	(22)	-3.4%
24 Russom Elementary	NE	5	868	(8)	-0.9%	885	17	2.0%
14 Shelton Elementary	NE	2	1,205	3	0.2%	1,205	-	0.0%
8 Union Elementary	SW	16	498	6	1.2%	525	27	5.4%
All Total Elementary		19	13,378	263	2.0%	13,573	195	1.5%

Middle Schools

		2019-2020				2020-2021		
		Rank	2020	Var	% Var	2021	Growth	% Var
27 Austin Middle	SE	3	856	(38)	-4.3%	817	(39)	-4.6%
17 Dobbins Middle	SE	7	666	23	3.6%	634	(32)	-4.8%
9 East Paulding Middle	NE	2	901	(63)	-6.5%	917	16	1.8%
10 Herschel Jones Middle	NW	4	812	34	4.4%	844	32	3.9%
22 Moses Middle	NE	5	774	49	6.8%	856	82	10.6%
29 McClure Middle	NE	1	1,424	56	4.1%	1,413	(11)	-0.8%
36 Ritch Middle	NE	8	640	16	2.6%	698	58	9.1%
35 Scoggins Middle	SW	6	728	(13)	-1.8%	743	15	2.1%
11 South Paulding Middle	SE	9	481	18	3.9%	469	(12)	-2.5%
All Total Middle School		9	7,282	82	1.1%	7,391	109	1.5%

High Schools

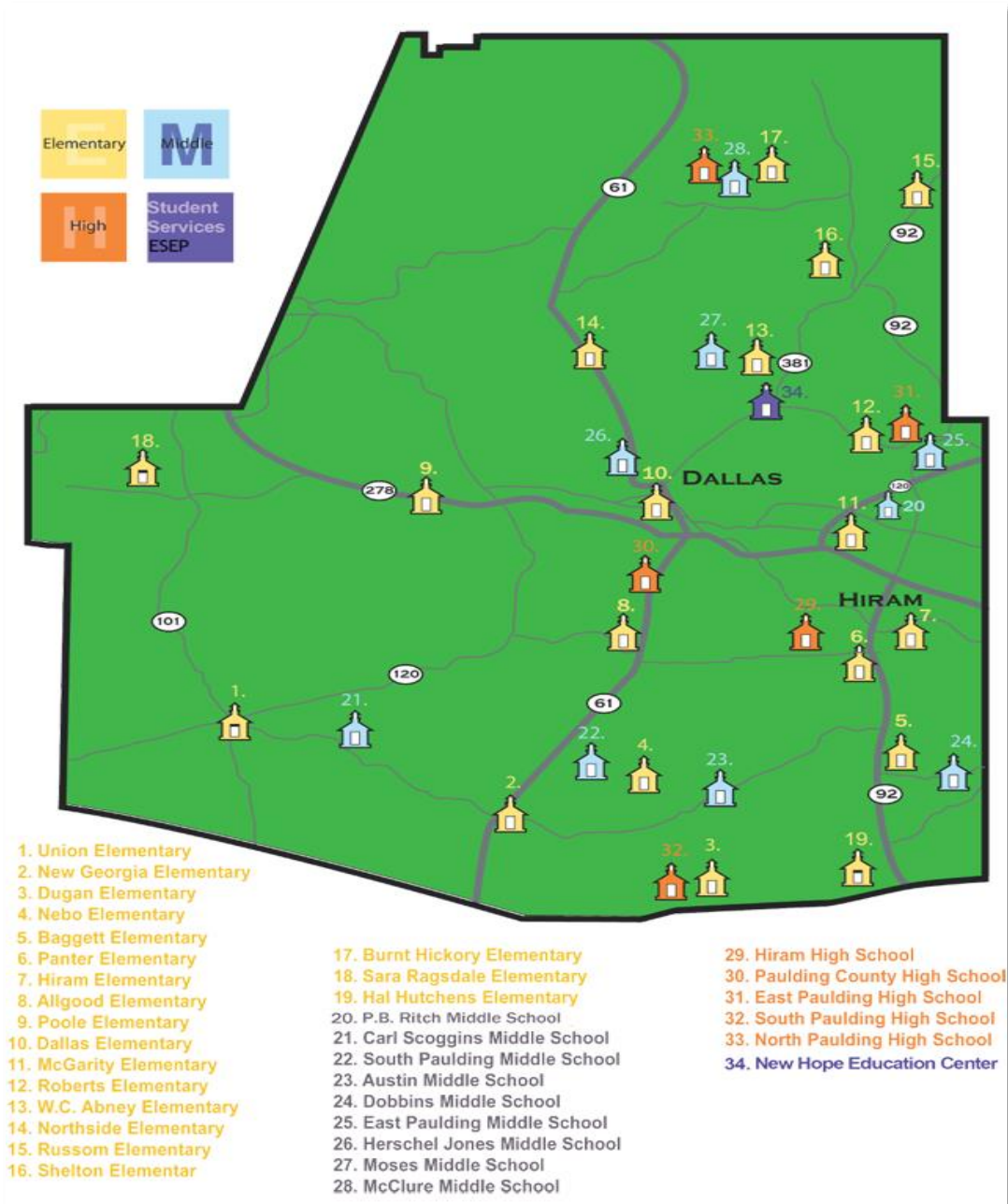
Note: Includes AltEd

		2019-2020				2020-2021		
		Rank	2020	Var	% Var	2021	Growth	% Var
12 East Paulding High	NE	4	1,783	40	2.3%	1,825	42	2.4%
21 Hiram High	SE	5	1,473	(44)	-2.9%	1,462	(11)	-0.7%
30 North Paulding High	NE	1	2,570	136	5.6%	2,666	96	3.7%
13 Paulding County High	SE	2	1,898	71	3.9%	1,940	42	2.2%
28 South Paulding High	SE	3	1,842	(32)	-1.7%	1,854	12	0.7%
All Total High School		5	9,566	171	1.8%	9,747	181	1.9%

Total Enrollment

		2019-2020				2020-2021		
		Rank	2020	Var	% Var	2021	Growth	% Var
Total			30,226	516	1.7%	30,711	485	1.6%

School Locations



Governance Structure

Paulding County Board of Education

The District is governed by an elected seven-member Board which selects the Superintendent of Schools. The seven-member Board, elected for four-year terms, includes six post positions and an at-large position. Elected annually by the Board, the Chair and Vice Chair facilitate Board business and meetings. The primary duties of the Board include selecting a Superintendent, enacting Board policies and approving the annual budget. The Superintendent and District Staff enforce the District's strategic mission and board policies to ensure that each student has an equal opportunity for a quality education.



Board of Education

From left to right: Dr. Brian Otott (Superintendent), Nicholas Chester (District 2), Theresa Lyons (District 1), John Dean (District 5), Glen Albright (District 4), Kim Cobb (District 3), Jeff Fuller (At-Large), Dan Nolan (District 6) – not pictured

District Leadership and Organizational Chart

Organizational Structure

The District is organized by six Divisions and eleven Departments.

Superintendent



Dr. Brian Otott is the Superintendent of the District . Dr. Otott has served his entire educational career here in Paulding County.

Prior to being named Superintendent, Dr. Otott was serving as the school district's Associate Superintendent, overseeing the day-to-day operational departments, including transportation, school nutrition, central registration, and elementary through high school operations. He has also served as the Executive Director of Elementary Schools and Assistant Superintendent.

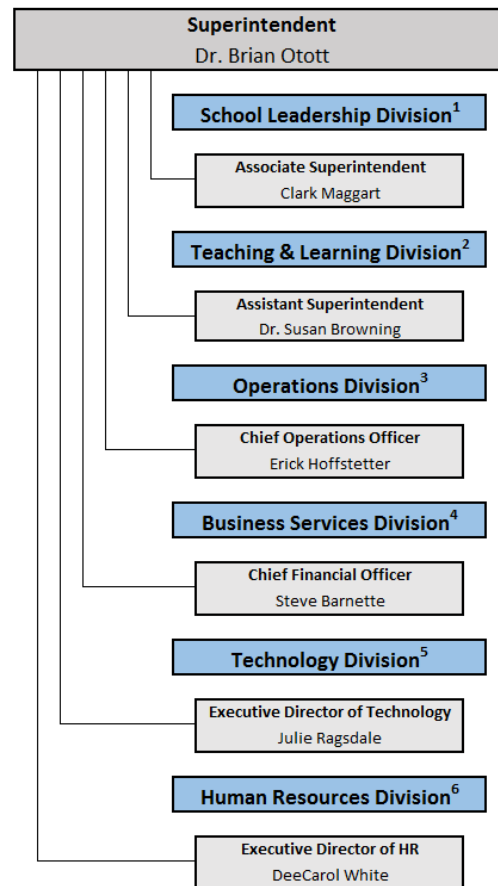
Before his work at the central office, Dr. Otott worked in a variety of roles at the Paulding County School District, including classroom teaching to principalships of three of the district's schools. He was the inaugural principal of three new Paulding County schools where he successfully navigated the logistical challenges of housing students on multiple campuses while facilities were being completed.

Dr. Otott is active in the Paulding County community. He has served a variety of organizations on their Board of Directors, including the Chamber of Commerce.

Dr. Otott is a graduate of the University of West Georgia. He is married with two children.

The Superintendent has the following Divisional direct reports:

7. Clark Maggart, Associate Superintendent
8. Dr. Susan Browning, Assistant Superintendent
9. Erick Hoffstetter, Chief Operations Officer
10. Steve Barnette, Chief Financial Officer
11. Julie Ragsdale, Executive Director of Technology
12. DeeCarol White, Executive Director of HR



Associate Superintendent



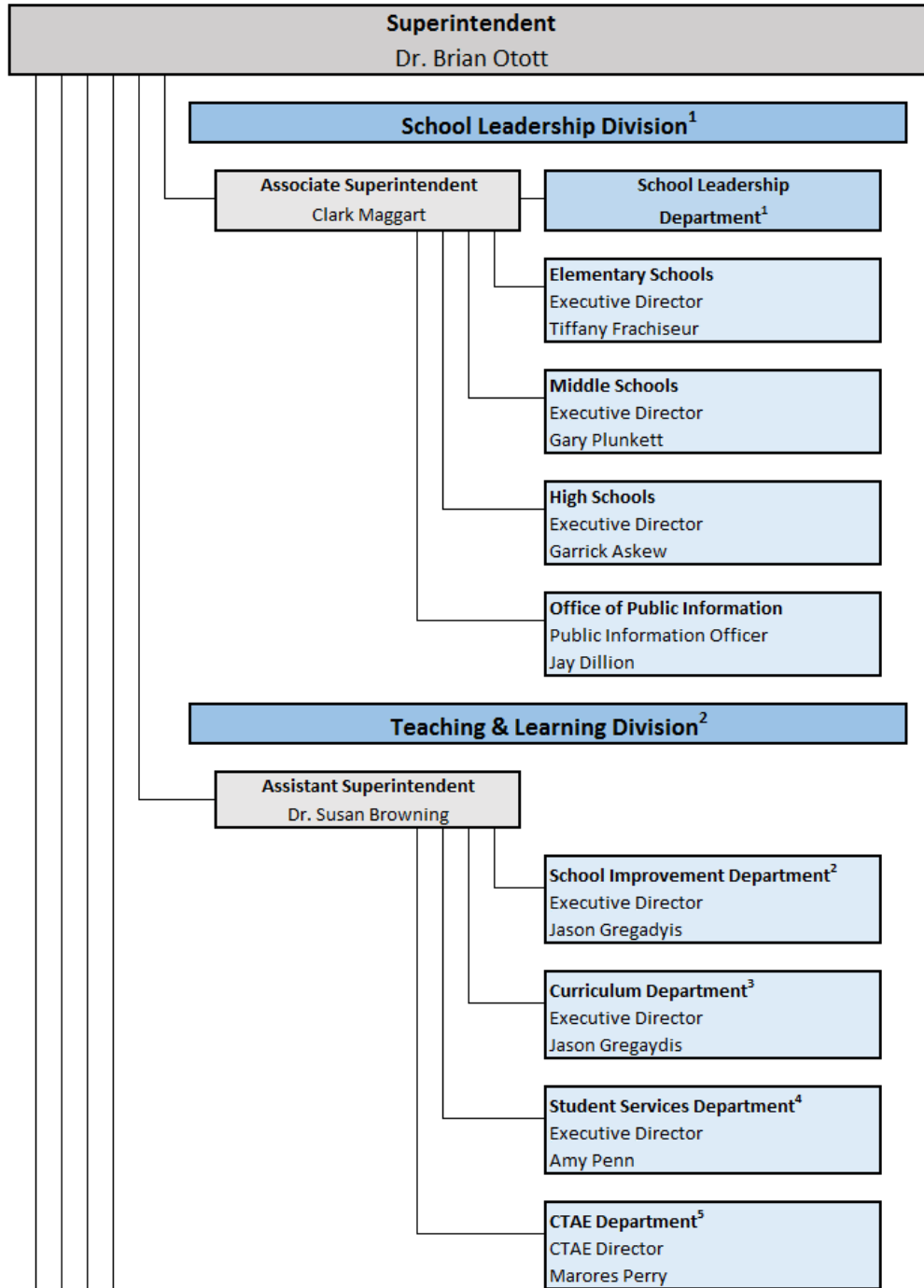
Mr. Clark Maggart has worked in education 34 years, including 13 years with Paulding County School District. He has served as a teacher, assistant Principal, Associate Principal, Principal, Director of Policy and Planning, Executive Director of Middle Schools and Chief Human Resources Officer. Mr. Maggart graduated from Carson Newman College and University of West Georgia with a Bachelor of Arts degree in History and Education, Master of Education in Secondary Education and a Specialist in Education degree in Leadership.

Chief Financial Officer



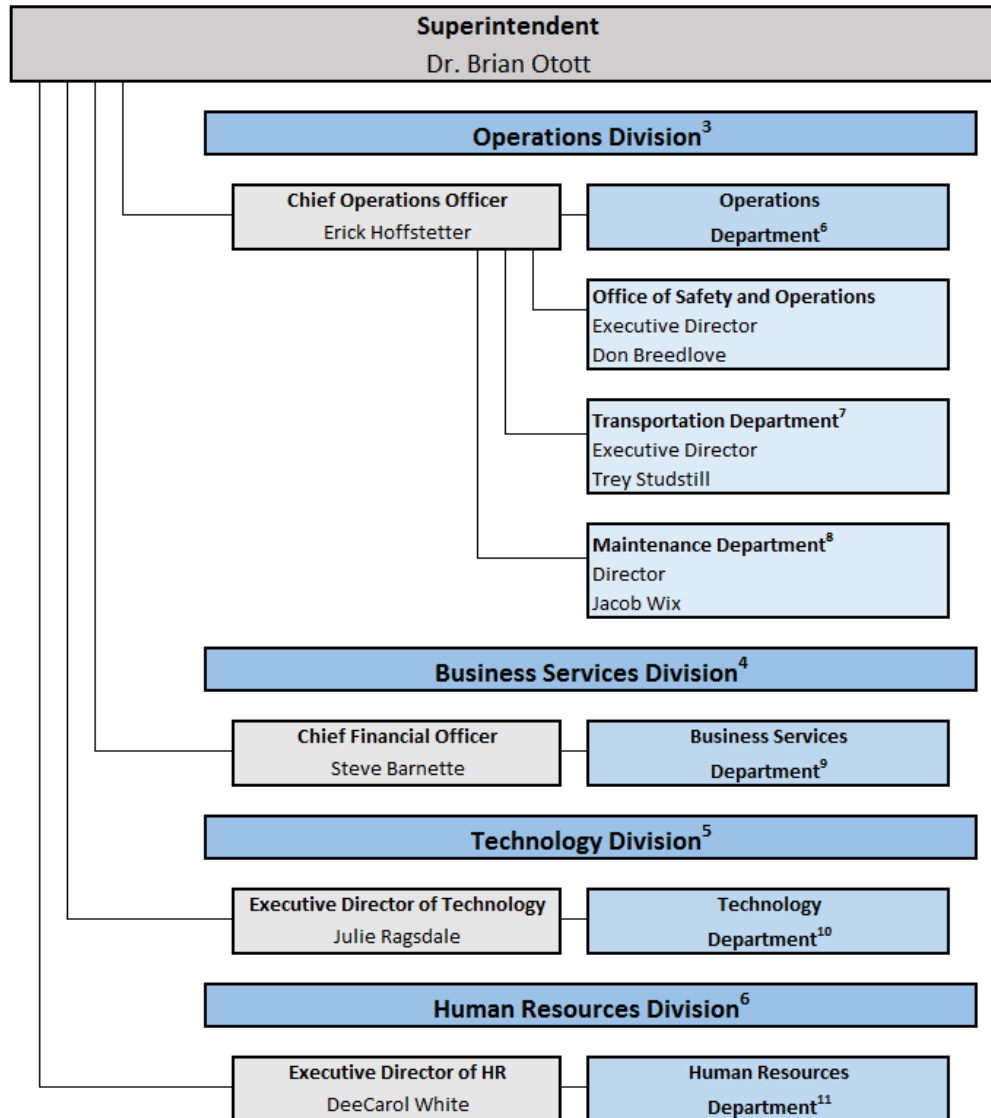
Mr. Steve Barnette has worked in accounting and finance for 30 years, serving as Corporate Controller, Chief Operating Officer, Senior Vice President and Principal and Chief Financial Officer. He has worked in education for 8 years as a Director of Accounting Services and as Chief Financial Officer. He received his undergraduate and master's degree, in Finance and Business Administration, from Kennesaw State University.

Paulding County School District
Organizational Chart



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PCSD Local School Administration can be found in the Informational Section

Performance Foundations - Vision, Mission, and Beliefs

Our Vision

The vision of the Paulding County School District is to prepare ALL students for success today and tomorrow.

Our Mission

Engage. Inspire. Prepare.

Our Beliefs

- We believe preparing students is our first priority.
- We believe in fostering a culture of high expectations in student achievement and personal development.
- We believe all students are inspired to learn when provided rigorous and relevant instruction and positive relationships.
- We believe students thrive best when provided a safe, challenging, and healthy environment.
- We believe in the use of collaborative learning communities where best practices are partnered with data driven decisions.
- We believe in engaging all stakeholders in student success.

Strategic Plan 2017-2022

In June of 2016, the Board voted to utilize a process developed by the Georgia School Boards Association (GSBA) and Georgia Leadership Institute for School Improvement ("GLISI") to create an updated strategic plan for the school district. This extensive process engaged the community and all stakeholder groups to create universal ownership and support for district and school improvement. Highlights of the process included:

- A comprehensive community engagement component that allowed stakeholders to have a voice in the strategic planning process
- A diverse planning team that represented stakeholder groups to develop the plan
- An intensive planning process that assisted the planning and action teams in analyzing the strengths, weaknesses, opportunities and threats of the school district and developing/defining the mission, vision, beliefs, goal areas and elements of the strategic plan
- A facilitated process to work with experts within the district and community on developing initiatives and action steps to implement the plan

The desired outcome of the District's Strategic Plan is to align the work of the district from the boardroom to the classroom for the purpose of increasing student achievement and organizational effectiveness of the district. Specifically, the Board wanted a strategic plan that would allow the district to:

1. Achieve its goals and objectives
2. Show progress towards its mission and vision
3. Meet the needs of all stakeholders
4. Measure impact and progress
5. Utilize resources efficiently and to the greatest effect
6. Work within Board policy

In April of 2017, the Board discussed the opportunity that this Strategic Plan afforded the District and approved the 2017-2022 *Paulding County School District Strategic Plan* in its entirety. Implementation of the plan began in earnest at the beginning of the 2017-2018 school year. According to O'Donovan and Flower (2013), strategic planning should utilize an adaptive strategy approach. This fluid approach will allow districts to implement the plan with fidelity and sustain structures for monitoring and accountability while remaining adaptive to changing national, state and county conditions. Following this research, the Paulding County School District has put in place a strong process for refining and updating the strategic plan.

A monitoring and data collection process for the district's plan has been developed with each of the District's Departments. This process encourages ongoing district improvement, provides evidence of impact of their work, and provides an informed basis for decision-making and planning. Each department provides reports on the continuous improvement cycle of the plan. The protocol used for the progress checks includes the following:

Plan: Explain each goal area, performance objectives and initiatives that your department is working on and report current progress.

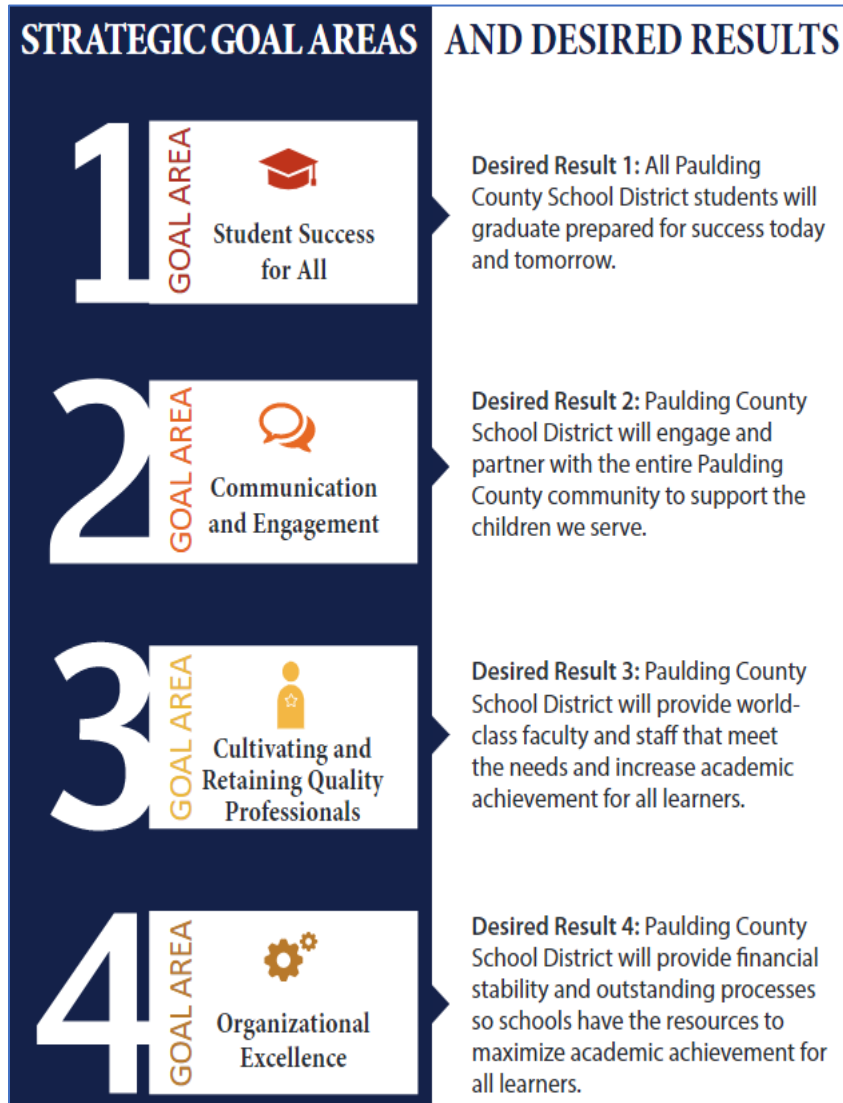
Do: Outline the next steps for implementation.

Check: Analyze any barriers to reaching performance targets and desired results.

Act: Identify any additional initiatives and actions that need to be made to the strategic plan to ensure future success on the desired results.

At the school level, principals have led their school teams using the strategy and framework of the district's strategic plan to create school improvement plans. The teams have conducted a comprehensive needs assessment aligned to the Paulding County School District Strategic Plan. The school teams analyzed multiple data sources and validated their improvement needs that align to the district's plan. Paulding County School District has created a robust strategic plan evaluation and review process that is ongoing and pervasive throughout the system for the purpose of learning, continual improvement and development.

Strategic Plan Structure and Common Terms



Strategic Goal Areas. The framework used to describe the District's strategy to reach its Mission and Vision.

Desired Results. The anticipated achievements within the time frame of the plan in each Strategic Goal Area.

Performance Objectives. A key measurable value that demonstrates how effectively the District is achieving the desired result.

Initiatives. Specific programs and projects assigned to collaborative teams to attain each Performance Objective.

Measurements. A measurement of outcomes and results which generates reliable data on the effectiveness and efficiency of programs.

For the most current version of the full Strategic Plan visit:

<https://www.paulding.k12.ga.us/domain/237>

Measuring Success – Balanced and Goal Scorecard

For the most current Balanced and Goal Scorecard visit:

<https://simbli.eboardsolutions.com/StrategicPlan/MeasureScorecard.aspx?S=4125&PID=4968>

STRATEGIC GOAL AREA 1:
Student Success for All



Key Performance Measures:

- Increase K-12 Georgia Milestones in ELA, math, science and social studies
- Increase Georgia Milestones scores in ELA and math for Students with Disabilities, English Learners and Economically Disadvantaged students
- Increase Paulding County School District CCRPI score
- Increase Pathway completers
- Increase the four-year graduation rate
- Decrease students needing remedial college courses
- Increase the Reading Inventory Lexile scores and the Math Inventory Quantile scores

STRATEGIC GOAL AREA 2:
Communication and Engagement



Key Performance Measures:

- Increase the number of positive responses on the needs assessment/survey related to staff interactions
- Increase the number of the district and school two-way partnerships
- Increase stakeholder engagement in the student advisement process
- Increase teacher knowledge of and capacity to deliver effective advisement
- Increase percentage of staff completing effective communication training

STRATEGIC GOAL AREA 3:
Cultivating and Retaining Quality Professionals



Key Performance Measures:

- Decrease the percentage of employees leaving Paulding County Schools District for reasons other than retirement
- Increase the percentage of leadership positions filled by participants of the Paulding County School District leadership programs
- Reduce the gap in the percentage of minority students compared to the percentage of minority staff members
- Increase the percentage of staff with advanced degrees
- Increase percentage of teachers scoring proficient or higher on the summative evaluation
- Increase the percentage of teachers making progress toward or attaining their professional learning goals
- Increase succession planning at all levels

STRATEGIC GOAL AREA 4:
Organizational Excellence



Key Performance Measures:

- Decrease the percentage of students with 6 days or more of absences
- Decrease the number of students with one or more days of In School Suspension or Out of School Suspension
- Increase the percentage of buildings with the highest efficiency ratings
- Increase the percentage of students participating in the school breakfast and lunch programs
- Increase the percentage of on time bus arrivals
- Successful annual financial audits and efficiency rating
- Maintain at least 65% of budget allocation for instruction
- Enhance and maintain technology infrastructure
- Enhance and maintain technology maintenance and replacement schedule
- Increase rate of work order completion
- Increase number of positive responses on facility maintenance customer service survey

Fund Descriptions and Structure

Fund Accounting

Fund accounting is a system of accounting used by governments to track specific activities. The focus of fund accounting is on accountability, rather than profitability. *Funds* are categorized by *Fund Type* and have separate rules about what money goes in and how it is spent.

Fund Financial Statements

Fund financial statements, which are used as the reporting basis for the Budget Book, provide detailed information about the School District's major funds. The District uses many funds to account for a multitude of financial transactions. However, these fund financial statements focus on the District's most significant funds. The District's major governmental funds are the general fund, the capital projects fund, and the debt service fund.

Governmental Funds: Most of the District's activities are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at year-end available for spending in future periods. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash.

The District reports the following appropriated major governmental funds:

- The **General Fund** is the District's primary operating fund. It accounts for and reports all financial resources not accounted for and reported in another fund. All Departments operate within the General Fund.
 - **Special Revenue Funds** account for resources that are legally restricted for specific purposes. Although reported within the General Fund for audited financial reporting, Special Revenue Funds are presented separately for budget appropriation and internal reporting purposes.
- **Capital Projects Funds** account for and reports financial resources including education Special Purpose Local Option Sales Tax (E-SPLOST), bond proceeds and grants from the Georgia State Financing and Investment Commission that are restricted, committed or assigned for capital outlay expenditures, including the acquisition or construction of capital facilities and other capital assets.
- **Debt Service Funds** account for and reports financial resources that are restricted, committed or assigned including taxes (property and sales) legally restricted for the payment of general long-term principal and interest and paying agent's fees.

Fiduciary Funds: The District is the trustee, or fiduciary, for assets that belong to others, such as school clubs and organizations within the school activity accounts. The District is responsible for ensuring that the assets reported in these funds are used only for their intended purposes and by those to whom the assets belong. Fiduciary Funds are not appropriated in the budget.

The District reports the following fiduciary fund type:

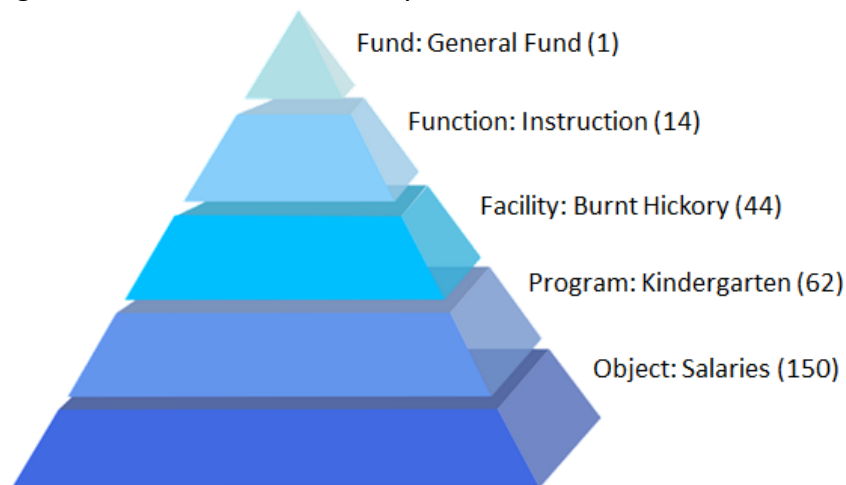
- **Agency Funds** are used to report resources held by the School District in a purely custodial capacity (assets equal liabilities) and do not involve measurement to results of operations.

Accounting Structure

Chart of Accounts

The chart of accounts is a listing of all accounts, or nomenclature, used in the general ledger of an organization to aggregate information into an entity's financial statements. PCSD's chart of accounts is organized by fund, function, facility, program and object.

To the right is a visual representation of the chart of accounts and an example of each level.



When thinking about the chart of accounts structure, it is best to consider the who, what, where, when, why and how.

- Who = *Fund*, for example, General Fund
- What we do = *Function*, for example, Instruction, Maintenance, etc.
- Where = *Facility*, for example, Burnt Hickory ES
- When = What accounting period
- Why = *Program*, for example, kindergarten
- How = *Object*, for example, salaries

There is one other component to the chart of accounts. *Reporting Area* is an internal reporting and/or workflow designation.



Budgeting

Budgeting is the allocation of resources (often scarce) among various competing alternatives.

Classifications of Revenue

A complete list of revenue terms and definitions can be found that the Georgia Department of Education:

<https://www.gadoe.org/Finance-and-Business-Operations/Financial-Review/Pages/LUA-Chart-of-Accounts.aspx>

- Local Sources (Taxes) and Other Local Sources
 - Typically includes revenues often associated with taxes, sales, tuition, dues and fees and donations.
- State Source
 - Typically includes revenues associated with the State of Georgia, like Quality Basic Education (QBE) and grants.
- Federal
 - Typically includes revenues associated with federal grants.

Classifications of Expenditures

As discussed under Chart of Accounts, expenditures are primarily classified and/or organized by fund, function, facility, program and object. A description of functions and objects appear below. A complete list of expenditure terms and definitions can be found that the Georgia Department of Education:

<https://www.gadoe.org/Finance-and-Business-Operations/Financial-Review/Pages/LUA-Chart-of-Accounts.aspx>

Functions

Functions describe the activity for which a service or material is acquired. Functions are classified into five broad areas: Instruction, Support Services, Operation of Non-Instructional Services, Facilities Acquisition and Construction, and Other Outlays. Functions are further broken down into sub-functions and areas of responsibility.

INSTRUCTION (1000)

Instruction includes activities dealing directly with the interaction between teachers and students. Teaching may be provided for students in a school classroom, in another location such as a home or hospital, and in other learning situations such as those involving co-curricular activities. It may also be provided through some other approved medium such as television, radio, telephone, and correspondence. Included here are the activities of aides or classroom assistants of any type (clerks, graders, teaching machines, etc.) which assist in the instructional process. Note: Counselors and

Technology Specialists funded through QBE are allowable charges to this function for expenditure control purposes.

PUPIL SERVICES (2210)

Activities designed to assess and improve the well-being of students and to supplement the teaching process. Activities include guidance, counseling, testing, attendance, social work, health services, etc. Also include supplemental payments for additional duties such as coaching or supervising extracurricular activities.

IMPROVEMENT OF INSTRUCTIONAL SERVICES (2210)

Technical and logistical support activities designed to aid teachers in developing the curriculum, preparing and using special curriculum materials, and understanding the various techniques that stimulate and motivate students. These services facilitate, sustain, and enhance instruction techniques. Includes costs associated with technology personnel (Technology Specialists), contracted support services, systems planning and analysis, systems application development, network support services, and other technology-related costs that relate to the support of instructional activities. Effective FY 2018 – All Instructional Staff Training (professional development) costs will be reported using Function 2213. Training and professional development for other, non-instructional employees should be reported in their respective functions.

INSTRUCTIONAL STAFF TRAINING (2213)

Activities associated with the professional development and training of instructional personnel. These include such activities as in-service training (including mentor teachers), workshops, conferences, demonstrations, courses for college credit (tuition reimbursement), and other activities related to the ongoing growth and development of instructional personnel. Training that supports the use of technology for instruction should be included in this code. The incremental costs associated with providing substitute teachers in the classroom (while regular teachers attend training) should be captured in this function code. All costs should be charged to this code regardless of whether training services are provided internally or purchased from external vendors. It should be noted that the salary of a teacher who is attending training would still be reported in function 1000.

EDUCATIONAL MEDIA SERVICES (2220)

Activities concerned with directing, managing and operating educational media centers. Included are school libraries, audio-visual services and educational television.

FEDERAL GRANT ADMINISTRATION (2230)

Activities concerned with the demands of Federal Programs grant management. Federal Indirect Cost Charges should continue to be charged to 2300-880.

GENERAL ADMINISTRATION (2300)

Activities concerned with establishing and administering policy for operating the LUA. These include the activities of the members of the Board of Education. Local activities in interpretation of the laws and statutes and general liability situations are charged here, as are the activities of external auditors. Also recorded here are activities performed by the superintendent, administrative support personnel and deputy, associate, or assistant superintendent having overall administrative responsibility.

SCHOOL ADMINISTRATION (2400)

Activities concerned with overall administrative responsibility for school operations. Included are activities of principals, assistant principals, full time department chairpersons and clerical staff.

SUPPORT SERVICES – BUSINESS (2500)

Activities concerned with the fiscal operation of the LUA, including budgeting, financial and property accounting, payroll, inventory control, internal auditing and managing funds. Also included are purchasing, warehouse and distribution operations, and printing, publishing and duplicating operations.

MAINTENANCE AND OPERATION OF PLANT SERVICES (2600)

Activities concerned with keeping the physical plant open, comfortable, and safe for use, and keeping the grounds, buildings, and equipment in effective working condition and state of repair. This includes the activities of maintaining safety in buildings, on the grounds, and in the vicinity of schools. Property insurance expenditures are recorded in this function.

STUDENT TRANSPORTATION SERVICE (2700)

Activities concerned with the conveyance of students to and from school and trips to school activities. These activities include supervision of student transportation, vehicle operation, servicing and maintenance, bus monitoring and traffic direction. Transportation insurance expenditures are charged to this function.

SUPPORT SERVICES – CENTRAL (2800)

Central Office activities other than general administration and business services. Included are personnel services, data processing services, strategic planning including research, development and evaluation on a system-wide basis; and public relations activities, such as writing, editing and other preparation necessary to disseminate information to students, staff and the general public.

OTHER SUPPORT SERVICES (2900)

All other support services not properly classified elsewhere in the 2000 series.

SCHOOL NUTRITION PROGRAM (3100)

Activities concerned with providing food to students and staff in a school or LUA. This service area includes the preparation and serving of regular and incidental meals or snacks in connection with school activities and delivery of food. Activities should be recorded in Fund 600 (School Nutrition Program) except when paid by federal funds from fund 100 on behalf of the food service operation due to a shortage of funds or by special arrangement.

ENTERPRISE OPERATIONS (3200)

Activities that are financed and operated in a manner similar to private business enterprises - where the intent is to recover costs through user charges. Examples: LUA operated bookstore, cannery or freezer plant operation, stadium operation, etc.

COMMUNITY SERVICES OPERATIONS (3300)

Activities concerned with providing community services to students, staff or other community participants. Examples of this function would be the operation of a community swimming pool, a recreation program for the elderly, a child care center for working mothers, etc.

FACILITIES ACQUISITION AND CONSTRUCTION SERVICES (4000)

Activities concerned with the acquisition of land and buildings; renovating buildings; the construction of buildings and additions to buildings, initial installation or extension of service systems and other build-in equipment; and improvements to sites.

OTHER OUTLAYS (5000)

Outlays which cannot be properly classified as expenditures but require budgetary or accounting control. Transfers to other funds are recorded as 5000-930.

DEBT SERVICE (5100)

Outlays to retire the long-term debt (obligations in excess of one year) of the LUA. Included are payments of principal, interest and paying agents' fees. Interest on current loans (repayable within one year) is charged to function 2500.

Objects

Objects are used to describe the service or commodity obtained as the result of a specific expenditure. There are nine major object categories which may be further subdivided.

- 100 Personnel Services (Salaries)
- 200 Personnel Services (Employer Benefit Costs)
- 300 Purchased Professional and Technical Services
- 400 Purchased Property Services

- 500 Other Purchased Services
- 600 Supplies
- 700 Property
- 800 Other Objects
- 900 Other Uses

A complete list of Objects may be found at:

<https://www.gadoe.org/Finance-and-Business-Operations/Financial-Review/Pages/LUA-Chart-of-Accounts.aspx>

Fund Balance

Fund balance is a measurement of available financial resources and is the difference between total assets and total liabilities in each fund.

Fund balance for governmental funds is reported in classifications that comprise a hierarchy based primarily on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent.

The District's fund balances are classified as follows:

- Non-spendable
- Restricted
- Committed
- Assigned
- Unassigned

The Board authorizes the Chief Financial Officer to assign Fund Balance.

A minimum Fund Balance of 1.5 months of budgeted expenditures should be maintained in the General Fund (unassigned).

Measurement Basis of Accounting and Budgeting

Basis of Budgeting

All Governmental Funds use the modified accrual basis of accounting. The District's Basis of Budgeting and Accounting are the same.

Revenues are recognized when susceptible to accrual (i.e. when they are "measurable and available"). The revenue budget should include all revenues anticipated within the fund in a given fiscal year, and generally they are segregated by source (e.g., property taxes, Quality Basic Education Act revenues). In addition to revenues, the category "other financing sources" also may be used. Generally, this category describes financial resources that are nonrevenue receipts, but are treated as revenue to an individual fund within the LUA. Included in this classification are proceeds from the sale of bonds, sale (or compensation for the loss) of fixed assets, and interfund operating transfers in. The available fund balance at the beginning of the fiscal year, which may be spent in the subsequent year's budget, is also considered a financial resource for budget purposes.

Revenues are recognized when the revenue source is considered measurable and available. Measurable meaning the amount of revenue can be determined and available meaning that the revenue has been collected or will be collected soon enough after the end of the year (typically within 60 days) to pay liabilities outstanding at year end.

Generally, expenditure budgets are considerably more detailed than revenue budgets. Governmental expenditures are classified in several ways.

PCSD Board Policy DB: Planning, Programming, Budgeting System

The Board of Education will adopt the non-appropriated budget at the aggregate level as its legal level of control (by fund type – i.e. governmental fund type).

The Board will continue to prepare and present the annual budget by fund type, fund, function and object for management control; however, the level of control will be set at the aggregate level.

Annual budgets are adopted for all funds except trust and agency funds.

The Board of Education must approve the annual budget as required by Georgia law and the Georgia Board of Education. The Superintendent, as Treasurer of the Board of Education, is authorized and directed to spend funds of the Board in accordance with this policy and other approved policies and procedures.

The Superintendent is authorized by the Board to approve adjustments of less than ten (10) percent of the amount budgeted for expenditures in any budget function for any fund. The Superintendent will report to the Board concerning such adjustments not later than the next regular meeting of the Board. If at any time during the budget year expenditure of funds in any budget function for any fund is anticipated to exceed by ten (10) percent or more the amount budgeted for that function in the Board-approved budget, the Superintendent is directed to request the additional anticipated expenditures.

Under no circumstances is the Superintendent or other staff authorized to spend funds that exceed the total budget as approved by the Board of Education.

An important aspect of expenditure budgets are the legal level of budgetary control. This is the level which may not be over expended without the school board's approval. PCSD Board Policy DB (Planning, Programming, Budgeting System) governs this level of control.

In addition to expenditures, the category "other financing uses" may be used. This category is reported similarly to "other financing sources" and includes transactions that reduce equity in an individual fund but do not reduce the total equity of the LUA.

Expenditures are recognized when:

- the transaction is measurable (i.e., the LUA can determine the amount of the expenditure, usually once the invoice is received); and
- the liability has been incurred (i.e., the goods or services have been received); or
- the liability has or will be liquidated from current revenues (i.e., the LUA pays the invoice in the current year or shortly thereafter).

Basis of Accounting¹³

The basis of accounting determines when transactions are reported on the financial statements. The government-wide and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Nonexchange transactions, in which the School District gives (or receives) value without directly receiving (or giving) equal value in exchange, include property taxes, sales taxes, grants and donations. On an accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from sales taxes is recognized in the fiscal year in which the underlying transaction (sale) takes place. Revenue from grants and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

The School District uses funds to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain governmental functions or activities. A fund is a separate accounting entity with a self-balancing set of accounts.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The School District considers all revenues reported in the governmental funds to be available if they are collected within sixty days after year-end. The School District considers all intergovernmental revenues to be available if they are collected within 120 days after year-end. Property taxes, sales taxes and interest are considered to be susceptible to accrual. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-

¹³ Annual Financial Report, Basic Financial Statements Note 2

term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. Capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term liabilities and acquisitions under capital leases are reported as other financing sources.

The School District funds certain programs by a combination of specific cost-reimbursement grants, categorical grants and general revenues. Thus, when program costs are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the School District's policy to first apply grant resources to such programs, followed by cost-reimbursement grants and then general revenues.

The District does not have any Proprietary Funds and Fiduciary Funds are not included in the budget.

Financial Policies

Budget Policy

1. The Board of Education (Board) will adopt the non-appropriated budget at the aggregate level of fund type as its legal level of control (for example, governmental fund types of general fund, special revenue, capital projects, etc.).
2. The Chief Financial Officer will prepare and present the annual budget by, fund, function and object for management control; however, the Board's legal level of control will be set at the aggregate level of fund type.
3. Annual budgets are adopted for all funds except trust and agency funds.
4. The Board must approve the annual budget as required by Georgia law and the Georgia Department of Education. The Superintendent, as Treasurer of the Board, is authorized and directed to spend funds of the Board in accordance with this policy and other approved policies and procedures.
5. The Superintendent is authorized by the Board to approve cumulative adjustments of less than ten (10) percent of the amount originally appropriated for expenditures in any fund type. The Superintendent will report to the Board, on a quarterly basis, all expenditures with budget adjustments in excess of \$100,000.
6. Under no circumstances is the Superintendent or other staff authorized to spend funds that exceed the total budget as approved by the Board of Education.

Reference:

Board Policy DB – Planning, Programming, Budgeting System

Debt Management Policies

1. The bonded indebtedness cannot exceed ten (10) percent of the assessed value of all taxable property in the county.
2. The District will limit short-term borrowing to cover cash flow shortages through the issuance of tax anticipation notes.
3. The District will maintain a minimum balance of E-SPLOST proceeds to ensure adequate resources to fund future debt service.

Reference:

Board Policy DFD – Bond Sales

Board Policy DFE – Short Term Notes

Fund Balance Policy

1. Fund balance is a measurement of available financial resources and is the difference between total assets and total liabilities in each fund.

2. Fund balance for governmental funds is reported in classifications that comprise a hierarchy based primarily on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. The School District's fund balances are classified as follows:
 - a. Nonspendable consists of resources that cannot be spent either because they are in a nonspendable form or because they are legally or contractually required to be maintained intact.
 - b. Restricted consists of resources that can be used only for specific purposes pursuant constraints either (1) externally imposed by creditors, grantors, contributors, or laws and regulations of other governments or (2) imposed by law through constitutional provisions or enabling legislation.
 - c. Committed consists of resources that can be used only for specific purposes pursuant to constraints imposed by formal action of the Board. The Board is the School District's highest level of decision-making authority, and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Board. Committed fund balance also should incorporate contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.
 - d. Assigned consists of resources constrained by the School District's intent to be used for specific purposes, but are neither restricted nor committed. The intent should be expressed by (1) the Board or (2) the budget or finance committee, or the Superintendent, or designee, to assign amounts to be used for specific purposes.
 - e. Unassigned consists of resources within the general fund not meeting the definition of any aforementioned category. The general fund should be the only fund that reports a positive unassigned fund balance amount. In other governmental funds, it may be necessary to report a negative unassigned fund balance.
3. The Board authorizes the Chief Financial Officer to assign Fund Balance.
4. A minimum Fund Balance of 1.5 months of budgeted expenditures should be maintained in the General Fund (unassigned).

