

# Comprehensive Annual Budget Report

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July 1, 2018 - June 30, 2019



**Canyons School District**

**9361 South 300 East**

**Sandy, Utah 84070**

**[www.canyonsdistrict.org](http://www.canyonsdistrict.org)**

Superintendent of Schools  
James Briscoe, Ph.D.

Business Administrator  
Leon Wilcox, CPA

Director of Accounting and Budgeting  
Gary Warwood, CPA

9361 South 300 East  
Sandy, UT 84070  
801.826.5040  
[www.canyonsdistrict.org](http://www.canyonsdistrict.org)

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CSD Communications Office

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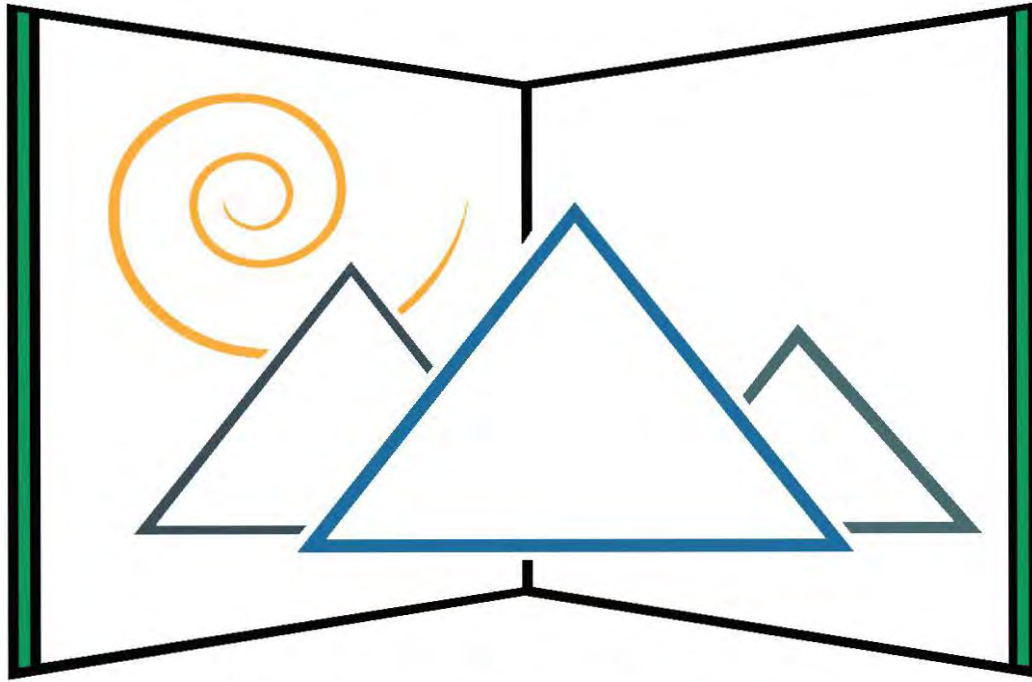
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# CANYONS

School District

# EXECUTIVE SUMMARY

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**CANYONS**  
School District  
*"Celebrating the Highest  
Standards of Educational Excellence"*

*Office of Superintendent*

James Briscoe, Ph.D.

Phone: 801-826-5000

Fax: 801-826-5053

[jim.briscoe@canyonsdistrict.org](mailto:jim.briscoe@canyonsdistrict.org)

May 25, 2018

The Honorable Board of Education  
Canyons School District  
Sandy, Utah

Dear Board Members:

We hereby submit to you the budget for the Canyons School District for the fiscal year 2018-2019 and a revised budget for the fiscal year 2017-2018. The development of the budget was completed by reviewing every revenue and expenditure item under the control of the District.

The budget is a responsible, balanced financial plan designed to carry out the District's mission: All students will graduate from Canyons School District college- and career-ready.

The budget was prepared in accordance with all laws and legal requirements of the state of Utah and the federal government, as well as guidance provided by the Board. The accounts and the business practices of the District are subject to both external and internal audits on a continuous basis. The District has established sound financial policies and practices to ensure that taxpayer funds are expended appropriately.

The budget is developed by organizational units and includes historical financial information for purposes of comparison and analysis. Prior reports have earned the Meritorious Budget Award from the Association of School Business Officials (ASBO) International and commendations from the Government Finance Officers Association (GFOA). This report will conform to the award requirements and will be submitted for consideration.

This budget reflects basic state support through weighted pupil units (WPU) with a weighted value of \$3,395 per student, an increase of \$84 (2.5%) over the 2017-2018 support of \$3,111. The state support also includes another 1.5% WPU increase in flexible allocation. Included in the budget is the Midvale Elementary Comprehensive Restructuring plan which brings additional FTE supports to bolster the District's most at-risk school. Also included in the budget are the negotiated agreements with Canyons Education Association (CEA) and Canyons Education Support Professional Associations (CESPA). Each full-time teacher will receive at least a \$2,235 pay increase plus a \$500 bonus in November. This increase will allow the District to compete for the best and brightest teaching candidates.

The District's major emphasis during 2018-2019 moving toward the goal of having every child college-and-career ready is two-fold. First, indicators for student achievement growth were previously adopted, which include graduation rate, ACT and SAGE assessment scores. The District continues to monitor and track these indicators. Teachers will continue to receive professional development to implement the curriculum to ensure these targets are met. Secondly, the continuation of the District's building program. The renovated Indian Hills will re-open to students in the fall of 2018. The renovations includes a new commons area which will draw in substantial natural light, a new entrance with added security features, additional classrooms, and an upgraded parking lot. With the completion of this school, the District has kept its promise to the voting electorate in that all thirteen projects listed on the 2010 bond were completed. In November 2017, the Board proposed a \$283 million bond to the citizens. The bond passed by a convincing margin with 58% voting in favor. Rebuilds of Brighton and Hillcrest high schools and a major renovation to Alta High will be funded from the bond proceeds. Construction on these three schools will begin this summer. Other schools will be rebuilt in future years.

The District is committed to making available to the community all information necessary for understanding the funding and allocation process that drives its operation. This document, which is also available online at [www.canyonsdistrict.org](http://www.canyonsdistrict.org) fulfills that commitment and it is hoped that readers will find the Annual Budget Report to be useful as a resource. Feedback on the content and design of the document is greatly appreciated. Should questions arise, please feel free to contact the Accounting Department at (801) 826-5341.

We would like to thank Sherril Taylor, who serves as Board President, and other members of the Board for their dedicated service in conducting the financial affairs of the District in a responsible and progressive manner. To the many students, parents, citizens, and employees whose questions and suggestions continue to help refine the operations of Canyons School District, our deepest appreciation is offered.

Respectfully submitted,



James Briscoe, Ph.D.  
Superintendent of Schools



Leon Wilcox, CPA  
Business Administrator

BOARD OF EDUCATION AND ADMINISTRATIVE PERSONNEL

Board President.....Sherril Taylor  
Board First Vice-President ..... Nancy Tingey  
Board Second Vice-President ..... Amber Shill  
Board Member ..... Clareen Arnold  
Board Member ..... Chad Iverson  
Board Member ..... Mont Millerberg  
Board Member ..... Steve Wrigley

Superintendent of Schools..... Dr. James Briscoe  
Business Administrator ..... Leon Wilcox, CPA  
Assistant Superintendent for Operations and Schools..... Dr. Robert Dowdle  
Assistant Superintendent for Curriculum and Instruction..... Dr. Kathryn McCarrie  
Assistant Superintendent for External Relations .....E. Charles Evans  
Legal Counsel.....Daniel Harper, JD  
Director of Accounting and Budgeting .....Gary Warwood, CPA



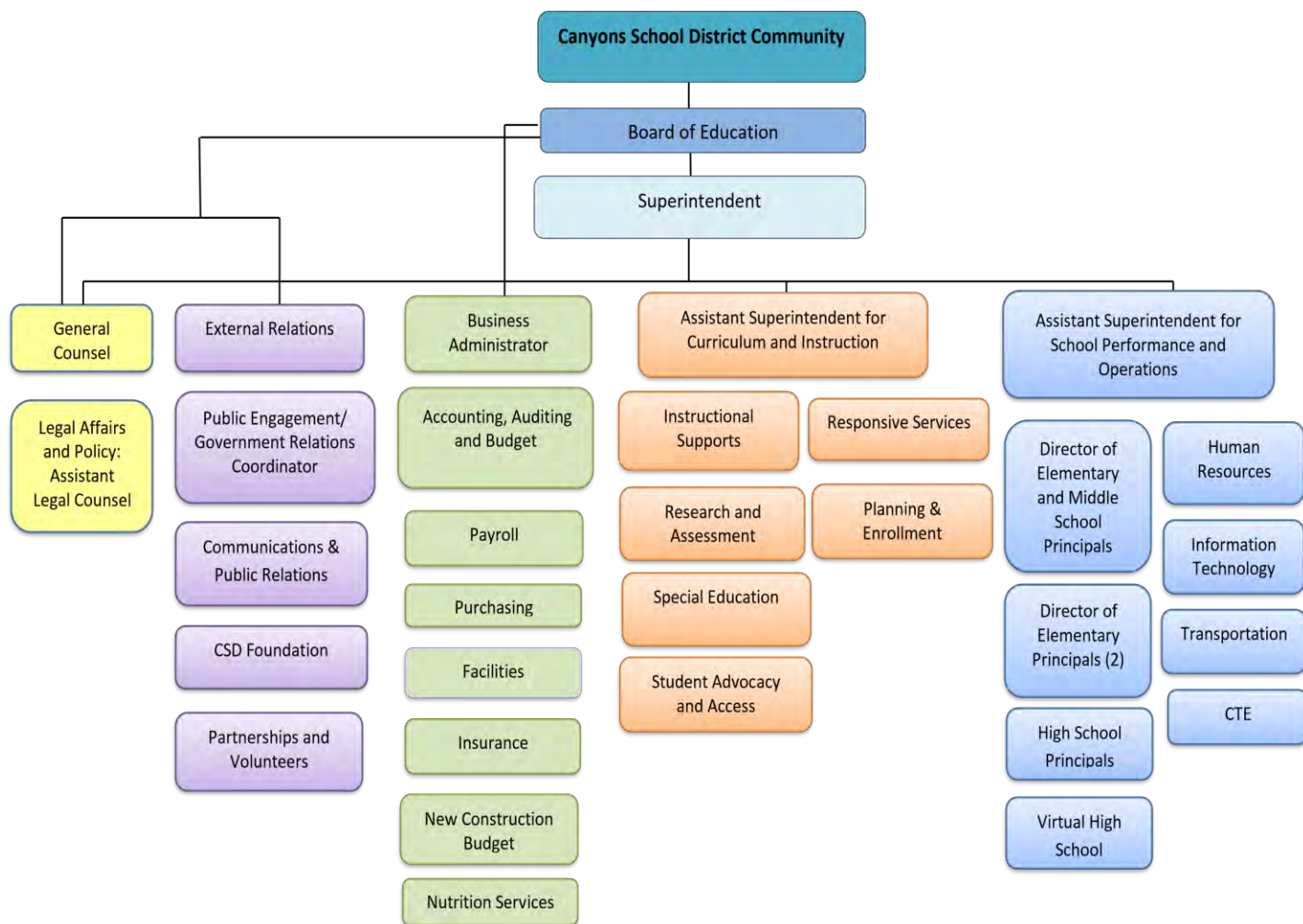
## Canyons School District Board of Education



Back row: L-R Mont Millerberg, Chad Iverson, Steve Wrigley, Sherril Taylor (President)  
Front row: L-R Clareen Arnold, Amber Shill (Second Vice-President), Nancy Tingey (First Vice-President)

The Canyons Board of Education is a dedicated group of community leaders who are elected to overlapping four-year terms and represent specific geographic regions of Canyons School District. Although each member represents a different region, they are dedicated to ensuring the success of every student in the District through clear, concise direction to the Superintendent and Business Administrator.

## Organizational Chart



\*This organizational chart is established with a clear understanding that communication will take place both vertically and horizontally. Board members have the right and authority to contact any administrator holding a position on this chart.

## EXECUTIVE SUMMARY

### Budget Overview

The Canyons School District budget beginning July 1, 2018 and ending June 30, 2019 includes actual audited figures from 2014-2015, 2015-2016, 2016-2017, the final amended budget for 2017-2018 and proposed budget for 2018-2019. The 2018-2019 school year will be the District's tenth year of operations. The Board of Education formally adopted the final 2017-2018 budget and the proposed 2018-2019 budget on June 12, 2018. The budgets presented in this document include all governmental funds and proprietary funds for which the Board is legally responsible. The budgets in this document are organized by fund as follows:

#### Governmental Fund Types

- General Fund (a major fund)
- Pass-Through Taxes Fund
- District Activity Fund
- Canyons Education Foundation Fund
- Nutrition Services Fund
- Capital Outlay Fund (a major fund)
- Debt Service Fund (a major fund)

#### Proprietary Fund Types (Internal Service Fund)

- Self-Insurance Fund

Budgets are presented on the modified accrual basis of accounting for all governmental fund types, and on the accrual basis for proprietary fund types. This is consistent with Generally Accepted Accounting Principles (GAAP). Unencumbered annual appropriations lapse at the end of each fiscal year. A commitment of fund balance is established for all encumbered amounts and carried forward into the next year.

The budget is designed to help assure fiscal integrity and efficiency and to provide accountability for public funds. All school principals and department directors are required to monitor their budgets to assure that expenditures do not exceed appropriations. Users of budgeted accounts are provided with on-line detailed information to help facilitate this task. In addition, the Accounting, Budgeting, and Auditing Department is tasked with monitoring all District accounts and establishing daily controls over expenditures.

### Mission and Vision of the District

This budget was designed to meet the mission of the District: All children will graduate from Canyons School District college-and career-ready.

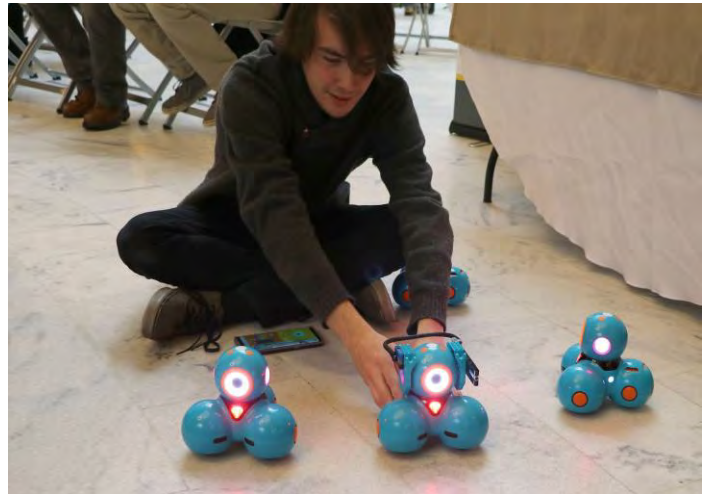


The Board has adopted the following vision statement:

*Canyons School District is a public education system dedicated to delivering a high-quality education to students, valuing and rewarding the vital contributions of employees, and helping learners of all ages be prepared for meaningful life opportunities. We value transparency and collaboration in governance. We work together with families and community partners to establish and maintain safe, supportive, and academically challenging school environments which strengthen neighborhoods and communities.*

Examples of efforts made to achieve the mission and long-term goals of the District during the 2017-2018 school year are:

- During 2017-2018 the approximate number of graduates will be:
  - Alta High School - 414
  - Brighton High School - 450
  - Corner Canyon High School - 500
  - Hillcrest High School - 480
  - Jordan High School - 481
  - Diamond Ridge (Alternative High School) – 40
  - Entrada (Adult High School) - 100
  - South Park Academy (Utah State Prison) - 119
- Three students, Kara Komarnitsky and Madeline Martin of Hillcrest High and August Burton of Corner Canyon High were 2018 National Merit Scholar recipients.
- Hillcrest High production of “Les Miserables” captured the “triple crown” at the Utah High School Musical Awards. The show earned Best Musical trophy, Bennett Chew won Best Actor, and the crew won Best Scenic Design.
- Corner Canyon High and Brighton High ranked fourth and fifth, respectively, as the state of Utah’s top high schools according to U.S. News and World Report.



Additional 2017-2018 accomplishments include:

- Alta High’s first year implementing its Step2theU program was a success as all 36 students completed the initial year of the program.
- Sandy LeCheminant from Albion Middle School was named Utah’s Assistant Principal of the Year.
- 78% of Canyons elementary and middle schools received a “A” or “B” grade under Utah’s grading system - an increase of 5% from the previous year.
- Students in the 11<sup>th</sup> grade for another year, out performed the state average in all categories of the ACT test. In addition, students in the 3<sup>rd</sup>, 5<sup>th</sup> and 8<sup>th</sup> grades, for another year, achieved scores on the SAGE testing which were significantly higher



than the state averages. See Indicators for Student Achievement towards the end of this summary.

- The construction of the rebuilds for Midvale Middle and Alta View Elementary were completed on schedule and under-budget as both schools opened in August 2017. The renovation of Indian Hills Middle is nearing completion and will re-open to students in August 2018.

### **FY2018-2019 Priorities**

As part of achieving the mission and long-term goals of the District, the District's priorities for the 2018-2019 year are two-fold:

#### **1) Academic Achievement Plan**

- Focus the Academic Achievement Plan to meet the target indicators established by the Board.
- Expand the supplemental hours of instruction for kindergarten to additional school locations.
- Continue to receive feedback from the teacher evaluation system and make revisions where it is deemed necessary.
- Implement the Midvale Elementary restructuring plan to add FTE's for emotional and behavior supports. Also introduce a new dual teaching system for each classroom.
- Add more supports and reduce class sizes for the special education cluster units.
- Promote the teacher salary schedule implemented in 2017-2018 to recruit and retain the top educators.

#### **2) Capital Facilities**

- The District passed a \$283 million bond in November 2017. The bond proceeds will fund a major renovation for Alta High and complete rebuilds for Brighton and Hillcrest high schools. The design of these three projects are nearing completion with construction scheduled to begin in the summer/fall of 2018.
- New entrances and offices will be constructed at Brookwood, Park Lane and Silver Mesa elementary schools. Additionally, the classrooms in each of these buildings will have solar tubes installed to bring in natural light.
- Altara Elementary will receive an upgraded parking lot to address safety concerns.

### **Budget Cycle**

The process of budget development is a year-round process that involves schools and departments.

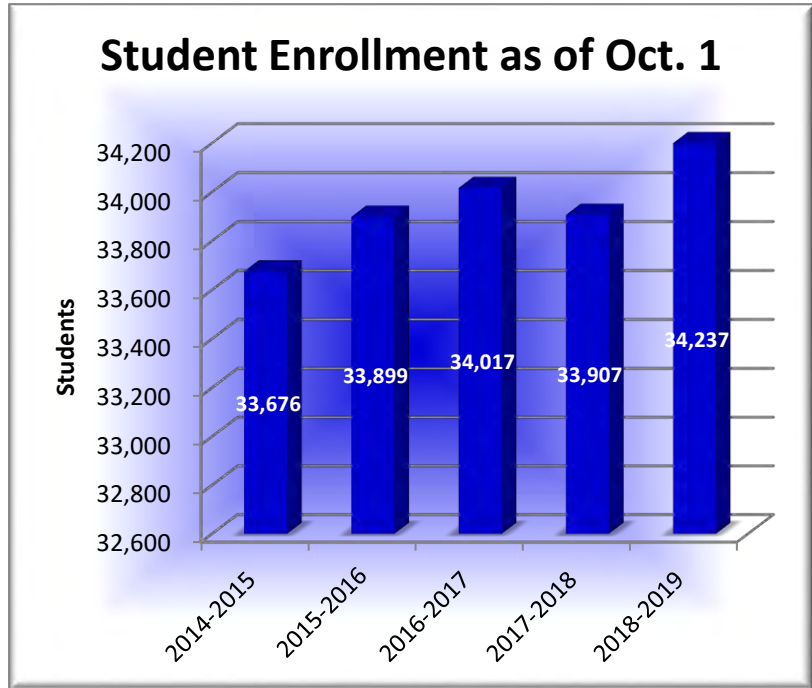
- September – Beginning fund balances are established once the financial audit of the Comprehensive Annual Financial Report (CAFR) for the prior fiscal year is completed. This is our starting point.
- March – The Utah Legislature completes its session so state revenue funds for education can be determined. Local and federal revenue sources are also projected. Once completed, likely revenues are known for the District to carry out its mission.

- March – Enrollment projections by school and grade level are finalized to establish FTE allocations to schools. At the same time, negotiations on salary and benefits (by far the largest expenditure category in the budget) are beginning.
- March/April – Schools and departments submit their expenditure requests. Those requests are matched against the District’s mission and objectives and are prioritized.
- Based on the latest information available and as legal deadlines approach, expenditures are fit within available revenues and the budgets are balanced. Expenditures are budgeted to be equal to projected available revenues, which include available fund balances. Budgets are considered balanced as long as expenditures do not exceed the total of expected revenues and available fund balances. However, the District is committed to remain fiscally sound and secure in the long-term so any use of fund balance is done so prudently.
- June 1 – Tentative budget completed, posted on website and placed on file in the Business Administration Office.
- June 8 – Assessed property valuations will be received from the County to determine the certified property tax rate and debt service rate.
- June 22 – Budget adopted no later than June 22 by the Board of Education.
- August – If the Board determines to increase the tax rate above the certified tax rate, a Truth-in-Taxation hearing is held, after which the budget is adopted.
- Once adopted, the budget can be amended throughout the fiscal year, as necessary, by the Board of Education. The Board, upon recommendation of the Superintendent, can approve reductions in appropriations. An increase in appropriations requires notice published in a newspaper of the date, time, and place of a public hearing on the proposed changes. After receiving public comment, the Board can then take action on the amendments. Because there has been a legal determination made by the State Superintendent of Public Instruction that the level for which expenditures may not exceed appropriations is the total budget of a given fund, the budget of the Canyons School District is usually amended once each year, when the Board also takes action on the new fiscal year budget (prior to June 22).
- After the fiscal year is completed and the independent audit is performed, the CAFR reports the budget revenues and expenditures against actual for comparison in all governmental funds. The District strives for a close correlation between budget and actual; however, due to conservative budgeting practices an increase in the fund balance may occur. Actual fund balances are set for each fund and the budgeting process starts again.

### Student Enrollment

Overall, the District is expecting a fairly large increase of 330 students. The primary reason for this change is several neighborhoods are experiencing a regeneration of students. Also students are permitting into Canyons to take advantage of its dual immersion programs. Although elementary enrollment is expected to decline, middle school and high school enrollments are expected to increase by 207 and 230 students respectively. This is primarily due to the students progressing through the system who have taken advantage of the District's dual immersion

and SALTA programs. Students are also permitting into Canyon's Schools from neighboring districts. As of the printing of this budget, the District is still monitoring possible enrollment figures. As student enrollment drives the hiring process the District is being prudent not to over hire for various positions. Enrollment is expected to be relatively stable for future years.



### Revenues

Canyons School District governmental fund types receive approximately 48.0% of their revenues from local property taxes, 39.3% from the State of Utah, 6.1% from the federal government, and 6.6% from other local sources, including investments. The District anticipates an increase in total revenues of \$13.1 million in 2018-2019 with property taxes accounting for nearly all of the increase. Revenues in the General Fund will increase by \$4.5 million. Property taxes account for most of the increase due to the State Basic rate increasing by 6.3%. State revenue increased due to the WPU increasing by 2.5% with an additional 1.5% WPU increase in the flexible allocation. Federal revenues will slightly decrease due to grant reductions. Property tax revenues in the Debt Service Fund will increase by \$6.9 million due to the passage of the bond referendum. The rate will increase back to the levy imposed in 2016-2017.

Revenues in the Internal Service Fund will rise as insurance premiums will be increased by \$0.5 million with the District contributing 80% of the insurance premium increase and employees contributing the remainder. The following chart shows a five-year comparison of revenues by fund:

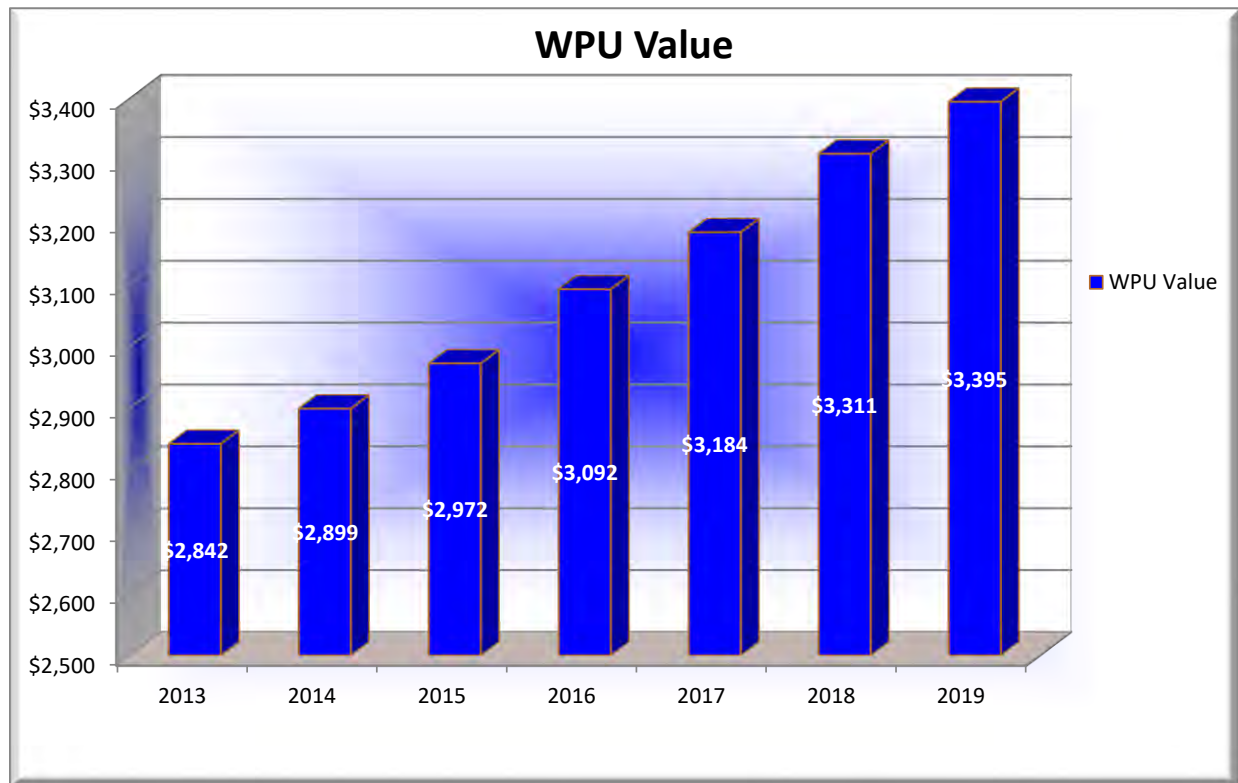
## ALL DISTRICT FUNDS-SUMMARY OF REVENUES

Fiscal Years 2014-2015 through 2018-2019

Funds	Actual	Actual	Actual	Final Budget	Budget	2018 vs. 2019 Change	
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Amount	Percent
General	\$223,090,753	\$239,653,133	\$242,501,098	\$260,317,044	\$264,833,119	\$4,516,075	1.73%
Capital Outlay	28,265,802	28,756,737	30,647,209	21,892,261	22,347,629	\$455,368	2.08%
Debt Service	26,635,681	28,462,963	30,429,019	29,963,457	36,887,662	\$6,924,205	23.11%
Nutrition	12,173,444	12,530,714	12,778,751	13,212,490	13,327,300	\$114,810	0.87%
Non K-12	5,271,674	-	-	-	-	-	-
District Activity	10,022,898	9,875,648	10,399,476	10,716,926	11,038,313	\$321,387	3.00%
Pass-Through Taxes	8,764,277	9,978,475	8,329,503	10,322,367	10,580,425	\$258,058	2.50%
Canyons Foundation	356,188	321,884	469,028	550,000	562,500	\$12,500	2.27%
Employee Insurance	24,749,405	25,453,990	25,888,049	28,930,050	29,433,050	\$503,000	1.74%
<b>Total</b>	<b>\$339,330,122</b>	<b>\$355,033,544</b>	<b>\$361,442,133</b>	<b>\$375,904,595</b>	<b>\$389,009,998</b>	<b>\$13,105,403</b>	<b>3.49%</b>

Beginning in FY2015-2016 the Non K-12 fund will be included in the General Fund.

The Utah State Legislature increased the regular weighted pupil unit (WPU) value from \$3,311 to \$3,395. The following chart shows a seven-year history of the regular WPU.

**Expenditures**

Overall, expenditures of all funds are expected to increase by \$79.9 million. Most of the increase will be in the Capital Outlay Fund as the construction of Alta High renovation is



under way and the Brighton High and Hillcrest High rebuilds will begin in early FY2019. Expenditures in the General Fund will increase by \$4.7 million as the Board awarded a large pay increase to recruit and retain employees. The Debt Service Fund expenditures will increase by \$4.9 million. This is due to the debt service requirements of the Series 2018 bond which was issued in January. There are no significant changes in expenditures for the other governmental funds. Budgeted expenses in the Employee Insurance Fund will continue to increase due to inflationary increases in medical expenses and prescriptions.

The following chart shows a five-year comparison of expenditures by fund:

#### ALL DISTRICT FUNDS-SUMMARY OF EXPENDITURES

Fiscal Years 2014-2015 through 2018-2019

Funds	Actual	Actual	Actual	Final Budget	Budget	2018 vs. 2019 Change	
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Amount	Percent
General	\$222,460,564	\$239,438,085	\$242,407,408	\$263,937,340	\$268,593,121	\$4,655,781	1.76%
Capital Outlay	60,504,410	55,981,848	71,379,961	71,512,785	140,222,717	68,709,932	96.08%
Debt Service	27,383,716	28,917,441	28,874,246	31,376,030	36,277,945	4,901,915	15.62%
Nutrition	12,242,509	12,339,288	12,606,849	13,877,288	13,882,559	5,271	0.04%
Non K-12*	5,446,155	-	-	-	-	-	-
District Activity	9,510,832	9,672,542	9,456,336	10,481,749	11,006,012	524,263	5.00%
Pass-Through Taxes	8,764,277	9,978,475	8,329,503	10,322,367	10,580,425	258,058	2.50%
Canyons Foundation	680,437	502,882	552,737	716,970	746,960	29,990	4.18%
Employee Insurance	26,951,966	27,243,986	26,610,636	28,539,030	29,375,779	836,749	2.93%
Total	\$373,944,866	\$384,074,547	\$400,217,676	\$430,763,559	\$510,685,518	\$79,921,959	18.6%

\*Beginning in FY2015-2016 the Non K-12 fund will be included in the General Fund.

\*Note: At the end of fiscal year 2016-2017, the District reported \$5.3 million in Federal and State deferred revenues. Most of the deferred revenues are budgeted to be spent in the final revised budget; however, a similar amount of deferred revenue will likely be reported at the end of 2017-2018. Therefore, revenues and expenditures for the final amended budget will always be overstated by the amount of deferred revenue.

### Fund Balance

To comply with the Government Accounting Standards Board (GASB) requirements, the District's fund balance is classified by the following types:

- *Nonspendable* includes inventories and prepaid expenditures that are not expected to be converted to cash.
- *Restricted* includes net fund resources that are subject to external constraints due to state or federal laws, or externally imposed conditions by grantors or creditors.
- *Committed* balances are funds that have constraints on use imposed by the Board of Education.
- *Assigned* balances in the General Fund are those that do not meet the requirements of restricted or committed but that are intended to be used for specific purposes.

- *Unassigned* balances in the General Fund are all other available net fund resources.

Nonspendable, committed and assigned fund balances for the General Fund for FY 2018-2019 is shown to the right.

The District does not budget for an unassigned fund balance in the General Fund. This is in alignment with the concept that revenues provided to a district are intended to be used during the period for which they were generated. However, it is probable that an unassigned fund balance will occur during the 2018-2019 school year due to conservative budgeting practices.

Utah law allows a maximum reserve of 5% committed of the adopted budget (53A-19-103) for economic stabilization. The law stipulates that this commitment may not be used in the negotiation or settlement of contract salaries for employees. Furthermore, the law states that the reserve cannot be used until the District's Board of Education provides the State Board of Education with an adopted, written resolution setting forth the reasons for using the funds. In prior fiscal years, the Board has made the following commitments:

- 5% for economic stabilization.
- Fully fund local retiree benefits based on actuarial assumptions.
- Fund all compensated absences based on annual calculations.
- The fund balances for the District Activity and Canyons Education Foundation remain in those funds.

The fund balances for the Nutrition, Capital Outlay, and Debt Service funds are restricted due to enabling legislation.

The District's overall fund balance will decrease by \$39.3 million. The Capital Outlay Fund balance will decrease \$37.0 million as bond proceeds issued in previous years as well as tax revenues received in prior years will be spent on renovating Alta High and the rebuilds of Brighton High and Hillcrest High schools. The fund balance in the General Fund is budgeted to decrease by \$4.0 million; however, due to conservative budget practices the actual decrease is expected to be less.

The chart on the following page contains a five-year comparison of fund balance:

General Fund Balance Classification	
	Amount
Non-Spendable	
Inventories	\$1,567,214
Committed	
Economic Stabilization	13,429,656
Retiree Benefits	17,384,693
Compensated Absences	1,268,897
Contractual Obligations	1,400,000
Assigned	32,201,350
Unassigned	-
<b>Total General Fund Balance</b>	<b>\$67,251,810</b>

**ALL DISTRICT FUNDS-SUMMARY OF FUND BALANCES**

Fiscal Years 2014-2015 through 2018-2019

Funds	Actual	Actual	Actual	Final Budget	Budget	2018 vs. 2019 Change	
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Amount	Percent
General	\$75,036,081	\$75,073,453	\$75,014,037	\$71,207,272	\$67,251,810	(\$3,955,462)	(5.55%)
Capital Outlay	125,271,740	102,746,629	62,013,877	69,915,687	32,915,734	(36,999,953)	(52.92%)
Debt Service	2,024,762	1,570,284	3,125,057	3,112,484	5,222,201	2,109,717	67.78%
Nutrition	2,756,886	2,948,312	3,120,214	2,455,416	1,900,157	(555,259)	(22.61%)
Non K-12	-	-	-	-	-	-	-
Pass-Through Taxes	-	-	-	-	-	-	-
District Activity	5,464,944	5,668,050	6,611,190	6,846,367	6,878,668	32,301	0.47%
Canyons Foundation	482,584	479,262	548,659	568,158	579,158	11,000	1.94%
Employee Insurance	4,944,044	3,154,048	2,431,461	2,822,481	2,879,752	57,271	2.03%
<b>Total</b>	<b>\$215,981,041</b>	<b>\$191,640,038</b>	<b>\$152,864,495</b>	<b>\$156,927,865</b>	<b>\$117,627,480</b>	<b>(\$39,300,385)</b>	<b>(25.04%)</b>

Beginning in FY2015-2016 the Non K-12 fund will be included in the General Fund.

**Property Taxes**

The tax rate for 2018-2019 will be 0.006922, a decrease of 0.000092 or 1.31% from the prior year rate. The State Legislature increased the Basic Program rate for statewide equalization and to generate additional funds for education. The Debt rate will increase to 0.001565 which was the rate for FY2017. The District promised the taxpayers the Debt rate would not exceed this rate if the 2017 bond election was successful.

Each homeowner could see different results on their tax bill depending upon the change in the value of their home in relation to the change in the tax rate. Utah laws provide for a certified rate that generates the same revenues from one year to the next. The District will stay within the certified rate and will not be required to hold a tax hearing. Below is a five-year history of tax rates.

**ALL DISTRICT FUNDS-SUMMARY OF TAX LEVIES**

Fiscal Years 2014-2015 through 2018-2019

Funds	Actual	Actual	Actual	Final Budget	Budget	2018 vs. 2019 Change	
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Amount	Percent
<b>General Fund:</b>							
Basic Program	0.001419	0.001736	0.001675	0.001568	0.001666	0.000098	6.25%
Board Local Levy	0.001614	0.001477	0.001249	0.001480	0.001196	(0.000284)	(19.19%)
Voted Leeway	0.001600	0.001600	0.001600	0.001600	0.001600	-	0.00%
<b>Capital Projects:</b>							
Capital Local	0.000971	0.000827	0.000538	0.000951	0.000895	(0.000056)	(5.89%)
Capital Equalization	0.000600	0.000600	0.000600	-	-	-	0.00%
<b>Debt Service:</b>							
Canyons Debt Service	0.000668	0.000757	0.000801	0.000737	0.001005	0.000268	36.36%
Former Jordan Debt Servi	0.000951	0.000862	0.000764	0.000678	0.000560	(0.000118)	(17.40%)
<b>Total</b>	<b>0.007823</b>	<b>0.007859</b>	<b>0.007227</b>	<b>0.007014</b>	<b>0.006922</b>	<b>(0.000092)</b>	<b>(1.31%)</b>

The schedule below reflects the property tax dollar impact for every \$100,000 of home value for the past five years.

Tax Impact For Every \$100,000 of Home Value	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Final Budget 2017-2018	Budget 2018-2019
\$100,000 of Home Value	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Less 45% Exemption	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Taxable Value	55,000	55,000	55,000	55,000	55,000
Tax Rate	0.007823	0.007859	0.007227	0.007014	0.006922
Property Tax Liability	\$ 430.27	\$ 432.25	\$ 397.49	\$ 385.77	\$ 380.71
Property Tax Increase/ (Decrease) From Prior Year	n/a	\$ 1.98	\$ (34.76)	\$ (11.72)	\$ (5.06)

### Major Funds

The General Fund, Capital Outlay Fund and Debt Service Fund are categorized as major governmental funds because of the large dollar amounts of revenues and expenditures. These three funds account for 92% of all governmental fund expenditures. The following is an overview of each.

### General Fund

The District classifies expenditures into functions prescribed by the Utah State Board of Education. Their definitions are as follows:

- **Instruction** – Activities dealing directly with the interaction between teachers and students. Teaching may be provided to pupils in a school classroom or other location such as a home or hospital, and in other learning situations such as those involving co-curricular activities. Included here are the activities of aides or assistants of any type that assist in the instructional process.
- **Student Services** – Activities that are designed to assess and improve the well-being of students and to supplement the teaching process. Examples of student services are counselors, social workers, psychologists, and nurses.
- **Staff Services** – Activities associated with assisting the instructional staff with the content and process of providing learning experience for pupils. It includes activities designed to manage, direct, and supervise the instructional program and improve the quality of instruction and curriculum. The costs of acquiring and distributing library and media resources used to support instruction are included here.
- **District Administration** – Activities concerned with establishing and administering policy for the entire school system. It includes responsibilities of such areas as the Board of Education and the Office of the Superintendent.

- **School Administration** – Activities concerned with the overall administrative responsibility for a single school or a group of schools. It includes the principal, assistant principal, and other administrative and clerical staff.
- **Central Services** – Activities that support other administrative and instructional functions including business services (accounting, budgeting, and payroll) purchasing, human resources, planning and enrollment, information technology, and public relations.
- **Operational and Maintenance of Plant** – Activities concerned with keeping the physical plant open, comfortable, and safe for use, and keeping the grounds, buildings, and equipment in an effective working condition and state of repair. Activities that maintain safety in buildings, on the grounds, and in the vicinity of schools are included.
- **Student Transportation**– Activities concerned with the transportation of students to and from school, as provided by state law.

The following five-year comparison of expenditures from the General Fund is presented by function on a per pupil bases as of October 1:

#### GENERAL FUND-EXPENDITURES PER STUDENT

Fiscal Years 2014-2015 through 2018-2019

Funds	Actual	Actual	Actual	Final Budget	Budget	2018 vs. 2019 Change	
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Amount	Percent
Instruction	\$4,110	\$4,315	\$4,312	\$4,748	\$4,780	\$31	0.66%
Student Services	300	322	338	362	383	22	6.03%
Staff Services	343	479	506	543	526	(17)	(3.13%)
District Administration	71	71	74	82	81	(1)	(1.19%)
School Administration	495	540	550	594	600	6	0.98%
Central Services	377	399	390	417	421	5	1.10%
Operations & Maintenance of Plant	688	701	708	761	769	8	1.05%
Student Transportation	223	227	243	269	276	7	2.66%
Community	-	9	6	9	9	-	0.00%
Expenditure per Student	\$6,606	\$7,063	\$7,126	\$7,784	\$7,845	\$61	0.78%
Percent of Increase	n/a	6.92%	0.89%	9.24%	0.78%		
October 1 Enrollment	33,676	33,899	34,017	33,907	34,237	330	0.97%

#### General Fund Employees/Negotiations

Education, by its nature, is a labor intensive effort. Employee salaries and benefits comprise 88% of the General Fund expenditures. The District has 67% of its budgeted FTE's (full-time equivalents) instructing students. Another 10% of the FTE's are in schools supporting our students and teachers (the student and staff support functions). The following schedule shows the number contracted FTE's for each function in the 2017-2018 final budget and the 2018-2019 budget. FTE comparisons for previous fiscal years can be found in the Information Section.



The District has completed negotiations with the Canyons Education Association (CEA), the Canyons Education Support Professional Association (CESPA) and its administrators. The major financial implications for each agreement are as follows:

**CEA** Fund step increases at \$900 per step. Each teacher will also receive a \$1,335 cost of living adjustment. Furthermore, a \$500 bonus will be paid in November. Therefore, each teacher will receive a minimum increase of \$2,735. Teachers hired before July 1, 1998, will receive an additional \$500 bonus. Teachers who gain additional education or work in Special Education cluster classes will be eligible for additional compensation. Insurance premiums will increase 3.0% for employees on the traditional plans and no increase for those on the high deductible plans. The District's contribution will increase by 3.0% for all plans. The 2018-2019 certified salary schedule is included in the Information Section.

**CESPA** Fund step increases and a 2.25% cost-of-living adjustment. A \$500 bonus will be paid in November. Insurance premiums will increase 3.0% for employees on the traditional plans and no increase for those on the high deductible plans. The District's contribution will increase by 3.0%. The 2018-2019 ESP salary schedule is included in the Information Section.

**ADMIN** Fund step increases and a 2.25% cost-of-living adjustment. Administrators on the top step will receive a one-time 1.25% stipend. A \$500 bonus will be paid in November. Insurance premiums will increase 3.0% for employees on the traditional plans and no increase for those on the high deductible plans. The District's contribution will increase by 3.0%. The 2018-2019 administrator salary schedule is included in the Information Section.



General Fund Full-Time Equivalents (Contract Employees Only)

Description	Final Budget 2017-2018	Budget 2018-2019	2018-2019 % of Total FTE's	Description	Final Budget 2017-2018	Budget 2018-2019	2017-2018 % of Total FTE's
<b>Instruction</b>				<b>School Administration</b>			
Traditional Elementary Teachers	603.8	592.7		Principals	44.6	45.6	
Traditional Middle School Teachers	311.6	314.1		Assistant Principals	46.0	46.0	
Traditional High School Teachers	390.0	390.0		Secretaries	98.2	98.1	
Special Education Teachers	213.8	214.3		<b>Total School Administration</b>	188.8	189.7	7.2%
CTE Teachers	21.0	20.0					
NCLB Teachers	15.6	16.6		<b>Central Services</b>			
Adult Ed/South Park Teachers	9.5	9.9		Asst. Superin. and Directors	16.0	16.0	
Other Certified Teachers	59.3	53.09		Accounting/Payroll Classified	9.0	9.0	
Special Education Classified Assistants	96.3	97.0		Human Resource Classified	7.0	7.0	
Other Classified Assisants	57.5	56.0		Purchasing/Warehouse Classified	24.0	24.0	
<b>Total Instruction</b>	1,778.4	1,763.6	66.5%	Information Systems Classified	42.0	42.0	
				Planning/Pub. Relations	4.9	4.9	
<b>Student Services</b>				<b>Total Central Services</b>	102.9	102.9	3.9%
Directors	2.0	2.0					
Guidance Counselors	53.2	57		<b>Operations of Plan</b>			
Nurses and Therapist	18.4	18.9		Supervisors	11.0	11.0	
Psychologists	46.4	48.9		Custodians	130.0	133.0	
Secretaries and Other Classified	4.0	4.0		Journeyman Laborers	34.0	34.0	
<b>Total Student Services</b>	124.0	130.8	4.9%	Secretaries	4.0	4.0	
				<b>Total Operations of Plant</b>	179.0	182.0	6.9%
<b>Staff Services</b>							
Directors	16.1	15.1		<b>Student Transportation</b>			
Specialists and Coordinators	28.4	27.8		Directors	1.5	1.0	
Achievement/ Ed Tech Coaches	69.6	66.6		Bus Drivers	97.6	100.7	
Librarians	13.0	13.0		Mechanics	8.0	8.0	
Secretaries and Other Classified	18.1	18.1		Dispatchers/Secretaries	5.5	5.5	
<b>Total Staff Services</b>	145.2	140.6	5.3%	Coordinators/Analysts/Trainers	8	8	
				<b>Total Student Transportation</b>	120.6	123.2	4.6%
<b>District Administration</b>							
Superintendent and Other Directors	7.0	7.0		<b>Community</b>			
Secretaries	5.0	5.0		Director	0.3	0.3	
<b>Total District Administration</b>	12.0	12.0	0.5%	Secretaries	1.4	1.4	
				<b>Total Community</b>	1.7	1.7	0.1%
				<b>Total General Fund FTE's</b>	2,652.6	2,646.5	100%

### Capital Outlay Fund

The District has developed a long-term building program to construct new schools as well as renovate existing schools. The objective of this program is to provide school facilities that offer the optimum for student achievement and teacher collaboration. The final project from the 2010 bond which is the renovation of Indian Hills Middle School will be completed in fall 2018. In November 2017, the District's citizens approved a \$283 million bond to continue the building program. Multiple projects were included in the bond and will be completed in future years. The 2018-2019 budget will include the construction costs for the renovation of Alta High and rebuilds of Brighton High and Hillcrest High Schools. These projects will take up to three years to complete. Bond proceeds will also be used to construct additional classrooms at Corner Canyon High School. Brookwood, Park Lane and Silver Mesa elementary schools will have office remodels and solar tubes will be installed for interior daylighting. An elementary school, to be determined, will also be designed with construction to begin Spring 2019.

The District has nine major on-going construction projects that will occur or overlap during fiscal years 2017-2018 and 2018-2019. While it's difficult to determine which fiscal year the actual expenditures will occur, the schedule below projects a forecast.

#### MAJOR BUILDING PROGRAM PROJECTS

##### School, Budgets and Opening Dates

Project	Projected Started	Project Budget	Prior Year Actuals	2017-2018 Final Budget	2018-2019 Budget	Opening Date
Midvale Middle (rebuild)	Jun-2015	\$ 43,000,000	\$ 40,185,566	\$1,589,740	\$ -	Aug 2017
Alta View Elementary (rebuild)	Apr-2016	19,375,000	15,643,604	3,162,670	-	Aug 2017
Indian Hills Middle (renovation)	Apr-2017	24,150,000	3,670,096	20,479,904	-	Aug 2018
Alta High (renovation)*	Jun-2018	46,100,000	-	7,000,000	27,300,000	Aug 2020
Brighton High (rebuild)*	Sep-2018	98,000,000	-	5,213,750	38,213,750	Aug 2021
Hillcrest High (rebuild)*	Jul-2018	98,000,000	-	5,213,750	38,213,750	Aug 2021
Corner Canyon (classrooms)	Sep-2018	5,000,000	-	312,500	4,720,000	Aug 2019
To Be Determined Elem (rebuild)	Apr-2019	20,000,000	-	-	1,650,000	Aug 2020
Administration East Addition	Sep-2018	9,375,000	-	-	9,375,000	Aug 2019
<b>Total</b>		<b>\$363,000,000</b>	<b>\$59,499,266</b>	<b>\$42,972,314</b>	<b>\$119,472,500</b>	

\*These three schools are still being designed and will be bid in phases. Due to the complexities of re-building Brighton and Hillcrest on their current sites, the costs will likely exceed \$100M for each.

The District is under contract to sell property located at its 500 West administration site. Once sold, an office addition will be constructed on the 300 East property. This will allow all academic and business departments to be located on one campus. This will allow the District to operate more efficiently and better serve employees and patrons. The cost for the new building addition will be limited to the proceeds from the sale, or \$9.4 million. Other building and site improvements will be completed during 2018-2019. The largest are a new parking lot at Altara Elementary and hard-wired carbon monoxide detectors installed at several schools. Eight buses will be purchased and \$3.3 million will be spent on technology equipment. See the Capital Outlay financial schedules for more detail.



### Capital Fund Improvement's Impact on Operating Fund

Over the past several years the District has made multiple energy efficient upgrades in order to reduce utility costs. Updated air handlers were installed in Indian Hills Middle School which is expected to reduce the gas and electricity costs from \$1.70 per sq/ft to under a \$1.00 sq/ft. The renovation of Alta High will include a substantial overhaul of the HVAC system which will result in utilities savings of approximately 25%. The current Brighton High and Hillcrest High are over 50 years old. The new buildings will be much more energy efficient and will save the District significantly on utilities.

### Debt Service Fund

In February 2003, voters approved the former Jordan School District (JSD) issuing \$281 million in bonds. The former JSD issued the final \$196 million of these bonds in 2007-2008. Per state statute, Canyons School District is responsible for repayment for its share of the outstanding debt. The District refunded these bonds in April 2014 which will provide an annual savings of \$550,000 until the bonds are retired. These bonds will be retired in the 2021-2022 fiscal year. Moody's Investor Services and Fitch Ratings, based upon the Utah State Guaranty Act, rate the old Jordan School District debt "Aaa" and "AAA," respectively.

A \$250 million bond was passed in 2010 and the full amount has been issued. The District's patrons approved a new \$283 million bond authorization in November 2017. An issuance of \$49 million was completed in January 2018 and another issuance of \$70 million is planned for FY2019. All bonds issued by the District have received an underlying rating of "Aaa" from Moody's and an "AAA" rating from Fitch, the highest possible for each. The remaining authorized \$164 million is scheduled to be issued between FY2020 – FY2022.

The Debt Service tax rate for all bonds payments will be 0.001565. The Board promised the taxpayers it would not increase the debt rate above the rate levied in FY2017.

The current unused legal debt capacity is estimated to be \$930.0 million. The general obligation bonded debt is limited by Utah law to 4% of the fair market value of the total taxable property. Long-term borrowing will be confined to capital facilities projects and purchases of equipment, as required by law. Below is a summary for the ending bonded debt for 2017-2018 and 2018-2019.

### Canyons School District Bonds Payable Summary

Bonds Payable, June 30, 2017	\$ 273,990,000
Plus Bonds Issued (2017-2018)	49,000,000
Less Bond Principal Payments (2017-18)	(19,355,000)
Bonds Payable, June 30, 2018	<u>303,635,000</u>
Plus Bonds Issued (2018-2019)	70,000,000
Less Bond Principal Payments (2018-2019)	(23,920,000)
Bonds Payable, June 30, 2019	<u>\$ 349,715,000</u>

## Budget Forecasts

Three-year budget forecasts for all governmental funds can be found in the Financial Section. With its flexible fund balances and a strong State and local economy the District believes it will experience stability for the foreseeable future.

The following chart is a summary of all governmental fund budget expenditure forecasts for fiscal years 2019-2022. The forecasted years are for informational purposes only, based on trend data, and are not used for planning purposes. The Capital Outlay fund will experience large swings in expenditures due to the timing of projects. The District is committed to completing all promised projects. Expenditures in all other funds are expected to increase on a reasonable trend basis.

### BUDGETED EXPENDITURE FORECASTS-ALL GOVERNMENTAL FUNDS

Fiscal Years 2018-2019 through 2021-2022

Funds	Budget 2018-2019	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022
General	\$268,593,121	\$275,045,562	\$281,653,411	\$288,420,420
Capital Outlay	140,222,717	114,374,375	79,678,063	49,311,924
Debt Service	36,277,945	37,805,713	38,588,235	39,942,935
Nutrition	13,882,559	14,160,210	14,443,414	14,732,282
Pass-Through Taxes	10,580,425	10,844,936	11,116,059	11,393,960
District Activity	11,006,012	11,336,192	11,676,278	12,026,566
Canyons Foundation	746,960	769,369	792,450	816,224
<b>Total</b>	<b>\$481,309,739</b>	<b>\$464,336,357</b>	<b>\$437,947,910</b>	<b>\$416,644,311</b>

## Indicators for Student Achievement and Communication with Academic Departments

As part of the Board's Mission and Vision statement indicators for growth to measure student achievement were adopted. The indicators are high school graduation rates, the American College Testing (ACT) series of standardized tests, and the statewide Student Assessment of Growth and Excellence (SAGE) results.

Below are results of these indicators and the goals the Board has adopted for future years. The results are very encouraging as the District's students are exceeding the State average in every category. (The 2017-2018 SAGE results were not available at the publication of this document. The results will be available in August 2018. The results will be published on the District's website when they become available at <http://www.canyonsdistrict.org/index.php/assessment>.

The District's business and academic departments meet regularly to discuss how to meet the needs of students. The departments continuously do root cause analysis on achievement gaps and how to address them. Over the past few years the District has implement various programs. The two programs will be discussed in detail in the

organization section. These programs are the Hillcrest feeder initiative and the Alta High Step2TheU advantage.

### Canyons School District

#### Graduation Rate

DISTRICT	2014	2015	2016	2017	2018	2017 State Avg
All Schools	83%	85%	85%	86%	Coming Nov. 2018	86%

Goal: 2018- 88%; 2020- 90%

### Canyons School District

#### 11th GRADE ACT

#### Percent on Track for College & Career

DISTRICT	2014	2015	2016	2017	2018	2018 State Avg
English	68%	69%	62%	62%	61%	53%
Mathematic	38%	39%	36%	40%	43%	36%
Reading	51%	51%	45%	45%	47%	37%
Science	40%	41%	39%	40%	41%	31%

Goal: 2018- 21.0; 2020- 21.2

### Canyons School District

#### Student Assessment of Growth and Excellence (SAGE) Results

All District Middle Schools		Percent of Students Proficient				
Grades	Subject	2015	2016	2017	2018	2017 State Avg
8	Language Arts	56%	55%	53%	Coming August 2018	44%
8	Math	51%	54%	49%	Coming August 2018	44%
8	Science	58%	58%	61%	Coming August 2018	50%

Goal: +3% 2018; +5% 2020

### Canyons School District

#### Student Assessment of Growth and Excellence (SAGE) Results

All District Elementary Schools		Percent of Students Proficient				
Grades	Subject	2015	2016	2017	2018	2017 State Avg
5	Language Arts	53%	59%	58%	Coming August 2018	46%
5	Math	59%	60%	62%	Coming August 2018	51%
5	Science	57%	60%	58%	Coming August 2018	49%

Goal: +3% 2018; +5% 2020

### Canyons School District

#### Student Assessment of Growth and Excellence (SAGE) Results

All District Elementary Schools		Percent of Students Proficient				
Grades	Subject	2015	2016	2017	2018	2017 State Avg
3	Language Arts	55%	60%	58%	Coming August 2018	46%
3	Math	57%	62%	62%	Coming August 2018	51%

Note: 3rd Graders are not assessed on science

Goal: +3% 2018; +5% 2020

## Budget Awards

### **Association of School Business Officials International**

The Association of School Business Officials International (ASBO) has awarded a Meritorious Budget Award to Canyons School District for excellence in the preparation and issuance of a school system annual budget for the fiscal year beginning July 1, 2017. This was the eighth consecutive year the District received this prestigious award. The Meritorious Budget Award Program is voluntary and designed by school business management professionals to enable school business administrators to achieve a standard of excellence in budget presentation. The Meritorious Budget Award is only conferred to school systems that have met or exceeded the Award Program criteria. Canyons School District's budget for the fiscal year beginning July 1, 2018 is also believed to conform to all ASBO program requirements and will be submitted to ASBO for evaluation.

### **Government Finance Officers Association**

The Government Finance Officers Association (GFOA) awarded the Recognition For Implementing Best Practices In School Budgeting to Canyons School District for the fiscal year beginning July 1, 2017. This was the eighth consecutive year the District has been awarded commendations from GFOA. To qualify for this award, a school district must publish a document that meets program criteria as a policy document, an operations guide, a financial plan, and a communication device. The budget document must show continued improvements. The budget document for the fiscal year beginning July 1, 2018 will be submitted to GFOA for evaluation.



ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

This Meritorious Budget Award is presented to

## CANYONS SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget  
for the Fiscal Year 2017–2018.

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



A handwritten signature in black ink, reading 'Anthony N. Dragona'.

**Anthony N. Dragona, Ed.D., RSBA**  
President

A handwritten signature in black ink, reading 'John D. Musso'.

**John D. Musso, CAE, RSBA**  
Executive Director



**Government Finance Officers Association**

## **RECOGNITION FOR IMPLEMENTING BEST PRACTICES IN SCHOOL BUDGETING**

*Christopher P. Morrell*

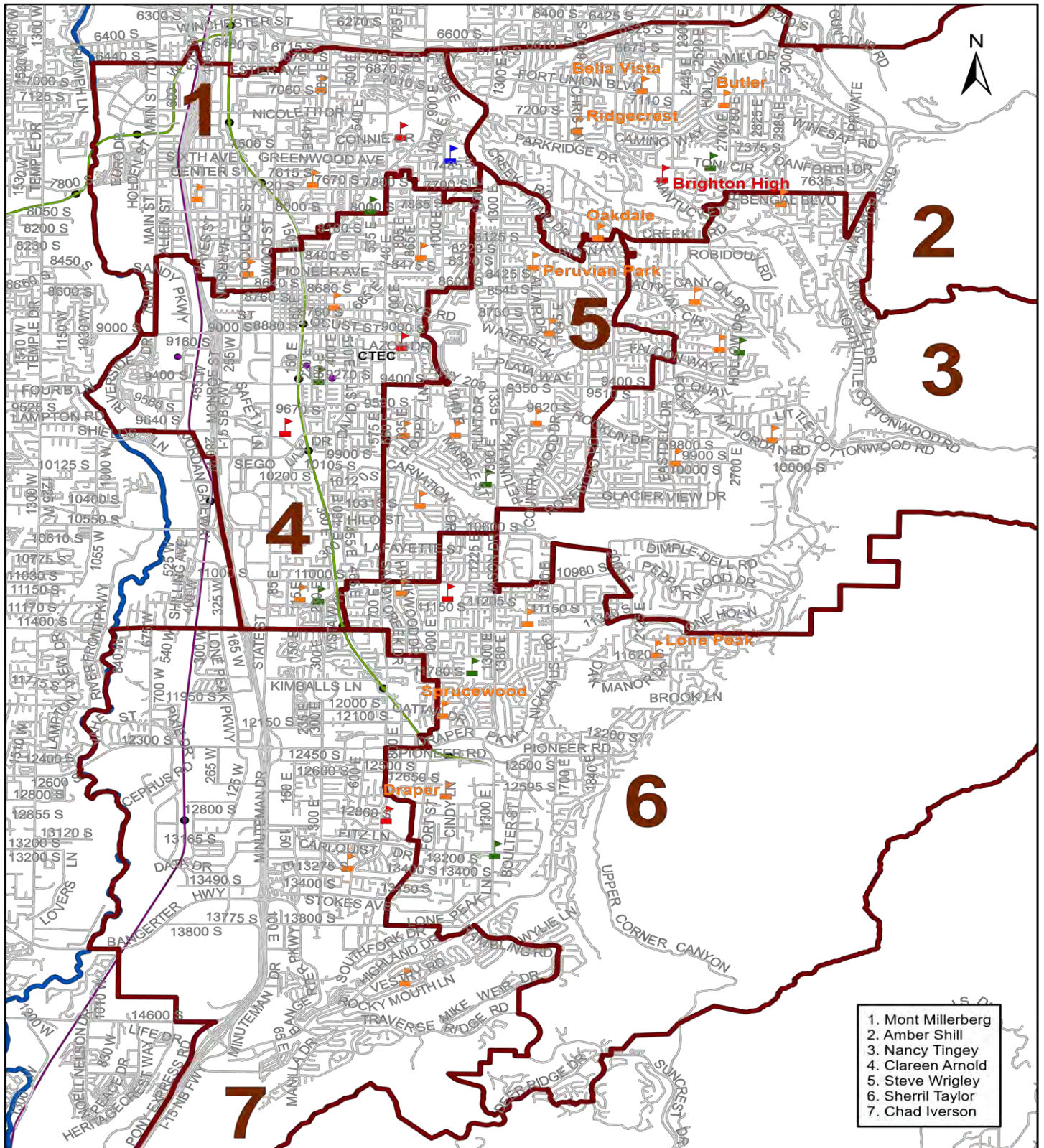
EXECUTIVE DIRECTOR/CEO

- Recognition for Implementing the Best Practices in School Budgeting is presented by the Government Finance Officers Association to school districts demonstrating progress towards implementing GFOA's budget process guidelines. While the district's application for the award met some required elements, not all elements have been implemented. Implementing the Best Practices in School Budgeting process improvements are a significant, multi-year undertaking that require broad collaboration and support, which the district continues its work towards implementing these additional criteria.
- Budget processes are evaluated based on a number of criteria that focus on alignment of resources towards student achievement focusing on collaboration, communication, and rigorous development, evaluation, and prioritization of strategies to achieve a district's goals and objectives. In addition, the criteria includes recommendations for conveying the results of this budget process through the budget presentation and also utilizing continuous improvement approaches to monitor outcomes.