Reference:
Board Policy DCL – Fund Balance

Investment Policy

1. The primary objective, in priority order, of investment activities shall be safety, liquidity and yield.
2. Suitable investments are U.S. Treasury obligations, certificates of deposit, repurchase agreements whose underlying securities consist of aforementioned instruments, and money market mutual funds regulated by the SEC and whose portfolios consist only of dollar denominated securities.

3. Authority to manage the investment program is granted to the Chief Financial Officer.

Reference:

Board Policy DFL – Investment Earnings

Purchasing Policy

1. All purchases must be made by an authorized purchasing agent.
2. All purchases shall be evaluated based on quality, performance and price.
3. Purchases will be made by one of the following methods, are subject to the following limits and must adhere to Board regulations:
 - a. Purchases greater than or equal to \$50,000
 - i. Formal Bid
 - ii. Competitive Negotiation
 - iii. Request for Proposal (RFP)
 - b. Purchases between \$20,000 and \$50,000
 - i. Request for Quote (RFQ) and make every attempt to solicit at least three (3) competitive quotes
 - ii. Reported to the Board of Education on a quarterly basis as a Point of Information (POI)
 - c. Purchases between \$20,000 and \$50,000
 - i. Made by the local school/department level provided two (2) written quotes are maintained at the school/department level.
 - ii. Reviewed/approved by the Principal/department head and must be available for periodic audit review.
 - d. Purchases less than or equal to \$5,000
 - i. Best Judgement

Reference:

Board Policy DJED – Bids and Quotations

Budget Development Methodology: Budgeting for Outcomes

Paulding County School District (PCSD) utilizes a Budgeting for Outcomes (BFO) model. BFO is a framework or performance budgeting process that is based on the Board of Education (BOE) and district leadership identifying priorities that reflect the results that the community want.

BFO goals include:

- Efficiency
- Transparency
- Innovation

Once the desired results and priorities are identified, specific strategies (initiatives) are developed to accomplish those priorities. These strategies are collaboratively developed by Business Services and district leadership and staff, encouraging new ideas, innovation, cooperation, and improvement within the school district's budget.

At its core, the philosophy of BFO requires each activity to be justified on the basis of cost-benefit analysis – at its essence, a budget constructed from the bottom-up (a modified zero-based budget).

The Price of Government and Major Budget Influencers must also be identified and considered within the framework, especially changes in funding and new or expanding influences on the budget, which may be positive or negative and short-term or long-term.

PCSD uses a BFO model as a systematic basis for resource allocation in order to create sustainable and effective budgets that fund programs and services that align with the communities' desired results, regardless of funding availability or budget constraints. Results are measured by the Financial Efficiency Star Rating system (see Performance Results: Financial Efficiency Star Rating section).

- PCSD budgets its governmental funds based on the modified accrual basis of accounting. Governmental funds include the General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds of the District.
- Local school budgets are developed collaboratively with school administration, allowing for flexibility with their resources to best meet the needs of their specific student population.

Budget Development Process

Budget Framework Period

The budget framework is developed 12 to 6 months before the original budget is presented to the Board of Education (BOE) in June. There are two distinct phases to the Budget Framework Period:

- Budget Process Review Phase
- Budget Framework Development Phase

Budget Process Review Phase

The **Budget Process Review Phase** typically starts in July, approximately 12 months before the original budget is presented to the BOE. From July to September, Business Services will review the prior year's processes and develop a timeline for the next fiscal year budget – contingent upon the approved meeting schedule of the BOE. Budget-brainstorming sessions are held with key stakeholders to review the previous year's budget processes (successes and areas of improvement). Enhancements to the budget development process and reports are identified and work begins to make these adjustments well in advance of the Budget Development Timeline period (see below).

Highlights of the *Budget Process Review Phase* includes:

- ✓ Budget Book is compiled and submitted for peer-review
- ✓ Budget feedback from various groups is solicited and review
- ✓ Develop timeline for the next fiscal year budget
- ✓ Key stakeholders review the previous year's budget processes
- ✓ Enhancements to the budget development process and reports are identified and work begins to make these adjustments
- ✓ Review begins on the Strategic Plan, including Performance Objectives, Initiatives and Measures

Budget Framework Phase

The **Budget Framework Phase** typically starts in October, approximately 9 months before the original budget is presented to the BOE. From October to December, Business Services will work with the BOE, community, district leadership and staff to identify desired results and Budget Priorities. In addition, Major Budget Influencers, Budget Initiatives (Strategies) and Price of Government are identified.

Highlights of the *Budget Framework Phase* includes:

- ✓ Budget feedback is solicited from various stakeholder groups
- ✓ Feedback begins on Budget Priorities (Performance Objectives)

- ✓ Feedback begins on Budget Strategies (Initiatives)
- ✓ Initial Major Budget Influencers are identified
- ✓ An early outlook on the next budget is developed
- ✓ Initial enrollment projections and allotment assumptions are developed

Definitions:

Major Budget Influencers. Business Services defines what might materially influence the budget, especially new or expanding influences, which may be positive or negative.

Early Outlook. Business Services produces an early outlook on the next budget, incorporating known major budget influencers.

Budget Priorities. The district identifies a relatively small number of high-level priorities that reflect the desired results of the community. These priorities form the basis for organizing the budgeting process. These are typically grouped by Strategic Plan Goal Areas and serve as validation of the alignment of plan and community.

In addition, priorities related to allotment allocation and funding by functional category are determined.

Initial Enrollment Projections. During this period initial enrollment projections are developed, after the October enrollment count. These early enrollment projections are pending kindergarten registration, school choice and magnet program changes. For information on the enrollment projection process refer to the Enrollment Projection Process section.

Budget Development Timeline Period

During this period Major Budget Influencers and Budget Initiatives are refined. A timeline of milestones and deliverables is published (see below), culminating in approval of a tentative and original budget. There are three distinct phases to the Budget Development Timeline Period:

- Budget Development Phase I
- Budget Development Phase II
- Millage Rate Phase

Budget Development Phase I

The ***Budget Development Phase I*** typically starts in January, approximately 6 months before the original budget is presented to the BOE. From January to March, Major Budget Influencers and Budget Priorities are refined.

Highlights of the ***Budget Development Phase I*** include:

- ✓ Budget feedback is solicited from various stakeholder groups

- ✓ Budget Priorities and Strategies are finalized
- ✓ Enrollment projections and allotment assumptions are finalized
- ✓ Major Budget Influencers and assumptions are finalized
- ✓ State budget is approved, including QBE and Equalization Grant
- ✓ Initial local digest is received
- ✓ *Budget Timeline, Primer and Outlook Presentations*

Definitions:

Budget Initiatives (Strategies). Members of the Budget Committee make specific budget proposals. These proposals are evaluated on the basis of how likely they are to help achieve the Budget Priorities. Proposals that are recommended for funding are Budget Initiatives. These are typically grouped by Strategic Plan Goal Areas, serving as validation of the alignment of plan, community and district leadership.

Price of Government. Funding availability is determined and allocated to support Budget Priorities and Initiatives.

Allotments and Major Budget Assumptions. During this period allotment allocation methodology and major budget assumptions are reviewed, including funding by functional category.

General Assembly Session. The General Assembly meets in regular session starting on the second Monday in January and for no longer than 40 legislative (rather than calendar) days each year.

Initial QBE and Equalization Grant Funding. Preliminary state funding estimates are typically received in February.

Initial Local Digest. Preliminary local digest projection information is typically received in February.

State Budget Approval. The Governor typically signs the state budget in late April or early May.

Final Enrollment Projections. Enrollment projections are finalized, including the impacts of kindergarten registration, school choice and magnet program changes. For information on the enrollment projection process refer to the Enrollment Projection Process section.

Budget Timeline Presentation. In January, after the BOE has approved their meeting schedule for the upcoming calendar year, a budget timeline is presented which details budget milestones, key deliverables, required BOE actions, public meetings, public hearings, press releases, advertisements and notices.

Budget Primer Presentation. In March, a budget primer is presented to the BOE and community. This presentation highlights demographic, enrollment and funding trends for PCSD and its comparable districts.

Revenue and Allotment Presentation. In March, initial revenue and allotment projections are presented.

Budget Development Phase II

The *Budget Development Phase II* typically starts in April, approximately 3 months before the original budget is presented to the BOE. From April to June, the tentative and original budgets are finalized and presented to the BOE and community.

Highlights of *Budget Development Phase II* include:

- ✓ Budget feedback is solicited from various stakeholder groups
- ✓ Pre-Consolidated local digest received
- ✓ Position allotments are finalized
- ✓ Numerous advertisements and notices are published
- ✓ Two public meetings regarding the budget are held
- ✓ Tentative budget approval
- ✓ Original budget approval
- ✓ *Revenue & Allotment, Tentative Budget and Original Budget Presentations*

Definitions:

Pre-Consolidation Digest. Received from the Tax Commissioner, the pre-consolidated digest is the final draft of the county tax digest.

Final Allotments. Position allotments are finalized, based on enrollment projections and budget assumptions related to position control.

Current Tax Digest and Five-Year History. Once the pre-consolidated digest is received, the Current Tax Digest and Five-Year History is produced, which provides an overview of digest and tax levy. (see Property Taxes and Values)

Two Public Meetings. In April and May, public meetings are held on the Proposed Budget, which is in accordance with O.C.G.A 20-02-167.1.

Tentative and Original Budgets Approved. In May and June, the tentative and original budgets are presented and approved by the BOE, respectively.

Georgia Code requires a budget to be adopted on or before June 30th.

Millage Rate Phase

If the proposed millage rate exceeds the rollback rate (see Property Taxes and Values section), a press release is issued, and three public hearings are advertised and held.

Definitions:

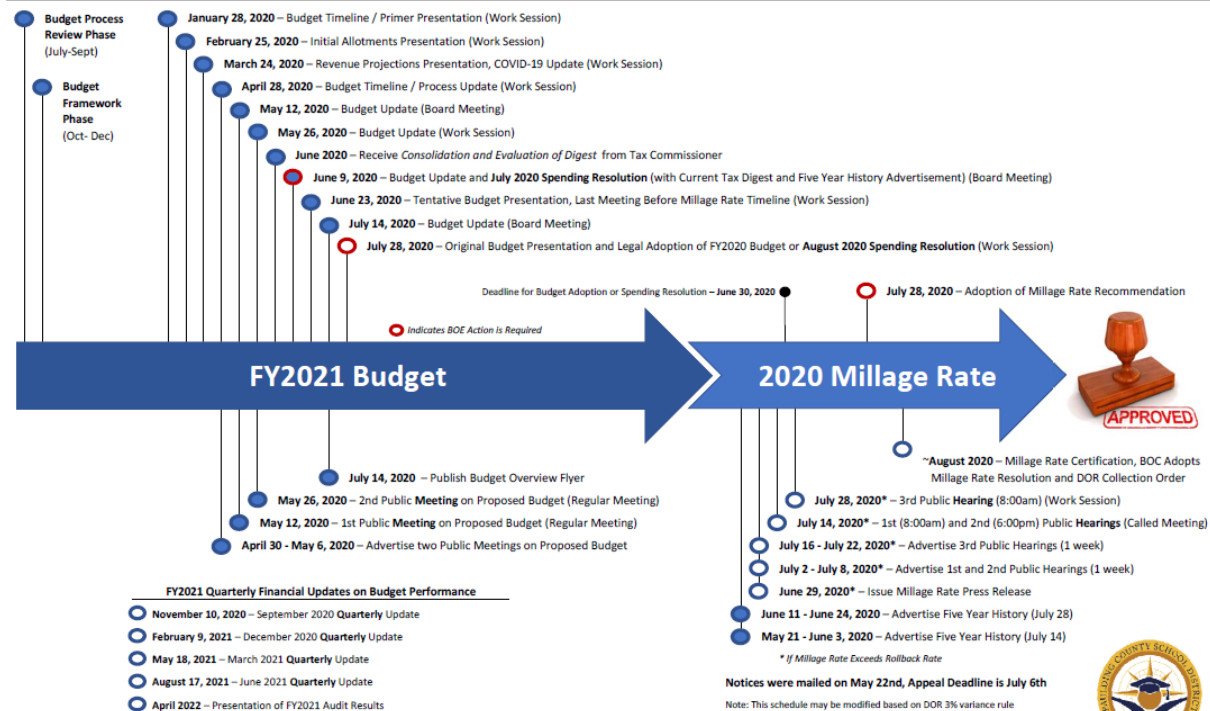
Current Tax Digest and Five-Year History. The current tax digest and five-year history is advertised. (see Property Taxes and Values)

Adoption of the Millage Rate. In July, the BOE adopts a millage rate recommendation. This recommended rate is delivered to the Paulding County Board of Commissioners (BOC), the tax levying authority in Paulding County.

Millage Rate Finalized. By August, the digest is certified and consolidated, the BOC adopts a millage rate resolution and the Georgia Department of Revenue issues collection orders to the Paulding County Tax Commissioner.

Budget Development Timeline

FY2021 Budget Development - Major Milestones



Capital Projects Budgeting

The District utilizes several ongoing capital project planning mechanisms. Examples include Facility Advisory Committees, Enrollment/Districting Committee, Five-year Facility Planning and Five-year Technology Planning.

Throughout the fiscal year, the CFO meets monthly with the Construction Manager and the Superintendent to discuss ongoing projects, many of which are multi-year. These projects generally follow the District's Five-year Facility Plan and Five-year Technology Plan.

A construction update is also presented to the Board of Education (BOE) monthly for ongoing discussions concerning capital projects.

Capital Projects Budgeting follow the same general budget development process.

Budget Framework Period

The budget framework is developed 12 to 6 months before the original budget is presented to the Board of Education (BOE) in June. There are two distinct phases to the Budget Framework Period:

- The **Budget Process Review Phase** typically starts in July, approximately 12 months before the original budget is presented to the BOE. From July to September, Business Services will review the prior year's processes.
- The **Budget Framework Phase** typically starts in October, approximately 9 months before the original budget is presented to the BOE. From October to December, Business Services works with various advisory committees, the operations, technology and construction departments, and Superintendent to ensure consensus on potential projects. While this work occurs year-round, it is important to understand multi-year projects that will be ongoing in the upcoming fiscal year as well as new projected projects before the budget development period.

Budget Development Timeline Period

The *Budget Development Phase* for capital projects typically starts in January, approximately 6 months before the original budget is presented to the BOE.

During this time Business Services works with various advisory committees, the operations, technology and construction departments, and Superintendent to confirm multi-year projects that will be ongoing in the upcoming fiscal year as well as any other projects.

In addition, each project gets assigned a funding source whether it is a project that was approved under the SPLOST referendum to be paid with sales taxes, or if it will be funded through the state-approved construction projects under GSFIC. From April to June, the tentative and original budgets are finalized and presented to the BOE and community.

Communication and Engagement Strategy

Best Practice: The budget process should include a plan to inform participants, stakeholders, and the general public about how the budget process works, why each decision was made and how to provide input in the process. Below are *Components* and *Implementation* methods of an effective Communication and Engagement Strategy.

Components

The components of an effective Communication and Engagement Strategy includes defining the general budget process; stakeholder engagement; and explanation of decisions.

Process Overview

Best Practice: Demonstrate the budget process is collaborative, accessible, and transparent, as compromise is required for every budget process. Describe how the budget is developed, including key dates and deadlines, how decisions are made, and the process through which the public can provide input – all guided by established principals and strategic goals for the district.

- 1) Principles and Strategic Goals Guiding the Budget
 - a. Mission: Engage. Inspire. Prepare.
 - b. Vision: Our vision is to prepare ALL students for success today and tomorrow.
 - c. Core Beliefs
 - i. We believe preparing students is our first priority.
 - ii. We believe in fostering a culture of high expectations in student achievement and personal development.
 - iii. We believe all students are inspired to learn when provided rigorous and relevant instruction and positive relationships.
 - iv. We believe students thrive best when provided a safe, challenging, and healthy environment.
 - v. We believe in the use of collaborative learning communities where best practices are partnered with data driven decisions.
 - vi. We believe in engaging all stakeholders in student success.
 - d. Strategic Goal Areas
 - i. Student Success for All
 - ii. Communication and Engagement
 - iii. Cultivating and Retaining Quality Professionals
 - iv. Organizational Excellence
- 2) Budget Development
 - a. Development Calendar
 - b. Timeline of Major Milestones
 - c. Methodology

- i. Major Budget Influencers
 - ii. Cost of Government
 - iii. Priorities and Strategies
 - iv. Validation to Strategic Plan
- d. Public Education and Input
 - i. Public Presentations – Budget Primer,
 - ii. Budget Documents -
 - iii. Public Meetings on Budget – Allow for
 - iv. Public Hearings on Millage Rate
 - v. Budget Email

Stakeholder Engagement

Best Practice: Develop methods to solicit stakeholder input as part of the budget process. A stakeholder-engagement process should be designed with a clear understanding of the challenge or problem that stakeholder engagement is intended to help address. The design of the stakeholder-engagement process should then follow that purpose.

Explanation of Decisions

Best Practice: Once an adopted budget for the upcoming year has been produced, a district needs to clearly communicate the outcomes and the corresponding rationale and how they differ from the prior years. The message should be led by a description of the context for the budget and the environment in which the decisions were made. The major decisions and their impact should then be presented in a way that is accessible to the non-expert audience member. This presentation should include a clearly articulated rationale for the choices made, a description of the tradeoffs that were considered, and the basic principles that guided the decisions.

Implementation

Implementing an effective Communication and Engagement Strategy requires identifying the messengers; identifying the target audience and messages; selecting specific communication channels; and gathering and responding to feedback.

Identify the Messengers

- 1) Board of Education
- 2) Superintendent
- 3) Chief Financial Officer
- 4) Budget Committee
- 5) Principals - Principals are also in the position to help teachers become effective communicators of the message to parents.

To reduce the potential for confusion, messengers should be provided with a limited number of key points to present and a plan for responding to questions.

Identify the target audience and tailor messages accordingly

Best Practice: Identify target audiences. However, all information should be available to all groups, but consider tailoring message to the different parties. Often, it can be difficult for different stakeholders to appreciate the scope of the entire budget. PCSD attempts to make district-wide budget concepts and rationales more apparent to all stakeholders by:

- 1) Sharing information widely. Examples include:
 - a. Numerous public presentations are made discussing key budget concepts and rationales
 - b. Publish and present Budget Primer
 - c. Internal presentations, such as Admin Pre-planning
 - d. Community presentations, such as Stakeholder Meetings and Chamber of Commerce
- 2) Budget simulation
 - a. Student Groups, such as Student Impact and Business Pathway
- 3) Use funding formulas. Examples include:
 - a. QBE Allocation (PL, Schools, etc.)
 - b. Position Allotment Assumptions
- 4) Maintaining a Budget Committee
- 5) Engaging influential outsiders

Target Audiences:

- 1) Administrators
- 2) Teachers
- 3) Staff
- 4) Parents
- 5) Students
- 6) Community at Large

Define communication channels (out)

Best Practice: Develop a variety of methods for communicating with different audiences. Given the importance of the budget, priority should be placed on the methods that afford the broadest reach possible.

Communication Channels:

- 1) Website – Budget and Millage Rate Presentations and reports are available online
- 2) Publish Press Releases, Advertisements and Meeting Notifications (website, social media, and newspaper)
- 3) Public Meeting – Two public meetings are held specifically for the budget

- 4) Public Hearings – Three public hearings may be held concerning the proposed millage rate
- 5) Public Presentations – Seven public presentations are typically made on the Proposed Budget
- 6) Budget Overview Flyers – Overviews are published for the Tentative and Original Budgets
- 7) School/Division/Departmental Meetings
- 8) Stakeholder Meetings, including:
 - a. Quarterly Stakeholder's Meeting
 - b. Teacher Advisory Group
 - c. Principal Advisory Group (Principal's Meeting)
- 9) Budget Overview Flyer
- 10) Student Engagement
- 11) Budget Messengers

Gather feedback (in) and adjust

Best Practice: It is imperative that stakeholders have an opportunity to provide feedback during and after the decision-making process. A variety of avenues should be available for providing feedback. At the same time, feedback methods must be carefully structured to provide useful input.

Feedback Channels:

- 1) Messenger Feedback
 - a. School/Division/Departmental
 - b. Budget Committee
- 2) Stakeholder Feedback
 - a. Teacher Advisory Feedback – Keep, Explore or Evaluate Exercise (Reported by Division)
 - b. Principal Advisory – Keep, Explore or Evaluate Exercise (Division)
- 3) Online budget feedback link (email)
 - a. budget@paulding.k12.ga.us (Division)

Feedback Response

Once feedback has been gathered, a district must respond accordingly, adjusting processes or decisions where appropriate. Failure to respond to feedback can severely harm the credibility of the budgeting process. Further, it is important to adapt the communication plan to new and changing circumstances throughout the budget process so that the message remains relevant and credible.

Benchmarking

The district utilizes several benchmarking techniques, including but not limited to:

Comparable

Comparing current processes and key performance indicators (KPIs) against comparable school districts.

The processes or KPI's observed will often dictate the comparable. For example, revenues are compared against districts with a similar size, economy and /or geographical region. PCSD is the 12th largest school system in Georgia. Districts with a rank of 11, 12, 14 and 15 are often averaged together as one "comp." Variances to these comparable districts are then analyzed. The example below examines revenue from FY2019.

School District	FTE	Rank	FTE %	Local Revenue per FTE	%	State Revenue per FTE	%	Federal Revenue per FTE	%	Total Revenue per FTE	Total %	Local Revenue per FTE	State Revenue per FTE	Federal Revenue per FTE	Total Revenue per FTE
Paulding County Allocation	29,953	12	1.8%	\$ 2,923	1.2%	\$ 6,385	2.0%	\$ 431	1.2%	\$ 9,739	1.6%	12	121	92	160
				30.0%		65.6%		4.4%		100.0%					
City of Decatur	5,599	59	0.3%	\$ 6,795	0.5%	\$ 5,234	0.3%	\$ 243	0.1%	\$ 12,271	0.4%	59	17	151	177
Douglas County	26,841	17	1.6%	\$ 3,350	1.2%	\$ 6,189	1.7%	\$ 621	1.5%	\$ 10,161	1.5%	17	95	103	127
Bartow County	13,182	27	0.8%	\$ 4,058	0.7%	\$ 5,574	0.8%	\$ 591	1.3%	\$ 10,224	0.7%	27	62	128	132
Carroll County	14,674	23	0.9%	\$ 2,644	0.5%	\$ 6,326	1.0%	\$ 573	1.4%	\$ 9,543	0.8%	23	138	95	139
Richmond County	29,886	13	1.8%	\$ 3,403	1.3%	\$ 5,124	1.6%	\$ 1,009	4.9%	\$ 9,537	1.6%	13	89	160	49
Houston County	29,036	14	1.7%	\$ 2,963	1.1%	\$ 6,514	2.0%	\$ 547	2.6%	\$ 10,025	1.6%	14	116	82	145
Muscogee County	31,144	11	1.8%	\$ 3,875	1.6%	\$ 5,447	1.8%	\$ 767	3.9%	\$ 10,088	1.7%	11	70	140	96
Average	21,480	-	1.3%	\$ 3,870	1.0%	\$ 5,773	1.3%	\$ 622	2.2%	\$ 10,264	1.2%				
Variance to PCSD				\$ 947		\$ (612)		\$ 191		\$ 525					
% Variance to PCSD				32.4%		-9.6%		44.2%		5.4%					
State Totals	1,719,302	-	100.0%	\$ 4,404		\$ 5,554		\$ 638		\$ 10,596					
Allocation				41.6%		52.4%		6.0%		100.0%					
Variance to PCSD				\$ 1,482		\$ (831)		\$ 207		\$ 858					
% Variance to PCSD				50.7%		-13.0%		48.0%		8.8%					
Others:															
Cobb County	113,523	2	6.6%	\$ 5,021	15.1%	\$ 4,752	11.0%	\$ 475	8.7%	\$ 10,247		2	37	171	152
Polk County	7,728	48	0.5%	\$ 2,247	0.5%	\$ 6,479	1.0%	\$ 651	0.8%	\$ 9,377		48	157	88	122
Haralson County	3,177	96	0.2%	\$ 3,332	0.3%	\$ 8,864	0.6%	\$ 689	0.4%	\$ 12,885		96	98	5	112
Coweta County	22,387	19	1.3%	\$ 4,381	2.6%	\$ 5,052	2.3%	\$ 412	1.5%	\$ 9,845		19	53	164	165
Top 35	35,365			\$ 4,254	4.0%	\$ 5,569		\$ 614		\$ 10,437					

Business Process Improvement (BPI)

Seeks to improve specific processes by eliminating waste, redundancy, and other inefficiencies - by mapping out current processes, identifying inefficiencies, redesigning the processes and benchmarking against key performance indicators (KPIs). Third-party sources are specific to the process but include BusinessPLUS ERP system processes.

Salary Study

Used to define a fair and competitive salary structure for employees, in order to recruit and retain the most highly-qualified individuals possible. Third-party sources, in addition to commissioned studies, include the annual Metro RESA Teacher and Non-Teaching Salary Surveys.

Staffing Study

Review staffing structure, workload, performance measures and those of comparable governments to assess appropriate staffing needs. Initial actions may consist of an overall review of organizational structure, positions and respective responsibilities.

Best Practice Benchmarking

Comparing current processes and key performance indicators (KPIs) against the best practices of other organizations in order to improve operational efficiency and effectiveness. The District utilizes various benchmarking methods. For example, Hanover K-12 Research and EAB Strategic Research KPIs for District Operation.

Proposed Budget Priorities and Strategies

Strategic Plan Goal Areas	Performance Objectives	FY21 Budget Priorities (Performance Objectives)	FY21 Budget Strategies (Initiatives)
1 Student Success for All	5. Improve student mastery of standards. 6. Improve the performance of students in subgroups. 7. Perform among the top-achieving districts in the state. 8. Improve student preparation for post-secondary.	<ul style="list-style-type: none"> • Student Achievement • Career / Workforce 	<ul style="list-style-type: none"> • Maintain current staff size • Address “Critical Need” Areas, Primarily SPED • Flexible Delivery Options, Including Face-to-face, Virtual and Hybrid • Continue PCCA Program • L4GA
2 Communication and Engagement	4. Increase effective advisement. 5. Utilize effective communication strategies. 6. Cultivate community partnerships that prepare students for college and careers.	<ul style="list-style-type: none"> • SEL/Mental Health • Maximize Communications Opportunities 	<ul style="list-style-type: none"> • Capturing Kid’s Hearts
3 Cultivating and Retaining Quality Professionals	4. Identify and retain highly qualified personnel. 5. Build staff capacity. 6. Increase succession planning at all levels.	<ul style="list-style-type: none"> • Retention & Recruitment • Succession Planning • Community Partnerships 	<ul style="list-style-type: none"> • Maintain Current Workforce and Work Calendar, without Furlough Days or Salary Reductions • Full Step Increase • Compensate Teachers for Additional Responsibilities
4 Organizational Excellence	3. Enhance safe and effective learning environments. 4. Maximize financial stewardship and operational efficiency.	<ul style="list-style-type: none"> • Facilities • Safety & Security • Technology Initiatives 	<ul style="list-style-type: none"> • Additional Custodial, Nursing, Transportation and Attendance Support • Maintain Technology Budget to Support Virtual

FY2021 Major Budget Influencers and Price of Government

Major Budget Influencers (Business Services):

Major Revenue (Price of Government) Influencers

- Enrollment Growth
- State Budget
- QBE:
 - Enrollment (Weighted, Dual, etc.)
 - Local Fair Share
 - Teacher Pay Scales
 - TRS Employer Contribution
- Equalization Grant:
 - Wealth per Weighted FTE Impact
- Changes in Local Sources
 - Ad Valorem
 - TAVT
- Austerity reductions due to COVID-19

Major Expenditure (Budget) Influencers


- Enrollment Growth
- Exceptional Students Educational Program (ESEP) Growth
- Allotment Assumptions
- State Teacher Scales (Local Impact)
- Step Increases
- TRS Employer Contribution

Price of Government (Business Services):

	General Fund	Special Revenue Funds	Capital Project Funds	Debt Service Funds	School Nutrition Program	Total Governmental Fund Types
<u>Estimated Revenues:</u>						
Local Taxes	\$ 98,023,000		\$ 18,380,493	\$ 20,000		\$ 116,423,493
Local Sources	2,075,549	\$ 4,720,527	30,000		\$ 5,513,976	12,340,052
State Sources	184,351,869		1,810,996		338,955	186,501,820
Federal Sources		19,117,326			8,734,598	27,851,924
Transfers from Other Funds	-		1,817,475	8,922,375	743,043	11,482,893
Total Estimated Revenues	\$ 284,450,418	\$ 23,837,853	\$ 22,038,964	\$ 8,942,375	\$ 15,330,572	\$ 354,600,182

FY2021 Budget Overview Flyer

PCSD produces two Budget Overview Flyers – for the Tentative and Original Budgets. The Original Budget version of the flyer is illustrated below.



PAULDING COUNTY SCHOOL DISTRICT


FY2021 BUDGET OVERVIEW

Engage. Inspire. Prepare.

PCSD's Strategic Plan provides a framework and sets the tone for creating a dynamic culture, where students are engaged, inspired and prepared for their future. Student success for ALL starts with a passion for effective stewardship of taxpayer dollars. The budget is the catalyst for creating safe schools and engaging environments, where students can thrive.

INTEGRITY. Results of the most recent financial audit were outstanding, and the District received Georgia Department of Audits and Accounts' *Excellence in Financial Reporting Award*.

STEWARDSHIP. PCSD recently received a 4-Star *Financial Efficiency Rating*, which measures a district's per-pupil spending in relation to the academic achievements of its students. Only 14 of 180 districts or 8% scored better than PCSD (FY19).




Every year the Paulding County School District (PCSD) develops and adopts a budget for the next fiscal year. This report is designed to inform parents, students, staff and stakeholders about the key metrics involved in developing our budget and highlights for the upcoming year.

FY2021 Budget Highlights

Enrollment Growth. PCSD is projected to educate 30,711 students in FY2021 (school year 2020-2021), an increase of 485 students or 1.6%.

In the 8 years preceding the collapse of the housing market, the district experienced tremendous enrollment growth, increasing more than 80% from fiscal years 2000 to 2007. From 2008 to 2011 enrollment growth declined by two-thirds. By 2012, enrollment was declining, compared to modest increases statewide. From 2013 to 2020 enrollment grew 2,116 or 7.5%. 2020 enrollment grew 1.7%, to 30,226.

FY2021 K-12 Enrollment Growth



Fiscal Year	Growth (%)	Students
FY2016	0.5%	184
FY2017	1.2%	841
FY2018	1.4%	402
FY2019	1.7%	501
FY2020	1.7%	516
FY2021 (P)	1.6%	485

Low Wealth. Despite favorable employment, income and free-and-reduced lunch statistics, PCSD is considered low wealth due to a limited commercial and industrial tax base and the large number of school-aged children per household. Below are rankings against the 35 large districts in Georgia (school districts over 10,000). Rankings against all 180 school districts in Georgia are in parentheses.

- 12th Largest District as of FY2019
- 31st in Local Revenue per Student (121st out of 180)
 - ✓ Collect \$1,331 less than Average per Student or \$40 million
- 8th in State Revenue per Student (92nd out of 180)
 - ✓ Collect \$816 more than Average per Student
 - ✓ 3rd Largest Recipient of Equalization (\$29 million)
- 24th in Total Revenue, including Federal sources, per Student (150th out of 180)
 - ✓ Collect \$698 or 7% less than Average per Student or \$21 million

10 Rank FY2019

- State Revenue: 8
- Students: 12
- Total Revenue: 24
- Local Revenue: 31

Front

Demographics and Statistics

Paulding County

- 1.5% State Population
- 1.3% Housing Units
- 9.2% More Persons per Household (Age 5-18)
- 3% Commercial / Industrial Land Use

PCSD

- 19 Elementary Schools
- 9 Middle Schools
- 5 High Schools
- Alternative Education
- College & Career Academy
- 3,610 Employees
- 2,347 Instructional (65%)

PCSD Rank out of 180 School Districts in GA

- 12th in Enrollment
 - 121st in Local Revenue \$40 million deficit, compared to the statewide average
 - 92nd in State Revenue
 - 150th in Total Revenue
- *Per Pupil, GaDOE FY2019

PCSD Funding Sources

- 30% Local (42% Average)
 - 66% State (52% Average)
 - 4% Federal
- *GaDOE FY2019

\$363.9m FY2021 Budget

All Funds

- General Fund (80%)
- Special Revenue (6%)
- Capital Projects (7%)
- Debt Service (2%)
- School Nutrition (5%)



The vision of the Paulding County School District is to prepare ALL students for success today and tomorrow.

General Fund Revenue Highlights: Equalization Grant and Austerity Reductions

The General Fund accounts for approximately 80% of all District spending and is the main operating fund for the school district. Projected revenues for FY2021 total \$283.1 million, a decrease of \$13.1 million or 4.4%.

As a low wealth school district, the product of a limited commercial / industrial tax base and more students per household than statewide averages, PCSD will receive \$28.9 million of Equalization Grant funding in FY2021 (the third highest recipient in the State).

	FY20 Budget	FY21 Budget	Change	%
QBE Funding, net	\$ 171.3	\$ 154.0	\$ (17.3)	-10.1%
Equalization Grant	28.8	28.9	0.2	0.6%
Local Taxes	93.8	98.0	4.2	4.5%
Other Local Revenue	2.3	2.1	(0.2)	-8.4%
Total GF Revenue	\$ 296.2	\$ 283.1	\$ (13.1)	-4.4%

*Excludes Grants and Transfers to Other Funds

Funding under the state Quality Basic Education (QBE) formula will be reduced by 10.4% or \$17.5 million in austerity reductions due to decreases in state revenue related to COVID-19. Local taxes are projected to increase \$4.2 million, with an improving tax digest and a millage rate of 18.750 (2020 rate).

General Fund Expenditure Highlights: Instruction, Human Capital and Student Safety

The District will continue to focus on safety and instruction in FY2021. PCSD allocates more of its resources to instruction than statewide averages, while central office type expenditures are half the size of the average district.

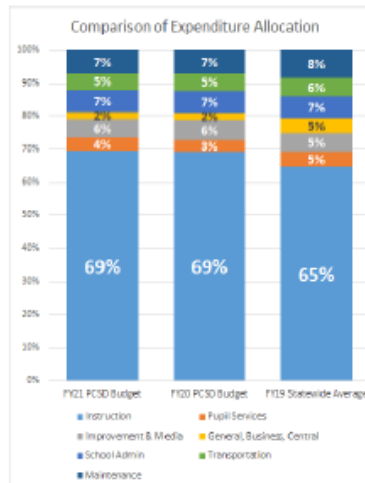
Projected expenditures for FY2021 total \$291.0 million, a decrease of \$5.1 million or 1.7%.

89% of the budget is spent on salaries and benefits. The remaining 11% of the General Fund budget covers all other operating expenditures, including critical areas such as technology and textbooks.

As the District copes with the operational and financial ramifications of COVID-19, here are the goals guiding our budget decisions:

- Minimize disruptions to schools, staff and students
- Position district for potential further declines in funding and a protracted recovery
- Prepare for new instructional delivery methods
- Carefully monitor short and long-term consequences of cost mitigations

Please visit our website for more information and sources for the information presented in this report. Go to www.paulding.k12.ga.us.



BASED ON THE ORIGINAL BUDGET PRESENTATION ON JULY 28, 2020

Budget Administration and Management

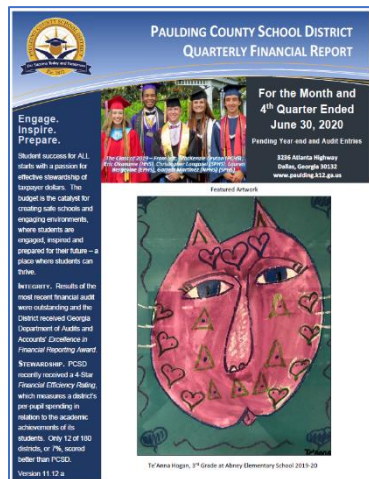
The budget is administered and managed by the Chief Financial Officer and Budget Coordinator. Reporting occurs monthly and on-demand, including the following routine reporting opportunities.

Monthly General Fund Financial Updates

A one-page Budget Update on the General Fund is provided monthly to the Board of Education and general public.

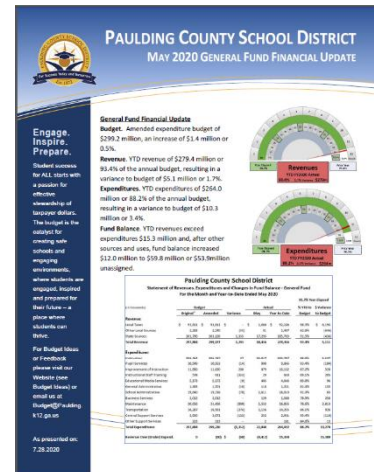
Quarterly Financial Updates

More detailed Quarterly Financial Updates are provided to the Board of Education and general public on a quarterly basis. These reports address all fund categories.



Actual updates can be viewed on the District's website at:

<https://www.paulding.k12.ga.us/Page/38816>.



Other Documents

Other budget-related documents available on the District's website include:

- Annual Audit Report
- Budget Documents and Presentations
- Georgia Department of Education Report
- SPLOST Activity

The documents are located at <https://www.paulding.k12.ga.us/domain/196>.

Financial Section

Financial Section Format

The Financial Section uses a pyramid approach in communicating the district financials. The pyramid approach begins at a broad level and drills down into more detail as each level of the pyramid is addressed. Each level provides revenues, expenditures, fund balance, other financing sources/uses, and an explanation of major shifts from current year.

Level One: Summary of Total Budget (All Funds Combined)

Level Two: Summary Data for Operating Funds

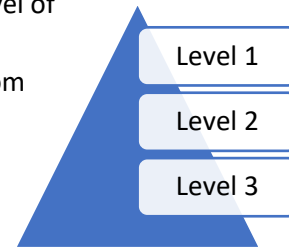
Level Three: Summary Data for Individual Funds

In addition to other details, each level presents revenues by source and expenditures by state object code for eight years, including three (3) prior years of actual (comparative) results, the current year estimated actual results (1), Proposed Budget year (1), and three (3) years of forecasted data.

Original Budget Presentation

The government-wide original (proposed) budget was approved by the Board of Education by a vote of 7-0 on July 28, 2020. This presentation format reports transfers with revenues and expenditures.

Government-wide revenues totaled \$354.6 million. Expenditures totaled \$363.9 million.



Original Budget Presentation Paulding County School District						
July 1, 2020 through June 30, 2021						
The budget will be considered for final adoption by the Board of Education at 8:30 AM EST, July 28, 2020 in the Board Room of the Paulding County School District.						
	General Fund	Special Revenue Funds	Capital Project Funds	Debt Service Funds	School Nutrition Program	Total Governmental Fund Types
<u>Estimated Revenues:</u>						
Local Taxes	\$ 98,023,000		\$ 18,380,493	\$ 20,000		\$ 116,423,493
Local Sources	2,075,549	\$ 4,720,527	30,000		\$ 5,513,976	12,340,052
State Sources	184,351,869		1,810,996		338,955	186,501,820
Federal Sources		19,117,326			8,734,598	27,851,924
Transfers from Other Funds	-		1,817,475	8,922,375	743,043	11,482,893
Total Estimated Revenues	\$ 284,450,418	\$ 23,837,853	\$ 22,038,964	\$ 8,942,375	\$ 15,330,572	\$ 354,600,182
<u>Estimated Expenditures:</u>						
Instruction	\$ 198,865,470	\$ 14,273,533				\$ 213,139,003
Pupil Services	11,770,444	1,591,880				13,362,324
Improvement of Instructional Services	10,835,632	219,907				11,055,539
Instructional Staff Training	372,103	4,296,261				4,668,364
Educational Media Services	5,014,968	-				5,014,968
Grant/Program Administration		339,275				339,275
General Administration	1,448,059	229,169				1,677,228
School Administration	19,738,002	25,800				19,763,802
Business Services	1,938,401	-				1,938,401
Maintenance	20,903,179	-				20,903,179
Transportation	14,997,063	1,104,362				16,101,425
Central Support Services	3,368,003	5,000				3,373,003
School Nutrition Program		-			\$ 15,994,033	15,994,033
Community Services	-	-				-
Other Support Services	199,040	43,000				242,040
Facilities Acquisition / Construction	-	-	\$ 16,449,402			16,449,402
Other Outlays	1,589,950	-	8,199,900		743,043	10,532,893
Debt Service	-	-		\$ 8,204,900		8,204,900
Local School Activity and Other		1,121,540				1,121,540
Total Estimated Expenditures	\$ 291,040,315	\$ 23,249,727	\$ 24,649,302	\$ 8,204,900	\$ 16,737,076	\$ 363,881,320
Estimated Fund Balance (July 1, 2020)	52,700,000	1,811,431	16,168,566	1,388,381	4,645,364	76,713,742
Estimated Fund Balance (June 30, 2021)	\$ 46,110,104	\$ 2,399,557	\$ 13,558,228	\$ 2,125,856	\$ 3,238,860	\$ 67,432,605
* No Proprietary Funds exist						
** Annual budgets are not adopted for Fiduciary Funds						

Level One: Summary of Total Budget (All Funds Combined)

Total Funds

The **General Fund** is the School District's primary operating fund. It accounts for and reports all financial resources not accounted for and reported in another fund. The General Fund is where the recurring operating costs of the school are recorded.

The District reports the following appropriated major governmental funds:

- The **General Fund** is the District's primary operating fund. It accounts for and reports all financial resources not accounted for and reported in another fund.
 - The **Special Revenue Funds** accounts for resources that are legally restricted for specific purposes. Although reported within the General Fund for audited financial reporting, the Special Revenue Fund is presented separately for budget appropriation and internal reporting purposes.
 - The **School Nutrition Fund** accounts for activities associated with the District's School Nutrition Program (SNP). Although a Special Revenue Fund, the School Nutrition Fund is presented separately for budget appropriation and internal reporting purposes.
- The **Capital Projects Fund** accounts for and reports financial resources including Education Special Purpose Local Option Sales Tax (E-SPLOST), bond proceeds and grants that are restricted, committed or assigned for capital outlay expenditures, including the acquisition or construction of capital facilities and other capital assets.
- The **Debt Service Fund** accounts for and reports financial resources that are restricted, committed or assigned including taxes (property and sales) legally restricted for the payment of general long-term principal and interest and paying agent's fees.

Major (Significant) Funding Sources and Uses (Expenditure Categories)

General Fund

The general fund is significantly funded through Quality Basic Education (QBE), the Equalization Grant Revenue, and Property Tax Revenue. Major expenditures include salaries, benefits, and purchased services.

Special Revenue Fund

Federal revenue is the significant contributor to special revenue. Major expenditures for the special revenue fund are salaries, benefits, and purchased services due to funding provided for the grant programs.

School Nutrition Fund

The National Child Nutrition Program (Federal Revenue) accounts for 59.6% of the revenue budget for School Nutrition. Salaries, benefits, and purchased food are the major expenditures for the fund category.

Capital Projects Fund

Major funding for the Capital Projects Fund is E-SPLOST, which is a one-percent sales tax used for capital improvements. Other funding is provided through the State Capital Outlay program (GSFIC) to ensure all public-school students are housed in facilities that have adequate space, are safe, and that are well-maintained.

Capital construction projects and E-SPLOST capital projects are the major expenditures for this fund.

Debt Service Fund

Transfers-In is the primary source of funding for the debt service fund, which comes from E-SPLOST funding. Debt services expenditures make up 100% of the budget.

[Underlying Assumptions and Significant Trends for Major Funding Sources and Uses](#)

State Funding Sources: Quality Basic Education (QBE) and Equalization Grant

- As the digest improves Local Fair Share (LFS) will continue to increase, reducing QBE funding
- As Net Digest per Student (NDPS) improves, in comparison to the statewide average, the Equalization Grant award will decline
- Increasing the State Pay Scale for Teachers will result in additional QBE funding
- QBE will continue to underfund allotment quantity, total compensation and benefits

Local Revenue Sources: Property Taxes

- As a low wealth school district, local funding will continue to lag behind statewide averages
- With an above average number of school-age children per household, increases in enrollment and the associated local revenue, will not adequately support the related expenditure growth

Salaries, Benefits and Purchased Services

- Increases in enrollment place higher demands on staff, resulting in the need for more teaching, administrative and support positions
- The cost of human capital will continue to rise
- Salaries, Benefits and Purchased Services will continue to consume the majority of resources
- When grant awards do not fully support the initiative, local revenue sources (General Fund) may be required to address allotment quantity, total compensation and benefits.

Federal Funding Sources

- For most grants, should the funding of these programs be eliminated or reduced, it is likely that the services provided would be negatively impacted unless another funding source is identified.
- Each grant is adjusted in the current year before funds are spent based on the actual grant award for that year.
- Increases in enrollment, especially enrollment ESEP, should continue to increase grant opportunities, but will also likely place higher demands on local resources.

Transfers-In

- Debt service is primarily funded through E-SPLOST V (transferred from the Capital Projects Fund). An underlying assumption is the anticipated collection of E-SPLOST proceeds.

Debt Service

- No changes in the Amortization Schedule are anticipated during the Proposed Budget.

Significant Trends or Factors Influencing Budget Decisions:

COVID-19 Pandemic. The impact of the COVID-19 pandemic is reflected throughout the FY2021 Proposed Budget, including the economic, funding, enrollment, and operational ramifications. However, given the full impact of the pandemic cannot be known at this point, much consideration was given to the adaptability of the proposed budget to address the unforeseen challenges of FY2021.

Demographic and Economic Factors

Tax Digest. The limited commercial and industrial tax base in Paulding County results in a lower net digest per student (NDPS), which reduces local funding.

Great Recession. While Paulding County's economy is recovering from the recession, the residual effect on the tax digest remains material. This is significant to note because approximately one-third of the District's revenues comes from local sources.

Large number of school-age children per household. Tax digest issues are exacerbated by the high number of school-age children per household in Paulding County, as there is not a correlating increase in funding. Local funding is based on property tax values and not the number of school-age children living in the home.

Free and Reduced-Price Meal Benefits Program Eligibility. *Free and Reduced-Price Meal Benefits Program (FRL)* is a part of the National Child Nutrition Program. This program makes free or reduced priced meals available to qualifying households. Qualifications are based on the gross income of all household members and the number of persons living in the house.

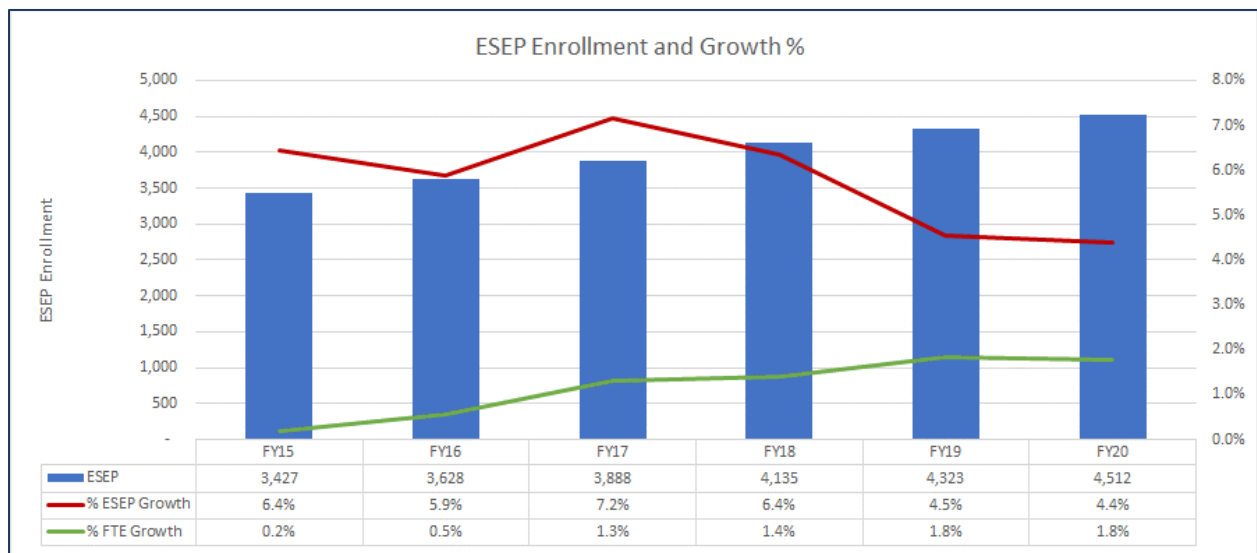
FRL participation is a measurement of student wealth and is directly impacted by the demographic and economic conditions of Paulding County.

The FRL participation percentage decreased 0.21% from October 2012 to October 2019, from 42.39% to 40.77%, respectively.

The Statewide participation percentage decreased 0.14%, from 59.59% to 59.45%.

ESEP Enrollment. ESEP enrollment has increased dramatically over the past several years. This is significant because the average additional cost per ESEP student is approximately \$2,607 or 33% (including FY2019 local, state and federal sources). ESEP enrollment grew 1,085 or 31.7% between FY2015 and FY2020 and continues to outpace overall FTE growth.

Approximately 14.8% of PCSD enrollment participated in ESEP, compared to a statewide average of 12.6%, in FY2020.



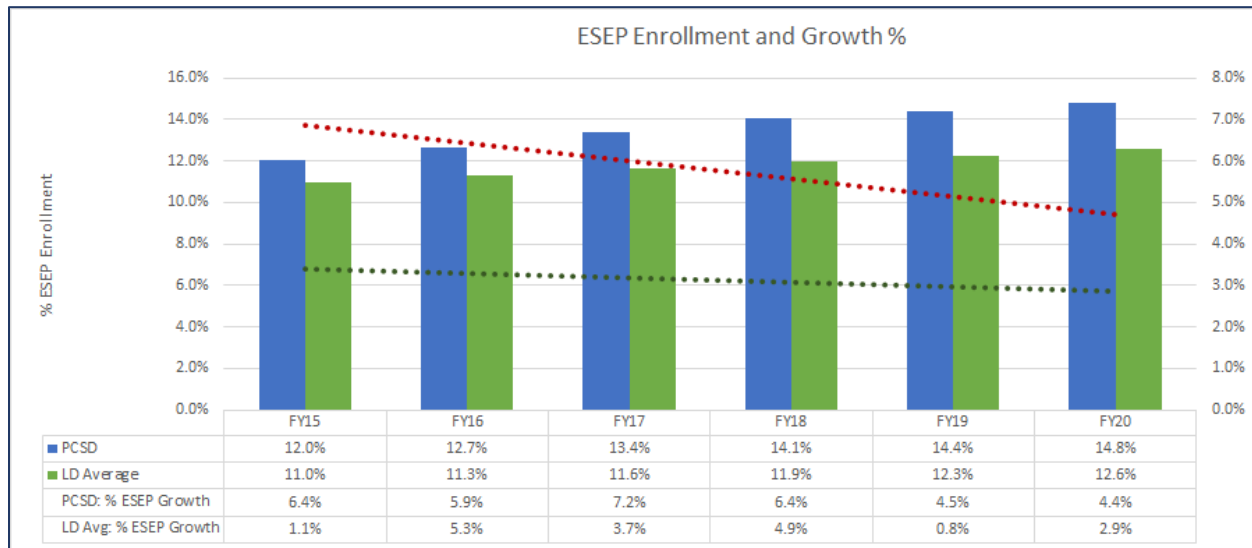
PCSD's 5-year average growth rate in ESEP participation was 5.7%, much higher than comparable districts. The statewide and large district (districts with > 10,000 FTE) 5-year average growth rate in ESEP participation was 2.9% and 3.5%, respectively.

This compares to a 5-year average growth rate in overall District, statewide, and large district enrollment of 1.4%, 0.2%, and 0.7%, respectively.

ESEP Growth		FY15	FY16	FY17	FY18	FY19	FY20	5-Year CAGR
710	Paulding County	6.4%	5.9%	7.2%	6.4%	4.5%	4.4%	5.7%
721	Richmond County	5.7%	7.5%	9.2%	6.1%	4.5%	2.4%	5.9%
608	Bartow County	3.1%	1.2%	-1.3%	-0.2%	-1.3%	2.8%	0.2%
638	Coweta County	-1.9%	3.2%	0.5%	3.1%	3.8%	3.3%	2.8%
628	Cherokee County	5.2%	5.7%	3.9%	4.9%	3.9%	3.7%	4.4%
622	Carroll County	3.6%	1.1%	1.9%	1.5%	1.0%	-4.5%	0.2%
669	Hall County	6.9%	5.0%	3.7%	6.5%	4.2%	8.1%	5.5%
676	Houston County	2.3%	4.4%	6.3%	4.5%	3.7%	4.3%	4.6%
675	Henry County	2.6%	0.9%	3.1%	0.3%	1.5%	3.0%	1.7%
	Statewide	2.7%	3.1%	3.4%	2.5%	2.5%	2.9%	2.9%
	LD Avg	1.1%	5.3%	3.7%	4.9%	0.8%	2.9%	3.5%

Enrollment Growth		FY15	FY16	FY17	FY18	FY19	FY20	5-Year CAGR
710	Paulding County	0.2%	0.5%	1.3%	1.4%	1.8%	1.8%	1.4%
721	Richmond County	-0.5%	-1.1%	-1.0%	-1.0%	0.3%	-0.9%	-0.7%
608	Bartow County	-1.1%	-1.8%	-0.2%	-1.7%	-0.8%	-0.1%	-0.9%
638	Coweta County	-0.8%	0.3%	0.6%	1.1%	-0.1%	0.3%	0.4%
628	Cherokee County	2.3%	1.5%	1.5%	0.9%	0.2%	0.8%	1.0%
622	Carroll County	0.5%	0.8%	0.4%	-0.2%	1.4%	-0.5%	0.4%
669	Hall County	0.9%	0.2%	0.1%	0.7%	-1.4%	0.3%	0.0%
676	Houston County	0.7%	1.4%	1.7%	1.7%	0.9%	1.5%	1.4%
675	Henry County	1.4%	1.3%	0.3%	0.2%	1.5%	0.9%	0.8%
	Statewide	1.1%	0.6%	0.3%	0.1%	0.1%	0.0%	0.2%
	LD Avg	-0.5%	2.6%	0.6%	2.1%	-1.7%	0.1%	0.7%

While enrollment in ESEP continues to exceed the large district average, there are indications the growth is slowing at a faster rate than the large district average (LD Avg).



Local Economy. E-SPLOST collections are directly impacted by the economy of Paulding County. Which is expected to perform at historical levels during the projected budget period.

Enrollment Factors

Enrollment Growth. Increases in enrollment may result in additional grant awards, but funding may not cover all the additional costs associated with required services. From 2008 to 2011 enrollment growth declined by two-thirds. By 2012, enrollment was declining, compared to modest increases statewide. From 2013 to 2020 enrollment grew 2,116 or 7.5%. 2020 enrollment grew 1.7%, the largest growth rate in a decade and much more than the large district average of 0.2%. 2021 is projected to grow 485 or 1.6%.

Funding Factors

Low Wealth. Despite favorable employment, income and free-and-reduced lunch statistics, PCSD is considered a low wealth school system due to a limited commercial and industrial tax base and the large number of school-age children per household. With approximately 66% of general fund revenue coming from State sources (compared to a statewide average of 52%) the District is highly susceptible to changes in State funding, including austerity reductions, State Pay Scale Adjustments, Equalization Grant funding and changes in the Quality Basic Education (QBE) methodology.

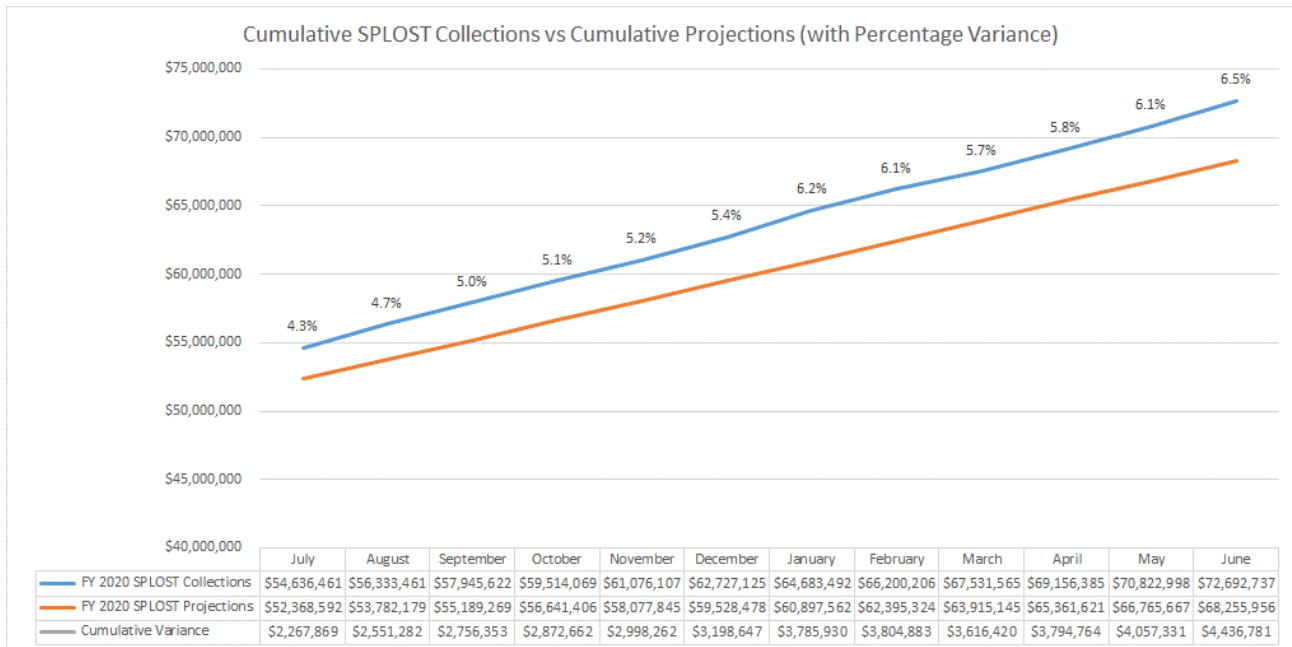
Millage Rate Changes. Changes to the millage rate impact both local revenue and the Equalization Grant formula. Generally, reductions in the millage rate will result in the reduction of the grant award.

Federal Budget. Changes in the appropriations for grants and/or the allocation methodology.

Grant Requirements. Specific requirements, including restrictions on expenditures may impact decisions regarding grant application, especially when local funds are required to fully support the initiative.

Meal Purchases. The limited commercial and industrial tax base in Paulding County results in a lower net digest per student (NDPS), which reduces local funding.

SPLOST Receipts. Capital Projects and Debt Service funds are primarily funded through E-SPLOST collections. Georgia State University's Andrew Young School of Policy Studies (Fiscal Research Center) provided the collection projections for E-SPLOST V. Although volatile, collections have historically exceeded projections. As of June 30, 2020, the cumulative variance to projections was 6.5%.



Operating Factors

Rising Cost of Human Capital. With much of the budget focused on salaries, benefits, and purchased services for the General Fund, Special Revenue Fund, and School Nutrition Fund, the rising cost of human capital is a major factor bearing on the District's future. These increases include, but are not limited to, the Teachers Retirement System (TRS) and State Health Benefit Plan, which have seen unprecedented increases over the past few years. As the demand for highly qualified teachers increases, the District must remain competitive in compensation and benefits.

Construction Costs. Operating factors could include the cost of construction.

New Debt Issuances. Operating factors could include the issuance of new debt or the advance-refunding of existing bond issues. There are no plans for either during the Proposed Budget year.

Material Changes (Shifts) from Current Year Budget

General Fund

A material change for the general fund includes a 10.4% austerity cut due to COVID-19.

Special Revenue Fund

Special Revenue fund is expected to see a increase due to being awarded the CARES Act and the L4GA grant, which in turn increases expenditures. Most federal grants are funded through a reimbursable basis.

Capital Projects Fund

Capital Projects Fund has experienced a decrease for revenue due to the completion of Nebo Elementary School and Panter Elementary School funded by GSFIC in FY2020. However, expenditures for capital projects fund is expected to increase due to new renovations at Moses Middle School and Russom Middle School.

School Nutrition Fund and Debt Service Fund

School Nutrition Fund and the Debt Service Fund does not expect material changes from the current budget.

Significant Changes in Fund Balance

General Fund and School Nutrition Fund expect to have a decline in the next three-year forecast to bring fund balance more in line with industry standards.

Capital Projects Fund reflects a decrease from current year due to different capital projects between fiscal years.

Special Revenue Fund and the Debt Service Fund do not anticipate a change in fund balance.

Paulding County School District
Fiscal Year Budget

2021

Financial Data

Total Budget All Funds								
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Revenue:								
Local Taxes	\$ 86,246,219	\$ 93,479,593	\$ 104,659,901	\$ 113,587,632	\$ 116,423,493	\$ 127,026,592	\$ 135,073,749	\$ 143,121,906
Other Local Sources	11,337,370	12,019,136	13,083,124	11,055,144	12,860,052	12,695,389	12,903,547	13,111,705
State Source	179,684,033	184,701,890	196,596,624	206,904,454	186,544,820	201,702,088	205,380,577	209,059,066
Federal	18,367,610.01	17,942,917.69	21,578,613.94	18,926,125.20	27,288,924.00	26,468,588.82	28,351,172.36	30,233,755.91
Total Revenue	\$ 295,635,232	\$ 308,143,536	\$ 335,918,263	\$ 350,473,356	\$ 343,117,290	\$ 367,892,657	\$ 381,709,045	\$ 395,526,432
Expenditures:								
1000 Instruction	\$ 177,188,743	\$ 185,893,342	\$ 198,761,300	\$ 210,923,833	\$ 213,139,003	\$ 227,385,853	\$ 237,348,617	\$ 247,311,382
2100 Pupil Services	10,175,415	10,720,155	11,486,357	12,166,380	13,362,324	13,928,139	14,710,144	15,492,148
2210 Improvement of Instruction	12,056,821	9,784,687	10,230,815	11,199,179	11,055,539	11,615,909	11,997,558	12,379,207
2213 Instructional Staff Training	-	2,556,277	3,249,216	2,838,852	4,668,364	4,809,652	5,402,241	5,994,831
2220 Media Services	4,408,450	4,633,766	4,842,217	5,064,751	5,014,968	5,285,581	5,449,892	5,614,203
2230 Federal Grant Administration	279,983	261,031	308,344	334,208	339,275	362,097	381,273	400,449
2300 General Administration	1,407,111	1,291,875	1,526,264	1,539,480	1,677,228	1,724,743	1,803,527	1,882,311
2400 School Administration	16,437,204	17,155,641	18,385,533	19,734,998	19,763,802	21,065,372	21,988,712	22,912,052
2500 Business Services	1,234,911	1,349,124	1,420,792	1,719,768	1,938,401	2,066,689	2,245,020	2,423,351
2600 Maintenance	17,312,588	18,265,396	20,256,407	19,204,812	20,903,179	21,624,728	22,436,835	23,248,943
2610 Local Facility Construction	181,895	0	-	-	-	-	-	-
2700 Transportation	15,834,683	16,624,169	16,716,272	16,709,904	16,851,425	16,583,056	16,644,978	16,706,900
2800 Central Support Services	2,124,627	2,272,006	2,620,207	3,281,142	3,373,003	3,785,963	4,136,552	4,487,141
2900 Other Support Services	256,050	258,503	247,522	233,296	242,040	231,514	226,191	220,868
3100 SNP	14,324,506	14,291,890	14,267,335	14,091,773	15,744,417	15,098,631	15,084,422	15,070,214
3200 Enterprise Operations	1,256,938	1,168,358	1,150,896	916,134	1,121,540	965,867	913,565	861,263
3300 Community Services Operations	-	299	113	200	-	298	340	381
4000 Acquisition & Construction	12,672,742	8,853,787	13,044,044	7,448,184	15,937,512	12,653,731	13,117,223	13,580,716
5100 Debt Service	8,290,043	8,324,789	8,399,953	8,324,472	8,216,406	8,241,180	8,219,796	8,191,412
Total Expenditures	\$ 295,442,711	\$ 303,705,096	\$ 326,913,587	\$ 335,731,366	\$ 353,348,426	\$ 367,429,004	\$ 382,106,888	\$ 396,777,772
Revenue Over/(Under) Expenditures	\$ 192,521	\$ 4,438,440	\$ 9,004,676	\$ 14,741,990	\$ (10,231,136)	\$ 463,654	\$ (397,843)	\$ (1,251,340)
Other Sources (Uses):								
Transfers In	16,328,870	14,298,901	12,436,806	213,000,242	10,532,893	109,456,430	128,168,335	146,880,340
Transfers Out	(16,328,870)	(14,298,901)	(12,436,806)	(213,000,242)	(10,532,893)	(109,456,414)	(128,168,319)	(146,880,324)
Total Other Sources (Uses)	-	-	-	-	-	16	16	16
Change in Fund Balance	\$ 192,521	\$ 4,438,440	\$ 9,004,676	\$ 14,741,990	\$ (10,231,136)	\$ 463,670	\$ (397,827)	\$ (1,251,324)
Beginning Fund Balance	50,588,092	50,820,934	55,222,608	64,352,221	79,094,211	68,863,073	69,326,743	68,928,916
Ending Fund Balance	\$ 50,780,613	\$ 55,259,375	\$ 64,227,284	\$ 79,094,211	\$ 68,863,074	\$ 69,326,743	\$ 68,928,916	\$ 67,677,592

Paulding County School District
Fiscal Year Budget

2021

Total Budget All Funds								
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Summary by State Object:								
100 Salaries	\$ 162,163,345	\$ 166,932,237	\$ 173,365,450	\$ 190,481,742	\$ 195,588,678	\$ 204,745,690	\$ 213,627,349	\$ 222,509,007
200 Benefits	63,536,324	70,390,966	75,999,452	83,571,597	80,162,708	88,531,341	93,093,117	97,654,893
Total Salaries & Benefits	\$ 225,699,669	\$ 237,323,203	\$ 249,364,902	\$ 274,053,340	\$ 275,751,386	\$ 293,277,031	\$ 306,720,466	\$ 320,163,901
Other Expenditures:								
300 Purchased Profess & Tech Services	\$ 10,200,145	\$ 10,638,021	\$ 11,621,290	\$ 8,915,939	\$ 9,999,626	\$ 9,655,719	\$ 9,445,721	\$ 9,235,724
321 Contracted Service - Teachers	59,853	225,030	77,445	84,355	193,500	166,634	179,601	192,569
332 Drug Testing and Fingerprinting	17,999	15,279	23,403	20,817	23,500	25,162	26,816	28,470
334 Bus Driver Physicals	22,845	24,634	22,520	23,227	27,000	26,116	26,806	27,497
340 Professional Legal Services	159,752	151,240	158,111	117,595	165,000	143,395	141,080	138,765
361 Per Diem and Fees	-	-	-	3,750	-	-	-	-
410 Water, Sewer and Cleaning Services	1,118,728	1,100,684	1,212,230	1,250,488	1,523,845	1,515,592	1,589,351	1,663,110
430 R&M Services	1,459,257	1,442,443	1,804,814	1,734,293	2,134,392	2,207,676	2,371,888	2,536,100
432 R&M Services - Technology Related	-	-	-	-	-	-	-	-
441 Rental of Land or Buildings	412	-	423	-	-	-	-	-
442 Rental of Equipment and Vehicles	3,342	1,780	9,343	3,336	4,612	5,841	6,316	6,791
444 Other Rentals	-	-	-	2,610	-	-	-	-
490 Other Purchased Property Services	222,023	33,405	33,715	32,330	32,500	33,432	33,756	34,081
519 Student Trans Purch from Other Source	3,595	-	657	-	-	-	-	-
520 Insurance (non-Employee Benefits)	562,959	569,415	619,506	707,942	835,042	863,781	932,050	1,000,319
530 Communication	750,553	969,344	977,337	971,644	991,099	1,077,101	1,125,484	1,173,867
532 Commun - Web-Based Subt and Licens	76,368	508,742	3,006,079	1,084,831	1,515,353	2,274,492	2,619,898	2,965,304
563 Tuition to Private Sources	252,822	31,000	48,044	30,732	60,000	55,000	50,000	45,000
569 Other Tuition	-	-	31,275	-	-	-	-	-
580 Travel - Employees	372,761	340,165	376,523	310,074	372,747	345,418	342,406	339,394
591 SFS Commodity Hauling	54,848	62,435	67,319	55,486	56,981	58,609	58,341	58,073
595 Other Purchased Services	496,341	491,495	679,224	633,730	592,043	674,228	707,024	739,821
610 Supplies	7,841,348	7,334,054	7,646,356	6,270,817	8,908,471	7,921,511	8,028,612	8,135,713
611 Supplies - Technology Related	51,802	46,863	96,206	69,422	105,195	112,584	125,495	138,406
612 Computer Software	1,149,548	1,136,801	873,257	794,627	976,676	815,726	769,954	724,182
615 Expendable Equipment	1,767,705	1,139,684	2,120,144	1,961,709	1,242,339	1,644,683	1,661,572	1,683,461
616 Expendable Computer Equipment	4,992,117	5,401,122	6,227,024	4,682,451	6,001,136	5,842,773	5,972,170	6,101,568
620 Energy	5,261,494	5,604,785	6,024,274	5,280,899	6,458,087	6,346,698	6,553,628	6,760,558
630 Purchased Food	4,335,890	4,341,682	4,618,701	4,248,097	5,483,666	4,788,479	4,864,689	4,935,898
635 Food Acquisitions	991,479	977,131	951,224	857,187	839,534	796,161	753,777	711,394
641 Textbooks - Printed	1,694,527	1,478,021	2,275,821	2,311,593	1,020,437	1,603,441	1,550,481	1,497,521
642 Books (Non-Textbooks) & Periodicals	518,896	779,248	746,322	516,014	1,131,896	1,027,306	1,123,582	1,219,859
710 Land Acquisition and Development	(4,241)	-	-	-	-	-	-	-
715 Land Improvements	31,450	9,684	-	121,725	-	-	-	-
720 Building Acq, Construction, and Impr	11,606,831	8,295,443	12,002,237	6,018,971	14,530,634	10,990,983	11,248,784	11,506,584
730 Purch of Equip - (Not Buses or Comp)	1,015,526	912,682	409,921	723,720	582,132	723,251	706,293	689,336
732 Purchase or Lease- Buses	2,800,126	2,620,335	2,716,488	1,811,337	1,231,777	1,866,250	1,674,754	1,483,259
734 Purchase or Lease-Tech Equipment	40,955	-	-	-	-	-	-	-
810 Dues and Fees	493,714	448,757	575,543	570,228	507,090	566,383	582,627	598,870
811 Regional or County Library Dues	11,670	11,670	20,051	20,531	25,000	28,440	31,992	35,544
812 RESA Fees	157,537	159,599	161,838	164,791	167,728	169,971	172,528	175,086
830 Interest	4,324,325	4,179,072	4,056,797	3,865,166	3,546,406	3,351,255	3,090,155	2,817,056
831 Redemption of Principal	3,960,000	4,140,000	4,335,000	4,455,000	4,665,000	4,885,000	5,125,000	5,370,000
880 Federal Indirect Cost Charges	747,200	661,252	809,333	857,242	878,321	916,314	937,822	959,330
890 Other Expenditures	118,538	98,895	112,890	93,320	768,276	626,568	755,965	885,362
Total State Objects	\$ 295,442,711	\$ 303,705,096	\$ 326,913,587	\$ 335,731,366	\$ 353,348,426	\$ 367,429,004	\$ 382,106,888	\$ 396,777,772

Level Two: Summary Data for Operating Fund

General Fund

The **General Fund** is the School District's primary operating fund. It accounts for and reports all financial resources not accounted for and reported in another fund. The General Fund is where the recurring operating costs of the school district are recorded.

The General Fund accounts for all transactions related to the District's operations except those required to be accounted for in other funds. These transactions include all costs relating to the day-to-day operations of the District excluding those expenditures for programs funded by Federal funds, State and Local sources for designated purpose, payment of bonded debt, capital facility acquisition and construction.

For clarity, some numbers are presented excluding grants and transfers to other funds.

The General Fund accounts for more than 80% of all District spending and is the main operating fund for the school district.

Major (Significant) Funding Sources and Uses (Expenditure Categories)

State Source: Quality Basic Education (QBE) and Equalization Grant Revenue

The Quality Basic Education Act was passed by vote of the Georgia General Assembly in 1985 and became effective July 1, 1986.

This Act describes the programs which the State of Georgia authorizes and supports in an effort to provide a quality basic education to all Georgia children.

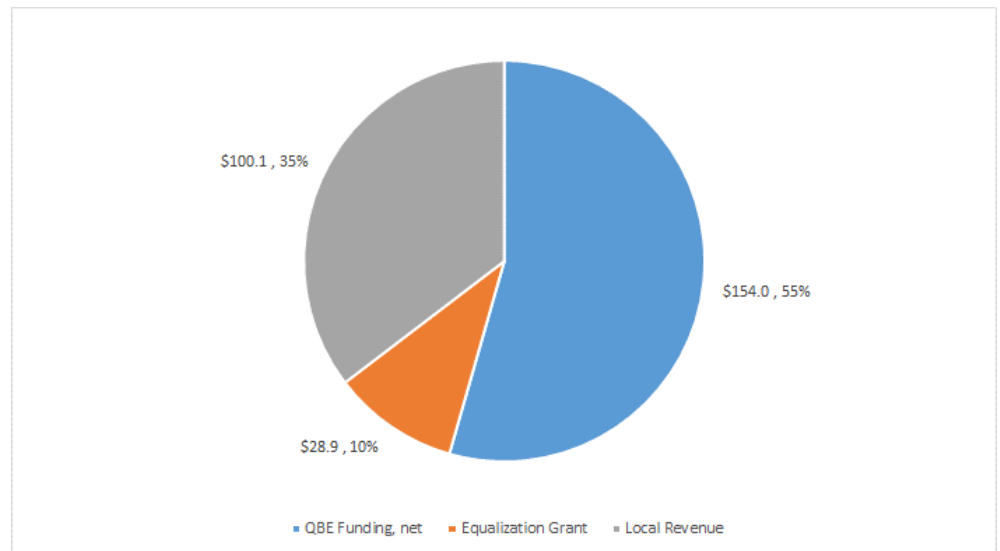
For more information on the QBE formula see the Informational Section.

	FY20 Budget	FY21 Budget	Change	%
QBE Funding, net	\$ 171.3	\$ 154.0	\$ (17.3)	-10.1%
Equalization Grant	28.8	28.9	0.2	0.6%
Local Taxes	93.8	98.0	4.2	4.5%
Other Local Revenue	2.3	2.1	(0.2)	-8.4%
Total GF Revenue	\$ 296.2	\$ 283.1	\$ (13.1)	-4.4%

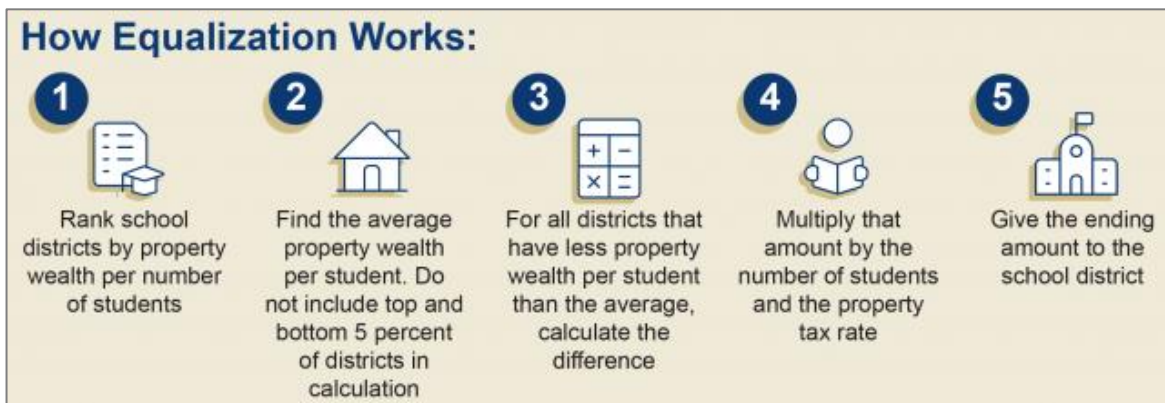
**Excludes Grants and Transfers to Other Funds*

QBE accounts for 55% of the FY2021 General Fund Revenue Budget.

The State Equalization Grant helps school districts offer comparatively similar educational opportunities regardless of local property wealth. The amount districts can raise through property taxes varies significantly depending on the value of local properties. Equalization Grants are designed to address these funding deficiencies.



The Equalization Grant accounts for 10% of the FY2021 General Fund Revenue Budget.



Source: Georgia Budget Policy Institute, <https://gbpi.org/georgia-k-12-equalization-grants-explained/>

Local Taxes: Property Tax Revenue

The ad valorem tax, more commonly called property tax, is a primary source of revenue for local governments in Georgia. Ad

		FY20 Budget	FY21 Budget	Change	%
valorem means "according	Ad Valorem	\$ 81.9	\$ 88.3	\$ 6.4	7.8%
to the value." The Paulding	Title Ad Valorem	\$ 9.3	\$ 7.0	\$ (2.3)	-24.6%
Board of Tax Assessors,	Other Sales Taxes	\$ 2.5	\$ 2.7	\$ 0.1	4.8%
which is appointed by the	Other Taxes	\$ -	\$ -	\$ -	0.0%
County Board of	Total	\$ 93.8	\$ 98.0	\$ 4.2	4.5%

Commissioners, evaluates and assesses all property for tax purposes. Assessments are based on 40% of the (appraised) market value by law as of the 1st day of January each year.

The millage rate is the determining factor in the calculation of taxes. The Board of Education recommends a millage rate for school property taxes to the Commissioners and they formally set the millage rate. The Tax Commissioner is responsible for collecting taxes based on the set millage rate. The School District pays a 2.5% fee for the collection of the school property taxes. Property taxes (ad valorem) is recorded net of the collection fee.

Local Revenue accounts for 28% of the FY2021 General Fund Revenue Budget. Property Taxes (Ad Valorem) accounts for 90% of all Local Revenue.

Salaries, Benefits and Purchased Services Expenditures

Salaries, Benefits and Purchased Services (including Purchased Professional & Technical Services and Contracted Services for Teachers) account for 92% of the proposed expenditure budget.

The Proposed Budget includes:

- \$183.5 million in Salaries or 69%
- \$74.9 million in Benefit costs or 28%
- \$7.1 million in Purchased Services or 3%

Underlying Assumptions and Significant Trends for Major Funding Sources and Uses

Underlying Assumptions:

State Funding Sources: Quality Basic Education (QBE) and Equalization Grant

- As the digest improves Local Fair Share (LFS) will continue to increase, reducing QBE funding
- As Net Digest per Student (NDPS) improves, in comparison to the statewide average, the Equalization Grant award will decline
- Increasing the State Pay Scale for Teachers will result in additional QBE funding
- QBE will continue to underfund allotment quantity, total compensation and benefits

Local Revenue Sources: Property Taxes

- As a low wealth school district, local funding will continue to lag behind statewide averages
- With an above average number of school-age children per household, increases in enrollment and the associated local revenue, will not adequately support the related expenditure growth

Salaries, Benefits and Purchased Services

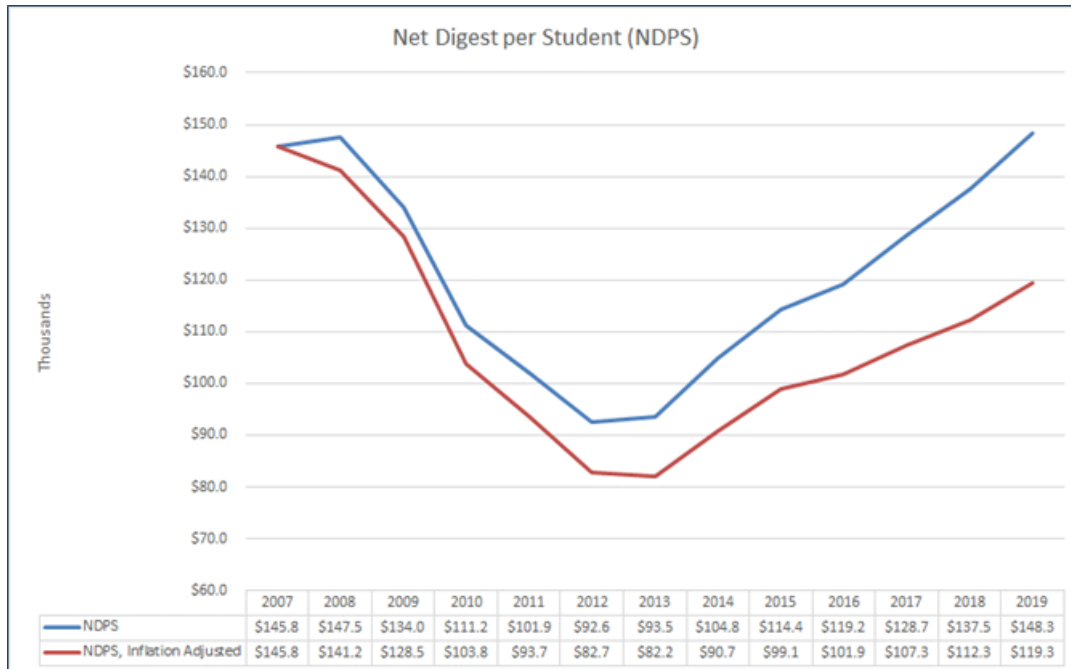
- Increases in enrollment place higher demands on staff, resulting in the need for more teaching, administrative and support positions
- The cost of human capital will continue to rise
- Salaries, Benefits and Purchased Services will continue to consume the majority of resources

Significant Trends or Factors Influencing Budget Decisions:

COVID-19 Pandemic. The impact of the COVID-19 pandemic is reflected throughout the FY2021 Proposed Budget, including the economic, funding, enrollment, and operational ramifications. However, given the full impact of the pandemic cannot be known at this point, much consideration was given to the adaptability of the proposed budget to address the unforeseen challenges of FY2021.

Demographic and Economic Factors

Tax Digest. The limited commercial and industrial tax base in Paulding County results in a lower net digest per student (NDPS), which reduces local funding. In tax year 2019, Paulding County's NDPS was \$148.3 thousand, which was \$65,000 or 31% lower than the average for districts with over 10,000 students (large districts). With a projected enrollment of 30,711 K-12 students and compared to other large districts, this results in a tax digest deficit of \$2.0 billion or \$37 million in tax levy (with an 18.750 millage rate).



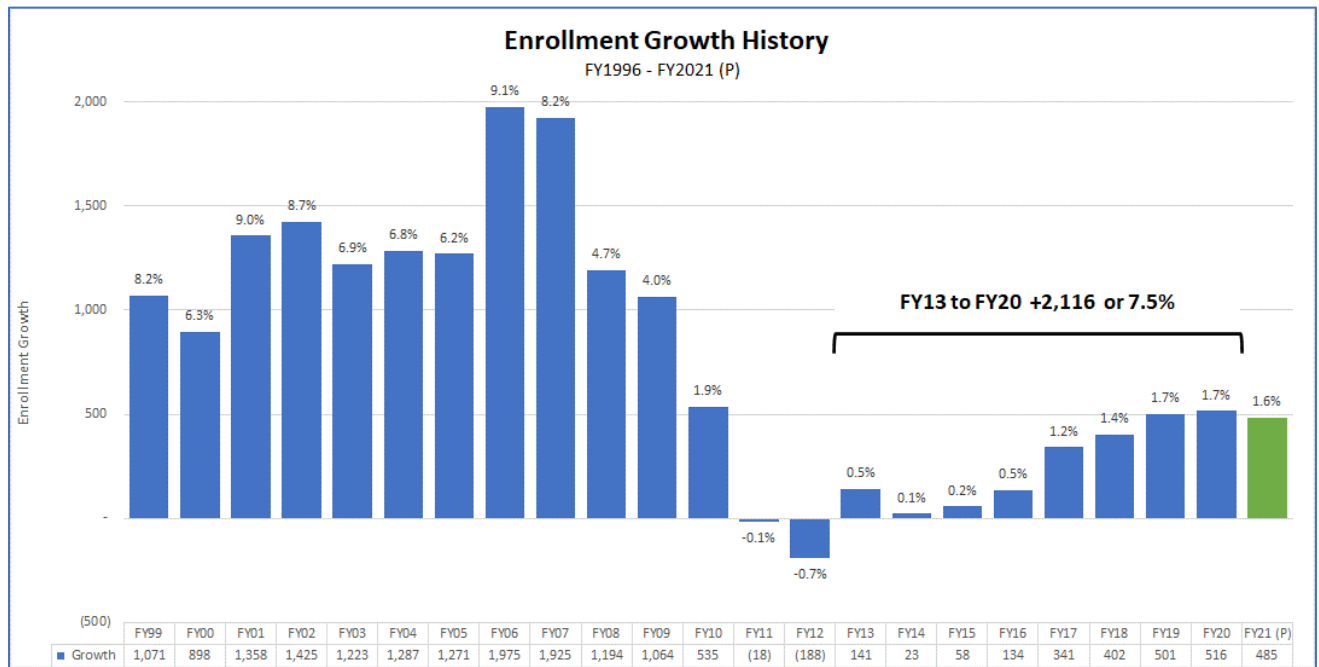
Great Recession. While Paulding County's economy is recovering from the recession, the residual effect on the tax digest remains material. This is significant to note because approximately one-third of the District's revenues comes from local sources.

For FY2021 (tax year 2020), the inflation adjusted NDPS is projected to be \$119.3 thousand, which is \$26.5 thousand less or -18% than the pre-recession high of \$145.8 thousand.

Large number of school-age children per household. Tax digest issues are exacerbated by the high number of school-age children per household in Paulding County, as there is not a correlating increase in funding. Local funding is based on property tax values and not the number of school-age children living in the home.

Enrollment Factors

Enrollment Growth. In the 8 years preceding the collapse of the housing market, the District experienced tremendous enrollment growth, increasing over 80% from fiscal years 2000 to 2007. From 2008 to 2011 enrollment growth declined by two-thirds. By 2012, enrollment was declining, compared to modest increases statewide. From 2013 to 2020 enrollment grew 2,116 or 7.5%. 2020 enrollment grew 1.7%, the largest growth rate in a decade and much more than the large district average of 0.2%. 2021 is projected to grow 485 or 1.6%.



Funding Factors

Low Wealth. Despite favorable employment, income and free-and-reduced lunch statistics, PCSD is considered a low wealth school system due to a limited commercial and industrial tax base and the large number of school-age children per household. With approximately 66% of revenue coming from State sources (compared to a statewide average of 52%) the District is highly susceptible to changes in State funding, including austerity reductions, State Pay Scale Adjustments, Equalization Grant funding and changes in the Quality Basic Education (QBE) methodology.

Paulding County School District
Fiscal Year Budget

2021

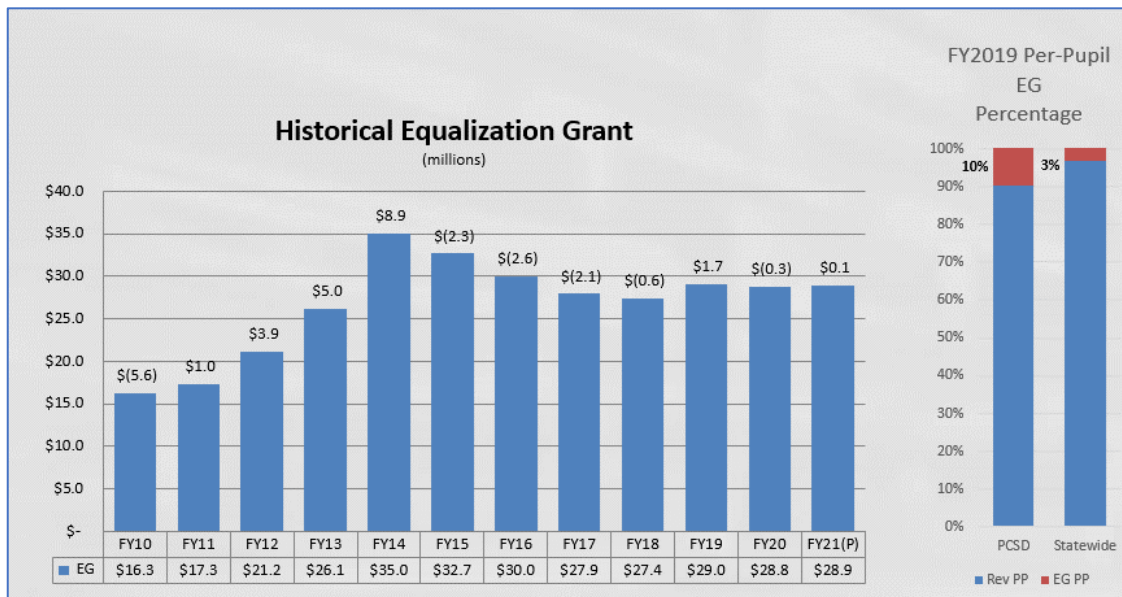
In FY2021, funding under the state Quality Basic Education (QBE) formula will be reduced by 10.4% or \$17.5 million in austerity reductions due to decreases in state revenue related to COVID-19.