# ORGANIZATION SECTION



## CANYONS SCHOOL BOARD BOUNDARIES

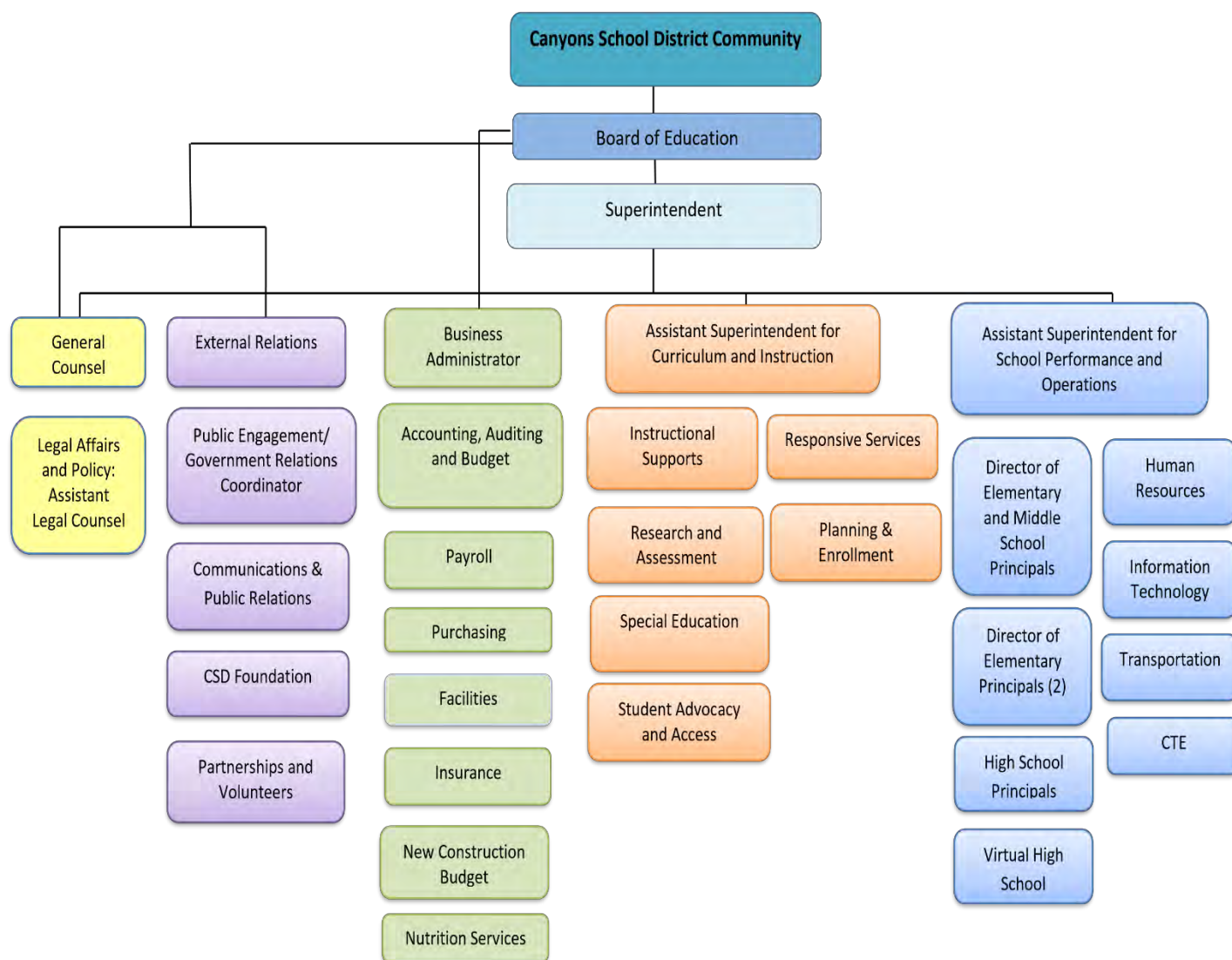


Valid for 2017\_18 School Year

Print Date: June 15, 2017



## Organizational Chart



\*This organizational chart is established with a clear understanding that communication will take place both vertically and horizontally. Board members have the right and authority to contact any administrator holding a position on this chart. The names of the cabinet level employees are listed in the executive summary.

## HISTORY

On November 6, 2007, the voters residing in the cities of Alta, Cottonwood Heights, Draper, Midvale, Sandy, and unincorporated portions of Salt Lake County voted to create a new school district from a portion of the old Jordan School District. Voters approved the creation of the new school district by a margin of 53% voting in favor of the new district. The new school district was officially created when the Utah State Lieutenant Governor issued a Certificate of Entity Creation on December 18, 2007, shortly thereafter the new district was named Canyons School District. The District began official operations on July 1, 2009. The 2018-2019 school year will be the District's tenth year of operations. The District while operates 42 traditional schools:

- 29 elementary schools, grades K-5
- 8 middle schools, grades 6-8
- 5 high schools, grades 9-12
- 5 special program schools
  - Jordan Valley-school for severely disable ages 5-22
  - CTEC-career and technology school for grades 9-12
  - Entrada Adult High School—adults and students 16 years and older
  - South Park School-located at Utah State Prison for students with disabilities convicted as adults and incarcerated in adult prisons
  - Diamond Ridge - alternative high school for grades 9-12

## Board of Education

Canyons School District is governed by a seven-member elected Board of Education. The Board members are elected to overlapping four-year terms. The Board establishes the District policies, approves the budget, appoints the superintendent, with responsibilities for administering all educational activities, and the business administrator, with responsibilities for fiscal matters. The Board is authorized to issue bonds, incur short-term debt, levy property taxes, and is independent of any other unit of local government. The Board Members are:

Sherril Taylor- President, Precint 6

Nancy Tingey- First Vice-President, Precint 3

Amber Shill- Second Vice-President, Precint 2

Mont Millerberg- Precint 1

Clareen Arnold- Precint 4

Steve Wrigley- Precint 5

Chad Iverson- Precint 7

## Location and Demographics:

Canyons School District is located in the southeast part of the Salt Lake Valley. It is bordered on the west side by the Jordan River and on the east side by the Wasatch Mountains. The north boundary runs along the I-215 freeway and follows the Salt Lake County boundary to the south. The District covers approximately 192 square miles and

includes within its boundaries the cities of Alta, Cottonwood Heights, Draper, Midvale, Sandy and areas of unincorporated Salt Lake County.

Other information of interest about Canyons School District

- The unemployment rate, as of December 2017, was 2.9%.
- Latest estimate for per capita income is \$44,692
- Some of the largest taxpayers within the District include:
  - Larry H. Miller Group/Miller Family Real Estate (auto dealerships/entertainment)
  - Boyer-Gardner Company (property development)
  - South Towne Center (retail)
  - Becton Dickerson (manufacturer)
  - Rocky Mountain Power (utility)
  - Old Mill Corporate Center (property management)
- Major universities and colleges within 30 miles of the District.
  - Brigham Young University
  - University of Utah
  - Utah Valley University
  - Salt Lake Community College

The school district has a population of about 205,000. Out of this population, the Oct. 1, 2018 enrollment is projected at 34,237. This is an increase of 330 students from Oct. 1, 2017. The District is projecting that student enrollment will remain level over the next several years. The student population is made up of 76% Caucasian, 13% Hispanic, 4% Asian, 3% African American, and 2% each for Indian and Pacific Islanders. The District is an equal opportunity employer and actively recruits the finest teachers throughout the nation.

### **Mission and Vision of the District**

The mission of the District is “every student who attends Canyons School District will graduate college-and-career ready.”

The Board’s vision statement is:

*Canyons School District is a public education system dedicated to delivering a high-quality education to students, valuing and rewarding the vital contributions of employees, and helping learners of all ages be prepared for meaningful life opportunities. We value transparency and collaboration in governance. We work together with families, employees, and community partners to establish and maintain safe, supportive, and academically challenging school environments which strengthen neighborhoods and communities.*

## SUMMARY OF SIGNIFICANT ACCOUNTING AND BUDGETARY POLICIES

### Fund Accounting

Basis of Accounting and Budgeting – The basis of accounting and the basis of budgeting are the same. The accounts of the District are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted and budgeted for by providing a separate set of self-balancing accounts,

Fund	Fund Classification	Basis of Budgeting &	Measurement Focus	Primary Means of Spending Control
<b><u>Governmental Funds</u></b>				
General	General	Modified Accrual	Spending	Annual Operating Budget
Pass-Through Taxes	General	Modified Accrual	Spending	Annual Operating Budget
District Activity	General	Modified Accrual	Spending	Annual Operating Budget
Canyons Education Foundat	General	Modified Accrual	Spending	Annual Operating Budget
Nutrition Services	General	Modified Accrual	Spending	Annual Operating Budget
Capital Outlay	General	Modified Accrual	Spending	Bond Indentures & Project Authorizati
Debt Service	General	Modified Accrual	Spending	Bond Indentures
<b><u>Proprietary Fund</u></b>				
Self-Insurance	Internal Service	Accrual	Economic Resource	Annual Operating Budget

which comprise its assets, liabilities, fund balance, revenues, and expenditures. District resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped by type in the combined financial statements.

The District utilizes the following types of funds:

**Governmental Fund Types** – Revenues and expenditures are budgeted and recognized using the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become both measurable and available. “Measurable” means that amounts can be reasonably determined within the current period. “Available” means that amounts are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The District’s policy is to consider revenue available if it is expected to be collected within 60 days following the close of the fiscal year, or within 30 days of the fiscal year end in the case of property tax revenue. Revenues collected in advance are deferred and recognized in the period to which they apply. State, federal and interest revenues are accrued since these revenues are considered measurable and available. Expenditures claimed for reimbursement under a federal grant generally must be made before federal money is paid to the District; therefore, federal grant revenues are recognized based upon the qualifying expenditures being recorded. Grants received in advance of qualifying expenditures are recorded as deferred revenue until earned. Expenditures are recognized in the accounting period in which the fund liability is incurred, except for interest on long-term debt, which is recognized when due. The District uses the following governmental funds:

- **General Fund** – This is the operating fund account for all financial resources applicable to the general operations of the District which are not restricted or

designated as to use by outside sources and which are not required to be accounted for in another fund.

- **Capital Outlay Fund** – The Capital Outlay Fund is used to account for the costs incurred for acquiring and improving sites, constructing and remodeling facilities, and procuring equipment necessary for providing educational programs for all students within the District.
- **Debt Service Fund** – The Debt Service Fund is used to account for the accumulation of resources for and payment of, principal, interest and related costs on general obligation bonds and capital leases.
- **Special Revenue Funds** – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes. The District's largest special revenue fund is the Nutrition Fund, which receives the majority of its revenues from local and federal sources and is legally restricted to using such revenues to provide food services to students. The Pass-Through Taxes Fund reports the taxes collected and distributed for community development. The Canyons School District Education Foundation is a blended component unit; although a legally separate entity, it is in substance part of the District's operations. The Foundation's board is approved by the Board of Education. The Foundation exclusively services the District. The Foundation is presented as a governmental fund of the District. The District Activities Fund accounts for monies that flow through the individual school checking accounts. District Activity Fund belongs to the District and is used to support co-curricular and extra-curricular activities in schools, and is administered by the District. This fund includes club accounts, athletic programs, class fees, vending receipts, student activity fees, etc.
- **Proprietary Fund Types** – All proprietary fund types are accounted and budgeted for on a cost of services "economic resources" measurement focus. As a result, all assets and liabilities (whether current or noncurrent) are included in the related balance sheets. Proprietary fund operating statements present revenues that are recognized in the accounting period in which they are earned and expenses that are recognized in the period incurred. An internal service fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies on a cost-reimbursement basis. Internal service funds are designed to accumulate the total cost (including depreciation and overhead) of providing a particular service. The Self-Insurance Fund is the only internal service fund used by the District and is used to account for the revenues and expenses associated with the District's self-insurance plans for medical and prescription insurance as well as industrial insurance. Premiums are charged to the District's other funds to cover anticipated costs.

### Utah Laws Governing School Districts

Utah law governs the District's budget procedures and this budget has been prepared accordingly. The following is a summary of significant provisions applicable to school district budgets in Utah:



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

(1) The superintendent of each school district is the budget officer of the district.

(2) Prior to June 1 of each year, the superintendent shall prepare and file with the local school board a tentative budget. The tentative budget and supporting documents shall include the following items:

- (a) The revenues and expenditures of the preceding fiscal year;
  - (b) The estimated revenues and expenditures of the current fiscal year;
  - (c) An estimate of the revenues for the succeeding fiscal year based upon the lowest tax levy that will raise the required revenue, using the current year's taxable value as the basis for this calculation;
  - (d) A detailed estimate of the essential expenditures for all purposes for the next succeeding fiscal year; and
  - (e) The estimated financial condition of the district by funds at the close of the current fiscal year.
- (3) The tentative budget shall be filed with the district business administrator for public inspection at least 15 days prior to the date of its proposed adoption by the local school board.



**53A-19-102. Local school board budget procedures.**

(1) (a) Prior to June 22 of each year, a local school board shall adopt a budget and make appropriations for the next fiscal year.

(b) If the tax rate in the proposed budget exceeds the certified tax rate defined in Section 59-2-924, the local school board shall comply with Section 59-2-919 in adopting the budget, except as provided by Section 53A-17a-133.

(2) (a) Prior to the adoption or amendment of a budget, a local school board shall hold a public hearing, as defined in Section 10-9a-103, on the proposed budget or budget amendment.

(b) In addition to complying with Title 52, Chapter 4, Open and Public Meetings Act, in regards to the public hearing described in Subsection (2)(a), at least 10 days prior to the public hearing, a local school board shall:

- (i) publish a notice of the public hearing in a newspaper or combination of newspapers

of general circulation in the school district, except as provided in Section 45-1-101;

(ii) publish a notice of the public hearing electronically in accordance with Section 45-1-101;

(iii) file a copy of the proposed budget with the local school board's business administrator for public inspection; and

(iv) post the proposed budget on the school district's Internet website.

(c) A notice of a public hearing on a school district's proposed budget shall include information on how the public may access the proposed budget as provided in Subsections (2)(b)(iii) and (2)(b)(iv).

(3) A local school board shall file a copy of the adopted budget with the state auditor and the State Board of Education.

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

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

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

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

### **53A-19-104. Limits on appropriations -- Estimated expendable revenue.**

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

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

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

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

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

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

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

(b) notice of the request is published:

(i) in a newspaper of general circulation within the school district at least one week

prior to the board meeting at which the request will be considered; and

(ii) in accordance with Section 45-1-101, at least one week prior to the board meeting at which the request will be considered; and

(c) the board holds a public hearing on the request prior to the board's acting on the request.

**53A-19-105. School district interfund transfers.**

(1) A school district shall spend revenues only within the fund for which they were originally authorized, levied, collected, or appropriated.

(2) Except as otherwise provided in this section, school district interfund transfers of residual equity are prohibited.

(3) The State Board of Education may authorize school district interfund transfers of residual equity when a district states its intent to create a new fund or expand, contract, or liquidate an existing fund.

(4) The State Board of Education may also authorize school district interfund transfers of residual equity for a financially distressed district if the board determines the following:

(a) the district has a significant deficit in its maintenance and operations fund caused by circumstances not subject to the administrative decisions of the district;

(b) the deficit cannot be reasonably reduced under Section 53A-19-104; and

(c) without the transfer, the school district will not be capable of meeting statewide educational standards adopted by the State Board of Education.

(5) The board shall develop standards for defining and aiding financially distressed school districts under this section in accordance with Title 63G, Chapter 3, Utah Administrative Rulemaking Act.

(6) (a) all debt service levies not subject to certified tax rate hearings shall be recorded and reported in the debt service fund.

(b) Debt service levies under Subsection 59-2-924(3)(e)(iii) that are not subject to the public hearing provisions of Section 59-2-919 may not be used for any purpose other than retiring general obligation debt.

(c) Amounts from these levies remaining in the debt service fund at the end of a fiscal year shall be used in subsequent years for general obligation debt retirement.

(d) Any amounts left in the debt service fund after all general obligation debt has been retired may be transferred to the capital projects fund upon completion of the budgetary hearing process required under Section 53A-19-102.

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

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

**53A-19-107. Emergency expenditures.**

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

**53A-19-108. Monthly budget reports.**

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



- (a) the amounts of all budget appropriations;
  - (b) the disbursements from the appropriations as of the date of the report; and
  - (c) the percentage of the disbursements as of the date of the report.
- (2) A copy of the report shall be available for public review.

**Encumbrances** – Encumbrance accounting, under which purchase orders for goods and services are recorded in order to restrict that portion of the applicable appropriation, is used to facilitate comparisons with budgets. Outstanding encumbrances at year end are reported as committed fund balances because they do not constitute expenditures or liabilities.

**Inventories** – Inventories are accounted for under the consumption method, wherein inventories are recorded as assets when acquired, and expenditures are recorded when the inventories are transferred to the schools for consumption. Inventories recorded in the General Fund and other governmental fund types are stated at cost using a weighted moving average method. Inventories reported in the governmental fund types are equally offset by a non-spendable classification of fund balance, which indicates that they do not constitute “available spendable resources” even though they are a component of total assets. Inventories recorded in the Vocational Homes program consist of homes held for sale under student home building projects and are stated at the lower of construction and other related costs or net realizable value.

**General Fixed Assets** – All general fixed assets are carried at cost. All constructed capital assets costing more than \$250,000 and equipment costing more than \$10,000 or that meet other criteria are capitalized and depreciated over their estimated useful lives. Depreciation is computed on the straight-line method over the following estimated useful lives:

Site Improvements	40 years
School buildings and improvements	40 years
School buses/vehicles	10 years
Furniture, fixtures, and equipment	5 years

**Cash and Investments** – The district’s cash policy complies with the requirements of the Utah Money Management Act (Utah Code Annotated 1953, Section 51, Chapter 7) in handling its depository and temporary investment transactions. This law requires the depositing of District funds in a “qualified depository.” The Act defines a “qualified depository” as any financial institution whose deposits are insured by an agency of the Federal Government and which has been certified by the state commissioner of financial institutions as meeting the requirements of the Act and adhering to the rules of the Utah Money Management Council.

The District’s investment policy complies with the Money Management Act which governs the scope of securities allowed as appropriate temporary investments for the District and conditions for making investment transactions. Investment transactions are to be conducted through qualified depositories or primary reporting dealers. Allowable investments under the Act include:

- Negotiable or non-negotiable deposits of qualified depositories.
- Repurchase agreements with qualified depositories or primary reporting dealers.
- Commercial paper which is rated P-1 by Moody's Investor Services, or A-1 by Standard and Poors, Inc., if the remaining term to maturity is 365 days or less.
- Bankers' acceptances that is eligible for discount at a federal reserve bank and which have a remaining term of 365 days or less.
- Obligations of the United States Treasury, including bills, notes, and bonds.
- Obligations issued by or fully guaranteed as to principal and interest by the following agencies or instrumentalities of the United States in which a market is made by a primary reporting government securities dealer: Federal Farm Credit Banks, Federal Home Loan Banks, Federal National Mortgage Association, Government National Mortgage Association, Federal Home Loan Mortgage Corporation, or Student Loan Marketing Association.
- Shares of certificates in any open-end management investment company registered with the Securities and Exchange Commission under the Investment Company Act of 1940, the portfolio of which is restricted by law or agreement to investments in which public funds may be invested directly.
- Corporate obligations that are rated A or higher by Moody's Investor Services or A-1 by Standard and Poors, Inc., if the remaining term to maturity is three years or less and if publicly traded.
- Public Treasurer's Investment Fund.

## BUDGET DEVELOPMENT AND ADMINISTRATIVE POLICIES

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

### Student Achievement Policies

Student achievement drives the budget process. The assistant superintendent for curriculum and the assistant superintendent for school performance and their staffs meet regularly with the business officials to discuss potential programs to improve student progress. The Board has established a set of goals and priorities, which include

assessment results, graduation rates and student behavior issues. A root cause analysis is performed between the gap of the current state and the Board's goals. Possible strategies are discussed and budget costs obtained. Recommendations are then presented to the Board for approval. Below are three strategic priorities reviewed and implemented and are included in the budget.



***Priority One – Improve the graduation rate at Hillcrest High***

Hillcrest High serves the highest at-risk student population in the District. In performing the gap analysis the following was discovered:

- Teachers at Copperview and Midvale elementary schools and Midvale Middle School, which all feed Hillcrest High, had a high teacher turnover rate. The average teacher tenure at the middle and elementary schools were less than four years. Professional development and support were driving factors in why teachers were requesting transfers.
- High Risk students who leave Midvale Middle School after the eighth grade and enter 9<sup>th</sup> grade at Hillcrest High were experiencing a “summer lag” and behavior issues.
- These students were feeling unprepared and intimidated by the potential rigors of high school.

***Budget Solution For Hillcrest Feeder System***

After a detailed review of options the academic team proposed the following solutions:

- 1- Add a second achievement coach to Copperview Elementary, Midvale Elementary and Midvale Middle. All elementary and middle schools are provided with one coach in the budget allocation process. However, with all the newer teachers at these three schools a second coach was recommended. This coach's duties are to meet with first, second, and third year teachers on a regular basis to lend support and promote best practices. Student achievement results are reviewed and instruction maps are tailored to meet student needs. The costs for these three FTE's are \$240,000 including benefits, and will be funded from State WPU increases and new growth in property taxes.
- 2- An additional vice-principal rather than an achievement coach would be added to Hillcrest High. This vice-principal would help with behavior issues with ninth grade students. Additionally, this person would organize and operate summer school programs for incoming ninth graders at Hillcrest High. The administration at Midvale Middle would recommend 100 students to attend the program. The administration at Hillcrest High would personally invite each student to participate. Students would receive transportation, lunch, and incentives for attending the program. The program would operate four-hours per day for a six-week period. Students would receive instruction in math, science and language arts. The goal is to provide the students with a head-start when school begins. It's also to acclimate the students to Hillcrest High and introduce them to high school course work. The program has been a success as students participating in the program are receiving a higher percentage of “A” and “B” grades when compared to students who didn't participate. Furthermore, participating students have fewer absences and trancies than their peers. This program has been implemented for two years and is continuously monitored to see if enhancements would be beneficial. It's expected the graduation rate for the 2020 class will increase due to these initiatives. The cost of the additional vice-principal is \$120,000 with benefits and the cost of the summer

program is \$30,000. Both are funded from State WPU increases and property tax growth.

### ***Priority Two – Offer a college level course at Alta High to increase enrollment***

When Corner Canyon High opened in 2013, it drew a significant number of students from Alta High. When reviewing options to increase Alta's enrollment an agreed upon solution was to partner with the University of Utah (U of U) in creating a Step2theU program. Thirty-six students would be accepted into the program with preference given to those from high-risk demographics. The summer after their junior year, these students would attend a summer course at a U of U satellite campus, which would be taught by university professors. During their senior year the students would be required to take concurrent enrollment classes and complete an on-line course from the U of U. The summer after their senior year the students would take additional classes taught by U of U professors. Upon completion of the program, the students would have an equivalent of an Associate's degree. These students would start college ahead of their peers. More importantly these students would save \$15,000-\$20,000 in tuition costs by completing the program. Step2theU was implemented in the summer of 2017 with all 36 students completing the initial course work. Thirty-three recently graduated seniors are still in the program and are completing their final courses. A second cohort of thirty-six students began their initial coursework in 2018. The cost of this program is \$40,000 for the U of U agreement.

### ***Priority Three – Attract and Retain the Best Teachers***

Utah's strong and diversified economy is providing many career paths for its citizens. While school-age population has continued to increase, the number of potential teachers has remain constant. Quality teaching instruction will be the key factor in reaching the Board's student achievement goals. Canyons must compete with several neighboring districts for the best talent. Therefore, it's imperative the District's salary and benefits are comparable to other districts. In 2017-2018 a new salary schedule was implemented. The salary schedule was designed to increase lifetime earnings. To further enhance educator salary and benefits in 2018-2019, the District did the following:

- 1- Granted a \$900 increment step increase to all educators, the cost with benefits is \$2,143,347.
- 2- Grant \$1,335 a cost-of-living increase to all teachers, the cost with benefits is \$3,170,383.
- 3- In November each educator will receive a \$500 bonus, the cost with benefits is \$1,185,613.  
(note: each teacher will receive at least a \$2,735 salary increase with these three items)
- 4- The annual teacher satisfaction survey showed a decrease in satisfaction with the benefits package. Comments indicated the insurance deductibles had kept increasing. Deductibles will not increase this next year and the District has structured its plans to absorb additional costs.

### Financial Budget Policies

After the strategic plans with the academic team are established the business office develops the budget based on the following policies. The combination of which ensure a well-balanced current year budget and long-term stability for the District.

### Operating Budget Policies

- The District will cover current expenditures with current revenues. The District will avoid budgetary procedures that cover current expenditures at the expense of meeting future years' expenditures, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.
- The budget will provide for adequate maintenance of capital, plant, and equipment, and for orderly replacement of equipment.
- The District will maintain an interactive online budgetary control system to assist in following the budget plan.
- The District will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.
- Where possible, the District will integrate performance measurement and productivity indicators with the budget.

### Capital Improvement Budget Policies

- The District will develop and administer a multi-year plan for capital improvements and update it annually.
- The District will budget for major capital projects in accordance with the priorities of the Board of Education.
- The District will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in the operating budgets.
- The District will maintain all assets at a level adequate to protect the District's capital investment and to minimize future maintenance and replacement costs.
- The District will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the Board for approval.
- The District will restrict any new or replacement construction to be consistent with state guidelines for school building utilization.
- The District will determine the least costly financing method for all new projects.
- The criteria for determining the order of project completion are primarily based on safety, housing, need, funding, and efficiency.

### Debt Management Policies

- The District will confine long-term borrowing to capital projects and purchases of equipment, as required by law.
- When the District finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the asset acquired.
- The District will keep the average maturity of general obligation bonds at or below 20 years.
- Total general-obligation debt will not exceed 4% of the reasonable fair market value of taxable property within the District.



- The District will not use long-term debt for current operations.
- The District will meet all debt service obligations when due.
- The District will retire tax and revenue anticipation debt annually.
- The District will maintain communication with bond rating agencies about its financial condition. The District will follow a policy of full disclosure in every financial report and official statement.
- The District will provide to the capital markets ongoing disclosure of annual financial information and material events that may affect the District's financial strength.

### **Revenue Estimation Policies**

- The District business administrator will estimate annual revenues by an objective, analytical process. The District will not include revenue in the budget that cannot be verified with documentation of its sources and amount.
- The District will set fees and user charges in its proprietary funds at a level that fully supports the total direct and indirect costs of the activity.

### **Accounting, Auditing, and Financial Reporting Policies**

- The accounting system will report financial information, on a basis consistent with Generally Accepted Accounting Principles, as established by the Governmental Accounting Standards Board (the budget basis is the same as the accounting basis).
- Regular monthly and annual financial reports will present a summary of financial activity by fund.
- An independent certified public accounting firm will be selected by the Board of Education and will perform an annual audit, and will publicly issue its opinion on the District's financial statements.

### **Fund Balance Policies**

- The District will maintain the 5% economic stabilization in the General Fund as allowed per State code.
- While the District does not budget for an unassigned General Fund balance, the unassigned balance has historically been between 7% - 9% of General Fund expenditures. The District intends to continue this practice.
- Have a minimum four month contingency for unexpected medical/prescription claims between the available Net Assets in the Self-Insurance Fund and an assignment in the General Fund. This amount is approximately \$10 million.
- The Capital Outlay Fund balance will be projected and monitored to be sufficient to fund all promised projects and any emergency projects that arise.
- The Debt Service Fund will be drawn down to 1/12 of the annual bond and interest expense at least once a year.

### **Budget Administration and Management Process**

- Every dollar of expenditure included in this budget is assigned to some person as a "location center controller" for that particular piece of the budget. This person may be a general administrator, department administrator, building level administrator, teacher, or other staff member. These location center administrators are



responsible to control “their” budget, and are subject to disciplinary action for failure to properly control or manage their budget. The management information system and organization will not allow expenditures to be incurred unless they are properly classified and authorized by the location center controller and within the limits of available appropriations. An interactive online budgetary control system provides location center controller’s budget status information at the touch of computer terminal key, as well as monthly reports. Purchase orders are reported as encumbrances against available appropriations at the time they are originated.

### Budget Process

The budget process is a continual cycle, with the new year budget process overlapping the current year.

### Budget Calendar

An annual budget is prepared for submission to the Board of Education by June 1 of each year and, when necessary, a truth-in-taxation public hearing is held in August. No public funds may be expended until the Board has approved the proposed budget. Financial status reports are provided to the Board monthly. The Board must approve increases to fund expenditures in advance.

- May - Capital budget request forms are issued to schools and department to prepare the capital budget requests.
- September - Capital budget requests received by Capital Committee from schools and departments.
- October - Capital committee makes recommendation on which capital projects to include in the budget.
- March - The Utah Legislature completes its session so the state revenue funds for education can be determined.
- March - Enrollment projections by school and grade level are finalized to establish FTE allocations to schools.
- March/April - Schools and departments submit their operating expenditure requests.
- June 1—Tentative budget for operating and capital completed, posted on the District’s Web site and placed on file in the Business Administration Office.
- June 8—Receive assessed property valuations from the County to determine certified Property Tax rate and Debt Service rate.
- June 22—Budget adopted no later than June 22 by the Board of Education.



- August—If Board determines to increase the tax rate above the certified tax rate a Truth-in-Taxation hearing is held, after which the budget is adopted.
- Once adopted, the budget can be amended throughout the year as needed by the Board.
- September—Beginning fund balances are established once the financial audit of the prior fiscal year is completed.

### Enrollment

The District receives funding from the state of Utah based upon the average daily membership (ADM) of enrolled students. Enrollment counts are taken frequently throughout the year and are used as the basis to estimate available funding. Each July, the District submits an annual report of ADM to the Utah State Office of Education (USOE).

The 2018-2019 fiscal year is funded by the State based upon the ADM from 2017-2018. A growth factor will be added to the ADM for any increase in enrollment on October 1 from one year to the next. Enrollment projections are also used to allocate school staffing, supplies, and textbooks. The 2018-2019 District funding levels for staffing have remained the same as the previous year. The District has not increased class sizes for the past ten years, including the recessionary years.

### Utah State Legislature

The Utah State Legislature holds a 45-day session annually beginning on the fourth Monday in January. The legislative session is critical to the District budgeting process. An annual budget for public education is approved during the session. The USOE oversees the allocation of the budget to the State's 41 school districts. The District begins to receive state revenue estimates towards the end of March. Much of the District's detailed budget development occurs during April and May in order to have a budget available by June 1.

Utah Code 53A-17A is known as the Minimum School Finance Act. Under the Act, each district in the state is guaranteed a dollar amount for educational programs for each weighted pupil unit (WPU) for kindergarten, elementary, and secondary school students. This is known as the "Minimum Basic School Program" and currently includes restricted and unrestricted funding for educational programs. The unrestricted funds are provided primarily based upon the ADM of students enrolled in kindergarten through 12<sup>th</sup> grade. Restricted funds are provided for Special Education, Applied Technology Education, and Class Size Reduction. The WPU value for 2018-2019 increased to \$3,395, an increase of \$84 or 2.5% for all WPU funded items.



The Basic Program is financed through what is commonly referred to as an equalized state funding formula. Under this system of funding, each district in the state is required to levy a basic rate of 0.001666 per dollar of taxable value and state funds which are added to the proceeds of this tax to provide a fixed amount of money guaranteed by the State for each student in ADM. State funds, which acquired primarily through a state income tax, are added to the proceeds of the required Basic Tax Rate to guarantee the fixed amount per student. The effect of the state funding system is that 52% of the district's general fund is financed by state appropriations and 39% is financed through; property taxes. It makes no difference to the District how much the proceeds of that Basic Tax Rate are, the amount received per student in ADM will always have the amount guaranteed by the Legislature. What changes each year is the portion that is provided by local taxes as compared to the portion provided by State funds. However, the total always will be the guaranteed amount per student.

### **Amendments to the Budget**

Once adopted, the budget can be amended throughout the fiscal year, as necessary, by the Board of Education. The Board of Education, upon recommendation of the Superintendent, can approve reductions in appropriations. An increase in appropriations requires notice published in a newspaper of the date, time, and place of a public hearing on the proposed changes. After receiving public comments, the Board can then take action on the amendment. Because there has been a legal determination made by the State Superintendent of Public Instruction that the level for which expenditures may not exceed appropriations is the total budget of a given fund, the budget of the Canyons School District



is usually amended once each year, when the Board also takes actions on the new fiscal year budget.

### **Budget Recognition**

The budget document and the year-end Comprehensive Annual Financial Report (CAFR) are the primary vehicles to present the financial plan and results of operations of the District. This budget document has been structured to meet the requirements of the Meritorious Budget Award (MBA) sponsored by the Association of School Business Officials International (ASBO), as well as the Implementing Best Practices in School Budgeting presented by the Government Finance Officers Association (GFOA). The District's 2017-2018 budget document received awards from both the GFOA and ASBO. This will be the ninth year the District has submitted for the budget document for evaluation.



### **REVENUE AND EXPENDITURES**

Revenues and expenditures are shown in detail in the financial section by fund. Major sources of revenues, and function and objects of expenditures, for the District are summarized below:

#### **REVENUES**

**Property taxes** – Property taxes are levied to provide for the operating funds of the District. On June 8 of each year, the Utah State Tax Commission provides the District with a Certified Tax Rate. After receiving the Certified Tax Rate, the District's property tax rates can be determined. The Basic Program Tax Rate is set by the legislature; all other rates are set by the Board of Education with rate ceiling set by state law.

**Registered vehicles** – Prior to 1992, motor vehicles were assessed a tax based on the individual entity tax rate where the vehicle was registered. Beginning in January 1992, all motor vehicles in Utah were assessed at a rate of 1.7% of market value. The revenues

collected in each county from the uniform rate was distributed by the county to each taxing entity in the same proportion in which revenue collected from other property tax is distributed. For fiscal year 1998, vehicles were assessed at 1.5% market value. Beginning 1999 vehicles are now charged a fee based not on market value but on the age of the vehicle.

**Interest on investments** – The District earns interest on funds invested until they are needed to cover expenditures. The District invests funds in accordance with the Utah Money Management Act and District policy. The interest earnings are credited to each fund on the cash balance of the fund during the fiscal year.



**Other local sources** – The District receives tuition which sustains optional programs such as preschool, supplemental hours of kindergarten, and summer school. Other local revenue is received but is not sustainable for other programs.

**State sources** – The state provides about 52% of the total General Fund revenue. Most of the state revenues are allocated based on student enrollment. The Nutrition Fund receives a reimbursement from the state for each student lunch served. The state funding is provided from the State Liquor Tax revenue.

**Federal sources** – The Federal Government provides funding, both direct and through the Utah State Office of Education for specific programs. The major areas of support include Special Education, Nutrition, Applied Technology Education, and the Every Student Succeeds Act.

## EXPENDITURES

District expenditures must be reported to the USOE in accordance with accounting classifications outlined by USOE. However, day-to-day administration of the budget is delegated to the operating administrators in charge of the schools and departments. Major capital outlay and equipment expenditures are recorded in the Capital Outlay fund. Functions and objects classify expenditures. The function describes the activity for which a service or material object is acquired. The object classification describes the service or commodity obtained as a result of a specific expenditure.

## FUNCTIONS

**Instruction** – Activities dealing directly with the interaction between teachers and students. Teaching may be provided to pupils in a school classroom, or other location such as a home or hospital and in other learning situations such as those involving co-curricular activities. Included here are the activities of aides or assistants of any type that assist in the instructional process.

**Student Services** – Activities that are designed to assess and improve the well-being of students and to supplement the teaching process. Examples of student services are counselors, social workers, psychologists, and nurses.

**Staff Services** – Activities associated with assisting the instructional staff with the content and process of providing learning experience for pupils. It includes activities designed to manage, direct, and supervise the instructional program and improve the quality of instruction and curriculum. The costs of acquiring and distributing library and media resources used to support instruction are included here.

**District Administration** – Activities concerned with establishing and administering policy for the entire school system. It includes responsibilities of such areas as the Board of Education and the Office of the Superintendent.

**School Administration** – Activities concerned with the overall administrative responsibility for a single school or a group of schools. It includes the principal, assistant principal, and other administrative and clerical staff.

**Central Services** – Activities that support other administrative and instructional functions including business services (accounting, budgeting, payroll and purchasing), human resources, planning and enrollment, information technology, and public relations.

**Operational and Maintenance of Plant** – Activities concerned with keeping the physical plant open, comfortable, and safe for use, and keeping the grounds, buildings, and equipment in an effective working condition and state of repair. Activities that maintain safety in buildings, on the grounds, and in the vicinity of schools are included.

**Student Transportation** – Activities concerned with the transportation of students to and from school, as provided by state law.

## OBJECTS

**Salaries** — Amounts paid to both permanent and temporary school district employees, including personnel substituting for those in permanent positions.

**Benefits** — Amounts paid by the school district on behalf of employees. Payments are fringe benefits and, although not paid directly to employees, nevertheless is part of the cost of personnel services. The benefits include social security and retirement, employee health insurance, unemployment and workers compensation.

Salaries and benefits account for 50.6% of the 2018-2019 total budget for all governmental funds and 87.7% of the total General Fund budget. The major benefits provided to employees are enrollment in the Utah State Retirement (URS), Social Security, health and accident insurance, industrial insurance, life insurance, and unemployment insurance.

District Benefits	
Benefit	Rate
Retirement (URS Tier 1)	23.69% of Salary
Social Security	6.20 % of Salary
Medicare	1.45% of Salary
Worker's Compensation	0.80% of Salary
Health and Life Insurance*	\$5134 - \$16,191
Disability Insurance	\$157 per FTE

\*Based on employee type and selected plan



Canyons School District contributes to the URS an amount based on a percentage of the employee's salary. URS provides refunds, retirement benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries in accordance with retirement statutes.

The District is self-insured for employee health and accident insurance and workers compensation. Benefit payments, plus an administrative charge, are made to third-party administrators who approve the processing of all claims. All transactions of the plan are recorded in the employee benefits self-insurance fund. The budget for the self-insurance fund includes \$29.4 million in expenditures for the 2018-2019 fiscal year. This is 2.9% increase over the previous year to allow for inflationary costs.

**Purchase services** — Purchased services include three types; professional, property, and other. Professional services include such areas as architectural and legal. Property services include such expenses as garbage, equipment repair, and building rental. Other services include mileage and travel reimbursements to employees, postage, telephone services, and liability and property insurance.

**Supplies** — Supplies include items such as instructional supplies, textbooks, library books, and audiovisual materials. Also included, are supplies for District departments and programs, and custodial and maintenance supplies. Utilities and fuel are also included as supplies expense.

**Property and Equipment** — The majority of the expenditures in this category are in the Capital Outlay Fund. Examples of capital outlay expenditures are purchases of equipment, furniture, computers, school buses, and vehicles. In addition, cost of improvements to school buildings such as remodeling, construction, and upgrades to electrical and mechanical systems. Portions of the equipment expenditures are also recorded in the General Fund. Equipment purchases for state and federal grants, as well as cost associated with maintaining equipment in buildings, are included in the general fund.

**Other objects** — Principal and interest payments are the major expenditure in this category. Also included in this category are association dues, legal settlements, audit fees and training for transportation employees. Payments for development in the Pass-Through Taxes Fund is included here.

## CAPITAL PROJECTS

In 2010 the voters approved a \$250 million bond which was used to complete 13 projects. The final project is the renovation of Indian Hills Middle school and will be completed in August 2018. In November 2017, the Board proposed a \$283 million bond which 57.8% of voters approved. The bond proceeds will be used for the following (the timeline and budgets are presented in the Financial Section):

- Rebuild Brighton and Hillcrest High Schools
- A major renovation for Alta High School
- Rebuild Union Middle School

- Rebuild Midvalley and Peruvian Park Elementary Schools. An elementary school in White City will be rebuilt and a new school in west Draper will be built to accommodate growth.
- Six elementary schools will receive remodeled offices and 18 elementary schools will have solar tubes installed to add natural light.



Rendering of new Hillcrest High

The District is continuously monitoring and updating a 10-year capital facilities improvement plan that will cover other anticipated needs. The revenues for the plan will be funded from the District's ongoing capital tax levy. The major expenses for 2018-2019 include a new parking lot for Altara elementary and hard wired carbon monoxide detectors at several schools. In 2019 – 2020 the District plans to do a major update of the HVAC system and install a new roof at Jordan High

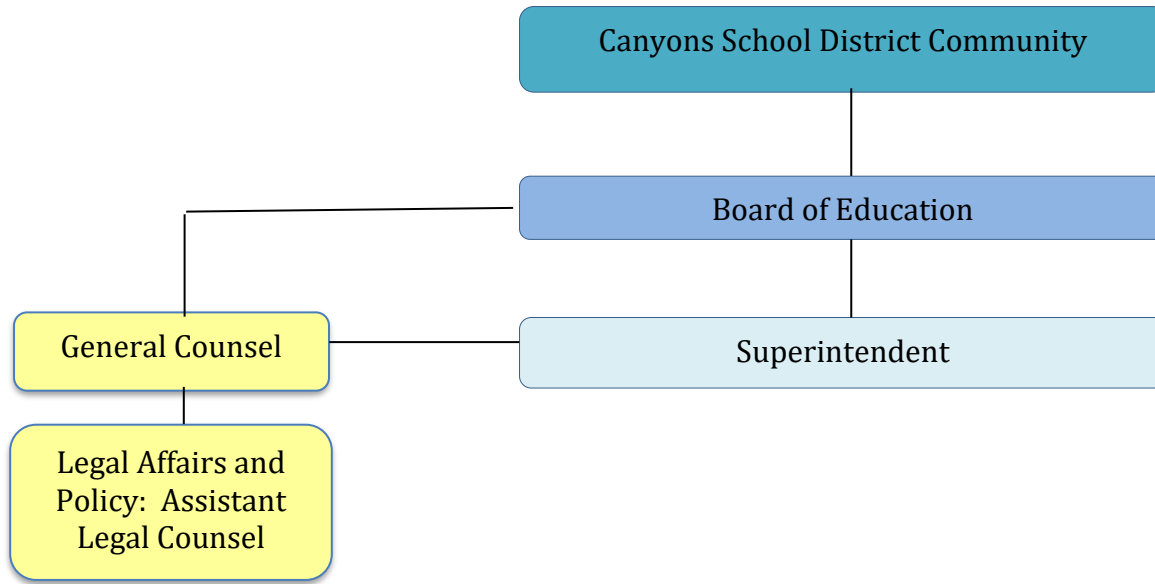


Rendering of new Brighton

## DEPARTMENT BUDGETS

The Board, Superintendent, and Business Administrator recognize that nearly all of the District's revenues are from local, state, and federal taxes. Therefore, in order to be transparent and accountable for taxpayer dollars, all District directors must submit annual budget requests. Included with the request, they must submit a mission statement and services performed by their department, accomplishments for the previous year, and objectives for the following year. If applicable and obtainable, performance measurements for the next year are also to be included. All budget requests must support the District's mission that every student will graduate college-and career-ready.

The remainder of the Organization Section contains a summary of each department budget requests, including mission statement, services, accomplishments, 2018-2019 objectives, performance measurements, and budget summary.



*The Board of Education (011)*

FY 2019

**Performance***Spotlight***Department Mission**

Serve the communities of Canyons School District by governing the continual implementation of creative and cost-effective plans, policies and programs that promote and celebrate the highest standards of educational excellence.

**Department Overview**

The Board of Education works with the Superintendent, the Business Administrator, and Administrative Cabinet to prudently use taxpayer funds and provide leadership that is focused on increasing student achievement at all grade levels and providing a safe and supportive learning environment for all students. The Board approves administrative appointments; adopts policies and administrative regulations to govern the operations of the district; meets regularly in open session to deliberate and conduct the public's business; maintains relationships with patrons through town hall constituency meetings; and advocates for the continued support of public education through positive relationships with state and municipal governments and the local business community.





## FY 2017-18 Accomplishments

- ✚ Opened new Midvale Middle and Alta View Elementary on schedule and under-budget.
- ✚ Proposed a \$283 million building bond initiative to voters which successfully passed by 58%.
- ✚ Held groundbreaking ceremonies for the renovation of Alta High and the rebuilding of Hillcrest High.
- ✚ The District continued to outperform the state averages on the ACT and SAGE assessments.
- ✚ Expanded the supplemental hours of instruction for kindergarten-aged children to fourteen elementary schools.
- ✚ Implemented the Step2theU initiative at Alta High with all 36 students completing.

## FY 2018-19 Objectives

- ✚ Work with Dr. Briscoe to refine the academic plan to reach the targets set for the indicators of student achievement as noted in the Board's Mission and Vision statement.
- ✚ Open the newly renovated Indian Hills Middle and within budget.
- ✚ Hold groundbreaking ceremony for the rebuild of Brighton High.
- ✚ Continue to strengthen working relationships with state legislators and community officials.
- ✚ Continue to update the Board policy manual by completing the instructional series.

011 Board of Education	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual FTE/Amount	Actual FTE/Amount	Actual FTE/Amount	Final Budget FTE/Amount	Budget FTE/Amount	Amount	Percent
Board Members	7.0	7.0	7.0	7.0	7.0	-	0.00%
Total FTE	7.0	7.0	7.0	7.0	7.0	-	0%
100-Salary	\$ 90,050	\$ 91,110	\$ 91,000	\$ 91,000	\$ 91,000	\$ -	0.00%
200-Benefits	104,028	91,043	103,542	133,655	136,695	3,040	2.27%
300-Purchased Services	26,747	4,602	26,365	70,000	30,000	(40,000)	(57.14%)
500-Other Purchased Services	13,576	21,784	13,510	30,640	30,640	-	0.00%
600-Supplies	10,403	8,837	5,177	12,170	12,170	-	0.00%
700-Equipment	3,716	-	3,165	500	500	-	0.00%
800-Other	17,525	45,344	52,079	45,000	45,000	-	0.00%
Total Expenses	\$ 266,045	\$ 262,720	\$ 294,838	\$ 382,965	\$ 346,005	\$ (36,960)	(9.65%)



*Office of the Superintendent (014)*

FY 2019

# Performance

## Spotlight

### Department Mission

Inspire students to achieve excellence in their academic and personal development; empower faculty and staff to employ innovative and creative approaches in the delivery of services; ensure the wise use of public funds, and serve as both a leader and supporter of the Canyons District communities.

### Department Overview

The Superintendent is the Chief Executive Officer of the District and works with the Board of Education to lead and manage the 34,000-student District. In addition to building and maintaining relationships in business, higher education and legislative communities, the Superintendent oversees the academic, financial and operational wellness of the District. The Superintendent selects the administrative staff; assigns, transfers, and promotes employees according to the interests of the organization; ensures adherence to laws, policies and regulations; supervises the implementation of a facility construction, operation and maintenance program, and regularly reports to the Board on issues relating to the governance and operation of the schools.



## FY 2017-18 Accomplishments

- ✚ Made visits to all schools to be visible accessible for students and staff.
- ✚ Corner Canyon High was ranked fourth, and Brighton High fifth, as the best high schools in Utah by U.S. News and World Report.
- ✚ 78% of the District's elementary and middle schools received an "A" or "B" grade under the states grading system.
- ✚ More than 1,500 graduating seniors earned Honors or Advanced diplomas by challenging themselves to with more rigorous coursework.
- ✚ Made significant progress in updating the policy manual.
- ✚ Ongoing Incident Command Committee to improve school and student safety.

## FY 2018-19 Objectives

- ✚ Improve upon academic plan and other indicators included in the recently updated Board's vision and statement.
- ✚ Improve communication and coordination between departments, especially as a new building addition will be built to house all departments on one campus.
- ✚ Continue working with Board of Education on updating Board policy manual and communicate to all stakeholders.
- ✚ Continue key relationship building and partnerships with community stakeholders to further Board's mission statement.
- ✚ Continued focus on school and student safety.

014 Superintendent	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
	Actual	Actual	Actual	Final Budget	Budget		
Description	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	Amount	Percent
Administrators	1.0	1.0	1.0	1.0	1.0	-	0.00%
ESP	1.0	1.0	1.0	1.0	1.0	-	0.00%
Total FTE	2.0	2.0	2.0	2.0	2.0	-	0.00%
100-Salary	\$ 273,981	\$ 282,023	\$ 290,918	\$ 302,601	\$ 310,736	\$ 8,135	2.69%
200-Benefits	96,872	97,419	103,936	103,377	105,866	2,489	2.41%
300-Purchased Services	5,755	15	4,500	5,000	5,000	-	0.00%
500-Other Purchased Services	12,715	14,091	6,574	17,250	15,380	(1,870)	(10.84%)
600-Supplies	8,285	5,234	11,897	14,000	11,770	(2,230)	(15.93%)
700-Equipment	-	1,789	-	-	-	-	0.00%
800-Other	8,645	36,063	4,505	12,000	12,000	-	0.00%
Total Expenses	\$ 406,253	\$ 436,634	\$ 422,329	\$ 454,228	\$ 460,752	\$ 6,524	1.44%

# *Department of Legal Services (022)*<sup>FY 2019</sup>

## Performance

### *Spotlight*

#### Department Mission

To provide effective counsel, representation, and research to the Board of Education and District personnel on school district legal matters, as well as assistance in drafting policies, agreements and legal documents.

#### Department Overview

The Department of Legal Services provides legal services for the District. The Department of Legal Services provides guidance to school administrators in dealing with safe school and other policy violations in order to ensure the safety and security for each person in the campus community, ensures compliance with anti-discrimination laws, and provides reasonable accommodations for students, employees, and staff with qualified disabilities.

#### Key Outcome Measures

- ✚ Provide thorough and timely investigations of student or employee complaints of discrimination, harassment, and other grievances.
- ✚ Draft or review agreements and contracts involving the District.
- ✚ Provide reasonable accommodations for students and employees with qualified disabilities.
- ✚ Policies reviewed and adopted by the Board of Education.

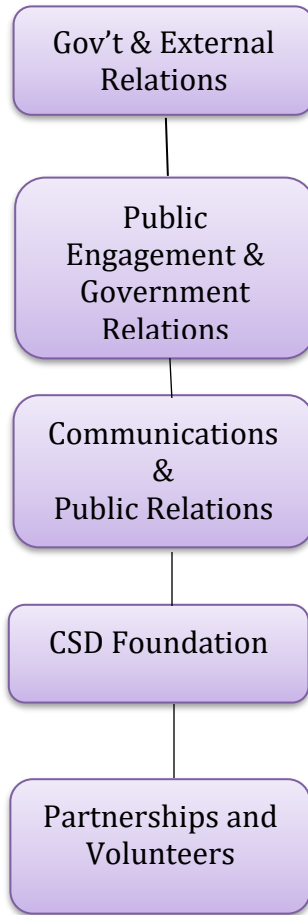
## FY 2017-18 Accomplishments

- ✚ Drafted and reviewed multiple agreements and contracts for the Board of Education.
- ✚ Drafted and reviewed several Board policies adoption.
- ✚ Conducted investigations of student and employee complaints of discrimination, harassment, and other grievances.
- ✚ Prepared Federal and State Discipline and Civil Rights reports.
- ✚ Oversaw creating and renewing ADA accommodation plans for employees.

## FY 2018-19 Objectives

- ✚ Continue legal review for agreements and contracts for the Board of Education.
- ✚ Continue review of existing Board Policy instruction, and student policies.
- ✚ Develop monthly discipline reporting assessments for individual schools for State Discipline reporting.
- ✚ Continue guidance to school administration regarding custody, guardianship and Title IX issues.
- ✚ Review water rights and shares owned by district in response to possible State adjudication.

022 Department of Legal Services	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual FTE/Amount	Actual FTE/Amount	Actual FTE/Amount	Final Budget FTE/Amount	Budget FTE/Amount	Amount	Percent
Administrators	2.0	2.0	2.0	2.0	2.0	-	0.00%
ESP	1.0	1.0	1.9	2.0	2.0	-	0.00%
<b>Total FTE</b>	<b>3.0</b>	<b>3.0</b>	<b>3.9</b>	<b>4.0</b>	<b>4.0</b>	<b>1.0</b>	<b>33.33%</b>
100-Salary	\$ 271,001	\$ 275,578	\$ 310,979	\$ 330,432	\$ 339,734	\$ 9,302	2.82%
200-Benefits	122,593	126,422	137,396	146,749	150,553	3,804	2.59%
300-Purchased Services	24,746	20,830	13,551	20,000	20,000	-	0.00%
400-Purchased Property Services	-	-	-	-	-	-	0.00%
500-Other Purchased Services	5,073	2,563	3,395	5,700	5,700	-	0.00%
600-Supplies	9,569	2,184	5,570	15,200	15,200	-	0.00%
700-Equipment	-	7,000	6,529	5,000	5,000	-	0.00%
800-Other	2,011	2,189	2,293	2,000	2,000	-	0.00%
<b>Total Expenses</b>	<b>\$ 434,994</b>	<b>\$ 436,766</b>	<b>\$ 479,713</b>	<b>\$ 525,081</b>	<b>\$ 538,187</b>	<b>\$ 13,106</b>	<b>2.50%</b>



FY 2019

# External & Government Relations (021)

## Performance

### Spotlight

#### Department Mission

Support the Board of Education and Superintendent to create smooth and timely operations. The Department creates and maintains a positive working relationship between Canyons School District and federal, state, and local elected officials. Oversees all external relations within the district.

#### Department Overview

The Department is responsible for business involving the Board of Education, Government Relations, Community Relations and External Relations.

The External Relations Director supervises the support staff for the Board of Education, including Communications, Public Engagement and Web Development, as well as oversees the operations of the Canyons Education Foundation. In addition, the Director assists with policy discussion.

External Relations maintains relationships with all district stakeholders and elected officials on behalf of Canyons District and the Canyons Board of Education.

#### Key Outcome Measures

- ✚ Legislative outcomes
- ✚ Maintain relationships with national, state, county and city government entities particularly those within CSD boundaries
- ✚ Effective Board of Education meetings, events and communications
- ✚ Success of external communications, events and partnerships throughout the District
- ✚ Successful employee negotiations
- ✚ Positive operations and outcomes of the Canyons Education Foundation



## **Board of Education Support**

Oversee the staff that supports the Board in public meetings, events, communications, and district recognitions. Arrange for technical and supply needs. Assure clear District/Board communications. Work to carry out Board direction with integrity.

Lead on policy discussions.

Serves as lead negotiator with Canyons Education Association and the Canyons Education Support Personnel Association.

## **Government Relations**

Oversee all relations with elected officials. Assure District attendance at all legislative, interim, appropriations, committee, and USBE Board and committee meetings. Maintain constant contact with city mayors and councils. Follow educational issues through the political process. Host, coordinate and participate in events involving government entities.

## **Public/Community Engagement**

Public Engagement Coordinator assists with Government Relations for local, county and state officials. Attends legislative session and all interim meetings, committee meetings, appropriations meetings and Utah State Board of Education meetings. Serves, by assignment, on city partnership boards and committees.

Oversee the Peachjar communication system, banner sales, and other district-wide advertising and community/business communication to assure consistency.

Volunteer approval; oversee the clearing of volunteers to work in Canyons schools, provide reporting tools for volunteer oversight, and assist in matching volunteers with district opportunities.

Coordinates Dual Immersion new foreign teacher support, assisting with teacher logistics and acclimation to living in Utah.

Coordinates district SCC training and compliance on behalf of Board of Education. Selected to serve on the Utah State Board of Education Trust Advisory Council for a 4 year term; serves on Utah Association of School Community Councils.

Serves as the liaison to the PTA attending all Region and Council meetings and assisting with training. Serve as advisor to the Utah PTA Legislative Action Committee.

The coordinator assists with Board of Education support by scheduling and attending constituency meetings, coordinating additional Board community meetings, support at Board of Education monthly meetings and attendance at Chamber of Commerce and other community functions.

Special assignments as requested by Board of Education, Superintendent and External Relations Director.

### FY 2017-18 Achievements

- ✚ Successfully represented information for the passage of \$283 million bond
- ✚ Successful 2018 Legislative session
  - Public Education received a 2.5% WPU increase
  - Growth fully funded and defeated detrimental equalization bills
  - 7.84% increase for all education funding
- ✚ Established working relationships with newly elected city officials
- ✚ Successfully completed School Community Council training
- ✚ Developed banner sale guidelines for district property
- ✚ Restructured volunteer approval system for better service
- ✚ Created new online tool for School Community Council report.

### FY 2018-19 Objectives

- ✚ Assist the Board with patron communications and relationships
- ✚ Maintain relationships with cities within the District boundaries
- ✚ Represent the school district during the 2019 Legislative session and interim
- ✚ Continue to establish and maintain relationships with legislative delegation & other elected bodies
- ✚ Assist with logistics and communication of legislative town hall meetings
- ✚ Collaborate with education entities to strengthen public education and build relationships on behalf of Canyons District
- ✚ Successfully support new dual immersion teachers in their transition to Canyons District

021 External Relations	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
	Actual	Actual	Actual	Final Budget	Budget		
Description	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	Amount	Percent
Administrators	2.0	2.0	2.0	2.0	2.0	-	0.00%
ESP	1.0	1.0	1.0	1.0	1.0	-	0.00%
Total FTE	3.0	3.0	3.0	3.0	3.0	-	0.00%
100-Salary	\$ 426,511	\$ 444,252	\$ 460,398	\$ 437,882	\$ 464,546	\$ 26,664	6.09%
200-Benefits	117,427	127,739	131,043	153,641	143,809	(9,832)	(6.40%)
300-Purchased Services	26,283	14,340	7,088	10,000	10,000	-	0.00%
400-Purchased Property Services	-	-	-	2,500	2,500	-	0.00%
500-Other Purchased Services	5,534	7,995	6,804	7,700	7,700	-	0.00%
600-Supplies	5,894	5,926	11,458	11,500	11,500	-	0.00%
700-Equipment	-	-	-	-	-	-	0.00%
800-Other	419	1,100	65	1,500	1,500	-	0.00%
Total Expenses	\$ 582,068	\$ 601,352	\$ 616,856	\$ 624,723	\$ 641,555	\$ 16,832	2.69%

Legislative Performance Measures	Results
School funding overall increase	7.84% increase
Defeated SB145 which would have taken significant revenue from Canyons for equalization	\$1.5M in first year
Updated Juvenile Justice reform to allow 2-year leeway in implementation	Needed time for implementation
Elementary counselor funding	\$2.1M statewide
Transportation funding	\$7.6M statewide
Digital Teaching and Learning	\$10.0M statewide

# Department of Communications (051)

FY 2019

## Performance

### Spotlight

#### Department Mission

Support, promote, and positively brand the District and schools by providing accurate and timely information to employees and the public and impeccable customer service.

#### Department Overview

The Department of Communications is an information resource for schools, employees, and the community at large. The department includes the official spokespersons for the Board of Education and District Administration, who respond to news media, public information, and government records requests. The department also is responsible for the CSD logo; content for the District website; assisting schools on website presentation; customer service assistance and training; and call centers; employee and community newsletters and marketing materials; the official social media sites; the planning and execution of major District and Board events; and the development of strategic and crisis communication plans.

#### Key Outcome Measures

- + Increase web site visitors and social media engagement
- + Maintain publishing schedule for internal and external newsletters and collateral
- + Enhance community and employee understanding about CSD events and activities
- + Communicate clearly to various publics in emergencies
- + Increase positive media coverage about CSD accomplishments
- + Plan events to mark milestones on CSD history

## FY 2017-2018 Accomplishments

- ✚ Executed communication plans to inform public about successful \$283 million bond proposal.
- ✚ Oversaw ribbon-cutting and groundbreaking events for three facilities.
- ✚ Played vital role in Emergency Preparedness plans and training.
- ✚ Planned CSD's annual awards ceremonies and banquets.
- ✚ Secured positive, informative media coverage of the District and schools.
- ✚ Increased reach and audience impact of social media sites with multi-media messages.
- ✚ Enhanced branding by reviewing and updating school logos.