PCSD will receive \$28.9 million in Equalization Grant funding in FY2021 (the third highest award statewide). Based on FY2019 comparative data, the most recent information available, PCSD continues to be heavily dependent on the Equalization Grant, which accounted for 10% of per-pupil revenue, compared to a statewide percentage of only 3%.

	FY2020	FY2021	Change	%
FTE	30,561	30,561	-	0.0%
QBE Earnings	\$ 172,376,699	\$ 190,833,343	\$ 18,456,644	10.7%
Health Insurance	18,041,940	-	(18,041,940)	-100.0%
Principal/Staff Development	9,927	11,016	1,089	11.0%
Total QBE Earnings	\$ 190,428,566	\$ 190,844,359	\$ 415,793	0.2%
Less: LFS	(20,872,251)	(22,167,606)	(1,295,355)	6.2%
State Funds	\$ 169,556,315	\$ 168,676,753	\$ (879,562)	-0.5%
Less: Austerity	\$ -	\$ (17,492,791)	(17,492,791)	0.0%
Austerity Percentage	0.0%	-10.4%		
Plus:				
Equalization	\$ 28,763,731	\$ 28,925,825	162,094	0.6%
Nursing	625,883	626,962	1,079	0.2%
Transportation	1,461,689	1,456,057	(5,632)	-0.4%
Total	\$ 200,407,618	\$ 182,192,805	(18,214,813)	-9.1%

Note: From Prior Year's Mid-year QBE Summary and Projected Budget QBE Summary.

Millage Rate Changes. Changes to the millage rate impact both local revenue and the Equalization Grant formula. Generally, reductions in the millage rate will result in the reduction of the grant award. Property Taxes (Ad Valorem) are expected to increase \$6.5 million or 7.8% in FY2021. This compares to FY2019 and FY2020 increases of 9.5% and 8.7%, respectively.



Paulding County Board of Education CURRENT 2020 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY						
The Paulding County Board of Education does hereby announce that the millage rate will be established at a meeting to be held at the Paulding County Board of Education Board Room on July 28, 2020 at 8:30 AM EST and pursuant to the requirements of O.C.G.A. 48.5.32, do hereby publish the following presentation of the current year's tax digest and levy, along with the history of the tax digest and levy for the past five years.						
County School	2015	2016	2017	2018	2019	2020
Real & Personal Ad Valorem	\$ 3,566,536,251	\$ 3,843,751,629	\$ 4,267,812,331	\$ 4,695,351,018	\$ 5,197,039,026	\$ 5,676,816,294
Motor Vehicle Ad Valorem	197,077,380	147,754,190	109,114,430	84,458,480	69,422,580	31,621,130
Mobile Home Ad Valorem	1,951,153	1,862,849	1,781,714	1,646,786	1,644,067	1,632,921
Timber Ad Valorem (100%)	292,950	324,868	1,068,015	501,435	208,158	5,360
Heavy Duty Equipment	58,443	153,533	942,267	133,553	49,891	163,857
Gross Digest	3,765,916,177	3,993,847,069	4,380,718,757	4,782,091,272	5,268,363,722	5,710,239,562
Less M&O Exemptions	(511,439,573)	(563,602,175)	(626,135,711)	(698,086,901)	(797,100,194)	(891,271,119)
Net Digest	3,254,476,604	3,430,244,894	3,754,583,046	4,084,004,371	4,471,263,528	4,818,968,443
Gross M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Less Millage Rate Rollbacks						
Net M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Net Taxes Levied	\$ 61,441,264	\$ 64,759,593	\$ 70,882,773	\$ 77,101,919	\$ 83,836,191	\$ 90,355,658
Net Taxes \$ Increase	\$ 5,441,085	\$ 3,318,330	\$ 6,123,180	\$ 6,219,145	\$ 6,734,273	\$ 6,519,467
Net Taxes % Increase	9.7%	5.4%	9.5%	8.8%	8.7%	7.8%
Note: M&O is Maintenance and Operations. In 2020, Forest Land Protection Act (FLPA) was removed from the Current 2019 Tax Digest and Five Year History of the Levy. 2020 Net Taxes Levied reflects 18.750, pending Paulding County Board of Education adoption of 2020 Millage Rate.						

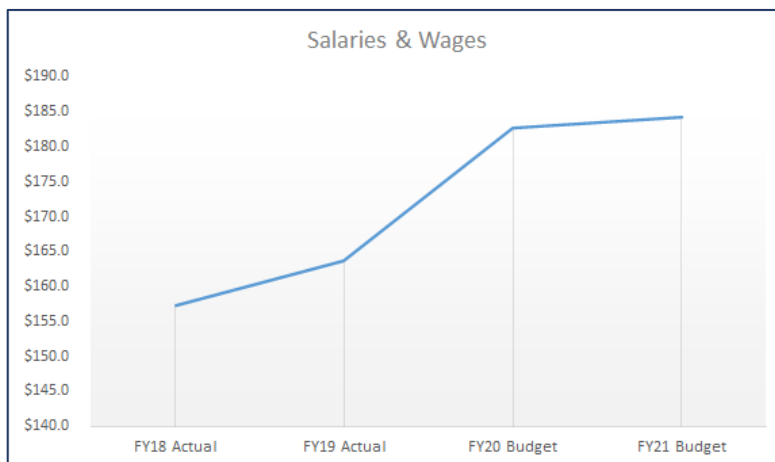
Operating Factors

Rising Cost of Human Capital. With around 90% of the budget focused on salaries, benefits and outsourced custodial services, the rising cost of human capital is a major factor bearing on the District's future. These increases include, but are not limited to, the Teachers Retirement System (TRS) and State Health Benefit Plan, which have seen unprecedented increases over the past few years. As the demand for highly qualified teachers increases, the District must remain competitive in compensation and benefits.

Salaries Highlights:

- \$184.3m, 0.9% Increase¹
- Includes -
- Step Increases
- Certification Changes
- Allotment Changes

¹ Excludes non-QBE grants

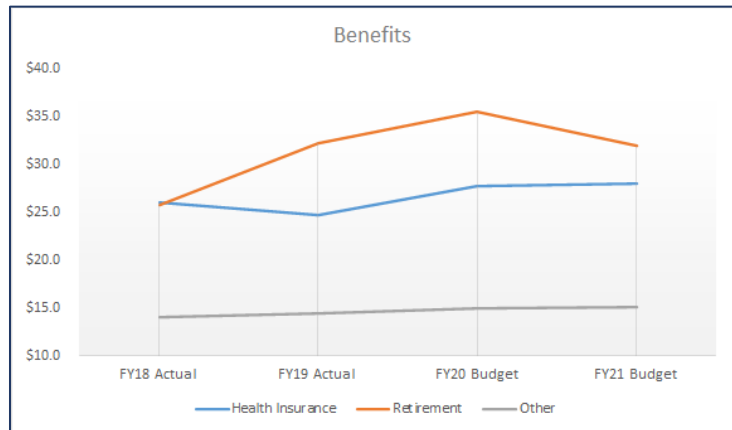


Benefits Highlights:

- \$75.1m, -4.1% Decrease¹
- Includes -
- \$32.0m TRS, -10.0% Decrease¹
- \$28.1m Healthcare, 1.1% Increase¹
- \$15.0m Other², 0.5% Increase¹

¹ Excludes non-QBE grants

² Workers Comp, Unemployment, Life Insurance, MID, TSA Match, Social Security and Medicare



Material Changes (Shifts) from Current Year Budget

Changes in Revenue

The FY2021 budget includes a \$283.1 million General Fund budget, excluding grants and transfers to other funds. This represents a decrease of \$13.1million or -4.4% from the FY2020 Budget.

Material changes in revenue include the following:

- QBE decrease due to 10.4% Austerity due to COVID-19

Changes in Expenditures

The FY2021 budget includes a \$288.1 million General Fund budget, excluding grants and transfers to other funds. This represents a decrease of \$8.1 million or -2.7% from the FY2020 Budget.

Material changes in expenditures include the following:

- Salaries and Benefits changes related to enrollment growth and participation in Exceptional Students Educational Programs (ESEP)
- Salaries and Benefits changes related to Step Increases
- Other expenditures (non-salaries and benefits related) decreased \$2.0 million or -6.3%.

Material or significant changes are defined as a minimum of 0.05% of proposed expenditures and a 10% change (absolute value) from the current to Proposed Budget.

Significant Changes in Fund Balance

The Proposed Budget anticipates a decline of \$6.6 million or 12.8% in fund balance.

The budget reflects a decline of \$20.5 million or 45.8% in fund balance during the three-year forecast period. This decline is the result of a spending plan, designed to bring fund balance more in line with industry standards.

Paulding County School District
Fiscal Year Budget

2021

Financial Data

General Fund								
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Revenue:								
Local Taxes	\$ 70,690,640	\$ 78,101,894	\$ 84,755,267	\$ 93,618,161	\$ 98,023,000	\$ 106,092,088	\$ 113,110,187	\$ 120,128,286
Other Local Sources	1,873,799	2,291,092	2,442,687	2,361,729	2,075,549	2,351,212	2,398,625	2,446,039
State Source	174,591,772	182,347,280	190,939,379	202,453,260	184,351,869	198,824,564	202,787,182	206,749,800
Federal	-	-	-	-	-	-	-	-
Total Revenue	\$ 247,156,212	\$ 262,740,266	\$ 278,137,332	\$ 298,433,150	\$ 284,450,418	\$ 307,267,865	\$ 318,295,994	\$ 329,324,124
Less: Grants (see below)	1,338,703	1,398,161	1,623,651	2,927,122	1,384,064	1,657,113	1,733,854	1,810,596
	\$ 245,817,508	\$ 261,342,105	\$ 276,513,681	\$ 295,506,028	\$ 283,066,354	\$ 305,610,752	\$ 316,562,140	\$ 327,513,529
Expenditures:								
1000 Instruction	\$ 168,540,646	\$ 176,722,349	\$ 187,466,273	\$ 202,338,217	\$ 198,865,469	\$ 214,171,964	\$ 223,232,876	\$ 232,293,788
2100 Pupil Services	8,473,632	9,402,731	9,876,483	10,795,557	11,770,445	12,459,705	13,258,350	14,056,994
2210 Improvement of Instruction	9,573,878	9,625,808	10,050,715	11,018,785	10,835,632	11,395,909	11,787,558	12,179,207
2213 Instructional Staff Training	-	422,169	847,986	718,395	372,103	520,216	492,237	464,258
2220 Media Services	4,408,450	4,633,766	4,842,217	5,063,840	5,014,968	5,285,581	5,449,892	5,614,203
2300 General Administration	1,268,226	1,157,784	1,339,925	1,379,372	1,448,059	1,493,049	1,551,175	1,609,300
2400 School Administration	16,437,204	17,155,641	18,360,584	19,716,074	19,738,002	21,030,109	21,946,312	22,862,515
2500 Business Services	1,232,807	1,347,376	1,420,399	1,719,497	1,938,401	2,066,689	2,245,020	2,423,351
2600 Maintenance	17,312,313	18,265,396	20,256,407	19,204,736	20,903,179	21,624,728	22,436,835	23,248,943
2610 Local Facility Construction	181,895	0	-	-	-	-	-	-
2700 Transportation	14,960,495	15,701,462	15,467,518	15,758,309	14,997,063	15,415,964	15,428,962	15,441,960
2800 Central Support Services	2,119,758	2,264,243	2,611,129	3,267,336	3,368,003	3,775,969	4,125,927	4,475,885
2900 Other Support Services	208,606	210,003	197,549	183,303	199,040	185,950	181,367	176,784
3100 SNP	170,886	159,785	128,980	133,792	-	98,631	84,422	70,214
3200 Enterprise Operations	-	0	-	-	-	0	0	0
3300 Community Services Operations	-	299.43	113.36	200.29	-	298.45	339.93	381.41
Total Expenditures	\$ 244,888,795	\$ 257,068,813	\$ 272,866,280	\$ 291,297,412	\$ 289,450,364	\$ 309,524,763	\$ 322,221,274	\$ 334,917,784
Less: Grants (see below)	1,338,699	1,251,459	1,709,917	2,978,661	1,384,064	1,223,623	1,256,182	1,288,742
	\$ 243,550,096	\$ 255,817,355	\$ 271,156,363	\$ 288,318,751	\$ 288,066,300	\$ 308,301,141	\$ 320,965,091	\$ 333,629,042
Revenue Over/(Under) Expenditures	\$ 2,267,417	\$ 5,671,453	\$ 5,271,052	\$ 7,135,738	\$ (4,999,946)	\$ (2,256,898)	\$ (3,925,279)	\$ (5,593,660)
Other Sources (Uses):								
Transfers In	468,559	3,593	467,280	192,010,000	-	95,910,673	115,017,602	134,124,531
Transfers Out	(888,606)	(5,347,424)	(2,971,271)	(195,561,350)	(1,589,950)	(98,756,705)	(117,918,366)	(137,080,028)
Total Other Sources (Uses)	(420,047)	(5,343,831)	(2,503,991)	(3,551,350)	(1,589,950)	(2,846,031)	(2,900,764)	(2,955,496)
Change in Fund Balance	\$ 1,847,369	\$ 327,622	\$ 2,767,061	\$ 3,584,387	\$ (6,589,896)	\$ (5,102,930)	\$ (6,826,043)	\$ (8,549,156)
Beginning Fund Balance	42,791,425	44,638,794	44,966,416	47,733,477	51,317,864	44,727,968	39,625,038	32,798,995
Ending Fund Balance	\$ 44,638,794	\$ 44,966,416	\$ 47,733,477	\$ 51,317,864	\$ 44,727,968	\$ 39,625,038	\$ 32,798,995	\$ 24,249,839

Paulding County School District
Fiscal Year Budget

2021

General Fund								
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Summary by State Object:								
100 Salaries	\$ 152,252,757	\$ 157,317,269	\$ 163,647,499	\$ 180,389,788	\$ 184,277,858	\$ 193,713,851	\$ 202,426,123	\$ 211,138,395
200 Benefits	59,474,457	65,863,273	71,420,391	78,833,680	75,121,244	83,421,804	87,848,202	92,274,600
Total Salaries & Benefits	\$ 211,727,214	\$ 223,180,542	\$ 235,067,890	\$ 259,223,468	\$ 259,399,103	\$ 277,135,655	\$ 290,274,325	\$ 303,412,995
Other Expenditures:								
300 Purchased Profess & Tech Services	\$ 8,265,533	\$ 9,063,932	\$ 9,276,178	\$ 6,816,551	\$ 6,860,515	\$ 6,539,317	\$ 6,033,575	\$ 5,527,833
321 Contracted Service - Teachers	-	1,372	1,698	2,627	7,500	8,127	10,059	11,990
332 Drug Testing and Fingerprinting	17,999	15,279	23,403	20,817	23,500	25,162	26,816	28,470
334 Bus Driver Physicals	22,845	24,634	22,520	23,227	27,000	26,116	26,806	27,497
340 Professional Legal Services	159,752	151,240	158,111	117,595	165,000	143,395	141,080	138,765
361 Per Diem and Fees	-	-	-	3,750	-	-	-	-
410 Water, Sewer and Cleaning Services	957,772	941,032	1,004,351	1,042,649	1,275,761	1,265,592	1,339,351	1,413,110
430 R&M Services	1,339,939	1,335,132	1,732,964	1,654,881	2,044,537	2,140,174	2,313,068	2,485,963
432 R&M Services - Technology Related	-	-	-	-	-	-	-	-
442 Rental of Equipment and Vehicles	3,017	1,780	9,343	3,336	4,612	5,841	6,316	6,791
444 Other Rentals	-	-	-	2,610	-	-	-	-
490 Other Purchased Property Services	30,339	33,405	33,715	32,330	32,500	33,432	33,756	34,081
520 Insurance (non-Employee Benefits)	547,984	554,326	602,256	682,807	808,271	833,845	898,751	963,656
530 Communication	720,458	936,045	947,034	941,066	956,549	1,043,391	1,091,112	1,138,832
532 Commun - Web-Based Subt and Licen	27,816	355,561	725,284	774,299	698,078	1,043,986	1,219,912	1,395,838
563 Tuition to Private Sources	178,621	31,000	48,044	30,578	60,000	55,000	50,000	45,000
569 Other Tuition	-	-	31,275	-	-	-	-	-
580 Travel - Employees	232,191	206,124	227,129	182,800	199,914	183,269	174,481	165,693
595 Other Purchased Services	496,066	489,333	666,215	615,472	581,643	658,934	688,663	718,392
610 Supplies	2,501,772	2,464,331	2,535,252	2,257,697	3,709,771	3,356,574	3,577,510	3,798,447
611 Supplies - Technology Related	30,498	24,764	59,973	43,444	90,564	91,492	105,373	119,254
612 Computer Software	1,024,787	1,006,610	756,387	753,745	933,720	764,550	721,050	677,550
615 Expendable Equipment	1,350,854	878,579	1,634,766	1,809,337	1,103,273	1,486,041	1,529,600	1,573,160
616 Expendable Computer Equipment	4,651,421	4,605,740	5,662,634	3,803,465	1,300,797	1,753,755	1,003,403	253,051
620 Energy	5,044,161	5,393,154	5,778,268	4,986,037	6,144,375	6,007,192	6,186,523	6,365,855
641 Textbooks - Printed	1,694,527	1,474,272	2,232,752	2,311,593	1,020,437	1,593,459	1,542,373	1,491,287
642 Books (Non-Textbooks) & Periodicals	396,906	451,526	428,184	326,491	294,480	280,551	247,562	214,573
715 Land Improvements	-	-	-	121,725	-	-	-	-
720 Building Acq, Construction, and Impr	-	-	-	-	-	-	-	-
730 Purch of Equip - (Not Buses or Comp)	240,466	454,343	195,866	386,981	151,200	212,003	187,414	162,824
732 Purchase or Lease- Buses	2,700,126	2,503,349	2,421,178	1,746,337	426,777	1,782,387	1,605,089	1,427,792
734 Purchase or Lease-Tech Equipment	9,995	-	-	-	-	-	-	-
810 Dues and Fees	343,976	319,771	383,530	394,155	281,260	329,224	324,119	319,014
811 Regional or County Library Dues	11,670	11,670	20,051	20,531	25,000	28,440	31,992	35,544
812 RESA Fees	157,537	159,599	161,838	164,791	167,728	169,971	172,528	175,086
890 Other Expenditures	2,552	368	18,191	220	656,500	527,890	658,665	789,440
Total State Objects	\$ 244,888,795	\$ 257,068,813	\$ 272,866,280	\$ 291,297,412	\$ 289,450,364	\$ 309,524,763	\$ 322,221,274	\$ 334,917,784

Paulding County School District
Fiscal Year Budget

2021

General Fund									
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	
Summary by State Grant Programs:									
Revenue									
1435 CS4GA Computer Science Capacity Grant	\$ -	\$ -	\$ -	\$ 24,886	\$ -	\$ -	\$ -	\$ -	
1565 Hygiene Products in Georgia Schools	-	-	-	8,007	-	-	-	-	
1695 School Security Grant - 2019-2020	-	-	-	990,000	-	-	-	-	
2310 Tuition For Multi-Handicap Children	130,122	-	-	-	-	-	-	-	
2411 Pupil Transportation - State Bonds	231,649	77,320	490,100	428,880	276,777	433,490	477,672	521,854	
2620 Preschool Handicapped State Grant	470,951	577,641	613,851	735,574	659,562	772,062	825,578	879,093	
3019 Vocational Supervisors	26,612	33,006	28,598	28,280	25,347	26,192	25,466	24,741	
3529 Extended Year Ag.	9,117	10,254	19,034	15,622	19,693	22,700	25,352	28,004	
3530 CTAE Voc Construct Bond \$5mil	-	119,903	-	-	-	-	-	-	
3532 Voc Construct Equip - State Bond	-	-	-	272,398	43,022	40,000	40,000	40,000	
3540 Apprenticeship - Spec Approp	35,926	36,066	38,173	36,639	32,840	34,249	33,689	33,129	
3550 Vocational Industry Cert State	29,922	-	42,774	32,891	8,963	20,202	19,299	18,397	
3553 Extended Day-Agriculture	10,826	11,811	21,472	18,551	23,386	26,767	29,953	33,139	
3554 Extended Day-Technology/Career	125,941	126,802	134,956	116,218	98,178	100,586	93,975	87,364	
7050 Math And Science Supplement	266,881	257,784	234,272	219,007	196,296	180,864	162,870	144,875	
7052 TOTY	507	507	-	-	-	-	-	-	
9191 GF Instruction NHEC PCCA	-	146,667	-	-	-	-	-	-	
9210 EdCamp Foundation	250	400	421	(1)	-	-	-	-	
9211 Tech Competition	-	-	-	170	-	-	-	-	
Total Grant Program Revenue	\$ 1,338,703	\$ 1,398,161	\$ 1,623,651	\$ 2,927,122	\$ 1,384,064	\$ 1,657,113	\$ 1,733,854	\$ 1,810,596	
Expenditures									
1435 CS4GA Computer Science Capacity Grant	\$ -	\$ -	\$ -	\$ 24,886.45	\$ -	\$ -	\$ -	\$ -	
1565 Hygiene Products in Georgia Schools	-	-	-	8,007	-	-	-	-	
1695 School Security Grant - 2019-2020	-	-	-	990,000	-	-	-	-	
2310 Tuition For Multi-Handicap Children	130,122	-	-	-	-	-	-	-	
2411 Pupil Transportation - State Bonds	231,649	77,320	490,100	428,880	276,777	-	-	-	
2620 Preschool Handicapped State Grant	470,951	577,641	613,851	735,574	659,562	772,062	825,578	879,093	
3019 Vocational Supervisors	26,612	33,006	28,598	28,280	25,347	26,192	25,466	24,741	
3529 Extended Year Ag.	9,117	10,254	19,034	15,622	19,693	22,700	25,352	28,004	
3530 CTAE Voc Construct Bond \$5mil	-	119,903	-	-	-	-	-	-	
3532 Voc Construct Equip - State Bond	-	-	-	272,398	43,022	40,000	40,000	40,000	
3540 Apprenticeship - Spec Approp	35,926	36,066	38,173	36,639	32,840	34,249	33,689	33,129	
3550 Vocational Industry Cert State	29,922	-	42,774	32,891	8,963	20,202	19,299	18,397	
3553 Extended Day-Agriculture	10,826	11,811	21,472	18,551	23,386	26,767	29,953	33,139	
3554 Extended Day-Technology/Career	125,941	126,802	134,956	116,218	98,178	100,586	93,975	87,364	
7050 Math And Science Supplement	266,881	257,784	234,272	219,007	196,296	180,864	162,870	144,875	
7052 TOTY	507	507	-	-	-	-	-	-	
9191 GF Instruction NHEC PCCA	-	-	86,270	51,537	-	-	-	-	
9210 EdCamp Foundation	246	365	417	-	-	-	-	-	
9211 Tech Competition	-	-	-	170	-	-	-	-	
Total Grant Program Expenditures	\$ 1,338,699.21	\$ 1,251,458.73	\$ 1,709,917.08	\$ 2,978,660.87	\$ 1,384,064.00	\$ 1,223,622.55	\$ 1,256,182.28	\$ 1,288,742.01	

Level Three: Summary Data for Individual Funds

Special Revenue Funds

The **Special Revenue Funds** account for resources that are legally restricted for specific purposes. Although reported within the General Fund for audited financial reporting, the Special Revenue Fund is presented separately for budget appropriation and internal reporting purposes. Special Revenue Funds are used to account for those funds that are restricted for specific purposes. Most of the federal, state, local and private grants that the district receives are accounted for in the special revenue fund and must be spent and accounted for according to the specific grant requirements.

- The **School Nutrition Fund** accounts for activities associated with the District's School Nutrition Program (SNP). Although a Special Revenue Fund, the School Nutrition Fund is presented separately for budget appropriation and internal reporting purposes.

Most federal grants are allocated through the Georgia Department of Education to the local school district. For Paulding County, Title I and Special Education VIB Flow-through will be the largest grants awarded for FY2021 at \$3.8 and \$5.0 million, respectively. Both grants exceed 10% of the total budgeted expenditures for Special Revenue Funds. Below are brief descriptions of these grants and their anticipated FY2021 award.

Title I-A Improving the Academic Achievement of the Disadvantaged (Program 1750, \$3,835,450)

Title I provides funding for educationally disadvantaged children in identified economically deficient schools. It helps ensure that all children are meeting the State academic content and student academic achievement standards. In FY2021, Title I will be able to serve 12 (of the 19) elementary schools in the Paulding County School District.

Special Education VI-B Flow-through (Program 2824, \$4,968,483)

The Special Education VIB Flow-through helps the district with excess cost related to special education and the services prescribed by the Individuals with Disabilities Education Act (IDEA) as authorized by Congress. The grant provides support services to children with disabilities including but not limited to physical therapy, speech therapy, occupational therapy, special transportation and audiology.

Major (Significant) Funding Sources and Uses (Expenditure Categories)

Federal Revenue

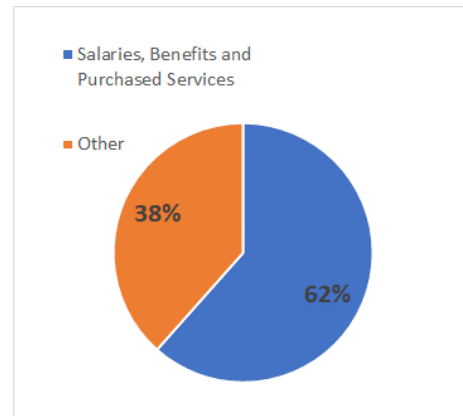
Federal revenue (U.S. Department of Education) accounts for 80.2% of all FY2021 Special Revenue Fund Proposed Budget.

Salaries, Benefits and Purchased Service Expenditures

Salaries, Benefits and Purchased Service Expenditures (including Purchased Professional & Technical Services and Contracted Services for Teachers) account for 62% of the FY2021 Special Revenue Expenditure Budget.

The proposed FY2021 budget includes:

- \$6.9 million in Salaries or 37%
- \$2.6 million in Benefit costs or 14%
- \$2.1 million in Purchased Services or 11%



Underlying Assumptions and Significant Trends for Major Funding Sources and Uses

Underlying Assumptions:

Federal Funding Sources

- For most grants, should the funding of these programs be eliminated or reduced, it is likely that the services provided would be negatively impacted unless another funding source is identified.
- Each grant is adjusted in the current year before funds are spent based on the actual grant award for that year.
- Increases in enrollment, especially enrollment in Exceptional Students Educational Programs (ESEP), should continue to increase grant opportunities, but will also likely place higher demands on local resources.

Salaries, Benefits and Purchased Services

- When grant awards do not fully support the initiative, local revenue sources (General Fund) may be required to address allotment quantity, total compensation and benefits.
- Cost of labor will continue to grow at a higher rate than awards, resulting in a decline in resources available for non-labor related expenditures. For example, 38% of the Proposed Budget is for non-labor related expenditures, compared to the prior three-year average of 21%.
- Increases to local pay scales do not always result in additional grant resources.

Significant Trends or Factors Influencing Budget Decisions:

COVID-19 Pandemic. The impact of the COVID-19 pandemic is reflected throughout the FY2021 Proposed Budget, including the economic, funding, enrollment, and operational ramifications. However, given the full impact of the pandemic cannot be known at this point, much consideration was given to the adaptability of the proposed budget to address the unforeseen challenges of FY2021.

Demographic and Economic Factors

Free and Reduced-Price Meal Benefits Program Eligibility. *Free and Reduced-Price Meal Benefits*

Program (FRL) is a part of the National Child Nutrition Program. This program makes free or reduced priced meals available to qualifying households. Qualifications are based on the gross income of all household members and the number of persons living in the house.

FRL participation is a measurement of student wealth and is directly impacted by the demographic and economic conditions of Paulding County.

FRL is a key element in the allocation of several grants, including Title I and Special Education VIB Flow-through.

The FRL participation percentage decreased 1.62% from October 2012 to October 2019, from 42.39% to 40.98%, respectively.

Free and Reduced Price Meal Eligibility (FRL)

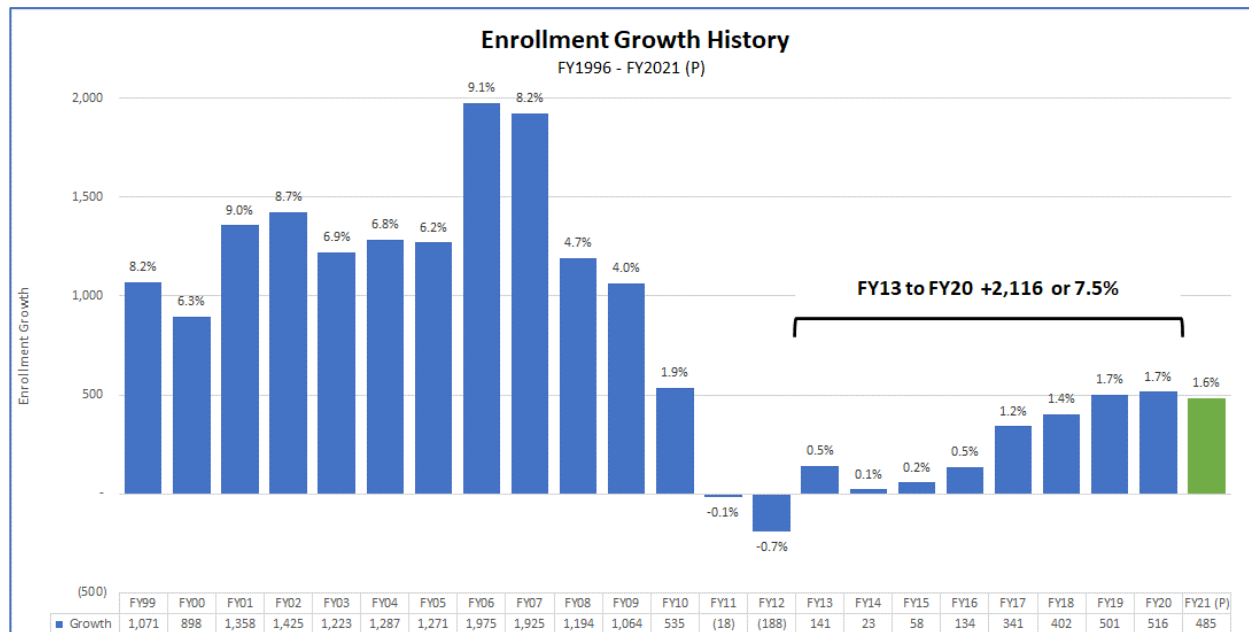
School	Oct-12 % FRL	Oct-19 %FRL	Change
0299 - Allgood Elementary School	64.67	62.51	(2.16)
0103 - Bessie L. Baggett Elementary	54.37	56.82	2.45
0110 - Burnt Hickory Elementary School	21.26	18.38	(2.88)
0199 - C. A. Roberts Elementary School	41.82	43.79	1.97
0410 - Carl Scoggins Sr. Middle School	52.86	45.05	(7.81)
0304 - Connie Dugan Elementary School	43.90	49.70	5.80
1050 - Dallas Elementary School	75.67	77.25	1.58
0292 - East Paulding High School	36.60	36.46	(0.14)
0394 - East Paulding Middle School	36.92	36.85	(0.07)
0194 - Floyd L. Shelton Elementary School at Crossroad	15.12	18.84	3.72
0310 - Hal Hutchens Elementary	44.68	55.86	11.18
2352 - Herschel Jones Middle School	63.46	60.47	(2.99)
5050 - Hiram Elementary School	64.59	61.01	(3.58)
0101 - Hiram High School	44.80	51.73	6.93
0404 - Irma C. Austin Middle School	41.98	44.98	3.00
0297 - J. A. Dobbins Middle School	52.21	56.76	4.55
0201 - Lena Mae Moses Middle School	36.40	37.21	0.81
0104 - Lillian C. Poole Elementary School	57.37	46.89	(10.48)
0188 - McGarity Elementary School	45.10	52.35	7.25
0198 - Nebo Elementary School	41.21	49.68	8.47
2052 - New Georgia Elementary School	43.06	50.00	6.94
0109 - North Paulding High School	21.12	19.34	(1.78)
0294 - Northside Elementary School	50.78	51.22	0.44
0213 - P. B. Ritch Middle School	54.21	54.06	(0.15)
2552 - Paulding County High School	52.74	48.16	(4.58)
0204 - Roland W. Russom Elementary	30.74	25.92	(4.82)
0197 - Sam D. Panter Elementary School	54.26	56.47	2.21
0108 - Sammy McClure Sr. Middle School	17.96	15.94	(2.02)
0210 - Sara M. Ragsdale Elementary	57.63	51.44	(6.19)
0106 - South Paulding High School	37.49	32.36	(5.13)
0192 - South Paulding Middle School	46.80	50.31	3.51
4052 - Union Elementary School	51.82	43.17	(8.65)
0113 - WC Abney Elementary	38.00	30.23	(7.77)
Paulding County School District	42.39	40.77	(1.62)
Statewide Average	59.59	59.45	(0.14)

The Statewide participation percentage decreased 0.14%, from 59.59% to 59.45%.

ESEP Enrollment. ESEP enrollment has increased dramatically over the past several years. In FY2019, the average additional cost per ESEP student was approximately \$1,802.

Enrollment Factors

Enrollment Growth. Increases in enrollment may result in additional grant awards, but funding may not cover all the additional costs associated with required services. From 2008 to 2011 enrollment growth declined by two-thirds. By 2012, enrollment was declining, compared to modest increases statewide. From 2013 to 2020 enrollment grew 2,116 or 7.5%. 2020 enrollment grew 1.7%, the largest growth rate in a decade and much more than the large district average of 0.2%. 2021 is projected to grow 485 or 1.6%.



Funding Factors

Federal Budget. Changes in the appropriations for grants and/or the allocation methodology.

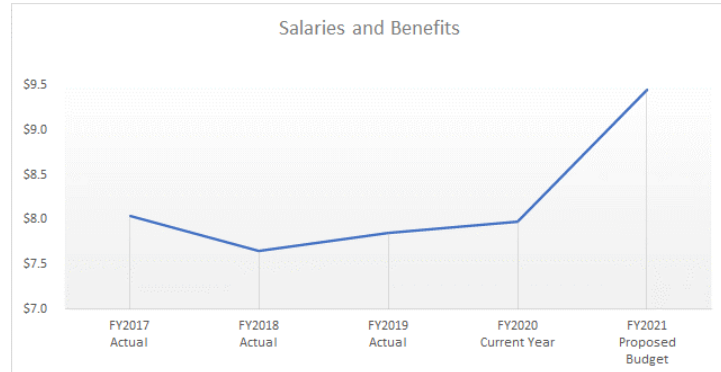
Grant Requirements. Specific requirements, including restrictions on expenditures may impact decisions regarding grant application, especially when local funds are required to fully support the initiative.

Operating Factors

Rising Cost of Human Capital. With around 62% of the budget focused on salaries, benefits and purchased services, the rising cost of human capital is a major factor bearing on the District's future. These increases include, but are not limited to, the Teachers Retirement System (TRS) and State Health Benefit Plan, which have seen unprecedented increases over the past few years. As the demand for highly qualified teachers increases, the District must remain competitive in compensation and benefits.

Salaries and Benefits:

- \$6.9m Salaries, 13.1% Increase
- \$2.6m Benefits, 8.3% Increase
- \$ 9.5m Salaries and Benefits, 11.8% Increase



Material Changes (Shifts) from Current Year Budget

Changes in Revenue

The proposed revenue budget is \$9.8 million or 113.0% greater than the current year. This is primarily due to being awarded \$3 million from the CARES Act due to COVID-19 and being awarded the largest L4GA grant in the state. The awarded amount of \$20 million for the L4GA grant will be over a five-year period and projected to receive \$3.9 million in FY2021.

Changes in Expenditures

The proposed expenditure budget is also \$8.3 million or 55.9% greater than the current year, primarily due to the L4GA grant and the CARES Act, which is represented across several objects.

A result of the rising cost of human capital, Salaries, Benefits and Purchased Services (including Purchased Professional & Technical Services and Contracted Services for Teachers) account for 84% of the current year budget as opposed to 62% of the Proposed Budget. Conversely, non-labor related expenditures account for 16% of the current year budget as opposed to 38% of the Proposed Budget.

Material or significant changes are defined as a minimum of 0.05% of proposed expenditures and a 10% change (absolute value) from the current to Proposed Budget.

Significant Changes in Fund Balance

The Proposed Budget does not anticipate a change in fund balance.

The budget does not reflect a negative trend in fund balance during the three-year forecast period.

Anticipated FY2021 Grants

Below is a brief description of other common grants awarded to the district and a table of anticipated awards for FY2021.

CARES Act

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law on March 27th, 2020. This \$2 trillion economic relief package addressed the public health and economic impacts of COVID-19.

L4GA - Literacy for Learning, Living, and Leading in Georgia (Programs 1736,1737,1738,1739)

Federal grant to improve literacy outcomes for students from birth through grade 12.

Title IV-A Student Support and Academic Enrichment (Program 1779)

Title IV-A funding supports providing all students access to well-rounded education, improved school conditions for student learning, and improves the use of technology in order to advance the academic achievement and digital literacy of all students.

Title II Improving Teacher Quality (Program 1784)

The purpose of the Title II grant is to improve the quality and effectiveness of teachers, principals and other school leaders. It will also aim to increase student achievement consistent with the challenging State academic standards, increase the number of teachers, principals and other school leaders, as well as, provide low-income and minority students greater access to effective teachers, principals and other school leaders.

Advanced Placement Grant (Program 1791)

The Advanced Placement grant is committed to supporting local school districts efforts to improving the academic achievement of students. The grant achieves this by providing financial support for teachers to receive training during the summer to be able to offer AP courses to their students in the upcoming school year.

Title III Language Instruction for English Learners and Immigrant Students (Program 1816)

Title III funds are used to provide language instructional programs to English Learners or Limited English Proficient (LEP) students. The purpose of the grant is to have English language learners or Limited English Proficient (LEP) students develop English proficiency and meet the same academic achievement standards that all other students are expected to meet.

High Cost Fund (Program 1831)

These funds assist the local school district in covering the direct special education instructional costs of children with disabilities who meet the criteria of a High Needs Child. The intensity, frequency and

diversity of the special education and related services needs of the child exceed the typical needs of a child with a disability.

JROTC (Program 1862)

The JROTC program offers the opportunity for high school students to enroll in a leadership/citizenship program coordinated under the umbrella of the Career, Technical and Agricultural Education Division of the Georgia Department of Education. The funding from this grant provides partial reimbursement to the local school district for instructor salaries.

Family Connections (Program 2720)

Georgia Family Connection is the only statewide network in the country dedicated to the health and well-being of families and communities. The program connects partners to the resources they need, helps coordinate and manage efforts and empowers our communities to craft local solutions based on local decisions.

Pre-School Regular Project, Special Education (Program 2820)

The funding from this grant assists in providing special education and related services to children with disabilities ages three through five.

VI-B Flowthrough Special Education, Fund 404 (Program 2820)

The funding from this grant assists in providing special education and related services to children with disabilities

Perkins IV Program Improvement Grant (Program 3315)

These funds are used to strengthen the academic, lifetime career and technical skills of students participating in the career and technical education programs. The grant also helps provide professional development to teachers and administrators who are involved in career and technical education programs.

Perkins IV-Perkins Plus Reserve Grant and Perkins Plus Carryover (Program 3320 and Program 3323)

The Reserve grant is designed to supplement the resources of local school systems in rural areas, areas with high percentages of career education students; or areas with high numbers of career and technology education students and were adversely affected by the change in the Perkins IV funding formula.

Striving Readers: Birth-High School (Programs 1730,1731,1732,1733)

This grant focuses on literacy in the classroom by working with the community and research proven instruction. The grant provides support to disadvantaged children which includes but is not limited to children living in poverty, English learners and children with disabilities. Striving Readers serves children from birth to high school.

Paulding County School District
Fiscal Year Budget

2021

Anticipated FY2021 Grants

Program Names	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget
Striving Readers Birth-5		\$ 2,775	\$ 88,763	\$ 51,338	\$ 49,545
Striving Readers Elementary		5,564	1,893,909	176,858	220,752
Striving Readers Middle		1,235	868,441	132,007	121,156
Striving Readers High		584	109,181	339,329	440,441
L4GA - Birth through Age 5					585,034
L4GA - Kindergarten through Grade 5					1,655,641
L4GA Middle School					782,200
L4GA High School					891,393
Title I	\$ 3,909,474	3,578,211	3,821,260	3,664,079	3,835,450
Migrant Education, Title I - Regular					1,831
Title IIIIA Student Support and Academic Enrichment		113,616	228,339	159,089	279,099
Title II-A, Improving Teacher Quality	409,839	449,605	500,428	466,280	690,537
Title II-A, Advance Placement	4,150	1,085	2,250	3,475	4,300
Education of Homeless Children	30,842	14,550	0		
Limited English Proficient	66,997	57,629	80,685	88,911	96,586
Title II, Part B: Mathematics And Science Partnerships	404,651	382,328	-		
Title III-A Immigrant			2,500	1,273	4,695
Idea High Cost Fund Pool	51,842	36,461	182,132	26,885	76,241
Jr. ROTC	399,304	428,821	450,288	459,263	486,671
Family Connection - Dhr Grants	47,233	48,500	49,973	49,993	43,000
Pre-School-Regular Project, Special Education	49,684	81,847	83,800	81,295	105,578
Vi-B Flowthrough Special Education Fund 404	4,291,702	4,371,912	4,228,403	4,564,250	4,968,483
IDEA Georgia Parent Mentor Partnership Participation Grant				14,400	14,400
Title VI B, Capacity Bldg	21,267	55,284	-		
Vocational 85% Grant-Program Improvement.	166,301	155,406	177,000	184,228	194,000
Perkins Iv - Perkins Plus Reserve Grant	24,856	25,000	24,910	24,286	25,000
Perkins Plus CarryOver	9,601	8,637	10,270	10,003	10,000
CARES Act - ESSER Funds				-	3,015,293
Title I Summer	14,740	19,716	9,227	29,530	-
Title IV SSAE Summer			417	15,625	-
Title II-A Summer	18,100	-	59,427	68,912	-
Summer Account, Title II-A Advance Placement	2,380	1,700	4,515		-
Ed Homeless Summer	21,629	16,193	19,573	-	
Title 3A Limited English Summer			2,244	4,042	
Federal PreSchool Summer		64	6,903	21,720	-
Math/Sci Partn Summer	104,321	22,802	42,179	-	
Title VI B Flow Thru		7,348			
Title 3A Lang Immig Summer				360	-
Title 6B,Capacity BldgSummer		6	14,685	-	
Sunshine Fund	644	1,017	252		-
SNP Gr Action for Healthy Kids	17,399	3,239	12,183	1,613	-
SPED Medicaid FeeForSrv	324,177	451,581	201,709	142,770	180,000
SPED Medicaid ACE	443,066	97,709	608,579	374,395	265,000
PrtnrEd TchrrRetirement	1,931	1,879	2,730	-	
PrtnrEdRev Undesignated		2,351	7,057	1,824	-
PartnerinEdRev Designated		10,849	248	485	-
DonationRev Designated	1,908	1,915	-		
MscGr GOSA InnovationFund			8,370	42,870	-
MscGr GOSA Connections For Cla	-	634,412	-		
MscGr GOSA SharkTank	10,000	-			
OwensBrockway Bus Grant	100,000	51,986	230,310	-	
GOSA Tiny Grant			6,992	-	
Transportation Misc Grant		65,000	65,000	65,000	55,000
McDonalds Misc Grant			1,062	8,936	20,000
Misc	4,489,473	4,116,781	4,358,763	3,427,993	4,132,401
	\$15,437,511	\$15,325,600	\$ 18,464,955	\$14,703,316	\$23,249,727

Paulding County School District
Fiscal Year Budget

2021

Financial Data

Special Revenue Funds								
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Revenue:								
Other Local Sources	\$ 4,741,106	\$ 5,128,842	\$ 4,949,927	\$ 4,391,994	\$ 5,240,527	\$ 4,969,077	\$ 4,995,277	\$ 5,021,476
State Source	157,233	735,061	295,646	92,777	43,000	42,000	41,000	40,000
Federal	10,001,680	9,838,382	12,911,727	10,587,437	18,554,326	17,735,015	19,520,450	21,305,884
Total Revenue	\$ 14,900,019	\$ 15,702,285	\$ 18,157,300	\$ 15,072,208	\$ 23,837,853	\$ 22,746,092	\$ 24,556,726	\$ 26,367,361
				0.7024	0.7784			
Expenditures:								
1000 Instruction	\$ 8,648,097	\$ 9,170,993	\$ 11,295,027	\$ 8,585,615	\$ 14,273,533	\$ 13,213,889	\$ 14,115,741	\$ 15,017,594
2100 Pupil Services	1,701,783	1,317,423	1,609,874	1,370,823	1,591,880	1,468,435	1,451,794	1,435,153
2210 Improvement of Instruction	2,482,943	158,879	180,100	180,393	219,907	220,000	210,000	200,000
2213 Instructional Staff Training	-	2,134,108	2,401,229	2,120,457	4,296,261	4,289,435	4,910,004	5,530,573
2220 Media Services	-	-	-	911	-	-	-	-
2230 Federal Grant Administration	279,983	261,031	308,344	334,208	339,275	362,097	381,273	400,449
2300 General Administration	138,885	134,091	186,338	160,108	229,169	231,694	252,352	273,011
2400 School Administration	-	-	24,949	18,924	25,800	35,262	42,400	49,537
2500 Business Services	2,105	1,748	393	272	-	-	-	-
2600 Maintenance	275	-	-	76	-	-	-	-
2700 Transportation	874,188	922,707	1,248,754	951,595	1,104,362	1,167,092	1,216,016	1,264,940
2800 Central Support Services	4,869	7,763	9,078	13,806	5,000	9,995	10,625	11,256
2900 Other Support Services	47,444	48,500	49,973	49,993	43,000	45,564	44,824	44,085
3200 Enterprise Operations	1,256,938	1,168,358	1,150,896	916,134	1,121,540	965,867	913,565	861,263
Total Expenditures	\$ 15,437,511	\$ 15,325,600	\$ 18,464,955	\$ 14,703,316	\$ 23,249,727	\$ 22,009,329	\$ 23,548,595	\$ 25,087,860
Revenue Over/(Under) Expenditures	\$ (537,492)	\$ 376,684	\$ (307,656)	\$ 368,892	\$ 588,126	\$ 736,763	\$ 1,008,132	\$ 1,279,501
Other Sources (Uses):								
Transfers In	-	20,000	6,300	7,337	-	7,000	6,700	6,500
Transfers Out	-	(20,000)	(6,381)	(7,337)	-	(7,000)	(6,700)	(6,500)
Total Other Sources (Uses)	-	-	(81)	-	-	-	-	-
Change in Fund Balance	\$ (537,492)	\$ 376,684	\$ (307,737)	\$ 368,892	\$ 588,126	\$ 736,763	\$ 1,008,132	\$ 1,279,501
Beginning Fund Balance*	2,366,619	1,829,127	2,205,812	1,898,075	2,266,967	2,855,093	3,591,856	4,599,988
Ending Fund Balance	\$ 1,829,127	\$ 2,205,812	\$ 1,898,075	\$ 2,266,967	\$ 2,855,093	\$ 3,591,856	\$ 4,599,988	\$ 5,879,489

*Includes Beginning Fund Balance Adjustments

Paulding County School District
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2021

Special Revenue Funds								
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
	Actual	Actual	Actual	Current Year	Proposed Budget	Forecast	Forecast	Forecast
Summary by State Object:								
100 Salaries	\$ 6,082,126	\$ 5,639,232	\$ 5,768,576	\$ 5,759,587	\$ 6,868,881	\$ 6,531,839	\$ 6,701,226	\$ 6,870,612
200 Benefits	2,001,197	2,056,153	2,139,510	2,227,994	2,592,166	2,609,538	2,744,916	2,880,293
Total Salaries & Benefits	\$ 8,083,324	\$ 7,695,385	\$ 7,908,086	\$ 7,987,580	\$ 9,461,047	\$ 9,141,377	\$ 9,446,141	\$ 9,750,905
Other Expenditures:								
300 Purchased Profess & Tech Services	\$ 1,361,415	\$ 1,030,884	\$ 1,639,041	\$ 1,394,226	\$ 2,251,720	\$ 2,178,643	\$ 2,393,039	\$ 2,607,434
321 Contracted Service - Teachers	59,853	223,658	75,747	81,728	186,000	158,506	169,543	180,579
340 Professional Legal Services	-	-	-	-	-	-	-	-
430 R&M Services	4,177	5,921	4,683	4,342	4,685	4,593	4,536	4,480
441 Rental of Land or Buildings	412	-	423	-	-	-	-	-
442 Rental of Equipment and Vehicles	325	-	-	-	-	-	-	-
519 Student Trans Purch from Other Source	3,595	-	657	-	-	-	-	-
530 Communication	7,254	7,589	5,376	5,368	8,150	6,619	6,576	6,533
532 Commun - Web-Based Subt and Licens	48,552	153,181	2,280,794	310,532	817,275	1,230,506	1,399,986	1,569,466
563 Tuition To Private Sources	74,201	-	-	154	-	-	-	-
580 Travel - Employees	91,348	87,162	110,186	92,628	123,521	121,912	128,894	135,875
595 Other Purchased Services	275	2,162	5,036	12,586	10,400	15,294	18,361	21,429
610 Supplies	4,755,747	4,325,538	4,574,919	3,554,094	4,589,002	4,028,380	3,917,886	3,807,392
611 Supplies - Technology Related	21,304	22,099	36,233	25,743	14,632	21,092	20,122	19,152
612 Computer Software	67,833	96,528	5,332	-	1,000	1,000	1,000	1,000
615 Expendable Equipment	149,374	98,138	154,169	59,727	99,377	70,636	56,795	42,955
616 Expendable Computer Equipment	101,943	793,064	542,455	421,840	4,172,182	3,537,073	4,313,999	5,090,924
620 Energy	8,385	3,179	22,838	89,448	80,566	110,072	133,135	156,198
641 Textbooks - Printed	-	3,749	43,069	-	-	9,983	8,108	6,234
642 Books (Non-Textbooks) & Periodicals	121,989	327,722	318,139	189,523	837,416	746,755	876,020	1,005,286
730 Purch of Equip - (Not Buses or Comp)	9,198	-	-	-	-	-	-	-
732 Purchase or Lease- Buses	100,000	116,986	295,310	65,000	55,000	83,863	69,665	55,466
810 Dues and Fees	133,599	117,814	179,572	168,031	216,656	228,034	249,667	271,300
880 Federal Indirect Cost Charges	117,456	116,314	168,191	147,666	209,321	216,314	237,822	259,330
890 Other Expenditures	115,950	98,527	94,699	93,100	111,776	98,678	97,300	95,923
Total State Objects	\$15,437,511	\$15,325,600	\$18,464,955	\$ 14,703,316	\$23,249,727	\$22,009,329	\$23,548,595	\$25,087,860

School Nutrition Fund

The **School Nutrition Fund** accounts for activities associated with the District's School Nutrition Program (SNP). Although a Special Revenue Fund, the School Nutrition Fund is presented separately for budget appropriation and internal reporting purposes.

Major (Significant) Funding Sources and Uses (Expenditure Categories)

Federal Funding Sources (National Child Nutrition Program) account for 59.9% of the proposed revenue budget.

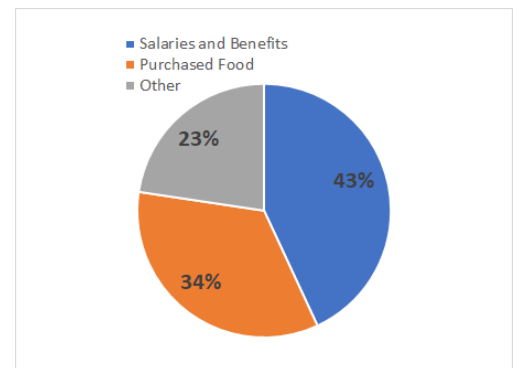
Other Local Sources Revenue

Other Local Sources (Meal Purchases) account for 37.8% of the proposed revenue budget.

Salaries and Benefits Expenditures

Salaries and Benefits account for 43.1% of the Proposed Budget, including:

- \$4.4 million in Salaries or 27.8%
- \$2.4 million in Benefit costs or 15.3%



Purchased Food Expenditures account for \$5.5 million or 34.3% of the Proposed Budget.

Underlying Assumptions and Significant Trends for Major Funding Sources and Uses

Underlying Assumptions:

Federal Funding Sources

- As is the case for most grants, should the funding of these programs be eliminated or reduced, the services provided would likely be negatively impacted.

Local Funding Sources

- Meal purchases are volatile and sensitive to governmental regulations.

Salaries and Benefits

- Cost of labor will continue to grow.

Purchased Food

- As a commodity, purchased food cost is volatile, and has historically increase.

Significant Trends or Factors Influencing Budget Decisions:

COVID-19 Pandemic. The impact of the COVID-19 pandemic is reflected throughout the FY2021 Proposed Budget, including the economic, funding, enrollment, and operational ramifications. However, given the full impact of the pandemic cannot be known at this point, much consideration was given to the adaptability of the proposed budget to address the unforeseen challenges of FY2021.

Demographic and Economic Factors

Free and Reduced-Price Meal Benefits Program Eligibility. *Free and Reduced-Price Meal Benefits*

Program (FRL) is a part of the National Child Nutrition Program.

This program makes free or reduced priced meals available to qualifying households. Qualifications are based on the gross income of all household members and the number of persons living in the house.

FRL participation is a measurement of student wealth and is directly impacted by the demographic and economic conditions of Paulding County.

The FRL participation percentage decreased 1.62% from October 2012 to October 2019, from 42.39% to 40.77%, respectively.

The Statewide participation percentage decreased 0.14%, from 59.59% to 59.45%.

Free and Reduced Price Meal Eligibility (FRL)

School	Oct-12 % FRL	Oct-19 %FRL	Change
0299 - Allgood Elementary School	64.67	62.51	(2.16)
0103 - Bessie L. Baggett Elementary	54.37	56.82	2.45
0110 - Burnt Hickory Elementary School	21.26	18.38	(2.88)
0199 - C. A. Roberts Elementary School	41.82	43.79	1.97
0410 - Carl Scoggins Sr. Middle School	52.86	45.05	(7.81)
0304 - Connie Dugan Elementary School	43.90	49.70	5.80
1050 - Dallas Elementary School	75.67	77.25	1.58
0292 - East Paulding High School	36.60	36.46	(0.14)
0394 - East Paulding Middle School	36.92	36.85	(0.07)
0194 - Floyd L. Shelton Elementary School at Crossroad	15.12	18.84	3.72
0310 - Hal Hutchens Elementary	44.68	55.86	11.18
2352 - Herschel Jones Middle School	63.46	60.47	(2.99)
5050 - Hiram Elementary School	64.59	61.01	(3.58)
0101 - Hiram High School	44.80	51.73	6.93
0404 - Irma C. Austin Middle School	41.98	44.98	3.00
0297 - J. A. Dobbins Middle School	52.21	56.76	4.55
0201 - Lena Mae Moses Middle School	36.40	37.21	0.81
0104 - Lillian C. Poole Elementary School	57.37	46.89	(10.48)
0188 - McGarity Elementary School	45.10	52.35	7.25
0198 - Nebo Elementary School	41.21	49.68	8.47
2052 - New Georgia Elementary School	43.06	50.00	6.94
0109 - North Paulding High School	21.12	19.34	(1.78)
0294 - Northside Elementary School	50.78	51.22	0.44
0213 - P. B. Ritch Middle School	54.21	54.06	(0.15)
2552 - Paulding County High School	52.74	48.16	(4.58)
0204 - Roland W. Russom Elementary	30.74	25.92	(4.82)
0197 - Sam D. Panter Elementary School	54.26	56.47	2.21
0108 - Sammy McClure Sr. Middle School	17.96	15.94	(2.02)
0210 - Sara M. Ragsdale Elementary	57.63	51.44	(6.19)
0106 - South Paulding High School	37.49	32.36	(5.13)
0192 - South Paulding Middle School	46.80	50.31	3.51
4052 - Union Elementary School	51.82	43.17	(8.65)
0113 - WC Abney Elementary	38.00	30.23	(7.77)
Paulding County School District	42.39	40.77	(1.62)

Enrollment Factors

Statewide Average	59.59	59.45	(0.14)
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Enrollment Growth. Increases in enrollment may result in additional grant awards, but funding may not cover all the additional costs associated with required services. From 2008 to 2011 enrollment growth declined by two-thirds. By 2012, enrollment was declining, compared to modest increases statewide. From 2013 to 2020 enrollment grew 2,116 or 7.5%. 2020 enrollment grew 1.7%, the largest

growth rate in a decade and much more than the large district average of 0.2%. 2021 is projected to grow 485 or 1.6%.

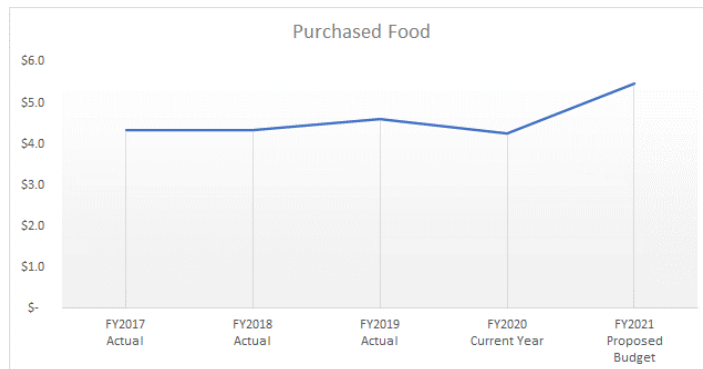
Funding Factors

Federal Budget. Changes in the appropriations for grants and/or the allocation methodology.

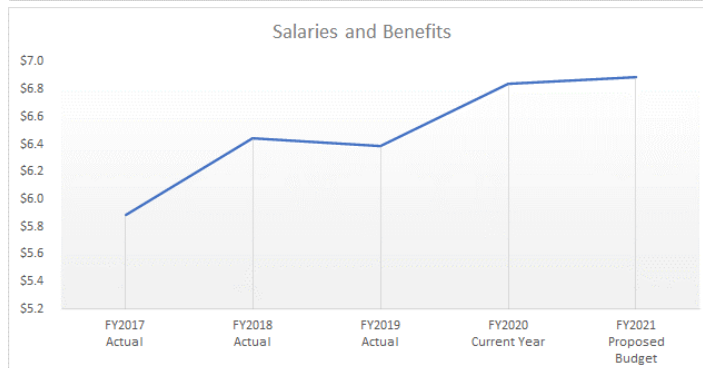
Meal Purchases. Meal purchases are volatile and sensitive to governmental regulations.

Operating Factors

Food Cost. Purchase Food accounts for \$5.5 million or 34.3% of the Proposed Budget. As a commodity, purchased food cost is volatile, and has historically increase.



Rising Cost of Human Capital. With 43.1% of the proposed focused on salaries and benefits, the rising cost of human capital is a major factor bearing on SNP.



Material Changes (Shifts) from Current Year Budget

Changes in Revenue

No material changes are anticipated, beyond current trends.

Changes in Expenditures

No material changes are anticipated, beyond current trends.

Material or significant changes are defined as a minimum of 0.05% of proposed expenditures and a 10% change (absolute value) from the current to Proposed Budget.

Significant Changes in Fund Balance

The Proposed Budget anticipates only a minor change in fund balance.

The budget reflects a decline of \$1.0 million or 49.7% in fund balance during the three-year forecast period. This decline is the result of a spending plan, designed to bring fund balance more in line with industry standards.

Paulding County School District
Fiscal Year Budget

2021

Financial Data

School Nutrition Program								
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Revenue:								
Other Local Sources	\$ 4,636,183	\$ 4,577,520	\$ 5,656,288	\$ 4,229,969	\$ 5,513,976	\$ 5,345,197	\$ 5,486,001	\$ 5,626,804
State Source	328,794	330,088	330,846	335,664	338,955	340,639	343,229	345,818
Federal	8,365,930.35	8,104,536	8,666,886.87	8,338,688.08	8,734,598.00	8,733,574.08	8,830,722.81	8,927,871.55
Total Revenue	\$ 13,330,908	\$ 13,012,144	\$ 14,654,020	\$ 12,904,321	\$ 14,587,529	\$ 14,419,410	\$ 14,659,952	\$ 14,900,494
Expenditures:								
3100 SNP	\$ 14,153,620	\$ 14,132,105	\$ 14,138,355	\$ 13,957,981	\$ 15,744,417	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000
4000 Acquisition & Construction	207,564.88	-	-	909,025.99	249,616.00	-	-	-
Total Expenditures	\$ 14,361,185	\$ 14,132,105	\$ 14,138,355	\$ 14,867,007	\$ 15,994,033	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000
Revenue Over/(Under) Expenditures	\$ (1,030,277)	\$ (1,119,961)	\$ 515,666	\$ (1,962,686)	\$ (1,406,504)	\$ (580,590)	\$ (340,048)	\$ (99,506)
Other Sources (Uses):								
Transfers In	773,755	735,085	769,255	718,905	743,043	724,727	716,966	709,206
Transfers Out	(773,755)	(735,085)	(769,255)	(718,905)	(743,043)	(724,727)	(716,966)	(709,206)
Total Other Sources (Uses)	-	-	-	-	-	-	-	-
Change in Fund Balance	\$ (1,030,277)	\$ (1,119,961)	\$ 515,666	\$ (1,962,686)	\$ (1,406,504)	\$ (580,590)	\$ (340,048)	\$ (99,506)
Beginning Fund Balance*	6,926,783	5,936,828	4,780,100	5,420,703	3,458,016	2,051,512	1,470,922	1,130,874
Ending Fund Balance	\$ 5,896,506	\$ 4,816,867	\$ 5,295,766	\$ 3,458,016	\$ 2,051,512	\$ 1,470,922	\$ 1,130,874	\$ 1,031,368
Summary by State Object:								
								*Includes Beginning Fund Balance Adjustments
100 Salaries	\$ 3,828,462	\$ 3,975,736	\$ 3,949,375	\$ 4,332,367	\$ 4,441,939	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
200 Benefits	2,060,670	2,471,540	2,439,551	2,509,923	2,449,297	2,500,000	2,500,000	2,500,000
Total Salaries & Benefits	\$ 5,889,131	\$ 6,447,276	\$ 6,388,926	\$ 6,842,291	\$ 6,891,236	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000
Other Expenditures:								
300 Purchased Profess & Tech Services	\$ 22,511	\$ 16,302	\$ 16,448	\$ (24,988)	\$ 22,998	\$ 16,210	\$ 14,493	\$ 12,776
410 Water, Sewer and Cleaning Services	160,956	159,652	207,879	207,839	248,084	250,000	250,000	250,000
430 R&M Services	115,140	101,391	67,167	75,071	85,170	62,909	54,283	45,657
520 Insurance (non-Employee Benefits)	14,975	15,089	17,250	25,135	26,771	29,935	33,299	36,663
530 Communication	22,621	25,710	24,927	25,210	26,400	27,091	27,796	28,502
580 Travel - Employees	49,222	46,879	39,208	34,645	49,312	40,237	39,031	37,826
591 SFS Commodity Hauling	54,848	62,435	67,319	55,486	56,981	58,609	58,341	58,073
610 Supplies	583,829	544,186	536,185	459,026	609,698	536,558	533,216	529,874
612 Computer Software	56,927	33,662	111,538	40,882	41,956	50,176	47,904	45,632
615 Expendable Equipment	222,668	159,597	36,595	77,957	39,688	40,000	35,000	35,000
616 Expendable Computer Equipment	24,300	2,318	1,170	-	28,156	5,000	5,000	5,000
620 Energy	208,947	208,451	223,168	205,414	233,146	229,433	233,969	238,505
630 Purchased Food	4,335,890	4,341,682	4,618,701	4,248,097	5,483,666	4,788,479	4,864,689	4,935,898
635 Food Acquisitions	991,479	977,131	951,224	857,187	839,534	796,161	753,777	711,394
720 Building Acq, Construction, and Impr	207,565	-	-	909,026	249,616	-	-	-
730 Purch of Equip - (Not Buses or Comp)	760,008	440,075	185,221	115,417	388,447	365,000	345,000	325,000
810 Dues and Fees	10,422	5,329	4,285	3,736	4,174	4,200	4,200	4,200
880 Federal Indirect Cost Charges	629,744	544,938	641,142	709,577	669,000	700,000	700,000	700,000
890 Other Expenditures	-	-	-	-	-	-	-	-
Total State Objects	\$ 14,361,185	\$ 14,132,105	\$ 14,138,355	\$ 14,867,007	\$ 15,994,033	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000

Capital Projects Fund

Capital Projects Fund accounts for and reports financial resources including Education Special Purpose Local Option Sales Tax (E-SPLOST), bond proceeds and grants from the Georgia State Financing and Investment Commission (including the State Capital Outlay Program) that are restricted, committed or assigned for capital outlay expenditures, including the acquisition or construction of capital facilities and other capital assets.

Major (Significant) Funding Sources and Uses (Expenditure Categories)

Local Taxes: E-SPLOST

Major fund sources include a Special Purpose Local Option Sales Tax for education (E-SPLOST), a one-cent sales tax to help fund capital improvements and debt repayment. For the Proposed Budget, E-SPLOST collections are projected to total \$18.4 million.

Jul-20	\$ 1,529,947
Aug-20	1,463,620
Sep-20	1,456,893
Oct-20	1,503,536
Nov-20	1,488,834
Dec-20	1,503,545
Jan-21	1,419,022
Feb-21	1,548,866
Mar-21	1,571,678
Apr-21	1,495,830
May-21	1,699,361
Jun-21	1,699,361
Total	\$ 18,380,493

State Sources: State Capital Outlay Program

The purpose of the State's reimbursable capital outlay program is to assure that every public-school student is housed in a facility that is structurally sound, well maintained and has adequate space and equipment to meet each student's instructional needs. State capital outlay funds may be used for new construction projects needed due to enrollment growth; to renovate, modernize or replace facilities that have become obsolete or unsafe; to provide new additions to existing facilities or relocation of existing facilities; and to consolidate facilities.

For the Proposed Budget, State Capital Outlay Program reimbursements will total approximately \$1.8 million for the following projects:

- Hiram High School
 - \$3,361,000 Renovation/Modification Reimbursement
 - 50% Reimbursed in FY2021 (\$1,684,500)
 - 50% Reimbursed in FY2022 (\$1,684,500)
- Nebo Elementary School
 - \$1,214,455 Renovation/Modification Reimbursement
 - 90% Reimbursed in FY2020 (\$1,083,959)
 - 10% Reimbursed in FY2021 (\$130,496)

E-SPLOST Capital Projects (Various Expenditures)

The following capital projects will be funded through E-SPLOST:

- Moses Middle School - Renovation/Modification
- Russom Elementary School - Renovation/Modification
- Hiram HS School - Renovation/Modification
- South Paulding High School – Tennis Courts Repairs
- Various Technology, Miscellaneous, and Maintenance Projects

Some major projects span multiple fiscal years. Below are major, multiyear E-SPLOST projects:

E-SPLOST Projects	FY20	FY21	FY22	Cost
Moses MS		\$ 5,884,780		\$ 5,884,780
Russom MS	\$ 566,238	\$ 4,001,116		\$ 4,567,354
Hiram HS		\$ 3,722,000	\$ 3,000,000	\$ 6,722,000
Technology, Main and Misc		\$ 2,050,000		

Construction Fund Capital Projects (Various Expenditures)

The following capital projects will be funded through the Construction Fund:

- Transportation
 - Purchase of buses

Underlying Assumptions and Significant Trends for Major Funding Sources and Uses

Underlying Assumptions:

Transfers In

Debt service is primarily funded through E-SPLOST V (transferred from the Capital Projects Fund). An underlying assumption is the anticipated collection of E-SPLOST proceeds.

Jul-20	\$ 1,529,947
Aug-20	1,463,620
Sep-20	1,456,893
Oct-20	1,503,536
Nov-20	1,488,834
Dec-20	1,503,545
Jan-21	1,419,022
Feb-21	1,548,866
Mar-21	1,571,678
Apr-21	1,495,830
May-21	1,699,361
Jun-21	1,699,361
Total	\$ 18,380,493

Debt Service

- No changes in the Amortization Schedule are anticipated during the Proposed Budget.

Significant Trends or Factors Influencing Budget Decisions:

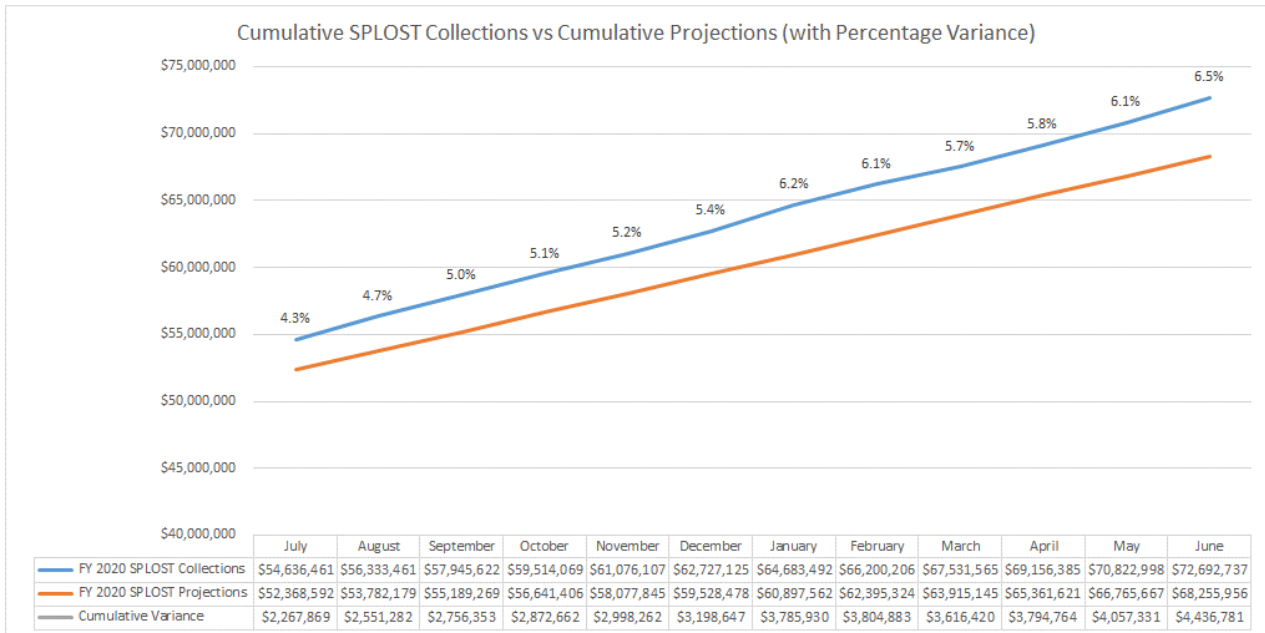
COVID-19 Pandemic. The impact of the COVID-19 pandemic is reflected throughout the FY2021 Proposed Budget, including the economic, funding, enrollment, and operational ramifications. However, given the full impact of the pandemic cannot be known at this point, much consideration was given to the adaptability of the proposed budget to address the unforeseen challenges of FY2021.

Demographic and Economic Factors

Local Economy. E-SPLOST collections are directly impacted by the economy of Paulding County. Which is expected to perform at historical levels during the projected budget period.

Funding Factors

SPLOST Receipts. Capital projects are primarily funded through E-SPLOST collections. Georgia State University's Andrew Young School of Policy Studies (Fiscal Research Center) provided the collection projections for E-SPLOST V. Although volatile, collections have historically exceeded projections. As of June 30, 2020, the cumulative variance to projections was 6.5%.



State Capital Outlay Program. Continued funding of the State's Capital Outlay Program.

Operating Factors

Construction Costs. Operating factors could include the cost of construction.

Material Changes (Shifts) from Current Year Budget

Changes in Revenue

The proposed revenue budget is \$3.8 million or 16.0% lower than the current year. This is primarily related to the FY2020 Nebo Elementary and Panter Elementary capital projects, which totaled \$3.1 million. Other anticipated changes in revenue are related to different capital projects between fiscal years, and their reimbursement-eligible expenditures.

Changes in Expenditures

The proposed expenditure budget is \$9.8 million or 147.5% greater than the current year. Similar to revenue, this is primarily related to the FY2021 Moses Middle School and Russom Middle School capital projects, which totaled \$9.8 million. Other anticipated changes in expenditures are related to different capital projects between fiscal years.

Material or significant changes are defined as a minimum of 0.05% of proposed expenditures and a 10% change (absolute value) from the current to Proposed Budget.

Significant Changes in Fund Balance

The Proposed Budget reflects a decrease of \$14.8 million or 131.7% in fund balance. This anticipated decrease is the result of different capital projects between fiscal years, and their reimbursement-eligible expenditures.

The budget does not reflect a negative trend in fund balance during the three-year forecast period.

Operating Statement

Capital Project Fund Operating Statement as presented to the Board of Education on July 28, 2020.

Paulding County School District

July 1, 2020 through June 30, 2021

Capital Project Fund(s)

	SPLOST V	SPLOST VI	Fund 300	2021 Budget
Revenue:				
SPLOST Collections				
Collections	\$ 14,981,771	\$ 3,398,722		\$ 18,380,493
Capital Outlay Program	1,810,996			1,810,996
School Security Grants (\$30,000)				-
Other Revenue	25,000		5,000	30,000
Transfers from Other Funds *		950,000	867,475	1,817,475
Total Revenue	\$ 16,817,767	\$ 4,348,722	\$ 872,475	\$ 22,038,964
Expenditures:				
Audit Fees	\$ 5,000			\$ 5,000
Interest Expense	11,506			11,506
SPLOST Projects				
Moses MS	5,884,780			5,884,780
Russom ES	4,001,116			4,001,116
Hiram HS	3,722,000			3,722,000
Tennis Court Repairs	25,000			25,000
Transportation	750,000			750,000
Technology	250,000		250,000	500,000
Maintenance			500,000	500,000
Miscellaneous	100,000	950,000		1,050,000
Total Expenditures	\$ 14,749,402	\$ 950,000	\$ 750,000	\$ 16,449,402
Revenue Over (Under) Expenditures	\$ 2,068,365	\$ 3,398,722	\$ 122,475	\$ 5,589,562
Transfer for Debt Service	(8,199,900)	-	-	(8,199,900)
Estimated Fund Balance (July 1, 2020)**	9,382,352	-	6,786,214	16,168,566
Estimated Fund Balance (June 30, 2020)	\$ 3,250,817	\$ 3,398,722	\$ 6,908,689	\$ 13,558,228

* SPLOST V Loan Payment (principal): In SPLOST V the transaction results in a decrease to Cash and A/P. In the General Fund, the transaction results in a decrease to A/R (unspendable) and an increase to Cash (unassigned). These funds are then transferred from the General Fund to Capital Projects to maintain an acceptable General Fund Unassigned Fund Balance.

** Based on FY2020 Budget

Paulding County School District
Fiscal Year Budget

2021

Financial Data

Capital Projects Fund								
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Revenue:								
Local Taxes	\$ 15,529,602	\$ 15,350,318	\$ 19,887,112	\$ 19,969,118	\$ 18,380,493	\$ 20,919,503	\$ 21,951,562	\$ 22,983,620
Other Local Sources	86,170	21,643	34,175	71,400	30,000	29,903	23,644	17,386
State Source	4,606,234	1,289,461	5,030,754	4,022,753	1,810,996	2,494,884	2,209,166	1,923,448
Total Revenue	\$ 20,222,006	\$ 16,661,421	\$ 24,952,041	\$ 24,063,271	\$ 20,221,489	\$ 23,444,290	\$ 24,184,372	\$ 24,924,453
Expenditures:								
2700 Transportation	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -
4000 Acquisition & Construction	12,465,177	8,853,787	13,044,044	6,539,158	15,687,896	12,653,731	13,117,223	13,580,716
5100 Debt Service	86,376	126,272	169,097	107,516	11,506	49,605	32,755	15,906
Total Expenditures	\$ 12,551,553	\$ 8,980,059	\$ 13,213,141	\$ 6,646,674	\$ 16,449,402	\$ 12,703,336	\$ 13,149,979	\$ 13,596,622
Revenue Over/(Under) Expenditures	\$ 7,670,453	\$ 7,681,362	\$ 11,738,900	\$ 17,416,596	\$ 3,772,088	\$ 10,740,955	\$ 11,034,393	\$ 11,327,832
Other Sources (Uses):								
Transfers In	6,881,588	5,343,006	2,963,115	10,535,219	867,475	3,267,277	2,583,675	1,900,074
Transfers Out	(14,666,508)	(8,196,393)	(8,689,899)	(16,712,650)	(8,199,900)	(9,967,982)	(9,526,286)	(9,084,590)
Total Other Sources (Uses)	(7,784,920)	(2,853,387)	(5,726,784)	(6,177,431)	(7,332,425)	(6,700,706)	(6,942,611)	(7,184,517)
Change in Fund Balance	\$ (114,466)	\$ 4,827,975	\$ 6,012,116	\$ 11,239,165	\$ (3,560,337)	\$ 4,040,249	\$ 4,091,782	\$ 4,143,315
Beginning Fund Balance	(1,558,179)	(1,672,645)	3,155,330	9,167,446	20,406,612	16,846,274	20,886,523	24,978,305
Ending Fund Balance	\$ (1,672,645)	\$ 3,155,330	\$ 9,167,446	\$ 20,406,612	\$ 16,846,274	\$ 20,886,523	\$ 24,978,305	\$ 29,121,620
Summary by State Object:								
300 Purchased Profess & Tech Services	\$ 550,686	\$ 526,903	\$ 689,623	\$ 730,150	\$ 864,393	\$ 921,549	\$ 1,004,615	\$ 1,087,681
410 Water, Sewer and Cleaning Services	-	-	-	-	-	-	-	-
490 Other Purchased Property Services	191,684	-	-	-	-	-	-	-
530 Communication	220	-	-	-	-	-	-	-
595 Other Purchased Services	-	-	7,973	5,672	-	-	-	-
610 Supplies	-	-	-	-	-	-	-	-
611 Supplies - Technology Related	-	-	-	235	-	-	-	-
615 Expendable Equipment	44,809	3,369	294,614	14,688	-	48,006	40,176	32,346
616 Expendable Computer Equipment	214,453	-	20,764	457,146	500,000	546,945	649,769	752,593
710 Land Acquisition and Development	(4,241)	-	-	-	-	-	-	-
715 Land Improvements	31,450	9,684	-	-	-	-	-	-
720 Building Acq, Construction, and Impr	11,399,267	8,295,443	12,002,237	5,109,945	14,281,018	10,990,983	11,248,784	11,506,584
730 Purch of Equip - (Not Buses or Comp)	5,855	18,264	28,834	221,322	42,485	146,248	173,879	201,511
732 Purchase or Lease-Purchase of Buses	-	-	-	-	750,000	-	-	-
734 Purchase or Lease-Tech Equipment	30,960	-	-	-	-	-	-	-
810 Dues and Fees	-	125	-	-	-	-	-	-
830 Interest	86,376	126,272	169,097	107,516	11,506	49,605	32,755	15,906
831 Redemption of Principal	-	-	-	-	-	-	-	-
890 Other Expenditures	35	-	-	-	-	-	-	-
Total State Objects	\$ 12,551,553	\$ 8,980,059	\$ 13,213,141	\$ 6,646,674	\$ 16,449,402	\$ 12,703,336	\$ 13,149,979	\$ 13,596,622

Debt Service Funds

Debt Service Funds account for and reports financial resources that are restricted, committed or assigned including taxes (property and sales) legally restricted for the payment of general long-term principal and interest and paying agent's fees.

The School District's bonded debt consists of general obligation bonds, callable with interest payable semiannually. Bond proceeds primarily pay for acquiring or constructing capital facilities. Bonds have also been issued to advance-refund previously issued bonds. The School District repays general obligation bonds from voter-approved property and/or E-SPLIST tax collections. General obligation bonds are direct obligations and pledge the full faith and credit of the School District.¹⁴

The only outstanding bond issue as of June 30, 2020 was the 2014 Bond Issue, with \$81.7million in outstanding bonds. This amount of debt, applicable to debt limits, is well below the legal debt margin. Included in the amortization table above, debt service for FY2021 includes:

Principal	\$4,665,000
Interest	\$3,534,900
Annual Fees*	\$5,000
Total Debt Service	\$8,204,900

* \$5,000 has been budgeted for the annual agent fees and dissemination services.

Legal Debt Limit and Margin¹⁵

The Constitution of the State of Georgia provides that the District may not incur long-term obligations payable out of general property taxes without the approval of a majority of the qualified voters of the District voting at an election called to approve the obligations. In addition, under the Constitution of the State of Georgia, the District may not incur long-term obligations payable out of general property taxes in excess of ten percent (10%) of the assessed value of all taxable property within the District.

Short-term obligations (those payable within the same calendar year in which they are incurred), lease and installment purchase obligations subject to annual appropriation and intergovernmental obligations are not subject to the legal limitations described above. In addition, refunded obligations cease to count against the District's debt limitations.

As computed in the table below, based upon the 2019 gross tax digest, the District could incur (upon necessary voter approval) approximately \$371.0 million of long-term obligations payable out of general property taxes (or general obligation bonds) before reaching the its Debt Limit (10% of Assessed Value) of \$452.7 million.

¹⁴ Annual Financial Report, Basic Financial Statements Note 7

¹⁵ Annual Report on Bond Indebtedness

2019 Gross Tax Digest	\$5,268,363,722
Less: District Bond Exemptions	-\$741,247,930
2019 Net Tax Digest for Bond Purposes	\$4,527,115,792
Debt Limit (10% of Assessed Value)	\$452,711,579
Less: Amount of Debt as of June 30, 2020	-\$81,700,000
Legal Debt Margin	<u>\$371,011,579</u>

Major (Significant) Funding Sources and Uses (Expenditure Categories)

Transfers In

The Capital Projects Fund is the primary source for the Debt Service Fund. Debt service is primarily funded through a Special Purpose Local Option Sales Tax for education (E-SPLOST), a one-cent sales tax to help fund capital improvements and debt repayment (transferred from the E-SPLOST Capital Projects Fund).

Prior to 2011, a bond millage rate was imposed to fund debt service through property taxes. Collected delinquent property taxes are also used to fund debt service

Debt Service

Debt service expenditures account for \$8.2 million or 100.0% of the of the Proposed Budget.

Underlying Assumptions and Significant Trends for Major Funding Sources and Uses

Underlying Assumptions:

Transfers In

Debt service is primarily funded through E-SPLOST V (transferred from the E-SPLOST Capital Projects Fund). An underlying assumption is the collection of projected FY2021 E-SPLOST proceeds. For more information, see Capital Projects Funds.

Jul-20	\$ 1,529,947
Aug-20	1,463,620
Sep-20	1,456,893
Oct-20	1,503,536
Nov-20	1,488,834
Dec-20	1,503,545
Jan-21	1,419,022
Feb-21	1,548,866
Mar-21	1,571,678
Apr-21	1,495,830
May-21	1,699,361

Jun-21	1,699,361
Total	\$ 18,380,493

Debt Service

- No changes in the Amortization Schedule are anticipated during the Proposed Budget.

2014 Bond Issue - Regions

Date	Refunding Principal	Maturity	Coupon	Interest	Total Interest	Total Debt Service
8/1 2020	\$ 81,700,000.00			\$ 116,625.00	\$ 1,767,450.00	\$ 1,767,450.00
2/1 2021	\$ 81,700,000.00	\$ 4,665,000.00	5.00%	\$ 116,625.00	\$ 1,767,450.00	\$ 6,432,450.00
8/1 2021	\$ 77,035,000.00			\$ 122,125.00	\$ 1,650,825.00	\$ 1,650,825.00
2/1 2022	\$ 77,035,000.00	\$ 4,885,000.00	5.00%	\$ 122,125.00	\$ 1,650,825.00	\$ 6,535,825.00
8/1 2022	\$ 72,150,000.00			\$ 128,125.00	\$ 1,528,700.00	\$ 1,528,700.00
2/1 2023	\$ 72,150,000.00	\$ 5,125,000.00	5.00%	\$ 128,125.00	\$ 1,528,700.00	\$ 6,653,700.00
8/1 2023	\$ 67,025,000.00			\$ 133,000.00	\$ 1,400,575.00	\$ 1,400,575.00
2/1 2024	\$ 67,025,000.00	\$ 5,370,000.00	4.95%	\$ 133,000.00	\$ 1,400,575.00	\$ 6,770,575.00
8/1 2024	\$ 61,655,000.00			\$ 141,750.00	\$ 1,267,575.00	\$ 1,267,575.00
2/1 2025	\$ 61,655,000.00	\$ 5,670,000.00	5.00%	\$ 141,750.00	\$ 1,267,575.00	\$ 6,937,575.00
8/1 2025	\$ 55,985,000.00			\$ 149,625.00	\$ 1,125,825.00	\$ 1,125,825.00
2/1 2026	\$ 55,985,000.00	\$ 5,985,000.00	5.00%	\$ 149,625.00	\$ 1,125,825.00	\$ 7,110,825.00
8/1 2026	\$ 50,000,000.00			\$ 157,375.00	\$ 976,200.00	\$ 976,200.00
2/1 2027	\$ 50,000,000.00	\$ 6,295,000.00	5.00%	\$ 157,375.00	\$ 976,200.00	\$ 7,271,200.00
8/1 2027	\$ 43,705,000.00			\$ 124,125.00	\$ 818,825.00	\$ 818,825.00
2/1 2028	\$ 43,705,000.00	\$ 6,620,000.00	3.75%	\$ 124,125.00	\$ 818,825.00	\$ 7,438,825.00
8/1 2028	\$ 37,085,000.00			\$ 127,800.00	\$ 694,700.00	\$ 694,700.00
2/1 2029	\$ 37,085,000.00	\$ 6,880,000.00	3.72%	\$ 127,800.00	\$ 694,700.00	\$ 7,574,700.00
8/1 2029	\$ 30,205,000.00			\$ 133,968.75	\$ 566,900.00	\$ 566,900.00
2/1 2030	\$ 30,205,000.00	\$ 7,145,000.00	3.75%	\$ 133,968.75	\$ 566,900.00	\$ 7,711,900.00
8/1 2030	\$ 23,060,000.00			\$ 139,156.25	\$ 432,931.25	\$ 432,931.25
2/1 2031	\$ 23,060,000.00	\$ 7,410,000.00	3.76%	\$ 139,156.25	\$ 432,931.25	\$ 7,842,931.25
8/1 2031	\$ 15,650,000.00			\$ 144,093.75	\$ 293,775.00	\$ 293,775.00
2/1 2032	\$ 15,650,000.00	\$ 7,685,000.00	3.75%	\$ 144,093.75	\$ 293,775.00	\$ 7,978,775.00
8/1 2032	\$ 7,965,000.00			\$ 149,681.25	\$ 149,681.25	\$ 149,681.25
2/1 2033	\$ 7,965,000.00	\$ 7,965,000.00	3.76%	\$ 149,681.25	\$ 149,681.25	\$ 8,114,681.25
		\$ 81,700,000.00			\$ 25,347,925.00	\$ 107,047,925.00

FY2021 Activity

Significant Trends or Factors Influencing Budget Decisions:

COVID-19 Pandemic. The impact of the COVID-19 pandemic is reflected throughout the FY2021 Proposed Budget, including the economic, funding, enrollment, and operational ramifications. However, given the full impact of the pandemic cannot be known at this point, much consideration was given to the adaptability of the proposed budget to address the unforeseen challenges of FY2021.

Demographic and Economic Factors

Local Economy. E-SPLOST collections are directly impacted by the economy of Paulding County. Which is expected to perform at historical levels during the projected budget period.

Funding Factors

SPLOST Receipts. Debt service is primarily funded through E-SPLOST collections. Georgia State University's Andrew Young School of Policy Studies (Fiscal Research Center) provided the collection projections for E-SPLOST V. Although volatile, collections have historically exceeded projections. As of June 30, 2020, the cumulative variance to projections was 4.3%.

Operating Factors

New Debt Issuances. Operating factors could include the issuance of new debt related to SPLOST VI or the advance-refunding of existing bond issues.

Material Changes (Shifts) from Current Year Budget

Changes in Revenue

There are no material changes in revenue anticipated in the Proposed Budget.

Changes in Expenditures

There are no material changes in expenditures anticipated in the Proposed Budget.

Material or significant changes are defined as a minimum of 0.05% of proposed expenditures and a 10% change (absolute value) from the current to Proposed Budget.

Significant Changes in Fund Balance

The Proposed Budget reflects a decrease of \$0.8 million or 51.2% in fund balance. This anticipated decrease is the result of a reduction of transfers-in from the general fund in FY2021.

The budget does not reflect a negative trend in fund balance during the three-year forecast period.