## FY 2018-2019 Objectives

- ✚ Plan and realize plan to mark 10<sup>th</sup> anniversary of CSD.
- ✚ Increase the frequency and manner of external and internal communication platforms.
- ✚ Use web and social media analytics to yield data-driven decisions
- ✚ Maintain a message calendar to ensure timely and accurate delivery of information through various communication channels
- ✚ Increase employee and patron engagement and understanding of district issues and accomplishments
- ✚ Aid in the improvement of school websites.
- ✚ Officially recognize achievements during Board meeting

051 Communications	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
	Actual	Actual	Actual	Final Budget	Budget		
Description	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	Amount	Percent
Administrators	2.0	2.0	2.0	2.0	2.0	-	0.00%
ESP	2.0	2.0	2.0	2.9	2.9	-	0.00%
Total FTE	4.0	4.0	4.0	4.9	4.9	-	22.50%
100-Salary	\$ 360,330	\$ 364,524	\$ 373,208	\$ 389,531	\$ 404,573	\$ 15,042	3.72%
200-Benefits	146,329	140,180	146,652	169,953	175,737	5,784	3.29%
300-Purchased Services	2,326	1,750	9,505	12,000	12,000	-	0.00%
400-Purchased Property Services	-	-	-	-	-	-	0.00%
500-Other Purchased Services	30,720	45,104	33,845	113,000	48,000	(65,000)	(135.42%)
600-Supplies	36,336	37,390	42,505	46,000	46,000	-	0.00%
700-Equipment	-	-	-	-	-	-	0.00%
800-Other	1,087	2,200	1,807	700	700	-	0.00%
Total Expenses	\$ 577,129	\$ 591,148	\$ 607,522	\$ 731,184	\$ 687,010	\$ (44,174)	(6.04%)



FY 2019

*Department of Communications***Performance**

The Communications Department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the division's overall performance

*Report*

To increase community knowledge about District events and activities, the Department of Communications provides timely information in various formats and platforms.

The monthly printed newsletter, CSD2U, is mailed to parents of Canyons students to spotlight achievements and advancements of the Canyons District community. We continue to emphasize content that parents and employees have told us they would like to see in marketing materials.

The department also aims to create brand awareness, build relationships, and engage internal and external audiences through the creation of regular newsletters to the Board of Education, Principals and Administrators. In addition, staff members in the department produce a twice-monthly newsletter, called iKnow, for all employees. The two department directors continue to pivotal leadership roles in the update of CSD's Incident Command Manual and the ongoing operations of the Emergency Preparedness Committee.

The Department of Communications also relays information about District achievements and advancements through web and social media channels in efforts to increase engagement in these media. The result is measured by the time spent on web pages, and by the "shares" and "likes" on Facebook and "retweets" on Twitter. Additional, strategic communication tools will be implemented to gather analytics regarding CSD online messages and information. The analytics will be used to improve content and content-usability by CSD publics. This effort will focus on connectivity of information and branding across our printed, Web and social media platforms. The intended outcome will be a strengthened message, search engine optimization and improved user experiences.

# Canyons Education Foundation (075)

FY 2019

## Performance

### Spotlight

#### Department Mission

The Canyons Education Foundation works to enhance the educational experience for students of the Canyons School District through community partnerships and fundraising.

#### Department Overview

Created to facilitate business and community involvement in building an unparalleled support system for our students, faculty, and staff, the Foundation and its partners work to cultivate ideas, motivate participation and encourage monetary or in-kind contributions. A governing board of community leaders and local volunteers provides organizational oversight with assistance from dedicated district employees.

The major aim of the Foundation is to facilitate community involvement supporting Canyons School District to complement and support the overall mission of the Board of Education. To that end, the Foundation pledges to maintain a laser-like focus on providing additional resources to support students, teachers and schools in Canyons District.

#### Key Outcome Measures

- ✚ Donations (both in-kind and monetary) received into the Foundation.
- ✚ Events to gather support and raise funds for Foundation initiatives.
- ✚ Recruit community and business leaders to serve on the Foundation Board to provide support and build relationships
- ✚ Alignment of the Foundation Board's vision with the Board of Education's vision.
- ✚ Create relationships with business and community partners to the benefit of Canyons School District.

## **Fundraising and Partnership Initiatives**

- Fund College Scholarships for students of all six CSD high schools
- Award grants to teachers for innovation in the classroom
- Research and apply for grant opportunities to benefit the Foundation
- Nurture current Foundation Board relationships and look for opportunities to grow and diversify board membership
- Support for students and programs with specific and unique needs
- Provide medical assistance for students with special circumstances
- Engage district employees to raise money for students living in transition or in-shelter through Gathering for Good
- Initiate, develop, and direct a comprehensive portfolio of activities to ensure meaningful partnerships between the school district, Canyons Education Foundation, and community stakeholders, including parents, senior citizens, community nonprofit organizations, businesses, and institutions of higher education
- Work closely with local Chambers of Commerce to remain an active part of the community and facilitate closer relationships with local businesses
- Assist Sandy Chamber of Commerce with Junior Women in Business, and mutually beneficial programs
- Cultivate relationships with other school districts; is a member of Utah Association of Public School Foundations
- Learn and stay up-to-date on Utah 501(c)3 and non-profit law
- Continue to grow Foundation endowment
- Solidify donated scholarship relations

## FY 2017-18 Accomplishments

- + Raised \$62K at 2017 Golf Tournament - an increase of over \$8K from 2016
- + Raised \$58K at 2018 Spring Gala – an increase of over \$7Ks from 2017
- + Awarded \$107K for teacher innovation grants
- + Started the My529 Scholarship for 7<sup>th</sup> grade students - awarded 9 \$500 scholarships
- + Partnered with RizePoint who offered over 20 STEM Summer Camp Scholarships
- + Awarded \$9K in Foundation College Scholarships
- + Donated up to \$10K to Utah College Application Week to allow all students to apply for college
- + Established partnership with KSOP – Z104 on Tools for Schools / Gathering for Good back to school event
- + Awarded monetary prizes and gifts to Teachers of the Year

## FY 2018-19 Objectives

- + Provide continued support for college scholarships and student services through fundraising events, relationship development, and grant writing
- + Fundraise for Teacher Innovation Grants and the District Foundation Endowment
- + Continue to develop and implement a social media presence to increase visibility of the Canyons Education Foundation
- + Reconnect with previous donors and grow corporate partnerships and donations
- + Pursue grant opportunities for the Foundation
- + Update and track MOU's for private scholarship funding and build relationships for outside scholarship opportunities

075 Education Foundation	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual FTE/Amount	Actual FTE/Amount	Actual FTE/Amount	Final Budget FTE/Amount	Budget FTE/Amount	Amount	Percent
Administrators	1.0	-	-	-	-	-	0.00%
ESP	1.0	1.0	1.8	1.0	1.0	-	0.00%
<b>Total FTE</b>	<b>2.0</b>	<b>1.0</b>	<b>1.8</b>	<b>1.0</b>	<b>1.0</b>	<b>-</b>	<b>0.00%</b>
100-Salary	\$ 129,190	\$ 111,594	\$ 109,397	\$ 118,638	\$ 125,042	\$ 6,404	5.40%
200-Benefits	59,410	48,132	35,888	31,057	32,518	1,461	4.70%
300-Purchased Services	1,809	1,034	-	3,000	3,000	-	0.00%
400-Purchase Property Services	-	-	-	-	-	-	0.00%
500-Other Purchased Services	14,834	11,378	9,097	25,575	26,600	1,025	4.01%
600-Supplies/Food	468,343	326,617	394,318	534,000	555,000	21,000	3.93%
700-Equipment	-	-	-	-	-	-	0.00%
800-Other	6,851	4,127	4,037	4,700	4,800	100	2.42%
<b>Total Expenses</b>	<b>\$ 680,437</b>	<b>\$ 502,882</b>	<b>\$ 552,737</b>	<b>\$ 716,970</b>	<b>\$ 746,960</b>	<b>\$ 29,990</b>	<b>4.18%</b>

## Canyons Education Foundation

FY 2019

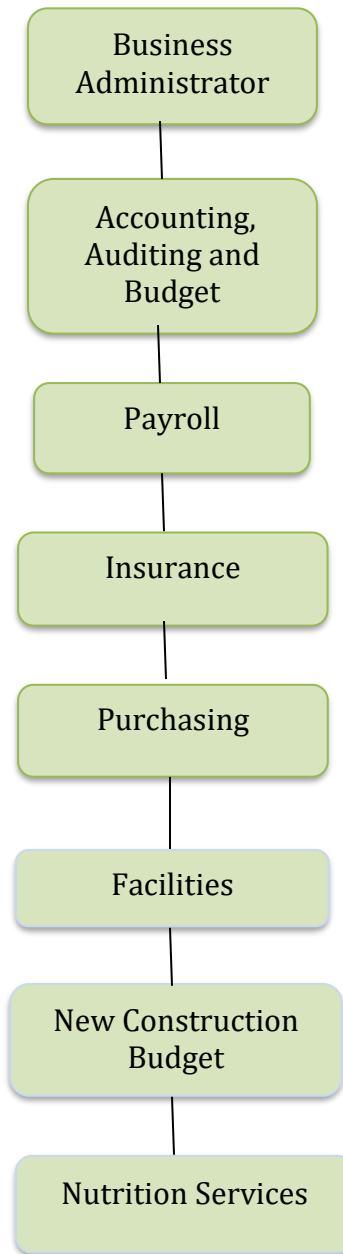
## Performance

The Canyons Education Foundation Department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the division's overall performance

*Report*

Performance Measure	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019 Target
Fund Raising Events (Net Revenue)					
Annual Golf Tournament	\$ 48,000	\$ 49,000	\$ 54,000	\$ 62,700	\$ 63,000
Gala fundraiser	\$ 41,000	\$ 46,000	\$ 50,000	\$ 58,100	\$ 60,000
Foundation Scholarships	\$ 8,500	\$ 7,500	\$ 10,000	\$ 8,500	\$ 8,500
Dedicated Scholarships	n/a	n/a	\$ 16,400	\$ 14,400	\$ 15,400
Foundation Innovation Grants	\$ 90,000	\$ 103,000	\$ 100,000	\$ 107,000	\$ 110,000





*Business Administrator (015)*

FY 2019

# Performance

## Spotlight

### Department Mission

Build quality relationships based on trust and respect with those we serve in order to provide funding and a safe, healthy, and innovative learning environment through exceptional customer service

### Department Overview

The Business Administrator is responsible for all financial areas of the District as well as purchasing, facilities, new construction, risk management and the child nutrition operations. The financial operations of the District include all bond financing, budgeting, and financial reporting activities. The office acts as a liaison with state elected and other officials in all matters regarding statewide school finances, appropriations, and tax policy, as well as providing testimony on District finances during sessions of the Utah Legislature. The Business Administrator is part of the District's negotiation team in the employee negotiation process with the two District associations.

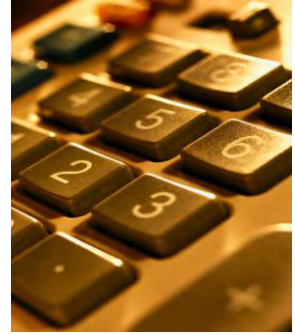
### Key Outcome Measures

- ✚ Unqualified audit opinion
- ✚ Bond rating for General Obligation Bonds
- ✚ Overall status of District facilities
- ✚ Operation of Nutrition Program
- ✚ Savings generated from Purchasing Department
- ✚ Risk Management and school safety issues

The following departments report to the CFO's office:

**Accounting and Budgeting, Payroll, and Insurance Departments**

The Accounting and Budgeting department is responsible for the preparation and processing of all transactions related to budget planning as well as the establishment, execution, maintenance, and monitoring of budgetary allotments and outcomes. Payroll and the corresponding deductions and benefits are included in the department. The department also oversees the employee's health insurance benefits.



**Facility and New Construction Department** The Facility and New Construction departments are responsible for reviewing, maintaining, and assessing all buildings in the District. This includes custodial, maintenance, new construction, building renovation and remodeling, site upgrades, roof replacements, major repairs, and relocation of portable classrooms.

**Purchasing** The Purchasing and General Services department provides procurement and contracts, warehousing, mail delivery, and printing services.

**Nutrition Services Department** The Nutrition Services department is to improve the nutritional well-being of students by operating a non-profit school meals program.

**Risk Management** Risk Management is responsible for all fire and security alarm systems. It's also responsible for safety and emergency awareness programs. Risk Management also oversees the worker's compensation program.

The Performance Measures for the Business Administrator will be those shown in the departments above.

## FY 2017-2018 Accomplishments

- ✚ Received the ASBO Meritorious Budget Award for FY 2018 for eighth consecutive year
- ✚ Receive acknowledgment from GFOA on the budget document for the eighth consecutive year
- ✚ Substantially completed the renovation of Indian Hills Middle school which will open, as scheduled, in August 2018
- ✚ AAA Bond ratings was maintained from Fitch Ratings and Moody's Investor Services. Canyons School District is one of only about 100 nationwide districts with this distinction.

## FY 2018-2019 Objectives

- ✚ Receive the GFOA and ASBO budget and financial reporting awards
- ✚ Begin construction projects at Alta, Brighton, and Hillcrest and monitor schedule so projects are completed on-time
- ✚ Improve school lunch participation rate
- ✚ Improve health insurance utilization through plan design and new technologies
- ✚ Continue to make improvements districtwide regarding student and school safety

015 Business Administrator	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual FTE/Amount	Actual FTE/Amount	Actual FTE/Amount	Final Budget FTE/Amount	Budget FTE/Amount	Amount	Percent
Administrators	1.0	1.0	1.0	1.0	1.0	-	0.00%
Total FTE	1.0	1.0	1.0	1.0	1.0	-	0.00%
100-Salary	\$ 166,000	\$ 169,600	\$ 178,087	\$ 183,582	\$ 191,080	\$ 7,498	4.08%
200-Benefits	67,083	63,877	64,612	72,300	73,870	1,570	2.17%
300-Purchased Services	79,416	21,943	8,601	45,000	45,000	-	0.00%
400-Purchased Property Services	24,000	24,000	22,000	24,000	24,000	-	0.00%
500-Other Purchased Services	27,805	24,633	23,053	28,925	9,335	(19,590)	(67.73%)
600-Supplies	51,386	46	67,519	72,000	69,150	(2,850)	(3.96%)
700-Equipment	-	-	-	-	-	-	0.00%
800-Other	74	1,035	1,505	4,000	2,770	(1,230)	0.00%
Total Expenses	\$ 415,764	\$ 305,134	\$ 365,377	\$ 429,807	\$ 415,205	\$ (14,602)	(3.40%)

## *Department of Accounting, Budgeting, and Auditing (083)*

FY 2019

# Performance

## *Spotlight*

### Department Mission

Provide timely payroll, insurance, accounting and budget services to the employees of Canyons School District

### Department Overview

The department has been labeled the “face of the District” because it affects so many aspects of the District operations. Employees, who are the heart of the education process, are depending on accurate and timely payroll and insurance reporting. Effective operations of schools and departments are directly linked to the budgets provided by this department. The department must maintain good relationships with vendors through timely payment of invoices; otherwise they may not wish to conduct business with the District. The department is divided into five areas: Payroll, Insurance, Accounts Payable, Financial Reporting, and Treasury.

### Key Outcome Measures

- ✚ Receive the GFOA & ASBO award for the Comprehensive Annual Financial Report
- ✚ Receive the GFOA & ASBO award for the Comprehensive Annual Budget Report
- ✚ Unqualified audit opinion
- ✚ Bond rating for General Obligation Bonds
- ✚ Participants in Wellness Challenges



**Payroll**

The payroll staff ensures timely and accurate payment to employees while adhering to applicable federal and state laws and District policies. The staff inputs 2,000 monthly timesheets, reviews contracts for 2,800 full-time employees, pays 5,200 employees twice each month, processes 6,500 annual W-2s, files monthly and quarterly tax returns, submits semi-monthly retirement contribution to Utah Retirement Systems, and maintains semi-monthly deductions for employees with 401k, 403/457 plans, CEA, and other contributions. Also, the department manages a time keeping system for 2,000 hourly employees. The assistant director of accounting and four payroll secretaries support these functions.

**Insurance**

The insurance staff enrolls and maintains records for all employees enrolled in District health benefits. All 2,800 contract employees are eligible for health insurance. Employees can also select from among voluntary vision, dental, disability, and life insurance plans. Currently 2,100 employees elect the District's insurance. The staff must verify the proper amounts of premiums are being deducted from the employee payroll checks. The staff also maintains the retiree (GASB) benefits for which 900 employees are eligible. A benefits coordinator and three benefits secretaries support this function.

**Accounts Payable**

The accounts payable staff process and pay District invoices. The staff inputs over a 1,000 invoices weekly and reviews and posts to Skyward (the District's financial system) 3,000 monthly credit card payments. Three accounts payable secretaries support this function.

**Financial Reporting**

The accounting staff prepares and presents annual budget to the Board, the Comprehensive Annual Financial Report, and Annual Financial Report and Annual Program Report required by the Utah State Board of Education (USBE). The staff reconciles all bank accounts monthly, verifies that balance sheet accounts are accurate at any time during the year, files timely reimbursements for Federal and State programs, regularly train secretaries at school and district locations, and review financial transactions of principals and secretaries. Two accountants and one secretary support these functions.

**Treasury**

The Director of Accounting oversees the cash and investment management which includes managing the cash flow needs of the District and investment of the District's cash balances; maintains banking relationships which include oversight of banking activities, including deposits, wire transfers, credit card payments and electronic transactions; and debt management which includes administration of District debt issuance to provide funds for capital projects and works with the District's external financial advisor to analyze refunding opportunities, monitor compliance with bond covenants, and coordinate continuing disclosure obligations. The Director of Accounting and a secretary support these activities.

## FY 2017-2018 Accomplishments

- ✚ FY 2016-2017 Comprehensive Annual Financial Report received the GFOA and ASBO award for financial reporting
- ✚ FY 2017-18 Comprehensive Annual Budget Report received the ASBO award for budgeting
- ✚ Received an unqualified opinion from the external auditor for FY 2016-2017 with no findings in management letter
- ✚ Continued the elementary checking account program by adding 13 elementary schools and eliminated their checking account
- ✚ Updated the accounting manual

## FY 2018-2019 Objectives

- ✚ Receive the GFOA and ASBO award for budgeting
- ✚ Receive the GFOA and ASBO award for financial reporting
- ✚ Work with Facilities to develop a long-term capital plan corresponding budget
- ✚ Eliminate the remaining 14 elementary schools' checking accounts
- ✚ Update the accounting manual for the new school year

083 Accounting Services	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual FTE/Amount	Actual FTE/Amount	Actual FTE/Amount	Final Budget FTE/Amount	Budget FTE/Amount	Amount	Percent
Administrators	2.0	2.0	2.0	2.0	2.0	-	0.00%
ESP	12.0	11.8	11.8	13.0	13.0	-	0.00%
<b>Total FTE</b>	<b>14.0</b>	<b>13.8</b>	<b>13.8</b>	<b>15.0</b>	<b>15.0</b>	<b>-</b>	<b>0.00%</b>
100-Salary	\$ 788,611	\$ 866,046	\$ 899,858	\$ 930,636	\$ 979,556	\$ 48,920	5.26%
200-Benefits	310,947	353,250	384,112	430,205	443,111	12,906	3.00%
300-Purchased Services	28,102	10,677	12,000	12,000	12,000	-	0.00%
400-Purchased Property Services	-	-	-	-	-	-	0.00%
500-Other Purchased Services	5,503	3,608	4,922	18,200	17,900	(300)	(1.65%)
600-Supplies	19,558	21,522	24,460	29,100	29,100	-	0.00%
700-Equipment	-	-	-	-	-	-	0.00%
800-Other	86,020	94,801	104,912	93,125	93,125	-	0.00%
<b>Total Expenses</b>	<b>\$ 1,238,741</b>	<b>\$ 1,349,904</b>	<b>\$ 1,430,264</b>	<b>\$ 1,513,266</b>	<b>\$ 1,574,792</b>	<b>61,526</b>	<b>4.07%</b>

\*Employees paid from the Self-Insurance Fund are included in FTE's.

\*Self- Insurance expenditures are only from location 083.

# Accounting, Budgeting, and Auditing FY 2019

## Performance

## Report

The Accounting, Budgeting, and Auditing Department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the division's overall performance

Goal	Expected Outcome	Performance Measure	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019 Target
Leadership & Image	Prudent fiscal stewardship	Bond ratings for general obligation bonds Fitch Ratings Moody's Investor Services	AAA AAA	AAA AAA	AAA AAA	AAA AAA	AAA AAA
Enhance Current Services	Provide accurate and timely financial information and accounting services	Receive "clean" audit report from independent CPA Firm and less than two findings (number of consecutive years)	6	7	8	9	10
		Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting (number of consecutive years)	6	7	8	9	10
		Receive the ASBO Certificate of Excellence in Financial Reporting (number of consecutive years)	6	7	8	9	10
		Receive the GFOA Distinguished Budget Presentation Award	5	6	7	**	8
		Receive the ASBO Meritorious Budget Award (number of consecutive years)	5	6	7	8	9
		Number of school audits completed annually	33	33	33	23*	23
	Provide accurate and timely payments to vendors and employees	Invoices processed per FTE clerk	13,187	13,188	12,384	11,524	12,100
		Percent of vendor invoices paid within 30 days	98%	98%	98%	98%	98%
		Investment Income Generated	\$ 2,449,996	\$ 2,163,719	\$ 3,101,628	\$ 3,716,966	\$ 3,010,742
		Participants in "Maintain Don't Gain"	350	330	353	***	
		Winter Healthy Lifestyle Challenge	0	0	0	240***	270

\* In FY2018, it was decided to rotate auditing the elementary schools every 3 years

\*\* GFOA changed their budget requirements and the District earned the GFOA Recognition for Implementing Best Practices in School Budgeting Award

\*\*\* This program was replaced with the Winter Healthy Lifestyle Challenge

## Department of Purchasing and General Services (086, 087)

FY 2019

# Performance

## Spotlight

### Department Mission

To provide goods and services to support student achievement consistent with the mission of the District supporting student progress towards college and career readiness

### Department Overview

The Purchasing & General Services Department (PGS) provides procurement and contracts, logistics, warehousing, District mail, Printing Services and other essential services to CSD schools and department. PGS oversees the acquisition, receipt and distribution of goods and services throughout the District. Additionally, the CSD Purchasing & General Services Department adheres to all federal, state and District guidelines, ensures maximization of taxpayer dollars, and provides a value-added service by tracking and appropriately disposing of all materials. PGS also removes and transfers District assets between schools as requested.

### Key Outcome Measures

- ✚ Improve better customer service by implementing and enhancing better ways to secure the goods and services required by our customers
- ✚ Provide staff and students with the goods and services requested at the right price, and in a timely manner
- ✚ Improve and maintain our support and services with the tools, staff and budget allocated
- ✚ Improve communication with online training with our staff and those that we support to maintain compliance with required State Code and District Policy.

The Chief Procurement Officer/Director of Purchasing for the District has been delegated responsibility by the Board of Education to ensure that all goods and services are purchased wisely and within the laws and policies governing public procurement, to maintain transparency, and ensure that all taxpayer dollars are spent wisely.

The following departments report to the Purchasing and General Services Department:

**Purchasing**

Purchasing is responsible to secure all goods and services needed by the District in a timely and transparent manner and in congruence with Federal, State and District laws and guidelines. Ensure an open and competitive procurement process. Oversee and manage the District's purchasing card program. Examples of goods and services purchased are: construction of new buildings, paper, copiers, vehicles and medical insurance.

**Warehouse**

Warehouse is responsible for all aspects of logistics for the District. This includes but is not limited to: requests by schools and departments to move large items from one location to another, storage of items, all aspects of District surplus and salvage, the storage and distribution of high turnover items at a substantial savings including all USDA and other food items needed by the District.

**Fixed Assets**

Fixed Assets oversees all District assets including the support and training of school and District personnel. This includes an annual inventory and reconciliation of all District assets.

**Travel**

Travel is responsible to support both student and adult travel. This includes securing the best fares and other related travel arrangements while maintaining compliance with District travel policies.

**Teacher Resource Center/Copy Center (TRC)**

TRC supports teachers in development of lesson plans. The objective of the Copy Center, with limited staff, is to provide duplication services to all Schools and Departments in the District and to do so in a timely and very cost-effective manner.

**District Mail**

District Mail supports the distribution of District mail on a daily basis. Also includes support to schools and departments enabling all to create and mail pieces taking advantage of USPS discounts available through automation.

## FY 2017-2018 Accomplishments

- ✚ Realized savings in excess of \$7 million dollars in procurement process.
- ✚ Enhanced bar coding of all District assets and successfully completed a physical inventory of most of our schools and departments.
- ✚ Enhanced our product offerings and service available from TRC and Copy Center. Implemented certified mail program to assist tracking of CONFIDENTIAL files.
- ✚ Added effective color copier solutions to all schools.

## FY 2018-2019 Objectives

- ✚ Reduce average turnaround time from requisition input to issuing the purchase order through contracting.
- ✚ Improve customer service by returning voice messages within 3-4 hours of receipt and by responding to emails within 4-6 work hours.
- ✚ Complete installation of furniture and equipment for Indian Hills Middle School.
- ✚ Provide additional training as State Code has changed and compliance with federal, state and District procurement laws, policies, and processes.
- ✚ Improve processes related to assets, surplus and tracking.

086, 087 Warehouse and Purchasing Description	2014-2015 Actual FTE/Amount	2015-2016 Actual FTE/Amount	2016-2017 Actual FTE/Amount	2017-2018 Final Budget FTE/Amount	2018-2019 Budget FTE/Amount	2018 vs. 2019 Change Amount Percent	
Administrators	1.0	1.0	1.0	1.0	1.0	-	0.00%
ESP	25.0	24.0	24.0	24.0	24.0	-	0.00%
<b>Total FTE</b>	<b>26.0</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>	<b>-</b>	<b>0.00%</b>
100-Salary	\$1,263,851	\$1,310,682	\$1,350,072	\$1,401,880	\$1,517,726	\$ 115,846	8.26%
200-Benefits	578,581	591,713	598,548	670,373	683,084	12,711	1.90%
300-Purchased Services	638	5,112	-	10,000	10,000	-	0.00%
400-Purchased Property Services	8,276	9,914	7,035	10,000	10,000	-	0.00%
500-Other Purchased Services	81,521	61,213	61,995	92,900	92,900	-	0.00%
600-Supplies	128,122	143,521	251,987	205,500	205,500	-	0.00%
700-Equipment	7,607	37,895	23,615	38,000	38,000	-	0.00%
800-Other	219	750	-	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$2,068,815</b>	<b>\$2,160,800</b>	<b>\$2,293,252</b>	<b>\$2,428,653</b>	<b>\$2,557,210</b>	<b>\$ 128,557</b>	<b>5.29%</b>



# Purchasing and General Services

FY 2019

## Performance

The Facilities Services Department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the division's overall performance.

## Report

Performance Measure	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019 Target
Estimated savings from bid process	\$ 2,800,000	\$ 2,800,000	\$ 3,000,000	\$ 3,500,000	\$ 3,500,000
Total Spent - purchase card	\$ 4,864,966	\$ 5,421,901	\$ 5,660,261	\$ 5,630,538	\$ 5,800,000
Transactions on purchase card	27,500	34,378	33,913	35,428	36,000
Pcard rebate - revenue	\$ 62,000	\$ 90,334	\$ 63,249	\$ 72,475	\$ 80,000
Surplus/Recycling revenues	\$ 80,000	\$ 123,027	\$ 111,719	\$ 163,562	\$ 115,000
ISC vists (est)	3,100	3,000	2,800	2,438	2,500
ISC sales	\$ 29,348	\$ 30,949	\$ 31,291	\$ 29,753	\$ 33,000
Copy Center orders	1,502	1,675	1,600	1,610	1,650
Copy Center turnaround time in days	1.5	1.5	1.5	1.5	1.5
Copy Center sales	\$ 163,056	\$ 160,000	\$ 200,000	\$ 207,723	\$ 225,000
Estimated savings - Copy Center	\$ 63,000	\$ 60,000	\$ 65,000	\$ 70,000	\$ 80,000
Total value of warehouse orders delivered	\$ 1,565,470	\$ 1,600,342	\$ 2,600,000	\$ 3,053,713	\$ 3,500,000

# Department of Facilities Services (078, 079)

FY 2019

## Performance

### *Spotlight*

#### Department Mission

Provide state of the art facilities for our students, community, and staff; rendering professional customer service with integrity.

#### Department Overview

The Facilities Services Department is responsible for providing exceptional maintenance, custodial, and support services to all District physical facilities in order to provide a safe and clean environment for effective learning for all students, staff, and patrons.

The Facilities Services Department is responsible for the following services:

- Construction
- Custodial & Grounds
- Maintenance
- Energy & Utilities
- Facility Scheduling
- 24-hour Alarm and Security
- After-hours Maintenance

#### Key Outcome Measures

- ✚ Increase the productivity and efficiency of our maintenance staff by updating and improving our work order management system and improving our staff response time.
- ✚ Improve employee morale, trust, and job satisfaction by enhancing training opportunities and continued development of employee recognition programs.
- ✚ Improve customer/school satisfaction by improving our communication professionalism and implementing a customer service survey for all district facilities.
- ✚ Provide our students and staff with a safe, comfortable, and positive learning environment.
- ✚ Continue to improve our long-range capital planning and the development of an ongoing capital facilities plan.

**Construction Services** – The Construction Services Division is responsible for new construction, capital renovation, building, and remodeling projects; site upgrades, roof replacements and major repairs, all bond projects, and the relocation of portable classrooms. It is also responsible for all other small capital outlay projects including projector installations, computer room upgrades, and asbestos removal.

**Custodial and Grounds Services** – The Custodial and Grounds Services Division is responsible for all cleaning and custodial duties, including minor to moderate maintenance tasks at each District facility. Grounds services, under the direction of the Custodial Coordinator, are responsible for all aspects of lawn and grounds care, including snow removal.

**Maintenance Services** – The Maintenance Services Division is responsible for all aspects of maintenance. This includes electrical, alarms, plumbing, general trades, and carpentry, painting and HVAC mechanical and building control services. It also maintains a very effective and efficient preventive maintenance program at each District facility.

**Energy and Utility Services** –The Energy Services Division is responsible for energy-saving programs including lighting-upgrades, building climate control programs, and water management programs which include outdoor sprinkling system upgrades. Energy Services is also responsible for all District facility utilities.

**Facility Scheduling Services** – The Facility Scheduler is responsible for scheduling all field and play areas, gymnasiums, auditoriums, and designated conference rooms. These activities are coordinated with school officials, patrons, cities, and county officials.

**24-hour Alarm and Security Services** – These services provide a sense of comfort and security to each of our district facilities 24 hours a day throughout the year including weekends and holidays. All security and fire alarm systems are maintained, tested and inspected on a regular basis.

**After-Hour Maintenance Services** – This service provides expanded general maintenance services to all district facilities until 10:30 p.m. each contract working day. They are also responsible and provide emergency maintenance services 24 hours a day.

## FY 2017-2018 Accomplishments

- Developed and implemented a district-wide scheduled painting program for after-hours painting.
- Completed the implementation process of centralizing the management of all custodial services within Canyons School District.
- Completed several small capital projects including carpet replacements at Altara and Sunrise, roof replacements at Oakdale and Park Lane, restroom upgrades at Granite and Quail Hollow, mechanical upgrade at Eastmont Middle including a new boiler, chiller and cooling tower, and ADA restrooms.
- Replacement of the main fire line at Bell View Elementary.
- Parking lot upgrade, drainage, and automotive hoists at our Transportation bus facility.
- Provided updated facility information used and needed to successfully pass a 2017 Bond Initiative. This bond will fund the replacements of Brighton and Hillcrest High, Union Middle, Midvalley, Peruvian Park, a White City Elementary, major upgrades at Alta and Corner Canyon High and upgrades at several elementary schools.

## FY 2018-2019 Goals &amp; Objectives

- Finalize the construction of the Indian Hills Middle renovation bond project with a scheduled opening of August 2018.
- Additional schools to be recognized by Energy Star for being in the top 25% energy efficient schools in the United States. Also, we will be re-certifying existing schools that are currently Energy Star.
- Continue to work on several small capital projects including carpet replacements at Crescent, roof replacement at East Midvale, installing C/O detection systems at several elementary schools, mechanical upgrades at Union and Lone Peak, parking lot upgrade at Altara and the replacement of additional automotive hoists at our Transportation bus facility.
- Continue with the design, programming and initial phases of construction at Alta, Brighton, Hillcrest and Corner Canyon High Schools.
- Continue with the design and construction of office remodels and classroom daylighting at Brookwood, Park Lane and Silver Mesa Elementary Schools.
- Implement a customer service survey for all district facilities

078/079 Facilities & Maintenance/Custodial Description	2014-2015 Actual FTE/Amount	2015-2016 Actual FTE/Amount	2016-2017 Actual FTE/Amount	2017-2018 Final Budget FTE/Amount	2018-2019 Budget FTE/Amount	2018 vs. 2019 Change Amount Percent	
Administrators	2.0	2.0	2.0	2.0	2.0	-	0.00%
ESP	192.0	186.0	186.0	183.0	183.0	0.0	0.00%
<b>Total FTE</b>	<b>194.0</b>	<b>188.0</b>	<b>188.0</b>	<b>185.0</b>	<b>185.0</b>	<b>0.0</b>	<b>0.00%</b>
100-Salary	\$ 8,266,159	\$ 8,569,566	\$ 8,774,441	\$ 9,058,802	\$ 9,410,697	\$ 351,895	3.88%
200-Benefits	3,479,099	3,588,144	3,565,932	3,961,364	4,084,030	122,666	3.10%
300-Purchased Services	83,273	102,676	81,862	95,000	95,000	-	0.00%
400-Purchased Property Services	673,467	907,792	979,531	910,000	968,000	58,000	6.37%
500-Other Purchased Services	44,011	31,907	40,000	47,000	47,000	-	0.00%
600-Supplies	2,060,217	2,142,051	2,061,362	2,182,164	2,128,349	(53,815)	(2.47%)
700-Equipment	-	-	-	-	-	-	0.00%
800-Other	25	-	-	-	-	-	0.00%
<b>Total Expenses</b>	<b>\$ 14,606,251</b>	<b>\$ 15,342,136</b>	<b>\$ 15,503,128</b>	<b>\$ 16,254,330</b>	<b>\$ 16,733,076</b>	<b>\$ 478,746</b>	<b>2.95%</b>

Note: Includes all FTE's and expenses at the school and district level for maintenance and custodial services.

\*Employees paid from the Capital Outlay Fund are included in FTE's.

\*Expenditures are General Fund only, utilities have been excluded.

## Facilities Services

FY 2019

## Performance

*Report*

The Facilities Services Department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the division's overall performance.

Performance Measure	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019 Target
Number of buildings	48	49	49	49	49
Total lawn acres	350	350	382	382	382
Total building square footage	5,285,859	5,450,232	5,539,166	5,699,895	5,461,695
Water usage per square foot	\$0.28	\$0.29	\$0.31	\$0.32	\$0.34
Gas usage per square foot	\$0.28	\$0.26	\$0.24	\$0.32	\$0.34
Electrical usage per square foot	\$0.98	\$0.97	\$0.89	\$0.89	\$0.94
Custodial salary costs per square foot	\$1.64	\$1.63	\$1.58	\$1.73	\$1.78
Custodial supplies per square foot	\$0.12	\$0.12	\$0.09	\$0.11	\$0.12
Total acreage per Grounds FTE	35.01	35.01	38.20	38.20	38.20
Total square ft per Maintenance FTE	125,854	132,932	135,102	139,022	133,212
Maintenance salary costs per square foot	\$0.54	\$0.55	\$0.59	\$0.65	\$0.68

# Department of Nutrition Services (074)

FY 2019

## Performance

### Spotlight

#### Department Mission

Build balanced, healthy eating habits by helping students acquire the education, skills and preference for healthy nutritional choices while providing exceptional customer service

#### Department Overview

The purpose of Canyons Nutrition Services is to improve the nutritional wellbeing of students by running a non-profit school meals program. Nutrition Services offers nutritionally balanced, low-cost or free meals to students each school day. Research studies provide evidence that students who are well nourished learn and develop better than students lacking adequate nutrition. Nutrition Services is responsible for managing and providing many services including National School Lunch Program, National School Breakfast Program, After School Snacks Program, Food Distribution Program, Fresh Fruits and Vegetable Program, Head Start Program, Pre-K Program, Summer Food Service Program, and Catering Program. It also provides nutrition education through dietitians teaching in classrooms.

#### Key Outcome Measures

- + Increase meal participation through implementation of community eligibility program.
- + Implement promotions and programs for National School Breakfast Week.
- + Implement promotions and programs for National School Lunch Week.
- + Implement a Farm Field program for the district to procure local foods.
- + Comply with professional standards rule from USDA
- + Maintain the \$0.06 reimbursement for meals provided at lunch.



**National School Lunch Program**

School lunches must meet meal pattern and nutrition standards based on the latest Dietary Guidelines for Americans. The current meal pattern increases the availability of fruits, vegetables, and whole grains in the school menu. The meal pattern's dietary specifications set specific calorie limits to ensure age-appropriate meals for grades K-5, 6-8, and 9-12. Other meal enhancements include gradual reductions in the sodium content of the meals. While school lunches must meet Federal meal requirements, decisions about what specific foods to serve and how they are prepared are made by local school food authorities.

**National School Breakfast Program**

The program provides students with nutritious food choices before their school day begins to improve their diets and encourage the learning process. School breakfasts must meet the meal pattern and nutrition standards based on the latest Dietary Guidelines for Americans. Most changes to the School Breakfast Program's meal pattern begin in SY 2013-14 with more whole grains, offered zero grams of trans fat per portion and appropriate calories for grades K-5, 6-8, and 9-12. More fruit will be offered to students beginning SY 2014-15 and the first target for reduction of sodium.

**After School Snacks for Kids Café Program**

Nutrition Services provides healthy snacks to school participating Snack Program. Each snack has a minimum nutritional requirement set by USDA to ensure snacks provide a nutritional boost to students who may otherwise not get.

**Food Distribution Program**

The National School Lunch Program provides commodities to assist schools provide nutritious lunches to students. Nutrition Services manages the use and process of commodities to ensure students get high-quality, nutritious, and tasty options at lunch time.

**Head Start Program**

Nutrition Services provides school meals for students enrolled in the Head Start Program. Every meal served must meet nutritional requirements set by USDA and based on the "Dietary Guidelines for Americans of 2015."

**Pre-K Program**

Nutrition Services provides school meals for students enrolled in the Pre-K Program. Every meal served must meet nutritional requirements set by USDA and based on the "Dietary Guidelines for Americans of 2015."

**Summer Food Service Program**

This program is designed to provide nutritionally balanced, high quality meals to children 18 years or younger during summer vacations. These meals must meet the same nutritional standards as the National School Breakfast Program and the National School Lunch Program. Meals offer include breakfast and lunch.

**Smart Snack Rule**

The health of today's school environment continues to improve. Students at Canyons School District are now offered healthier school meals with more fruits, vegetables and whole grains through the National School Lunch Program and the School Breakfast Program.

The Smart Snack in School standards published by USDA builds on those healthy advancements by ensuring that all other snack foods and beverages available for sale to students in school are tasty and nutritious.

**Professional Standards**

USDA established minimum professional standards for school nutrition personnel who manage and operate the National School Lunch and School Breakfast Programs. The new rule also institutes hiring standards for the selection of State and local school nutrition program directors; and requires all personnel in these programs to complete annual continuing education/training. This rule responds to amendments made by section 306 of the Healthy, Hunger-Free Kids Act of 2010. The rule helps us provide consistent, national standards for school nutrition professionals and staff. The principal benefit of the rule is to ensure that key school nutrition personnel are meeting minimum professional standards in order to adequately perform the duties and responsibilities of their positions.

**Catering Program**

Nutrition Services offers a catering program providing high-quality and tasty breakfast, lunch, dinner, and snack options. The catering program does not operate under any federal program. It is a service offered to other district departments or non-district entities to meet their catering needs.

**Nutrition Education**

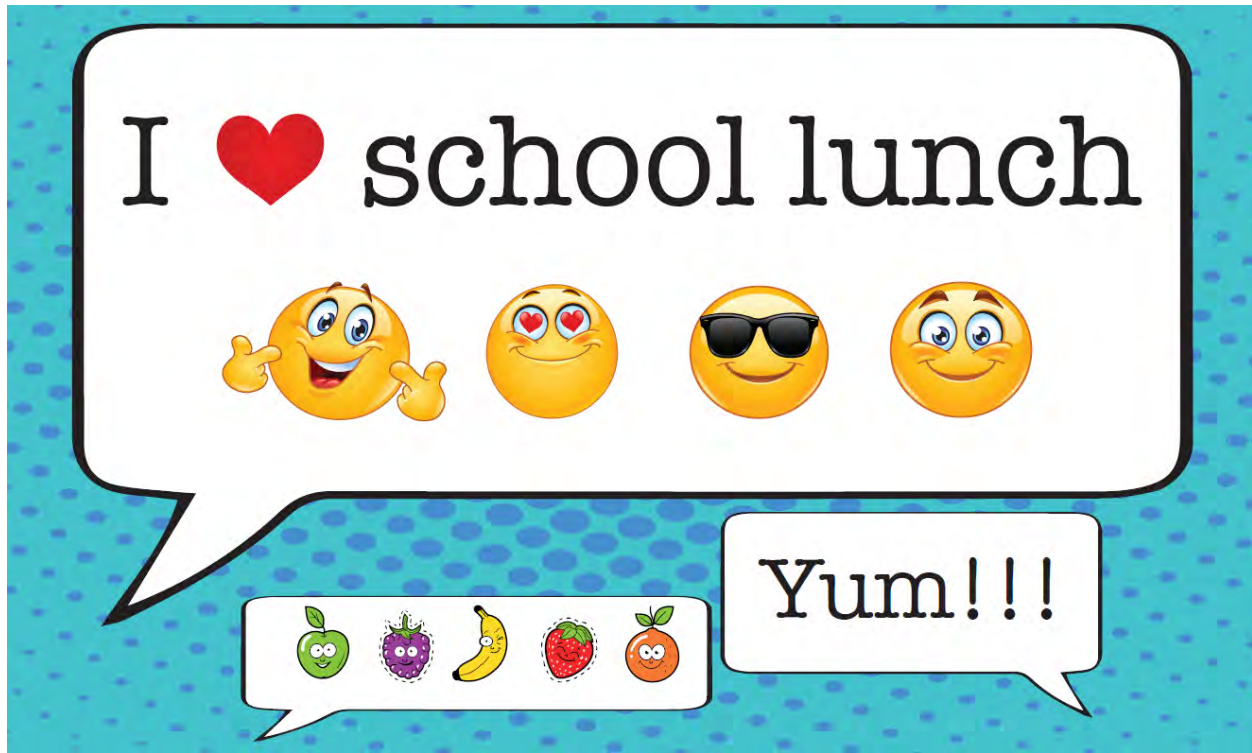
In addition, Nutrition Services provides nutrition education throughout CSD schools by having our registered dietitians teach in the classroom, planning promotions for school cafeterias, and developing tools to disseminate nutrition education to our community.

**Free and Reduced lunch application**

Nutrition Services also processes free and reduced lunch applications for students who qualify for these benefits. The department also processes direct certification that allows students qualifying for the direct certification criteria to receive free meals benefits for the school year. Local schools have information about eligibility and applications to receive these benefits.

## Marketing Promotion

Nutrition Services has a yearly theme to promote school meal in our community. The theme for school year 2017-18 was "I love School Lunch!" Elementary and secondary students were invited to participate of this promotion at their school. The promotion included a themed lunch along with educational games and activities promoting good nutrition and physical activity.



## FY 2017-18 Accomplishments

- ✚ Maintained meal prices for elementary and secondary schools.
- ✚ Maintained State Certification securing additional funding of \$0.06 per lunch served due to compliance to new USDA regulations.
- ✚ Conducted promotions and classroom education on nutrition during the school year and for national breakfast week.
- ✚ Received the Healthy US School Challenge Award at the bronze level for 3 schools.
- ✚ Implemented a farm-field day event where Nutrition Services established connections with local farmers.

## FY 2018-2019 Objectives

- ✚ Maintain ADP for lunch through educating students about the new meal pattern, benefits of good nutrition and marketing promotions at each school.
- ✚ Implement promotions and activities for National School breakfast and lunch week.
- ✚ Maintain validation status for \$0.06 increase per meals served.
- ✚ Expand the farm field day highlighting local procurement.
- ✚ Maintain meal prices for school year 2018-19.
- ✚ Implement community eligibility provision at qualifying sites to provide free meals to students.

074 Nutrition Services	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual FTE/Amount	Actual FTE/Amount	Actual FTE/Amount	Final Budget FTE/Amount	Budget FTE/Amount	Amount	Percent
Administrators	1.0	1.0	1.0	1.0	1.0	-	0.00%
ESP	105.1	104.1	82.4	77.0	77.1	0.1	0.13%
<b>Total FTE</b>	<b>106.1</b>	<b>105.1</b>	<b>83.4</b>	<b>78.0</b>	<b>78.1</b>	<b>0.1</b>	<b>0.13%</b>
100-Salary	\$ 4,085,647	\$ 4,211,069	\$ 4,375,478	\$ 4,837,664	\$ 5,021,938	\$ 184,274	3.81%
200-Benefits	1,523,857	1,508,513	1,532,555	1,634,224	1,683,721	49,497	3.03%
300-Purchased Services	-	-	8,993	-	-	-	0.00%
400-Purchase Property Services	75,762	75,253	73,620	80,000	85,000	5,000	6.25%
500-Other Purchased Services	14,258	17,218	12,655	19,100	19,100	-	0.00%
600-Supplies/Food	5,463,467	5,463,108	5,793,375	6,037,300	6,149,900	112,600	1.87%
700-Equipment	198,586	39,796	71,043	90,000	100,000	10,000	0.00%
800-Other	880,932	1,024,331	739,131	1,179,000	822,900	(356,100)	(30.20%)
<b>Total Expenses</b>	<b>\$ 12,242,509</b>	<b>\$ 12,339,288</b>	<b>\$ 12,606,850</b>	<b>\$ 13,877,288</b>	<b>\$ 13,882,559</b>	<b>\$ 5,271</b>	<b>0.04%</b>

Note: Includes all FTE's and expenses at the school and district level for nutrition services.

## Nutrition Services

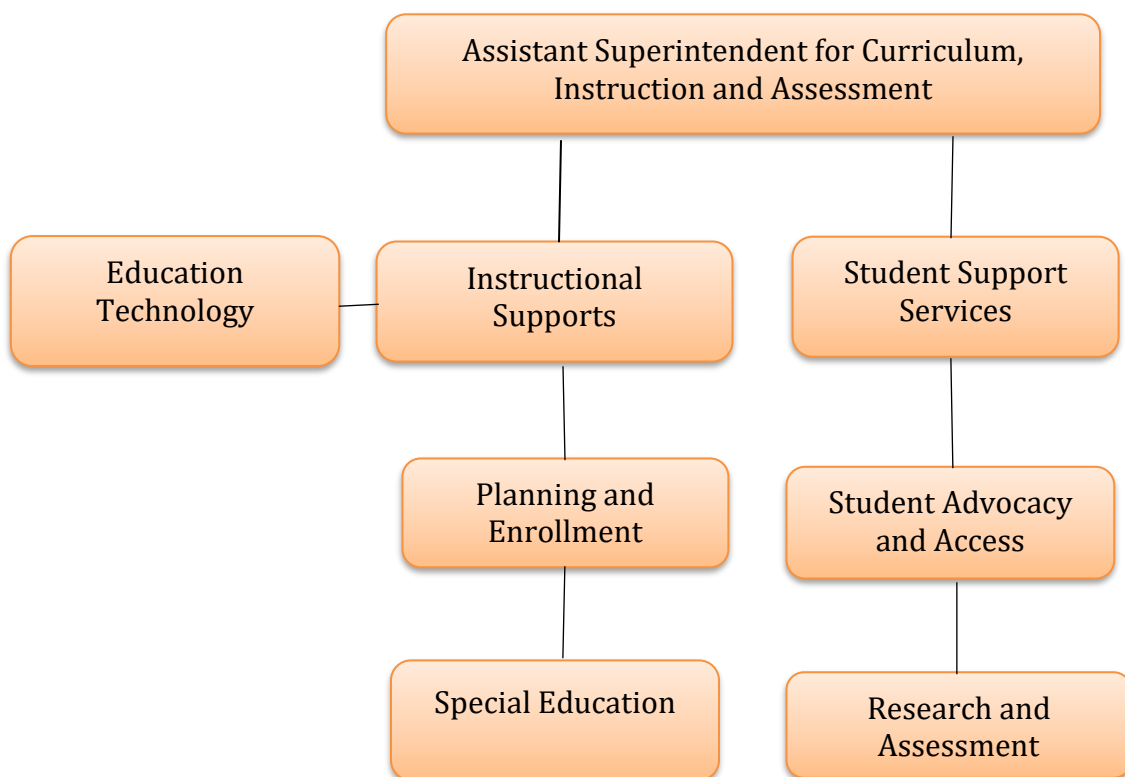
FY 2019

## Performance

## Report

The Nutrition Services department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the division's overall performance

Performance Measure	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019 Target
Total cost per revenue	100.57%	98.47%	98.65%	105.03%	104.17%
Fund balance as a percent of revenue	22.6%	23.53%	24.42%	18.58%	14.26%
Average daily participation:					
Student breakfast served	2,416	3,616	3,589	3,734	3,800
Student lunch served	16,146	16,217	15,778	16,382	16,500
Breakfast participation rate	7.2%	10.7%	10.6%	11.0%	11.1%
Lunch participation rate	48.0%	47.8%	46.4%	48.3%	48.2%
Food cost per revenue	43.5%	42.4%	44.1%	44.4%	44.8%
Labor cost per revenue	46.1%	45.6%	46.2%	49.0%	50.3%
Money allocated to fresh fruits & vegetables	\$1,026,903	\$1,293,789	\$1,230,000	\$1,267,500	\$1,270,000





# Office of Curriculum and Instruction FY 2019 (016) Performance


## Spotlight

### Department Mission

Provide leadership and supervision for evidence-based learning and instruction to ensure all Canyons students graduate college-, career- and citizenship-ready

### Department Overview

This office is responsible for providing all educational services in all Canyons District schools for general education, special education, English language learners, gifted and talented, Title I-C, Indian Education, homeless, Youth-in-Custody, and the education program at the Utah State Prison. The Assistant Superintendent for Curriculum and Instruction is ultimately responsible for providing leadership and supervision for instructional services in the District. The office also ensures compliance with federal and state mandates relating to students with disabilities and other federal and state programs.

-  Student test scores:
- Student Assessment of Growth and Excellence (SAGE)
  - ACT Explore
  - ACT Plan
  - ACT
  - Honors and Advance Diplomas

### Key Outcome Measures

The Office of Curriculum and Instruction provides oversight to ensure that tight focus of all activities and resources are on the District's academic goals and that distractions from working towards those goals are eliminated.

The overall goals of the department are:

- Promote school and community engagement that supports students in becoming college-, career- and citizenship-ready.
- Implement a comprehensive educational system that aligns quality curriculum, instruction and assessment resulting in students becoming college-, career- and citizenship-ready.
- Recruit, develop, support and retain quality educators who are committed to preparing students for college, careers and citizenship.

The assistant superintendent is ultimately responsible for providing leadership and supervision for all schools and instructional services in the District. She assists the Superintendent in all matters related to attaining excellence in school operations and student achievement. This office also ensures compliance with federal and state mandates relating to students with disabilities and other federal and state programs.

Below is a brief overview of the Academic departments and each of their functions. Although each is a separate department they all work together to ensure all students will graduate from Canyons School District career-and-college.

**024 Responsive Services**– The department provides services for schools regarding nurses, attendance, truancy, and court referrals. This department provides professional development and support to the district's guidance counselors and oversees the comprehensive guidance budget. The department continues to focus on the behavior and emotional needs of all students.

**047 Special Education** - The Canyons School District Special Education Department provides specially designed instruction for students with disabilities in five distinct settings:

- Special Education Services for students in grades K – 12
- Preschool Services for students ages 3 – 5
- Canyons Transition Academy for students ages 18 - 22 who have not graduated with a high school diploma
- Jordan Valley School, a center-based school for students ages 5 - 22 with significant disabilities
- South Park School, located at the Utah State Prison, for students with disabilities convicted as adults and incarcerated in adult prisons

**048 Education Technology** - The Department of Education Technology serves as the technology arm of the Canyons District Academic Team and the training arm of IT. As such,

they are tasked with supporting a very wide range of technology and teaching scenarios. This variety in expectation creates unique challenges and demands a distinctive skillset.

The Ed Tech department is currently staffed at one (1) Ed Tech per every three (3) elementary schools, and one (1) Ed Tech per every two (2) secondary schools. As a result, Ed Tech Specialists are able to meet with teachers regularly in coaching capacities while also completing a wide range of academic- and technology-related projects for District personnel and patrons.

**049 Instructional Supports Department** – Instructional Supports provides leadership for implementing CSD Academic Plan and provides evident-based professional development and coaching for all teachers and administrators. Training and on-going communication to parents and patrons is a department priority. Services for students who are advanced and gifted through K-12 are also provided. This department includes many programs: arts specialist, advanced learners and magnet programs, dual language immersion programs orchestra and youth symphony and elementary band and orchestra.

**050 Student Advocacy and Federal Programs-** The Department of Student Advocacy is responsible for student support programs funded through the U.S. Department of Education and the Utah State Board of Education. This department provides supplemental support to students who are economically disadvantaged, culturally and linguistically diverse, homeless, migrant, refugee, Native American, adult learners, and students in state custody. The Department also oversees school plans to ensure compliance with federal requirements to teach English and provide access to grade-level curricula. Family Literacy Centers are provided to support parent involvement in school, learn English, develop computer skills, and earn a high school GED.

The department also supervises Entrada School, focusing on adult education for adults pursuing a high school diploma, English language classes , or GED preparation.

**053 Research and Assessment** - The Department of Research and Assessment provides leadership for the district in the areas of assessment, research, student achievement and accountability. They track the progress of student learning through partnerships with all schools. They strive to provide educators and district leaders with accurate analysis of student achievement and the attainment of college and career-ready skills. They provide critical assessment information that supports data-driven decision-making by the district leadership team, academic leadership team, building leadership teams and Canyons School District Academic Plan.

**057 Planning and Enrollment** - The department is multi-faceted, dealing with enrollment and boundary issues. It assists in determining school and grade placement for incoming students and monitors kindergarten eligibility. Dual enrollment request and home school affidavits are processed here. All retention and acceleration applications and released time requests are reviewed. Membership reports and student attendance accounting is an important part of the services that are provided. The department also engages in several boundary and enrollment studies each year as needed.

**PERFORMANCE MEASURES:**

Numerous tools are used to assess student progress toward achieving the District goal of having every student college-and career-ready upon graduation from Canyons School District. The Board adopted indicators for student achievement growth as part of its mission and vision statement. The indicators will be the DIBELS Reading and Math, the American College Testing (ACT) series of standardized tests and the statewide Student Assessment of Growth and Excellence (SAGE) results and the high school graduation rates. Student climate and behaviors are also tracked.

While the assessment progress for all grade levels is tracked and measured the Board elected to focus on kindergarten, third, and fifth grades in elementary school, eighth grade in middle school, and eleventh grade in high school. A brief explanation of each assessment is as follows:

**DIBELS** – DIBELS is a quick standardized assessment procedure of a student’s academic performance in the area of Reading and Math Comprehension (Grades 1-5). DIBELS is designed to help teachers monitor reading growth over time, so that instruction can be modified and learning rate accelerated. DIBELS is an appropriate screening tools to find those students who are at-risk for academic difficulties.

**SAGE** - The purpose of SAGE is to measure and assess the knowledge, skills, and abilities of students in the area of English Language Arts, Mathematics, and Science as outlined in the Utah Core Standards. Results are reported as the percent of students reaching proficiency on the grade level content.

**ACT** – The ACT is a curriculum-based, college admission examination of the college readiness and college success. The ACT is designed to measure rigorous content that is aligned to college freshman coursework. Canyons administers the ACT to grade 11 students in March.

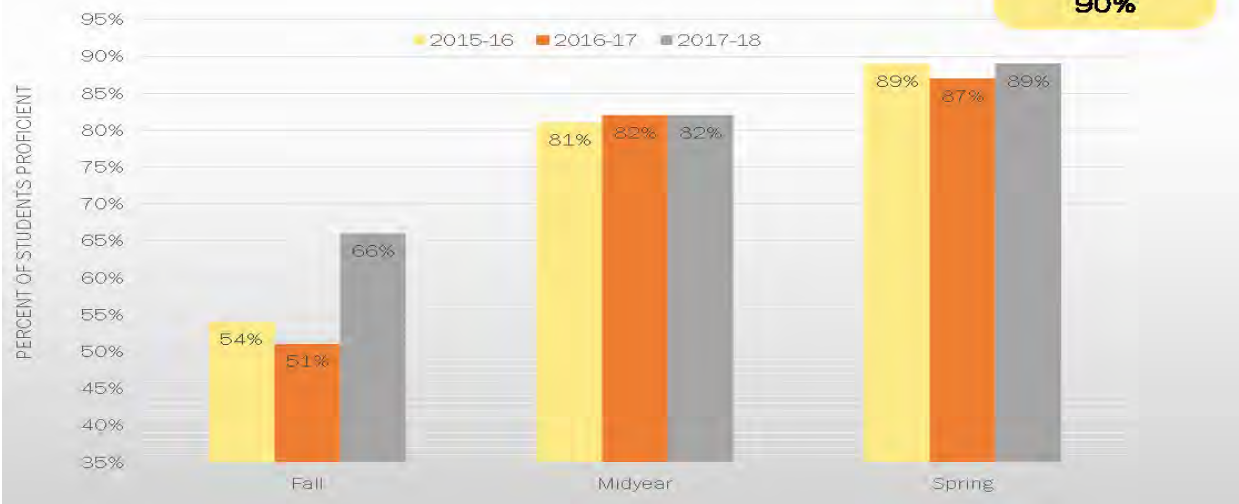
Below are graphs for each assessment and the Board goals for 2018. Note: SAGE is not administered in kindergarten and third graders are not assessed on science.