Paulding County School District
Fiscal Year Budget

2021

Financial Data

Debt Service Fund									
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	
Revenue:									
Local Taxes	\$ 25,977	\$ 27,381	\$ 17,522	\$ 353	\$ 20,000	\$ 15,000	\$ 12,000	\$ 10,000	
Other Local Sources	111	38	48	53	-	-	-	-	
Total Revenue	\$ 26,087	\$ 27,420	\$ 17,570	\$ 407	\$ 20,000	\$ 15,000	\$ 12,000	\$ 10,000	
Expenditures:									
5100 Debt Service	8,203,667	8,198,518	8,230,856	8,216,956	8,204,900	8,191,576	8,187,041	8,175,506	
Total Expenditures	\$ 8,203,667	\$ 8,198,518	\$ 8,230,856	\$ 8,216,956	\$ 8,204,900	\$ 8,191,576	\$ 8,187,041	\$ 8,175,506	
Revenue Over/(Under) Expenditures	\$ (8,177,580)	\$ (8,171,098)	\$ (8,213,286)	\$ (8,216,550)	\$ (8,184,900)	\$ (8,176,576)	\$ (8,175,041)	\$ (8,165,506)	
Other Sources (Uses):									
Transfers In	8,204,967	8,197,218	8,230,856	9,728,781	8,922,375	9,546,753	9,843,391	10,140,029	
Transfers Out	-	-	-	-	-	-	-	-	
Total Other Sources (Uses)	8,204,967	8,197,218	8,230,856	9,728,781	8,922,375	9,546,753	9,843,391	10,140,029	
Change in Fund Balance	\$ 27,387	\$ 26,120	\$ 17,570	\$ 1,512,231	\$ 737,475	\$ 1,370,178	\$ 1,668,350	\$ 1,974,523	
Beginning Fund Balance	61,443	88,830	114,950	132,520	1,644,751	2,382,226	3,752,404	5,420,754	
Ending Fund Balance	\$ 88,830	\$ 114,950	\$ 132,520	\$ 1,644,751	\$ 2,382,226	\$ 3,752,404	\$ 5,420,754	\$ 7,395,277	
Summary by State Object:									
810 Dues And Fees	\$ 5,718	\$ 5,718	\$ 8,156	\$ 4,306	\$ 5,000	\$ 4,926	\$ 4,641	\$ 4,356	
830 Interest	4,237,950	4,052,800	3,887,700	3,757,650	3,534,900	3,301,650	3,057,400	2,801,150	
831 Redemption of Principal	3,960,000	4,140,000	4,335,000	4,455,000	4,665,000	4,885,000	5,125,000	5,370,000	
Total State Objects	\$ 8,203,667	\$ 8,198,518	\$ 8,230,856	\$ 8,216,956	\$ 8,204,900	\$ 8,191,576	\$ 8,187,041	\$ 8,175,506	

Debt Service Funds

The District reported the following accrued obligation for OPEB (other post-employment benefits) in its FY2019 Annual Financial Report. FY2020 data was pending during the budget process.

OPEB Liabilities, OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB

At June 30, 2019, the School District reported a liability of \$184,202,091.00 for its proportionate share of the net OPEB liability. The net OPEB liability was measured as of June 30, 2018. The total OPEB liability used to calculate the net OPEB liability was based on an actuarial valuation as of June 30, 2017. An expected total OPEB liability as of June 30, 2018 was determined using standard roll-forward techniques. The School District's proportion of the net OPEB liability was actuarially determined based on employer contributions during the fiscal year ended June 30, 2018. At June 30, 2018, the School District's proportion was 1.449304%, which was an increase of 0.004301% from its proportion measured as of June 30, 2017.

For the year ended June 30, 2019, the School District recognized OPEB expense of \$7,651,174.00. At June 30, 2019, the School District reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	OPEB	
	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ -	\$ 4,189,872.00
Changes of assumptions	-	31,204,720.00
Net difference between projected and actual earnings on OPEB plan investments	249,224.00	-
Changes in proportion and differences between School District contributions and proportionate share of contributions	550,566.00	1,070,368.00
School District contributions subsequent to the measurement date	7,900,126.00	-
Total	\$ <u>8,699,916.00</u>	\$ <u>36,464,960.00</u>

Informational Section

Property Taxes & Values

What are property taxes?

Property tax is an ad valorem tax - which means according to value - based upon wealth. Wealth is determined by the property a person owns. All real property and all personal property are taxable unless the property has been exempted by law.

- Real property is land and generally anything that is erected, growing or affixed to the land; and
- personal property is everything that can be owned that is not real estate.

In Georgia, property is required to be assessed at 40% of the fair market value unless otherwise specified by law.

Property Taxable Values

Property is assessed at the county level by the Paulding County Board of Tax Assessors (BOA). The State Revenue Commissioner is responsible for examining the digests of counties in Georgia in order to determine that property has been assessed uniformly and equally between and within the counties.

Property owners that do not agree with the assessed value on their proposed assessment may file an appeal with the BOA.

Each year, the BOA is required to review the assessed value for property tax purposes of taxable property in the county. When the trend of prices on properties that have recently sold in the county indicate there has been an increase in the fair market value of any specific property, the BOA is required by Georgia law to re-determine the value of such property and increase the assessment. This is called a reassessment.

Net Digest

The net digest refers to the assessed value (40%) of all properties in a jurisdiction (or tax district), less appropriate exemptions. For 2020, the net digest for the maintenance and operations of PCSD was \$4.8 billion.

Who Does What?

Board of Tax Assessors:
Determines Property Value

Board of Education:
Recommends a Millage Rate

Board of Commissioners:
Levies the Tax

Tax Commissioner:
Collects the Tax

**Georgia Department
of Revenue:**
Oversees the Process

Millage Rate

The tax rate, or millage, is set by the Paulding County Board of Commissioners (the tax levying authority) at the recommendation of the Board of Education. A tax rate of one mill represents a tax liability of one dollar per \$1,000 of assessed value.

A millage rate can be for the maintenance and operations of the school district (M&O) or for bond debt service, including principal and interest (Bond).

The FY2021 budget reflects an 18.750 M&O millage rate, to be used for the maintenance and operations of the school district. The budget does not anticipate a bond millage rate, as E-SPLOST funds will be used to pay bond debt service.

Rollback Rate

When the total digest of taxable property is prepared, Georgia Law requires that a rollback millage rate must be computed that will produce the same total revenue on the current year's new digest that last year's millage rate would have produced had no reassessments occurred.

Property Taxpayer's Bill of Rights ¹⁶

Senate Bill 177, Act 431 was signed April 30, 1999 and became effective January 1, 2000 (O.C.G.A. 48-5-32.1). The bill has two main thrusts:

- Prevention of indirect tax increases resulting from increases to existing property values due to inflation,
- Enhancement of an individual property owner's rights when objecting to and appealing an increase made by a county board of tax assessors to the value of the owner's property.

Rollback of Millage Rate When Digest Value Increased by Reassessments ¹⁷

The Revenue Commissioner developed rules and regulations to implement the terms and provisions of O.C.G.A. 48-5-32.1.

Prevention of Indirect Tax Increases: Each year there are two types of value increases made to a county tax digest;

- increases due to inflation, and
- increases due to new or improved properties.

There are no additional requirements if the levying (or recommending) authority rolls back the millage rate each year to offset any inflationary increases in the digest.

¹⁶ Georgia Department of Revenue: Local Government Services Division

¹⁷ Georgia Department of Revenue: Local Government Services Division

Rollback of Millage Rate to Offset Inflationary Increases: When the total digest of taxable property is prepared, Georgia Law requires that a rollback millage rate must be computed that will produce the same total revenue on the current year's new digest that last year's millage rate would have produced had no reassessments occurred.

If the county (school district) elects to set their millage rate higher than the rollback rate, they will be required:

1. Notification of Tax Increase with Three Public Hearings: The levying (or recommending) authority must hold three public hearings allowing the public input into the proposed increase in taxes.
2. Publish Notice in Paper One Week Before Each Hearing: The levying (or recommending) authority must publish a notice in the paper one week in advance of each of these three public hearings.
3. Press Release to Explain Tax Increase: The levying (or recommending) authority must issue a release to the press explaining its intent to increase the taxes.

More Information?

For more information, visit the Georgia Department of Revenue's website at <https://dor.georgia.gov/local-government-services>.

Example of Millage Rate Calculation

In the example provided, the Tax Amount is calculated by doing the following:

1. Multiply the Fair Market Value by 40% ($\$228,900 \times 40\% = \$89,560$)
2. Deduct the relevant Exemption, in this case \$2,000 Homestead ($\$89,560 - \$2,000 = \$87,560$)
3. Divide by 1,000 for the mills ($\$87,560 / 1,000 = 89.56$)
4. Multiply the mills by the Millage Rate ($89.56 \times 18.750 = \$1,679.25$)

Bond millage rate is 0.000 because debt service is funded through E-SPLOST.

J.W. (Bill) Watson, III
Paulding County Tax Commissioner
240 Constitution Blvd. Room 3006
Dallas, GA 30132-4614
(770) 443-7581

Scan this code with your mobile phone to view or pay this bill

Certain persons are eligible for certain homestead exemptions from ad valorem taxation. In addition to the regular homestead exemption authorized for all homeowners, certain elderly persons are entitled to additional exemptions. The full tax relating to each exemption must be referred to in order to determine eligibility for the exemption. If you are eligible for one of these exemptions and are not now receiving the benefit of the exemption, you must apply for the exemption not later than April 1, 2019 in order to receive the exemption in future years. For more information on eligibility for exemptions or on the proper method of applying for an exemption, you may contact:

Paulding County Board of Tax Assessors
240 Constitution Blvd. Room #3082
Dallas, GA 30132
(770) 443-7606

If you believe that the fair market value placed upon your property by the Board of Tax Assessors is higher than it should be and if you can provide supporting evidence/mortgage appraisal, sales of comparable properties, etc., then it may be in your best interest to file a property tax return with the Board of Tax Assessors requesting a review of your property appraisal. This must be done not later than April 1, 2019. Information on how to file a property tax return can be obtained from the address above.

Sample Bill

INTERNET TAX BILL

State, County & School Ad Valorem Tax Notice

Bill No.	Account Number	Fair Market Value	Assessed Value	Tax District	Acreage	Homestead Code
Sample	Sample	228900	91560	01	0.25	\$1

Map Number / Property Description / Street Address	Tax Entity	Exemptions	Net Taxable	Tax Rate	Tax Amount
Sample Bill	SCHOOL M&O			18.750	1,553
	SCHOOL BND			1.682	139
	COUNTY BND				
	FIRE DIST				
Local Option Sales Tax Information					
Mills required to produce county budget					
Mills reduction due to sales tax rollback					
Actual mill rate set by county officials					
Tax savings due to sales tax rollback					
This gradual reduction and elimination of the state property tax and the reduction in your tax bill this year is the result of property tax relief passed by the Governor and the House of Representatives and the Georgia State Senate. To pay online go to pauldingcountytax.com. If you have any questions concerning this bill, please call our office at (770) 443-7581. Check Verification and Returned Check processing provided by: Envision Payment Solutions.					
TOTAL DUE					
DATE DUE					

2020 (Proposed Budget) Millage Rate

The budget assumes an 18.750 millage rate for the maintenance and operation (M&O) of the District, which is slightly below average among comparable school districts. Coupled with above average school-aged persons per household, this results in an extremely low levy and local revenue per student. The chart to the right shows comparative data for 2019, the most current data available.

M&O Millage Rate History

The last material change to the M&O Millage Rate occurred in 2007, an increase of 2.500 mills.

Lowered Four Times in Last 20 Years:

- 2019 -0.129
- 2013 -0.030
- 2003 -0.881
- 2002 -1.610

Rank	Millage Rate				Levy	Revenue
	2009 M&O Millage Rate	% Variance to PCSD	2019 M&O Millage Rate	% Variance to PCSD	FY2019 Levy per Student	FY2019 Local Revenue per Student
1	Muscogee 23.370	Muscogee 4.461	Muscogee 23.321	Muscogee 4.571	Cobb \$4,827	Cobb \$10,247
2	Richmond 19.342	Richmond 0.433	Richmond 19.794	Richmond 1.044	Avg Comp \$4,114	Bartow \$10,224
3	Avg Comp 19.125	Avg Comp 0.216	Douglas 19.650	Douglas 0.900	Coweta \$4,106	Avg >10k \$10,184
4	Paulding 18.909	Paulding 0.000	Avg Comp 19.432	Avg Comp 0.682	Avg >10k \$4,039	Douglas \$10,161
5	Cobb 18.900	Cobb -0.009	Avg >10k 18.964	Avg >10k 0.214	Cherokee \$4,027	Muscogee \$10,088
6	Coweta 18.590	Coweta -0.319	Cobb 18.900	Cobb 0.150	Bartow \$3,905	Avg Comp \$9,899
7	Cherokee 18.450	Cherokee -0.459	Bartow 18.750	Bartow 0.000	Muscogee \$3,880	Coweta \$9,845
8	Douglas 18.350	Douglas -0.559	Paulding 18.750	Paulding 0.000	Douglas \$3,232	Paulding \$9,739
9	Avg >10k 18.184	Avg >10k -0.725	Coweta 18.590	Coweta -0.160	Richmond \$3,084	Cherokee \$9,551
10	Carroll 18.100	Carroll -0.809	Cherokee 18.450	Cherokee -0.300	Paulding \$2,774	Carroll \$9,543
11	Bartow 17.900	Carroll -1.009	Carroll 17.998	Carroll -0.752	Carroll \$2,550	Richmond \$9,537

Raised Twice in Last 20 Years:

- 2007 +2.500
- 2001 +2.500

Millage Rate Reduction Considerations:

- ✓ Perpetual Loss of Revenue
- ✓ Loss will Compound as Digest Grows
- ✓ Impact on Equalization Grant
- ✓ Low Wealth School District
- ✓ Net Digest per Pupil Not Back to Pre-Recession Levels (Inflation Adjusted)

Bond Millage

In FY2012, the District eliminated the Bond millage rate of 2.963, with debt service now funded through E-SPLOST.

2020 Millage Rate Highlights:

- An M&O millage rate of 18.750 was utilized in the FY2021 Budget.
- Bond millage rate of 0.000 will be maintained in the FY2021 Budget, with bond principal and interest paid through E-SPLOST. A bond millage of approximately 1.682 would be required to meet FY2021 debt service.
- Net M&O Digest is projected to increase \$348m or 7.8% to \$4.8 billion.
- Changes in assessed property values (reassessment) will increase 2020 property taxes by an average 7.4% (18.750).
- Other changes to the digest will increase 2020 property taxes by 0.4%.
- Net Taxes or levy will increase 7.8% (18.750).

2020 Current Tax Digest and Five-Year History of Assessed Value and Taxes Levied

Below is a five-year history (2015-2019) and 2020 or FY2021, the Proposed Budget year, of assessed value of taxable property, tax rates, and taxes levied. In addition, the information below provides an analysis of the millage rate's effect on the average taxpayer for the same period.

Paulding County Board of Education CURRENT 2020 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY						
The Paulding County Board of Education does hereby announce that the millage rate will be established at a meeting to be held at the Paulding County Board of Education Board Room on July 28, 2020 at 8:30 AM EST and pursuant to the requirements of O.C.G.A 48.5.32, do hereby publish the following presentation of the current year's tax digest and levy, along with the history of the tax digest and levy for the past five years.						
County School	2015	2016	2017	2018	2019	2020
Real & Personal Ad Valorem	\$ 3,566,536,251	\$ 3,843,751,629	\$ 4,267,812,331	\$ 4,695,351,018	\$ 5,197,039,026	\$ 5,676,816,294
Motor Vehicle Ad Valorem	197,077,380	147,754,190	109,114,430	84,458,480	69,422,580	31,621,130
Mobile Home Ad Valorem	1,951,153	1,862,849	1,781,714	1,646,786	1,644,067	1,632,921
Timber Ad Valorem (100%)	292,950	324,868	1,068,015	501,435	208,158	5,360
Heavy Duty Equipment	58,443	153,533	942,267	133,553	49,891	163,857
Gross Digest	3,765,916,177	3,993,847,069	4,380,718,757	4,782,091,272	5,268,363,722	5,710,239,562
Less M&O Exemptions	(511,439,573)	(563,602,175)	(626,135,711)	(698,086,901)	(797,100,194)	(891,271,119)
Net Digest	3,254,476,604	3,430,244,894	3,754,583,046	4,084,004,371	4,471,263,528	4,818,968,443
Gross M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Less Millage Rate Rollbacks						
Net M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Net Taxes Levied	\$ 61,441,264	\$ 64,759,593	\$ 70,882,773	\$ 77,101,919	\$ 83,836,191	\$ 90,355,658
Net Taxes \$ Increase	\$ 5,441,085	\$ 3,318,330	\$ 6,123,180	\$ 6,219,145	\$ 6,734,273	\$ 6,519,467
Net Taxes % Increase	9.7%	5.4%	9.5%	8.8%	8.7%	7.8%
Note: M&O is Maintenance and Operations. In 2020, Forest Land Protection Act (FLPA) was removed from the Current 2019 Tax Digest and Five Year History of the Levy. 2020 Net Taxes Levied reflects 18.750, pending Paulding County Board of Education adoption of 2020 Millage Rate.						
Impact on Taxpayer						
Homestead Exemption	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)
Market Value	\$ 144,000	\$ 151,777	\$ 166,128	\$ 180,704	\$ 196,487	\$ 211,767
40% Market Value, less Exemption	\$ 55,600	\$ 58,711	\$ 64,451	\$ 70,282	\$ 76,595	\$ 82,707
M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Ad Valorem Taxes	\$ 1,050	\$ 1,108	\$ 1,217	\$ 1,327	\$ 1,436	\$ 1,551
Increase	\$ 30	\$ 59	\$ 108	\$ 110	\$ 109	\$ 115
% Increase	3.0%	5.6%	9.8%	9.0%	8.2%	8.0%
Tax Rates and Collections						
M&O Millage Rate	18.879%	18.879%	18.879%	18.879%	18.750%	18.750%
Taxes Levied	\$ 61,441,264	\$ 64,759,593	\$ 70,882,773	\$ 77,101,919	\$ 83,836,191	\$ 90,355,658
Collections	\$ 54,976,574	\$ 59,978,589	\$ 64,551,710	\$ 70,766,355	\$ 77,067,557	\$ 84,028,718
% Collections vs Levy	89.5%	92.6%	91.1%	91.8%	91.9%	93.0%
Collections Less 2.5% Fee*	\$ 53,602,159	\$ 58,479,124	\$ 62,937,917	\$ 68,997,196	\$ 75,140,868	\$ 81,928,000
* Reflects the Collection Fee charged by the Tax Commissioner of Paulding County.						

Three-year Forecast of Assessed Value and Taxes Levied

Below is a three-year forecast of assessed value, utilizing a two-year average growth rate (2019 and 2020). The taxes levied forecast assumes no change in the M&O Millage Rate.

County School	2020	2021	2022
Real & Personal Ad Valorem	\$ 6,242,131,216	\$ 6,863,739,983	\$ 7,547,250,278
Motor Vehicle Ad Valorem	20,197,373	12,900,674	8,240,051
Mobile Home Ad Valorem	1,626,038	1,619,183	1,612,358
Timber Ad Valorem (100%)	1,182	260	57
Heavy Duty Equipment	299,684	548,101	1,002,441
Gross Digest	6,264,255,492	6,878,808,202	7,558,105,186
Less M&O Exemptions	(1,005,425,842)	(1,135,484,567)	(1,282,367,280)
Net Digest	5,258,829,650	5,743,323,635	6,275,737,906
Increase	438,852,545	484,493,985	532,414,271
% Increase	9.1%	9.2%	9.3%
M&O Millage Rate	18.750%	18.750%	18.750%
Net Taxes Levied	\$ 98,603,056	\$ 107,687,318	\$ 117,670,086
Increase	8,228,485	9,084,262	9,982,768
% Increase	9.1%	9.2%	9.3%

Alternative Tax Collections

Alternative Tax Collections	FY2016	FY2017	FY2018	FY2019	FY2020 (B)	FY2021 (B)
Title Ad Valorem Tax (411910)	\$ 5,222,385	\$ 5,602,900	\$ 6,411,014	\$ 7,123,774	\$ 9,348,000	\$ 7,048,000
Other Sales Taxes (411210)*	1,865,442	2,126,314	2,693,684	2,430,637	2,535,000	2,657,000
Other Taxes (411900)**	45,312	23,508	-	59,988	-	-
Total	\$ 7,133,139	\$ 7,752,723	\$ 9,104,697	\$ 9,614,399	\$ 11,883,000	\$ 9,705,000

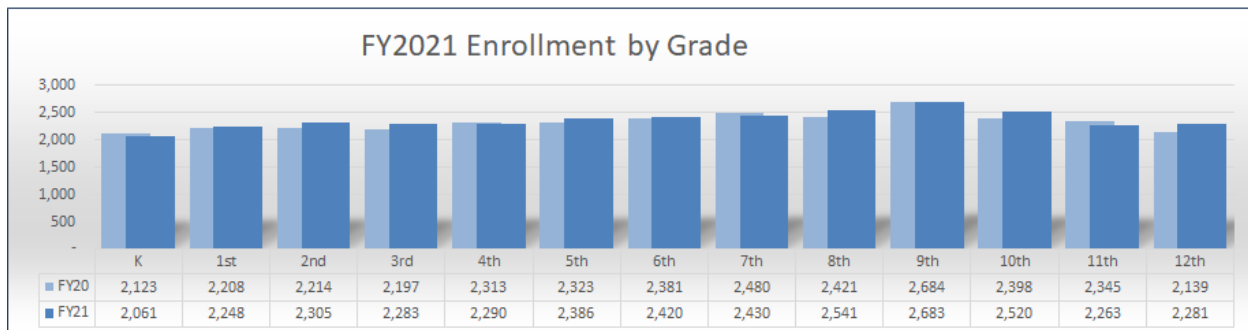
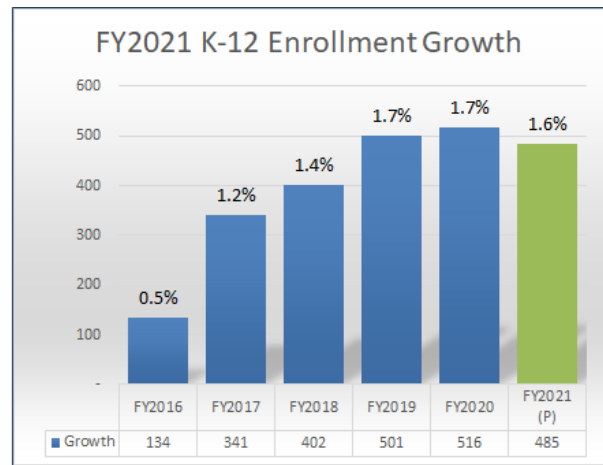
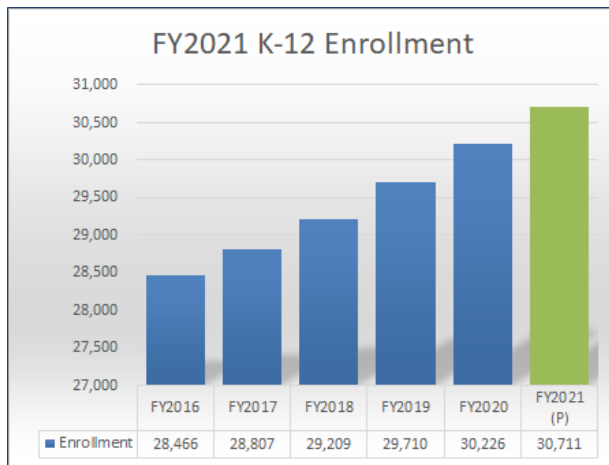
* Other Sales Tax: Every holder of a long-term note secured by real estate must record the security instrument in the county in which the real estate is located. A recording tax, or intangible tax, is charged based on the value of the property. A transfer tax is also imposed on the transfer of real estate.

** Other Taxes: Primarily used for Railroad taxes.

Student Enrollment

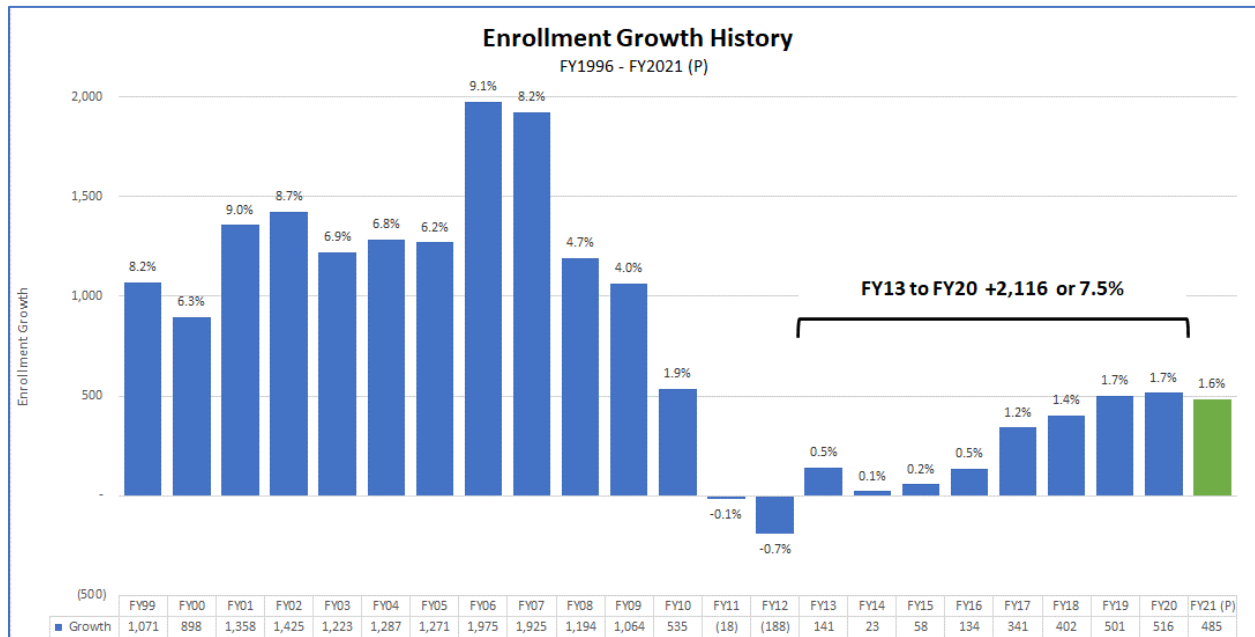
PCSD is projected to educate 30,711 students in FY2021 (school year 2020-2021), an increase of 485 students or 1.6%.

- Elementary School Growth: 13,573 Students an Increase of 195 or 1.5%
- Middle School Growth: 7,391 Students an Increase of 109 or 1.5%
- High School Growth: 9,747 Students an Increase of 181 or 1.9%



Historical Enrollment Growth

In the 8 years preceding the collapse of the housing market, the district experienced tremendous enrollment growth, increasing over 80% from fiscal years 2000 to 2007. From 2008 to 2011 enrollment growth declined by two-thirds. By 2012, enrollment was declining, compared to modest increases statewide. From 2013 to 2020 enrollment grew 2,116 or 7.5%. 2020 enrollment grew 1.7%, the largest growth rate in a decade and much more than the large district average of 0.2%. 2021 is projected to grow 485 or 1.6%.



Student Enrollment for Eight Years

See the following *FY2021 Projection Summary Report*, which includes the following:

- Three years of enrollment history
- Current year enrollment
- Proposed Budget year enrollment projection
- Three years of enrollment forecasts

Paulding County School District Fiscal Year Budget

2021

FY2021 Projection Summary Report

Elementary Schools

					Current Year				FY2021 Projection			Three-Year Forecast		
					2019-2020				2020-2021					
	2016	2017	2018	2019	Rank	2020	Var	% Var	2021	Growth	% Var	2022	2023	2024
34 Abney Elementary	1033	998	1054	1251	1	1,320	69	5.5%	1,397	77	5.8%	1,478	1,565	1,656
20 Allgood Elementary	856	840	888	879	4	899	20	2.3%	936	37	4.1%	975	1,015	1,056
23 Baggett Elementary	640	628	632	632	12	616	(16)	-2.5%	609	(7)	-1.1%	602	595	588
31 Burnt Hickory Elementary	896	923	952	1001	3	1,050	49	4.9%	1,087	37	3.5%	1,125	1,165	1,206
2 Dallas Elementary*	417	412	425	446	18	444	(2)	-0.4%	453	9	2.0%	462	472	481
26 Dugan Elementary	721	704	715	674	7	668	(6)	-0.9%	647	(21)	-3.1%	627	607	588
3 Hiram Elementary	695	726	782	809	6	808	(1)	-0.1%	786	(22)	-2.7%	765	744	724
33 Hutchens Elementary	778	738	707	670	8	666	(4)	-0.6%	671	5	0.8%	676	681	686
5 McGarity Elementary	553	566	573	567	11	617	50	8.8%	628	11	1.8%	639	651	662
18 Nebo Elementary	716	702	673	633	10	632	(1)	-0.2%	627	(5)	-0.8%	622	617	612
6 New GA Elementary*	333	311	306	305	19	332	27	8.9%	332	-	0.0%	332	332	332
15 Northside Elementary	432	418	468	497	13	572	75	15.1%	633	61	10.7%	701	775	858
16 Panter Elementary	535	554	526	528	15	533	5	0.9%	546	13	2.4%	559	573	587
25 Poole Elementary	419	403	419	436	17	450	14	3.2%	456	6	1.3%	462	468	474
32 Ragsdale Elementary	646	650	603	558	14	556	(2)	-0.4%	528	(28)	-5.0%	501	476	452
19 Roberts Elementary	655	665	711	659	9	644	(15)	-2.3%	622	(22)	-3.4%	601	580	560
24 Russom Elementary	814	840	887	876	5	868	(8)	-0.9%	885	17	2.0%	902	920	938
14 Shelton Elementary	1106	1221	1215	1202	2	1,205	3	0.2%	1,205	-	0.0%	1,205	1,205	1,205
8 Union Elementary*	468	448	464	492	16	498	6	1.2%	525	27	5.4%	553	583	615
All Total Elementary	12,713	12,747	13,000	13,115	19	13,378	263	2.0%	13,573	195	1.5%	13,788	14,024	14,282

Middle Schools

					2019-2020				2020-2021					
					2019-2020				2020-2021					
	2016	2017	2018	2019	Rank	2020	Var	% Var	2021	Growth	% Var	2022	2023	2024
27 Austin Middle	927	979	927	894	3	856	(38)	-4.3%	817	(39)	-4.6%	780	744	710
17 Dobbins Middle	735	707	673	643	7	666	23	3.6%	634	(32)	-4.8%	604	575	547
9 East Paulding Middle	885	909	919	964	2	901	(63)	-6.5%	917	16	1.8%	933	950	967
10 Herschel Jones Middle	723	726	714	778	4	812	34	4.4%	844	32	3.9%	877	912	948
22 Moses Middle	548	587	640	725	5	774	49	6.8%	856	82	10.6%	947	1,047	1,158
29 McClure Middle	1185	1232	1317	1368	1	1,424	56	4.1%	1,413	(11)	-0.8%	1,402	1,391	1,381
36 Ritch Middle	605	637	599	624	8	640	16	2.6%	698	58	9.1%	761	830	905
35 Scoggins Middle	693	703	714	741	6	728	(13)	-1.8%	743	15	2.1%	758	774	790
11 South Paulding Middle	483	481	462	463	9	481	18	3.9%	469	(12)	-2.5%	457	446	435
All Total Middle School	6,784	6,961	6,965	7,200	9	7,282	82	1.1%	7,391	109	1.5%	7,519	7,669	7,840

High Schools

Note: Includes AltEd

					2019-2020				2020-2021					
					2019-2020				2020-2021					
	2016	2017	2018	2019	Rank	2020	Var	% Var	2021	Growth	% Var	2022	2023	2024
12 East Paulding High	1681	1646	1685	1743	4	1,783	40	2.3%	1,825	42	2.4%	1,868	1,912	1,957
21 Hiram High	1634	1676	1601	1517	5	1,473	(44)	-2.9%	1,462	(11)	-0.7%	1,451	1,440	1,429
30 North Paulding High	2109	2201	2295	2434	1	2,570	136	5.6%	2,666	96	3.7%	2,766	2,869	2,976
13 Paulding County High	1724	1738	1799	1827	2	1,898	71	3.9%	1,940	42	2.2%	1,983	2,027	2,072
28 South Paulding High	1821	1838	1864	1874	3	1,842	(32)	-1.7%	1,854	12	0.7%	1,866	1,878	1,890
All Total High School	8,969	9,099	9,244	9,395	5	9,566	171	1.8%	9,747	181	1.9%	9,934	10,126	10,325

Total Enrollment

					2019-2020				2020-2021					
					2019-2020				2020-2021					
	2016	2017	2018	2019	Rank	2020	Var	% Var	2021	Growth	% Var	2022	2023	2024
Total	28,466	28,807	29,209	29,710		30,226	516	1.7%	30,711	485	1.6%	31,241	31,819	32,447

Closed for School Choice - FY21

Closed for School Choice - FY20 No Additional Closures

Closed for School Choice - FY19

Closed for School Choice - FY18 and FY19

Closed for School Choice - FY18

* Mobiles in Use for Instruction (Union ES 7, Dallas ES 3 and New GA ES 2)

FY21 Title 1 Schools

Forecasting Methodology and Techniques

When projecting enrollment, PCSD considers a variety of census, state and local data, including:

- Survival Rate
- Population Growth
- Birth Rate
- New Home Construction
- School Choice
- School Programs
- Historical Growth

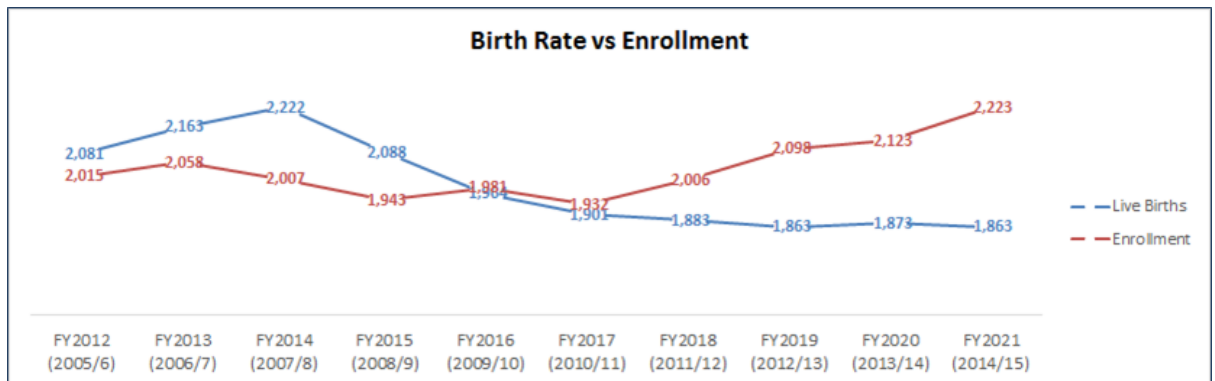
Projections are primarily based on the survival rate of a grade level. Meaning, the current growth of a particular grade level applied to the advancing grade level in the subsequent or projected school year. For example:

FY20 2nd Grade (216) divided by FY19 1st Grade (203) = Survival Rate (1.064)

FY20 1st Grade (242) multiplied by the Survival Rate (1.064) = 257

These projections may be adjusted based on other factors, such as construction, school choice, etc.

Kindergarten is primarily projected using the birthrate but may be adjusted for other economic conditions. During the Great Recession, PCSD saw a decline in kindergarten enrollment verses the live births of that cohort. Meaning, the county was declining (net) in population for this group.

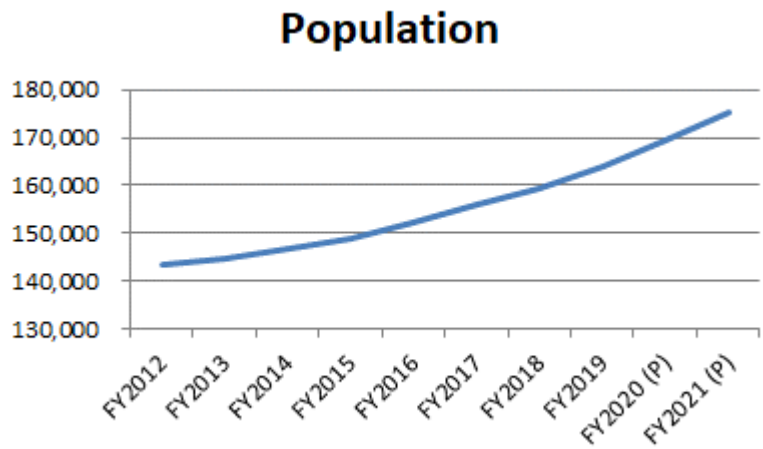


However, in FY2016 this trend reversed – a clear indication that growth has returned.

Forecasts are typically calculated using the most recent growth rate. Other factors that may influence projections and forecasts include population and new home construction.

Population

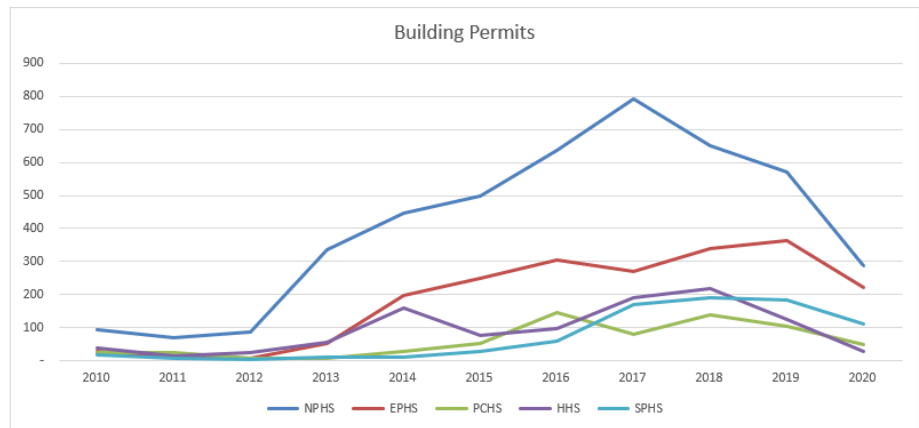
Paulding County continues to see strong population growth. In fact, the Atlanta Regional Commission (ARC) predicts Paulding County will reach a population of almost 260,000 by 2040, the third fastest growing county in the 20-county metro Atlanta area.



New Home Construction

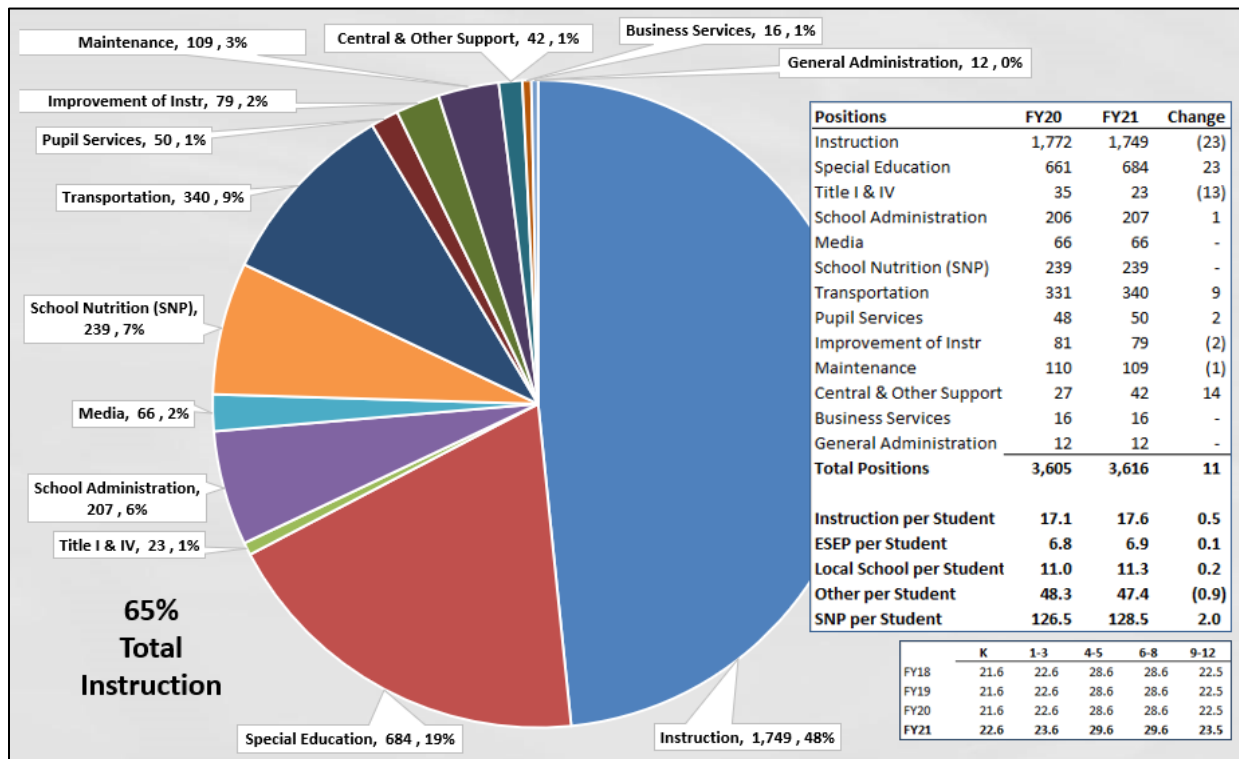
In calendar year 2010, Paulding County issued only 200 building permits. By 2017, over 1,500 were issued, with most of the growth clustering around North and East Paulding High Schools. The overall growth trend continued into 2018. Beginning in 2019, building permits started to retract, reflecting 1,348 and 691 (data only available through June for 2020) in 2019 and 2020, respectively.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
NPHS	94	71	86	336	446	497	636	792	649	570	286
EPHS	27	10	7	53	199	251	304	269	340	365	220
PCHS	25	26	6	7	28	53	146	81	137	105	47
HHS	38	15	23	56	160	75	96	189	218	124	27
SPHS	16	6	3	10	11	29	60	170	190	184	111
Total	200	128	125	462	844	905	1,242	1,501	1,534	1,348	691



Personnel Resource Allocation

The proposed budget anticipates 3,616 allotments, broken down by the following functions and programs. The tables on the subsequent pages detail proposed allotment changes and a summary of all employees grouped by Certified and Classified Personnel Information (CPI) for five years (including three prior years actual, current year and Proposed Budget).



Proposed Budget Personnel Changes

The Proposed Budget contemplates the addition of 11 positions to support student-to-teacher ratios, school-based allotment assumptions, in addition to administrative, clerical and operational demands. Below is a list of allotment changes contained in the Proposed Budget.