# KINDERGARTEN DIBELS READING



DIBELS Kindergarten - Fall (First Sound Fluency),  
Midyear/Spring (Phoneme Segmentation Fluency)

**BOARD GOAL  
for Spring  
2018:  
90%**



# GRADE 3 SAGE



English Language Arts

**BOARD GOAL  
for 2018  
63%**

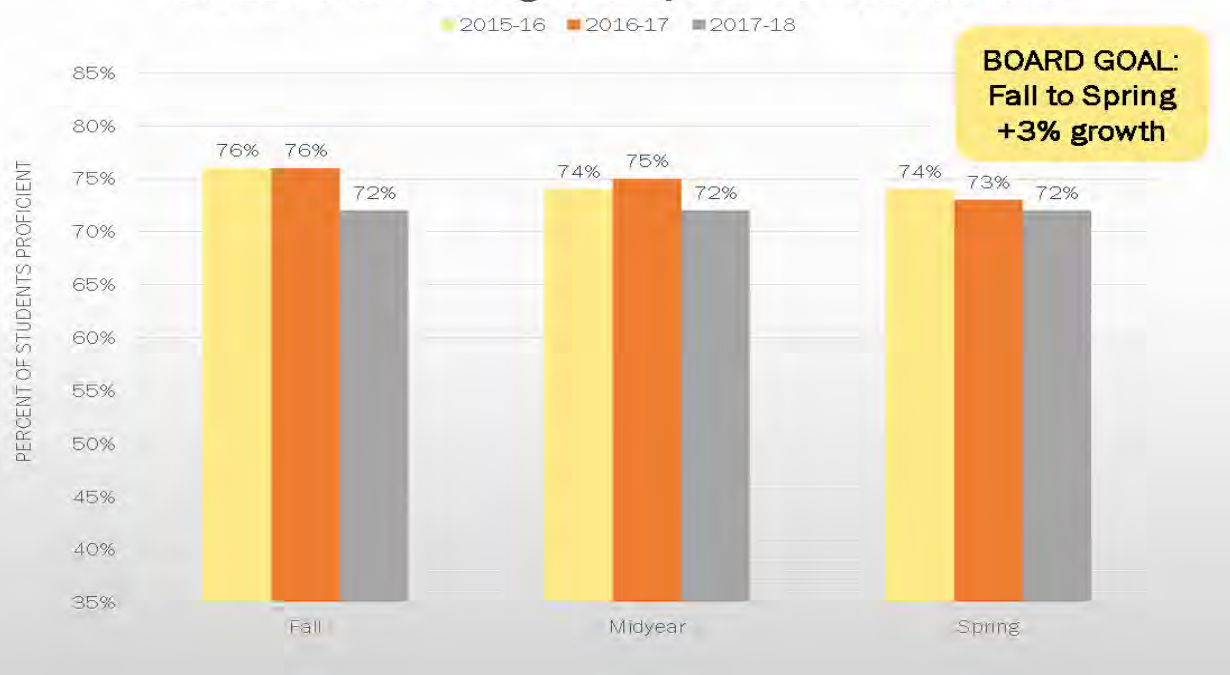




# GRADE 3 DIBELS



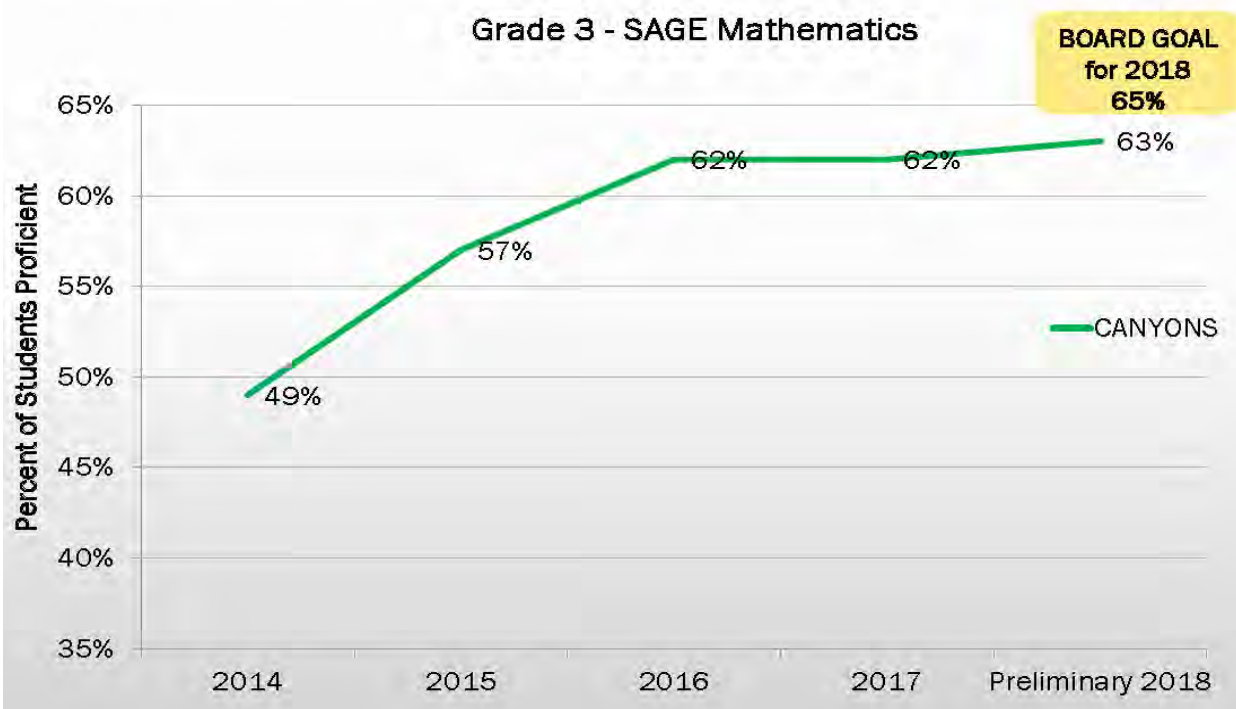
## DIBELS Oral Reading Fluency: Words Read Correct



# GRADE 3 SAGE

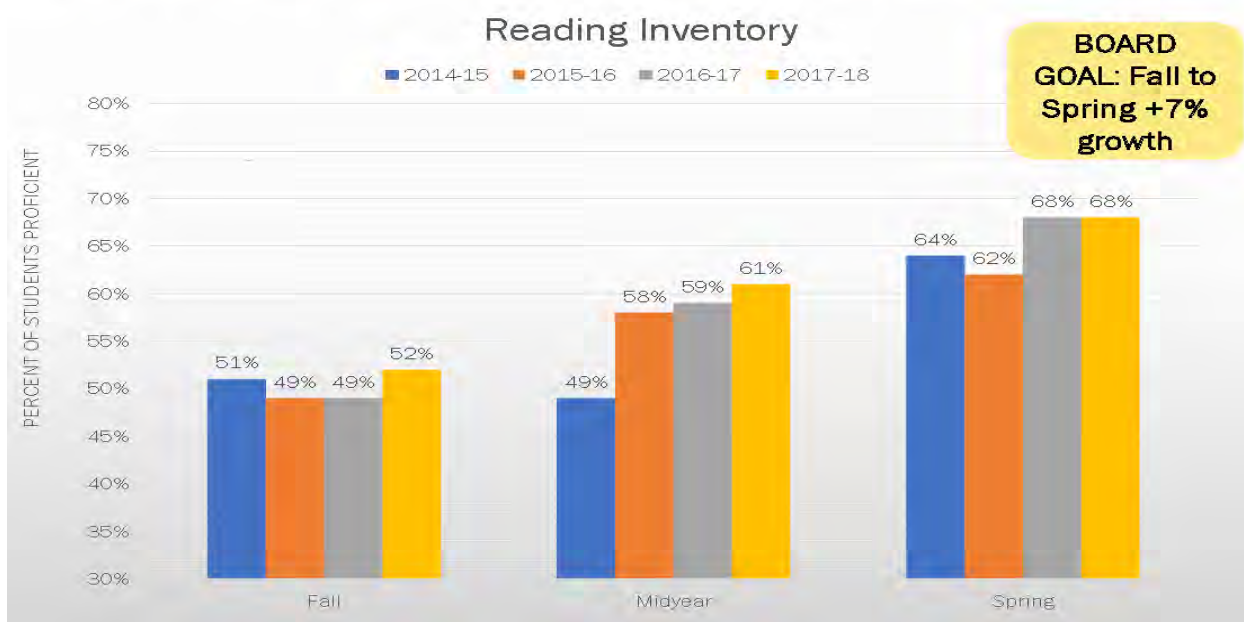


## Grade 3 - SAGE Mathematics

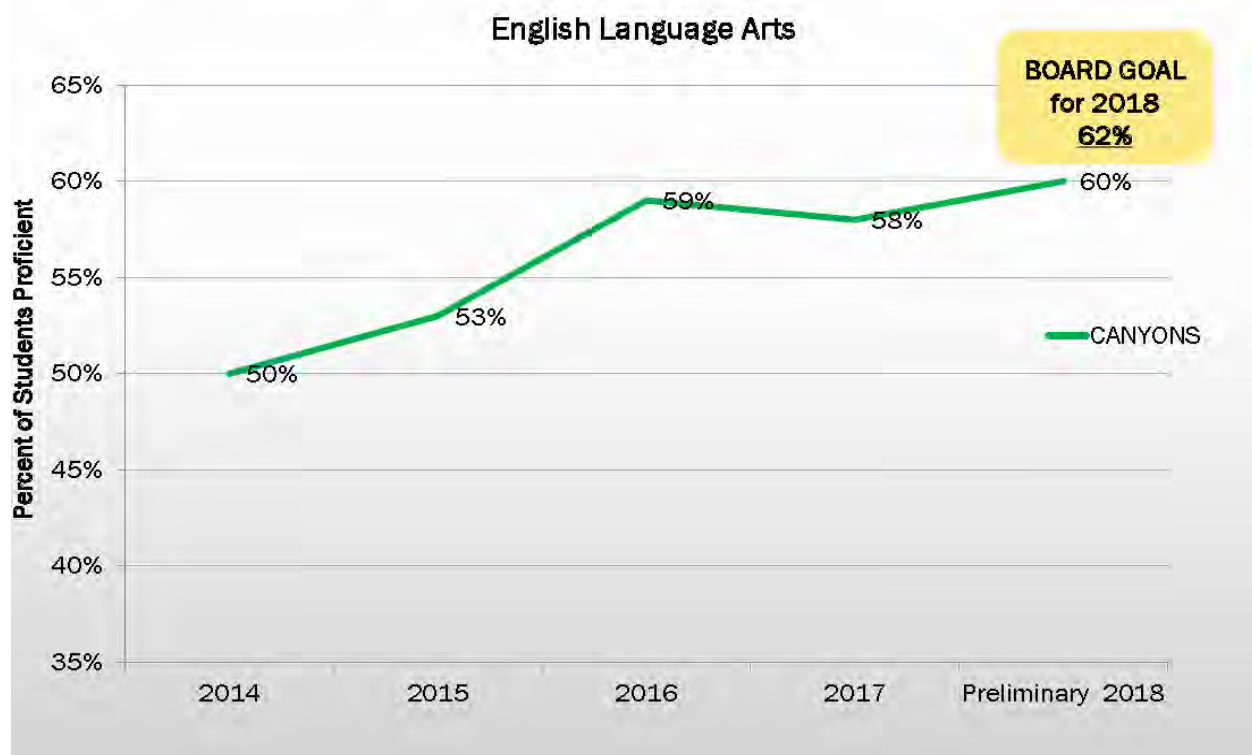




# GRADE 5 Reading Inventory



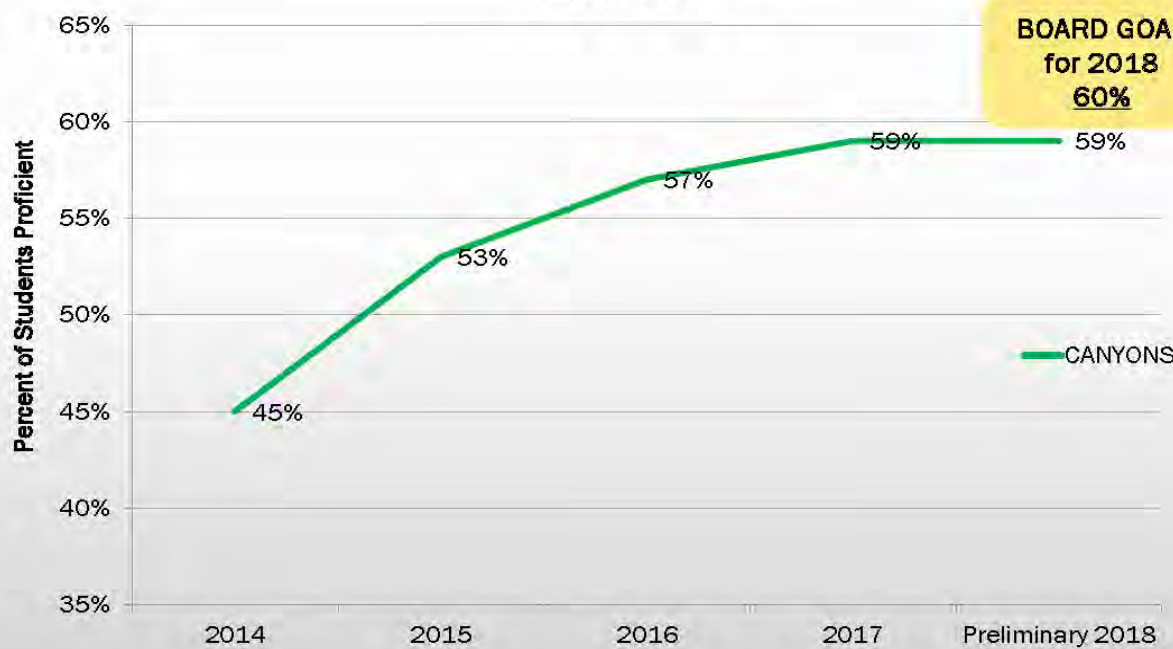
# GRADE 5 SAGE



# GRADE 5 SAGE



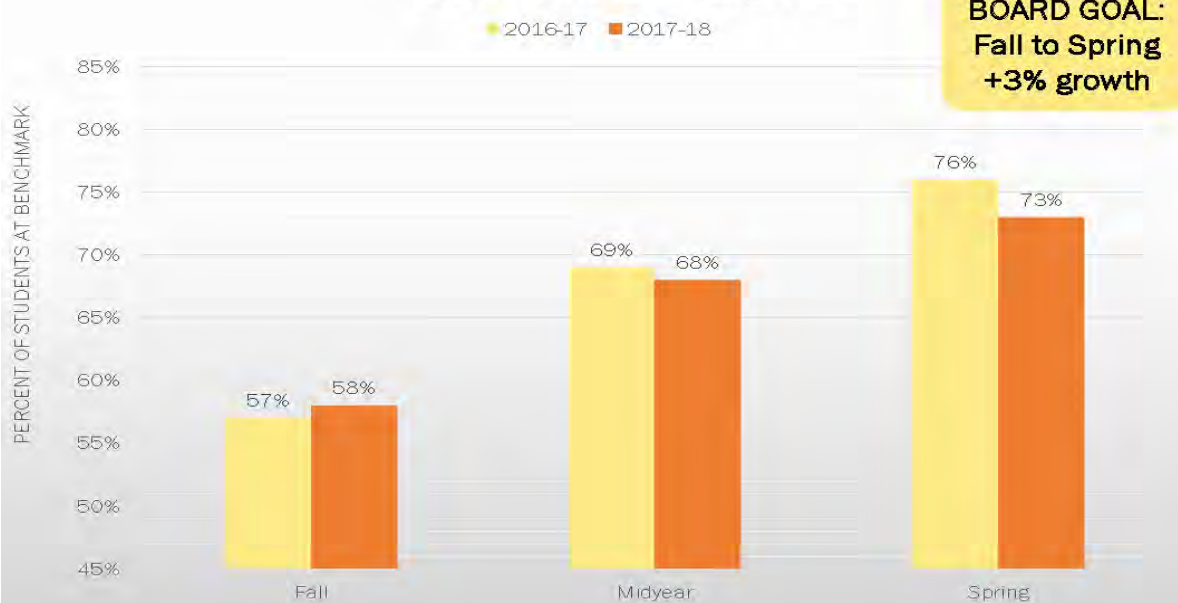
## Mathematics



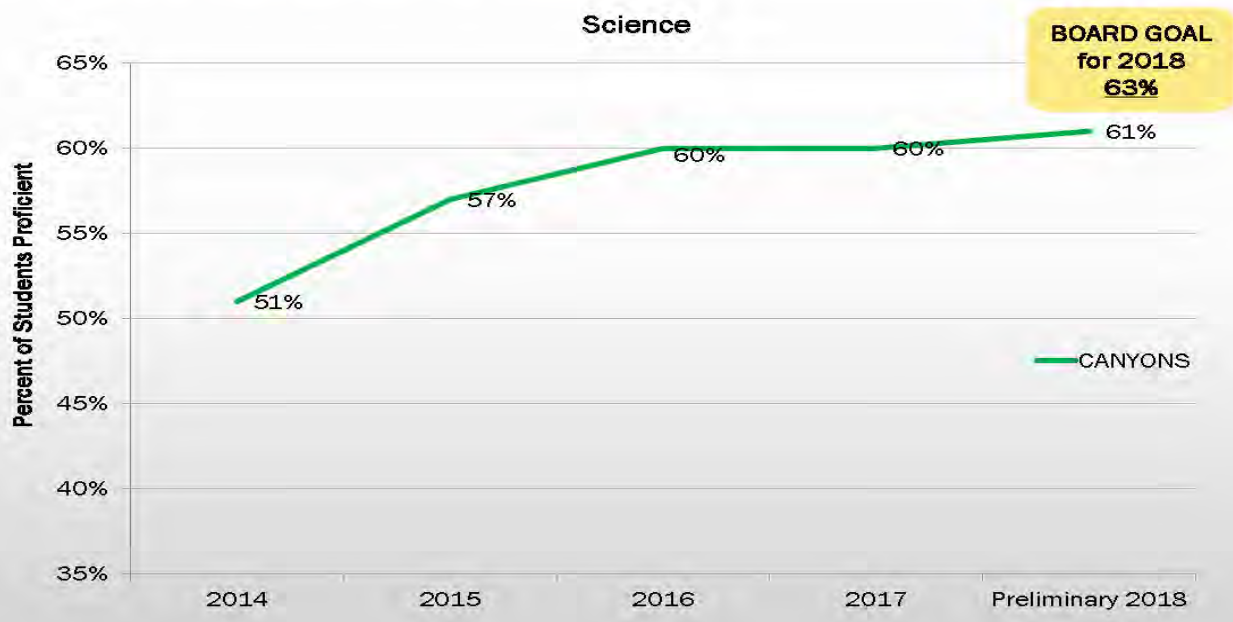
# GRADE 5 DIBELS



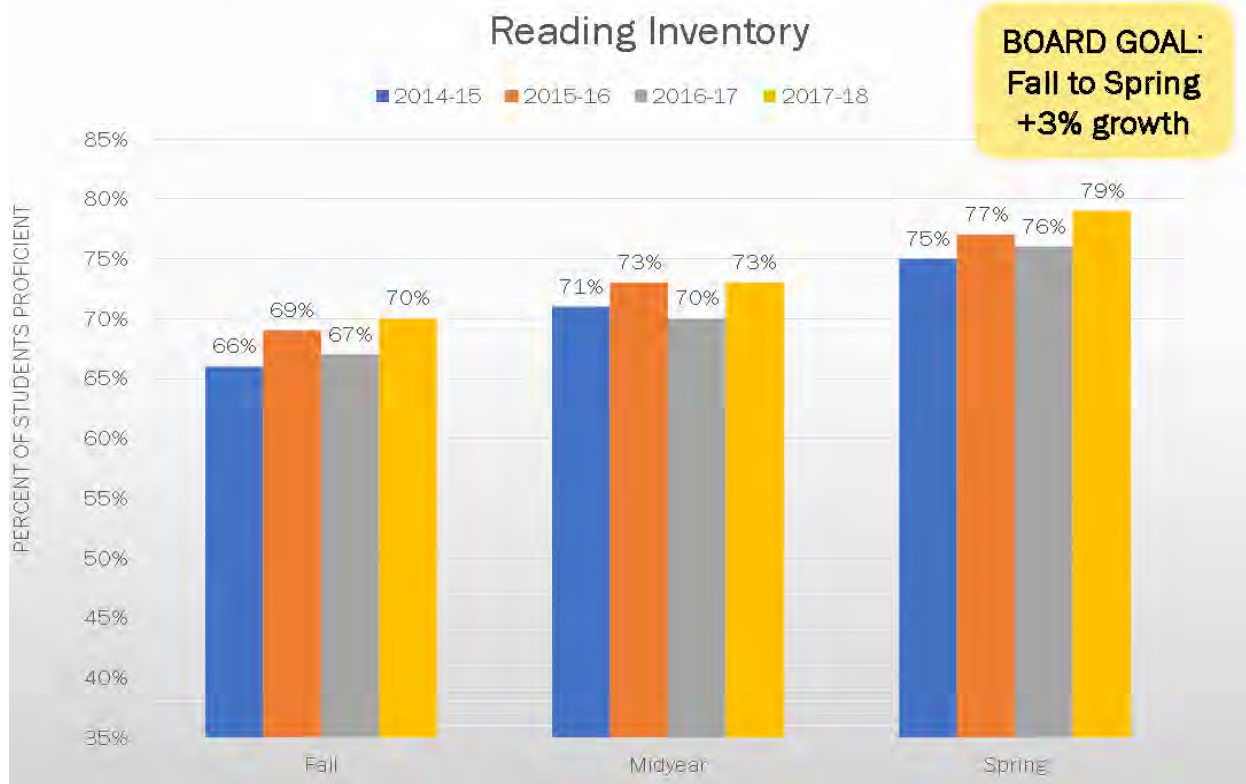
## DIBELS Math Composite



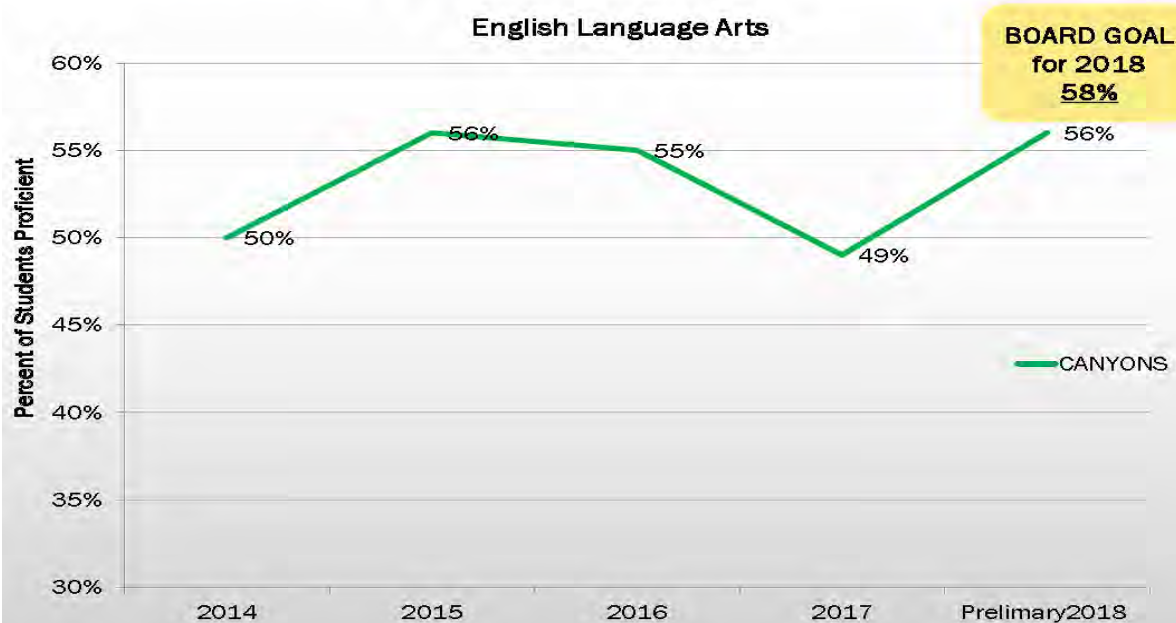
# GRADE 5 SAGE



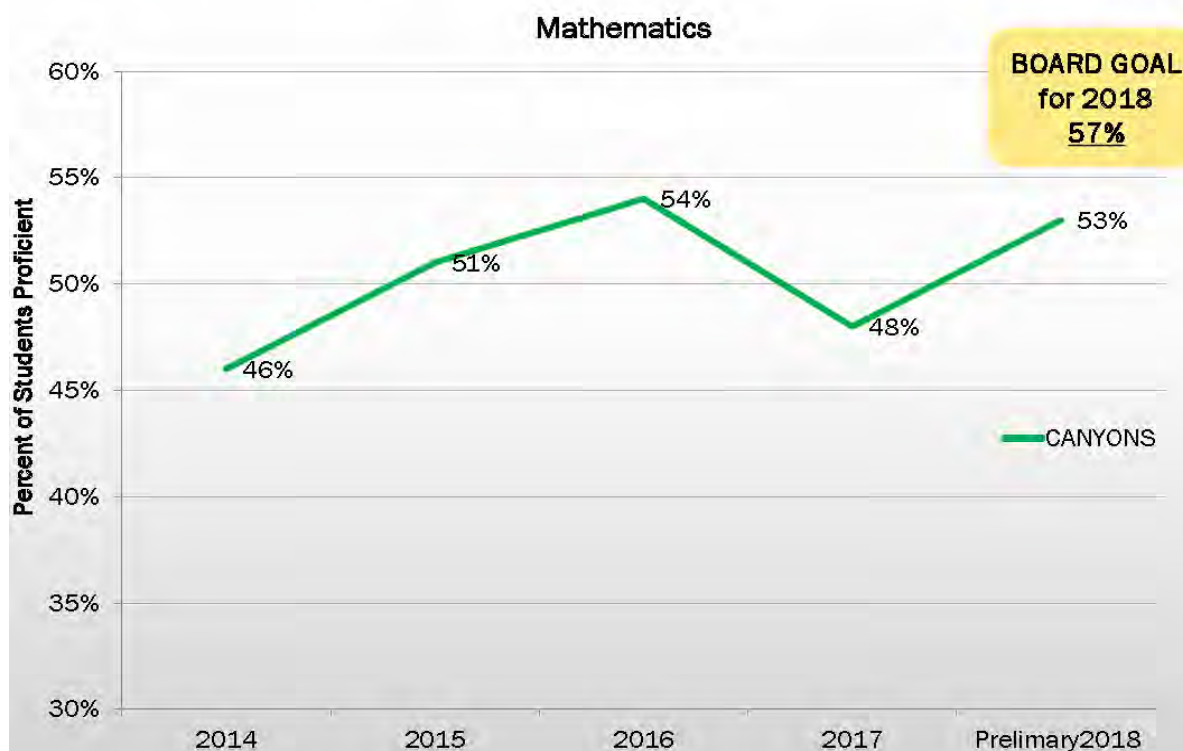
# GRADE 8



## GRADE 8 SAGE



## GRADE 8 SAGE



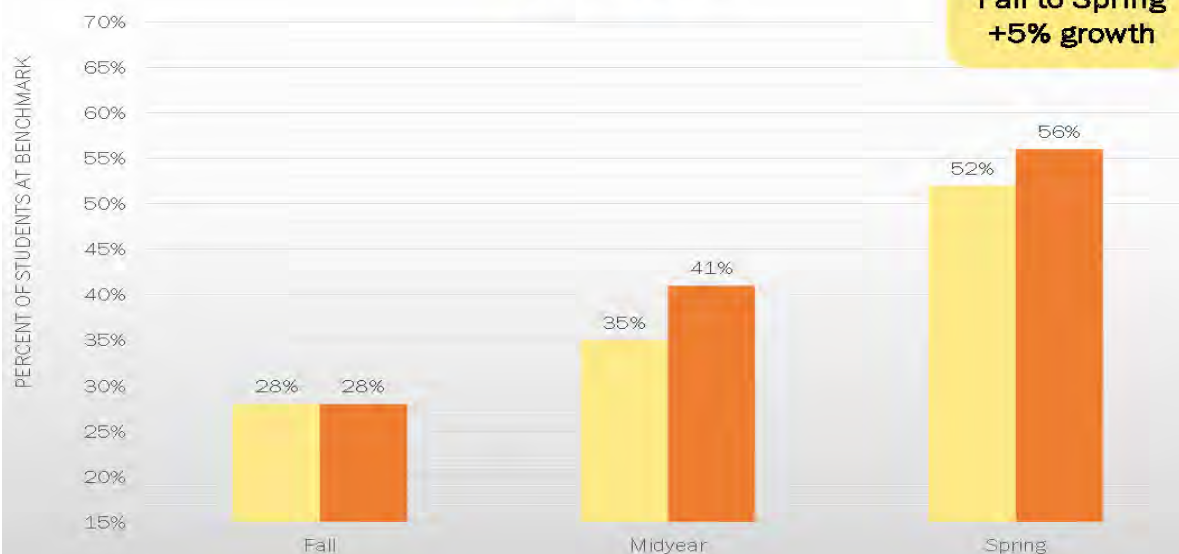


# GRADE 8



## Math Inventory

2016-17 2017-18



# GRADE 8 SAGE

**BOARD GOAL  
for 2018  
61%**



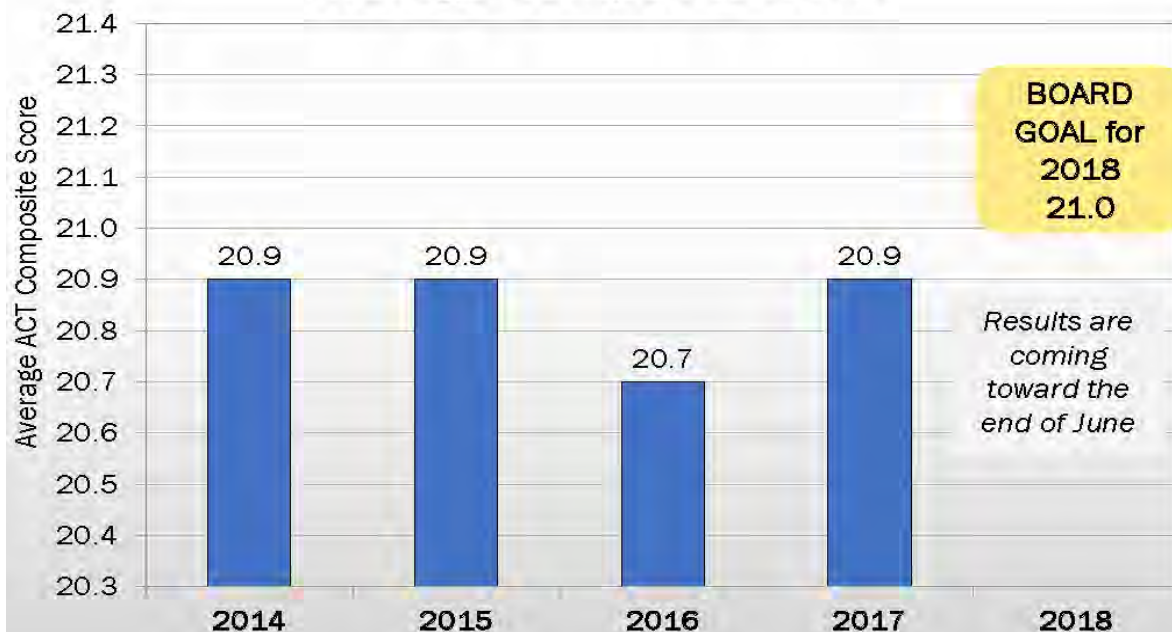
## Science



# GRADE 11 ACT



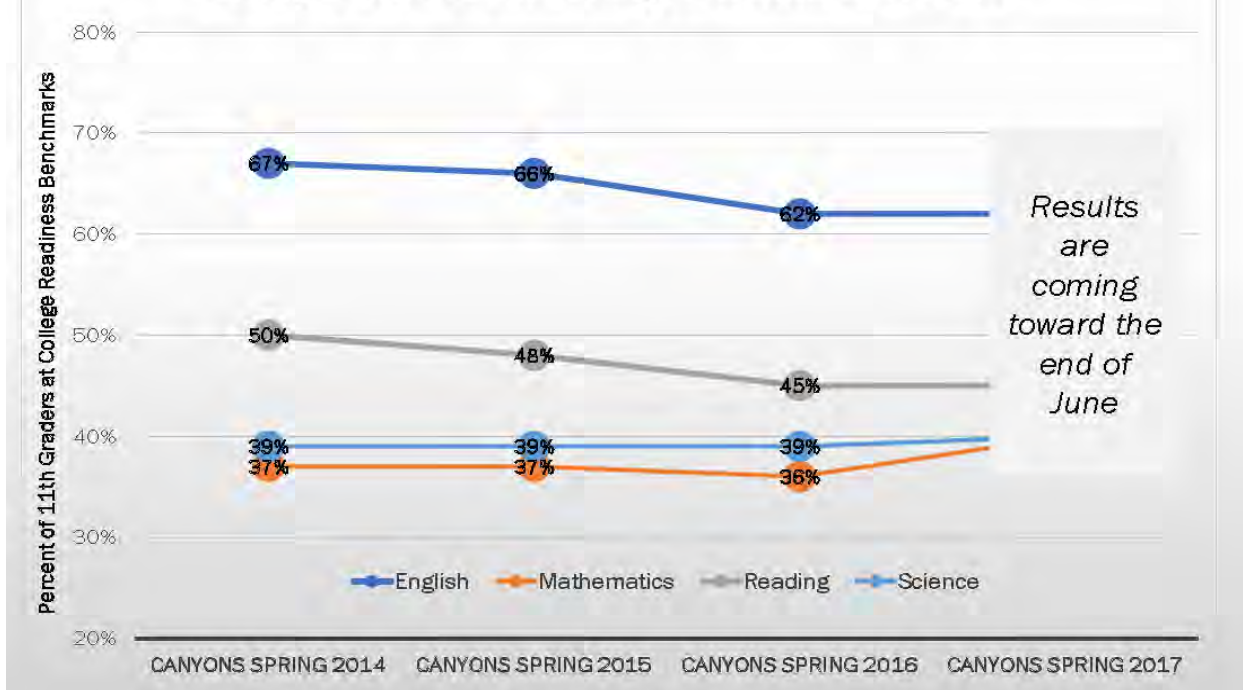
## Average Composite Score



# GRADE 11 ACT



## College and Career Ready Benchmark Results

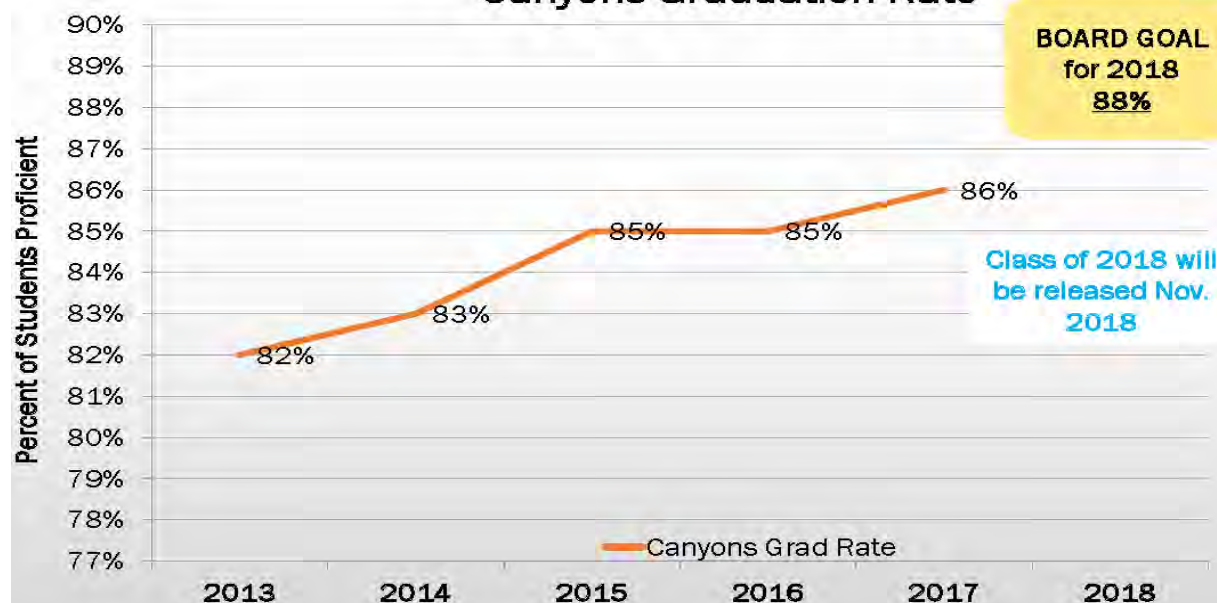




# GRADE 12



## Canyons Graduation Rate

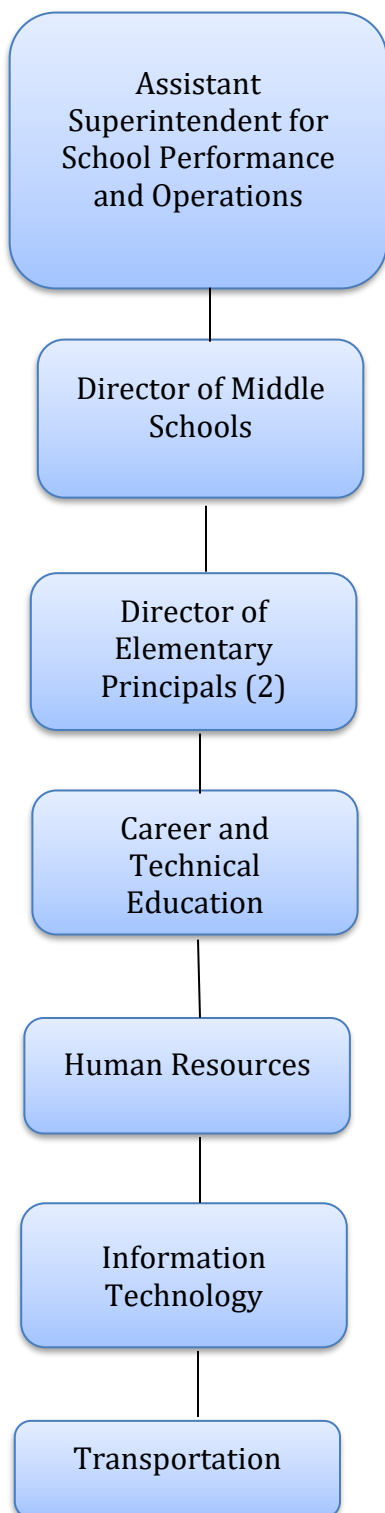


## School Climate and Student Behavior (PBIS)

### Comprehensive Tiered Fidelity Implementation (CTFI)



Positive Behavior Interventions and Supports (PBIS) is a proactive approach to establishing the behavioral supports and social culture supports needed for all students in a school to achieve social, emotional and academic success.



# *Assistant Superintendent for School Performance and Operations (017)* FY 2019 **Performance**

## *Spotlight*

### Department Mission

Provide high-quality support to students, schools, and employees in order to effectively educate students and produce graduates who are college and career ready

### Department Overview

The assistant superintendent and the performance directors are responsible for supervising and supporting the school principals. In this capacity they work very closely with Curriculum and Instruction team to ensure achievement goals are being met.

The assistant superintendent is also responsible to supervise the following departments: Human Resources, Career and Technical Education, Information Technology Services, and Transportation Services.

#### Key Outcome Measures

- ✚ High school graduates
- ✚ Percentage of high school graduates receiving honors or advanced diplomas
- ✚ High school graduates receiving college scholarships
- ✚ Uptime rate of critical IT systems
- ✚ Reduce the number of bus accidents

The assistant superintendent continuously monitors the objectives and performance measures of the departments he supervises, which are found in the remainder of this section. Since this department is considered part of the District's academic team the performance measures included in the Instruction and Curriculum section are applicable to the directors of school performance and CTE.



Asst Superintendent and School Performance Directors	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual	Actual	Actual	Final Budget	Budget	Amount	Percent
	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount		
Administrators	5.0	4.0	4.0	4.0	5.0	1.0	20.0%
ESP	3.0	3.0	3.0	3.0	3.0	-	0.0%
Total FTE	8.0	7.0	7.0	7.0	8.0	1.0	14.29%
100-Salary	\$ 777,423	\$ 730,643	\$ 753,774	\$ 782,386	\$ 919,903	\$ 137,517	17.6%
200-Benefits	299,395	287,263	284,198	331,455	360,030	28,575	8.6%
300-Purchased Services	3,350	3,000	4,150	14,500	14,500	-	0.0%
400-Purchased Property Services	22,671	41,526	57,811	58,000	58,000	-	0.0%
500-Other Purchased Services	21,959	35,417	21,319	55,650	55,650	-	0.0%
600-Supplies	38,994	15,873	19,561	73,000	73,000	-	0.0%
700-Equipment	2,435	-	-	-	-	-	0.0%
800-Other	-	872	85	5,800	5,800	-	0.0%
Total Expenses	\$ 1,166,227	\$ 1,114,594	\$ 1,140,898	\$ 1,320,791	\$ 1,486,883	\$ 166,092	12.6%

# Department of Human Resources (045)

FY 2019

## Performance

### Spotlight

#### Department Mission

Provide excellence in human resource leadership in support of the academic mission of the District





#### Department Overview

The Department of Human Resources provides the following services:

##### Employment

(Posting/Application/Screening/Hiring Processes) I-9 Verifications, background clearance/fingerprints, USBE Licensure/Endorsements/ Qualified Status, salary placement/enhancement level changes, employment verification, Canyons Teacher Effectiveness Support System (CTESS), Canyons Leadership Administrator Support System (CLASS), Jordan Classified Evaluation System (JCES) evaluation oversight, sick bank, Family Medical Leave Act (FMLA), military leave, substitutes, and employee/administrative support

#### Key Outcome Measures

-  Positions filled - Posting, transferring, hiring
-  Employee Background Checks
-  Employee Evaluations
-  USBE Qualifications Compliance

**Human Resources – Recruitment/Hiring Data\***

- Facilitated the hiring of 9 administrators (4 District, 4 school, and 1 intern), 254 licensed employees, 37 contract ESP employees, 991 hourly/miscellaneous employees, and 205 new substitutes.
- Recruited at 18 in and out of state job fairs, 8 state universities, and interacted with over 1,700+ prospective teacher/ESP candidates.
- Recruited at Canyons District – 6 evenings and 6 days
- Held a “Flip the Interview” open house meeting 125+ potential candidates
- Processed 110+ administrative, 1,700+ licensed, 1,850 + educational support professionals, and 200+ new substitute applications.
- Interviewed 850+ prospective licensed candidates.
- Administrative candidate applicant pool – 205.
- ESP applicant candidate pool – 1,866 for 289 posted positions.
- Licensed applicant candidate pool – 800+.
- Sought 5,000+ reference checks on administrator, licensed, and ESP applicants

**SKYWARD – Fingerprint/Background Check Data\***

- Processed over 1,500+ fingerprint/background checks.
- Also processed 325 license renewal background checks.

**E-Verify – I-9 Verification Data\***

- Processed 1720+ I-9 employment verifications with 46 concerns resolved.

**USBE CACTUS – Educator Licensing**

- Relicensed 349 educators with the Utah State Board of Education.
- Continuing to work with 92 licensed employees to become USBE qualified.

**Employee/Administrative Support\***

- Processed over 207 FMLA requests.
- Approved 41 Licensed and 46 ESP Sick Bank requests.
- Approved 2 Military Leave requests.
- Provided substitute coverage for over 23,200+ absences/unfilled positions.
- Facilitated monthly ESP Professional Development opportunities including 8 computer based training and 1 keynote by Thurl Bailey.
- Facilitated 96+ Supervisory Assistance Team (SAT) meetings.
- Allocated and audited FTE budget for 43 Schools and 9 District departments.
- Managed the Administrator, Licensed, ESP evaluation tools: CLASS, CTESS, and JCES.

**Human Resources –Presentations**

- BYU & UCP – How to Work a Teacher Fair, UVU – Working in Canyons District, AAEE National Webinar - This Is Us, PERC National Webinar – Finding the Perfect Fit
- Presented to 3 local university education departments regarding Canyons District
- Formed partnership with Iowa State University
- Partnership continued with the University of Utah – “Grow Your Own”



## FY 2017-2018 Accomplishments

- ✚ Facilitated the hiring of 9 administrators (4 District, 4 school, and 1 intern)
- ✚ Facilitated the hiring of 254 contracted licensed employees
- ✚ Facilitated the hiring of 37 NEW contracted, 290 hourly, and 701 miscellaneous ESP employees
- ✚ Facilitated the hiring of 205 NEW substitutes
- ✚ Processed and recorded 850+ CTESS IQRs, 850+ CTESS SORs, 55+ CLASS LQRs, and 600+ JCES evaluations
- ✚ Processed 1,500+ ESP and 325 Licensed/Administrator fingerprint/background checks

## FY 2018-2019 Objectives

- ✚ Recruit and hire “Effective” and “Highly Effective” employees
- ✚ Be in compliance with State law regarding employee evaluations
- ✚ Be in compliance with State law regarding fingerprint / background checks
- ✚ Be in compliance with Federal law regarding I-9 verifications
- ✚ Be in compliance with USBE teacher Licensure qualifications
- ✚ Be in compliance with Federal, State, and employment law

045 Human Resources	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
	Actual	Actual	Actual	Final Budget	Budget		
Description	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	FTE/Amount	Amount	Percent
Administrators	4.0	5.0	5.0	5.0	5.0	-	0.00%
ESP	7.0	7.0	7.0	7.0	7.0	-	0.00%
Total FTE	11.0	12.0	12.0	12.0	12.0	-	0.00%
100-Salary	\$ 764,385	\$ 902,861	\$ 981,655	\$1,091,734	\$1,129,504	\$ 37,770	3.46%
200-Benefits	272,326	326,159	369,980	418,077	442,083	24,006	5.74%
300-Purchased Services	86,326	79,204	66,991	83,000	83,000	-	0.00%
400-Purchased Property Services	-	-	-	-	-	-	0.00%
500-Other Purchased Services	21,368	34,741	37,509	57,000	57,000	-	0.00%
600-Supplies	16,512	17,309	21,481	20,797	20,797	-	0.00%
700-Equipment	3,152	2,920	3,145	3,000	3,000	-	0.00%
800-Other	1,665	4,250	4,360	4,000	4,000	-	0.00%
Total Expenses	\$1,165,734	\$1,367,444	\$1,485,121	\$1,677,608	\$1,739,384	\$ 61,776	3.68%

## Human Resources

FY 2019

## Performance

## Report

The Human Resources department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the division's overall performance

Performance Measure	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019 Target
Facilitated hiring of:					
Administrators	13	19	13	9	10
Licensed employees	198	236	266	254	200
Contracted ESP employees	199	40	36	37	60
Hourly employees	789	781	868	991	800
Substitutes	191	256	211	205	250
Processed employee evaluations:					
CTESS Formally JPAS	2,050	1,510	1,650	850	850
CLASS Formally JAES	140	128	100	55	60
JCES	800	800	600	600	500
FMLA request approvals	212	184	400	207	200
Licensed employee with USOE	376	379	351	349	350

## Department of Transportation

FY 2019

(077)

## Performance

*Spotlight*

## Department Mission

We are professional and caring employees, providing safe, dependable, and efficient transportation, contributing to a positive learning environment.

**Department Overview**

The Transportation Department provides school bussing services throughout the district by transporting students to and from school, activities, sporting events and educational field trips.

Transportation currently maintains and operates 180 school buses and employs 239 contracted and hourly bus drivers to transport more than 9,500 students every day.

During the 2017-2018 school year, school bus drivers safely transported students 1,459,706 miles, enough miles to have gone to the moon and back 3 times or 60 times around the world. Over 144,600 miles were driven while students participated in 3,058 activities and field trips.

**Key Outcome Measures**

- ✚ Accurately create school bus routes, route maps and bus stop pick-up and drop-off times before the start of school.
- ✚ Reduce the number of bus accidents through accountability and in-depth training.

Our team of routing professionals create bus routes electronically using sophisticated routing software programs that can simulate bus drive time. Through the use of GPS systems, the actual bus path is compared with planned bus path. The routing team keeps track of student load counts, contacts residents for bus stop placement, and works to develop plans to get students delivered efficiently, while continually monitoring and limiting the amount of time each child spends on the bus.

Transportation has 2 bus driver instructors and 9 behind the wheel instructors that train and then ride with drivers, constantly working to keep drivers focused on self-improvement. The training department monitors driving records and DOT compliance of all drivers within transportation.

The Transportation Fleet Service department maintains and services the Drivers Ed. Fleet, the school bus fleet, warehouse delivery vehicles and maintenance vehicles. Services include light and heavy-duty maintenance on almost 400 district vehicles.



## FY 2017-2018 Accomplishments

- ✚ Became a “blue Label” shop with 4 mechanics ASE certified.
- ✚ EDULOG is fully operational now and is used for making the boundaries for both the walking and driving of our routes.
- ✚ 100 Percent of our bus fleet has been upgraded to the new camera systems.

## FY 2018-2019 Objectives

- ✚ Have the remainder of our technicians become ASE certified and become a completely “Blue Label” shop.
- ✚ Continue to work towards achieving the Gold award safety rating from the Utah Highway Patrol.
- ✚ Upgrading our current radio system to a completely digital transmission with repeaters strategically located on optimal mountain peaks.

077 Transportation Services	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual FTE/Amount	Actual FTE/Amount	Actual FTE/Amount	Final Budget FTE/Amount	Budget FTE/Amount	Amount	Percent
Administrators	1.0	1.0	1.0	1.0	1.0	-	0.00%
ESP	110.9	113.5	115.2	124.6	123.7	(0.9)	-0.72%
Total FTE	111.9	114.5	116.2	125.6	124.7	(0.9)	-0.72%
100-Salary	\$ 4,280,236	\$ 4,523,768	\$ 4,798,356	\$ 5,153,097	\$ 5,403,930	\$ 250,833	4.87%
200-Benefits	1,758,128	1,872,283	1,966,231	2,306,351	2,324,416	18,065	0.78%
300-Purchased Services	7,190	7,711	5,258	42,000	42,000	-	0.00%
400-Purchased Property Services	31,225	21,100	23,440	20,000	20,000	-	0.00%
500-Other Purchased Services	79,714	69,743	79,531	83,000	87,860	4,860	5.86%
600-Supplies/Fuel	1,357,089	1,181,936	1,328,049	1,490,000	1,563,150	73,150	4.91%
700-Equipment	3,550	6,197	4,597	-	-	-	0.00%
800-Other	3,180	2,525	2,350	5,500	5,500	-	0.00%
Total Expenses	\$ 7,520,312	\$ 7,685,263	\$ 8,207,812	\$ 9,099,948	\$ 9,446,856	\$ 346,908	3.81%

# Transportation

FY 2019

## Performance

## Report

The Transportation Department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the department's overall performance.

Performance Measure	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019 Target
Buses	173	177	172	180	180
Students transported daily	13,971	13,892	13,724	13,243	13,500
Bus miles driven	1,470,060	1,622,412	1,477,728	1,459,706	1,500,000
Number of bus stops	4,604	4,652	4,466	4,531	4,600
Total bus routes	128	130	129	140	135
Mechanics per bus/white fleet	23/57	24/57	24/57	25/57	24/57
Routes per planner	32	32	32	30	30
Average age of fleet	2007	2009	2009	2009	2010
Percent of buses equipped with GPS	100%	100%	100%	100%	100%
Percent of buses equipped with cameras	100%	100%	100%	100%	100%
Daily buses used as percent of total buses	75%	78%	81%	82%	82%
Runs per day	585	586	629	650	630
Average number of routes/bus	3	3	3	3	3
Ratio of students to routes	39	39	39	39	39
Cost per student	\$223.31	\$227.23	\$249.81	\$265.60	\$281.66
Cost per bus	\$ 126,000	\$ 127,000	\$ 124,000	\$ 132,000	\$ 132,000
Fuel cost per mile	\$0.47	\$0.29	\$0.38	\$0.49	\$0.52



## Department of Information Technology (080)

FY 2019

# Performance Spotlight

### Department Mission

To enrich the learning environment by uniting excellent customer service with successful deployment and integration of appropriate technologies

### Department Overview

The Information Technology Department's main responsibilities include the District's central information systems (e.g. payroll, student management, and human resources), implementing and maintaining local and wide area networks, integration of technology into the classroom, and maintaining computer equipment throughout the District.

The Department is organized into the following teams:

- Technology Engineering
- Technology Services
- Technology Support

### Key Outcome Measures

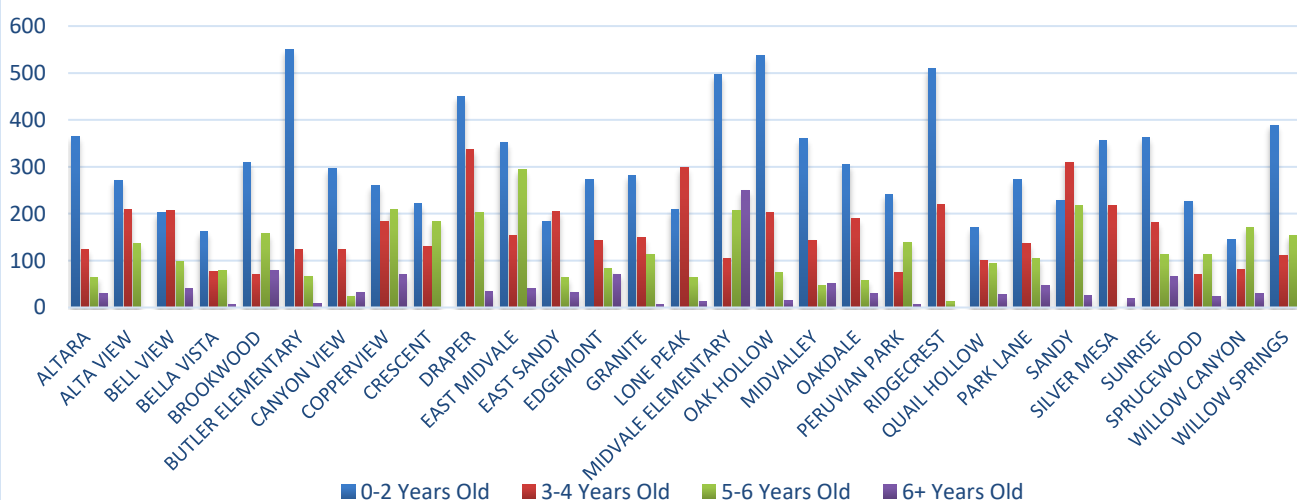
- ✚ Ready systems for start of 2018-19 year
- ✚ Online Enrollment process
- ✚ Improve student security measures
- ✚ Continually improve customer service and availability of technology
- ✚ Convert all elementary historical paper folders to electronic document imaging system
- ✚ Successful E-Rate filings for Category 2 requests
- ✚ Update Data Dashboard, CTESS and CLASS systems

The **Technology Engineering Team** is responsible for the engineering and management of the technology infrastructure within CSD. This team is broken down into the following sub-categories of core technology: network, Microsoft engineering, UNIX and Macintosh engineering, telecommunications support, and computer repair. These teams ensure reliability of key services hosted by the District data center and core technology infrastructure in our schools. They also manage telecommunications, network services, email, directory services, core application servers, web/email content filtering, and cyber-security, as well as client and server operation of all District computer systems.

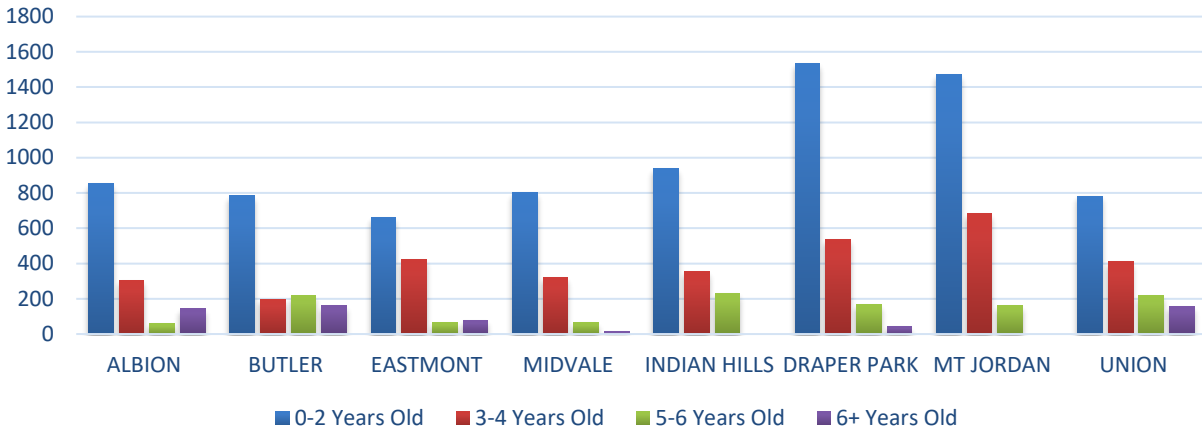
The **Technology Services Team** serves as the “face of IT”. The Field Technicians provide technical support to every bus, classroom, school office, and department in Canyons School District. This support includes but is not limited to the troubleshooting and maintenance of hardware and software, as well as training. The model is: one Field Technician to every high school, one Field Technician to every two middle schools, and one Field Technician to every three elementary schools within the District.

The **Technology Support Team** includes system development and the help desk. These teams compile internal and external reports for schools and District departments, as well as compiling and preparing Federal and State reports. They are responsible for the development of key application interfaces used in payroll, student information systems, and human resources. They play a key role in determining standardized, efficient, and cost-effective solutions for the management of over 60 computer systems throughout Canyons School District. In addition, the help desk call center provides customer and technical expertise to all parents, teachers, and employees within the District. In 2016-2017 CSD had a total count of 40,891 computers, Chromebooks, and tablet devices in our schools. In May of 2018 our count was 42,246. That is a 4% increase in devices in one year. This was largely accomplished through grants and other funding mechanisms. The inventory is displayed in the following graphs:

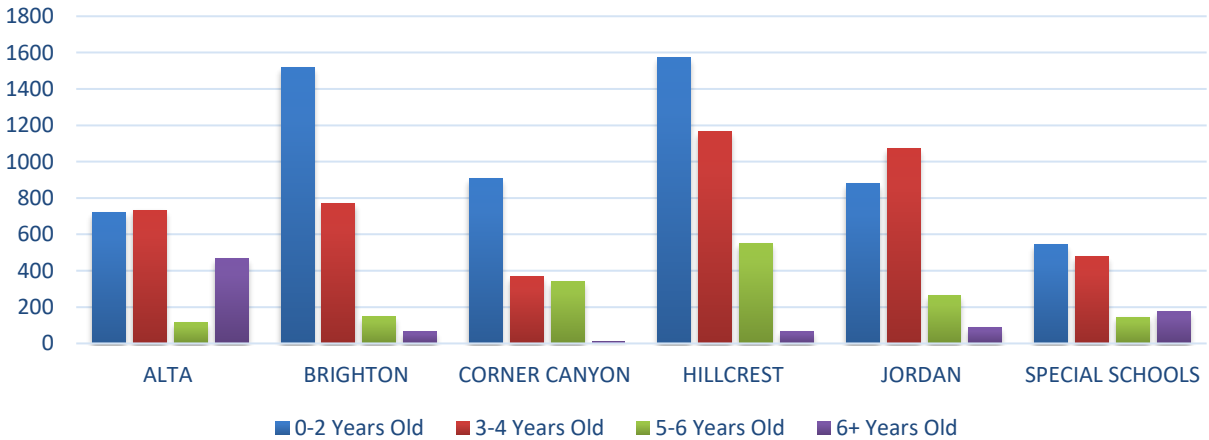
### Elementary School Computer Inventory 2018



### Middle School Computer Inventory 2018



### High & Special School Computer Inventory 2018



## FY 2017-2018 Accomplishments

- ✚ Ready and support all systems for 2017-18 school year.
- ✚ Implementation of Digital Teaching and Learning Initiative
- ✚ Continual improvement of each service and system IT provides.
- ✚ Increase network capacity for existing and future data requirements.
- ✚ Increase Disaster Recovery/Business Continuity readiness.
- ✚ Improve student security.
- ✚ Develop and update critical systems to support students and staff including Data Dashboard, CTESS and CLASS systems.

## FY 2018-2019 Objectives

- ✚ Ready and support all systems for 2018-19 school year.
- ✚ Continual improvement of each service and system IT provides.
- ✚ Improve District technology security including system and network authentication.
- ✚ Increase network segmentation to improve performance and security.
- ✚ Develop and update critical systems to support students and staff including student discipline module, camps and clinics management and new online job application management.

080 Information Technology	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018 vs. 2019 Change	
Description	Actual FTE/Amount	Actual FTE/Amount	Actual FTE/Amount	Final Budget FTE/Amount	Budget FTE/Amount	Amount	Percent
Administrators	4.0	4.0	4.0	4.0	4.0	-	0.00%
ESP	44.0	46.0	46.0	46.0	46.0	-	0.00%
Total FTE	48.0	50.0	50.0	50.0	50.0	-	0%
100-Salary	\$2,743,564	\$2,978,071	\$3,129,402	\$3,244,730	\$3,367,921	\$ 123,191	3.80%
200-Benefits	1,204,430	1,273,718	1,312,788	1,458,667	1,475,494	16,827	1.15%
300-Purchased Services	734,479	764,752	860,722	1,000,000	850,000	(150,000)	-15.00%
400-Purchased Property Services	51,604	41,223	40,456	80,000	80,000	-	0.00%
500-Other Purchased Services	1,301,604	1,216,048	1,023,820	959,975	983,056	23,081	2.40%
600-Supplies	418,167	457,600	372,759	421,000	421,000	-	0.00%
700-Equipment	-	-	-	-	-	-	0.00%
800-Other	-	-	-	2,000	2,000	-	0.00%
Total Expenses	\$6,453,848	\$6,731,412	\$6,739,947	\$7,166,372	\$7,179,471	13,099	0.18%

Employees paid from the Capital Outlay Fund are included in FTE's.

Expenditures are General Fund only.

# Information Technology

FY 2019

# Performance

## Report

The Information Technology Department uses performance data as a tool for improving the service delivery for our patrons. Below is a selected set of indicators that when looked at together, provide an indication of the Department's overall performance

Performance Measure	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	Target FY 2018-2019
Number of computers	29,492	32,562	40,891	42,246	41,000
Average age of computers in years	3.1	3.4	3.5	2.9	3.2
IT personal operational costs per student	\$117.23	\$125.43	\$130.59	\$138.71	\$141.47
IT personal costs as a percent of general fund exp.	1.77%	1.78%	1.83%	1.78%	1.80%
Number of footprint issues created	33,329	27,931	26,152	27,816	26,000
Number of footprint issues closed	33,176	26,475	25,140	27,910	26,000
Help desk calls answered	29,835	20,864	25,128	23,893	25,000
Number of AV issues closed	1,443	886	1,435	1,550	1,550
Number of servers supported	383	390	387	362	400
Average server uptime	99.0%	100.0%	99.9%	99.0%	100.0%
SAN utilization	46.0%	38.5%	49.9%	58.0%	50.0%
Amount of data stored (TB)	170.0	173.0	213.0	194.4	200.0
Amount of bus video stored (TB)	165	250	450	1146	2000
Unique users on wireless network daily	27,000	28,500	31,805	25,128	40,000

# FINANCIAL SECTION



## FUND STRUCTURE

Canyons School District's revenue and expenditures are managed by fund as follows:

Governmental funds are those used for the normal governmental services financed by taxes, including state and federal aid. Governmental funds include:

- General Fund (major)
- Capital Outlay Fund (major)
- Debt Service Fund (major)
- Community Development Agency Fund (special revenue fund)
- Nutrition Fund (special revenue fund)
- District Activity Fund (special revenue fund)
- Canyons Education Foundation Fund (special revenue fund)
- Non K-12 (special revenue fund) (Included in General Fund beginning in FY 2016)

Proprietary Fund Types (Internal Service Fund) include programs that are intended to be self-sufficient. The following is the District's proprietary fund:

- Self-Insurance Fund

A review of each fund is included herein. Each review describes the operational changes and summarizes information on revenue, expenditures, and fund balances. Statements of revenue, expenditures, and changes in fund balances provide actual amounts for 2014-2015, 2015-2016, 2016-2017, the final budget for 2017-2018 and the budget for 2018-2019. Three-year budget forecasts (2019-2020, 2020-2021, 2021-2022) are for each fund type are also included.

## ALL FUNDS

The District manages seven governmental funds, three of which are classified as major funds and one proprietary fund. A major fund is described, as an individual governmental or enterprise fund where total assets, liabilities, revenues, or expenditures are at least 10% of the corresponding total assets, liabilities, revenues or expenditures for all funds in that category (governmental funds) or of that type (enterprise funds), and the total assets, liabilities, revenues, or expenditures are at least 5% of the corresponding total for all governmental and enterprise funds combined. The General Fund, Capital Outlay Fund, and Debt Service Fund meet the requirements for a major fund.

## REVENUES

Canyons School District governmental fund types receive approximately 48% from local property taxes, 39% of their revenues from the State of Utah, 6% from the federal government, and 7% from other local sources, including investments. The District anticipates an increase in total revenues of \$12.6 million in 2018-2019. Property taxes will increase by \$14.1 million, the General Fund will increase by \$6.1 million and the Debt Service Fund will increase by \$6.9 million. The increase in property taxes is the result of the Utah State Legislature increasing the basic property tax rate and the assessed value of property increasing by 12.5%.

State revenue will decrease by \$1.1 million. Although the Utah State Legislature increased the regular weighted pupil unit (WPU) value from \$3,311 to \$3,395 (2.5%) and increased the flexible allocation by the equivalent of 1.5% of the WPU, the increase in property taxes to fund the basic program will consume a higher percentage than the State contribution.

Federal revenues will decrease by \$ 0.2 million due to decreases in federal grants.

There is no significant change in other local revenue.

## **EXPENDITURES**

Overall expenditures of all funds are expected to increase by \$79.9 million. The increase in the Capital Outlay Fund will be \$68.7 million because of construction costs of rebuilding Brighton High and Hillcrest High, renovations at Alta High, classroom additions to Corner Canyon High and an addition to the East Administration Building. The General Fund will increase by \$4.7 million to cover the negotiated salary increases and cost of living for employees as well as the increase in health insurance premiums and increases in utilities and school supplies. Due to the District issuing bonds of \$49.0 million, out of the \$283.0 million authorized by the District patrons, the Debt Service Fund will increase by \$4.9 million in order to pay the additional principal and interest. There are no significant changes in expenditures for the other governmental funds. Budgeted expenses in the Employee Insurance Fund will continue to increase due to inflationary increases in medical expenses and prescriptions.

The chart on the following page provides an overview of the revenues, expenditures, and changes in fund balances for all governmental funds (with all four special revenues funds combined) and the Self-Insurance Fund.

## ALL DISTRICT FUNDS--SUMMARY

Budgeted Combined Statement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year 2018-2019

	Special						Totals (Memorandum Only)			
	General	Capital	Debt	Revenue	Proprietary	Budget	Final Budget	Actual	Actual	Actual
	Fund	Outlay	Service	Funds	Fund	2018-2019				
Revenues:										
Property Tax	\$ 98,715,904	\$ 19,800,702	\$ 34,526,366	10,580,425	\$ -	\$ 163,623,397	\$ 149,701,371	\$ 140,074,895	\$ 142,448,822	\$ 132,542,737
Registered Vehicles Fee-in-Lieu	5,660,126	1,135,323	2,121,296	-	-	8,916,745	8,775,779	8,291,835	7,791,970	7,301,064
Interest on Investments	1,850,000	1,300,000	240,000	79,800	43,400	3,513,200	3,434,000	3,766,241	2,584,940	2,449,996
State Sources	138,971,795	61,604	-	2,258,000	-	141,291,399	142,427,877	133,335,013	131,018,890	130,272,185
Federal Sources	15,006,820	-	-	6,765,200	-	21,772,020	21,977,632	21,851,523	22,028,889	21,664,475
Other Local	4,628,474	50,000	-	15,825,113	29,389,650	49,893,237	49,587,936	54,122,626	49,160,033	45,099,665
Total Revenues	264,833,119	22,347,629	36,887,662	35,508,538	29,433,050	389,009,998	375,904,595	361,442,133	355,033,544	339,330,122
Expenditures:										
Instruction	163,638,355	-	-	11,006,012	-	174,644,367	171,483,752	156,120,985	155,930,907	147,908,963
Support Services:										
Student Services	13,126,745	-	-	-	-	13,126,745	12,260,652	11,511,907	10,931,039	10,099,532
Staff Services	17,998,694	-	-	-	-	17,998,694	18,396,126	17,197,160	16,254,028	11,536,564
District Administration	2,774,950	-	-	-	-	2,774,950	2,781,336	2,507,402	2,408,396	2,377,553
School Administration	20,533,898	-	-	-	-	20,533,898	20,137,585	18,715,088	18,313,983	16,654,114
Central Support Services	14,419,465	-	-	-	-	14,419,465	14,124,789	13,251,568	13,510,173	12,693,640
Operation & Maintenance of Plant	26,335,564	-	-	-	-	26,335,564	25,810,106	24,087,814	23,770,303	23,180,718
Student Transportation	9,446,856	-	-	-	-	9,446,856	9,113,129	8,253,809	7,702,864	7,520,312
Non-Instructional and Other	318,594	-	-	25,209,944	29,375,779	54,904,317	53,767,269	48,317,736	50,353,565	54,085,344
Capital Outlay	-	140,222,717	-	-	-	140,222,717	71,512,785	71,379,961	55,981,848	60,504,410
Debt Service	-		36,277,945	-	-	36,277,945	31,376,030	28,874,246	28,917,441	27,383,716
Total Expenditures	268,593,121	140,222,717	36,277,945	36,215,956	29,375,779	510,685,518	430,763,559	400,217,676	384,074,547	373,944,866
Excess (Deficiency) of Revenues										
Over Expenditures	(3,760,002)	(117,875,088)	609,717	(707,418)	57,271	(121,675,520)	(54,858,964)	(38,775,543)	(29,041,003)	(34,614,744)
Other Financing Sources (Uses):										
Bond Proceeds	-	70,000,000	-		-	70,000,000	49,000,000	-	-	48,220,563
Bond Premiums		3,000,000				3,000,000	3,173,235	-	-	-
Sale of Property	-	9,375,135	-	-	-	9,375,135	6,749,099	-	4,700,000	-
Transfers In/(Out)	(195,460)	(1,500,000)	1,500,000	195,460	-	-	-	-	-	-
Total Other Financing Sources (Uses)	(195,460)	80,875,135	1,500,000	195,460	-	82,375,135	58,922,334	-	4,700,000	48,220,563
Net Change in Fund Balances	(3,955,462)	(36,999,953)	2,109,717	(511,958)	57,271	(39,300,385)	4,063,370	(38,775,543)	(24,341,003)	13,605,819
Fund Balances - Beginning of Year	71,207,272	69,915,687	3,112,484	9,869,941	2,822,481	156,927,865	152,864,495	191,640,038	215,981,041	202,375,222
Fund Balances - End of Year	\$ 67,251,810	\$ 32,915,734	\$ 5,222,201	\$ 9,357,983	\$ 2,879,752	\$ 117,627,480	\$ 156,927,865	\$ 152,864,495	\$ 191,640,038	\$ 215,981,041

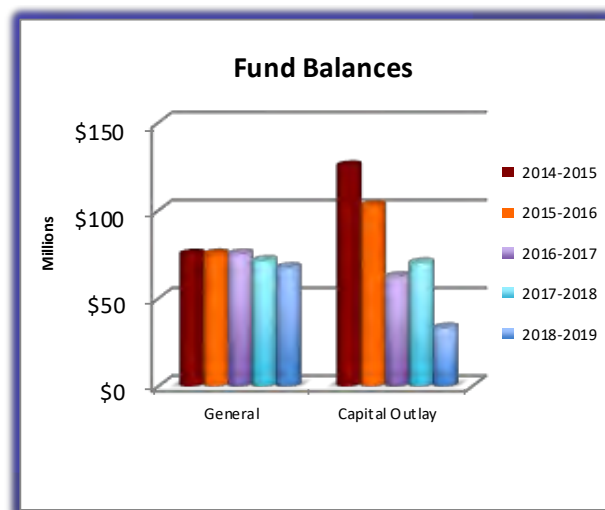
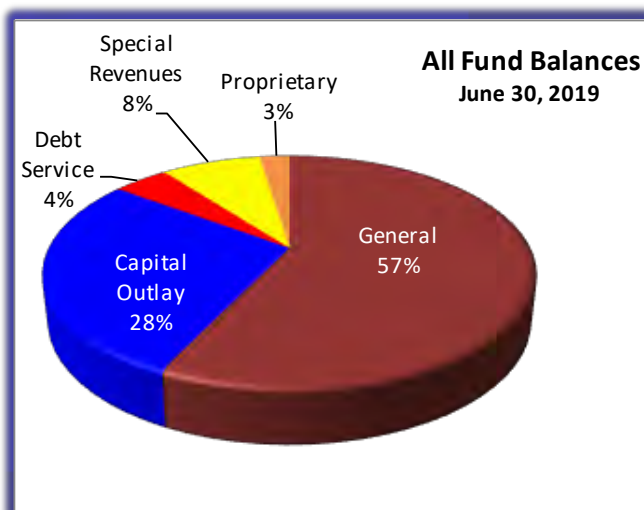
## FUND BALANCE

The District's fund balance will decrease by \$39.3 million. The Capital Outlay Fund balance will decrease by \$37.0 million as bonds issued in previous years will be used to fund the construction projects noted in the expenditure section. The fund balance in the General Fund is budgeted to decrease by \$4.0 million. The District intentionally plans to slightly spend down its balance to increase employee salaries and benefits in order to remain competitive. However, due to conservative budget practices, the actual decrease is expected to be less than that amount. The charts and graphs below show a five-year history of fund balance by fund type, a breakdown of the 2018-2019 fund balance by fund type and a five year fund balance comparison of the General Fund and Capital Outlay Fund since those two funds comprise most of the fund balance.

### ALL DISTRICT FUNDS-SUMMARY OF FUND BALANCES

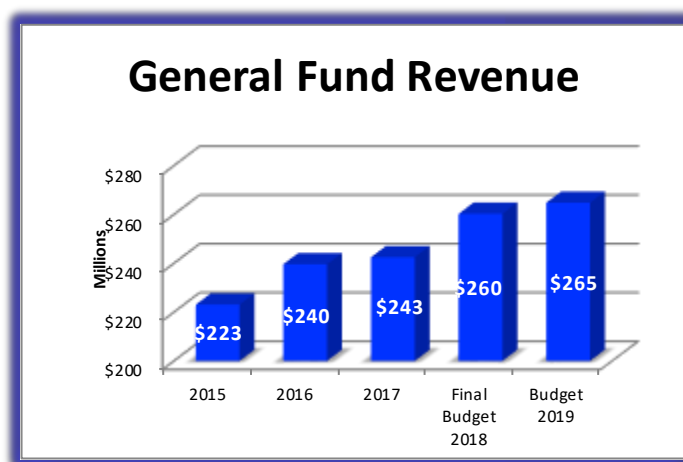
Fiscal Years 2014-2015 through 2018-2019

Funds	Actual	Actual	Actual	Final Budget	Budget	2018 vs. 2019 Change	
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Amount	Percent
General	\$75,036,081	\$75,073,453	\$75,014,037	\$71,207,272	\$67,251,810	(\$3,955,462)	(5.55%)
Capital Outlay	125,271,740	102,746,629	62,013,877	69,915,687	32,915,734	(36,999,953)	(52.92%)
Debt Service	2,024,762	1,570,284	3,125,057	3,112,484	5,222,201	2,109,717	67.78%
Nutrition	2,756,886	2,948,312	3,120,214	2,455,416	1,900,157	(555,259)	(22.61%)
Non K-12	-	-	-	-	-	-	0.00%
District Activity	5,464,944	5,668,050	6,611,190	6,846,367	6,878,668	32,301	0.47%
Canyons Foundation	482,584	479,262	548,659	568,158	579,158	11,000	1.94%
Employee Insurance	4,944,044	3,154,048	2,431,461	2,822,481	2,879,752	57,271	2.03%
Total	\$215,981,041	\$191,640,038	\$152,864,495	\$156,927,865	\$117,627,480	(\$39,300,385)	(25.04%)



## GENERAL FUND (MAJOR FUND)

The General Fund is the District's primary operating fund. It accounts for all financial resources of the District (except those required to be accounted for in another fund) and for all activities of the District associated with the education of students in kindergarten through grade 12, including instruction and supporting services. The challenge in administering this fund is prioritizing the use of the limited resources to insure that the District's primary goal of providing a quality education for all students is achieved, the organization details funding the District's student achievement priorities. The District obtains its revenues from state sources, local property taxes, federal aid, and miscellaneous revenues.



## REVENUES

### State Aid

The state legislature has defined the mission of public education is to "assure Utah the best educated citizenry in the world and each individual the training to succeed in a global society, by providing students with learning and occupational

skills, character development, literacy, and basic knowledge through a responsive educational system that guarantees local school communities autonomy, flexibility, and client choice, while holding them accountable for results." (UCA 53A-1a-103).

The Legislature provides funding to local school districts through the Minimum School Program Act. The Minimum School Program Act "recognizes that all children of the state are entitled to reasonably equal educational opportunities regardless of their place of residence in the state and of the economic situation of their respective school districts..." It also "recognizes that although the establishment of an educational system is primarily a state function, school districts should be required to participate on a partnership basis in the payment of a reasonable portion of the cost of a minimum program. The Legislature

Minimum School Program Guarantee		
	Enrollment	WPU
Kindergarten Enrollment (October 1) X 0.55	2,137.785	1,175.782
Grades 1-12 Enrollment (October 1) X 1.00	30,557.738	30,557.738
Total WPU	32,695.523	31,733.520
WPU Value		\$3,395
State Guarantee Revenue		\$107,735,300
Local Revenue Generated by Uniformed Basic Rate (0.001669)		(\$38,766,587)
K-12 Revenue From State Funds		\$68,968,713

Note the above enrollment figures are estimates from the Utah State Office of Education which are slightly less conservative than the District projections.

Other State Revenue	
Program	Amount
Special Education	\$17,168,719
Flexible Allocation	3,619,812
Educators Salary Adjustment	9,530,397
Professional Staff	9,353,470
Class Size Reduction	6,946,685
Applied Technology Education	4,345,673
Pupil Transportation	4,848,361
School Trust Lands	3,620,232
At-Risk Youth-in-Custody	388,635
At-Risk Enhancement	1,605,667
Adult Ed/Corrections	2,003,704
Other State Programs	6,571,727
<b>Total</b>	<b>\$70,003,082</b>

“also recognizes that each locality should be empowered to provide educational facilities and opportunities beyond the minimum program and accordingly provide a method whereby that latitude of action is permitted and encouraged.” (53A-17a-102)

Through the Minimum School Program Act the legislature guarantees a certain basic level of equalized revenue per student regardless of the local school district wealth. Each local school district is required to levy a minimum unified uniform basic property tax rate. If the uniformed basic tax rate does not generate the minimum revenue guaranteed by the state, then the state will provide aid to the local district to cover the difference. The minimum school

program guarantees each district in the state an equal amount of revenue per weighted pupil unit (WPU). Each year the legislature sets the value of the WPU. The Utah State Legislature increased the weighted pupil unit (WPU) value from \$3,311 to \$3,395. In 2018-2019 the District will receive 52.4% of its revenue from state aid which approximates the 53.7% received during FY 2017-2018.

## Local Property Taxes

As part of the Legislature’s recognition that local school districts “should be empowered to provide educational facilities and opportunities beyond the minimum program and accordingly provide a method whereby that latitude of action is permitted and encouraged” school districts are allowed to set certain tax rate levies to raise additional funds for their local schools. Each year the District receives a certified tax rate from the Utah Tax Commission. The certified tax rate is set so the District can raise the same amount of property tax revenue as it did the year before allowing for new growth. The certified tax rate is adjusted each year based upon the change of the assessed value of property within the boundaries of the District. If the assessed value of the property decreases from one year to the next, the certified tax rate is correspondingly increased. If the assessed value of the property increases from one year to the next the certified tax rate is correspondingly decreased. For the fifth consecutive year the District had an increase in assessed valuation from the previous year; however, the Basic Program increased from 0.001568 to 0.001666 as the Utah State Legislature increased the Basic State Levy to provide additional funds to Districts and Charter Schools throughout the State. The continued increase in assessed valuation and new growth is good news for the District as it provides stability for the 2018-2019 budget. We anticipate that assessed valuation will moderately increase in the next few years which will help assist in balancing future budgets.



For 2018-2019 it is estimated that the property tax levies will generate \$104.4 million in the General Fund. The charts below show a five year history of the General Fund tax levies and the assessed valuation on which the certified tax rate is calculated.

#### GENERAL FUND TAX LEVIES

Fiscal Years 2014-2015 through 2018-2019

Levies	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Budget 2018-2019	2018 vs. 2019 Change	
						Amount	Percent
<b>General Fund:</b>							
Basic Program	0.001419	0.001736	0.001675	0.001568	0.001666	0.000098	6.25%
Board Local Levy	0.001614	0.001477	0.001249	0.001480	0.001196	(0.000284)	(19.19%)
Voted Leeway	0.001600	0.001600	0.001600	0.001600	0.001600	-	0.00%
Total	0.004633	0.004813	0.004524	0.004648	0.004462	(0.000186)	(4.00%)

Certified Tax Rate Assessed Value of Property within the Canyons School District					
	Tax Year 2014	Tax Year 2015	Tax Year 2016	Tax Year 2017	Tax Year 2018
Assessed Value (Less RDA's)	\$15,823,796,630	\$16,602,767,851	\$18,091,279,929	\$19,449,510,212	\$21,862,100,676
Board of Equalization Adjustment	(104,461,539)	(101,427,236)	(90,105,824)	(88,374,995)	(119,256,659)
Net Value	15,719,335,091	16,501,340,615	18,001,174,105	19,361,135,217	21,742,844,017
Collection Rate	95.74%	96.53%	96.97%	97.32%	97.45%
Proposed Rate Valuation	\$15,049,691,416	\$15,928,744,096	\$17,455,738,530	\$18,842,256,793	\$21,188,401,495
Percent Change From Previous Year	6.27%	5.84%	9.59%	7.94%	12.45%

#### Federal Aid

Federal aid accounts for approximately 6% of the District's General Fund revenues. Federal funds are earmarked for specific purposes such as special education and the economically disadvantaged. Based upon preliminary 2018-2019 data, CSD anticipates receiving \$15.0 million in federal funding, which is about the same amount received in the prior year. The largest portion of federal funding is for special education under the Individuals with Disabilities Education Act (IDEA) which is estimated to increase by \$0.2 million. Under No Child Left Behind (NCLB)

Category	Federal Aid Amount
Special Education	\$7,464,425
NCLB Title IA- Poverty	3,251,063
NCLB Title IIA- Teacher Quality	573,570
Medicaid Reimbursement	2,448,103
Applied Technology	326,345
Other NCLB Programs	238,671
E Rate Reimbursement	53,056
Other Federal Revenues	651,587
Total	\$15,006,820

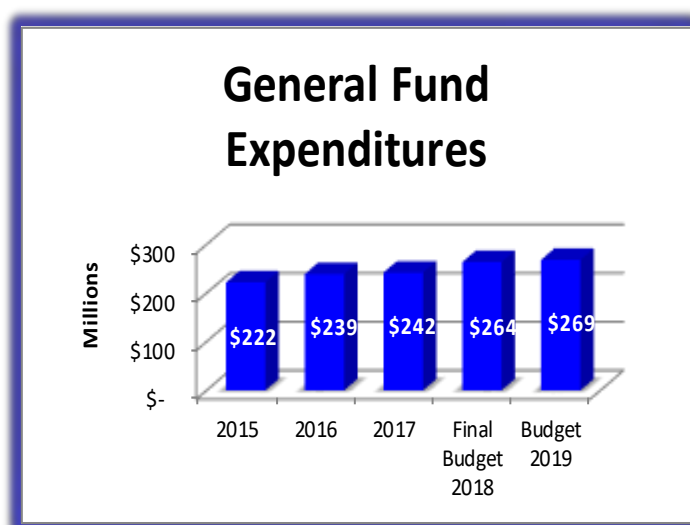
Title I, Part A provides additional educational services for economically disadvantaged students. This program is estimated to decrease by \$0.4 million. The Title II, Part A/Quality Teaching budget represents CSD's primary vehicle for providing content-focused

staff development training and materials. The majority of the other NCLB programs provide funding for interventions for English language learners and other at-risk students. Medicaid reimbursements will increase from \$2.1 million in the prior year to \$2.5 million for 2018-2019. The District is not receiving more funds for Medicaid, but will be using carry over funds in this program to pay for additional assistance in this area. These carry over funds will be recognized as revenue in this year. The District received \$0.1 million in E-Rate funding during 2017-2018, but this funding will be eliminated in future years, which is reflected in the budget to receive half that amount for 2018-2019.

## EXPENDITURES

General Fund expenditures are expected to increase by \$4.7 million between 2017-2018 and 2018-2019. The main reason for this increase is the Board funded step increases and a cost of living for teachers, administrators and classified employees. The steps for teachers increased by \$900 per step, and the cost of living adjustment will be \$1,335. Administrators and classified employees received step increases and a 2.25% cost-of-living adjustment. A \$500 bonus will be paid to all contracted employees in

November. Insurance premiums will increase 3.0% for employees on the traditional plans and no increase for those on the high deductible plans. The district's contribution will increase by 3.0% for all plans. The contribution rate for the Utah Retirement Systems will remain unchanged. This is the fifth consecutive year without an increase.

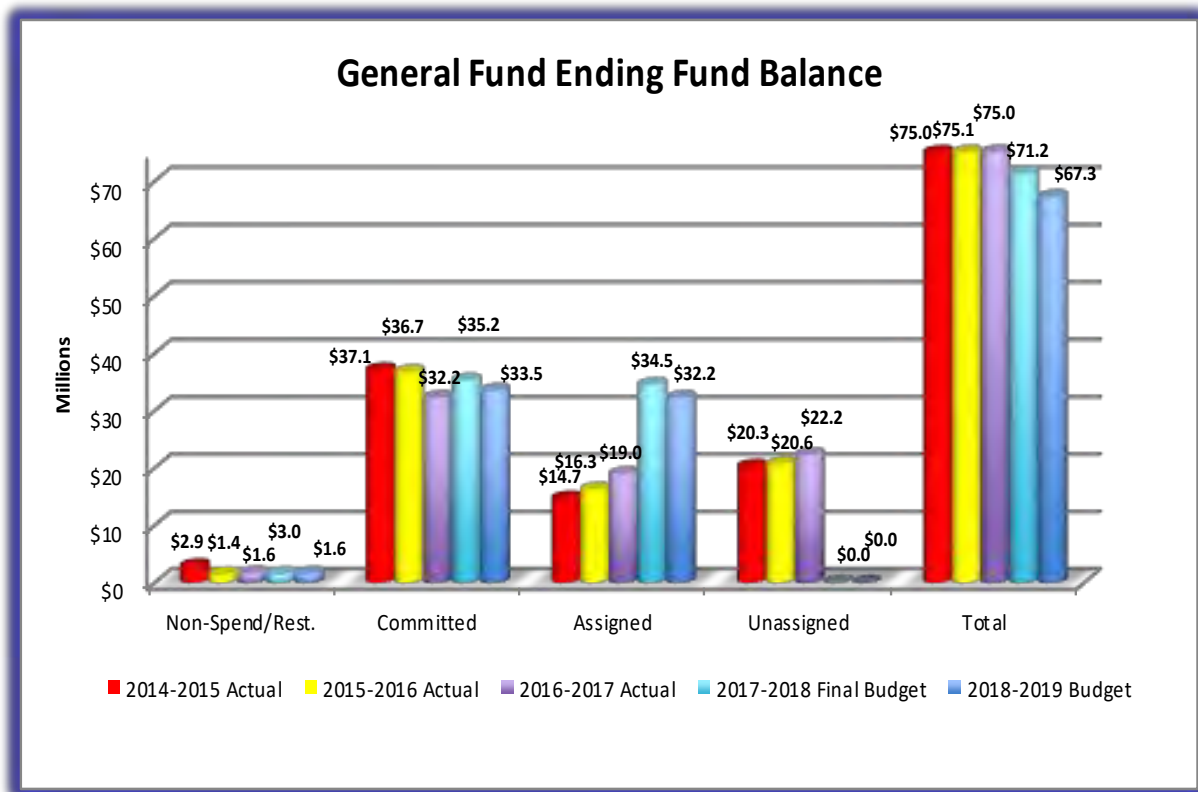


## OTHER POST-EMPLOYMENT BENEFITS (OPEB)

The District froze its OPEB plan on June 30, 2006. Employees hired before that date are eligible, with benefits calculated on salary and tenure as of that date. The benefits provided are a) cash to purchase supplemental health insurance b) early retirement incentive c) unused sick leave bonus d) years of service award. Every two years the District has an actuarial study performed for its OPEB plans. The latest study was September 1, 2016. As of that date, approximately 600 active employees were eligible for OPEB and the total liability was \$16,556,850. The Board has committed fund balance of this amount, plus an additional 5%, to ensure the OPEB plans are fully funded. As the plan is frozen, the liability will rapidly decrease in future years.

### ENDING FUND BALANCE

Each year, the unused portion of the District's operating budget reverts into the ending fund balance. This balance is then available as a resource in the subsequent year. The purpose of projecting an ending fund balance is to provide a margin against the effects of economic fluctuations, revenue collections, and to enable a smooth continuation of essential programs, even though unforeseen financial circumstances may occur. The organization section details the fund balance policies. The ending fund balance for 2018-2019 is estimated to be \$67.3 million, of which \$1.6 million is restricted for inventories; \$33.5 million is committed for economic stabilization, compensated absences, and post-retirement benefits; and \$32.2 million is assigned for school carryovers, potential health cost increases, potential revenue shortfalls and a starting point for 2019-2020 employee negotiations. Overall, the ending fund balance for 2018-2019 is expected to decrease by \$4.0 million. State law does not allow for the District to budget for an unassigned fund balance; therefore, no unassigned fund balance has been budgeted. However, it is likely that an unassigned fund balance will occur in 2018-2019 due to conservative budgeting practices and various unfilled positions. The chart below is a five-year history of the fund balance in the General Fund.



## CAPITAL OUTLAY FUND (MAJOR FUND)

The Capital Outlay Fund is to account for the costs incurred in acquiring and improving sites, constructing and remodeling facilities, and procuring equipment necessary for providing quality educational programs for all students within the District. Financing is provided by a property tax levy as authorized by 53A-16-107 and by bond financing.

### REVENUES

#### Local Property Taxes

UCA 53A-16-113 gives the Board of Education authorization to impose a property tax levy not to exceed 0.003000 per dollar of taxable value to be used for capital outlay projects. The property tax levy for 2017-2018 was 0.000951 but will decrease to 0.00895 in 2018-2019, a decrease of 5.9%. This rate decrease is the result of the increase in assessed valuation.

#### General Obligation Bonds

Revenue from the issuance of bonds is accounted for in the Capital Outlay fund and is used for major construction projects. On November 7, 2017, the registered voters of the District approved a bond measure authorizing the District to issue \$283.0 million in bonds for the construction of new schools and remodeling of existing schools. In January 2018, the District issued the first \$49 million of bonds. It is anticipated that in November, the District will issue another \$70 million of bonds. The proceeds from these bonds will be used to fund the voter-approved projects. Some of the major projects that have been started is the rebuild of Brighton High and Hillcrest High, the renovation of Alta High, and classroom additions to Corner Canyon High.

### EXPENDITURES

Expenditures for 2018-2019 are budgeted to be \$140.2 million, which is an increase of \$68.7 million from the prior year. This increase is a result of having several major construction projects under way. Since the majority of the construction projects will take more than two years to complete, expenditures in this fund will be elevated for the near future. The chart on the next page shows the budget and timeline of expenditures for the current bond projects. The District is fully committed to completing all projects by the scheduled opening date. It should be noted that no bond proceeds will be used to build the Administration East Addition. The cost of this addition will be covered by the sale of the Administration West property.

**MAJOR BUILDING PROGRAM PROJECTS****School, Budgets and Opening Dates**

Project	Projected Started	Project Budget	Prior Year Actuals	2017-2018 Final Budget	2018-2019 Budget	Opening Date
Midvale Middle (rebuild)	Jun-2015	\$ 43,000,000	\$ 40,185,566	\$1,589,740	\$ -	Aug 2017
Alta View Elementary (rebuild)	Apr-2016	19,375,000	15,643,604	3,162,670	-	Aug 2017
Indian Hills Middle (renovation)	Apr-2017	24,150,000	3,670,096	20,479,904	-	Aug 2018
Alta High (renovation)*	Jun-2018	46,100,000	-	7,000,000	27,300,000	Aug 2020
Brighton High (rebuild)*	Sep-2018	98,000,000	-	5,213,750	38,213,750	Aug 2021
Hillcrest High (rebuild)*	Jul-2018	98,000,000	-	5,213,750	38,213,750	Aug 2021
Corner Canyon (classrooms)	Sep-2018	5,000,000	-	312,500	4,720,000	Aug 2019
To Be Determined Elem (rebuild)	Apr-2019	20,000,000	-	-	1,650,000	Aug 2020
Administration East Addition	Sep-2018	9,375,000	-	-	9,375,000	Aug 2019
<b>Total</b>		<b>\$363,000,000</b>	<b>\$59,499,266</b>	<b>\$42,972,314</b>	<b>\$119,472,500</b>	

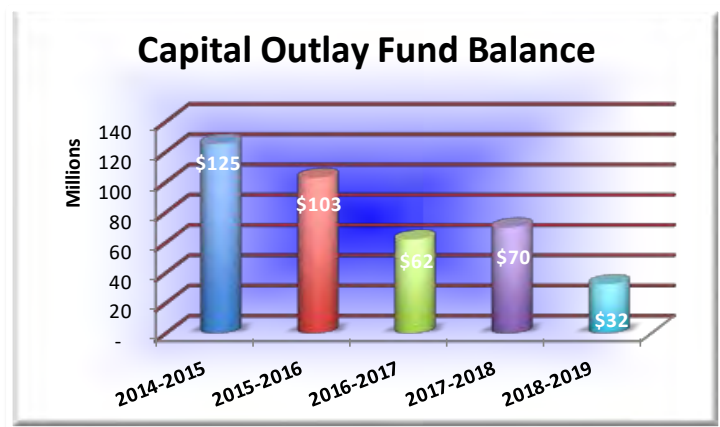
\*These three schools are still being designed and will be bid in phases. Due to the complexities of re-building Brighton and Hillcrest on their current sites, the costs will likely exceed \$100M for each.

In future year's Union Middle and three elementary schools will be built or rebuilt. The District will continue to use a portion of its capital levy to fund smaller capital projects and ongoing maintenance projects. See the schedules in the Capital Outlay financial section for specific projects.

**ENDING FUND BALANCE**

The Capital fund balance is expected to increase by \$7.9 million as the year draws to a close. This is the result of construction just beginning on the new 2017 authorized bond projects and the District issuing \$49.0 million of bonds. The fund balance is expected to decrease by \$37.0 million during 2018-2019 as the District spends down the bond proceeds on its major projects. Due to the nature of capital expenditures being one-time, the balance in the Capital Outlay Fund will experience large swings year-over-year. The reduction of fund balance has been long planned out and building costs will be budgeted with available revenues.

The Board has promised the taxpayers the Debt Service levy will not exceed 0.001565. If necessary, a transfer will be made from the Capital Outlay Fund to the Debt Service Fund to fully service the debt. The graph shows a five-year history of the Capital Outlay Fund Balance.



## DEBT SERVICE FUND (MAJOR FUND)

The Debt Service Fund provides revenues to service the debt on the bonds sold to finance new school construction, purchase property for future school sites, and make major building and school renovations. The former Jordan School District issued bonds prior to its division. The property owners of CSD as required by statute are responsible for repayment of 58% of the outstanding bonds as of the time of the vote to divide the old Jordan School District. The percentage was determined by the portion of assessed value within the boundaries of CSD, at the time of the vote, to the assessed value of the property within the old Jordan School District boundaries.

The voters, in November 2017, approved a \$283 million bond authorization. The District has issued \$49.0 million of this bond authorization in January 2018 and is anticipating to issue another \$70.0 million in 2018. The proceeds from these issuances will go into the Capital Outlay fund for the District building program. The chart below shows the anticipated outstanding debt as of June 30, 2019.

OUTSTANDING DEBT				
	Year Ending	Principal	Interest	Total
Old JSD Debt (58%)	6/30/2019	\$29,540,000	\$2,895,000	\$32,435,000
New CSD Debt	6/30/2019	320,175,000	117,538,793	437,713,793
<b>Total CSD Debt</b>	6/30/2019	<b>\$349,715,000</b>	<b>\$120,433,793</b>	<b>\$470,148,793</b>
Unamortized Bond Premium	6/30/2019	17,773,258		17,773,258
<b>Total CSD Debt and Premium</b>	6/30/2019	<b>\$367,488,258</b>		<b>\$487,922,051</b>

The general obligation indebtedness of the District is limited by Utah law to 4% of the fair market value of taxable property in the District. The estimated legal debt limit of the District is \$1,297,463,289. The legal remaining debt margin is estimated at \$929,975,031.

## REVENUES

### Local Property Taxes

The Board of Education sets a debt service levy each year to raise sufficient funds to pay for principal and interest payments for the coming year. The District promised its taxpayers that if they approved \$283.0 million authorization in November 2017, the debt rate would not exceed 0.001565, which was the rate for 2016-2017. As noted, and if necessary, a transfer from the Capital Outlay fund will be made to service the full debt.

## EXPENDITURES

Expenditures are broken down into three categories: Bond principal, Bond interest, and banking fees. Principal due in 2018-2019 is estimated at \$23.9 million with interest estimated at \$12.4 million for a total of principal and interest payment of \$36.3 million.



## NUTRITION FUND

The Nutrition Fund includes all revenues and operation expenses associated with providing high-quality, nutritious, low-cost meals. This fund is self-sustaining through meal charges and substantial state and federal subsidies.

### REVENUES

#### Local Sources

Local revenues come from the sale of meals to students and adults, catering revenues, and interest on investments. With District enrollment expected to remain relatively the same as 2017-2018, and with no increases in lunch fees, local revenues are expected to remain fairly constant. For the ninth straight year there will be no price increase for school lunch for students, see the above chart.

#### State Sources

The state of Utah imposes a Wine, Liquor & Heavy Beer tax on all sales in the State. Ten percent of the gross revenue from this tax is transferred to the Uniform School Fund to support the school lunch program. It is anticipated that the revenue from this tax will remain consistent with the prior year.

#### Federal Sources

The National School Lunch and Breakfast Programs provide reimbursement to the District based on the number of free and reduced meals served. The amount of reimbursement is expected to remain the same as the prior year. The District will spend down some of its fund balance in order to not increase lunch prices.

### EXPENDITURES

Ninety one percent of the expenditures in the Nutrition Fund are for salaries, benefits, and food costs. Approximately 43% is spent on food and 48% on salary and benefits.

SCHOOL BREAKFAST/LUNCH PRICES					
	2015	2016	2017	2018	2019
<b>Lunch:</b>					
Elementary	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75
Secondary	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Reduced Price	\$0.40	\$0.40	\$0.40	\$0.40	\$0.40
Adult	\$3.00	\$3.00	\$3.00	\$3.00	\$3.50
<b>Breakfast:</b>					
Elementary	\$0.90	\$0.90	\$0.90	\$0.90	\$0.90
Secondary	\$1.10	\$1.10	\$1.10	\$1.10	\$1.10
Reduced Price	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
Adult	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00

## ACTIVITY FUND

The Activity Fund accounts for all monies that flow through the individual school checking accounts including club accounts, athletic programs, class fees, vending receipts, student activity fees, etc. Although these funds are collected, spent, and managed by the schools, the District has fiscal oversight responsibility for these student monies and this fund facilitates accountability, auditing, budgeting, and reporting requirements. Fundraisers and admissions generate the most revenue while instructional purchased services and supplies are the most common expenditure type.

## CANYONS EDUCATION FOUNDATION FUND

The Canyons School District Education Foundation Fund includes money contributed from the private sector. Funds channeled through the Foundation are used to enhance the quality of education provided to Canyons School District students. Many schools and students will benefit from the donations contributed in 2018-2019.

## PASS-THROUGH TAXES FUND

This fund accounts for the property taxes that are transferred to the community and redevelopment agencies. The agencies are to use these funds to stimulate growth in the areas that have been selected by these agencies which in turn will increase the District's tax base in future years. The balance in this fund will always be zero as the District does not possess these funds. Salt Lake County distributes the taxes directly to the agencies.

## PROPRIETARY FUND

### INTERNAL SERVICE FUND

### EMPLOYEE BENEFITS SELF-INSURANCE FUND

The Employee Benefits Self-Insurance Fund accounts for the District's self-funded health and accident insurance program. This program charges the other funds of the District and collects the employee's respective premiums and pays insured health and accident costs. The purpose of this program is to provide low-cost quality health care to employees as a benefit of employment.

## REVENUES

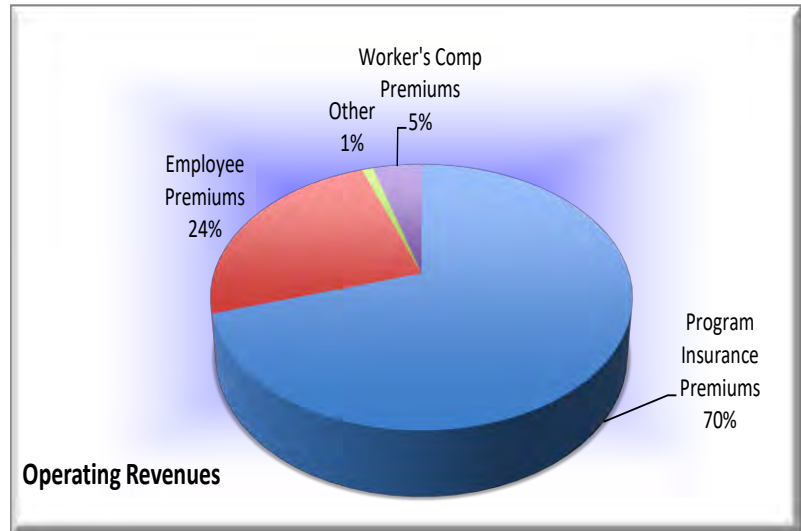
Revenue comes from premiums charged to the fund where employee salaries are charged and from premiums charged to employees. The chart on the next page shows, by type, the anticipated revenues that will be transferred to the fund. Premiums for employees will be increased that are on the traditional insurance plan for the 2018-2019. Due to the high increase in medical costs, the District increased the premiums by 6.0% for the tradition insurance plan and only 3.0% for the high deductible insurance plan. For those

Percentage of Premium Paid by District	
Employee Group	Amount
Certificated	71.0%
Classified	74.8%
Administrators	71.0%

on the traditional insurance plan the increase was divided between the District and the employees. The District will assume the whole increase on the high deductible plan. As shown by the adjacent chart, the District funds the majority of the premium expenses for employees and their families.

#### EXPENDITURES

The majority of the expenses in this fund are for payment of health and accident claims and prescriptions. The District is self-insured and has contracted with a third party carrier to administer the program. The District pays the carrier an administration fee to process claims. However, the District pays all claims. Based on expected medical trend increases, expenditures are expected to increase by 3.0% or about \$0.8 million between 2017-2018 and 2018-2019.



#### NET ASSETS

The District budgeted for a 2018-2019 net asset balance of \$2.9 million. This represents approximately 9.8% of the District expected operating expenses for the fiscal year. Being self-insured, a healthy net asset balance is required in case several high cost claims are incurred. If necessary, the District's administration will assign a portion of the fund balance from the General Fund to this fund.

#### BOND RATINGS REPORTS

In December 21, 2017, Moody's Investor Services reviewed the District's credit rating and issued an AAA rating. In December 19, 2017, Fitch Ratings Service reviewed the District's credit rating and issued an AAA rating. These are the highest ratings possible. Fewer than 100 school districts nationwide (from over 15,000) have achieved a AAA rating from both ratings agencies. The rating reports from Moody's agency and Fitch's agency are on the following pages. After the reports are the financial statements. Three-year budget forecasts for each fund, including the Self-Insurance Fund, are included.



## CREDIT OPINION

21 December 2017

Rate this Research



## Contacts

Steven Goodman +1 415 274 1723

Global  
Associate Lead Analyst

steven.goodman@moody.com

Dan Steed +1 415 274 1716

AVP Analyst  
dan.steed@moody.com

## CLIENT SERVICES

Americas 1 212 553 1653

Asia Pacific 852 3551 3077

Japan 81 3 5408 4100

EMEA 44 20 7772 5454

## Canyons School District, UT

## Update to credit analysis

## Summary

Canyons School District's large tax base will continue to see healthy growth driven by the expanding state and local economy in Salt Lake City metro area. The district's financial profile remained robust with healthy and stable reserves and balanced operations. The district benefits from above average resident wealth levels and average debt and pension liability.

On December 21, 2017 we assigned a **Aaa** underlying and **Aaa** enhanced rating to Canyons School District, Utah's \$49 million General Obligation Bonds (Utah School Bond Guaranty Program), Series 2018. Moody's maintains the **Aaa** rating on the district's outstanding general obligation debt.

## Credit strengths

- » Large and growing tax base with expanding local economy
- » Strong financial profile with healthy reserves and robust liquidity

## Credit challenges

- » Wealth measure, that while above average, are below the median for **Aaa**-rated districts.
- » Flat enrollment that will constrain future revenue growth

## Rating outlook

The stable outlook reflects our expectation that the district's tax base will continue to compare favorably to other districts at its rating level and that its finances will remain structurally balanced with healthy reserve levels.

## Factors that could lead to an upgrade

- » N/A

## Factors that could lead to a downgrade

- » Material deterioration of the district's reserve position
- » Significant contraction in the district's tax base



## Key indicators

Exhibit 1:

Canyons School District, UT	2013	2014	2015	2016	2017
<b>Economy/Tax Base</b>					
Total Full Value (\$000)	\$22,981,513	\$23,741,483	\$25,210,142	\$26,864,127	\$29,401,331
Population	207,099	209,884	212,279	204,086	206,874
Full Value Per Capita	\$110,969	\$113,063	\$118,759	\$131,631	\$142,259
Median Family Income (% of US Median)	124.3%	125.6%	125.1%	125.1%	125.1%
<b>Finances</b>					
Operating Revenue (\$000)	\$246,952	\$247,984	\$249,739	\$268,116	\$272,930
Fund Balance (\$000)	\$75,498	\$74,329	\$74,134	\$75,195	\$76,535
Cash Balance (\$000)	\$109,462	\$104,302	\$103,174	\$101,221	\$100,270
Fund Balance as a % of Revenues	30.8%	30.0%	29.7%	28.0%	28.0%
Cash Balance as a % of Revenues	44.3%	42.1%	41.3%	37.8%	36.7%
<b>Debt/Pensions</b>					
Net Direct Debt (\$000)	\$245,867	\$280,611	\$306,884	\$290,896	\$271,890
3-Year Average of Moody's ANPL (\$000)	\$414,027	\$422,756	\$447,774	\$463,453	N/A
Net Direct Debt / Operating Revenues (x)	1.0x	1.1x	1.2x	1.1x	1.0x
Net Direct Debt / Full Value (%)	1.1%	1.2%	1.2%	1.1%	0.9%
Moody's - adjusted Net Pension Liability (3-yr average) to Revenues (x)	1.7x	1.7x	1.8x	1.5x	1.8x
Moody's - adjusted Net Pension Liability (3-yr average) to Full Value (%)	1.8%	1.6%	1.8%	1.0%	1.7%

Sources: Canyons School District and Moody's Investors Service.

## Profile

The district, located approximately 15 miles south of Salt Lake City, provides K-12 education to a population of 206,000 in Cottonwood Heights, Sandy, Draper, Midvale, The Town of Alita, and certain unincorporated parts of the county. The district operates 29 elementary schools, 8 middle schools, 5 high schools and 5 special program schools and serves 33,907 students. The district split from the Jordan School District (Aaa stable) as voted in 2007 and the district has operated independently since July 1, 2009.

## Detailed credit considerations

## Tax Base and Economy: Affluent Community in southwestern Salt Lake County

At only 15 miles from the heart of Salt Lake City, the district is a part of the vibrant Salt Lake City metro area. The district's large, \$29 billion tax base will continue to grow at a healthy rate as the Salt Lake City metro area continues to experience significant economic expansion. The local economy will be driven by growth in technology and finance with the sustained growth supported by low business costs and a highly educated population. Tax base, wage and employment growth will persist in the near to medium term.

Comprised primarily of residential properties, the district is a large, wealthy, and built-out suburban district. At its current size of \$29 billion, the district is substantially larger than the median Aaa rated school district nationally. The district has displayed accelerating tax base growth coming out of the recession with a tax base growth of 9.4% in 2017 and projected 8.7% in 2018 and a 5-year average growth rate of 6.5%. The tax base will continue to grow with in-fill construction, housing turnover and business investment in the local economy. While there are currently no major developments, there is significant developable land in the southwest portion of the district that is slated for development over the next 5-10 years that should drive future tax base growth.

Wealth measures in the district are healthy relative to Utah peers but low compared to similarly rated districts nationally. Median family income was 125.1% of the U.S. (2015), and full value per capita, a proxy measure of wealth, is \$154,657. Unemployment in the

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county is very low at 2.9% as of October 2017, according to data from the Bureau of Labor Statistics. While relative wealth measures are low nationally the relative cost of living in the area somewhat suppresses absolute wages.

#### Financial Operations and Reserves: Strong reserve position; Balanced operations

Overall the district has a very strong financial profile and is a distinct credit strength. Like most Utah school districts, revenues are derived from the state based on enrollment and from local sources based on property tax revenue. Canyons receives a relatively even revenue split with 47.7% of operating funds revenues (operating funds defined as general fund and debt service fund) from the state based on a weighted per pupil formula and 43.6% from local property taxes. The district has been historically been structurally balanced and has maintained an available operating fund balance between 27.9% and 30.6% of revenues since 2012 averaging 29.0%. The 2017 fiscal year ended with a \$1.5 million operating surplus that, because of increases in revenues, left available fund balance at the 28.0% level from the previous year. Current district reserves compare favorably to Aaa medians for the state and the nation.

As has been a district staple, the 2018 budget shows a modest general fund deficit of approximately \$4.3 million, but as the district has historically shown the expectation is that the year will end in structural balance. The district expects a structural balance in spite of the 9% raises given to district teachers to get starting salaries above the \$40,000 mark. Recent teacher shortages in state have caused districts all over Utah to raise wages significantly. District management is confident that it can maintain its robust reserves as new revenues from the state coming online should help balance the projected increases. The district should continue to operate with balanced to positive operations as the State of Utah continues to reform its school funding and district management continues its practice of conservative budgeting.

#### LIQUIDITY

The district maintains solid cash reserves equal to 36.7% of operating revenues (\$100.3 million) in fiscal 2017.

#### Debt and Pensions: Manageable debt burden; Near-term issuances expected

Due to a combination of a rapidly growing tax base and above average payout of debt, the district's direct debt burden is manageable after the current issuance at 1.0% of full value and only 1.2 times operating revenues. After this current sale, the district will have \$234 million of remaining bond authorization that we expect the district to access over the next couple of years. While we do expect that these future issuances will add to the debt burden, due to the district's tax rate promise of \$15.65 per \$1,000 of assessed value the district's net direct debt will remain manageable.

#### DEBT STRUCTURE

All of the district's debt is fixed rate. Principal amortization is below average at 61.5% in 10 years however 96.5% of debt is retired in 15 years. Overall debt service is level through 2033 at which point debt service payments ramp down till final maturity in 2037.

#### DEBT-RELATED DERIVATIVES

The district has no debt-related derivatives.

#### PENSIONS AND OPEB

The district participates in the Utah Retirement System (URS), a cost-sharing multiple-employer, defined benefit retirement plan sponsored by the state. The district's contribution to URS in 2017 was \$29.1 million, or a manageable 10.7% of general fund revenues. Moody's three-year adjusted net pension liability (ANPL) for the district is a manageable 1.7% of full value and 1.8 times operating revenues. The adjustments are not intended to replace the district's reported liability information, but to improve comparability with other rated entities. We determined the district's share of the liability in proportion to its contributions to the statewide plan. Moody's ANPL reflects certain adjustments we make to improve comparability of reported pension liabilities. The adjustments are not intended to replace the district's or URS's reported liability information, but to improve comparability with other rated entities. The district closed its OPEB plan for employees hired after 2006 and has committed to funding 105% of the remaining OPEB liability. We view this as a strong step towards managing future liabilities.

#### Management and Governance

Utah School Districts have an Institutional Framework score of Aa, which is high compared to the nation. Institutional Framework scores measure a sector's legal ability to increase revenues and decrease expenditures. The sector's major revenue source is enrollment based state funding and property taxes. Property tax revenues may be increased by holding a "truth in taxation" or from voter approval. Unpredictable revenue fluctuations tend to be minor, or under 5% annually. Across the sector, fixed and mandated costs are



generally less than 25% of expenditures. Utah is a Right to Work state, providing significant expenditure-cutting ability. Unpredictable expenditure fluctuations tend to be minor, under 5% annually.

Adult and MEFs were grown in DMEM supplemented with 10% fetal bovine serum (FBS) and 100 units/ml penicillin, 100 units/ml streptomycin, and 100 units/ml nystatin. Cells were grown in the presence of 10% FBS until they reached confluence. Cells were then grown in the presence of 1% FBS for 48 h before being treated with 100 ng/ml of the indicated growth factors. Media were collected at the indicated times and assayed for the indicated cytokines. Data are expressed as the mean  $\pm$  SD of three independent experiments, each performed in triplicate. Statistical significance was determined by Student's *t*-test.





**Contacts**

Steven Goodman, ~~Chief~~  
Associate Area Analyst  
steven.goodman@moody.com

+1-415-774-1711

Dan Steed  
AVP Analyst  
dan.steed@moody.com

+1-415-774-1716

**CLIENT SERVICES**

Americas 1-212-553-1653

Asia Pacific 852-3551-3077

Japan 81-3-5408-4100

EMEA 44-20-7772-5454





Public Finance

Tax-Supported / U.S.A.

## Canyons School District, Utah

## Full Rating Report

## Ratings

Issuer Default Rating AAA

## New Issue

General Obligation Bonds (Utah School Bond Guaranty Program), Series 2018<sup>1</sup> AAA

## Outstanding Debt

General Obligation Bonds<sup>2</sup> AAA

The 'AAA' rating is based on a guarantee provided by the Utah School Bond Default Avoidance Program, which is rated 'AAA' by Fitch. Canyons School District's GO bonds have a 'AAA' underlying rating from Fitch, reflecting the district's credit quality without consideration of the guarantee provided by the Utah School Bond Default Avoidance Program.

## Rating Outlook

Stable

## New Issue Summary

Sale Date: Competitive sale on Jan. 18, 2018

Series: \$49,000,000 General Obligation Bonds (Utah School Bond Guaranty Program), Series 2018

Purpose: To fund school capital improvement projects.

Security: General obligations of Canyons School District (the district), payable from proceeds of an unlimited ad valorem tax levied on all eligible taxable property within the district.

Final Maturity: Serially, June 15, 2018–2037, subject to optional redemption prior to final maturity.

## Analytical Conclusion

The 'AAA' Issuer Default Rating (IDR) and underlying rating on the outstanding GO bonds reflect the district's solid financial operations, flexible labor environment and low debt and pension burden. The district's superior inherent budget flexibility has resulted in exceptionally strong gap-closing capacity. The GO bonds are supported by a growing tax base.

## Key Rating Drivers

## Revenue Framework: 'aaa'

Strong general fund revenue growth will likely continue in line with, or above, national economic performance. The district's independent legal ability to raise revenues is high, which is unusual for a U.S. school district.

## Expenditure Framework: 'aa'

Spending growth will likely remain in line with, to marginally above, anticipated revenue growth. The district enjoys solid expenditure and labor flexibility.

## Long-Term Liability Burden: 'aaa'

The district's combined debt and unfunded pension liability is low relative to its resource base. Fitch Ratings expects this burden to remain low, and the direct-debt amortization rate to remain moderate, after the issuance of additional debt in the short-to-medium term. Pension system contributions have stabilized, and liability related to the closed other post-employment benefits (OPEB) plan is winding down.

## Operating Performance: 'aaa'

The district has exceptionally strong gap-closing capacity, which should ensure financial resilience during economic downturns.

## Rating Sensitivities

**Solid Financial Operations:** Fitch expects the district will continue to exercise sound budget management. Continued sufficient reserve levels through the economic cycle would enable the district to maintain an 'AAA' IDR.

## Analysts

Alan Gibson  
+1 415 732 1577  
alan.gibson@fitchratings.com

Andrew Ward  
+1 415 732 9617  
andrew.ward@fitchratings.com



## Public Ratings

### Rating History (IDR and GO)

Rating	Action	Outlook/Watch	Date
AAA	Affirmed	Stable	12/19/17
AA+	Upgraded	Stable	2/12/12
AA+	Assigned	Positive	8/15/11

### Credit Profile

Canyons School District covers about 182 square miles of Southeast Salt Lake County. It has approximately 34,000 students attending 47 schools and adult- and community-education programs, making it the fifth-largest school district in Utah. The district's taxable assessed valuation (TAV) rebounded strongly after a 7% recessionary decline. Due to new growth and rising valuations for existing properties, TAV continues to grow strongly (8% in fiscal 2018), with further growth projected because of ongoing residential and commercial construction.

The district is primarily residential, with an established commercial base, and it benefits from being an integral part of the Salt Lake City metro economy. Nevertheless, wealth characteristics vary markedly among the district's component communities, which include the cities of Midvale (IDR AA/Outlook Stable), Cottonwood Heights, Sandy and Draper. The district includes some of the wealthiest communities in the state, while other areas are more challenged, with significant portions of their students eligible for free and reduced lunch programs.

### Revenue Framework

The district's funding comes from a combination of property taxes imposed by the school board, state-imposed personal income and corporate franchise taxes, and federal sources. In fiscal 2017, local revenues accounted for almost 40% of general fund revenues and state sources almost 54%, with the balance coming from federal sources. The weighted pupil unit is the statutory allocation methodology for equalized school funding across the state. It increased by 3% to 4% in each of fiscal years 2016–2018, with a comparable increase expected in fiscal 2019.

Fitch expects that strong general fund revenue growth will likely continue in line with, or above, national economic performance. The district has experienced strong revenue growth since its inception. Assuming a proportionate share of pre-fiscal 2010 Jordan School District revenues, its 10-year revenue growth has exceeded national GDP growth. This has been the result of slowly increasing student enrollment and improved state funding. The district expects student enrollment to be stable and is not experiencing new charter school competition.

The district has a high independent legal ability to raise revenues. It could raise over \$19 million more per year (almost 8% of fiscal 2017 general fund revenues), subject to the advisory truth-in-taxation public hearing process, under the board local tax levy set by the district's school board. Such an increase would not result in a reduction of state funding. After completing its building plan, the district could also reduce its capital outlay levy and commensurately increase its operations and maintenance levy to direct an additional \$2 million–\$3 million in tax revenues to the general fund. The district has not increased property taxes since its inception and has no plans to hold a truth-in-taxation public hearing in fiscal 2019.

### Expenditure Framework

The majority of spending is on instruction costs (61% of fiscal 2017 general fund spending), with a further 10% spent on facilities operating costs. The district's fiscal 2018 general fund budget absorbed approximately \$18 million in increased employee remuneration and benefit costs (approximately 7% of budgeted spending). The high 8% teacher remuneration increase in fiscal 2018 was spurred by Utah's very competitive teacher market; increases for classified and administrative staff were a lower 3% plus a step increase. The district is not expecting the same level of teacher remuneration pressure in fiscal 2019.

### Related Research

Fitch [S&P Global Ratings](#) School District, Utah's GOs: AAA+ (December 2017)

[Cottonwood Heights](#) District Utah (December 2016)

### Related Criteria

U.S. Public Finance Tax-Supported Rating Criteria (May 2017)

## Findings

Based on the district's patterns of revenue and spending, Fitch expects future general fund expenditures to be in line with, to marginally above, general fund revenue growth. The district's carrying costs related to debt repayment and pension contributions are moderate relative to the district's resource base, leaving solid expenditure flexibility.

The district considers personnel costs its area of greatest spending flexibility. If the district needed to reduce expenditures, it would likely utilize the flexibility of its annual teacher contracts to modify future step and column increases and cost of living adjustments. The district could also increase class sizes, eliminate support positions and move more support employees to hourly positions without benefits.

### Long-Term Liability Burden

The district's overall debt and pension burden is low, at 5% of personal income. The majority of the debt burden is direct district debt, which amortizes at a moderate 59% in 10 years. Direct debt includes a 59% portion of GO debt issued by Jordan School District prior to the division of the two districts in fiscal 2010 and subsequent GO refunding bonds, series 2014.

Although the district's stable student enrollment projections mean it does not face pressure to construct new schools, it has identified \$300 million in needed facility upgrades and modernization. In November 2017, district voters approved up to \$283 million in general obligation bonds, which district officials expect to issue in five tranches through fiscal 2022, starting with the series 2018 bonds. The district aims to keep its property tax rate as close to the current level as possible. Based on a pro forma schedule for four future tranches of GO bonds, Fitch does not expect the district's direct debt burden to increase materially with the issuance of new debt.

Once the district's building program is complete, which management expects by fiscal 2025 at the latest, the district expects to use a mixture of pay-as-you-go and GO bond funding for future capital improvement projects. It expects that any future bond measure in eight to 12 years would be for a smaller, \$100 million–\$150 million, paramount.

The district participates in the state retirement pension system and makes its annual actuarially determined contributions. Using Fitch's 6% discount rate, which is more conservative than the state retirement pension system's 7.2% rate, the district's pension liabilities are approximately 74% funded in fiscal 2017. The district's employer contributions have now stabilized after some years of increases to offset recessionary investment losses. The district's annual costs related to its closed OPEB plan's remaining liability are declining as the program winds down.

### Operating Performance

The district has exceptionally strong gap-closing capacity. For details, see Scenario Analysis, page 5.

The district ended its eighth year of operations with a strong unrestricted general fund balance and ample liquidity and borrowable resources. The district has increased its unreserved general fund balance to over \$73 million (30% of spending) in fiscal 2017, from almost \$38 million (19% of spending) at its inception in fiscal 2010. The district continues to roll forward its economic stabilization reserve at the maximum allowed by state statute — 5% of fiscal 2018 general fund budgeted expenditures, or more than \$13 million. Additionally, the district continues to fully fund its retirement benefit plan by including 105% of its accrued actuarial liability (over \$17 million) within the committed general fund balance.



## Fitch Ratings

## Public Finance

The budgeted net operating deficit after transfers in fiscal 2018 of over \$4 million, followed by smaller deficits in fiscal years 2019–2020, is in large part due to state budgetary requirements. The district has to budget use of the entire unassigned general fund budget (over \$22 million at fiscal 2017 year end). Typically, the district significantly outperforms its conservative budgets, and its general fund balances are expected to remain very strong. Based on current performance, the district expects to achieve structural balance and maintain its current general fund balances at fiscal year end 2018.