	Form	Allotment Changes	Description
FY20 Ending Allotments		3,605.07	
General Fund			
Class-size and Assumption Maintenance			
Teaching Allotment Changes	1	(30.00)	Various enrollment-driven teaching allotment changes designed to maintain class size ratios.
Teaching Allotment Changes - Contingency	n/a		Contingency allotments to address potential mid-year growth.
Teaching Allotment - Local School Moves	14	-	Local school program changes, should net to 0
Teaching Allotment - Local School Moves	28	-	Local school program changes, should net to 0
School-based Assumption Changes	2	4.50	Various enrollment-driven teaching and administration changes designed to align programs to enrollment. Examples include changes to ES specials, gifted teachers, counselors, ESOL, etc.
Student Services Department			
ESEP Local School Moves & Changes	3, 21, 24, 25	-	Typically includes various ESEP need-driven moves and changes. FY21 includes only moves, should net to 0.
ESEP Critical Changes	9	16.00	Includes school-based, FC 94 and other changes determined to be critical for FY21
Shift from Processional Services	10	5.00	Budget neutral shift from contract labor to/from allotments
Shift from Processional Services	11	2.00	Budget neutral shift from contract labor to/from allotments
Shift from Processional Services	12	1.00	Budget neutral shift from contract labor to/from allotments
Shift from Processional Services	26	(1.00)	Budget neutral shift from contract labor to/from allotments
School Leadership Division			
Coordinator of Prevention & Intervention	18	-	Compensation adjustment - add \$3k to CLSJ/COPI
Teaching & Learning Division (excludes ESEP)			
Clerk	35	1.00	Clerk to support L4GA and other grants
Various Changes	7	-	Addition of Curriculum Coordinator and STEM Teacher - removed from budget
Operations Division			
Maintenance & Facilities Director	16	-	Compensation adjustment - moved from CLSJ/MAIN1 (\$78.9k - \$92.1k) to CLSJ/CONOP (\$75.5k - \$113.3k)
Energy Management Technician	8	-	EMT Addition - removed from budget
Grounds Maintenance	13	(3.00)	Budget neutral shift from contract labor to/from allotments
Nursing Supervisor	17	-	Addition of up to 10 off-contract days
Nursing	33, 34	2.00	Addition of up to 10 off-contract days and 2 nursing positions (1 perm and 1 temp/COVID-19)
Attendance Officers	19	2.00	Addition of Attendance Officers - based on A-3 (180) pay scale (\$17,021 - \$25,301). Might change to C-1 (195) HS Clerk pay scale (\$20,249 - \$30,046). Para is \$18,720 - \$27,830.
Various Transportation Changes	6	9.00	See Summary below
Executive Director Increase	na		Increase to Executive Director of Transportation
Technology Division			
Various Changes	15	(1.00)	See summary below
Executive Director Increase	na		Increase to Executive Director of Technology
Human Resources Division			
Business Services Division			
Special Revenue Accountant	32	1.00	Special Revenue Accountant to support L4GA and other grants
Grants			
ESEP	4	-	Includes various program and enrollment-driven changes.
Title (pre award)	5	(7.28)	Includes various program and enrollment-driven changes.
Title (post award)	36-44	6.13	Includes various program and enrollment-driven changes.
L4GA	22	3.00	HS Literacy Coach (3)
L4GA	23	1.00	Intervention Coach (1)
All Funds Total		11.35	
FY21 Beginning Allotments		3,616.42	

Paulding County School District
Fiscal Year Budget

2021

Five Years of Allotments by CPI

CPI	Title	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget
85	Kindergarten Regular Education Teacher	105	99	106	104	102
100	Grades K-5 Combination Teacher	19	17	17	26	23
101	Grade 1 Teacher	100	99	99	107	105
102	Grade 2 Teacher	98	103	105	104	105
103	Grade 3 Teacher	106	103	107	106	106
104	Grade 4 Teacher	88	88	86	88	86
105	Grade 5 Teacher	86	89	91	88	89
106	Grade 6 Teacher	86	82	89	89	85
107	Grade 7 Teacher	82	86	88	88	86
108	Grade 8 Teacher	86	85	87	89	89
113	Grades 6-8 Combination Teacher	10	10	10	10	10
114	Grades 9-12 Combination Teacher	322	337	337	342	330
115	Military Science Teacher	13	13	13	13	13
120	Middle School Connections (6-8) Teacher	9	9	9	9	9
122	In-School Suspension (ISS) Teacher	5	5	5	5	5
123	Middle School Career, Technical and Agricultural Teacher	18	18	18	18	18
124	Work Based Learning (WBL) Teacher (School Level)	1	1	1	1	1
130	Instructional Specialist (P-8)	132	134	134	134	136
131	Early Intervention Teacher (Kindergarten)	5	5	5	5	5
132	Early Intervention Primary Teacher	19	19	19	19	19
133	EIP 4th and 5th Grade Teacher	19	19	19	19	19
141	Preschool Special Education Teacher	16	18	18	19	19
142	Career Technical Instruction Teacher	5	5	5	5	5
144	ESOL Teacher	20	21	21	24	24
145	Hospital/Homebound Instructor	3	3	3	3	3
146	Gifted Elementary Teacher (P-5)	20	19	21	22	22
149	Adapted Physical Education Teacher	2	2	2	2	2
150	Career, Technical and Agricultural Education (9-12) Teacher	57	62	63	69	67
156	Other Instructional Provider	3	3	3	3	3
157	Other Instructional Provider	5	5	7	10	11
158	Teacher of Emotional/Behavioral Disorder Students	9	10	9	10	10
160	Teacher of Mild Intellectual Disability Students	30	32	32	35	38
161	Teacher of Moderate Intellectual Disability Students	11	11	11	12	12
162	Teacher of Severe Intellectual Disability Students	5	6	6	5	5
163	Teacher of Profound Intellectual Disability Students	3	3	3	4	4
164	Teacher of Hearing Impaired Students	3	2	2	3	2
165	Teacher of Visually Impaired Students	-	-	-	2	2
167	Teacher of Autistic Students	7	8	7	12	14
169	Teacher of Orthopedic Impaired Students	1	1	-	1	1
171	Special Education Interrelated Teacher	205	207	204	213	217
304	Special Education Bus Aide	52	52	52	52	54
395	Facilitator	7	7	7	7	7
397	Instructional Specialist	-	1	1	1	1
398	Graduation Coach/Specialist	2	2	2	2	2
399	Superintendent Secretary	1	1	1	1	1
400	Elementary Counselor	22	23	23	24	24
401	Middle School Counselor	15	15	15	15	17
402	High School Counselor	26	26	25	25	25
405	School Psychologist	14	14	14	14	14
407	School Social Worker	1	1	1	1	1
408	Family Services Coordinator	2	2	3	2	2
409	School Nurse	36	36	36	36	38
410	School Food Service Worker	194	194	194	194	194
411	Attendance Worker	-	-	-	-	2
413	Parent Coordinator	1	1	1	1	1
415	Information Services Personnel	1	1	1	1	1
420	Secretary	64	64	65	69	69
424	Information Services Personnel - Central Support Services	7	8	8	8	9
425	Bookkeeper	33	33	33	33	33

Paulding County School District
Fiscal Year Budget

2021

- Continued -

CPI	Title	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Current Year	FY2021 Proposed Budget
427	Information Services Personnel - School Food Service	3	3	3	3	3
429	Data Clerk	6	6	6	6	6
431	Business Services Secretary/Clerk	14	14	14	14	14
435	Paraprofessional/Teacher Aide Personnel	122	116	123	120	116
436	Special Education Para-professional/ Teacher Aid- Ages 6-21	178	193	190	228	231
437	Interpreter	-	-	-	1	1
438	Rehabilitation Counselor	1	1	1	1	1
440	Librarian/Media Specialist	33	33	33	33	33
441	Teacher Support Specialist	1	1	1	1	1
442	Library/Media Support Paraprofessional Personnel	33	33	33	33	33
445	Technology Specialist	27	25	25	25	23
451	Support Services Secretary/Clerk	10	9	10	10	10
453	Special Education Paraprofessional - Ages 3 to 5	15	18	19	14	17
454	School Nutrition Maintenance Personnel	1	1	1	1	1
455	Plant Operations Director or Manager	2	3	3	3	3
456	Maintenance Personnel	41	39	41	41	38
457	Custodial Personnel	-	-	-	55	55
458	Plant Operations and Maintenance Secretary/Clerk	2	2	2	2	2
459	Miscellaneous Activities	0	0	0	0	0.49
460	Transportation Director/Manager	2	2	2	2	3
461	Bus Driver	266	266	270	276	283
462	Transportation Mechanic	11	11	11	11	11
463	Transportation Secretary/Clerk	10	10	10	10	10
464	Other Transportation Personnel	1	1	1	1	-
465	Finance & Business Service Manager	1	1	1	1	1
466	Finance & Business Service Personnel	8	8	8	10	11
473	Human Resources Personnel	3	3	3	3	3
474	Central Support Clerk	5	6	6	8	9
475	Special Education Specialist	1	-	-	-	-
477	School Food Service Secretary/ Clerk/Bookkeeper	3	3	3	3	3
478	School Food Service Manager	37	37	37	37	37
479	Diagnostician	1	1	1	1	1
480	Speech-Language Pathologist	20	20	20	24	31
482	Physical Therapist (PT)	3	3	3	2	2
483	Occupational Therapist (OT)	9	9	10	11	12
487	General Administration Secretary/Clerk	1	1	1	1	1
488	Public Relations Personnel	1	1	1	1	1
489	Construction Manager/Director	1	1	1	1	1
490	Security Personnel / Security Officer	5	5	6	7	7
600	Superintendent	1	1	1	1	1
601	Deputy/Associate/Assistant/ Area Superintendent	3	3	3	4	4
602	Personnel/Human Resources Director	1	1	1	1	1
610	Principal	33	33	33	33	33
614	Alternative School Director	1	1	1	1	1
615	Assistant Principal	62	62	64	65	66
620	Director of Curriculum/Instruction	4	4	4	5	5
621	Instructional Supervisor	67	66	67	70	76
622	Director of School Safety	-	-	-	1	1
630	Food Service Administrator	1	1	1	1	1
640	Special Education Director	2	2	2	2	2
641	Director of Student Services	1	1	1	1	1
643	Technology Director	2	2	2	2	2
648	Title I Director	1	1	1	1	1
670	Career, Technical and Agricultural Education Director (LUA)	1	1	1	1	1
673	Youth Apprenticeship Coordinator	1	1	1	1	1
680	Athletics Director	1	1	1	-	-
691	District Board Member	7	7	7	7	7
Total		3,361	3,395	3,437	3,604	3,617

School-Based Allotments

Each fiscal year Paulding County School District (PCSD) reviews all allotment assumptions and guidelines to ensure school-based programs throughout PCSD are adequately and equitably funded.

School allotment assumptions (or formulas) and guidelines are the responsibility of the Superintendent and senior leadership. This group develops the assumptions and guidelines based on the District's mission, the Board's vision, the District's strategic priorities and all existing mandates and requirements (federal, state, AdvancED, etc).

Once the allotment assumptions and guidelines are established, Business Services calculates the allotments using the following steps:

1. Enrollment Projections. Enrollment is projected for each facility. Projections are determined by variables such as historical survival rate, allocation of rising grade levels and area growth rates. (See Schools and Enrollment Projections)
2. Teacher Allotments. Once projections have been made at each school by grade level, allotment counts are determined based on the established assumptions and guidelines. Generally, allotments are determined by dividing the total projected enrollment (by grade level or category) by the target ratio.

FY2021 elementary, middle and high school allotment assumptions are on the following pages.

Exception Students Education Program (ESEP)

ESEP allotment assumptions (or formulas) and guidelines are the responsibility of the Superintendent, Executive Director of Student Services and senior leadership. Allotment decisions are based on the specific needs of each student.

Grant Funded Allotments

Grant funded allotments are the responsibility of the Superintendent, Grant Administrator and senior leadership. Allotment decisions are based on the needs of the students and within the parameters of the grant requirements.

The District may establish additional school, central office and support personnel allotments based on enrollment, current initiatives, historical trends and funding levels.

Paulding County School District
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FY2021 Elementary Allotment Assumptions (19)

As of July 1, 2021

General Education Student : Teacher Ratio and Allotments

Kindergarten	21.6 : 1
1st Grade	22.6 : 1
2nd Grade	22.6 : 1
3rd Grade	22.6 : 1
4th Grade	28.6 : 1
5th Grade	28.6 : 1

FY2021 Elementary School - School-Based Certified Allotments									
Principal			Assistant Principals			Evaluation and Assessment Coordinator			
Principal (240 x 8)	1	per School	Assistant Principal (210 x 8)	per FTE	Count	EAC (200 x 8)	1	per School	
				1	1-799				
				2	>= 800				
Counselors			Media Specialist			Specialist Teachers			
Counselors (190 x 8)	per FTE	Count	Media Specialist (190 x 8)	1	per School	PE, Music, Art or STEM (190 x 8)	per FTE	Count	
	1	1-799					2.5	1-450	
	1.5	800-999					3	451-525	
	2	>=1000					3.5	526-600	
							4	601-675	
							4.5	676-750	
							5	751-825	
							5.5	826-900	
							6	901-975	
							6.5	976-1200	
		7	1201-1300						
		7.5	>=1301						
Early Intervention Program			Gifted Teachers			ESOL			
EIP Teacher (190 x 8)	per FTE	Count	Gifted Teacher (190 x 8)	1	per School	ESOL Teacher (190 x 8)	Based on Case Load		
	2	1-899							
	3	>=900							
	3	HN							
HN: Adjustments for high need areas			HN: Adjustments for high need areas			Allotments are at Facility Code 99			
FY2021 Elementary School - School-Based Classified Allotments									
School Nurse			Secretary			Clerk			
Nurse (184 x 7.5)	1	per School	Secretary (205 x 8)	1	per School	Clerk (190 x 7.5)	1	600-1,199	
							2	>=1,200	
Media Clerk			Bookkeeper			Kindergarten Paraprofessional			
Media Clerk (190 x 7.5)	1	per School	Bookkeeper (205 x 8)	1	per School	Kindergarten Para (184 x 7.5)	1	per Class	
School Nutrition Manager			School Nutrition Assistant						
SNP Manager (189 x 8)	1	per School	SNP Assistant (184 x 4)	Based on Demand					

Paulding County School District
Fiscal Year Budget

2021

FY2021 Middle School Allotment Assumptions (9)

As of July 1, 2021

General Education Student : Teacher Ratio and Allotments

6th Grade	28.6 : 1
7th Grade	28.6 : 1
8th Grade	28.6 : 1

FY2021 Middle School - School-Based Certified Allotments											
Principal			Assistant Principals			Evaluation and Assessment Coordinator					
Principal (240 x 8)	1	per School	Assistant Principal (210 x 8)	per FTE	Count	EAC (200 x 8)	1	per School			
				1	1-599						
				2	>=600						
				3	>=1,100						
Counselors			Media Specialist			Specialist Teachers					
Counselors (190 x 8)	per FTE	Count	Media Specialist (190 x 8)	1	per School	PE	per FTE	Count			
							0.5	500-799			
							1	800-1,199			
							2	>=1,200			
Counselors (210 x 8)	1	per School				Music	2	per School			
							Art	1		per School	
								Foreign Language		1	per School
										2	>=1,000
Connections			Remedial			ESOL					
Family & Cons (190 x 8)	1	per School	Math Study Skills and/or	1	per School	ESOL Teacher (190 x 8)	Based on Case Load				
Business Ed (190 x 8)	1	per School	Reading Recovery (190 x 8)			Allotments are at Facility Code 99					
FY2021 Middle School - School-Based Classified Allotments											
School Nurse			Secretary			Clerk					
Nurse (184 x 7.5)	1	per School	Secretary (205 x 8)	1	per School	Clerk (190 x 7.5)	per FTE	Count			
							1	1-1,999			
							2	>=1,200			
Media Clerk			Bookkeeper			ISS Paraprofessional					
Media Clerk (190 x 7.5)	1	per School	Bookkeeper (205 x 8)	1	per School	ISS Para (184 x 7.5)	1	per School			
School Nutrition Manager			School Nutrition Assistant								
SNP Manager (189 x 8)	1	per School	SNP Assistant (184 x 4)	Based on Demand							

Paulding County School District
Fiscal Year Budget

2021

FY2021 High School Allotment Assumptions (5)

As of July 1, 2021

General Education Student : Teacher Ratio and Allotments

9th - 12th Grade* 22.5 : 1

* Ratio Includes positions noted below. May also be modified based on program enrollment (i.e. Dual Enrollment, PCA, etc.)

FY2021 High School - School-Based Certified Allotments								
Principal			Assistant Principals			Evaluation and Assessment Coordinator		
Principal (240 x 8)1per School			Assistant Principal (210 x 8)2per School 1per Magnet 12,000-2,499 1>= 2,500			EAC (200 x 8)1per School		
			Assistant Principal (240 x 8)2per School					
Counselors			Media Specialist			Specialist Teachers		
Counselors (210 x 8)per FTECount 40-1999 5>2000			Media Specialist (190 x 8)1per School			Band Director (210 x 8)1per School Music/Band (190 x 8)2per School		
District Grad Coach (190 x 8)0.2per School						PE, Art and Foreign Language are designated from the General Education allotments (above) by the Principal		
Principals may aslo elect to convert one General Education allotment to a 190-Day Counselor						JROTC and CTAE are designated from the General Education allotments (above) by the Principal		
ISS Instructor			ESOL					
ISS (190 x 8)1per School			ESOL Teacher (190 x 8)Based on Case Load					
			Allotments are at Facility Code 99					
FY2021 High School - School-Based Classified Allotments								
School Nurse			Secretary			Clerk		
Nurse (184 x 7.5)1per School			Secretary (205 x 8)1per School Secretary (260 x 8)1per School			Clerk (195 x 7.5)2per School		
Guidance Clark			Media Clerk			Bookkeeper		
Guidance Clerk (200 x 7.5)1per School			Media Clerk (190 x 7.5)1per School			Bookkeeper (260 x 8)1per School		
ISS Paraprofessional			Parking Lot Guard			School Nutrition Manager		
ISS Para (184 x 7.5)1per School			Parking Guard (180 x 8)1per School			SNP Manager (189 x 8)1per School		
School Nutrition Assistant								
SNP Assistant (184 x 4)Based on Demand								

Outstanding Bond Issues

Outstanding bonds include the 2014 Series (refunding debt), which includes 81,700 \$1,000 par value bonds or \$81,700,000. These bonds carry coupon rates of approximately 3.7% to 5%. In 2014 the District refunded its 2007 and 2008 Series.

The 2007 referendum approved the 2007 and 2008 Series for the purpose of providing funds to:

- 1) finance the cost of the acquisition, construction and equipping of new schools, including the purchase of land to be used as sites for future educational facilities;
- 2) the acquisition, construction and equipping of classroom additions, physical education facilities; and
- 3) the renovations and modification to existing educational facilities.

Projects include, but are not limited to, the construction, addition, modification and/or renovation of the following facilities:

Dugan ES (26)	Ragsdale ES (32)	PC HS (13)
Austin MS (27)	Hutchens ES (33)	Allgood ES (20)
South HS (28)	Abney ES (34)	Hiram HS (21)
McClure MS (29)	Scoggins MS (35)	Nebo ES (18)
North HS (30)	Jones MS (10)	
Burnt Hickory ES (31)	East HS (12)	

Ratings

Standard and Poor (S&P) AA+ or High Grade as of the 2014 Bond Issue (9/11/2014 rating date, AA- Underlying)

Moody's Aa2 or Very High Grade as of the 2014 Bond Issue (9/15/2014 rating date, Aa1 Underlying)

Sortable Table Key	Moody's
Highest grade credit	Aaa
Very high grade credit	Aa1, Aa2, Aa3
High grade credit	A1, A2, A3
Good credit grade	Baa1, Baa2, Baa3, Baa4
Speculative grade credit	Ba1, Ba2, Ba3
Very speculative credit	B1, B2, B3
Substantial risks - In default	Caa1, Caa2, Caa3, Ca

Major Rating Agencies Rating Guide for Long and Short Term Debt						
Moody's		S&P		Fitch		Risk Characteristic
Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime
Aa1		AA+		AA+		Prime
Aa2		AA		AA		High Grade
Aa3		AA-		AA-		High Grade
A1		A+		A+		High Grade
A2	P-2	A	A-1	A	F1	Upper Medium Grade
A3		A-		A-		Upper Medium Grade
Baa1		BBB+		BBB+		Upper Medium Grade
Baa2		BBB		BBB		Upper Medium Grade
Baa3		BBB-		BBB-		Upper Medium Grade
Ba1	P-3	BB+	B	BB+	B	Lower Medium Grade
Ba2		BB		BB		Lower Medium Grade
Ba3		BB-		BB-		Lower Medium Grade
B1		B+		B+		Non-investment grade speculative
B2		B		B		Non-investment grade speculative
B3	Not Prime	B-	C	B-	C	Highly Speculative
Caa1		CCC+		CCC		Highly Speculative
Caa2		CCC		CCC		Highly Speculative
Caa3		CCC-		CCC		Highly Speculative
Ca		CC		CCC		Highly Speculative
C	Not Prime	C	D	CCC	C	In default with little prospect for recovery
/		/		DD		In default
/		/		D		In default

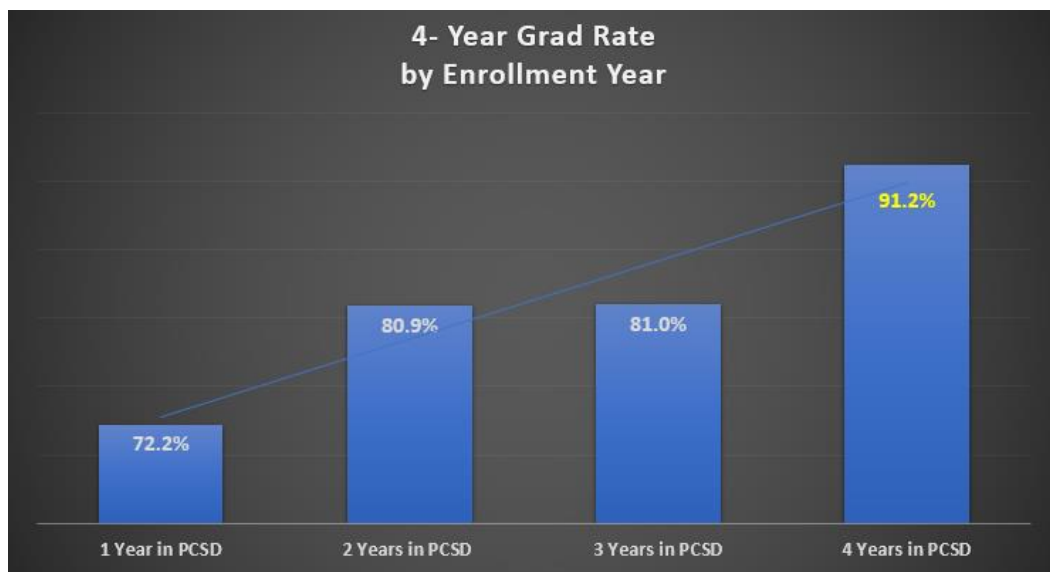
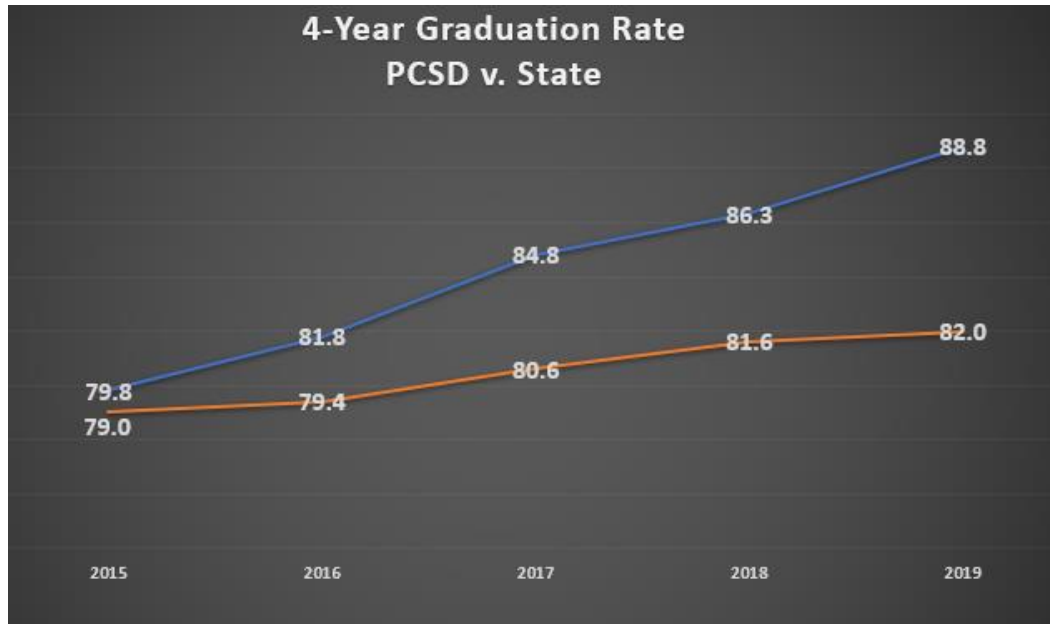
Amortization Schedule

2014 Bond Issue - Regions

Date	Refunding Principal	Maturity	Coupon	Interest	Total Interest	Total Debt Service
8/1 2020	\$ 81,700,000.00			\$ 116,625.00	\$ 1,767,450.00	\$ 1,767,450.00
2/1 2021	\$ 81,700,000.00	\$ 4,665,000.00	5.00%	\$ 116,625.00	\$ 1,767,450.00	\$ 6,432,450.00
8/1 2021	\$ 77,035,000.00			\$ 122,125.00	\$ 1,650,825.00	\$ 1,650,825.00
2/1 2022	\$ 77,035,000.00	\$ 4,885,000.00	5.00%	\$ 122,125.00	\$ 1,650,825.00	\$ 6,535,825.00
8/1 2022	\$ 72,150,000.00			\$ 128,125.00	\$ 1,528,700.00	\$ 1,528,700.00
2/1 2023	\$ 72,150,000.00	\$ 5,125,000.00	5.00%	\$ 128,125.00	\$ 1,528,700.00	\$ 6,653,700.00
8/1 2023	\$ 67,025,000.00			\$ 133,000.00	\$ 1,400,575.00	\$ 1,400,575.00
2/1 2024	\$ 67,025,000.00	\$ 5,370,000.00	4.95%	\$ 133,000.00	\$ 1,400,575.00	\$ 6,770,575.00
8/1 2024	\$ 61,655,000.00			\$ 141,750.00	\$ 1,267,575.00	\$ 1,267,575.00
2/1 2025	\$ 61,655,000.00	\$ 5,670,000.00	5.00%	\$ 141,750.00	\$ 1,267,575.00	\$ 6,937,575.00
8/1 2025	\$ 55,985,000.00			\$ 149,625.00	\$ 1,125,825.00	\$ 1,125,825.00
2/1 2026	\$ 55,985,000.00	\$ 5,985,000.00	5.00%	\$ 149,625.00	\$ 1,125,825.00	\$ 7,110,825.00
8/1 2026	\$ 50,000,000.00			\$ 157,375.00	\$ 976,200.00	\$ 976,200.00
2/1 2027	\$ 50,000,000.00	\$ 6,295,000.00	5.00%	\$ 157,375.00	\$ 976,200.00	\$ 7,271,200.00
8/1 2027	\$ 43,705,000.00			\$ 124,125.00	\$ 818,825.00	\$ 818,825.00
2/1 2028	\$ 43,705,000.00	\$ 6,620,000.00	3.75%	\$ 124,125.00	\$ 818,825.00	\$ 7,438,825.00
8/1 2028	\$ 37,085,000.00			\$ 127,800.00	\$ 694,700.00	\$ 694,700.00
2/1 2029	\$ 37,085,000.00	\$ 6,880,000.00	3.72%	\$ 127,800.00	\$ 694,700.00	\$ 7,574,700.00
8/1 2029	\$ 30,205,000.00			\$ 133,968.75	\$ 566,900.00	\$ 566,900.00
2/1 2030	\$ 30,205,000.00	\$ 7,145,000.00	3.75%	\$ 133,968.75	\$ 566,900.00	\$ 7,711,900.00
8/1 2030	\$ 23,060,000.00			\$ 139,156.25	\$ 432,931.25	\$ 432,931.25
2/1 2031	\$ 23,060,000.00	\$ 7,410,000.00	3.76%	\$ 139,156.25	\$ 432,931.25	\$ 7,842,931.25
8/1 2031	\$ 15,650,000.00			\$ 144,093.75	\$ 293,775.00	\$ 293,775.00
2/1 2032	\$ 15,650,000.00	\$ 7,685,000.00	3.75%	\$ 144,093.75	\$ 293,775.00	\$ 7,978,775.00
8/1 2032	\$ 7,965,000.00			\$ 149,681.25	\$ 149,681.25	\$ 149,681.25
2/1 2033	\$ 7,965,000.00	\$ 7,965,000.00	3.76%	\$ 149,681.25	\$ 149,681.25	\$ 8,114,681.25
		\$ 81,700,000.00			\$ 25,347,925.00	\$ 107,047,925.00
FY2021 Activity						

Performance Measures

4-Year Graduation Rate



Graduation Rate Ranked by Class Size

Districts with Class Size above 1000
Atlanta Public Schools
Bibb County
Carroll County
Cherokee County
Clayton County
Cobb County
Columbia County
Coweta County
DeKalb County
Douglas County
Fayette County
Forsyth County
Fulton County
Gwinnett County
Hall County
Henry County
Houston County
Muscogee County
Newton County
Paulding County
Richmond County
Rockdale County
Savannah-Chatham County

5

Paulding County is one of 23 school districts across the state with Graduation class sizes above 1000 students

Districts with Class Size above 1000
Forsyth County
Carroll County
Columbia County
Fayette County
*Paulding County
Houston County
Savannah-Chatham County
Douglas County
Hall County
Fulton County
Cobb County
Henry County
Coweta County
#14 Cherokee County
Newton County
Muscogee County
Rockdale County
Gwinnett County
Bibb County
Atlanta Public Schools
Richmond County
DeKalb County
Clayton County

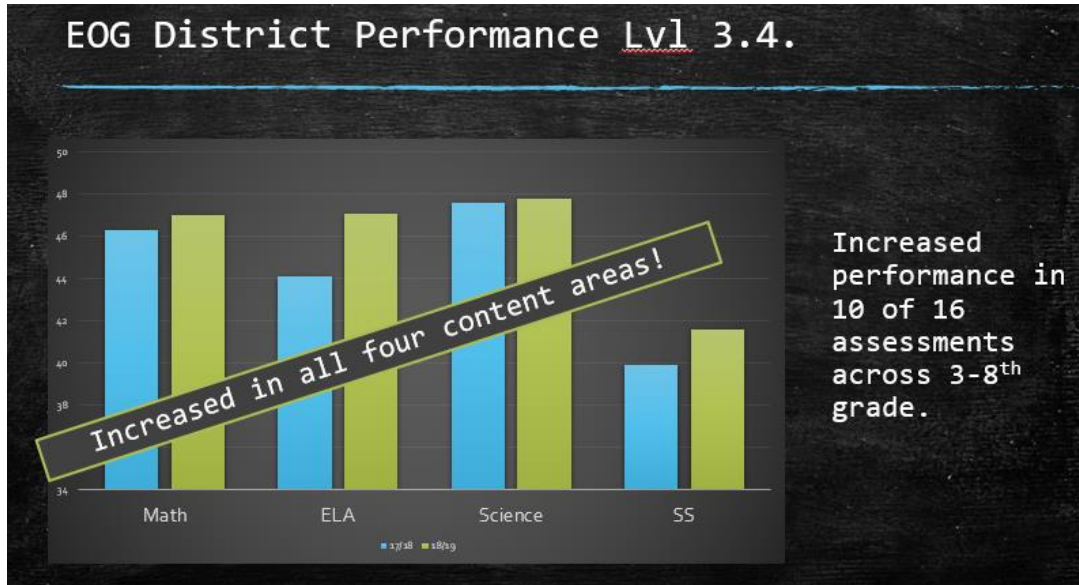
Districts with Class Size above 2000
Atlanta Public Schools
Cherokee County
Clayton County
Cobb County
Columbia County
DeKalb County
Douglas County
Forsyth County
Fulton County
Gwinnett County
Hall County
Henry County
Houston County
Muscogee County
Paulding County
Richmond County
Savannah-Chatham County

3

Paulding County is one of 17 school districts across the state with Graduation class sizes above 2000 students

Districts with Class Size above 2000
Forsyth County
Columbia County
* Paulding County
Houston County
Savannah-Chatham County
Douglas County
Hall County
Fulton County
Cobb County
#10 Henry County
Cherokee County
Muscogee County
Gwinnett County
Atlanta Public Schools
Richmond County
DeKalb County
Clayton County

End-of-Grade (EOG) and End-of-Course (EOC) Metrics



3-Year Financial Efficiency Star Rating

What is the Financial Efficiency Star Rating?

OCGA § 20-14-33 requires that the Governor's Office of Student Achievement, in coordination with the Georgia Department of Education, create a financial efficiency rating. The Financial Efficiency Star Rating (FESR) measures an individual school district's per-pupil spending in relation to the academic achievements of its students.

How is the rating calculated?

The FESR utilizes a three-year average of per-pupil expenditures (PPE) and College and Career Ready Performance Index (CCRPI) scores to determine a district's rating.

The matrix below shows the method for determining the FESR using both the PPE percentile and the CCRPI scores. Districts can earn between a one-half star and five stars, with a one-half star rating for districts with the highest PPEs and low CCRPI scores, and a five-star rating for districts with the lowest PPEs and high CCRPI scores. The 2019 district FESR is based on a three-year average (FY2017, FY2018, and FY2019) of PPE and CCRPI scores, the most current data available.

Percentile of Average PPE	CCRPI Average					
	Less than 50	51-59.9	60-69.9	70-79.9	80-89.9	90 and Above
80-100 (High Spending)	0.5	1	1.5	2	2.5	3
60-79	1	1.5	2	2.5	3	3.5
40-59	1.5	2	2.5	3	3.5	4
20-39	2	2.5	3	3.5	4	4.5
0-19 (Low Spending)	2.5	3	3.5	4	4.5	5

The PPE is calculated by dividing a district's expenditures by the its fall enrollment count. The PPE calculation only includes certain expenditures. In general, expenditures that do not directly affect the K-12 population, those associated with food and facility construction, and expenditures that cannot be associated with a specific year are omitted from the PPE calculation. Additionally, expenditures for students that are outside of a district's enrollment zone are excluded from the calculation. The calculation guide provides a complete list of excluded expenditures.

FESR Results

In FY2019, the most current rating period available, PCSD received a district wide **four-star rating**. Here is how PCSD compared to large districts (school districts with over 10,000 students) and all 180 school districts in Georgia:

>10,000 School Districts

	4 Stars FY2015		4 Stars FY2016		4 Stars FY2017		4 Stars FY2018		4 Stars FY2019	
Higher	4	12%	4	12%	5	15%	5	15%	5	15%
Lower	22	67%	22	67%	26	76%	26	76%	24	71%
Same	7	21%	7	21%	3	9%	3	9%	5	15%
% Same or Lower	88%		88%		85%		85%		85%	

All School Districts (Compliant)

	4 Stars FY2015		4 Stars FY2016		4 Stars FY2017		4 Stars FY2018		4 Stars FY2019	
Higher	9	5%	10	6%	12	7%	12	7%	14	8%
Lower	150	84%	147	82%	150	84%	150	84%	148	83%
Same	20	11%	22	12%	17	9%	16	9%	17	9%
% Same or Lower	95%		94%		93%		93%		92%	

Four Year FESR Results Summary

2015 Rating			
Average CCRPI	Average PPE	Percentile PPE	Star Rating PPE
74.4	\$ 7,184	8	4.0

2016 Rating			
Average CCRPI	Average PPE	Percentile PPE	Star Rating PPE
74.2	\$ 7,566	11	4.0

2017 Rating			
Average CCRPI	Average PPE	Percentile PPE	Star Rating PPE
76.0	\$ 7,957	13	4.0

2018 Rating			
Average CCRPI	Average PPE	Percentile PPE	Star Rating PPE
76.3	\$ 8,319	16	4.0

2019 Rating			
Average CCRPI	Average PPE	Percentile PPE	Star Rating PPE
77.6	\$ 8,649	16	4.0

FY2018 FESR Results by School

ID	School	Size	FTE	CCRPI	FSER	FSER	FTE	Lower	%	Same	%	Higher	%
7102052	New Georgia Elementary	<=500	305	73	2.00	2.00	362	137	28%	124	26%	224	46%
710104	Poole Elementary	<=500	436	81	2.00	2.00	362	137	28%	124	26%	224	46%
7101050	Dallas Elementary	<=500	446	72	2.00	2.00	362	137	28%	124	26%	224	46%
710294	Northside Elementary	<=500	497	79	2.50	2.00	362	262	54%	95	20%	128	26%
7104052	Union Elementary	<=500	492	80	3.50	2.00	362	420	86%	21	4%	44	9%
710197	Panther Elementary	>500 to <=750	528	79	3.00	3.00	610	206	53%	88	22%	97	25%
710188	McGarity Elementary	>500 to <=750	567	80	3.00	3.00	610	206	53%	88	22%	97	25%
710103	Baggett Elementary	>500 to <=750	632	80	3.00	3.00	610	206	53%	88	22%	97	25%
710210	Ragsdale Elementary	>500 to <=750	558	57	2.50	3.00	610	114	29%	91	23%	186	47%
710199	Roberts Elementary	>500 to <=750	659	77	3.00	3.00	610	206	53%	88	22%	97	25%
710198	Nebo Elementary	>500 to <=750	633	63	3.00	3.00	610	206	53%	88	22%	97	25%
710304	Dugan Elementary	>500 to <=750	674	63	3.00	3.00	610	206	53%	88	22%	97	25%
7105050	Hiram Elementary	>500 to <=750	809	72	2.50	3.00	610	114	29%	91	23%	186	47%
710310	Hutchens Elementary	>500 to <=750	670	72	3.00	3.00	610	206	53%	88	22%	97	25%
710204	Russom Elementary	>500 to <=750	876	84	4.00	3.00	610	139	91%	10	7%	3	2%
710299	Allgood Elementary	>500 to <=750	879	71	3.50	3.00	610	105	69%	33	22%	14	9%
710110	Burnt Hickory Elementary	>500 to <=750	1,001	88	4.50	3.00	610	150	98%	-	0%	2	1%
710113	Abney Elementary	>500 to <=750	1,251	83	4.00	3.00	610	139	91%	10	7%	3	2%
710194	Shelton Elementary	>1000	1,202	93	4.50	3.00	1,367	100	97%	-	0%	2	2%

19 3.00 2.00 606 669 59% 208 18% 256 23%

ID	School	Size	FTE	CCRPI	FSER	FSER	FTE	Lower	%	Same	%	Higher	%
710192	South Paulding Middle	<=500	463	75	2.50	3.00	395	15	15%	27	27%	56	57%
710201	Moses Middle	>500 to <=750	725	83	4.50	3.00	635	156	93%	7	4%	3	2%
710213	Ritch Middle	>500 to <=750	624	75	3.00	3.00	635	51	31%	37	22%	78	47%
710410	Scoggins Middle	>500 to <=750	741	69	3.00	3.00	635	51	31%	37	22%	78	47%
710297	Dobbins Middle	>500 to <=750	643	78	3.00	3.00	635	51	31%	37	22%	78	47%
7102352	Hershal Jones Middle	>500 to <=750	778	68	3.50	3.00	635	89	53%	43	26%	34	20%
710394	East Paulding Middle	>750 to <=1000	964	83	4.50	3.00	862	87	95%	1	1%	3	3%
710404	Austin Middle	>750 to <=1000	894	79	4.50	3.00	862	87	95%	1	1%	3	3%
710108	McClure Middle	>1000	1,368	90	4.50	3.00	1,582	93	98%	1	1%	-	0%

9 4.00 3.00 827 342 75% 83 18% 27 6%

ID	School	Size	FTE	CCRPI	FSER	FSER	FTE	Lower	%	Same	%	Higher	%
710292	East Paulding High	>1500 to <=2000	1,743	78	3.50	4.00	1,740	5	13%	2	5%	30	79%
710101	Hiram High	>1500 to <=2000	1,517	76	4.00	4.00	1,740	8	21%	11	29%	18	47%
7102552	Paulding County High	>1500 to <=2000	1,827	80	4.00	4.00	1,740	8	21%	11	29%	18	47%
710106	South Paulding High	>1500 to <=2000	1,874	78	4.00	4.00	1,740	8	21%	11	29%	18	47%
710109	North Paulding High	>2000	2,434	81	4.00	4.00	2,637	3	9%	6	18%	24	71%

5 4.00 4.00 1,067 164 43% 97 26% 118 31%

Below State Average (by level and size)

Where can the information be accessed?

FESR information is located on the Governor's Office of Student Achievement website:

<https://gosa.georgia.gov/financial-efficiency-star-rating-0>

Paulding County School District
Fiscal Year Budget

2021

3-Year Free and Reduced Price Meal Eligibility

Free and Reduced Price Meal Eligibility (FRL)

School	Oct-12 % FRL	Oct-16 %FRL	Oct-17 %FRL	Oct-18 %FRL	Oct-19 %FRL	Change
0299 - Allgood Elementary School	64.67	62.50	59.35	65.07	62.51	(2.16)
0103 - Bessie L. Baggett Elementary	54.37	58.12	55.38	58.54	56.82	2.45
0110 - Burnt Hickory Elementary School	21.26	20.37	18.38	17.68	18.38	(2.88)
0199 - C. A. Roberts Elementary School	41.82	48.27	45.43	44.76	43.79	1.97
0410 - Carl Scoggins Sr. Middle school	52.86	53.49	49.30	47.64	45.05	(7.81)
0304 - Connie Dugan Elementary School	43.90	47.16	47.13	53.41	49.70	5.80
1050 - Dallas Elementary School	75.67	84.47	78.59	79.82	77.25	1.58
0292 - East Paulding High School	36.60	33.05	34.84	34.88	36.46	(0.14)
0394 - East Paulding Middle School	36.92	36.30	36.02	36.31	36.85	(0.07)
0194 - Floyd L. Shelton Elementary School at Crossroad	15.12	18.26	16.79	17.30	18.84	3.72
0310 - Hal Hutchens Elementary	44.68	51.49	50.64	51.34	55.86	11.18
2352 - Herschel Jones Middle School	63.46	62.67	61.90	58.48	60.47	(2.99)
5050 - Hiram Elementary School	64.59	60.47	60.61	63.29	61.01	(3.58)
0101 - Hiram High School	44.80	48.87	50.41	51.09	51.73	6.93
0404 - Irma C. Austin Middle School	41.98	40.14	43.26	45.19	44.98	3.00
0297 - J. A. Dobbins Middle School	52.21	56.01	54.38	57.70	56.76	4.55
0201 - Lena Mae Moses Middle School	36.40	35.60	37.81	36.97	37.21	0.81
0104 - Lillian C. Poole Elementary School	57.37	48.14	48.69	52.75	46.89	(10.48)
0188 - McGarity Elementary School	45.10	45.58	47.99	46.21	52.35	7.25
0198 - Nebo Elementary School	41.21	47.72	47.55	50.71	49.68	8.47
2052 - New Georgia Elementary School	43.06	48.23	54.58	50.82	50.00	6.94
0109 - North Paulding High School	21.12	19.26	18.00	18.24	19.34	(1.78)
0294 - Northside Elementary School	50.78	49.04	50.43	52.52	51.22	0.44
0213 - P. B. Ritch Middle School	54.21	59.81	57.93	57.69	54.06	(0.15)
2552 - Paulding County High School	52.74	47.35	45.91	46.80	48.16	(4.58)
0204 - Roland W. Russom Elementary	30.74	28.45	26.72	29.57	25.92	(4.82)
0197 - Sam D. Panter Elementary School	54.26	54.15	57.03	55.49	56.47	2.21
0108 - Sammy McClure Sr. Middle School	17.96	16.23	15.64	15.79	15.94	(2.02)
0210 - Sara M. Ragsdale Elementary	57.63	56.15	53.07	53.23	51.44	(6.19)
0106 - South Paulding High School	37.49	37.05	34.17	33.35	32.36	(5.13)
0192 - South Paulding Middle School	46.80	43.04	43.94	46.87	50.31	3.51
4052 - Union Elementary School	51.82	45.98	41.59	42.28	43.17	(8.65)
0113 - WC Abney Elementary	38.00	30.86	33.02	31.49	30.23	(7.77)
Paulding County School District	42.39	41.38	40.54	40.98	40.77	(1.62)
Statewide Average	59.59	61.71	60.58	60.09	59.45	(0.14)

QBE Made Simple

A look at how the Georgia's Quality Basic Education formula provides funding for Paulding County schools. The information on this page explains how QBE funding is calculated by the State of Georgia. The next page shows where the calculation is shown on the QBE sheet. This page along with the following page is intended to be viewed at the same time to simplify the QBE formula into 7 steps.

STEP 1 Count the Students

Count the full time equivalent of students at each school for each education program

STEP 2 Consider State of Georgia QBE Educational Programs Weights & Training and Experience (T&E) Factor

Since different programs vary in their cost of operation, the State assigns an appropriate weight to reflect these differences. The T&E factor takes into consideration Paulding County teachers' years of experience and level of education to increase the program weights. The revenue amounts per student and Paulding County's T&E factor can be found on the Georgia DOE website.

STEP 3 Multiply the number of students counted in each QBE program x the Per Student Revenue Amount x Paulding County's Training & Experience Factor

STEP 4 The State adds additional funding for Indirect Cost

Indirect school district costs (Maintenance, School/Central Administration, Media and Professional Development)

STEP 5 The State deducts the Local 5 Mill Share Amount

The State of Georgia requires that Paulding County levy 5 mills (Local 5 Mill Share) locally to support education and this 5 mills is deducted from QBE Formula Earnings.