In addition to strong general fund liquidity, the district could also borrow from its capital outlay fund in an emergency. The capital outlay fund balance is expected to be \$35 million by the end of fiscal 2018, but lower in future years as funds are expended on the district's capital improvement program. The district board plans to maintain a capital outlay fund balance of approximately \$15 million to preserve financial flexibility.

## Canyons School District (UT)

## Scenario Analysis

12/20/2016

## Revenue Safety Margin in an Unrestricted Stress



## Analyst Interpretation of Scenario Results:

The district has exceptionally strong gap-filling capacity, it has been building up its unrestricted general fund balance since inception in fiscal 2010. Consequently, the district's unrestricted general fund balance is now well in excess of Fitch's **low** revenue safety margin for the district of 5.2% of spending. Given modestly low revenue volatility and superior inherent budget flexibility, Fitch expects the district to maintain a **low** revenue safety margin during any periods of economic stress.

## Scenario Parameters:

0.5% Assumption (% Change)

Spending Assumption (% Change)

Revenue Output (% Change)

Inherent Budget Flexibility

	Year 1	Year 2	Year 3
0.5% Assumption (% Change)	(1.5%)	(1.5%)	(1.5%)
Spending Assumption (% Change)	0.0%	0.0%	0.0%
Revenue Output (% Change)	(0.5%)	(0.5%)	(0.5%)
Inherent Budget Flexibility	Supreme		

## Revenues, Expenditures, and Fund Balances

	2011	2012	2013	2014	2015	2016	2017	Year 1	Year 2	Year 3
Total Revenues	227,426	229,479	230,236	230,338	229,281	228,855	227,501	226,180	224,193	222,904
% Change in Revenues	-	1.1%	0.3%	0.0%	(0.5%)	(0.2%)	(0.6%)	(0.6%)	(0.9%)	(0.6%)
Total Expenditures	187,081	193,981	192,802	218,812	222,841	228,830	233,603	237,256	242,351	247,248
% Change in Expenditures	-	3.7%	(0.6%)	13.0%	1.9%	2.6%	2.1%	1.5%	2.1%	2.0%
Transfers in and Other Sources	-	-	-	-	-	-	-	-	-	-
Transfers Out and Other Uses	(75)	(86)	(88)	(219)	(387)	(399)	(56)	(168)	(268)	(342)
Net Transfers	(75)	(86)	(88)	(219)	(387)	(399)	(56)	(168)	(268)	(342)
Good Proceeds and Other One-Time Items	-	-	-	-	-	-	-	-	-	-
Net Operating Surplus/(Deficit)-Other Sources	13,184	13,102	13,187	(10)	(10)	(10)	(10)	(11,076)	(18,158)	(24,344)
Net Operating Surplus/(Deficit)-% of Expend. and Transfers Out	7.0%	6.8%	6.8%	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(5.0%)	(8.4%)	(11.0%)
Unrestricted/Unreserved Fund Balance (General Fund)	40,345	40,498	41,434	11,526	11,439	11,025	11,895	10,904	9,035	7,560
Other Available Funds (Not for Spent)	-	-	-	-	-	-	-	-	-	-
Combined Available Fund Balance (2017 - Analyst Input)	40,345	40,498	41,434	11,526	11,439	11,025	11,895	10,904	9,035	7,560
Combined Available Fund Bal. (% of Expend. and Transfers Out)	21.6%	21.4%	22.1%	5.3%	5.1%	4.8%	5.2%	4.8%	4.1%	3.3%
Revenue Safety Margins										
Revenue Safety Margin (High)	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%
Revenue Safety Margin (Low)	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%
Revenue Safety Margin (Avg)	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%
Revenue Safety Margin (Low)	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%

Notes: (1) Revenue safety margins are calculated based on the assumption that the district's revenue will decline by 0.5% in Year 1, followed by 0.5% and 0.5% OGP growth in Years 2 and 3, respectively. Expenditures are assumed to grow at a 0.5% rate of inflation. Inherent budget flexibility is the analyst's assessment of the district's ability to deal with fiscal stress through tax and spending policy choices, and demonstrates the analysis used to calculate the revenue safety margin. For further details, please see Fitch's 101 Tax-Related Rating Criteria.

Fitch Ratings

Public Finance

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# FINANCIAL STATEMENTS

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## CANYONS SCHOOL DISTRICT

### Budgeted Combined Statement of Revenues, Expenditures and Changes in Fund Balances

All Governmental and Proprietary Funds - Fiscal Year 2018-2019

	General Fund	Pass-Through Taxes	District Activity	Canyons Education Foundation	Nutrition Fund
<b>Revenues:</b>					
Property Tax	\$ 98,715,904	\$ 10,580,425	\$ -	\$ -	\$ -
Registered Vehicles Fee-in-Lieu	5,660,126	-	-	-	-
Interest on Investments	1,850,000	-	14,300	27,000	38,500
State Sources	138,971,795	-	-	-	2,258,000
Federal Sources	15,006,820	-	-	-	6,765,200
Other Local	4,628,474	-	11,024,013	535,500	4,265,600
Total Revenues	264,833,119	10,580,425	11,038,313	562,500	13,327,300
<b>Expenditures:</b>					
Instruction	163,638,355	-	11,006,012	-	-
Support Services:					
Student Services	13,126,745	-	-	-	-
Staff Services	17,998,694	-	-	-	-
District Administration	2,774,950	-	-	-	-
School Administration	20,533,898	-	-	-	-
Central Support Services	14,419,465	-	-	-	-
Operation & Maintenance of Plant	26,335,564	-	-	-	-
Student Transportation	9,446,856	-	-	-	-
Non-Instructional and Other	318,594	10,580,425	-	746,960	13,882,559
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Total Expenditures	268,593,121	10,580,425	11,006,012	746,960	13,882,559
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	(3,760,002)	-	32,301	(184,460)	(555,259)
<b>Other Financing Sources (Uses):</b>					
Bond Proceeds	-	-	-	-	-
Bond Premiums	-	-	-	-	-
Sale of Property	-	-	-	-	-
Transfers In/(Out)	(195,460)	-	-	195,460	-
Total Other Financing Sources (Uses)	(195,460)	-	-	195,460	-
<b>Net Change in Fund Balances</b>	(3,955,462)	-	32,301	11,000	(555,259)
<b>Fund Balances - Beginning of Year</b>	71,207,272	-	6,846,367	568,158	2,455,416
<b>Fund Balances - End of Year</b>	\$ 67,251,810	\$ -	\$ 6,878,668	\$ 579,158	\$ 1,900,157



Proprietary Fund			Totals (Memorandum Only)				
Capital Outlay	Debt Service	Internal Service Fund	Budget 2018-2019	Final Budget 2017-2018	Actual 2016-2017	Actual 2015-2016	Actual 2014-2015
\$ 19,800,702	\$ 34,526,366	\$ -	\$ 163,623,397	\$ 149,701,371	\$ 140,074,895	\$ 142,448,822	\$ 132,542,737
1,135,323	2,121,296	-	8,916,745	8,775,779	8,291,835	7,791,970	7,301,064
1,300,000	240,000	43,400	3,513,200	3,434,000	3,766,241	2,584,940	2,449,996
61,604	-	-	141,291,399	142,427,877	133,335,013	131,018,890	130,272,185
-	-	-	21,772,020	21,977,632	21,851,523	22,028,889	21,664,475
50,000	-	29,389,650	49,893,237	49,587,936	54,122,626	49,160,033	45,099,665
22,347,629	36,887,662	29,433,050	389,009,998	375,904,595	361,442,133	355,033,544	339,330,122
-	-	-	174,644,367	171,483,752	156,120,985	155,930,907	147,908,963
-	-	-	13,126,745	12,260,652	11,511,907	10,931,039	10,099,532
-	-	-	17,998,694	18,396,126	17,197,160	16,254,028	11,536,564
-	-	-	2,774,950	2,781,336	2,507,402	2,408,396	2,377,553
-	-	-	20,533,898	20,137,585	18,715,088	18,313,983	16,654,114
-	-	-	14,419,465	14,124,789	13,251,568	13,510,173	12,693,640
-	-	-	26,335,564	25,810,106	24,087,814	23,770,303	23,180,718
-	-	-	9,446,856	9,113,129	8,253,809	7,702,864	7,520,312
-	-	29,375,779	54,904,317	53,767,269	48,317,736	50,353,565	54,085,344
140,222,717	-	-	140,222,717	71,512,785	71,379,961	55,981,848	60,504,410
-	36,277,945	-	36,277,945	31,376,030	28,874,246	28,917,441	27,383,716
140,222,717	36,277,945	29,375,779	510,685,518	430,763,559	400,217,676	384,074,547	373,944,866
(117,875,088)	609,717	57,271	(121,675,520)	(54,858,964)	(38,775,543)	(29,041,003)	(34,614,744)
70,000,000	-	-	70,000,000	49,000,000	-	-	42,000,000
3,000,000	-	-	3,000,000	3,173,235	-	-	6,220,563
9,375,135	-	-	9,375,135	6,749,099	-	4,700,000	-
(1,500,000)	1,500,000	-	-	-	-	-	-
80,875,135	1,500,000	-	82,375,135	58,922,334	-	4,700,000	48,220,563
(36,999,953)	2,109,717	57,271	(39,300,385)	4,063,370	(38,775,543)	(24,341,003)	13,605,819
69,915,687	3,112,484	2,822,481	156,927,865	152,864,495	191,640,038	215,981,041	202,375,222
\$ 32,915,734	\$ 5,222,201	\$ 2,879,752	\$ 117,627,480	\$ 156,927,865	\$ 152,864,495	\$ 191,640,038	\$ 215,981,041



# CANYONS SCHOOL DISTRICT

## Budgeted Combined Statement of Revenues, Expenditures and Changes in Fund Balances

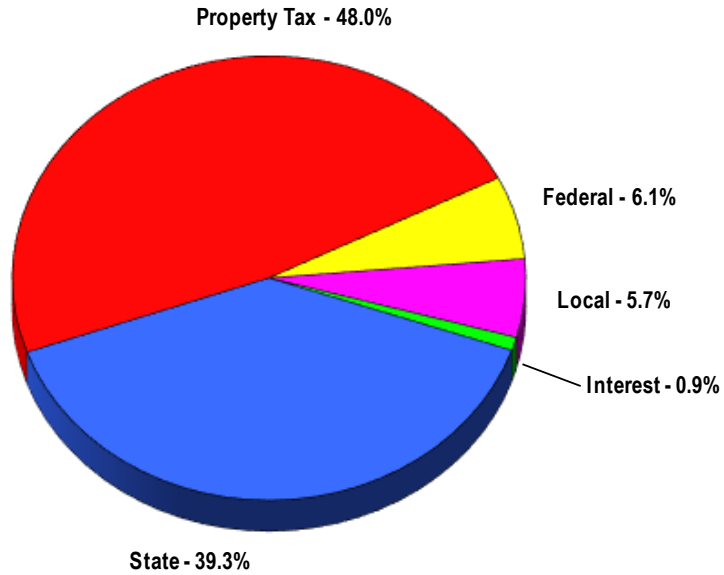
All Governmental and Proprietary Funds - Actuals 2014-2017, Final Budget 2017-2018, Budget 2018-2019 and Budget Forecasts 2019-2022

	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Final Budget 2017-2018	Budget 2018-2019
<b>Revenues:</b>					
Property Tax	\$ 132,542,737	\$ 142,448,822	\$ 140,074,895	\$ 149,701,371	\$ 163,623,397
Registered Vehicles Fee-in-Lieu	7,301,064	7,791,970	8,291,835	8,775,779	8,916,745
Interest on Investments	2,449,996	2,584,940	3,766,241	3,434,000	3,513,200
State Sources	130,272,185	131,018,890	133,335,013	142,427,877	141,291,399
Federal Sources	21,664,475	22,028,889	21,851,523	21,977,632	21,772,020
Other Local	45,099,665	49,160,033	54,122,626	49,587,936	49,893,237
Total Revenues	339,330,122	355,033,544	361,442,133	375,904,595	389,009,998
<b>Expenditures:</b>					
Salaries	141,862,625	149,086,878	153,766,678	165,419,415	171,033,233
Employee Benefits	60,911,478	63,447,888	64,896,968	71,527,265	73,264,457
Contracted/Purchased Services	13,905,624	15,413,035	15,189,944	17,299,795	16,074,107
Supplies/Textbooks/Media/Other	18,970,271	19,437,520	17,089,521	19,503,614	18,338,296
School Lunch Food	5,290,196	5,307,855	5,636,213	5,866,500	5,974,100
Utilities	8,126,227	8,275,458	7,905,235	8,742,013	8,847,488
Equipment/Data Processing Equipment	8,458,465	8,084,773	8,128,603	11,893,158	9,567,782
Land/Buildings/Busses/Vehicles	15,738,429	12,173,521	20,579,240	17,969,991	13,504,650
Bond Architect/Construction Projects	34,894,709	35,451,079	41,799,970	42,634,711	118,182,635
Bond Principal	15,727,300	15,998,000	16,896,000	19,355,000	23,920,000
Bond Interest	11,656,416	12,919,441	11,978,246	12,021,030	12,357,945
Health Claims/Prescriptions/Administration	26,732,248	26,988,935	26,306,588	28,208,700	29,040,400
Community	11,670,878	11,490,164	10,044,470	10,322,367	10,580,425
Total Expenditures	373,944,866	384,074,547	400,217,676	430,763,559	510,685,518
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	(34,614,744)	(29,041,003)	(38,775,543)	(54,858,964)	(121,675,520)
<b>Other Financing Sources (Uses):</b>					
Bond Proceeds	42,000,000	-	-	49,000,000	70,000,000
Bond Premiums	6,220,563	-	-	3,173,235	3,000,000
Sale of Property	-	4,700,000	-	6,749,099	9,375,135
Transfers In/(Out)	-	-	-	-	-
Total Other Financing Sources (Uses)	48,220,563	4,700,000	-	58,922,334	82,375,135
<b>Net Change in Fund Balances</b>	13,605,819	(24,341,003)	(38,775,543)	4,063,370	(39,300,385)
<b>Fund Balances - Beginning of Year</b>	202,375,222	215,981,041	191,640,038	152,864,495	156,927,865
<b>Fund Balances - End of Year</b>	\$ 215,981,041	\$ 191,640,038	\$ 152,864,495	\$ 156,927,865	\$ 117,627,480

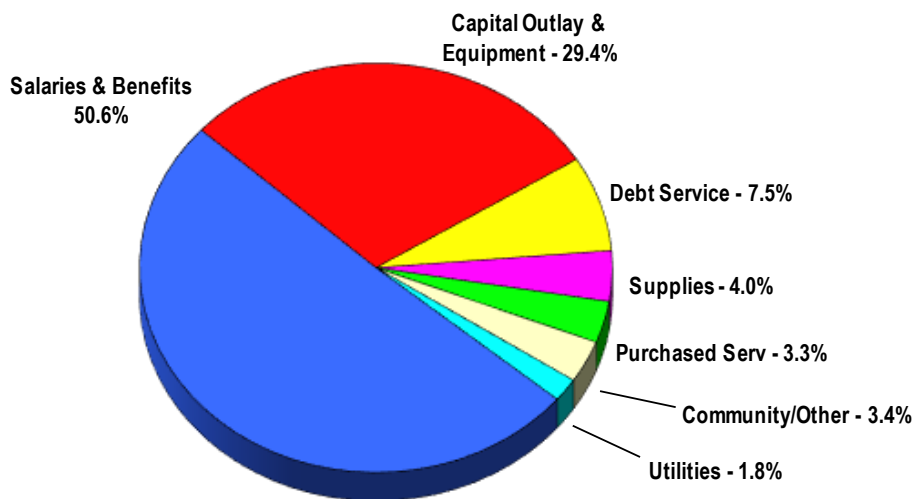
<i><b>Budget Forecast 2019-2020</b></i>	<i><b>Budget Forecast 2020-2021</b></i>	<i><b>Budget Forecast 2021-2022</b></i>
\$ 167,713,983	\$ 171,906,832	\$ 176,204,503
9,139,663	9,368,155	9,602,359
3,556,031	3,627,261	3,699,919
146,919,243	152,771,499	158,857,122
22,149,339	22,533,460	22,924,510
51,605,777	53,404,537	55,268,887
401,084,036	413,611,744	426,557,300
175,131,968	179,329,269	183,627,516
75,024,066	76,826,077	78,671,511
16,453,071	16,867,419	17,292,424
18,806,701	19,287,391	19,780,692
6,093,582	6,215,454	6,339,763
9,046,557	9,250,105	9,458,232
10,381,384	10,652,236	8,724,881
6,210,466	6,039,596	5,948,307
98,880,000	64,125,000	35,820,000
22,075,000	23,460,000	23,290,000
15,730,713	15,128,235	16,652,935
30,164,972	31,333,786	32,548,598
10,844,936	11,116,059	11,393,960
494,843,416	469,630,627	449,548,819
(93,759,380)	(56,018,883)	(22,991,519)
64,000,000	64,000,000	36,000,000
3,000,000	4,000,000	4,000,000
-	-	-
-	-	-
67,000,000	68,000,000	40,000,000
(26,759,380)	11,981,117	17,008,481
117,627,480	90,868,100	102,849,217
\$ 90,868,100	\$ 102,849,217	\$ 119,857,698

Most of the fluctuation in the ending fund balance is due to one-time expenditures in the Capital Outlay Fund. This fund will experience wide swings due to the timing of projects. The ending fund balance for 2018-2019 approximates the forecasted fund balance for 2021-2022. Overall the District feels it's strategically well-positioned for the long-term due to a strong State and local economy and the ability to structure employee contracts annually.

## All Governmental Funds Combined Revenue Sources

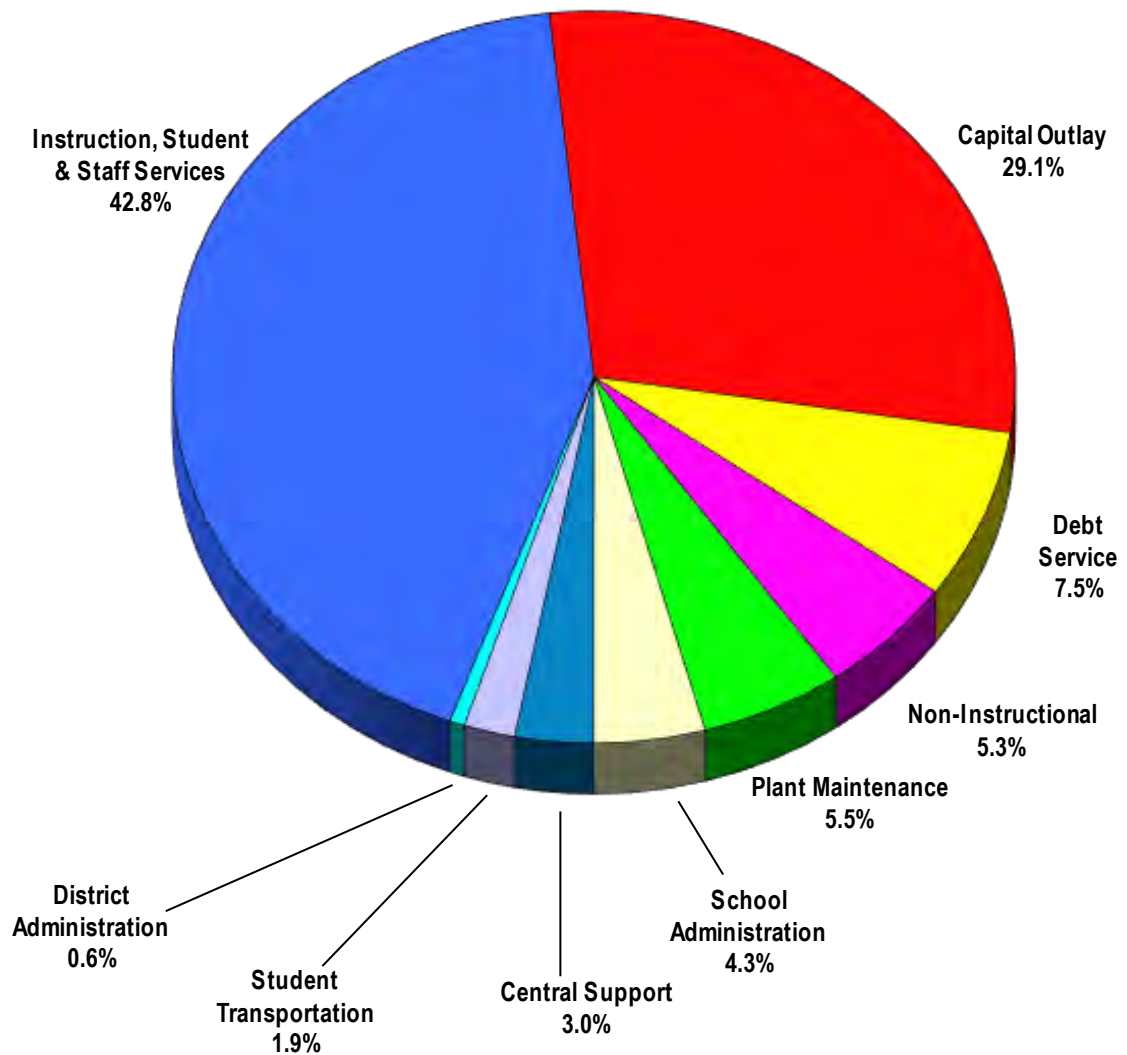


## Budgeted Expenditures by Object



Budget for the Internal Service Fund is excluded from both graphs.

## ***All Governmental Funds Combined Budgeted Expenditures by Function***



Budget for the Internal Service Fund is excluded from graph.

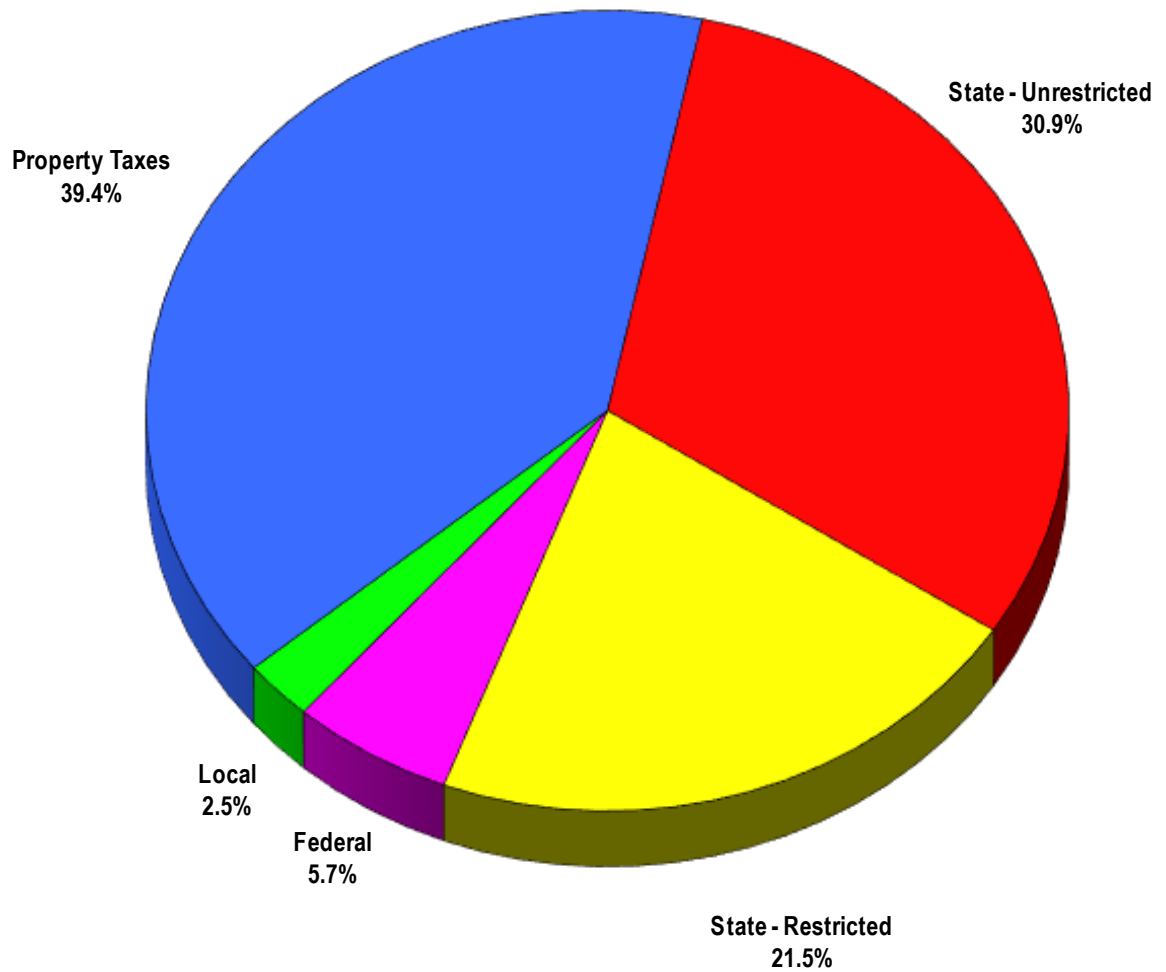
## ***General Fund***

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The General Fund is used to account for the costs of the day to day District operations. This fund accounts for resources which are not required to be accounted for in other funds. A majority of the funding comes from the State of Utah through the Minimum School Finance Act.

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## General Fund Revenue Sources





## Canyons School District

### General Fund

#### Summary Statement of Revenues, Expenditures, and Changes in Fund Balances

	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Final Budget 2017-2018	Budget 2018-2019
<b>Revenues:</b>					
Local Sources	\$ 84,404,148	\$ 95,132,047	\$ 97,156,611	\$ 105,238,568	\$ 110,854,504
State Sources	124,341,340	128,843,478	130,201,600	140,084,087	138,971,795
Federal Sources	14,345,265	15,677,608	15,142,887	14,994,389	15,006,820
Total Revenues	223,090,753	239,653,133	242,501,098	260,317,044	264,833,119
<b>Expenditures:</b>					
Instruction	138,398,131	146,258,365	146,664,649	161,002,003	163,638,355
Support Services:					
Student Services	10,099,532	10,931,039	11,511,907	12,260,652	13,126,745
Staff Services	11,536,564	16,254,028	17,197,160	18,396,126	17,998,694
District Administration	2,377,553	2,408,396	2,507,402	2,781,336	2,774,950
School Administration	16,654,114	18,313,983	18,715,088	20,137,585	20,533,898
Central Support Services	12,693,640	13,510,173	13,251,568	14,124,789	14,419,465
Operation & Maintenance of Plant	23,180,718	23,770,303	24,087,814	25,810,106	26,335,564
Student Transportation	7,520,312	7,702,864	8,253,809	9,113,129	9,446,856
Community	-	288,934	218,011	311,614	318,594
Total Expenditures	222,460,564	239,438,085	242,407,408	263,937,340	268,593,121
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	630,189	215,048	93,690	(3,620,296)	(3,760,002)
<b>Other Financing Sources (Uses):</b>					
Transfers In (Out)	(387,054)	(177,676)	(153,106)	(186,469)	(195,460)
Total Other Financing Sources (Uses)	(387,054)	(177,676)	(153,106)	(186,469)	(195,460)
<b>Net Change in Fund Balances</b>	243,135	37,372	(59,416)	(3,806,765)	(3,955,462)
<b>Fund Balances - Beginning of Year</b>	74,792,946	75,036,081	75,073,453	75,014,037	71,207,272
<b>Fund Balances - End of Year</b>	\$ 75,036,081	\$ 75,073,453	\$ 75,014,037	\$ 71,207,272	\$ 67,251,810
<b>Fund Balances:</b>					
Non-Spendable	1,956,774	1,448,952	1,435,178	1,506,937	1,567,214
Restricted	970,026	-	168,963	-	-
Committed	37,089,388	36,733,425	32,224,035	35,236,299	33,483,246
Assigned	14,739,542	16,250,113	18,954,273	34,464,036	32,201,350
Unassigned	20,280,351	20,640,963	22,231,588	-	-
<b>Total Fund Balances</b>	\$ 75,036,081	\$ 75,073,453	\$ 75,014,037	\$ 71,207,272	\$ 67,251,810

# Canyons School District

## The General Fund

Three Year Budget Forecast- Expenditures are by function and object

	<b>Budget 2018-2019</b>	<b>Budget Forecast 2019-2020</b>	<b>Budget Forecast 2020-2021</b>	<b>Budget Forecast 2021-2022</b>	<b>Projected Growth Rate</b>
<b>Revenues:</b>					
Property Tax	\$ 98,715,904	\$ 101,183,802	\$ 103,713,397	\$ 106,306,232	2.50%
Registered Vehicles Fee-in-Lieu	5,660,126	5,801,629	5,946,670	6,095,337	2.50%
Interest on Investments	1,850,000	1,887,000	1,924,740	1,963,235	2.00%
State Sources	138,971,795	144,530,667	150,311,894	156,324,370	4.00%
Federal Sources	15,006,820	15,231,922	15,460,401	15,692,307	1.50%
Other Local	4,628,474	4,721,043	4,815,464	4,911,773	2.00%
<b>Total Revenues</b>	<b>264,833,119</b>	<b>273,356,063</b>	<b>282,172,566</b>	<b>291,293,254</b>	
<b>Expenditures by Function:</b>					
Instruction	163,638,355	167,729,314	171,922,547	176,220,611	2.50%
Support Services:					
Student Services	13,126,745	13,422,097	13,724,094	14,032,886	2.25%
Staff Services	17,998,694	18,403,665	18,817,747	19,241,146	2.25%
District Administration	2,774,950	2,837,386	2,901,227	2,966,505	2.25%
School Administration	20,533,898	20,995,911	21,468,319	21,951,356	2.25%
Business Services	14,419,465	14,743,903	15,075,641	15,414,843	2.25%
Operation of Plant	26,335,564	26,928,114	27,533,997	28,153,512	2.25%
Student Transportation	9,446,856	9,659,410	9,876,747	10,098,974	2.25%
Community	318,594	325,762	333,092	340,587	2.25%
<b>Total Expenditures Function</b>	<b>268,593,121</b>	<b>275,045,562</b>	<b>281,653,411</b>	<b>288,420,420</b>	
<b>Expenditures by Object:</b>					
Salaries	164,658,527	168,628,518	172,694,461	176,858,684	
Employee Benefits	71,012,034	72,726,270	74,481,990	76,280,197	
Contracted/Purchased Services	11,278,182	11,543,113	11,814,282	12,091,839	
Supplies and Materials	10,363,769	10,607,155	10,856,275	11,111,263	
Utilities	8,847,488	9,046,557	9,250,105	9,458,232	
Equipment	2,433,121	2,493,949	2,556,298	2,620,205	
<b>Total Expenditures Object</b>	<b>268,593,121</b>	<b>275,045,562</b>	<b>281,653,411</b>	<b>288,420,420</b>	
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>(3,760,002)</b>	<b>(1,689,499)</b>	<b>519,155</b>	<b>2,872,834</b>	
<b>Other Financing Sources (Uses):</b>					
Transfers In/(Out)	(195,460)	(197,415)	(199,389)	(201,383)	
<b>Total Other Financing Sources (Uses)</b>	<b>(195,460)</b>	<b>(197,415)</b>	<b>(199,389)</b>	<b>(201,383)</b>	
<b>Net Change in Fund Balances</b>	<b>(3,955,462)</b>	<b>(1,886,914)</b>	<b>319,766</b>	<b>2,671,451</b>	
<b>Fund Balances - Beginning of Year</b>	<b>71,207,272</b>	<b>67,251,810</b>	<b>65,364,896</b>	<b>65,684,662</b>	
<b>Fund Balances - End of Year</b>	<b>\$ 67,251,810</b>	<b>\$ 65,364,896</b>	<b>\$ 65,684,662</b>	<b>\$ 68,356,113</b>	

### Assumptions:

Property taxes and vehicle fees have been projected using a 2.50% growth rate. Interest rates are rising so a growth rate of 2.00% has been used. The Utah economy continues to grow at a higher rate than the national average. The State increased the WPU by 2.50% and State funding in the flexible allocation was increased by an equivalent 1.5% WPU for 2018-2019; therefore, a 4.00% increase will be assumed for future years due to the growing economy. District enrollment projections indicate that enrollment will remain steady for the next several years. The slow rate of enrollment growth will slow the growth in instructional expenditures -- a 2.50% rate of growth has been assumed. All other functional expenditures are expected to grow at a rate of 2.25% as the district evaluates future support costs. As salary and benefits comprise the largest expense percentage, the District will ensure these expenditures do not exceed available revenues in any given year. This will be accomplished through the annual negotiation process with the employee groups. Overall, the District feels it's well positioned for future years due to the strong Utah economy as well as its conservative budget practices.

## Canyons School District

### General Fund

#### Revenues

	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Final Budget 2017-2018	Budget 2018-2019
<b>Local Sources:</b>					
Property Taxes	\$ 72,672,869	\$ 80,649,175	\$ 83,131,776	\$ 92,523,126	\$ 98,715,904
Registered Vehicles Fee-in-Lieu	4,723,390	5,155,381	5,691,213	5,804,182	5,660,126
Tuitions	371,811	614,922	783,588	1,344,000	1,364,000
Earnings on Investments	1,319,006	1,380,037	2,072,490	1,710,000	1,850,000
Other Local Revenue	4,095,795	6,308,201	4,738,413	2,731,260	2,441,574
Indirect Costs-Other Funds	1,221,277	1,024,331	739,131	1,126,000	822,900
Total Local Sources	84,404,148	95,132,047	97,156,611	105,238,568	110,854,504
<b>State Sources:</b>					
Unrestricted Basic School Programs:					
Regular School Programs - K-12	70,947,816	68,217,864	69,342,846	72,781,241	68,968,713
Flexible Allocation	1,100,066	1,196,590	398,626	393,120	3,619,812
Professional Staff	8,012,210	8,550,845	8,804,890	9,153,285	9,353,470
Total Unrestricted Basic Program	80,060,092	77,965,299	78,546,362	82,327,646	81,941,995
Restricted Basic School Programs:					
Special Education	13,267,283	14,672,399	15,988,225	19,327,293	17,168,719
Applied Technology Education	4,228,932	4,699,629	3,960,125	4,450,171	4,345,673
Class Size Reduction	6,090,408	6,341,443	6,497,190	6,781,637	6,946,685
Total Restricted Basic Program	23,586,623	25,713,471	26,445,540	30,559,101	28,461,077
<b>Other State Revenues:</b>					
Gifted and Talented	166,411	260,352	160,106	174,229	175,730
Advanced Placement	184,742	170,669	217,281	230,523	255,745
Concurrent Enrollment	284,546	297,323	164,545	206,225	221,622
At-Risk - Regular Program	1,068,049	1,448,930	1,328,560	1,255,771	1,605,667
At-Risk - Youth-in-Custody	694,950	510,150	560,161	427,715	388,635
Adult Education South Park	-	1,653,394	1,476,507	1,438,594	1,459,247
Adult Education Entrada	-	591,487	629,695	514,070	544,457
Pupil Transportation	3,732,909	3,910,876	4,015,776	4,355,471	4,848,361
School Nurses	44,125	50,282	49,256	47,542	43,820
School Trust Lands	2,108,302	2,496,631	2,524,530	3,272,130	3,620,232
Extended Day Kindergarten	302,132	381,346	287,615	284,593	300,175
Driver Education	208,135	378,407	277,900	264,635	268,820
Reading Achievement	539,004	503,647	464,616	343,326	330,088
Library Books & Supplies	25,132	46,773	32,441	115,189	43,819
Teacher Supplies and Materials	276,497	307,088	349,786	268,008	294,516
Educator Salary Adjustments	9,032,054	9,374,116	9,600,857	9,539,937	9,530,397
UPASS	98,111	67,578	71,689	39,421	-
USTAR Centers	225,000	263,521	135,961	309,300	303,100
Beverly Taylor Sorenson	186,660	511,200	524,089	684,336	704,866
Dual Immersion	364,509	427,000	447,000	678,094	689,590
Digital Teaching and Learning	-	-	414,345	735,823	971,200
Other Sources	1,153,357	1,513,938	1,476,982	2,012,408	1,968,636
Total Other State Revenues	20,694,625	25,164,708	25,209,698	27,197,340	28,568,723
Total State Sources	124,341,340	128,843,478	130,201,600	140,084,087	138,971,795

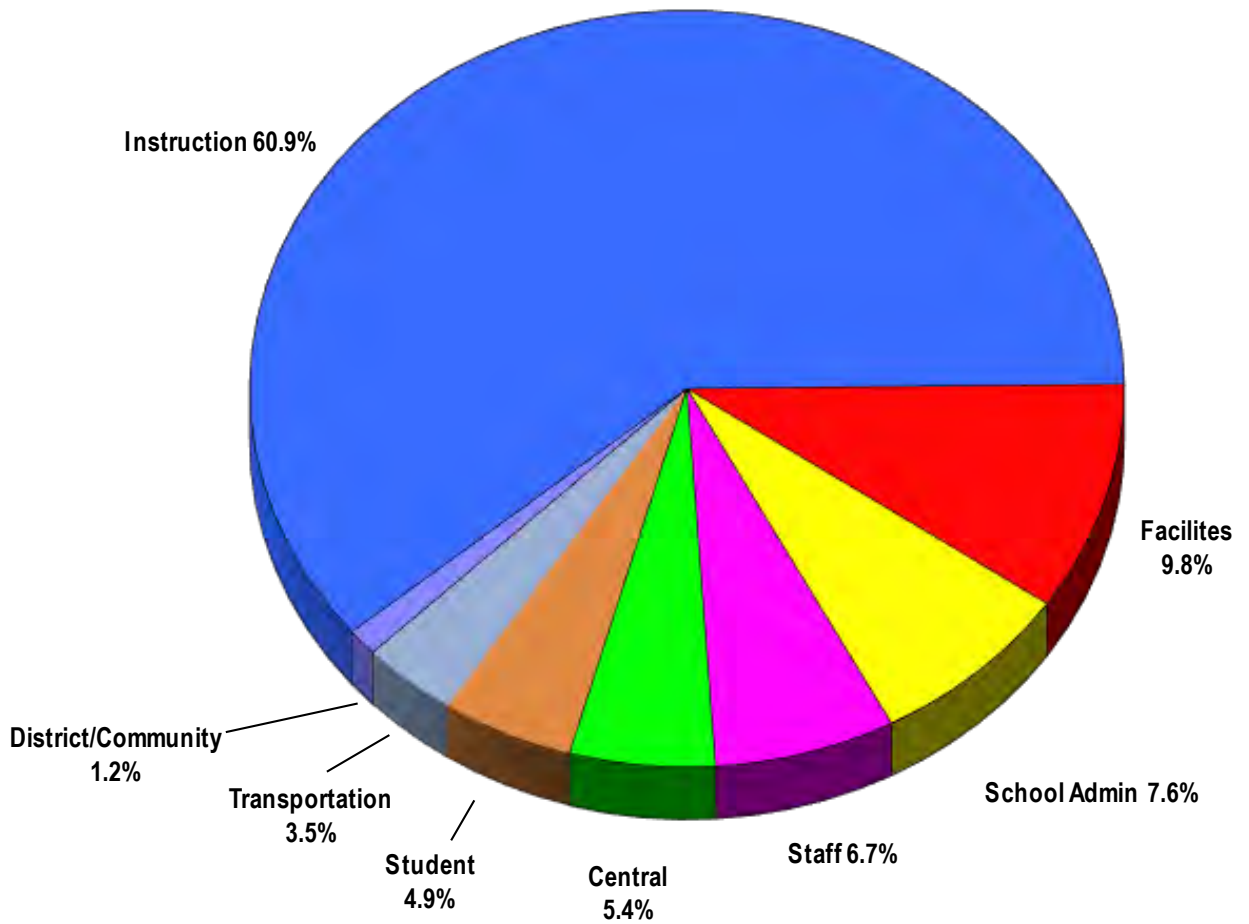
## Canyons School District

### General Fund

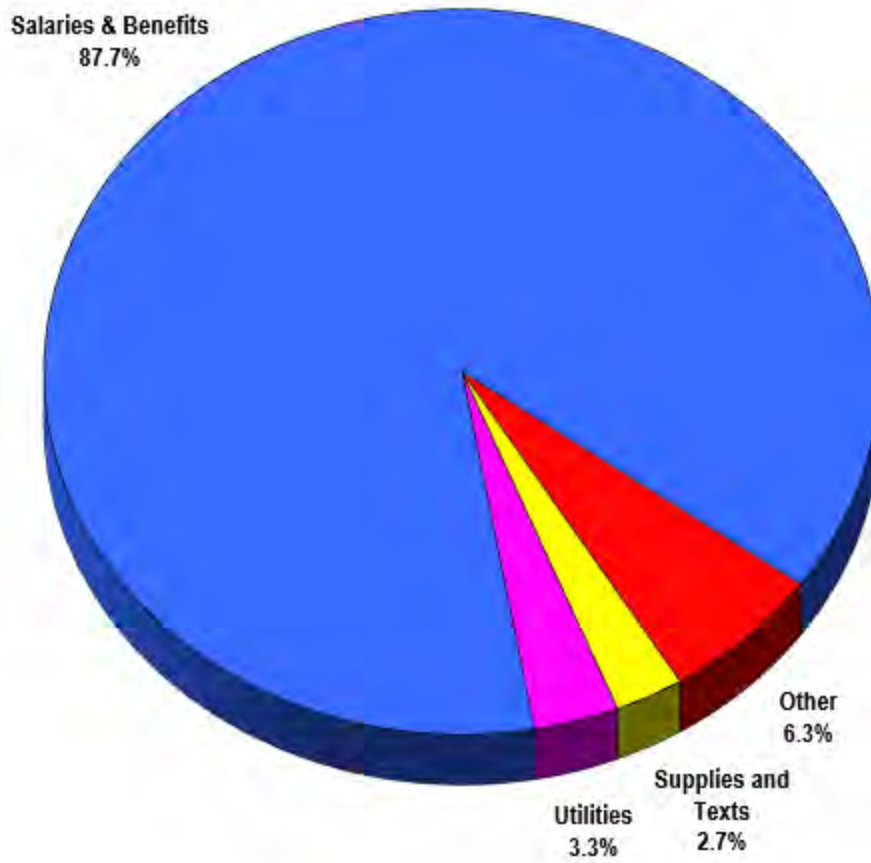
#### Revenues

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Federal Sources:</b>					
Special Education	5,139,389	6,487,506	5,548,469	7,256,766	7,464,425
Medicaid	2,959,290	2,797,178	2,861,604	2,065,790	2,448,103
Applied Technology	347,243	346,587	344,584	316,480	326,345
Other Restricted Grants through State	211,586	358,413	568,280	534,401	534,436
NCLB Title IA - Poverty	4,069,044	3,941,812	4,159,593	3,590,952	3,251,063
NCLB Title IIA - Teacher Quality	636,583	659,529	773,482	656,188	573,570
NCLB Title IIIA - English Language	172,002	167,734	189,303	178,608	182,286
NCLB Title X- McKinley Vento	39,733	59,246	28,059	76,921	56,385
Community After School	289,478	366,060	165,751	181,133	117,151
E-Rate	480,917	493,543	503,762	137,150	53,056
Total Federal Sources	14,345,265	15,677,608	15,142,887	14,994,389	15,006,820
 Total Revenues	 \$ 223,090,753	 \$ 239,653,133	 \$ 242,501,098	 \$ 260,317,044	 \$ 264,833,119

## General Fund Expenditures by Function



## General Fund Expenditures by Object





## Canyons School District

### General Fund Expenditures

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Instruction:</b>					
Salaries:					
Teachers - Certificated	\$ 77,344,677	\$ 80,217,337	\$ 81,806,106	\$ 88,736,424	\$ 91,440,436
Substitute Teachers	1,937,655	2,075,670	2,281,856	2,070,902	2,077,131
Teacher Aides & Paraprofessionals	8,693,678	9,918,721	10,385,712	12,503,788	12,551,866
Total Salaries	87,976,010	92,211,728	94,473,674	103,311,114	106,069,433
Employee Benefits:					
State Retirement	18,043,021	18,667,933	18,867,148	20,952,105	21,404,828
Social Security	6,543,888	6,879,896	7,014,301	8,094,694	8,303,462
Group Insurance	10,730,022	11,018,390	11,434,047	12,376,276	13,298,094
Disability Insurance	221,263	224,356	225,395	310,442	300,274
Worker's Compensation	714,341	752,200	770,211	834,054	853,314
Local Retirement	2,877,759	2,902,789	2,895,153	2,460,000	2,375,000
Unemployment	9,522	11,360	38,063	50,000	52,000
Total Employee Benefits	39,139,816	40,456,924	41,244,318	45,077,571	46,586,972
Contracted Services	1,650,228	2,287,616	2,488,374	3,285,104	2,291,441
Purchased Services	1,713,024	1,871,871	1,609,625	2,064,573	2,080,152
Field Trips	92,832	98,990	126,291	98,909	96,709
Total Purchased Services	3,456,084	4,258,477	4,224,290	5,448,586	4,468,302
Supplies	2,928,553	3,915,376	3,359,645	3,048,267	2,975,437
Textbooks	2,424,569	2,664,241	949,022	1,491,473	780,455
Software	166,786	76,666	304,868	354,757	324,635
Total Supplies and Materials	5,519,908	6,656,283	4,613,535	4,894,497	4,080,527
Instructional Equipment	526,692	634,797	556,052	748,734	690,478
Computer Equipment	1,767,407	1,608,698	1,437,865	1,477,046	1,698,188
Other	12,214	431,458	114,915	44,455	44,455
Total Equipment and Other	2,306,313	2,674,953	2,108,832	2,270,235	2,433,121
Total Instruction	138,398,131	146,258,365	146,664,649	161,002,003	163,638,355

## Canyons School District

### General Fund

#### Expenditures

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Student Services:</b>					
Salaries:					
Director's and Coordinators	217,434	281,614	347,961	237,768	247,496
Guidance Personnel	2,680,783	3,075,956	3,019,897	3,029,907	3,381,820
Health Services Personnel	1,051,690	1,095,873	1,134,003	1,228,592	1,365,352
Psychological Personnel	2,029,682	2,172,265	2,313,780	2,754,988	3,075,097
Secretarial and Other	298,739	326,779	330,609	356,549	348,223
Total Salaries	6,278,328	6,952,487	7,146,250	7,607,804	8,417,988
Employee Benefits	2,534,129	2,812,145	2,912,702	3,440,986	3,600,995
Purchased Services	1,152,396	1,013,666	1,310,571	1,021,000	922,250
Supplies and Other	134,679	152,741	142,384	190,862	185,512
Total Student Support	10,099,532	10,931,039	11,511,907	12,260,652	13,126,745
<b>Staff Services:</b>					
Salaries:					
Director's and Coordinators	1,589,035	1,735,907	1,758,978	1,937,299	2,036,069
Teachers - Certified	3,401,202	6,326,611	7,174,633	7,311,179	7,315,428
Media Personnel	695,611	742,600	763,600	797,513	823,673
Secretarial and Clerical	758,858	834,083	839,724	847,295	883,320
Aides and Paraprofessionals	655,613	725,881	719,783	778,089	766,689
Total Salaries	7,100,319	10,365,082	11,256,718	11,671,375	11,825,179
Employee Benefits	2,604,631	3,896,063	4,185,674	4,585,799	4,360,415
Purchased Services	761,881	865,988	727,674	676,702	680,052
Supplies and Other	659,725	683,364	614,026	644,456	639,601
Library Books	410,008	443,531	413,068	817,794	493,447
Total Instructional Staff Support	11,536,564	16,254,028	17,197,160	18,396,126	17,998,694
<b>District Administration:</b>					
Salaries:					
Board of Education	90,050	91,210	91,000	91,000	91,000
Superintendent and Assistants	983,863	1,005,669	1,049,570	1,092,470	1,120,831
Secretarial and Clerical	380,441	427,543	460,135	432,724	460,165
Total Salaries	1,454,354	1,524,422	1,600,705	1,616,194	1,671,996
Employee Benefits	571,181	583,861	619,912	726,227	714,139
Purchased Services	209,975	173,501	174,730	227,090	179,220
Supplies and Other	142,043	126,612	112,055	211,825	209,595
Total District Admin Support	2,377,553	2,408,396	2,507,402	2,781,336	2,774,950

## Canyons School District

### General Fund

#### Expenditures

	<i>Actual</i> 2014-2015	<i>Actual</i> 2015-2016	<i>Actual</i> 2016-2017	<i>Final</i> <i>Budget</i> 2017-2018	<i>Budget</i> 2018-2019
<b>School Administration:</b>					
Salaries:					
Principals and Assistants	8,088,833	8,647,431	8,836,304	9,211,518	9,584,960
Secretarial and Clerical	3,489,972	4,058,927	4,221,025	4,361,412	4,566,730
Total Salaries	11,578,805	12,706,358	13,057,329	13,572,930	14,151,690
Employee Benefits	4,878,952	5,376,107	5,458,453	6,025,663	6,061,176
Purchased Services and Other	196,357	231,518	199,306	538,992	321,032
Total School Admin Support	16,654,114	18,313,983	18,715,088	20,137,585	20,533,898
<b>Central Support Services:</b>					
Salaries:					
Business Administrator and Directors	1,750,445	1,926,141	1,979,968	1,925,848	1,981,404
Secretarial and Clerical	1,528,106	1,664,138	1,738,118	1,679,828	1,796,034
Other Classified Personnel	2,824,451	3,005,325	3,181,111	3,616,188	3,780,347
Total Salaries	6,103,002	6,595,604	6,899,197	7,221,864	7,557,785
Employee Benefits	2,578,864	2,758,919	2,831,575	3,066,808	3,204,902
Purchased Services	3,277,103	3,385,570	2,674,564	2,973,950	2,798,691
Supplies and Other	734,671	770,080	846,232	862,167	858,087
Total Central Support	12,693,640	13,510,173	13,251,568	14,124,789	14,419,465
<b>Operation &amp; Maintenance of Plant:</b>					
Salaries:					
Secretarial and Clerical	174,069	190,622	203,284	215,656	225,537
Custodial/Maintenance Supervisors	575,884	619,258	579,694	660,278	708,621
Custodial/Maintenance Personnel	5,986,507	6,224,947	6,373,731	6,423,979	6,770,252
Custodial/Maintenance - Hourly	1,538,657	1,543,616	1,621,414	1,758,889	1,706,286
Total Salaries	8,275,117	8,578,443	8,778,123	9,058,802	9,410,696
Employee Benefits	3,479,889	3,588,913	3,566,074	4,025,127	4,084,030
Purchased Services	757,378	1,010,468	1,639,469	1,602,000	1,665,000
Repairs and Parts	1,628,134	1,360,952	1,224,876	1,435,000	1,390,000
Supplies and Other	913,973	956,069	974,037	947,164	938,350
Water and Sewer	1,463,747	1,578,316	1,693,058	1,844,529	1,867,845
Natural Gas	1,484,253	1,434,870	1,306,066	1,811,732	1,831,969
Electricity	5,178,227	5,262,272	4,906,111	5,085,752	5,147,674
Total Operation & Maintenance	23,180,718	23,770,303	24,087,814	25,810,106	26,335,564

## Canyons School District

### General Fund

#### Expenditures

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Student Transportation:</b>					
Salaries:					
Secretarial and Clerical	74,739	98,111	171,540	78,625	86,255
Transportation Supervisors	92,028	95,470	98,069	155,898	105,421
Bus Drivers	3,254,822	3,422,228	3,691,052	3,944,153	4,184,994
Mechanics, Analysts and Others	858,647	920,346	871,759	982,282	1,027,260
Total Salaries	4,280,236	4,536,155	4,832,420	5,160,958	5,403,930
Employee Benefits	1,758,128	1,877,497	1,978,164	2,311,671	2,324,416
Purchased Services	118,130	93,203	98,276	145,000	149,860
Supplies and Other	270,566	258,364	343,716	265,500	266,650
Motor Fuel	688,049	475,911	558,455	715,000	775,000
Tires and Lubricants	61,648	63,002	77,103	90,000	87,000
Repair Parts	343,555	398,732	365,675	425,000	440,000
Total Transportation	7,520,312	7,702,864	8,253,809	9,113,129	9,446,856
<b>Community Service:</b>					
Salaries	-	139,800	94,997	146,694	149,830
Employee Benefits	-	71,298	47,467	73,320	74,989
Purchased Services and Other	-	77,836	75,547	91,600	93,775
Total Community Service	-	288,934	218,011	311,614	318,594
 Total Expenditures	 \$222,460,564	 \$239,438,085	 \$242,407,408	 \$263,937,340	 \$268,593,121

## ***Non K-12 Programs Fund***

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2014-2015 was the last fiscal year this fund was used. Starting in 2015-2016 all programs previously recorded in this fund are now included in the General Fund. This fund is still included for the roll-up to the combined statements for fiscal year 2014-2015.

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## Canyons School District

### Non K-12 Programs Fund

#### Summary Statement of Revenues, Expenditures, and Changes in Fund Balances

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Revenues:</b>					
Local Sources	\$ 234,768	\$ -	\$ -	\$ -	\$ -
State Sources	3,925,626	-	-	-	-
Federal Sources	1,111,280	-	-	-	-
Total Revenues	5,271,674	-	-	-	-
<b>Expenditures:</b>					
Non-Instructional Services	5,446,155	-	-	-	-
Total Expenditures	5,446,155	-	-	-	-
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	(174,481)	-	-	-	-
<b>Other Financing Sources (Uses):</b>					
Transfers In (Out)	174,481	-	-	-	-
<b>Net Change in Fund Balances</b>	-	-	-	-	-
<b>Fund Balances - Beginning of Year</b>	-	-	-	-	-
<b>Fund Balances - End of Year</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Fund Balances:</b>					
Restricted	-	-	-	-	-
<b>Total Fund Balances</b>	\$ -	\$ -	\$ -	\$ -	\$ -



## Canyons School District

### Non K-12 Programs Fund

#### Revenues

	<i>Actual</i> 2014-2015	<i>Actual</i> 2015-2016	<i>Actual</i> 2016-2017	<i>Final</i> <i>Budget</i> 2017-2018	<i>Budget</i> 2018-2019
<b>Local Sources:</b>					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Registered Vehicles Fee-in-Lieu	-	-	-	-	-
Tuitions	234,768	-	-	-	-
Earnings on Investments	-	-	-	-	-
Other Local Revenue	-	-	-	-	-
Total Local Sources	234,768	-	-	-	-
<b>State Sources:</b>					
Special Education - Pre-School	1,231,955	-	-	-	-
Adult High School	20,000	-	-	-	-
South Park Academy	2,331,290	-	-	-	-
Flexible Allocation	117,611	-	-	-	-
Educator Salary Adjustments	224,770	-	-	-	-
Other State Revenue	-	-	-	-	-
Total State Sources	3,925,626	-	-	-	-
<b>Federal Sources:</b>					
NCLBA Title IA - Poverty	386,258	-	-	-	-
Special Education - IDEA	375,024	-	-	-	-
Special Education - Pre-School	135,537	-	-	-	-
Adult Basic Education	138,000	-	-	-	-
Other Federal	76,461	-	-	-	-
Total Federal Sources	1,111,280	-	-	-	-
Total Revenues	\$ 5,271,674	\$ -	\$ -	\$ -	\$ -

## Canyons School District

### Non K-12 Programs Fund

#### Expenditures

	<i>Actual</i> 2014-2015	<i>Actual</i> 2015-2016	<i>Actual</i> 2016-2017	<i>Final</i> <i>Budget</i> 2017-2018	<i>Budget</i> 2018-2019
<b>Non-Instructional Services</b>					
Salaries	\$ 3,517,057	\$ -	\$ -	\$ -	\$ -
Employee Benefits	1,346,457	-	-	-	-
Purchased Services	113,578	-	-	-	-
Supplies	106,028	-	-	-	-
Equipment	20,915	-	-	-	-
Indirect Costs to M & O Fund	342,120	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 5,446,155</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## ***District Activity Fund***

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District activity funds belong to the District, are used to support its co-curricular and extra-curricular activities in the schools, and are administered by the individual schools. This fund includes all monies that flow through the individual school checking accounts including athletic programs, class fees, vending receipts, student activity fees, etc.

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## Canyons School District

### District Activity Fund

#### Summary Statement of Revenues, Expenses, and Changes in Fund Balances

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Local Revenues:</b>					
Student Fees	\$ 3,637,640	\$ 4,356,827	\$ 4,462,798	\$ 4,596,682	\$ 4,734,582
Vending Commissions	91,967	30,663	101,999	111,200	114,536
Fundraising and Admissions	6,270,455	5,482,445	5,820,431	5,995,044	6,174,895
Interest	22,836	5,713	14,248	14,000	14,300
Total Operating Revenues	10,022,898	9,875,648	10,399,476	10,716,926	11,038,313
<b>Expenditures:</b>					
Instruction:					
Purchased Services	3,687,465	3,863,943	3,879,724	4,306,500	4,521,825
Supplies and Materials	4,532,514	4,623,890	4,429,052	4,916,250	5,162,063
Equipment	364,515	244,128	181,376	199,200	209,160
Other	926,338	940,581	966,184	1,059,799	1,112,964
Total Operating Expenses	9,510,832	9,672,542	9,456,336	10,481,749	11,006,012
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	512,066	203,106	943,140	235,177	32,301
<b>Fund Balances - Beginning of Year</b>	4,952,878	5,464,944	5,668,050	6,611,190	6,846,367
<b>Fund Balances - End of Year</b>	\$ 5,464,944	\$ 5,668,050	\$ 6,611,190	\$ 6,846,367	\$ 6,878,668
<b>Fund Balances:</b>					
Committed	5,464,944	5,668,050	6,611,190	6,846,367	6,878,668
<b>Total Fund Balances</b>	\$ 5,464,944	\$ 5,668,050	\$ 6,611,190	\$ 6,846,367	\$ 6,878,668

# Canyons School District

## District Activity Fund

### Three Year Budget Forecast

	<b>Budget 2018-2019</b>	<b>Budget Forecast 2019-2020</b>	<b>Budget Forecast 2020-2021</b>	<b>Budget Forecast 2021-2022</b>	<b>Projected Growth Rate</b>
<b>Revenues:</b>					
Local Sources					
Student Fees	\$ 4,734,582	\$ 4,864,783	\$ 4,998,565	\$ 5,136,026	2.75%
Vending Commissions	114,536	117,686	120,922	124,247	2.75%
Fundraising and Admissions	6,174,895	6,344,705	6,519,184	6,698,462	2.75%
Interest	14,300	14,693	15,097	15,512	2.75%
Total Revenues	<u>\$ 11,038,313</u>	<u>\$ 11,341,867</u>	<u>\$ 11,653,768</u>	<u>\$ 11,974,247</u>	
<b>Expenditures:</b>					
Instructional					
Purchased Services	4,521,825	4,657,480	4,797,204	4,941,120	3.00%
Supplies and Materials	5,162,063	5,316,925	5,476,433	5,640,726	3.00%
Equipment	209,160	215,435	221,898	228,555	3.00%
Other	1,112,964	1,146,353	1,180,744	1,216,166	3.00%
Total Expenditures	<u>11,006,012</u>	<u>11,336,193</u>	<u>11,676,279</u>	<u>12,026,567</u>	
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	32,301	5,674	(22,511)	(52,320)	
<b>Other Financing Uses:</b>					
Transfers In	-	-	-	-	
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>Net Change in Fund Balances</b>	32,301	5,674	(22,511)	(52,320)	
<b>Fund Balances - Beginning of Year</b>	<u>6,846,367</u>	<u>6,878,668</u>	<u>6,884,342</u>	<u>6,861,831</u>	
<b>Fund Balances - End of Year</b>	<u>\$ 6,878,668</u>	<u>\$ 6,884,342</u>	<u>\$ 6,861,831</u>	<u>\$ 6,809,511</u>	

### Assumptions:

The fund includes all monies that flow through the individual school checking accounts including athletic programs, class fees, vending receipts, student activity fees, etc. Revenues are projected to grow by 2.75%. Expenditures have been projected to increase at 3.00%. School principals are charged with the responsibility of spending within the revenues their school generates.

## ***Pass-Through Taxes Fund***

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The District is required to report on the property taxes transferred to community and redevelopment agencies. The intention of these taxes is to assist the municipalities in growing the infrastructure and thereby attract businesses, which in turn, will increase the District's tax base in future years. The fund balance will always be zero as the District does not possess these funds.

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## Canyons School District

### Pass-Through Taxes Fund

#### Summary Statement of Revenues, Expenditures, and Changes in Fund Balances

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Local Sources:</b>					
Property Taxes	\$ 8,764,277	\$ 9,978,475	\$ 8,329,503	\$ 10,322,367	\$ 10,580,425
Total Revenues	8,764,277	9,978,475	8,329,503	10,322,367	10,580,425
<b>Expenditures:</b>					
Community:					
Payments to Community Development Agencies	8,764,277	9,978,475	8,329,503	10,322,367	10,580,425
Total Expenditures	8,764,277	9,978,475	8,329,503	10,322,367	10,580,425
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	-	-	-	-	-
<b>Fund Balances - Beginning of Year</b>	-	-	-	-	-
<b>Fund Balances - End of Year</b>	\$ -	\$ -	\$ -	\$ -	\$ -

## Canyons School District

### Pass-Through Taxes Fund

#### Three Year Budget Forecast

	<b>Budget 2018-2019</b>	<b>Budget Forecast 2019-2020</b>	<b>Budget Forecast 2020-2021</b>	<b>Budget Forecast 2021-2022</b>	<b>Projected Growth Rate</b>
<b>Revenues:</b>					
Property Tax	\$ 10,580,425	\$ 10,844,936	\$ 11,116,059	\$ 11,393,960	2.50%
Total Revenues	10,580,425	10,844,936	11,116,059	11,393,960	
<b>Expenditures:</b>					
Community:					
Payments to Community Development Agencies	10,580,425	10,844,936	11,116,059	11,393,960	2.50%
Total Expenditures	10,580,425	10,844,936	11,116,059	11,393,960	
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	-	-	-	-	
<b>Other Financing Sources (Uses):</b>					
Transfers In/(Out)	-	-	-	-	
Total Other Financing Sources (Uses)	-	-	-	-	
<b>Net Change in Fund Balances</b>	-	-	-	-	
<b>Fund Balances - Beginning of Year</b>	-	-	-	-	
<b>Fund Balances - End of Year</b>	\$ -	\$ -	\$ -	\$ -	

#### Assumptions:

The Tax Pass-Through Fund will always have a zero fund balance. The District does not collect the property taxes. They are passed directly to the community redevelopment agencies; however, a 2.5% property tax growth rate is assumed.

## ***Canyons Education Foundation***

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The Canyons Education Foundation was established as a non-profit organization to secure and manage funds from the private sector which are used to foster, promote, and enhance public education programs.

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## Canyons School District

### Canyons Education Foundation

#### Summary Statement of Revenues, Expenditures, and Changes in Fund Balances

	<b>Actual 2014-2015</b>	<b>Actual 2015-2016</b>	<b>Actual 2016-2017</b>	<b>Final Budget 2017-2018</b>	<b>Budget 2018-2019</b>
<b>Revenues:</b>					
Local Contributions	\$ 358,914	\$ 338,671	\$ 436,197	\$ 525,000	\$ 535,500
Interest Income	(2,726)	(16,787)	32,831	25,000	27,000
<b>Total Revenues</b>	<b>356,188</b>	<b>321,884</b>	<b>469,028</b>	<b>550,000</b>	<b>562,500</b>
<b>Expenditures:</b>					
Salaries	129,191	111,594	109,397	118,638	125,042
Benefits	59,410	48,132	35,887	31,057	32,518
Purchased Services	1,809	1,034	9,097	28,575	29,600
Supplies	48,225	43,684	29,864	33,700	34,800
Awards	441,802	298,438	368,492	505,000	525,000
<b>Total Expenditures</b>	<b>680,437</b>	<b>502,882</b>	<b>552,737</b>	<b>716,970</b>	<b>746,960</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>(324,249)</b>	<b>(180,998)</b>	<b>(83,709)</b>	<b>(166,970)</b>	<b>(184,460)</b>
<b>Other Financing Sources:</b>					
Transfer In	212,573	177,676	153,106	186,469	195,460
<b>Net Change in Fund Balances</b>	<b>(111,676)</b>	<b>(3,322)</b>	<b>69,397</b>	<b>19,499</b>	<b>11,000</b>
<b>Fund Balances - Beginning of Year</b>	<b>594,260</b>	<b>482,584</b>	<b>479,262</b>	<b>548,659</b>	<b>568,158</b>
<b>Fund Balances - End of Year</b>	<b>\$ 482,584</b>	<b>\$ 479,262</b>	<b>\$ 548,659</b>	<b>\$ 568,158</b>	<b>\$ 579,158</b>
<b>Fund Balances:</b>					
Committed	482,584	479,262	548,659	568,158	579,158
<b>Total Fund Balances</b>	<b>\$ 482,584</b>	<b>\$ 479,262</b>	<b>\$ 548,659</b>	<b>\$ 568,158</b>	<b>\$ 579,158</b>

# Canyons School District

## Canyons Education Foundation

### Three Year Budget Forecast

	<b>Budget 2018-2019</b>	<b>Budget Forecast 2019-2020</b>	<b>Budget Forecast 2020-2021</b>	<b>Budget Forecast 2021-2022</b>	<b>Projected Growth Rate</b>
<b>Revenues:</b>					
Local Contributions	\$ 562,500	\$ 579,375	\$ 596,756	\$ 614,659	3.00%
Total Revenues	562,500	579,375	596,756	614,659	
<b>Expenditures:</b>					
Non-Instructional:					
Salaries	125,042	128,793	132,657	136,637	3.00%
Benefits	32,518	33,494	34,499	35,534	3.00%
Purchased Services	29,600	30,488	31,403	32,345	3.00%
Supplies	34,800	35,844	36,919	38,027	3.00%
Awards	525,000	540,750	556,973	573,682	3.00%
Total Expenditures	746,960	769,369	792,451	816,225	
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	(184,460)	(189,994)	(195,695)	(201,566)	
<b>Other Financing Uses:</b>					
Transfers In	195,460	197,415	199,389	201,383	1.00%
Total Other Financing Sources (Uses)	195,460	197,415	199,389	201,383	
<b>Net Change in Fund Balances</b>	11,000	7,421	3,694	(183)	
<b>Fund Balances - Beginning of Year</b>	568,158	579,158	586,579	590,273	
<b>Fund Balances - End of Year</b>	\$ 579,158	\$ 586,579	\$ 590,273	\$ 590,090	

### Assumptions:

Assumed that revenues and expenditures would increase by 3.00% annually.

## ***Nutrition Fund***

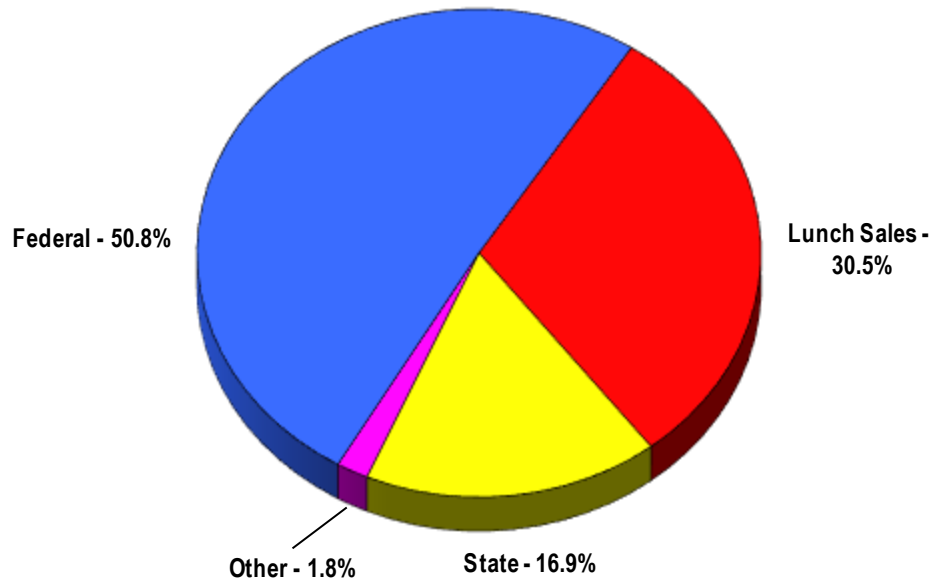
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The purpose of the Nutrition Fund is to account for the food service activities of the District as required by State and Federal law. Financing is provided by local sales along with substantial subsidies from the State of Utah and the U.S. Government.

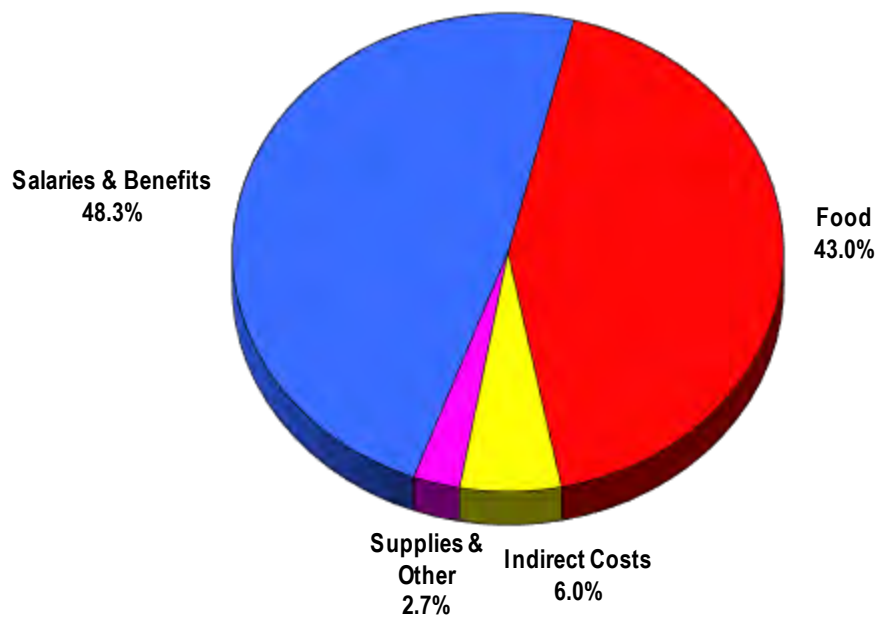
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## ***Nutrition Fund Revenue Sources***



## ***Budgeted Expenditures***



## Canyons School District

### Nutrition Fund

#### Summary Statement of Revenues, Expenditures, and Changes in Fund Balances

	<b>Actual</b> <b>2014-2015</b>	<b>Actual</b> <b>2015-2016</b>	<b>Actual</b> <b>2016-2017</b>	<b>Final</b> <b>Budget</b> <b>2017-2018</b>	<b>Budget</b> <b>2018-2019</b>
<b>Revenues:</b>					
Local Sources	\$ 4,103,644	\$ 4,063,701	\$ 3,993,975	\$ 4,256,700	\$ 4,304,100
State Sources	1,986,870	2,115,732	2,176,140	2,241,200	2,258,000
Federal Sources	6,082,930	6,351,281	6,608,636	6,714,590	6,765,200
<b>Total Revenues</b>	<b>12,173,444</b>	<b>12,530,714</b>	<b>12,778,751</b>	<b>13,212,490</b>	<b>13,327,300</b>
<b>Expenditures:</b>					
Food Services	12,242,509	12,339,288	12,606,849	13,877,288	13,882,559
<b>Total Expenditures</b>	<b>12,242,509</b>	<b>12,339,288</b>	<b>12,606,849</b>	<b>13,877,288</b>	<b>13,882,559</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>(69,065)</b>	<b>191,426</b>	<b>171,902</b>	<b>(664,798)</b>	<b>(555,259)</b>
<b>Fund Balances - Beginning of Year</b>	<b>2,825,951</b>	<b>2,756,886</b>	<b>2,948,312</b>	<b>3,120,214</b>	<b>2,455,416</b>
<b>Fund Balances - End of Year</b>	<b>\$ 2,756,886</b>	<b>\$ 2,948,312</b>	<b>\$ 3,120,214</b>	<b>\$ 2,455,416</b>	<b>\$ 1,900,157</b>
<b>Fund Balances:</b>					
Non-Spendable	246,344	400,139	321,801	315,365	331,133
Restricted	2,510,542	2,548,173	2,798,413	2,140,051	1,569,024
<b>Total Fund Balances</b>	<b>\$ 2,756,886</b>	<b>\$ 2,948,312</b>	<b>\$ 3,120,214</b>	<b>\$ 2,455,416</b>	<b>\$ 1,900,157</b>

# Canyons School District

## Nutrition Fund

### Three Year Budget Forecast

	<b>Budget 2018-2019</b>	<b>Budget Forecast 2019-2020</b>	<b>Budget Forecast 2020-2021</b>	<b>Budget Forecast 2021-2022</b>	<b>Projected Growth Rate</b>
<b>Revenues:</b>					
Interest on Investments	\$ 38,500	\$ 39,270	\$ 40,055	\$ 40,856	2.00%
Sales	4,265,600	4,436,224	4,613,673	4,798,220	4.00%
State Sources	2,258,000	2,325,740	2,395,512	2,467,377	3.00%
Federal Sources	6,765,200	6,917,417	7,073,059	7,232,203	2.25%
Total Revenues	13,327,300	13,718,651	14,122,299	14,538,656	
<b>Expenditures:</b>					
Non-Instructional Services:					
Salaries	5,021,938	5,122,377	5,224,825	5,329,322	2.00%
Employee Benefits	1,683,721	1,717,395	1,751,743	1,786,778	2.00%
Purchased Services	104,100	106,182	108,306	110,472	2.00%
Supplies	175,800	179,316	182,902	186,560	2.00%
Food	5,974,100	6,093,582	6,215,454	6,339,763	2.00%
Equipment	100,000	102,000	104,040	106,121	2.00%
Indirect Costs	822,900	839,358	856,145	873,268	2.00%
Total Expenditures	13,882,559	14,160,210	14,443,415	14,732,284	
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	(555,259)	(441,559)	(321,116)	(193,628)	
<b>Fund Balances - Beginning of Year</b>	2,455,416	1,900,157	1,458,598	1,137,482	
<b>Fund Balances - End of Year</b>	\$ 1,900,157	\$ 1,458,598	\$ 1,137,482	\$ 943,854	

### Assumptions:

State and Federal revenues are projected with a growth rate of 3.00% and 2.25%, respectively. Interest rates will continue to increase; therefore a rate of 2.00% is assumed. Sales to student and adults is projected to increase 4.00%. In 2018-2019, for the ninth consecutive year, the District will not increase lunch prices; however, lunch price's will be increased in the near future to maintain the stability of the fund. Food and labor prices are expected to rise 2.00%. If the fund balance goes into a negative amount, the District will have to make a transfer from the General Fund.

## Canyons School District

### Nutrition Fund

#### Revenues

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Local Sources:</b>					
Sales to Pupils	\$ 3,878,889	\$ 3,817,372	\$ 3,737,036	\$ 3,885,500	\$ 3,924,300
Sales to Adults	142,688	133,343	121,977	135,000	136,200
Interest on Investments	20,439	31,410	29,749	36,000	38,500
Other Local Revenue	61,628	81,576	105,213	200,200	205,100
Total Local Sources	4,103,644	4,063,701	3,993,975	4,256,700	4,304,100
<b>State Sources:</b>					
School Lunch	1,986,870	2,115,732	2,176,140	2,241,200	2,258,000
Total State Sources	1,986,870	2,115,732	2,176,140	2,241,200	2,258,000
<b>Federal Sources:</b>					
Lunch Reimbursement	6,082,930	6,351,281	6,608,636	6,714,590	6,765,200
Total Federal Sources	6,082,930	6,351,281	6,608,636	6,714,590	6,765,200
Total Revenues	\$ 12,173,444	\$ 12,530,714	\$ 12,778,751	\$ 13,212,490	\$ 13,327,300

## Canyons School District

### Nutrition Fund

#### Expenditures

	<i>Actual</i> 2014-2015	<i>Actual</i> 2015-2016	<i>Actual</i> 2016-2017	<i>Final</i> <i>Budget</i> 2017-2018	<i>Budget</i> 2018-2019
<b>Food Services:</b>					
Salaries	\$ 4,085,647	\$ 4,211,077	\$ 4,375,483	\$ 4,837,664	\$ 5,021,938
Employee Benefits	1,523,857	1,508,502	1,532,543	1,634,224	1,683,721
Purchased Services	87,559	91,240	95,264	99,100	104,100
Supplies	173,271	155,248	157,173	170,800	175,800
Food	5,290,196	5,307,855	5,636,213	5,866,500	5,974,100
Equipment	198,586	39,796	71,042	90,000	100,000
Indirect Costs	883,393	1,025,570	739,131	1,179,000	822,900
<b>Total Expenditures</b>	<b>\$ 12,242,509</b>	<b>\$ 12,339,288</b>	<b>\$ 12,606,849</b>	<b>\$ 13,877,288</b>	<b>\$ 13,882,559</b>

## ***Capital Outlay Fund***

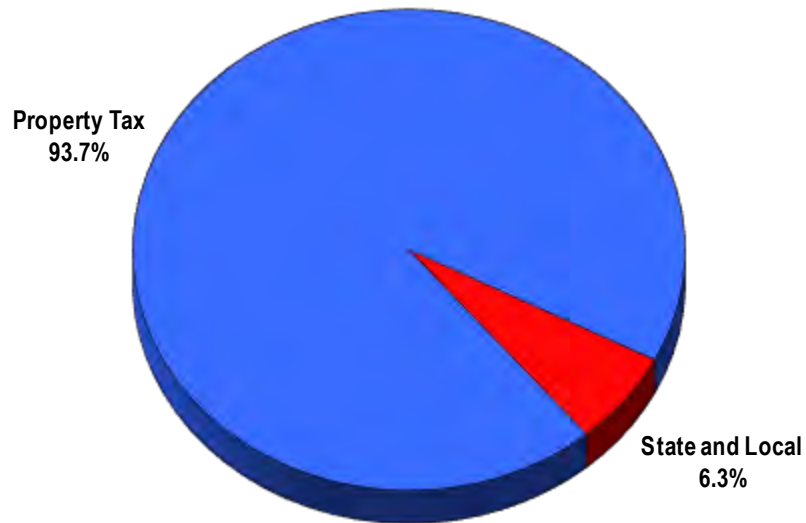
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The purpose of the Capital Outlay Fund is to account for the costs incurred in acquiring and improving sites, constructing and remodeling facilities, and procuring equipment necessary for providing quality educational programs for all students within the District. Financing is provided by a property tax levy as authorized by 53A-16-113.

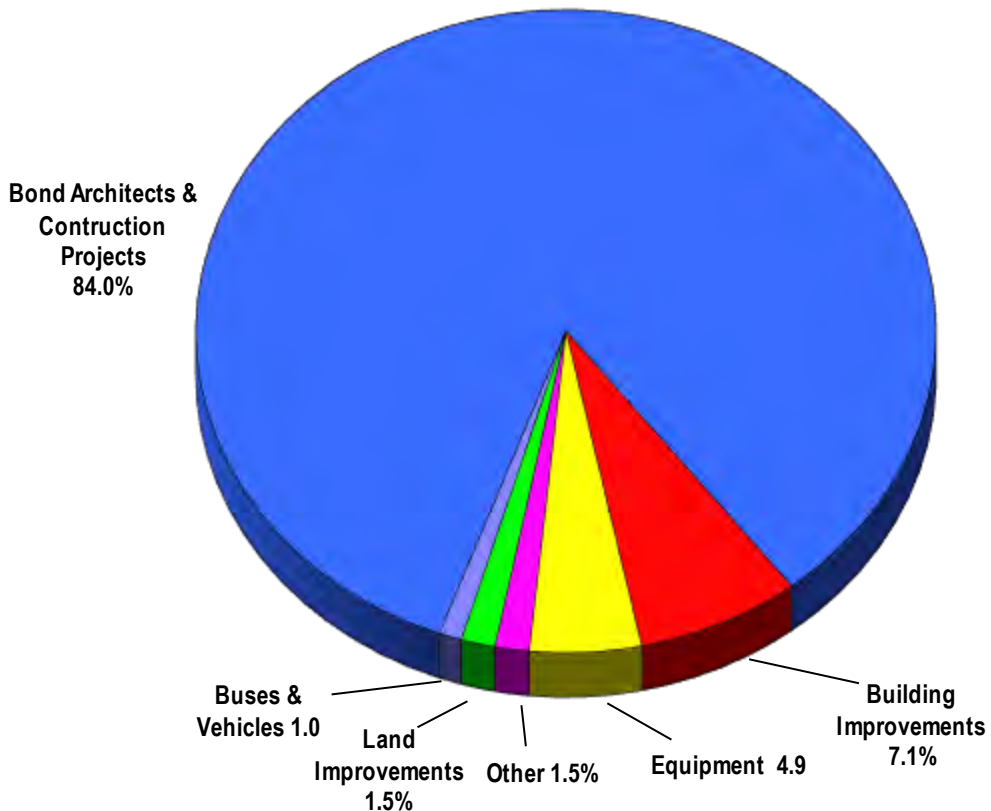
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## Capital Outlay Fund Revenue Sources



## Budgeted Expenditures



## Canyons School District

### Capital Outlay Fund

#### Summary Statement of Revenues, Expenditures, and Changes in Fund Balances

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Revenues:</b>					
Local Sources	\$ 28,122,453	\$ 28,697,057	\$ 29,589,936	\$ 21,521,018	\$ 22,286,025
State Sources	18,349	59,680	957,273	102,590	61,604
Federal Sources	125,000	-	100,000	268,653	-
Total Revenues	28,265,802	28,756,737	30,647,209	21,892,261	22,347,629
<b>Expenditures:</b>					
Capital Outlay	60,504,410	55,981,848	71,379,961	71,512,785	140,222,717
Total Expenditures	60,504,410	55,981,848	71,379,961	71,512,785	140,222,717
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	(32,238,608)	(27,225,111)	(40,732,752)	(49,620,524)	(117,875,088)
<b>Other Financing Sources (Uses):</b>					
Transfers In (Out)	(400,000)	-	-	(1,400,000)	(1,500,000)
Sale of Property	-	4,700,000		6,749,099	9,375,135
Building Bond Proceeds	42,000,000	-	-	49,000,000	70,000,000
Bond Premium	6,220,563	-	-	3,173,235	3,000,000
Total Other Financing Sources	47,820,563	4,700,000	-	57,522,334	80,875,135
<b>Net Change in Fund Balances</b>	15,581,955	(22,525,111)	(40,732,752)	7,901,810	(36,999,953)
<b>Fund Balances - Beginning of Year</b>	109,689,785	125,271,740	102,746,629	62,013,877	69,915,687
<b>Fund Balances - End of Year</b>	<u>\$ 125,271,740</u>	<u>\$ 102,746,629</u>	<u>\$ 62,013,877</u>	<u>\$ 69,915,687</u>	<u>\$ 32,915,734</u>
<b>Fund Balances:</b>					
Restricted	125,271,740	102,746,629	62,013,877	69,915,687	32,915,734
<b>Total Fund Balances</b>	<u>\$ 125,271,740</u>	<u>\$ 102,746,629</u>	<u>\$ 62,013,877</u>	<u>\$ 69,915,687</u>	<u>\$ 32,915,734</u>

## Canyons School District

### Capital Outlay Fund

#### Three Year Budget Forecast

	<b>Budget 2018-2019</b>	<b>Budget Forecast 2019-2020</b>	<b>Budget Forecast 2020-2021</b>	<b>Budget Forecast 2021-2022</b>	<b>Projected Growth Rate</b>
<b>Revenues:</b>					
Property Tax	\$ 19,800,702	\$ 20,295,720	\$ 20,803,113	\$ 21,323,191	2.50%
Registered Vehicles Fee-in-Lieu	1,135,323	1,163,706	1,192,799	1,222,619	2.50%
Interest on Investments	1,300,000	1,326,000	1,352,520	1,379,570	2.00%
State Sources	61,604	62,836	64,093	65,375	2.00%
Federal Sources	-	-	-	-	
Other Local	50,000	-	-	-	0.00%
Total Revenues	22,347,629	22,848,262	23,412,525	23,990,755	
<b>Expenditures:</b>					
Capital Outlay					
Salaries	1,016,621	1,036,953	1,057,692	1,078,846	2.00%
Employee Benefits	432,310	440,956	449,775	458,771	2.00%
Purchased Services & Supplies	120,000	95,000	95,000	95,000	
Architectural & Engineering Fees	6,386,500	1,400,000	3,050,000	3,050,000	
Bond Issuance Costs	380,000	380,000	380,000	220,000	
Bond Construction Projects	111,416,135	97,100,000	60,695,000	32,550,000	
Land and Improvements	2,080,000	700,000	700,000	700,000	
Buildings and Improvements	10,022,450	4,370,466	4,199,596	4,108,307	
Data Processing Equipment	3,259,600	3,050,000	3,050,000	3,050,000	
Equipment	3,565,901	4,520,000	4,720,000	2,720,000	
Buses	962,200	700,000	700,000	700,000	
Vehicles	440,000	440,000	440,000	440,000	
Loan Repayment	141,000	141,000	141,000	141,000	
Total Expenditures	140,222,717	114,374,375	79,678,063	49,311,924	
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	(117,875,088)	(91,526,113)	(56,265,538)	(25,321,169)	
<b>Other Financing Sources (Uses):</b>					
Transfers In/(Out)	(1,500,000)	-	-	-	
Sale of Property	9,375,135	-	-	-	
Building Bond Proceeds	70,000,000	64,000,000	64,000,000	36,000,000	
Bond Premium	3,000,000	3,000,000	4,000,000	4,000,000	
Total Other Financing Sources (Uses)	80,875,135	67,000,000	68,000,000	40,000,000	
<b>Net Change in Fund Balances</b>	(36,999,953)	(24,526,113)	11,734,462	14,678,831	
<b>Fund Balances - Beginning of Year</b>	69,915,687	32,915,734	8,389,621	20,124,083	
<b>Fund Balances - End of Year</b>	\$ 32,915,734	\$ 8,389,621	\$ 20,124,083	\$ 34,802,914	

#### Assumptions:

Property tax and fee-in-lieu revenues are expected to grow at 2.50% each year. Interest is also expected to grow at 2.00% each year. In November 2017, the voting electorate authorized the District to issue \$283 million in bonds. The proceeds will be used to fund several projects. In fiscal years 2018 and 2019, Alta High will begin to be remodeled, Brighton High, Hillcrest High and a to be determined elementary will start being rebuilt. Corner Canyon High will have additional classrooms added. The District is continuing to assess capital facilities needs, other major construction projects are expected to occur, nonetheless capital expenditures will be budgeted to balance with available revenues.

## Canyons School District

### Capital Outlay Fund

#### Revenues

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Local Sources:</b>					
Property Taxes	\$ 26,110,104	\$ 25,217,371	\$ 20,286,736	\$ 18,926,459	\$ 19,800,702
Registered Vehicles Fee-in-Lieu	989,944	885,830	676,806	1,187,559	1,135,323
Earnings on Investments	1,002,405	1,029,917	1,401,673	1,357,000	1,300,000
Other Local Revenue	20,000	1,563,939	7,224,721	50,000	50,000
Total Local Sources	28,122,453	28,697,057	29,589,936	21,521,018	22,286,025
<b>State Sources:</b>					
State Energy Loan	-	-	833,508	-	-
Enrollment Growth	18,349	59,680	123,765	102,590	61,604
Total State Sources	18,349	59,680	957,273	102,590	61,604
<b>Federal Sources:</b>					
Federal Energy Bus Grant	125,000	-	100,000	268,653	-
Total Federal Sources	125,000	-	100,000	268,653	-
 Total Revenues	 \$ 28,265,802	 \$ 28,756,737	 \$ 30,647,209	 \$ 21,892,261	 \$ 22,347,629

## Canyons School District

### Capital Outlay Fund Expenditures

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Capital Outlay:</b>					
Salaries	\$ 927,201	\$ 979,352	\$ 948,940	\$ 899,887	\$ 1,016,621
Employee Benefits	388,354	403,912	388,028	414,673	432,310
Purchased Services & Supplies	71,359	331,931	67,000	120,000	120,000
New School Supplies & Textbooks	9,621	4,468	11,670	-	-
Architectural & Engineering Fees	3,710,933	2,196,375	2,012,504	8,291,205	6,386,500
Bond Issuance Costs	326,832	-	-	220,250	380,000
Bond Construction Projects	30,856,944	33,254,704	39,787,466	34,123,256	111,416,135
Land and Improvements	4,686,118	2,745,406	11,461,234	8,890,366	2,080,000
Buildings and Improvements	9,042,641	8,865,388	8,012,206	7,574,500	10,022,450
Data Processing Equipment	3,401,957	2,216,018	2,976,028	3,205,500	3,259,600
Equipment	2,166,179	2,909,878	2,791,325	6,128,223	3,565,901
Buses	1,428,037	511,916	555,015	1,218,125	962,200
Vehicles	581,633	50,811	550,785	287,000	440,000
Loan Repayment	-	-	102,793	139,800	141,000
Taxes to Charter Schools	825,924	1,511,689	1,714,967	-	-
Taxes to Countywide Equalization	2,080,677	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 60,504,410</b>	<b>\$ 55,981,848</b>	<b>\$ 71,379,961</b>	<b>\$ 71,512,785</b>	<b>\$ 140,222,717</b>

## Canyons School District

### Capital Outlay Fund

Detailed Budget by Location

Description	Budget 2018-2019	
<b>School Based Expenditures</b>		
<i>Bond Funded Projects</i>		
Alta High renovation	\$ 27,300,000	
Brighton High rebuild	38,213,750	
Hillcrest High rebuild	38,213,750	
Corner Canyon classrooms	4,720,000	
Brookwood office & daylighting	1,113,350	
Park Lane office & daylighting	981,600	
Silver Mesa office & daylighting	933,300	
Other elementary school daylighting	1,800,000	
To be determined elementary (rebuild)	1,650,000	
<i>Small Capital Improvements</i>		
Altara parking lot upgrade	1,200,000	
Carbon monoxide detectors 8 elem schools	600,000	
Union Middle HVAC upgrade	385,500	
Lone Peak HVAC upgrade	283,800	
East Midvale roof replacement	280,000	
Crescent flooring	250,000	
Mount Jordan irrigation	130,000	
Brookwood/Granite irrigation	200,000	
School equipment all schools	1,705,901	
Total School Based Expenditures		119,960,951
<b>Facility Support Services:</b>		
Salaries and benefits	1,023,073	
Purchased services and supplies	95,000	
Architects	350,000	
Total Facility Admin	1,468,073	
<i>District--Wide Site Repairs</i>		
Asphalt repairs	400,000	
Sidewalks	50,000	
Playgrounds and other upgrades	100,000	
Total District-Wide Site Repairs	550,000	



## Canyons School District

### Capital Outlay Fund

#### Detailed Budget by Location

Description	Budget 2018-2019	
<i>District--Wide Building Improvements</i>		
Carpeting	25,000	
Paint	100,000	
Roof repairs	75,000	
Air quality	20,000	
HVAC	50,000	
Asbestos removal	100,000	
Security	50,000	
Classroom audio improvements	50,000	
Gym floors	200,000	
Plumbing	50,000	
Remodeling	350,000	
Kitchen upgrades/grease traps	110,000	
Electrical	10,000	
Risk management	125,000	
ADA compliance	25,000	
Moving expenses	25,000	
Portables and set-up	300,000	
Energy upgrades	250,000	
Special projects	75,000	
Total District-Wide Building Repairs	1,990,000	
Custodial equipment	250,000	
Equipment and tools	60,000	
Maintenance and service vehicles	300,000	
Total Facility Other Expenses	610,000	
Total Facility Support Services		4,618,073
<b>Information Technology Support Services:</b>		
Salaries and benefits	425,858	
Network improvements	600,000	
Computer equipment	375,000	
IT projects	600,000	
Data center	100,000	
Audio and video rotation	150,000	
Bus technology rotation	584,600	
Bell and paging rotation	300,000	
Wireless networks	150,000	
Computer labs and furniture	400,000	
Total Information Technology Support Services		3,685,458

## Canyons School District

### Capital Outlay Fund

#### Detailed Budget by Location

Description	Budget 2018-2019	
<b>Transportation Support Services:</b>		
Three bus hoists	429,900	
School buses	962,200	
		1,392,100
<b>Central Support Services:</b>		
District office addition (sales price of property sold)	9,375,135	
Central office equipment	250,000	
Copy machine replacement district-wide	300,000	
Driver's ed cars	120,000	
Energy loan payment	141,000	
Bond issuance costs	380,000	
Total Central Support Services		10,566,135
Total Capital Outlay Fund Expenditures		\$ 140,222,717

## Canyons School District

### Capital Outlay Fund

Summarized Expenditures by Location

Description	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Final Budget 2017-2018	Budget 2018-2019
Alta View Elementary	\$ 72,331	\$ 2,274,452	\$ 13,478,414	\$ 3,277,938	\$ 23,173
Altara Elementary	17,686	192,003	344,279	194,709	1,221,045
Bell View Elementary	303,092	563,258	671,819	237,091	13,399
Bella Vista Elementary	16,000	100,960	14,916	116,027	10,995
Brookwood Elementary	77,309	17,938	16,063	56,369	1,130,887
Butler Elementary	689,855	15,195,808	2,811,659	180,234	23,410
Canyon View Elementary	87,633	86,775	69,173	20,564	15,843
Copperview Elementary	36,168	38,843	33,246	19,351	16,946
Crescent Elementary	17,719	101,746	78,381	29,572	271,163
Draper Elementary	608,387	175,791	16,902	28,490	27,981
East Midvale Elementary	182,984	110,970	486,021	356,950	303,725
East Sandy Elementary	41,435	118,066	39,603	51,282	16,000
Edgemont Elementary	38,500	106,312	41,130	20,605	13,478
Granite Elementary	84,564	22,851	145,223	208,288	14,148
Lone Peak Elementary	446,706	323,774	168,527	233,000	309,692
Midvale Elementary	248,894	1,052,509	43,174	73,793	29,676
Midvalley Elementary	236,289	324,742	180,268	19,711	16,276
Oak Hollow Elementary	112,879	42,246	33,499	45,181	26,523
Oakdale Elementary	172,417	14,871	11,650	45,243	16,631
Park Lane Elementary	17,862	24,159	31,486	57,797	995,945
Peruvian Park Elementary	366,288	516,955	126,160	32,879	20,336
Quail Hollow Elementary	26,893	79,422	185,018	300,394	20,296
Ridgecrest Elementary	1,200,359	187,854	418,470	66,241	24,277
Sandy Elementary	160,996	54,049	98,127	45,254	22,897
Silver Mesa Elementary	191,451	163,822	152,358	44,933	978,327
Sprucewood Elementary	441,827	267,532	223,099	206,325	16,434
Sunrise Elementary	76,709	21,926	68,771	294,867	24,158
Willow Canyon Elementary	7,462	101,480	46,033	57,667	15,606
Willow Springs Elementary	34,119	69,784	23,148	79,976	25,892
Albion Middle	115,271	78,645	83,606	93,729	40,372
Butler Middle	40,698	136,568	163,490	150,421	40,729
Draper Park Middle	140,245	182,260	303,957	154,836	66,647
Eastmont Middle	505,353	178,412	1,328,192	1,519,776	31,539
Indian Hills Middle	59,297	254,080	3,538,714	20,914,690	50,008
Midvale Middle	1,905,865	16,598,721	22,262,322	1,685,779	41,487
Mount Jordan Middle	31,352,972	1,633,649	261,911	207,138	169,748
Union Middle	109,093	66,468	112,690	164,908	421,054
Alta High	3,679,751	947,194	1,557,460	7,153,177	27,424,874
Brighton High	1,992,711	1,570,380	646,792	5,440,046	38,313,880
Corner Canyon High	489,873	274,509	435,767	971,288	4,835,012
Hillcrest High	422,929	319,442	807,942	7,061,157	38,324,617
Jordan High	905,931	1,308,077	1,842,418	264,376	105,823
Canyons Tech Center	57,902	719,382	96,133	-	-
Jordan Valley	393,810	1,189,859	269,269	-	-
Facility Support Services	2,851,663	2,456,969	3,413,038	7,198,300	8,737,063
Information Technology Support Services	3,394,063	2,145,471	2,886,795	3,616,858	3,685,458
Transportation Support Services	1,445,058	521,174	1,273,916	2,504,025	1,392,100
Central Support Services	1,720,510	1,538,001	8,323,965	6,011,550	10,897,147
Taxes to Charter Schools	825,924	-	-	-	-
Taxes to Countywide Equalization	2,080,677	1,511,689	1,714,967	-	-
Total Expenditures	\$ 60,504,410	\$ 55,981,848	\$ 71,379,961	\$ 71,512,785	\$ 140,222,717

## ***Debt Service Fund***

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The Debt Service Fund provides revenue to service the debt on the bonds sold to finance new school construction, purchase property for future school sites, and make major building and school renovations. General obligations bonds were issued before the Jordan School District was divided. However, property owners in the Canyons School District are still responsible for its share of the debt. In November 2017, patrons of the Canyons School District approved a \$283 million bond election. The District, in January 2018, issued \$49 million of the \$283 million bond. As a promise to voters the District's debt levy will not exceed 0.001565; if required to service the full debt, a portion of the fund balance will be transferred from the Capital Outlay Fund.

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## Canyons School District

### Debt Service Fund

#### Summary Statement of Revenues, Expenses, and Changes in Fund Balances

	<b>Actual</b> <b>2014-2015</b>	<b>Actual</b> <b>2015-2016</b>	<b>Actual</b> <b>2016-2017</b>	<b>Final</b> <b>Budget</b> <b>2017-2018</b>	<b>Budget</b> <b>2018-2019</b>
<b>Local Revenues:</b>					
Property Tax	\$ 24,995,487	\$ 26,603,801	\$ 28,326,880	\$ 27,929,419	\$ 34,526,366
Registered Vehicles Fee-in-Lieu	1,587,730	1,750,759	1,923,816	1,784,038	2,121,296
Interest Income	52,464	108,403	178,323	250,000	240,000
Total Operating Revenues	26,635,681	28,462,963	30,429,019	29,963,457	36,887,662
<b>Expenditures:</b>					
Bond Principal	15,727,300	15,998,000	16,896,000	19,355,000	23,920,000
Bond Interest	11,652,834	12,916,768	11,975,518	12,012,030	12,344,945
Bank Fees	3,582	2,673	2,728	9,000	13,000
Total Operating Expenses	27,383,716	28,917,441	28,874,246	31,376,030	36,277,945
<b>Excess (Deficiency) of Revenues</b> <b>Over Expenditures</b>	(748,035)	(454,478)	1,554,773	(1,412,573)	609,717
<b>Other Financing Sources:</b>					
Transfer In	400,000	-	-	1,400,000	1,500,000
Total Other Financing Sources	400,000	-	-	1,400,000	1,500,000
<b>Fund Balances - Beginning of Year</b>	2,372,797	2,024,762	1,570,284	3,125,057	3,112,484
<b>Fund Balances - End of Year</b>	\$ 2,024,762	\$ 1,570,284	\$ 3,125,057	\$ 3,112,484	\$ 5,222,201
<b>Fund Balances:</b>					
Restricted	\$ 2,024,762	\$ 1,570,284	\$ 3,125,057	\$ 3,112,484	\$ 5,222,201
<b>Total Fund Balances</b>	\$ 2,024,762	\$ 1,570,284	\$ 3,125,057	\$ 3,112,484	\$ 5,222,201

# Canyons School District

## Debt Service

### Three Year Budget Forecast

	<b>Budget 2018-2019</b>	<b>Budget Forecast 2019-2020</b>	<b>Budget Forecast 2020-2021</b>	<b>Budget Forecast 2021-2022</b>	<b>Projected Growth Rate</b>
<b>Revenues:</b>					
Property Tax	\$ 34,526,366	\$ 35,389,525	\$ 36,274,263	\$ 37,181,120	2.50%
Registered Vehicles Fee-in-Lieu	2,121,296	2,174,328	2,228,686	2,284,403	2.50%
Interest on Investments	240,000	244,800	249,696	254,690	2.00%
<b>Total Revenues</b>	<b>36,887,662</b>	<b>37,808,653</b>	<b>38,752,645</b>	<b>39,720,213</b>	
<b>Expenditures:</b>					
Debt Service:					
Bond Principal	23,920,000	22,075,000	23,460,000	23,290,000	
Bond Interest	12,344,945	15,717,713	15,115,235	16,639,935	
Bank Fees	13,000	13,000	13,000	13,000	
<b>Total Expenditures</b>	<b>36,277,945</b>	<b>37,805,713</b>	<b>38,588,235</b>	<b>39,942,935</b>	
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>609,717</b>	<b>2,940</b>	<b>164,410</b>	<b>(222,722)</b>	
<b>Other Financing Sources (Uses):</b>					
Transfers In/(Out)	1,500,000	-	-	-	
<b>Total Other Financing Sources (Uses)</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Change in Fund Balances</b>	<b>2,109,717</b>	<b>2,940</b>	<b>164,410</b>	<b>(222,722)</b>	
<b>Fund Balances - Beginning of Year</b>	<b>3,112,484</b>	<b>5,222,201</b>	<b>5,225,141</b>	<b>5,389,551</b>	
<b>Fund Balances - End of Year</b>	<b>\$ 5,222,201</b>	<b>\$ 5,225,141</b>	<b>\$ 5,389,551</b>	<b>\$ 5,166,829</b>	

### Assumptions:

Interest is expected to grow at 2.00% each year. Property tax revenues for this fund is expected to grow at the same rate as the other funds at 2.50%. The District's debt tax rate was 0.001415 for 2017-2018, but will increase in 2018-2019 to 0.001565. This is the rate the District promised the voting electorate that it wouldn't go above if they authorized the District to issue \$283 million in bonds. The District plans to make debt issuances and corresponding payments between 2020 - 2022. The debt will be structured to be serviced by the 0.001565 tax rate. If required, the District will make future transfers from the Capital Outlay Fund to balance the Debt Service Fund.



## Canyons School District

### Debt Service Schedule of Outstanding General Obligation Bonds

Annual Principal and Interest owed 2018-2039

Fiscal Year Ending June 30	Former Jordan School District Issued Bonds		Canyons School District Issued Bonds		Total
	Principal	Interest	Principal	Interest	Debt Service
2018	11,255,000	2,578,500	8,100,000	9,433,530	31,367,030
2019	10,775,000	2,015,750	13,145,000	10,329,195	36,264,945
2020	10,535,000	1,477,000	11,040,000	13,740,713	36,792,713
2021	9,650,000	950,250	10,810,000	12,164,985	33,575,235
2022	9,355,000	467,750	9,435,000	11,672,185	30,929,935
2023	-	-	17,485,000	11,250,435	28,735,435
2024	-	-	19,135,000	10,547,285	29,682,285
2025	-	-	21,280,000	9,682,985	30,962,985
2026	-	-	22,230,000	8,848,135	31,078,135
2027	-	-	23,100,000	7,911,785	31,011,785
2028	-	-	24,060,000	6,906,535	30,966,535
2029	-	-	25,025,000	5,853,985	30,878,985
2030	-	-	26,010,000	4,912,090	30,922,090
2031	-	-	26,985,000	3,915,265	30,900,265
2032	-	-	23,005,000	2,960,641	25,965,641
2033	-	-	19,200,000	2,177,631	21,377,631
2034	-	-	7,300,000	1,475,743	8,775,743
2035	-	-	7,555,000	1,228,893	8,783,893
2036	-	-	7,815,000	969,588	8,784,588
2037	-	-	8,085,000	697,350	8,782,350
2038	-	-	5,210,000	411,575	5,621,575
2039	-	-	5,410,000	210,990	5,620,990
Totals	\$ 51,570,000	\$ 7,489,250	\$ 341,420,000	\$ 137,301,519	\$ 537,780,769

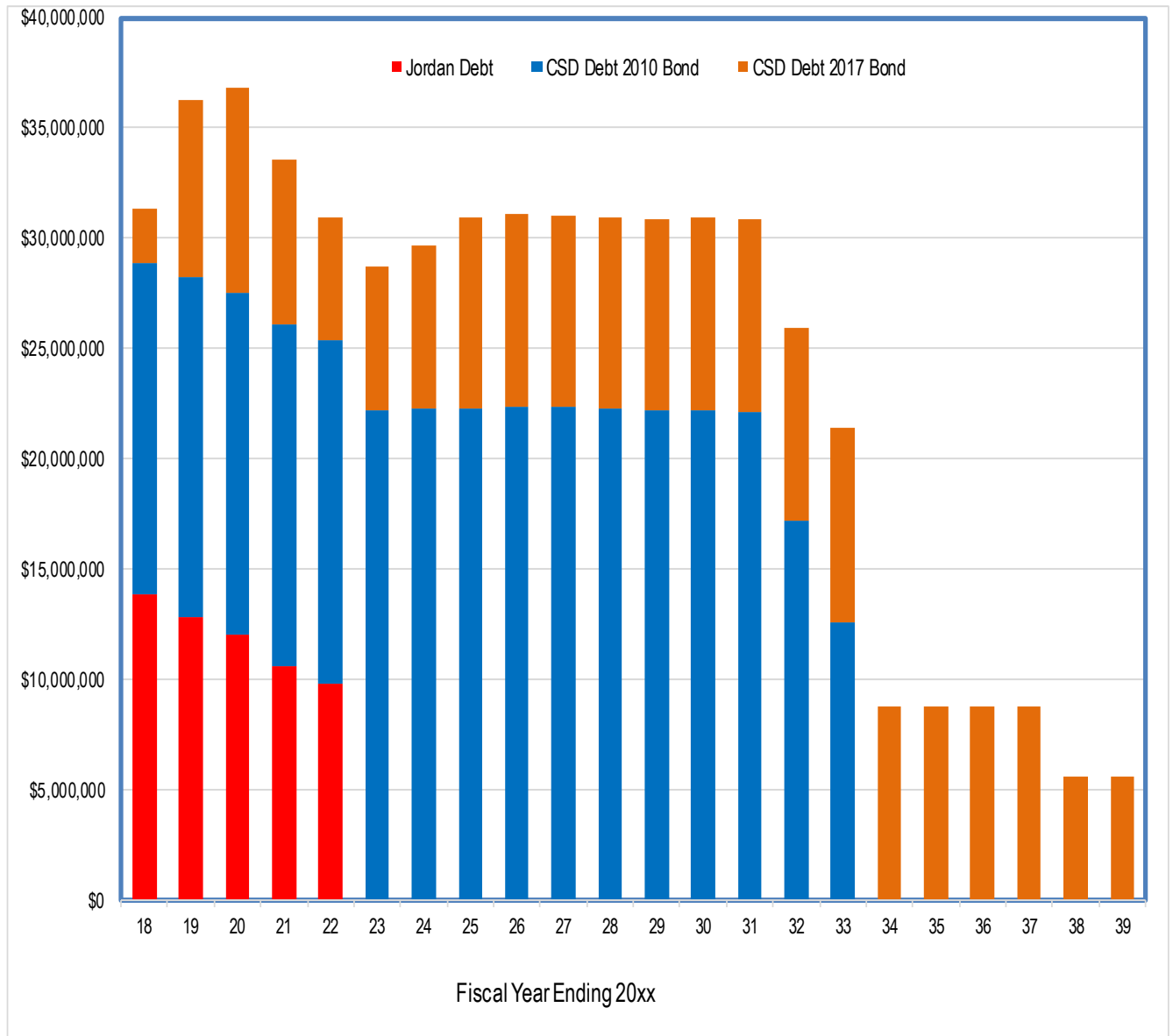
Note - Includes projected principal and interest payments from \$70.0 million of bonds to be issued in FY2018-19.

### Canyons School District Bonds Payable Summary

Bonds Payable, June 30, 2017	\$ 273,990,000
Plus Bonds Issued (2017-2018)	49,000,000
Less Bond Principal Payments (2017-18)	(19,355,000)
Bonds Payable, June 30, 2018	303,635,000
Plus Bonds Issued (2018-2019)	70,000,000
Less Bond Principal Payments (2018-2019)	(23,920,000)
Bonds Payable, June 30, 2019	\$ 349,715,000

## Debt Service Fund

### Principal and Interest Payments Due 2017-2018 thru 2038-2039



Note - Includes projected principal and interest payments from \$70.0 million of bonds to be issued in FY2018-2019.

## Canyons School District

### Debt Service Fund

Schedule of outstanding general obligation bonds shared with the Jordan School District

		2018	2019	2020	2021	2022	Total
Series 2014 Refunding	Principal	\$ 23,820,000	\$ 23,970,000	\$ 13,385,000	\$ 9,650,000	\$ 9,355,000	\$ 80,180,000
\$ 104,665,000	Interest	4,009,000	2,818,000	1,619,500	950,250	467,750	9,864,500
Total		<u>\$ 27,829,000</u>	<u>\$ 26,788,000</u>	<u>\$ 15,004,500</u>	<u>\$ 10,600,250</u>	<u>\$ 9,822,750</u>	<u>\$ 90,044,500</u>
Total Principal		\$ 23,820,000	\$ 23,970,000	\$ 13,385,000	\$ 9,650,000	\$ 9,355,000	\$ 80,180,000
Total Interest		4,009,000	2,818,000	1,619,500	950,250	467,750	9,864,500
Total		<u>\$ 27,829,000</u>	<u>\$ 26,788,000</u>	<u>\$ 15,004,500</u>	<u>\$ 10,600,250</u>	<u>\$ 9,822,750</u>	<u>\$ 90,044,500</u>
Canyons SD Principal		\$ 11,255,000	\$ 10,775,000	\$ 10,535,000	\$ 9,650,000	\$ 9,355,000	51,570,000
Canyons SD Interest		2,578,500	2,015,750	1,477,000	950,250	467,750	7,489,250
Jordan SD Principal		12,565,000	13,195,000	2,850,000	-	-	28,610,000
Jordan SD Interest		1,430,500	802,250	142,500	-	-	2,375,250
		<u>\$ 27,829,000</u>	<u>\$ 26,788,000</u>	<u>\$ 15,004,500</u>	<u>\$ 10,600,250</u>	<u>\$ 9,822,750</u>	<u>\$ 90,044,500</u>

These bonds payable are obligations of the former Jordan School District prior to its division on July 1, 2009. According to the statute governing the division, Canyons School District (CSD) is responsible for 58% of the outstanding debt and Jordan School District (JSD) is responsible for the remaining 42%. In April 2014, the Districts agreed to refund all eligible bonds. This refunding will annually save CSD \$550,000 in principal and interest expense. At the time of the refunding the CSD elected to accelerate its building program and still remain committed to its taxpayers by not allowing the debt tax levy to exceed 0.001619. The District choose to reduce its annual payment until the bonds are retired in June 2022. For the next few fiscal years CSD will transfer a lesser amount from its Capital Outlay Fund to service the debt, if such a transfer is needed. JSD opted to increase their debt tax levy for the fiscal years 2014-2015 through 2019-2020 to payoff their portion earlier. Therefore, the Series 2014 is not a straight 58% for CSD and 42% for JSD.

# Canyons School District

## Debt Service Fund

Debt Service Schedule Outstanding Canyons District Own Debt - Series April 2011 \$68,000,000

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 2,935,000	\$ 2,104,000	\$ 5,039,000
2018-19	3,020,000	2,015,950	5,035,950
2019-20	3,110,000	1,925,350	5,035,350
2020-21	3,220,000	1,800,950	5,020,950
2021-22	3,350,000	1,672,150	5,022,150
2022-23	3,485,000	1,538,150	5,023,150
2023-24	3,620,000	1,398,750	5,018,750
2024-25	3,765,000	1,253,950	5,018,950
2025-26	3,920,000	1,103,350	5,023,350
2026-27	4,075,000	946,550	5,021,550
2027-28	4,240,000	783,550	5,023,550
2028-29	4,400,000	608,650	5,008,650
2029-30	4,590,000	421,650	5,011,650
2030-31	4,780,000	215,100	4,995,100
<b>Total</b>	<b>\$ 52,510,000</b>	<b>\$ 17,788,100</b>	<b>\$ 70,298,100</b>

# Canyons School District

## Debt Service Fund

Debt Service Schedule Outstanding Canyons District Own Debt - Series August 2012 \$80,000,000

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 1,375,000	\$ 2,468,938	\$ 3,843,938
2018-19	1,425,000	2,448,313	3,873,313
2019-20	1,500,000	2,426,938	3,926,938
2020-21	1,550,000	2,366,937	3,916,937
2021-22	1,650,000	2,304,937	3,954,937
2022-23	5,350,000	2,238,937	7,588,937
2023-24	5,625,000	2,078,437	7,703,437
2024-25	5,900,000	1,853,437	7,753,437
2025-26	6,150,000	1,676,437	7,826,437
2026-27	6,350,000	1,461,188	7,811,188
2027-28	6,600,000	1,207,188	7,807,188
2028-29	6,850,000	943,188	7,793,188
2029-30	7,050,000	737,688	7,787,688
2030-31	7,325,000	455,688	7,780,688
2031-32	7,550,000	235,937	7,785,937
<b>Total</b>	<b>\$ 72,250,000</b>	<b>\$ 24,904,188</b>	<b>\$ 97,154,188</b>

# Canyons School District

## Debt Service Fund

Debt Service Schedule Canyons District Own Debt - Series October 2013 \$60,000,000

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 700,000	\$ 2,333,338	\$ 3,033,338
2018-19	725,000	2,312,338	3,037,338
2019-20	760,000	2,290,588	3,050,588
2020-21	790,000	2,252,588	3,042,588
2021-22	835,000	2,213,088	3,048,088
2022-23	3,875,000	2,171,338	6,046,338
2023-24	4,040,000	1,977,588	6,017,588
2024-25	4,200,000	1,775,588	5,975,588
2025-26	4,370,000	1,639,088	6,009,088
2026-27	4,550,000	1,464,288	6,014,288
2027-28	4,735,000	1,282,288	6,017,288
2028-29	4,930,000	1,092,888	6,022,888
2029-30	5,150,000	895,688	6,045,688
2030-31	5,375,000	689,688	6,064,688
2031-32	5,625,000	474,688	6,099,688
2032-33	5,875,000	249,688	6,124,688
<b>Total</b>	<b>\$ 56,535,000</b>	<b>\$ 25,114,750</b>	<b>\$ 81,649,758</b>

# Canyons School District

## Debt Service Fund

Debt Service Schedule Canyons District Own Debt - Series April 2015 \$42,000,000

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 1,300,000	\$ 1,819,350	\$ 3,119,350
2018-19	1,775,000	1,754,350	3,529,350
2019-20	1,860,000	1,665,600	3,525,600
2020-21	1,950,000	1,572,600	3,522,600
2021-22	2,050,000	1,475,100	3,525,100
2022-23	2,175,000	1,372,600	3,547,600
2023-24	2,275,000	1,263,850	3,538,850
2024-25	2,375,000	1,150,100	3,525,100
2025-26	2,500,000	1,031,350	3,531,350
2026-27	2,575,000	906,350	3,481,350
2027-28	2,650,000	777,600	3,427,600
2028-29	2,725,000	645,100	3,370,100
2029-30	2,815,000	536,100	3,351,100
2030-31	2,875,000	423,500	3,298,500
2031-32	2,975,000	322,875	3,297,875
2032-33	6,250,000	218,750	6,468,750
<b>Total</b>	<b>\$ 41,125,000</b>	<b>\$ 16,935,175</b>	<b>\$ 58,060,175</b>



# Canyons School District

## Debt Service Fund

Debt Service Schedule Canyons District Own Debt - Series January 2018 \$49,000,000

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 1,790,000	\$ 707,904	\$ 2,497,904
2018-19	6,200,000	1,798,245	7,998,245
2019-20	3,425,000	1,488,245	4,913,245
2020-21	1,825,000	1,316,995	3,141,995
2021-22	-	1,225,745	1,225,745
2022-23	975,000	1,225,745	2,200,745
2023-24	1,865,000	1,206,245	3,071,245
2024-25	1,955,000	1,112,995	3,067,995
2025-26	2,050,000	1,015,245	3,065,245
2026-27	2,150,000	912,745	3,062,745
2027-28	2,260,000	805,245	3,065,245
2028-29	2,370,000	692,245	3,062,245
2029-30	2,465,000	636,550	3,101,550
2030-31	2,565,000	574,925	3,139,925
2031-32	2,650,000	506,953	3,156,953
2032-33	2,725,000	434,078	3,159,078
2033-34	2,800,000	355,053	3,155,053
2034-35	2,890,000	272,453	3,162,453
2035-36	2,975,000	185,753	3,160,753
2036-37	3,065,000	95,015	3,160,015
<b>Total</b>	<b>\$ 49,000,000</b>	<b>\$ 16,568,379</b>	<b>\$ 65,568,379</b>

## Canyons School District

### Debt Service Fund

Debt Service Schedule Canyons District Own Debt - Series January 2019 \$70,000,000 (projected)

Fiscal Year	Principal	Interest	Total Principal & Interest
2019-20	\$ 385,000	\$ 3,943,993	\$ 4,328,993
2020-21	1,475,000	2,854,915	4,329,915
2021-22	1,550,000	2,781,165	4,331,165
2022-23	1,625,000	2,703,665	4,328,665
2023-24	1,710,000	2,622,415	4,332,415
2024-25	3,085,000	2,536,915	5,621,915
2025-26	3,240,000	2,382,665	5,622,665
2026-27	3,400,000	2,220,665	5,620,665
2027-28	3,575,000	2,050,665	5,625,665
2028-29	3,750,000	1,871,915	5,621,915
2029-30	3,940,000	1,684,415	5,624,415
2030-31	4,065,000	1,556,365	5,621,365
2031-32	4,205,000	1,420,188	5,625,188
2032-33	4,350,000	1,275,115	5,625,115
2033-34	4,500,000	1,120,690	5,620,690
2034-35	4,665,000	956,440	5,621,440
2035-36	4,840,000	783,835	5,623,835
2036-37	5,020,000	602,335	5,622,335
2037-38	5,210,000	411,575	5,621,575
2038-39	5,410,000	210,990	5,620,990
<b>Total</b>	<b>\$ 70,000,000</b>	<b>\$ 35,990,926</b>	<b>\$ 105,990,926</b>

NOTE: The above schedule was provided by the District's financial advisor. The District plans to issue \$70.0 million of bonds during 2018-2019. This schedule will be updated when the bonds are sold.

## ***Employee Benefits Self-Insurance Fund***

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The Self-Insurance Internal Service Fund was created to account for the costs of the District's self-insured plans for medical and accident insurance and industrial insurance. Annual premiums are charged to the other funds based upon total projected expenditures. Benefit payments plus an administrative charge are made to third-party administrators who approve and process all claims.