STEP 6 The State deducts Austerity Cuts from the district's earnings

As a result of the difficult economic environment, the State of Georgia has identified budget reductions to K-12 Education in Georgia called Austerity Cuts. These State reductions have been assessed since 2002 and are deducted from QBE Formula Earnings

STEP 7 The State adds funding for State of Georgia Categorical Grants

Paulding County currently has State Categorical Grant funding for Transportation and Nursing

Paulding County School District
Fiscal Year Budget

2021

Step 1: Student FTE Count

Step 2: Review Program Weights

Program	Weight
Kindergarten	1.6532
Kindergarten EIP	2.0382
Grades 1-3	1.2859
Grades 1-3 EIP	1.7955
Grades 4-5	1.0358
Grades 4-5 EIP	1.7892
Grades 6-8	1.0281
Middle School	1.1317
Grades 9-12	1.0000
Vocational Lab	1.1907
Remedial	1.3099
Alternative	1.4727
Special Ed Cat I	2.3828
Special Ed Cat II	2.7933
Special Ed Cat III	3.5559
Special Ed Cat IV	5.7624
Special Ed Cat V	2.4532
Gifted	1.6609
ESOL Program	2.5096

Step 3: Step 1 x Step 2 x (1+CCPS
T&E Factor) = QBE Direct Instruction

Step 4: State Adds Addt'l Funding

Step 5: Deduct Local 5 Mill Share

Step 6: Deduct Austerity Adjustment

Total QBE Formula Earnings

Step 7: Add Categorical Grants

Total QBE Funding

OFFICIAL

Georgia State Depart
Earnings Sheet

School System: 710 - Paulding County

FY 18 INITIAL A

Earnings (\$)						
DIRECT INSTRUCTIONAL COST	FTE	SALARY	OPERATING	QBE EARNINGS	LESS LOCAL 5 MILLS	STATE FUNDS
Kindergarten Pgm	1,671	9,246,802	130,587	9,377,389	997,574	8,379,815
Kindergarten Early Intr Pgm	172	1,237,800	13,442	1,251,242	133,108	1,118,134
Primary Grade(1-3) Pgm	5,196	23,106,658	446,333	23,552,991	2,505,905	21,050,086
Primary Grd Early Intrv(1-3) Pgm	564	3,746,882	48,447	3,795,329	404,048	3,391,281
Upper Elementary Grd(4-5) Pgm	3,334	11,317,328	234,747	11,552,075	1,228,919	10,323,156
UppElem Grd Early Intrv(4-5)	447	2,971,822	31,478	3,003,300	319,493	2,683,807
Middle Grade(6-8) Pgm	0	0	0	0	0	0
Middle School(6-8) Pgm	5,742	22,062,841	404,349	22,467,190	2,390,078	20,077,112
High School Gen Educ(9-12)	6,248	19,969,897	709,773	20,679,670	2,199,620	18,479,750
CTAE(9-12) PGM	1,500	5,793,228	521,838	6,315,066	671,802	5,643,264
Students with Disab Cat I	178	1,537,214	44,315	1,581,529	168,244	1,413,285
Students with Disab Cat II	182	1,931,863	23,906	1,955,769	208,066	1,747,713
Students with Disab Cat III	1,125	15,505,225	229,758	15,734,983	1,673,900	14,061,083
Students with Disab Cat IV	214	4,902,321	90,329	4,992,650	531,122	4,461,528
Students with Disab Cat V	530	4,581,416	224,095	4,805,511	511,214	4,294,297
Gifted Student Category VI	1,367	7,898,626	137,931	8,036,557	854,935	7,181,622
Remedial Education Pgm	168	794,598	9,535	804,133	85,544	718,589
Alternate Education Pgm	339	1,622,703	23,873	1,646,576	175,164	1,471,412
Eng Spkrs of Other Lang (ESOL)	69	690,879	3,983	694,842	73,918	620,924
Spec Ed. Itinerant				7,393	786	6,607
Spec Ed. Supplemental Speech				0	0	0
TOTAL DIRECT INSTRUC.	29,134	138,923,903	3,328,669	142,256,995	15,133,730	127,126,265
INDIRECT COST						
Central Admin and One Time QBE		3,453,261	443,128	3,896,389	414,501	3,481,888
School Admin		6,881,832	202,777	7,084,309	753,835	6,330,674
Facility M & O			8,681,923	8,681,923	923,590	7,758,333
Sub Total (INDIRECT COST)		10,334,793	9,327,828	19,662,621	2,091,726	17,570,895
MEDIA CENTER PGM.		3,366,375	405,562	3,771,937	401,262	3,370,675
20 DAYS ADDITIONAL INSTRUCTION		1,155,462		1,155,462	122,922	1,032,570
STAFF & PROFESSIONAL DEV				655,513	69,734	585,779
PRINCIPAL STAFF & PROF. DEV				10,131	1,078	9,053
MIDTERM HOLD HARMLESS						
Amended Formula Adjustment						(2,974,887)
Charter System Adjustment				0	0	0
QBE FORMULA EARNINGS		153,780,563	13,062,089	167,515,689	17,820,452	149,720,370
CATEGORICAL GRANTS						
Pupil Transportation Pgm (Includes 90 Drivers and bus replacement funds of 0)				1,384,284		1,384,284
Sparsity - Regular				0		0
Nursing Services				582,010		582,010
TOTAL EARNINGS FOR QUALITY BASIC EDUCATION				169,481,983		148,686,664
Education Equalization Funding Grant				27,368,078		27,368,078
TOTAL STATE FUNDING ON THIS ALLOTMENT SHEET				196,850,061		176,054,742
Charter Commission Admin - State						0
Military Counselors						0
DCH Direct Payment						0
State Commission Charter Supplement				0		0
TOTAL FUNDING ON THIS ALLOTMENT SHEET				196,850,061		176,054,742

Local School Administration 2020-2021 School Year

ELEMENTARY SCHOOL

ABNEY ELEMENTARY SCHOOL



Scott Brock
Principal



Camille Alderman
AP



Kim Hembree
AP



Jodie Henson
EAC

ALLGOOD ELEMENTARY SCHOOL



Donna Oldham
Principal



Dana Packer
AP



Scott Ragsdale
AP



Jenette Allen
EAC

BAGGETT ELEMENTARY SCHOOL



Karniese Daniel
Principal



Lyn Crowe
AP



Brandon Chason
EAC

BURNT HICKORY ELEMENTARY SCHOOL



Joy Viness
Principal



Andrea Davis
AP



Stan Ingram
AP



Sarah Burger
EAC

ELEMENTARY SCHOOL

DALLAS ELEMENTARY SCHOOL



Tameka Walker
Principal



Kelly Davis
AP



Lindy Beyea
EAC

DUGAN ELEMENTARY SCHOOL



DeAnna Byers
Principal



Gina Zuganella
AP



Rhonda Magill
EAC

HIRAM ELEMENTARY SCHOOL



Kimberly Walton
Principal



Thomas Beames
AP



Emily Black
AP



Lisa Brocious
EAC

HUTCHENS ELEMENTARY SCHOOL



Priscilla Smith
Principal



Jennifer Conkle
AP



Zuri West
EAC

ELEMENTARY SCHOOL

McGARITY ELEMENTARY SCHOOL



Karla Dodgen
Principal



Jacob Griffith
AP



Beth Becraft
EAC

NEBO ELEMENTARY SCHOOL



Rodney Wilkerson
Principal



Tasha Adams
AP



Melanie Hyde
EAC

NEW GEORGIA ELEMENTARY SCHOOL



Sonja Nelson
Principal



Tracy Gaynor
AP



Mary Hannah Gaddis
EAC

NORTHSIDE ELEMENTARY SCHOOL



Susan Woodham
Principal



Andy Davis
AP



Lori Morgan
EAC

ELEMENTARY SCHOOL

PANTER ELEMENTARY SCHOOL



John Cooper
Principal



Heather White
AP



Amy Delany
EAC

POOLE ELEMENTARY SCHOOL



Kristi Davis
Principal



Charles Harrison
AP



Wendy Howd
EAC

RAGSDALE ELEMENTARY SCHOOL



Ann Arnold
Principal



Carol Ammons
AP



Jodi Benson
EAC

ROBERTS ELEMENTARY SCHOOL



Paul Wilder
Principal



Gigi Neal
AP



Esther Jones
EAC

ELEMENTARY SCHOOL

RUSSOM ELEMENTARY SCHOOL



Libby Bell
Principal



Betty Nell Gassett
AP



Dustin Schularick
AP



Gwyneth Posey
EAC

SHELTON ELEMENTARY SCHOOL



Paul Chaffee
Principal



Myers Moreland
AP



Shetal Slusher
AP



Katie Meeks
EAC

UNION ELEMENTARY SCHOOL



Blake Keown
Principal



Kimberly Merrell
AP



Endea Hudgins
EAC

MIDDLE SCHOOL

AUSTIN MIDDLE SCHOOL



Greg Musgrove
Principal



Dannison Curtis
AP



Larry Sailors
AP



Sandra Wood
EAC

DOBBINS MIDDLE SCHOOL



Donna Broyles
Principal



Ronnetta Simpson
AP



Jonathan Thomas
AP



Wendy Mace
EAC

EAST PAULDING MIDDLE SCHOOL



Thomas Alverson
Principal



Inester Jones
AP



Teresa Raley
AP



Kimberly Burford
EAC

HERSCHEL JONES MIDDLE SCHOOL



Tammy Skelton
Principal



Chris McAllister
AP



Sean Schinella
AP



Tiffany Canty
EAC

MIDDLE SCHOOL

McCLURE MIDDLE SCHOOL



Jaynath Hayes
Principal



James Long
AP



Tammy Ponder
AP



Kim Silas
AP



Teresa Bowles
EAC

MOSES MIDDLE SCHOOL



Scott Viness
Principal



Greg Cherry
AP



Dianah Johnson
AP



Karen Kirby
EAC

P.B. RITCH MIDDLE SCHOOL



Christi Carson
Principal



Chris Munoz
AP



Pamela Swiney
AP



Michelle Pritchett
EAC

SCOGGINS MIDDLE SCHOOL



Sandra (Rene) Webb
Principal



Barbara Crutchfield
AP



Benjamin Moore
AP



Lameisha Williams
EAC

MIDDLE SCHOOL

SOUTH PAULDING MIDDLE SCHOOL



James (J.R.) Neal
Principal



Chad Tittle
AP



Trina Wheeler
EAC

HIGH SCHOOL

EAST PAULDING HIGH SCHOOL



Brad Thomason
Principal



Andy Dorsey
AP



Leslie Ellis
AP



Angela Johnson
AP



Carole Pearson
AP



Irina Keith
EAC

HIGH SCHOOL

HIRAM HIGH SCHOOL



Misty Cooksey
Principal



April Byrne
AP



Kristi Gammon
AP



Darius Hodge
AP



Jeff Wallace
AP/AD



Borato Broughton
EAC

NORTH PAULDING HIGH SCHOOL



Gabe Carmona
Principal



Ben Brooks
AP



Chris Davies
AP



Ryan Dyer
AP



Lorilyn Harrell
AP



Julie Speeney
AP



Tracy Sellars
EAC

HIGH SCHOOL

PAULDING COUNTY High School



Craig Wilcox
Principal



Robin Davis
AP



Dustin Skelton
AP/AD



Chris Stafford
AP



Karmel Tanner
AP



Kevin Thomas
AP



Heather DeJohn-Mathis
EAC

SOUTH PAULDING High School



Keith Rowland
Principal



Lamarr Glenn
AP



Dedreial Jackson
AP



Dianna Moyer
AP



Edward Thomas
AP



Cristin Thomason
EAC

NEW HOPE
EDUCATION CENTER



Vladimir Labossiere
Principal

PAULDING COLLEGE
AND CAREER ACADEMY



Marores Perry
CEO

E-SPLOST V Information

On May 20, 2014 the voters of Paulding County approved the extension of the penny sales tax that is helping build classrooms, improve current facilities, and provide technology for Paulding County students.

E-SPLOST is not a new or additional tax. Since 1997, voters have consistently supported the local school system through resolutions, approving four E-SPLOST programs (1997, 2001, 2006, and 2011). Over the past 17 years these programs have paid debt, purchased land, built and equipped hundreds of classrooms, and helped maintain and renovate existing facilities.

In addition to maintaining existing schools, these programs have helped construct twenty new schools and sixteen school additions.

E-SPLOST V Highlights:

- Projected collections are \$87.6 million* from April 2016 to March 2021.
- Projections are 28% more than the previous program.
- This is a continuation of the existing sales or consumption tax. Meaning, the one-cent sales tax currently is paid on retail sales in Paulding County.
- Collections will begin in April 2016, when E-SPLOST IV expires.
- The referendum will permit up to \$100 million in collections, to allow for flexibility in the projections.

* Georgia State University's Andrew Young School of Policy Studies (Fiscal Research Center) and EducationPlanners, LLC

Priority 1: Debt Service

- 50% or \$43.4 million of projected collections will be designated for debt service (principal and interest on existing debt).
- A minimum balance is always maintained to ensure adequate reserves are always available.
- As with previous programs, E-SPLOST V will provide for short-term borrowing, allowing for some projects to be expedited, if necessary.
- The school district has not issued bonds since 2008 and has \$110 million in debt, \$99 million by the end of the current E-SPLOST IV.

Provided that projected collections are met over the five-year life of the program, the citizens of Paulding County would continue to enjoy no school bond millage. Without E-SPLOST V, the \$43.4 million in debt service would need funding through a school bond millage rate – resulting in an estimated 17% increase in Ad Valorem Tax (property tax). Here are estimated increases, based on home values:

- \$100,000 – Increase of \$129 per year or \$645 over 5 years
- \$200,000 – Increase of \$257 per year or \$1,285 over 5 years
- \$300,000 – Increase of \$386 per year or \$1,930 over 5 years

However, this estimated 17% school bond millage rate increase (from 0.000 to 3.213) will not be necessary with E-SPLOST V funding.

Priority 2: Capital Projects

- 50% or \$44.2 million of projected collections will be designated for capital improvements.
- Capital projects are subject to change based on the needs of the school district and fluctuations in the projections – considering that debt service is the first priority of the program.
- The school district, in collaboration with EducationPlanners, LLC, has identified capital needs that could be funded via the program, and ranked their order of focus.

1	Technology Improvements	\$3.2 million
2	Shelton Elementary Addition	\$12.9 million
	North Paulding High School Addition	\$3.3 million
	Field/Track Improvements (all high schools)	\$6.4 million
	Band Instruments (all middle and high schools)	\$1.5 million
3	Fire Alarm, Sprinkler System, and Intercom Replacement (16 schools)	\$2.3 million
	Plumbing Improvements (3 schools)	\$0.3 million
4	Roof and Gutter Repairs (14 schools, 3 offices)	\$13.4 million
5	Flooring (3 schools)	\$1.0 million
	HVAC (16 schools, 3 offices)	\$18.3 million
	Other Maintenance Projects	\$0.6 million

State Funding of Capital Projects

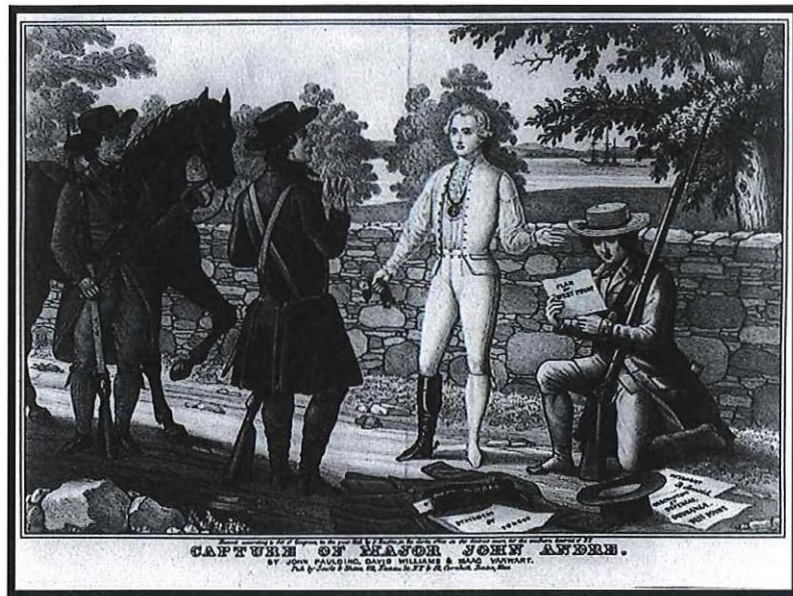
- \$18.9 million, or 30%, of the \$63.2 million in capital needs are projected to be reimbursed through the Georgia Department of Education's Capital Outlay Program.

History of Paulding County

The Beginning:

Paulding County was founded on December 3, 1832 as Georgia's 89th county. Paulding County is named after John K. Paulding, a Revolutionary War hero, who captured the British spy Major John Andre. Major Andre was an accomplice to Benedict Arnold in the attempted surrender of the fort in West Point, New York to the British Army.

Paulding County was one of ten counties that formed Cherokee County. On December 3, 1832 an act of the Georgia General Assembly separated Cherokee County into Union, Murray, Lumpkin, Gilmer, Forsyth, Floyd, Cobb, Cherokee, Cass (now known as Bartow), and Paulding. Van Wert became the county seat. Van Wert was named after Isaac Van Wert, another Revolutionary War soldier who participated in the capture Major John Andre.



In the Gold Lottery of 1832, Paulding County was separated into forty-acre "gold lots." People came from other parts of Georgia and other states to seek gold; however, many were not successful. Some of the immigrants remained in the county for agricultural purposes thus farming became the main occupation for Paulding County. Primary crops grown in Paulding County were cotton, corn, wheat and tobacco. Although the Removal Act was passed in 1830, most Cherokee Indian tribes that had inhabited much of Georgia did not leave Paulding County until 1838 on the Trail of Tears.

Between 1832 and 1874, parts of Paulding were annexed into Carroll, Cobb, Polk, and Douglas counties. On December 20, 1851, a section of Paulding was used to form Polk County and the county seat of Van Wert was included in Polk County. Dallas became Paulding County's new seat in 1851. Dallas is named after George Mifflin Dallas, Vice President of the United States under James Polk. On May 14, 1852, Dallas was founded on land deeded from Garrett H. Spinks and became incorporated in 1854. Paulding County has two other incorporated cities, Hiram and Braswell.

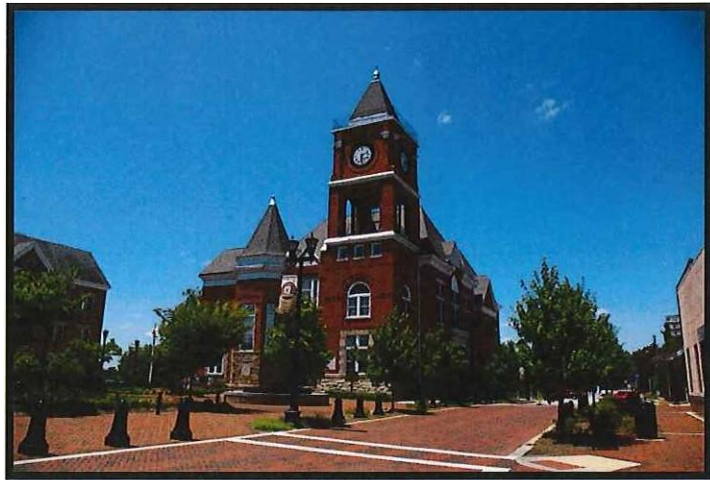
Our Courthouse:

The first two courthouses of Paulding were built in the county seat of Van Wert. In 1854, Paulding County purchased land to build another courthouse in the county seat of Dallas. In 1892, the new

courthouse was constructed. The building has been renovated several times throughout the years. The George T. Bagby Annex building was constructed in 1990. In 2008, the new Watson Government Complex opened and was dedicated to the Watson family. The new site is located at Constitution Boulevard in Dallas. The complex is the location of the courthouse and the administration offices for Paulding County.

The Civil War & Other Happenings:

Paulding County is well known for its role in the Civil War. In 1864, Union General William T. Sherman planned to take over Dallas to control the traffic on the county roads that led to larger cities such as Atlanta and Kennesaw. Confederate General Joseph Johnson commanded his troops to stop the Union from the attempted take-over. Because of the Union's attempt to control part of Paulding County, three battles took place at New Hope Church, Dallas and Pickett's Mill. The battles delayed Sherman's attack on Atlanta. Paulding County's historic Henderson House served as the Union headquarters. Today, Pickett's Mill is one of the best preserved Civil War sites in the nation.



After the reconstruction period, Paulding County began to flourish. Construction of the Southern and Seaboard Railroads began in 1882. Paulding County was also introduced to the textile industry at this time. Both industries played a great role in the growth of the county. Along with the introduction of the railroad and the textile industry, Paulding County's first newspaper was introduced, The Dallas New Era.

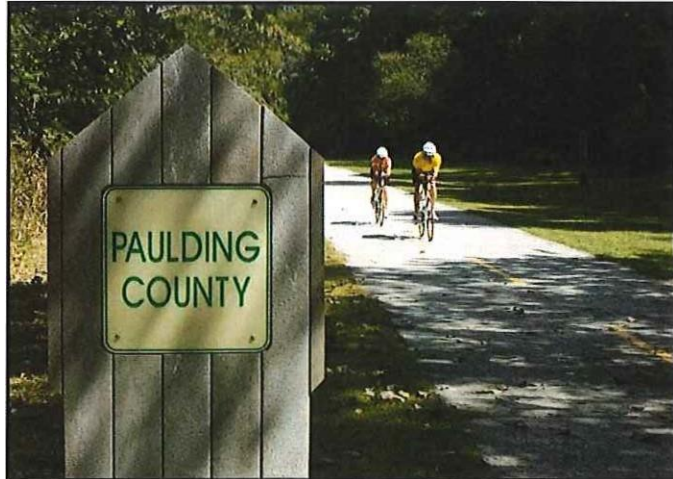
On October 18, 1903, "Ole 88" Engine 345, jumped the tracks and tore down part of the Pumpkinvine Creek Trestle. Pumpkinvine Creek Trestle, which was originally built in 1901, was rebuilt after the accident. The trestle is over 750 feet long and towers 126 feet above Pumpkinvine Creek. The trestle was restored in 1999 and now serves as part of the Silver Comet Trail.

On April 4, 1977, Southern Airways Flight 242 departed from Huntsville, Alabama traveling to Atlanta. The flight crew was advised of the presence of thunderstorms and possible tornadoes along their route prior to their departure. The flight crew had flown that same route from Atlanta earlier in the day and only encountered mild turbulence and light rain. During the flight, the weather intensified. The aircraft entered a thunderstorm cell and encountered excessive amounts of water and hail. The windshield was damaged by hail. Due to the massive amounts of water ingested, both engines failed.

The pilots executed an emergency landing on State Route 92, also known as Highway 381 or Dallas-Acworth Highway, located in the New Hope Community. When landing, the aircraft collided with a gas station/convenience store and several other structures. The flight crew and sixty-two passengers aboard

the aircraft died including eight people on the ground. Twenty-one passengers including both flight attendants survived.

The famous Silver Comet Trail, which runs through parts of the county, was originally a railroad. The trail is named after the Silver Comet Locomotive. The locomotive was a passenger train with dining and sleeping amenities. In 1992, The Georgia Department of Transportation purchased the abandoned railway from CSX. The land was purchased with the intentions of it becoming a transit extension but currently the land is being used as a trail for Paulding, Cobb, and Polk Counties. Construction on the trail began in Smyrna in 1998 and was completed in 2008 in Anniston, Alabama. The Silver Comet Trail is perfect for walking, biking, rollerblading, dog walking and horse riding.



Glossary and Exhibits

Glossary

This glossary contains definitions of terms necessary for a common understanding of the *PCSD Budget Book*. Some of these definitions are not primarily financial accounting terms, but have been included due to their significance to the accounting and budgeting process. The glossary is arranged alphabetically with appropriate cross-referencing where necessary.

AD VALOREM TAXES

Taxes levied on the assessed valuation (less exemptions) of real and personal property, including automobiles.

APPROPRIATION

An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

APPROPRIATION CONTROL

The control or management of a school district's business affairs in accordance with an approved budget and with a responsibility to keep expenditures within authorized amounts.

See also BUDGETARY CONTROL.

AUSTERITY

Measures taken by government to reduce expenditures in an attempt to shrink a growing budget deficit.

BALANCE SHEET

A summarized statement, as of a given date, of the financial position of a local education agency per fund and/or all funds combined showing assets, liabilities, reserves and fund balance.

BOARD OF EDUCATION (DISTRICT)

The elected or appointed body which has been created according to State law and vested with responsibilities for educational activities in a given geographical area. These bodies are sometimes called school boards, governing boards, boards of directors, school committees, school trustees, etc. This definition relates to the general term and covers State boards, intermediate administrative unit boards, and local basic administrative unit boards.

BOND

A written promise, generally under seal to pay a specified sum of money, called the face value, at a fixed time in the future, called the maturity date, and carrying interest at a fixed rate, usually payable

periodically. The difference between a note and a bond is that the latter usually runs for a longer period of time and requires greater legal formality.

BONDED DEBT

The part of the school district debt which is covered by outstanding bonds of the district. This type of debt is sometimes called "Funded Debt."

BONDS ISSUED

Bonds sold to a holder, to whom the issuer is indebted.

BUDGET

A budget is a plan of financing operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The budget usually consists of three parts. The first part contains a message from the budget-making authority together with a summary of the proposed expenditures and the means of financing them. The second part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect. The third part consists of schedules supporting the summary. These schedules show in detail the proposed expenditures and means of financing them together with information as to past years' actual revenues and expenditures and other data used in making the estimates.

BUDGET ADJUSTMENT (AMMENDMENT)

An administrative procedure used to revise a budgeted amount after the Annual Budget has been adopted by the Board of Education and approved by the State Board of Education.

BUDGETARY CONTROL

Budgetary Control refers to the management of the business affairs of the school district in accordance with an approved budget. Budget managers have a responsibility to keep expenditures within the authorized amounts.

See also APPROPRIATION and POSITION CONTROL.

CAPIAL ASSET

Capital Assets are items owned by the Paulding County School District such as land, buildings, equipment and other that are used over a period of time to provide service to the organization and the organization community. Capital assets may be used to produce goods or to repair, maintain or construct other assets.

CAPITAL BUDGET

The capital budget is a plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. If a Capital Program is in operation, it will be the first year thereof. A Capital Program is sometimes referred to as a Capital Budget.

See also CAPITAL PROGRAM.

CAPITALIZATION

A process of defining the value or threshold used to determine whether an item will need to be recorded as expenditure or kept as a fixed asset.

CAPITAL OUTLAYS

Expenditures which result in the acquisition of or addition to fixed assets.

CAPITAL PROGRAM

A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the local education agency is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

CAPITAL PROJECTS

Capital Projects are those that result in the acquisition or construction of land, buildings and related improvements.

CAREER & TECHNICAL EDUCATION (CTAE)

Career & Technical Education programs provide students opportunities to apply mathematics, science and communication competencies in laboratory and occupational settings that develop specific technical skills applicable in broad concentration areas.

CHART OF ACCOUNTS

A list of accounts systematically arranged, applicable to a specific concern, listing account names and numbers, if any. A chart of accounts, accompanied by descriptions of their use and of the general operation of the books of accounts, becomes a classification or manual of accounts: a leading feature of a system of accounts.

CONTINGENCY

Amount of money set aside for emergency school needs during the year.

CONTRACTED SERVICES

Contracted Services are a type of expenditure that includes labor, material and other costs for services rendered by personnel who are not on the payroll of the local education agency.

COST PER PUPIL

By dividing a monetary amount by an enrollment number, can be normalized across schools and districts in order to determine relative efficiencies. Possible measures can include budget or expenditure data for a given period of time, or a pupil unit of measure such as daily membership or daily enrollment.

COUPON RATE

A coupon rate is the yield paid by a fixed-income security; a fixed-income security's coupon rate is simply the annual coupon payments paid by the issuer relative to the bond's face or par value. The coupon rate is the yield the bond paid on its issue date.

DEBT

A debt is an obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of local education agencies include bonds, warrants and notes, etc.

DEBT LIMIT

The debt limit is the maximum amount of gross or net debt that is legally permitted.

DEBT SERVICE

Interest and principal payments associated with the issuance of bonds.

DELINQUENT TAXES

Delinquent taxes are those that remain unpaid on or after the date on which a penalty for non-payment is attached.

DIVISION (DEPARTMENT)

A division is a major administrative component of the school system that indicates overall management responsibility for an operation or a group of related operations within a functional area.

ELEMENTARY SCHOOL

A school classified as elementary by state and local statutes or practices and composed of kindergarten through grade five.

EMPLOYEE BENEFITS (FRINGE)

Amount paid by the school system on behalf of employees; these amounts are not included in the gross salary, but are over and above. Such payments are, in a sense, overhead payments. They are fringe

benefit payments, and while not paid directly to employees, are part of the cost of salaries and benefits. Examples include: (a) group health or life insurance, (b) contribution to employee retirement, (c) Social Security and (d) Worker's Compensation.

ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL)

A program that provides English instruction for students whose first language is one other than English.

ESEP

Exceptional Students Education Program

EXPENDITURES

This includes total charges incurred, whether paid or unpaid, for current expense, capital outlay and debt service.

FISCAL PERIOD

Any period at the end of which a local education agency determines its financial position and the results of its operations. The period may be a month, a quarter, or a year, depending upon the scope of operations and requirements for managerial control and reporting purposes.

FISCAL YEAR (FY)

A twelve-month period of time to which the annual budget applies and at the end of which a local education agency determines its financial position and their results of its operations. For Paulding County School District this period is July 1 through June 30.

FRINGE BENEFITS

Total employers share of F.I.C.A. Taxes, hospitalization, dental, disability, worker's compensation, unemployment and retirement contributions made on behalf of employees.

See also EMPLOYEE BENEFITS.

FULL-TIME EQUIVALENT – EMPLOYEE (FTE)

The amount of employed time required in a part-time position expressed in proportion to that required in a full-time position, with 1.0 representing one full-time position. It is derived by dividing the amount of employed time in the part-time position by the amount of employed time required in a corresponding fulltime position.

FULL-TIME EQUIVALENT – STATE FUNDING (FTE)

Local school systems in Georgia must report enrollment at least twice during the school year for funding purposes. This reporting reflects the school day being divided into six parts (periods). The student is counted six times, according to which programs he or she participates in during the day.

Each student is counted for each one-sixth of the school day for the eligible program in which he or she is enrolled. The resulting total, when divided by six, is known as the full-time equivalent (FTE) program count. An average of three reported counts are used in the funding formula.

See also QUALITY BASIC EDUCATION.

FUNCTION¹⁹

Function is an accounting term relating to both the budget and the financial report. A “function” is a grouping of activities being performed for which salaries and other types of direct costs are expended and accounted. Functions and sub functions consist of activities which have somewhat the same general operational objectives. Furthermore, categories of activities comprising each of these divisions and subdivisions are grouped according to the principle that the activities should be combinable, comparable, relatable and mutually exclusive. Both the budget and the financial reports group activities within “functions.”

INSTRUCTION (1000)

Instruction includes activities dealing directly with the interaction between teachers and students. Teaching may be provided for students in a school classroom, in another location such as a home or hospital, and in other learning situations such as those involving co-curricular activities. It may also be provided through some other approved medium such as television, radio, telephone, and correspondence. Included here are the activities of aides or classroom assistants of any type (clerks, graders, teaching machines, etc.) which assist in the instructional process. Note: Counselors and Technology Specialists funded through QBE are allowable charges to this function for expenditure control purposes.

PUPIL SERVICES (2100)

Activities designed to assess and improve the well-being of students and to supplement the teaching process. Activities include guidance, counseling, testing, attendance, social work, health services, etc. Also include supplemental payments for additional duties such as coaching or supervising extracurricular activities.

IMPROVEMENT OF INSTRUCTIONAL SERVICES (2210)

Technical and logistical support activities designed to aid teachers in developing the curriculum, preparing and using special curriculum materials, and understanding the various techniques that stimulate and motivate students. These services facilitate, sustain, and enhance instruction techniques. Includes costs associated with technology personnel (Technology Specialists), contracted support services, systems planning and analysis, systems application development, network support services, and other technology-related costs that relate to the support of

¹⁹ Georgia DOE Chart of Accounts, 11/1/2018

instructional activities. Effective FY 2018 – All Instructional Staff Training (professional development) costs will be reported using Function 2213. Training and professional development for other, non-instructional employees should be reported in their respective functions.

INSTRUCTIONAL STAFF TRAINING (2213)

Activities associated with the professional development and training of instructional personnel. These include such activities as in-service training (including mentor teachers), workshops, conferences, demonstrations, courses for college credit (tuition reimbursement), and other activities related to the ongoing growth and development of instructional personnel. Training that supports the use of technology for instruction should be included in this code. The incremental costs associated with providing substitute teachers in the classroom (while regular teachers attend training) should be captured in this function code. All costs should be charged to this code regardless of whether training services are provided internally or purchased from external vendors. It should be noted that the salary of a teacher who is attending training would still be reported in function 1000.

EDUCATIONAL MEDIA SERVICES (2220)

Activities concerned with directing, managing and operating educational media centers. Included are school libraries, audio-visual services and educational television.

FEDERAL GRANT ADMINISTRATION (2230)

Activities concerned with the demands of Federal Programs grant management. Federal Indirect Cost Charges should continue to be charged to 2300-880.

GENERAL ADMINISTRATION (2300)

Activities concerned with establishing and administering policy for operating the LUA. These include the activities of the members of the Board of Education. Local activities in interpretation of the laws and statutes and general liability situations are charged here, as are the activities of external auditors. Also recorded here are activities performed by the superintendent, administrative support personnel and deputy, associate, or assistant superintendent having overall administrative responsibility.

SCHOOL ADMINISTRATION (2400)

Activities concerned with overall administrative responsibility for school operations. Included are activities of principals, assistant principals, full time department chairpersons and clerical staff.

SUPPORT SERVICES – BUSINESS (2500)

Activities concerned with the fiscal operation of the LUA, including budgeting, financial and property accounting, payroll, inventory control, internal auditing and managing funds. Also included are purchasing, warehouse and distribution operations, and printing, publishing and duplicating operations.

MAINTENANCE AND OPERATION OF PLANT SERVICES (2600)

Activities concerned with keeping the physical plant open, comfortable, and safe for use, and keeping the grounds, buildings, and equipment in effective working condition and state of repair. This includes the activities of maintaining safety in buildings, on the grounds, and in the vicinity of schools. Property insurance expenditures are recorded in this function.

STUDENT TRANSPORTATION SERVICE (2700)

Activities concerned with the conveyance of students to and from school and trips to school activities. These activities include supervision of student transportation, vehicle operation, servicing and maintenance, bus monitoring and traffic direction. Transportation insurance expenditures are charged to this function.

SUPPORT SERVICES – CENTRAL (2800)

Central Office activities other than general administration and business services. Included are personnel services, data processing services, strategic planning including research, development and evaluation on a system-wide basis; and public relations activities, such as writing, editing and other preparation necessary to disseminate information to students, staff and the general public.

OTHER SUPPORT SERVICES (2900)

All other support services not properly classified elsewhere in the 2000 series.

SCHOOL NUTRITION PROGRAM (3100)

Activities concerned with providing food to students and staff in a school or LUA. This service area includes the preparation and serving of regular and incidental meals or snacks in connection with school activities and delivery of food. Activities should be recorded in Fund 600 (School Nutrition Program) except when paid by federal funds from fund 100 on behalf of the food service operation due to a shortage of funds or by special arrangement.

ENTERPRISE OPERATIONS (3200)

Activities that are financed and operated in a manner similar to private business enterprises - where the intent is to recover costs through user charges. Examples: LUA operated bookstore, cannery or freezer plant operation, stadium operation, etc.

COMMUNITY SERVICES OPERATIONS (3300)

Activities concerned with providing community services to students, staff or other community participants. Examples of this function would be the operation of a community swimming pool, a recreation program for the elderly, a child care center for working mothers, etc.

FACILITIES ACQUISITION AND CONSTRUCTION SERVICES (4000)

Activities concerned with the acquisition of land and buildings; renovating buildings; the construction of buildings and additions to buildings, initial installation or extension of service systems and other build-in equipment; and improvements to sites.

OTHER OUTLAYS (5000)

Outlays which cannot be properly classified as expenditures, but require budgetary or accounting control. Transfers to other funds are recorded as 5000-930.

DEBT SERVICE (5100)

Outlays to retire the long-term debt (obligations in excess of one year) of the LUA. Included are payments of principal, interest and paying agents' fees. Interest on current loans (repayable within one year) is charged to function 2500.

FUND

A fiscal and accounting entity which is comprised of a self-balancing set of accounts that reflect all assets, liabilities, equity, revenue and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for purposes of legal compliance, different natures of the activities performed, measurement of different objectivities and to facilitate management control.

FUND BALANCE

Fund Balance refers to the excess of assets of a fund over its liabilities and reserves. During the fiscal year prior to closing, it represents the excess of the fund's assets and estimated revenues for the period over the liabilities, reserves and appropriations for the period.

FUND BALANCE – UNASSIGNED

That portion of the excess funds which has no legal commitments or formal designations by the Board for future funding needs.

FUND, CAPITAL PROJECTS

The Capital Projects Fund is used to account for all resources used for acquiring capital sites, buildings, and equipment as specified by the related bond issue. Capital project funds are designated to account for acquisition or construction of capital outlay assets which are not acquired directly by the general

fund, special revenue funds or enterprise funds. Capital project funds have been developed to account for the proceeds of a specific bond issue and revenue from other possible sources which are designated for capital outlay, i.e., for land, buildings and equipment.

FUND, DEBT SERVICE

The fund used to finance and account for payment of principal and interest on all long-term general obligation debts. Debt service funds are used to accumulate resources over the outstanding life of the bond issue in an amount equal to the maturity value. Cash of the debt service may be invested in income producing securities which are converted back into cash at the maturity date for use in retiring bonds.

FUND, GENERAL

The fund used to finance the ordinary operations of the education agency. It is available for a legally authorized purpose and consists of money not specifically designated for some other particular purpose.

FUND, SPECIAL REVENUE

A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specific purposes.

FUND, FIDUCIARY

The fund used to account for money and property held in trust by a school system for individuals, government entities, or non-public organizations. A Trust Fund is usually in existence over a longer period of time than an Agency Fund. Primarily, Agency Funds function as a clearing mechanism for cash resources collected by the district held for a short period and then disbursed to authorized recipients.

GENERAL OBLIGATION BONDS

Bonds issued to finance major projects with resources from tax collection to repay debt. The full faith, credit and taxing power of the government back this type of bond.

GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP)

A system of uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

GRANT

Contribution of either money or material goods given by a contributing unit (public or private) to another receiving unit and for which the contributing unit expects no repayment. Grants may be for a specific or general purpose.

HIGH SCHOOL (SECONDARY EDUCATION)

A school classified as high school by state and local statutes or practices and composed of grades nine through twelve.

INTER-FUND TRANSFERS

Amounts transferred from one fund to another fund.

KINDERGARTEN

A group or class that is organized to provide educational experience for children for the year immediately preceding the first grade and conducted during the regular school year.

LAPSE

A lapse is the difference between budgeted revenue and expenses and actual revenue and expenses.

LOCAL EDUCATION AGENCY (LEA)

As defined by the Elementary and Secondary Education Act, a Local Education Agency is a public board of education or other public authority legally constituted within a State for either administrative control or direction of, or to perform a service function for, public elementary schools or secondary schools in a city, county, township, school district, or other political subdivision of a State, or for a combination of school districts or counties that is recognized in a State as an administrative agency for its public elementary schools or secondary schools.

LEVY

(Verb) To impose taxes or special assessments or (noun) the total of taxes or special assessments imposed by a governmental unit.

MAINTENANCE & OPERATIONS (M&O)

Refers to the cost associated with the maintenance and operations of the school district.

MIDDLE SCHOOL (PRIMARY EDUCATION)

A school classified as middle by state and local statutes or practices and composed of grades six through eight.

MILLAGE RATE

The ad valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value established by the governing authority each fiscal year.

A millage rate may be levied for the maintenance and operation of the school district (M&O millage) or to fund debt service (Bond millage).

A mill is equal to \$1 for each \$1000 of taxable property value.

MODIFIED ACCRUAL BASIS

The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under this basis, revenues and other financial resources are recognized when they accrue, that is when they become both “measurable” and “available” to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.

OBJECT

An accounting term used to describe the service or commodity obtained as a result of a specific expenditure or to describe a specific revenue source.

ORIGINAL BUDGET

Original budget adopted by the governing body before any budget adjustments.

PAYROLL COSTS

All costs covered under the following objects of expenditures: Certified Salaries, Classified Salaries and Employee Benefits.

PERSONNEL COSTS – FULLY LOADED

Personnel Costs are expenditures for salaries, fringe benefits, etc.

PER PUPIL (ALLOTMENT)

The per pupil allotment is an allotment to each school for materials and supplies based on the quantity and characteristics of those pupils.

PER PUPIL (EXPENDITURE)

This refers to expenditures for a given period of time divided by a pupil unit of measure.

POSITION CONTROL

The control or management of a school district’s personnel allotments in accordance with an approved budget and with a responsibility to keep expenditures within authorized amounts.

PROGRAM

In budgeting, a program refers an effort to accomplish a specific objective or objectives consistent with funds or resources available. Budgets and actual revenue and expenditure records may be maintained per program.

PROGRAM WEIGHTS

Since different programs vary in their cost to operate, each of the nineteen (19) QBE programs is assigned a different program weight. These weights reflect the cost of teachers, paraprofessionals and other instructional personnel; instructional materials; facility maintenance and operation (M&O) costs; media center personnel and material costs; school and central office administration costs and staff development.

See also QBE.

QUALITY BASIC EDUCATION ALLOTMENTS (QBE)

Funds are allotted by the State on the basis of “Weighted” FTE (Full-time Equivalent students) to the local school system. The following are nineteen (19) programs of allotment under QBE:

1. Kindergarten (EIP)
2. Grades 1 - 3 (EIP)
3. Grades 4 - 5 (EIP)
4. Kindergarten
5. Grades 1 – 3
6. Grades 4 – 5
7. Grades 6 – 8
8. Grades 9 – 12
9. HS Vocational Lab
1. 19. English for Speakers of Other Languages (ESOL)
10. Middle School Program
11. Persons with disabilities: Category I
12. Persons with disabilities: Category II
13. Persons with disabilities: Category III
14. Persons with disabilities: Category IV
15. Persons with disabilities: Category V
16. Intellectually Gifted Students: Cat VI
17. Remedial Education
18. Alternative Education
19. ESOL

QBE – MID-TERM ADJUSTMENT

Because the QBE formula is based on FTE counts which are taken primarily in the previous school year, there will be a need to adjust the total allotment as more recent counts become available. If the more recent counts result in an increase in funds needed, the State Board will request the additional funds from the General Assembly.

REIMBURSEMENT

Cash or other assets received as a repayment of the cost of work or services performed or of other expenditures made for or on behalf of another governmental unit or department, or for an individual, firm or corporation.

RESERVE FOR GROWTH (CONTINGENCY)

An amount reserved by the Board to accommodate student growth beyond projections and state compliance situations.

REVENUE

Additions to the assets of a fund that are made available to finance the fund's expenditures during a fiscal period.

ROLLBACK

A rollback is a reduction in the millage tax rate to offset any increased revenue resulting from property re-evaluation.

SALARIES

This includes expenditures for hourly, daily and monthly salaries including overtime pay and sick pay.

SOURCE OF FUNDS

This dimension identifies the expenditure with the source of revenue, i.e., local, state, federal and others.

SPECIAL EDUCATION

Consists of direct instructional activities designed to deal mainly with the following pupil exceptionalities: the physically handicapped, the emotionally and/or socially handicapped, the culturally handicapped (including compensatory education), the mentally retarded, and the mentally talented and gifted.

SPECIAL PURPOSE LOCAL OPTION SALES TAX FOR EDUCATION (E-SPLOST)

Authorized by the State of Georgia and then "opted-in" by local governments, an E-SPLOST is a 1% sales tax voted on and approved by citizenry to be used by that government.

STATE HEALTH BENEFIT PLAN

The cost of employee health insurance is determined on an annual basis by the State Personnel Board.

STEP INCREASE

A scheduled annual increase to an eligible employee's salary based on pay grade and performance reviews. A step increase may be withheld from employees based on poor evaluations. A step increase is distinct from a salary raise which is determined for all or groups of employees by the Board.

STUDENT-ACTIVITY FUNDS

Services for public school pupils, such as entertainment, publications, clubs, band, and orchestra, that are managed or operated by the student body under the guidance and direction of an adult and are not part of the regular instructional program.

TAX DIGEST

The Paulding County Tax Assessor's summary of the projected taxable value of all commercial, industrial and residential property in the school district.

TEACHER ALLOTMENT

The teachers are allotted to each school on the basis of active enrollment. The formula used for allocations meet the provisions of the State Board of Education and accrediting standards.

TEACHER RETIREMENT SYSTEM (TRS)

The Georgia Teacher Retirement System is a cost-sharing multiple-employer public employee retirement system. The participation of all teachers and certain other designated employees is mandated by statute. The TRS is funded through a combination of employee, employer, and State contributions.

TITLE AD VALOREM TAX

Vehicles purchased on or after March 1, 2013 and titled in Georgia are exempt from sales and use tax and the annual ad valorem tax. Instead, these vehicles are subject to a one-time title ad valorem tax that is based on the value of the vehicle.

TRAINING AND EXPERIENCE (T&E)

This is a measure representing the combination levels of training and experience held by an employee. This measure is used to augment the base state funding levels.

VOCATIONAL PROGRAM

A program offered for the primary purpose of offering education and training in one or more semi-skilled, skilled, or technical occupations.

WEIGHTED FULL-TIME EQUIVALENT (WFTE)

The result of FTE counts times the State-assigned program weight for each of the nineteen (19) QBE programs.

WORKING BUDGET

An increase or decrease to the Original Budget amount as adopted by the Board.