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## Canyons School District

### Employee Benefits Self-Insurance Fund

#### Summary Statement of Revenues, Expenses, and Changes in Net Assets

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
<b>Operating Revenues:</b>					
Earnings on Investments	\$ 35,572	\$ 46,247	\$ 36,927	\$ 42,000	\$ 43,400
Program Insurance Premiums	17,865,681	18,147,054	18,453,924	20,062,200	20,668,000
Employee Premiums	5,696,934	5,986,139	6,152,636	7,005,950	7,159,150
Reinsurance	6,521	334,361	-	538,000	255,000
Worker's Comp Premiums	1,144,697	940,189	1,244,562	1,281,900	1,307,500
Total Operating Revenues	24,749,405	25,453,990	25,888,049	28,930,050	29,433,050
<b>Operating Expenses:</b>					
Salaries	157,358	174,776	193,445	195,491	211,105
Employee Benefits	47,810	65,615	96,171	114,139	103,874
Health and Accident Claims	18,805,151	18,533,293	17,691,005	19,460,000	20,043,800
Prescriptions	5,156,340	5,400,841	5,791,735	6,371,000	6,562,100
Worker's Comp Claims	357,015	541,902	426,676	554,545	582,300
Administration and Consultants	2,413,742	2,512,899	2,397,172	1,823,155	1,852,200
Purchased Services and Supplies	14,550	14,660	14,432	20,700	20,400
Total Operating Expenses	26,951,966	27,243,986	26,610,636	28,539,030	29,375,779
<b>Net Income (Loss)</b>	(2,202,561)	(1,789,996)	(722,587)	391,020	57,271
<b>Net Assets - Beginning of Year</b>	7,146,605	4,944,044	3,154,048	2,431,461	2,822,481
<b>Net Assets - End of Year</b>	\$ 4,944,044	\$ 3,154,048	\$ 2,431,461	\$ 2,822,481	\$ 2,879,752

## Canyons School District

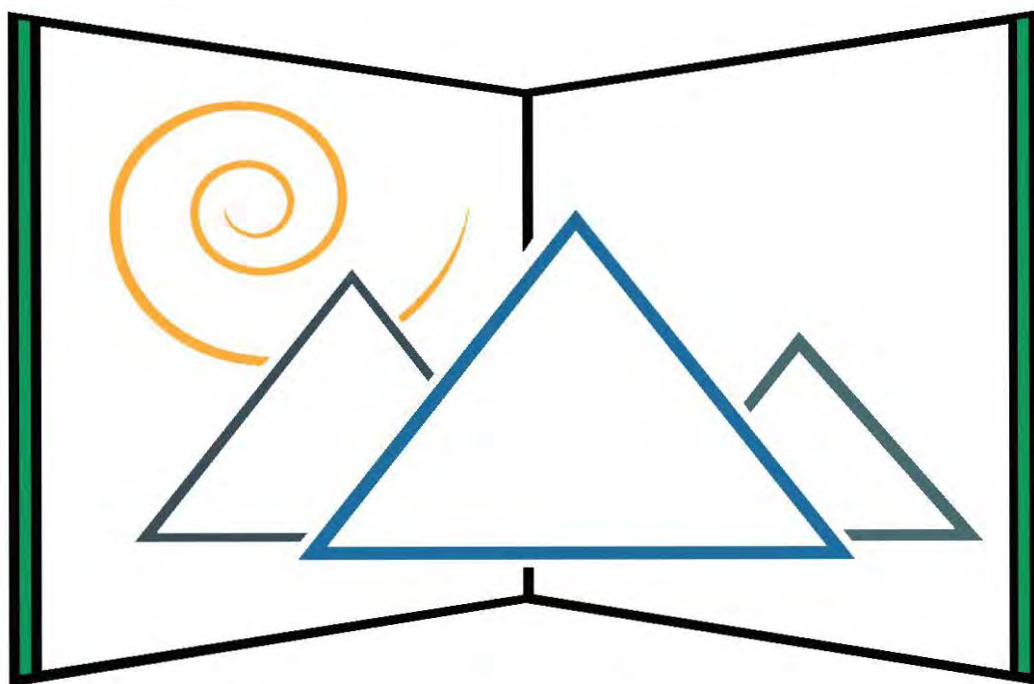
### Employee Benefits Self-Insurance Fund

#### Three Year Budget Forecast

	<b>Budget 2018-2019</b>	<b>Budget Forecast 2019-2020</b>	<b>Budget Forecast 2020-2021</b>	<b>Budget Forecast 2021-2022</b>	<b>Projected Growth Rate</b>
<b>Operating Revenues:</b>					
Earnings on Investments	\$ 43,400	\$ 44,268	\$ 45,153	\$ 46,056	2.00%
Program Insurance Premiums	20,668,000	21,494,720	22,354,509	23,248,689	4.00%
Employee Premiums	7,159,150	7,445,516	7,743,337	8,053,070	4.00%
Reinsurance	255,000	255,000	255,000	255,000	0.00%
Worker's Comp Premiums	1,307,500	1,346,725	1,387,127	1,428,741	3.00%
Total Operating Revenues	29,433,050	30,586,229	31,785,126	33,031,556	
<b>Operating Expenses:</b>					
Salaries	211,105	215,327	219,634	224,027	2.00%
Employee Benefits	103,874	105,951	108,070	110,231	2.00%
Health and Accident Claims	20,043,800	20,845,552	21,679,374	22,546,549	4.00%
Prescriptions	6,562,100	6,824,584	7,097,567	7,381,470	4.00%
Worker's Comp Claims	582,300	605,592	629,816	655,009	4.00%
Administration and Consultants	1,852,200	1,889,244	1,927,029	1,965,570	2.00%
Purchased Services and Supplies	20,400	20,808	21,224	21,648	2.00%
Total Operating Expenses	29,375,779	30,507,058	31,682,714	32,904,504	
<b>Net Income (Loss)</b>	57,271	79,171	102,412	127,052	
<b>Net Assets - Beginning of Year</b>	2,822,481	2,879,752	2,958,923	3,061,335	
<b>Net Assets - End of Year</b>	\$ 2,879,752	\$ 2,958,923	\$ 3,061,335	\$ 3,188,387	

#### Assumptions:

The Self-Insurance Fund is funded from premiums charged to other funds, primarily the General Fund. Healthcare and prescription expenses continually rise, a 4% increase is assumed for each. Through the negotiations process with the employee groups, health insurance premiums are agreed upon for both the district and employee share. The health plans can also be modified meaning the employee's can pay higher deductibles and increased out-of-pocket maximums. The district's goal is to maintain approximately a \$3M balance. The district obtains stop-loss insurance to ensure large claims will not impact the ending net asset balance.



# CANYONS

School District

# INFORMATION SECTION



# Canyons School District

## All Governmental Fund Types

### Five Year Summary of Revenues, Expenditures and Fund Balances

	<b>Actual</b> <b>2014-2015</b>	<b>Actual</b> <b>2015-2016</b>	<b>Actual</b> <b>2016-2017</b>	<b>Final</b> <b>Budget</b> <b>2017-2018</b>	<b>Budget</b> <b>2018-2019</b>
<b>Revenues:</b>					
Property Tax	\$ 132,542,737	\$ 142,448,822	\$ 140,074,895	\$ 149,701,371	\$ 163,623,397
Registered Vehicles Fee-in-Lieu	7,301,064	7,791,970	8,291,835	8,775,779	8,916,745
Interest on Investments	2,414,424	2,538,693	3,729,314	3,392,000	3,469,800
State Sources	130,272,185	131,018,890	133,335,013	142,427,877	141,291,399
Federal Sources	21,664,475	22,028,889	21,851,523	21,977,632	21,772,020
Other Local Sources	20,385,832	23,752,290	28,271,504	20,699,886	20,503,587
<b>Total Revenues</b>	<b>314,580,717</b>	<b>329,579,554</b>	<b>335,554,084</b>	<b>346,974,545</b>	<b>359,576,948</b>
<b>Expenditures:</b>					
Instruction	147,908,963	155,930,907	156,120,985	171,483,752	174,644,367
Support Services:					
Student Services	10,099,532	10,931,039	11,511,907	12,260,652	13,126,745
Staff Services	11,536,564	16,254,028	17,197,160	18,396,126	17,998,694
District Administration	2,377,553	2,408,396	2,507,402	2,781,336	2,774,950
School Administration	16,654,114	18,313,983	18,715,088	20,137,585	20,533,898
Central Services	12,693,640	13,510,173	13,251,568	14,124,789	14,419,465
Operation of Plant	23,180,718	23,770,303	24,087,814	25,810,106	26,335,564
Student Transportation	7,520,312	7,702,864	8,253,809	9,113,129	9,446,856
Non-Instructional Services	27,133,378	23,109,579	21,707,100	25,228,239	25,528,538
Capital Outlay	60,504,410	55,981,848	71,379,961	71,512,785	140,222,717
Debt Service	27,383,716	28,917,441	28,874,246	31,376,030	36,277,945
<b>Total Expenditures</b>	<b>346,992,900</b>	<b>356,830,561</b>	<b>373,607,040</b>	<b>402,224,529</b>	<b>481,309,739</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>(32,412,183)</b>	<b>(27,251,007)</b>	<b>(38,052,956)</b>	<b>(55,249,984)</b>	<b>(121,732,791)</b>
<b>Other Financing Sources (Uses):</b>					
Building Bond Proceeds & Premium	48,220,563	-	-	52,173,235	73,000,000
Sale of Property	-	4,700,000	-	6,749,099	9,375,135
<b>Total Other Financing Sources (Uses)</b>	<b>48,220,563</b>	<b>4,700,000</b>	<b>-</b>	<b>58,922,334</b>	<b>82,375,135</b>
<b>Net Change in Fund Balances</b>	<b>15,808,380</b>	<b>(22,551,007)</b>	<b>(38,052,956)</b>	<b>3,672,350</b>	<b>(39,357,656)</b>
<b>Fund Balances - Beginning of Year</b>	<b>195,228,617</b>	<b>211,036,997</b>	<b>188,485,990</b>	<b>150,433,034</b>	<b>154,105,384</b>
<b>Fund Balances - End of Year</b>	<b>\$ 211,036,997</b>	<b>\$ 188,485,990</b>	<b>\$ 150,433,034</b>	<b>\$ 154,105,384</b>	<b>\$ 114,747,728</b>

## Canyons School District

## October 1st Enrollment Comparison

Elementary Schools	Actual Enrollment					Projected Enrollment				
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Alta View	577	590	594	597	597	592	612	618	625	630
Altara	580	556	546	551	545	539	543	550	560	568
Bell View	360	351	361	332	319	314	310	297	291	286
Bella Vista	338	335	322	286	285	297	285	272	268	262
Brookwood	459	456	450	447	441	445	442	440	436	430
Butler	495	505	549	548	596	610	615	620	625	628
Canyon View	443	422	439	435	411	410	415	420	430	433
Copperview	525	512	459	449	429	433	420	418	413	415
Crescent	665	675	621	579	532	530	525	517	510	508
Draper	680	719	752	746	746	709	697	690	686	683
East Midvale	531	541	553	588	608	602	610	615	620	624
East Sandy	503	457	461	410	426	428	440	445	450	458
Edgemont	415	407	422	414	373	363	380	390	400	407
Granite	403	385	385	382	381	392	370	365	361	355
Lone Peak	728	705	733	710	688	665	660	658	662	660
Midvale	697	741	712	749	761	753	745	743	740	735
Midvalley	512	481	477	469	417	413	412	408	400	390
Oak Hollow	725	696	726	705	692	673	670	668	657	660
Oakdale	419	421	392	401	432	422	428	430	434	440
Park Lane	429	415	413	386	375	388	390	396	398	405
Peruvian Park	529	541	547	557	545	571	575	580	590	597
Quail Hollow	485	487	512	522	523	520	554	560	565	572
Ridgecrest	571	595	666	631	623	630	636	630	628	626
Sandy	539	531	543	577	567	585	590	593	600	604
Silver Mesa	563	592	598	627	634	652	665	674	683	690
Sprucewood	534	492	470	461	449	425	435	440	448	454
Sunrise	610	594	630	618	637	648	640	635	632	628
Willow Canyon	394	418	381	385	398	408	415	420	425	428
Willow Springs	779	764	743	745	690	660	655	650	648	645
<b>Elementary Total</b>	<b>15,488</b>	<b>15,384</b>	<b>15,457</b>	<b>15,307</b>	<b>15,120</b>	<b>15,077</b>	<b>15,134</b>	<b>15,142</b>	<b>15,185</b>	<b>15,221</b>
<b>Middle Schools</b>										
Albion	925	874	909	923	934	917	920	930	936	928
Butler	870	896	925	906	913	932	935	940	948	953
Draper Park	1,430	1,504	1,522	1,519	1,504	1,526	1,523	1,520	1,515	1,513
Eastmont	917	865	779	744	708	720	714	715	710	713
Indian Hills	1,101	1,069	1,110	1,084	1,116	1,182	1,163	1,170	1,175	1,168
Midvale	876	836	753	842	920	974	967	970	965	972
Mount Jordan	730	779	894	913	939	970	964	956	950	946
Union	913	900	908	895	824	844	853	862	867	872
<b>Middle School Total</b>	<b>7,762</b>	<b>7,723</b>	<b>7,800</b>	<b>7,826</b>	<b>7,858</b>	<b>8,065</b>	<b>8,039</b>	<b>8,063</b>	<b>8,066</b>	<b>8,065</b>
<b>High Schools</b>										
Alta	1,823	1,724	1,802	1,913	2,082	2,135	2,123	2,129	2,158	2,163
Brighton	2,073	2,143	2,048	2,012	2,012	2,031	1,983	2,011	2,023	2,062
Corner Canyon	1,811	2,025	2,145	2,221	2,227	2,281	2,213	2,270	2,238	2,268
Hillcrest	2,291	2,260	2,280	2,316	2,209	2,268	2,155	2,260	2,315	2,400
Jordan	2,180	2,203	2,149	2,135	2,115	2,160	2,055	2,000	2,014	2,022
<b>High School Total</b>	<b>10,178</b>	<b>10,355</b>	<b>10,424</b>	<b>10,597</b>	<b>10,645</b>	<b>10,875</b>	<b>10,529</b>	<b>10,670</b>	<b>10,748</b>	<b>10,915</b>
<b>Total Traditional School Enrollment</b>	<b>33,428</b>	<b>33,462</b>	<b>33,681</b>	<b>33,730</b>	<b>33,623</b>	<b>34,017</b>	<b>33,702</b>	<b>33,875</b>	<b>33,999</b>	<b>34,201</b>
Students enrolled in non-traditional schools*	249	214	218	287	284	220	220	220	220	220
<b>Total Canyons District Enrollment</b>	<b>33,677</b>	<b>33,676</b>	<b>33,899</b>	<b>34,017</b>	<b>33,907</b>	<b>34,237</b>	<b>33,922</b>	<b>34,095</b>	<b>34,219</b>	<b>34,421</b>

\*These schools are Jordan Valley, Canyons Transition Academy, Home and Hospital, South Park, Entrada and Diamond Ridge. Their enrollments are expected to remain constant in future years.

The enrollment projections are based on the following factors:

- 1- The current enrollment trend as shown by a four-year enrollment history by school.
- 2- The number of students who continue in the system from one year to the next.
- 3- The number as the continuing students moved forward one grade.
- 4- The number of students transferring to other districts on group permits.
- 5- The number of housing starts within each geographic area and the estimated number of students per new household.

# Canyons School District

Property Tax Rates (Per \$1 of Taxable Value)

		<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Final</i>	<i>Budget</i>
	<i>Authorization</i>	<i>2014-2015</i>	<i>2015-2016</i>	<i>2016-2017</i>	<i>Budget</i>	<i>Budget</i>
		<i>Tax Year 2014</i>	<i>Tax Year 2015</i>	<i>Tax Year 2016</i>	<i>Tax Year 2017</i>	<i>Tax Year 2018</i>
<b>Maintenance &amp; Operation:</b>						
Basic State Supported Program*	53A-17a-135	0.001419	0.001736	0.001675	0.001568	0.001666
Voted Leeway Program	53A-17a-133	0.001600	0.001600	0.001600	0.001600	0.001600
Board Local Levy	53A-17a-164	0.001614	0.001477	0.001249	0.001480	0.001196
Total Maintenance & Operation		0.004633	0.004813	0.004524	0.004648	0.004462
<b>Capital Outlay:</b>						
Capital Local Levy	53A-16-113	0.000971	0.000827	0.000538	0.000951	0.000895
Capital Outlay Equalization	53A-16-114	0.000600	0.000600	0.000600	0.000000	0.000000
Total Capital Outlay		0.001571	0.001427	0.001138	0.000951	0.000895
<b>Debt Service:</b>						
Canyons Debt Service	51-5-4	0.000668	0.000757	0.000801	0.000737	0.001005
Former Jordan District Debt Service	51-5-4	0.000951	0.000862	0.000764	0.000678	0.000560
Total Debt Service		0.001619	0.001619	0.001565	0.001415	0.001565
<b>Total Property Tax Levy</b>		<b>0.007823</b>	<b>0.007859</b>	<b>0.007227</b>	<b>0.007014</b>	<b>0.006922</b>
<b>Utah Charter Schools-Canyons</b>		<b>0.000000</b>	<b>0.000000</b>	<b>0.000000</b>	<b>0.000103</b>	<b>0.000073</b>

\* Rate increased due to HB293 from 2018 Legislature. Revenue will be used to equalize funding for all Utah school districts.

# Canyons School District

## Impact of Budget on Taxpayers for Every \$100,000 of Assessed Valuation

	<i>Actual</i> <i>2014-2015</i>	<i>Actual</i> <i>2015-2016</i>	<i>Actual</i> <i>2016-2017</i>	<i>Final</i> <i>Budget</i> <i>2017-2018</i>	<i>Budget</i> <i>2018-2019</i>
	<i>Tax Year 2014</i>	<i>Tax Year 2015</i>	<i>Tax Year 2016</i>	<i>Tax Year 2017</i>	<i>Tax Year 2018</i>
Every \$100k of Home Value	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Primary Residential Exemption	45%	45%	45%	45%	45%
Taxable Value	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
Total Property Tax Rate Assessed	0.007823	0.007859	0.007227	0.007014	0.006922
Property Tax Due	\$ 430.27	\$ 432.25	\$ 397.49	\$ 385.77	\$ 380.71
Property Tax Increase (Decrease) From Prior Year for Every \$100k of Home Value	\$ -	\$ 1.98	\$ (34.76)	\$ (11.72)	\$ (5.06)

The calculations shown here are for every \$100,000 in home value. Over the past few years most homeowners have seen an increase in their taxable value. Increases for homeowners in 2018-2019 are also expected.

Changes in home values will impact the taxes owed. If a home's value increases at a percentage less than the District-wide average (or decreases in value) Canyons tax bill will probably go down. If however, a home's value increases at a higher percentage than the District-wide average, the tax bill for the home will increase. The Salt Lake County Assessor's office reappraises homes in the County on an on-going basis. Changes in the value of a home may result in a higher tax bill for individual homeowners. As taxable values increase County-wide, the District is required to reduce tax rates to offset the effect. The net result is that the District's property tax revenue should not increase because of reappraisal. The certified rate, as defined by state law, provides the same tax revenues from one year to the next.

The proposed tax rate for fiscal year 2018-2019 has been certified. The District will not hold a tax hearing to balance the 2018-2019 budget.

## Canyons School District

### Property Tax Levies and Collections

Tax years ending 2009 - 2017

Tax Year	Fiscal Year	Taxes Levied	Collections			Total Collections to Date	
			In the Year of Levy	Percentage of Levy	In Subsequent Years	Amount	Percentage of Levy
2009	2009-2010	\$ 123,870,539	\$ 116,066,380	93.70%	\$ 4,878,293	\$ 120,944,673	97.64%
2010	2010-2011	128,270,889	123,657,127	96.40%	4,568,571	128,225,698	99.96%
2011	2011-2012	125,220,579	120,535,487	96.26%	3,663,634	124,199,121	99.18%
2012	2012-2013	126,809,112	122,743,569	96.79%	3,104,749	125,848,318	99.24%
2013	2013-2014	128,474,716	124,669,505	97.04%	2,776,989	127,446,494	99.20%
2014	2014-2015	131,221,676	127,676,803	97.30%	2,415,231	130,092,034	99.14%
2015	2015-2016	140,421,316	137,095,864	97.63%	2,008,505	139,104,369	99.06%
2016	2016-2017	142,687,429	139,459,762	97.74%	1,570,120	141,029,882	98.84%
2017	2017-2018	149,762,610	146,570,701	97.87%	-	146,570,701	97.87%

Taxes are due by November 30.

This schedule recognizes collections on a calendar year (tax year) basis, whereas property tax collections reported in the basic financial statements are on a fiscal year basis.

## Canyons School District

### Historical Summaries of Taxable Values of Property

Tax Years Ended December 31, 2013 - 2017

	<u>Tax Year 2013</u>	<u>Tax Year 2014</u>	<u>Tax Year 2015</u>	<u>Tax Year 2016</u>	<u>Tax Year 2017</u>
	<u>Fiscal Year 2013-2014</u>	<u>Fiscal Year 2014-2015</u>	<u>Fiscal Year 2015-2016</u>	<u>Fiscal Year 2016-2017</u>	<u>Fiscal Year 2017-2018</u>
Set by State Tax Commission:					
Centrally assessed	\$ 402,956,177	\$ 372,125,766	\$ 418,908,292	\$ 461,862,621	\$ 491,198,523
Set by County Assessor:					
Locally assessed					
Real property:					
Residential - primary use	9,577,975,016	10,286,562,858	10,947,227,875	11,874,655,612	12,814,440,888
Residential - not primary use	875,621,450	868,631,810	875,417,190	894,760,570	908,969,070
Commercial and industrial	4,274,741,900	4,437,987,170	4,843,000,590	5,605,579,120	6,174,235,860
Agriculture and Farm Assessment Act (FAA)	1,360,590	1,287,570	1,380,670	987,390	9,895,640
Unimproved non FAA - vacant	7,890,400	9,318,870	9,197,390	8,694,740	-
Total real property	14,737,589,356	15,603,788,278	16,676,223,715	18,384,677,432	19,907,541,458
Personal property:					
Fee in lieu property	448,489,267	460,258,425	493,162,625	502,753,005	531,035,244
Mobile home - primary residential use	7,401,793	7,178,846	6,926,044	6,707,398	6,608,338
Mobile home - other use	529,984	281,757	352,816	530,083	553,334
Other personal property	750,405,109	804,615,171	799,226,452	826,437,918	904,719,799
Total personal property	1,206,826,153	1,272,334,199	1,299,667,937	1,336,428,404	1,442,916,715
Total locally assessed	15,944,415,509	16,876,122,477	17,975,891,652	19,721,105,836	21,350,458,173
Total taxable property	\$ 16,347,371,686	\$ 17,248,248,243	\$ 18,394,799,944	\$ 20,182,968,457	\$ 21,841,656,696

Source: Property Tax Division of the Utah State Tax Commission - List of Final Values by Year

# Canyons School District

## Estimated Summaries of Future Taxable Values of Property

Tax Years Ended December 31, 2018 - 2020

	Estimated Tax Year 2018* Fiscal Year 2018-2019	Estimated Tax Year 2019** Fiscal Year 2019-2020	Estimated Tax Year 2020** Fiscal Year 2020-2021
Set by State Tax Commission:			
Centrally assessed	\$ 540,318,375	\$ 567,334,294	\$ 595,701,009
Set by County Assessor:			
Locally assessed			
Real property:			
Residential - primary use	14,095,884,977	15,505,473,475	17,056,020,823
Residential - not primary use	999,865,977	1,099,852,575	1,209,837,833
Commercial and industrial	6,791,659,446	7,470,825,391	8,217,907,930
Agriculture and Farm Assessment Act (FAA)	10,885,204	11,973,724	13,171,096
Unimproved non FAA - vacant	-	-	-
Total real property	21,898,295,604	24,088,125,165	26,496,937,682
Personal property:			
Fee in lieu property	584,138,768	642,552,645	706,807,910
Mobile home - primary residential use	7,269,172	7,996,089	8,795,698
Mobile home - other use	608,667	669,534	736,487
Other personal property	995,191,779	1,094,710,957	1,204,182,053
Total personal property	1,587,208,386	1,745,929,225	1,920,522,148
Total locally assessed	23,485,503,990	25,834,054,390	28,417,459,830
Total taxable property	\$ 24,025,822,365	\$ 26,401,388,684	\$ 29,013,160,839

\*Based on initial assessed valuations, the estimated increase is 10%.

\*\*Based on conservative projections, the amounts are estimated to increase 5.0% over each year.



## Canyons School District

### Principal Property Taxpayers

Tax Years Ended December 31, 2017 and 2009

Taxpayer	Tax Year 2017			Tax Year 2009		
	Taxable Value *	Rank	Percent of Total Taxable Value	Taxable Value *	Rank	Percent of Total Taxable Value
Boyer-Gardner Company	\$ 195,947,300	1	0.92 %	-	-	0.00 %
Old Mill Corporate Center	169,828,800	2	0.80 %	\$ 79,472,300	6	0.49 %
Larry H. Miller Companies	168,551,900	3	0.79 %	147,351,265	1	0.90 %
ST Mall Owner, LLC	145,248,473	4	0.68 %	116,801,369	4	0.72 %
Rocky Mountain Power (PacifiCorp)	143,912,718	5	0.68 %	130,146,230	3	0.80 %
HGREIT II Cottonwood Center LLC	133,859,600	6	0.63 %	71,558,820	8	0.44 %
Becton Dickinson	127,434,593	7	0.60 %	133,778,785	2	0.82 %
Coca Cola Bottling Corp	120,586,000	8	0.57 %	-	-	-
Questar Gas	103,097,896	9	0.48 %	-	-	-
Excel Ft. Union LLC	95,628,820	10	0.45 %	-	-	-
Redevelopment Agency of Midvale	-		- %	103,194,600	5	0.63 %
Snowbird Ltd	-		- %	76,230,539	7	0.47 %
CenturyLink Inc. (Qwest Communications)	-		- %	66,673,288	9	0.41 %
DDR Corp	-		- %	59,297,900	10	0.36 %
	<u>\$ 1,404,096,100</u>		<u>6.60 %</u>	<u>\$ 984,505,096</u>		<u>6.04 %</u>
Total taxable value	<u>\$ 21,310,621,452</u>			<u>\$ 16,310,546,035</u>		

\* Total taxable value as used in this table excludes all tax equivalent property associated with motor vehicles.

Source: Property Tax Division of the Utah State Tax Commission, Salt Lake County Assessor's Office

# Canyons School District

## Debt Service Schedule of Outstanding General Obligation Bonds

Annual Principal and Interest owed 2018-2039

Fiscal Year Ending June 30	Former Jordan School District Issued Bonds		Canyons School District Issued Bonds		Total
	Principal	Interest	Principal	Interest	Debt Service
2018	11,255,000	2,578,500	8,100,000	9,433,530	31,367,030
2019	10,775,000	2,015,750	13,145,000	10,329,195	36,264,945
2020	10,535,000	1,477,000	11,040,000	13,740,713	36,792,713
2021	9,650,000	950,250	10,810,000	12,164,985	33,575,235
2022	9,355,000	467,750	9,435,000	11,672,185	30,929,935
2023	-	-	17,485,000	11,250,435	28,735,435
2024	-	-	19,135,000	10,547,285	29,682,285
2025	-	-	21,280,000	9,682,985	30,962,985
2026	-	-	22,230,000	8,848,135	31,078,135
2027	-	-	23,100,000	7,911,785	31,011,785
2028	-	-	24,060,000	6,906,535	30,966,535
2029	-	-	25,025,000	5,853,985	30,878,985
2030	-	-	26,010,000	4,912,090	30,922,090
2031	-	-	26,985,000	3,915,265	30,900,265
2032	-	-	23,005,000	2,960,641	25,965,641
2033	-	-	19,200,000	2,177,631	21,377,631
2034	-	-	7,300,000	1,475,743	8,775,743
2035	-	-	7,555,000	1,228,893	8,783,893
2036	-	-	7,815,000	969,588	8,784,588
2037	-	-	8,085,000	697,350	8,782,350
2038	-	-	5,210,000	411,575	5,621,575
2039	-	-	5,410,000	210,990	5,620,990
Totals	\$ 51,570,000	\$ 7,489,250	\$ 341,420,000	\$ 137,301,519	\$ 537,780,769

Note - Includes projected principal and interest payments from \$70.0 million of bonds to be issued in FY2018-19.

### Canyons School District Bonds Payable Summary

Bonds Payable, June 30, 2017	\$ 273,990,000
Plus Bonds Issued (2017-2018)	49,000,000
Less Bond Principal Payments (2017-18)	(19,355,000)
Bonds Payable, June 30, 2018	303,635,000
Plus Bonds Issued (2018-2019)	70,000,000
Less Bond Principal Payments (2018-2019)	(23,920,000)
Bonds Payable, June 30, 2019	\$ 349,715,000

## Canyons School District

### Debt Service Fund

Schedule of outstanding general obligation bonds shared with the Jordan School District

		2018	2019	2020	2021	2022	Total
Series 2014 Refunding	Principal	\$ 23,820,000	\$ 23,970,000	\$ 13,385,000	\$ 9,650,000	\$ 9,355,000	\$ 80,180,000
\$ 104,665,000	Interest	4,009,000	2,818,000	1,619,500	950,250	467,750	9,864,500
Total		<u>\$ 27,829,000</u>	<u>\$ 26,788,000</u>	<u>\$ 15,004,500</u>	<u>\$ 10,600,250</u>	<u>\$ 9,822,750</u>	<u>\$ 90,044,500</u>
Total Principal		\$ 23,820,000	\$ 23,970,000	\$ 13,385,000	\$ 9,650,000	\$ 9,355,000	\$ 80,180,000
Total Interest		4,009,000	2,818,000	1,619,500	950,250	467,750	9,864,500
Total		<u>\$ 27,829,000</u>	<u>\$ 26,788,000</u>	<u>\$ 15,004,500</u>	<u>\$ 10,600,250</u>	<u>\$ 9,822,750</u>	<u>\$ 90,044,500</u>
Canyons SD Principal		\$ 11,255,000	\$ 10,775,000	\$ 10,535,000	\$ 9,650,000	\$ 9,355,000	51,570,000
Canyons SD Interest		2,578,500	2,015,750	1,477,000	950,250	467,750	7,489,250
Jordan SD Principal		12,565,000	13,195,000	2,850,000	-	-	28,610,000
Jordan SD Interest		1,430,500	802,250	142,500	-	-	2,375,250
		<u>\$ 27,829,000</u>	<u>\$ 26,788,000</u>	<u>\$ 15,004,500</u>	<u>\$ 10,600,250</u>	<u>\$ 9,822,750</u>	<u>\$ 90,044,500</u>

These bonds payable are obligations of the former Jordan School District prior to its division on July 1, 2009. According to the statute governing the division, Canyons School District (CSD) is responsible for 58% of the outstanding debt and Jordan School District (JSD) is responsible for the remaining 42%. In April 2014, the Districts agreed to refund all eligible bonds. This refunding will annually save CSD \$550,000 in principal and interest expense. At the time of the refunding the CSD elected to accelerate its building program and still remain committed to its taxpayers by not allowing the debt tax levy to exceed 0.001619. The District choose to reduce its annual payment until the bonds are retired in June 2022. For the next few fiscal years CSD will transfer a lesser amount from its Capital Outlay Fund to service the debt, if such a transfer is needed. JSD opted to increase their debt tax levy for the fiscal years 2014-2015 through 2019-2020 to payoff their portion earlier. Therefore, the Series 2014 is not a straight 58% for CSD and 42% for JSD.

# Canyons School District

## Debt Service Fund

*Debt Service Schedule Outstanding Canyons District Own Debt - Series April 2011 \$68,000,000*

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 2,935,000	\$ 2,104,000	\$ 5,039,000
2018-19	3,020,000	2,015,950	5,035,950
2019-20	3,110,000	1,925,350	5,035,350
2020-21	3,220,000	1,800,950	5,020,950
2021-22	3,350,000	1,672,150	5,022,150
2022-23	3,485,000	1,538,150	5,023,150
2023-24	3,620,000	1,398,750	5,018,750
2024-25	3,765,000	1,253,950	5,018,950
2025-26	3,920,000	1,103,350	5,023,350
2026-27	4,075,000	946,550	5,021,550
2027-28	4,240,000	783,550	5,023,550
2028-29	4,400,000	608,650	5,008,650
2029-30	4,590,000	421,650	5,011,650
2030-31	4,780,000	215,100	4,995,100
Total	\$ 52,510,000	\$ 17,788,100	\$ 70,298,100

# Canyons School District

## Debt Service Fund

*Debt Service Schedule Outstanding Canyons District Own Debt - Series August 2012 \$80,000,000*

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Principal &amp; Interest</b>
2017-18	\$ 1,375,000	\$ 2,468,938	\$ 3,843,938
2018-19	1,425,000	2,448,313	3,873,313
2019-20	1,500,000	2,426,938	3,926,938
2020-21	1,550,000	2,366,937	3,916,937
2021-22	1,650,000	2,304,937	3,954,937
2022-23	5,350,000	2,238,937	7,588,937
2023-24	5,625,000	2,078,437	7,703,437
2024-25	5,900,000	1,853,437	7,753,437
2025-26	6,150,000	1,676,437	7,826,437
2026-27	6,350,000	1,461,188	7,811,188
2027-28	6,600,000	1,207,188	7,807,188
2028-29	6,850,000	943,188	7,793,188
2029-30	7,050,000	737,688	7,787,688
2030-31	7,325,000	455,688	7,780,688
2031-32	7,550,000	235,937	7,785,937
<b>Total</b>	<b>\$ 72,250,000</b>	<b>\$ 24,904,188</b>	<b>\$ 97,154,188</b>

# Canyons School District

## Debt Service Fund

Debt Service Schedule Canyons District Own Debt - Series October 2013 \$60,000,000

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 700,000	\$ 2,333,338	\$ 3,033,338
2018-19	725,000	2,312,338	3,037,338
2019-20	760,000	2,290,588	3,050,588
2020-21	790,000	2,252,588	3,042,588
2021-22	835,000	2,213,088	3,048,088
2022-23	3,875,000	2,171,338	6,046,338
2023-24	4,040,000	1,977,588	6,017,588
2024-25	4,200,000	1,775,588	5,975,588
2025-26	4,370,000	1,639,088	6,009,088
2026-27	4,550,000	1,464,288	6,014,288
2027-28	4,735,000	1,282,288	6,017,288
2028-29	4,930,000	1,092,888	6,022,888
2029-30	5,150,000	895,688	6,045,688
2030-31	5,375,000	689,688	6,064,688
2031-32	5,625,000	474,688	6,099,688
2032-33	5,875,000	249,688	6,124,688
<b>Total</b>	<b>\$ 56,535,000</b>	<b>\$ 25,114,750</b>	<b>\$ 81,649,758</b>

# Canyons School District

## Debt Service Fund

Debt Service Schedule Canyons District Own Debt - Series April 2015 \$42,000,000

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 1,300,000	\$ 1,819,350	\$ 3,119,350
2018-19	1,775,000	1,754,350	3,529,350
2019-20	1,860,000	1,665,600	3,525,600
2020-21	1,950,000	1,572,600	3,522,600
2021-22	2,050,000	1,475,100	3,525,100
2022-23	2,175,000	1,372,600	3,547,600
2023-24	2,275,000	1,263,850	3,538,850
2024-25	2,375,000	1,150,100	3,525,100
2025-26	2,500,000	1,031,350	3,531,350
2026-27	2,575,000	906,350	3,481,350
2027-28	2,650,000	777,600	3,427,600
2028-29	2,725,000	645,100	3,370,100
2029-30	2,815,000	536,100	3,351,100
2030-31	2,875,000	423,500	3,298,500
2031-32	2,975,000	322,875	3,297,875
2032-33	6,250,000	218,750	6,468,750
<b>Total</b>	<b>\$ 41,125,000</b>	<b>\$ 16,935,175</b>	<b>\$ 58,060,175</b>



# Canyons School District

## Debt Service Fund

Debt Service Schedule Canyons District Own Debt - Series January 2018 \$49,000,000

Fiscal Year	Principal	Interest	Total Principal & Interest
2017-18	\$ 1,790,000	\$ 707,904	\$ 2,497,904
2018-19	6,200,000	1,798,245	7,998,245
2019-20	3,425,000	1,488,245	4,913,245
2020-21	1,825,000	1,316,995	3,141,995
2021-22	-	1,225,745	1,225,745
2022-23	975,000	1,225,745	2,200,745
2023-24	1,865,000	1,206,245	3,071,245
2024-25	1,955,000	1,112,995	3,067,995
2025-26	2,050,000	1,015,245	3,065,245
2026-27	2,150,000	912,745	3,062,745
2027-28	2,260,000	805,245	3,065,245
2028-29	2,370,000	692,245	3,062,245
2029-30	2,465,000	636,550	3,101,550
2030-31	2,565,000	574,925	3,139,925
2031-32	2,650,000	506,953	3,156,953
2032-33	2,725,000	434,078	3,159,078
2033-34	2,800,000	355,053	3,155,053
2034-35	2,890,000	272,453	3,162,453
2035-36	2,975,000	185,753	3,160,753
2036-37	3,065,000	95,015	3,160,015
<b>Total</b>	<b>\$ 49,000,000</b>	<b>\$ 16,568,379</b>	<b>\$ 65,568,379</b>

## Canyons School District

### Debt Service Fund

Debt Service Schedule Canyons District Own Debt - Series January 2019 \$70,000,000 (projected)

Fiscal Year	Principal	Interest	Total Principal & Interest
2019-20	\$ 385,000	\$ 3,943,993	\$ 4,328,993
2020-21	1,475,000	2,854,915	4,329,915
2021-22	1,550,000	2,781,165	4,331,165
2022-23	1,625,000	2,703,665	4,328,665
2023-24	1,710,000	2,622,415	4,332,415
2024-25	3,085,000	2,536,915	5,621,915
2025-26	3,240,000	2,382,665	5,622,665
2026-27	3,400,000	2,220,665	5,620,665
2027-28	3,575,000	2,050,665	5,625,665
2028-29	3,750,000	1,871,915	5,621,915
2029-30	3,940,000	1,684,415	5,624,415
2030-31	4,065,000	1,556,365	5,621,365
2031-32	4,205,000	1,420,188	5,625,188
2032-33	4,350,000	1,275,115	5,625,115
2033-34	4,500,000	1,120,690	5,620,690
2034-35	4,665,000	956,440	5,621,440
2035-36	4,840,000	783,835	5,623,835
2036-37	5,020,000	602,335	5,622,335
2037-38	5,210,000	411,575	5,621,575
2038-39	5,410,000	210,990	5,620,990
<b>Total</b>	<b>\$ 70,000,000</b>	<b>\$ 35,990,926</b>	<b>\$ 105,990,926</b>

NOTE: The above schedule was provided by the District's financial advisor. The District plans to issue \$70.0 million of bonds during 2018-2019. This schedule will be updated when the bonds are sold.

# Canyons School District

## Legal Debt Margin

December 31, 2009 - 2017 and estimate for December 31, 2018

Calendar Year	Estimated Fair Market Value	Debt Limit *	Less General Obligation Debt**	Legal Debt Margin*	Percentage of Debt to Debt Limit
2009	\$ 24,484,628,961	\$ 979,385,158	\$ 154,455,650	\$ 824,929,508	15.77%
2010	23,814,114,992	952,564,600	206,608,333	745,956,267	21.69%
2011	22,984,491,191	919,379,648	186,581,954	732,797,694	20.29%
2012	22,981,512,941	919,260,518	250,687,602	668,572,916	27.27%
2013	24,189,952,711	967,598,108	300,491,591	667,106,517	31.06%
2014	25,670,400,546	1,026,816,022	330,766,657	696,049,365	32.21%
2015	27,357,289,514	1,094,291,581	312,441,693	781,849,888	28.55%
2016	29,904,083,647	1,196,163,346	293,223,191	902,940,155	24.51%
2017	31,800,570,819	1,272,022,833	323,765,524	948,257,309	25.45%
2018 est	32,436,582,235	1,297,463,289	367,488,258	929,975,031	28.32%

\*The general obligation indebtedness (net of deferred amounts) of the District is limited by Utah law to 4% of the fair market value of taxable property in the District. The legal debt margin (additional debt incurring capacity of the District) is based on estimated assessed value.

\*\*The amortized bond issuance premiums have been included in the total general obligation debt.

# Canyons School District

Five Year Detail - Full Time Equivalents (FTE) - Contract Employees Only

<i>Description</i>	<i>Actual 2014-2015</i>	<i>Actual 2015-2016</i>	<i>Actual 2016-2017</i>	<i>Final Budget 2017-2018</i>	<i>Budget 2018-2019</i>
<b>Instruction</b>					
Teachers	1,639.7	1,637.8	1,640.6	1,624.6	1,610.6
Teacher Aides and Paraprofessionals	139.7	147.1	148.4	153.8	153.0
Total	1,779.4	1,784.9	1,789.0	1,778.4	1,763.6
<b>Student Support Services</b>					
Directors	2.5	2.5	3.0	2.0	2.0
Guidance Personnel	53.6	53.6	56.3	53.2	57.0
Health Services Personnel	19.2	19.2	17.9	18.4	18.9
Psychological Personnel	39.0	39.0	35.9	46.4	48.9
Secretarial and Clerical	4.0	4.0	4.0	4.0	4.0
Total	118.3	118.3	117.1	124.0	130.8
<b>Staff Support Services</b>					
Directors	14.0	14.0	14.1	16.1	15.1
Coordinators/Specialists	19.3	19.3	20.5	28.4	27.8
Ed/Techs & Achievement Coaches**	19.0	69.7	67.5	69.6	66.6
Media Personnel	13.0	13.0	13.0	13.0	13.0
Secretarial and Clerical	17.9	17.9	15.5	18.1	18.1
Total	83.2	133.9	130.6	145.2	140.6
<b>District Administration</b>					
Superintendent	1.0	1.0	1.0	1.0	1.0
Assistant Superintendents	3.0	4.0	4.0	4.0	4.0
Directors	3.0	2.0	2.0	2.0	2.0
Secretarial and Clerical	5.0	5.0	5.0	5.0	5.0
Total	12.0	12.0	12.0	12.0	12.0
<b>School Administration</b>					
Principals and Assistants	87.0	90.6	90.6	90.6	91.6
Secretarial and Clerical	90.7	97.3	97.3	98.2	98.1
Total	177.7	187.9	187.9	188.8	189.7
<b>Central Services</b>					
Business Administrator	1.0	1.0	1.0	1.0	1.0
Directors	13.8	15.0	15.0	15.0	15.0
Secretarial and Clerical	28.0	28.0	28.0	28.0	28.0
Other Classified Personnel	59.0	59.0	58.0	58.9	58.9
Total	101.8	103.0	102.0	102.9	102.9

# Canyons School District

Five Year Detail - Full Time Equivalents (FTE) - Contract Employees Only

<i>Description</i>	<i>Actual 2014-2015</i>	<i>Actual 2015-2016</i>	<i>Actual 2016-2017</i>	<i>Final Budget 2017-2018</i>	<i>Budget 2018-2019</i>
<b>Operation of Plant</b>					
Secretarial and Clerical	4.0	4.0	4.0	4.0	4.0
Custodial/Maintenance Supervisors	10.0	9.0	9.0	9.0	9.0
Custodial/Maintenance Personnel	172.0	176.0	176.0	166.0	169.0
Total	186.0	189.0	189.0	179.0	182.0
<b>Student Transportation</b>					
Directors	1.0	1.0	1.0	1.5	1.0
Secretarial and Clerical	2.0	2.5	3.0	3.0	3.0
Routing Coordinators/Analysts/Dispatchers/Trainers	11.5	11.5	10.0	10.5	10.5
Bus Drivers	89.4	91.1	94.2	97.6	100.7
Mechanics & Other Garage Employees	8.0	8.0	8.0	8.0	8.0
Total	111.9	114.1	116.2	120.6	123.2
<b>Non-Instructional Services*</b>					
Principals and Assistants	3.3	0.3	0.3	0.3	0.3
Teachers	38.3	-	-	-	-
Counselors/Pshychologists	2.3	-	-	-	-
Teacher Aides and Paraprofessionals	9.0	-	-	-	-
Secretarial and Clerical	16.7	7.3	7.3	5.3	5.4
Total	69.6	7.6	7.6	5.6	5.7
<b>Nutrition Services</b>					
Directors	1.0	1.0	1.0	1.0	1.0
Coordinators/Specialists	4.0	4.0	4.0	4.0	4.0
Secretarial and Clerical	2.0	2.0	2.0	2.0	2.0
School Foods Personnel	91.8	89.3	78.3	72.1	72.1
Total	98.8	96.3	85.3	79.1	79.1
<b>Construction/Network Services</b>					
Directors	2.0	2.0	2.0	2.0	2.0
Facilities Classified Personnel	5.0	5.0	5.0	4.5	5.0
Data Classified Personnel	4.0	4.0	4.0	4.0	4.0
Secretarial and Clerical	1.0	1.0	-	-	-
Total	12.0	12.0	11.0	10.5	11.0
Total FTE	2,750.7	2,759.0	2,747.7	2,746.1	2,740.6

\*With the Non-K12 fund no longer being used, effective 2015-2016 most employees were shifted to the instruction or other support functions.

\*\*Effective 2015-2016 Achievement coaches were moved from the instruction function to the staff support function to align with their role.

## Canyons School District

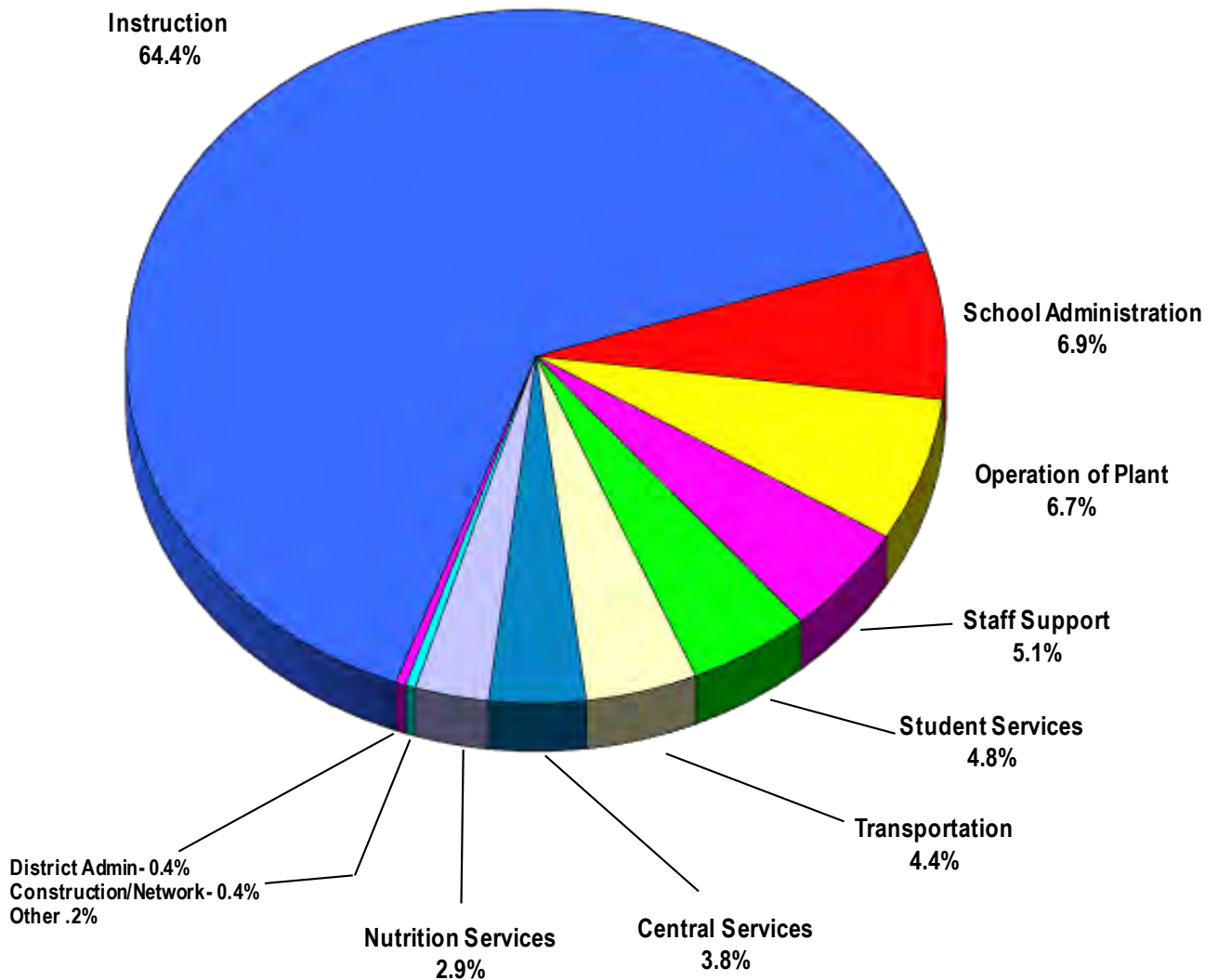
Five Year Summary - Full Time Equivalents (FTE) - Contracted Employees Only

	Actual 2014-2015		Actual 2015-2016		Actual 2016-2017		Final Budget 2017-2018		Budget 2018-2019	
	FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE
<b>By Function of FTE Allocated</b>										
Instruction	1,779.4	64.7	1,784.9	64.8	1,789.0	65.0	1,778.4	64.8	1,763.6	64.6
School Administration	177.7	6.5	187.9	6.8	187.9	6.8	188.8	6.9	189.7	6.9
Operation of Plant	186.0	6.8	189.0	6.8	189.0	7.0	179.0	6.5	182.0	6.6
Staff Support Services	83.2	3.0	133.9	4.9	130.6	4.8	145.2	5.3	140.6	5.1
Student Support Services	118.3	4.3	118.3	4.3	117.1	4.3	124.0	4.5	130.8	4.8
Student Transportation	111.9	4.1	114.1	4.1	116.2	4.2	120.6	4.4	123.2	4.5
Central Services	101.8	3.7	103.0	3.7	102.0	3.7	102.9	3.7	102.9	3.8
Nutrition Services	98.8	3.6	96.3	3.5	85.3	3.1	79.1	2.9	79.1	2.9
Construction/Network Services	12.0	0.4	12.0	0.4	11.0	0.4	10.5	0.4	11.0	0.4
District Administration	12.0	0.4	12.0	0.4	12.0	0.4	12.0	0.4	12.0	0.4
Non-Instructional Services	69.6	2.5	7.6	0.3	7.6	0.3	5.6	0.2	5.7	0.2
	2,750.7	100.0	2,759.0	100.0	2,747.7	100.0	2,746.1	100.0	2,740.6	100.0

	Actual 2014-2015		Actual 2015-2016		Actual 2016-2017		Final Budget 2017-2018		Budget 2018-2019	
	FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE
<b>By Type of FTE Allocated</b>										
Teachers	1,639.7	59.5	1,637.8	59.4	1,640.6	59.7	1,624.6	59.2	1,610.6	58.7
Certificated Specialists	203.7	7.4	213.8	7.7	211.1	7.7	229.0	8.3	232.2	8.5
Custodians & Maintenance Personnel	182.0	6.6	185.0	6.7	185.0	6.7	175.0	6.4	178.0	6.5
Secretarial & Clerical	171.3	6.2	169.0	6.1	166.1	6.1	167.6	6.1	167.6	6.1
Teacher Aides & Paraprofessionals	148.7	5.4	147.1	5.3	148.4	5.4	153.8	5.6	153.0	5.6
Bus Drivers, Mechanics & Routing Coord.	108.9	4.0	110.6	4.0	112.2	4.1	116.1	4.2	119.2	4.3
School Foods Personnel	95.8	3.5	93.3	3.4	82.3	3.0	76.1	2.8	76.1	2.8
Principals & Assistants	90.3	3.3	90.9	3.3	90.9	3.3	90.9	3.3	91.9	3.4
Other Classified	68.0	2.5	68.0	2.5	67.0	2.4	67.4	2.5	67.9	2.5
Directors	37.3	1.4	37.5	1.4	38.1	1.4	39.6	1.4	38.1	1.4
Superintendent & Assistants	5.0	0.2	6.0	0.2	6.0	0.2	6.0	0.2	6.0	0.2
	2,750.7	100.0	2,759.0	100.0	2,747.7	100.0	2,746.1	100.0	2,740.6	100.0

# Canyons School District

*Financial Impact of Full Time Equivalents (FTE) - Contract Employees Only*



The primary activity of any public education institution is to educate children. The delivery of services involved in educating children is a labor intensive effort. It stands to reason that the cost of hiring and employing the necessary staff to deliver the necessary services would be the primary expenditure of the District. In fact, salary and benefit expenditures represent approximately 88% of the General Fund expenditures. Within the salary and benefit expenditures, the District is committed to its mission statement that all students will graduate college- and career-ready. There is no basis of fact of a top heavy administration within the Canyons School District.

The Board of Education and District administration reviews, evaluates and balances FTE allocations between new initiatives and continued efforts to meet the District's mission.



## Canyons School District

### Demographic and Economic Statistics

For fiscal years ending June 30, 2010 - 2017

Year	Canyons School District Estimated Population *	Salt Lake County Estimated Population **	Salt Lake County Total Personal Income (in thousands) **	Salt Lake County Per Capita Income **	Salt Lake County Unemployment Rate **	Salt Lake County Estimated New Construction **	Number of Students of Minority Ancestry
2010	189,773	1,029,655	\$ 38,580,658	\$ 37,057	6.8%	\$ 1,545,119,400	5,049
2011	190,426	1,033,196	39,083,765	37,827	7.8%	1,042,645,900	5,755
2012	193,107	1,047,746	40,995,436	39,081	6.5%	1,560,324,400	8,442
2013	196,074	1,063,842	43,658,167	41,038	4.4%	1,581,414,900	8,450
2014	199,001	1,079,721	45,552,565	42,189	3.5%	1,568,718,500	8,486
2015	201,216	1,091,742	46,437,317	42,535	3.6%	1,868,836,000	8,486
2016	204,086	1,107,314	49,488,031	44,692	3.3%	2,059,529,200	8,566
2017	206,674	1,121,354	N/A	N/A	2.9%	3,266,939,500	8,691

Note: fiscal year 2018 figures are not yet available

\* Based on District estimates and data available to District personnel.

\*\* The District covers the southeast section of Salt Lake County, which encompasses several municipalities and unincorporated areas making statistics to the District impracticable to obtain. These statistics for Salt Lake County are given since those are representative of the District. These statistics were obtained from the County's year-end financial reports. The actual per capita income as provided by the Bureau of Economic Analysis lags one year behind. Therefore, it is not available for 2018.

Source: Salt Lake County - Comprehensive Annual Financial Report by year, District records

## Canyons School District

### Principal Employers

June 30, 2017 and 2009

Employer *	June 30, 2017				June 30, 2009			
	Number of Employees	Rank	Percent of District's Total Estimated Population	Percent of District's Total Estimated Workforce	Number of Employees	Rank	Percent of District's Total Estimated Population	Percent of District's Total Estimated Workforce
Intermountain Healthcare	5,000	1	2.6%	3.7%	5,000	1	2.6%	3.8%
Canyons School District	5,000	2	2.6%	3.7%	5,000	2	2.6%	3.8%
Wal-Mart Stores	2,000	3	1.0%	1.5%	2,000	3	1.1%	1.5%
Smith's Food Stores	1,500	4	0.8%	1.1%	1,500	4	0.8%	1.1%
Jet Blue Airways Corporation	1,500	5	0.8%	1.1%	-	-	-	-
Utah State Prison	1,500	6	0.8%	1.1%	1,500	5	0.8%	1.1%
eBay	1,500	7	0.8%	1.1%	1,500	6	0.8%	1.1%
Snowbird Corporation	1,500	8	0.8%	1.1%	-	-	-	-
General Dynamics	1,400	9	0.7%	1.0%	-	-	-	-
Becton Dickinson	1,000	10	0.5%	0.7%	1,000	10	0.5%	0.8%
ACS Business Solutions	-	-	-	-	1,500	7	0.8%	1.1%
Coca-Cola	-	-	-	-	1,000	8	0.5%	0.8%
1-800 Contacts	-	-	-	-	1,000	9	0.5%	0.8%
Totals	21,900		11.4%	16.1%	21,000		11.0%	15.9%

Note: fiscal year 2018 figures are not yet available

\* The number of employees within the District's boundaries for these employers is unavailable. Therefore, the number of employees listed represents an approximate range of the number of employees per the Utah Department of Workforce Services and the Salt Lake County, Sandy, Draper and Cottonwood Heights comprehensive annual financial reports by year.

## Canyons School District

### Capital Asset Information

For fiscal years ending June 30, 2014 - 2017 and estimates for June 30, 2018

	2014	2015	2016	2017	2018 est
Buildings:					
Elementary:					
Number	29	29	29	29	29
Square feet	1,844,777	1,844,777	1,849,736	1,872,516	1,872,516
Capacity	20,375	19,215	19,215	19,390	19,265
Enrollment	15,488	15,389	15,465	15,312	15,127
Middle Schools:					
Number	8	8	8	8	8
Square feet	1,304,281	1,304,281	1,347,426	1,351,296	1,426,358
Capacity	9,418	9,506	9,506	9,776	9,506
Enrollment	7,762	7,723	7,800	7,826	7,858
High Schools:					
Number	5	5	5	5	5
Square feet	1,748,503	1,748,503	1,748,503	1,748,503	1,748,503
Capacity	12,431	11,553	11,553	11,553	11,553
Enrollment	10,178	10,355	10,424	10,597	10,645
Special Schools:					
Number	4	4	2	2	2
Square feet	136,757	136,757	136,757	136,757	136,757
Capacity *					
Enrollment	249	209	210	282	277
Total School Buildings:	46	46	44	44	44
Square feet	5,034,318	5,034,318	5,082,422	5,109,072	5,210,190
Capacity	42,224	40,274	40,274	40,719	40,324
Enrollment	33,677	33,676	33,899	34,017	33,907
Other Buildings:					
Number	6	5	4	7	7
Square feet	340,426	340,426	251,505	251,505	251,505
Acres of Land	794	794	770	784	783
Number of Portables	81	82	82	85	85
Number of Vehicles	338	347	329	338	338

\* Information for special school varies depending on needs of students.

Source: District records

## Canyons School District

### High School Graduates

Last ten school years - school years 2009 - 2017 and estimate for 2018

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018 est
Alta*	753	815	721	787	794	535	419	365	420	414
Brighton*	645	570	613	565	579	562	546	483	422	450
Corner Canyon	-	-	-	-	-	257	391	490	500	500
Hillcrest*	386	435	422	368	444	480	423	429	406	480
Jordan*	527	478	478	507	491	510	473	433	411	481
Diamond Ridge***	-	-	-	-	-	-	-	15	31	40
Entrada**	-	254	145	104	136	78	140	69	248	100
South Park**	-	331	378	338	358	276	241	107	148	119
Total	2,311	2,883	2,757	2,669	2,802	2,698	2,633	2,391	2,586	2,584
Dropout Rate:	A	A	A	A	6.0%	9.0%	6.0%	10.0%	9.0%	8.0%

\*Graduates for these traditional schools are comparable to when these schools were in the former Jordan School District (JSD), year 2009.

\*\*Entrada and South Park are adult high schools. Graduation rates prior to 2010 are not comparable when they existed under JSD.

\*\*\*Diamond Ridge is an alternative high school which opened in 2016.

A - Dropout rate is not available

Source: District records

## Canyons School District

### Students per Teacher

Last ten school years - school years 2009 - 2019

Grade	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Kindergarten	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
1	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3
2	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3
3	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3	22.3
4	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3
5	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3
6	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3	26.3
7	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3
8	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3
9	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3
10	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3
11	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3
12	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3	28.3

## Canyons School District

### Nutrition Services - Facts and Figures

Years Ended June 30, 2014 thru June 30, 2017 with estimate for June 30, 2018

	2014	2015	2016	2017	2018 est
Participating schools:					
Lunch	44	43	44	44	43
Breakfast	30	33	36	37	37
Student lunches served:					
Free	1,040,685	1,041,709	1,034,851	1,037,271	1,018,089
Reduced	183,451	183,443	190,927	158,665	146,039
Fully paid	1,614,055	1,648,908	1,666,635	1,644,115	1,674,174
Total	2,838,191	2,874,060	2,892,413	2,840,051	2,838,302
Student breakfasts served:					
Free	261,970	313,316	443,942	434,835	443,552
Reduced	22,264	31,820	55,369	45,072	42,000
Fully paid	63,393	84,961	158,914	166,115	181,000
Total	347,627	430,097	658,225	646,022	666,552
Percentage of free/reduced/fully paid lunch:					
Free	36.67%	36.25%	35.78%	36.52%	35.87%
Reduced	6.46%	6.38%	6.60%	5.59%	5.15%
Fully paid	56.87%	57.37%	57.62%	57.89%	58.99%
Percentage of free/reduced fully paid breakfast					
Free	75.36%	72.85%	67.45%	67.31%	66.54%
Reduced	6.40%	7.40%	8.41%	6.98%	6.30%
Fully paid	18.24%	19.75%	24.14%	25.71%	27.15%
Average daily participation:					
Lunch	15,945	16,146	16,250	15,955	16,108
Breakfast	1,953	2,416	3,698	3,629	3,614
October 1st count	33,677	33,676	33,899	34,017	34,237
Percentage participating in school lunch/breakfast					
Lunch	47.35%	47.95%	47.94%	46.90%	47.05%
Breakfast	5.80%	7.17%	10.91%	10.67%	10.56%

Source: District records.

**Canyons School District**  
**11 Grade ACT**  
**Percent on Track for College & Career**

<b>DISTRICT</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>State Avg 2018</b>
English	69%	62%	62%	<b>61%</b>	53%
Mathematics	39%	36%	40%	<b>43%</b>	36%
Reading	51%	45%	45%	<b>47%</b>	37%
Science	41%	38%	40%	<b>41%</b>	31%

<b>Alta High School</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
English	69%	69%	70%	<b>66%</b>
Mathematics	38%	39%	44%	<b>46%</b>
Reading	52%	50%	48%	<b>50%</b>
Science	42%	43%	40%	<b>40%</b>

<b>Brighton High School</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
English	73%	62%	66%	<b>71%</b>
Mathematics	39%	37%	45%	<b>46%</b>
Reading	52%	44%	48%	<b>53%</b>
Science	41%	39%	43%	<b>49%</b>

<b>Hillcrest High School</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
English	61%	58%	58%	<b>55%</b>
Mathematics	39%	37%	39%	<b>40%</b>
Reading	46%	42%	45%	<b>43%</b>
Science	40%	36%	41%	<b>41%</b>

<b>Jordan High School</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
English	66%	52%	54%	<b>48%</b>
Mathematics	27%	26%	30%	<b>31%</b>
Reading	46%	36%	37%	<b>37%</b>
Science	35%	31%	30%	<b>28%</b>

<b>Corner Canyon High</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
English	74%	69%	68%	<b>68%</b>
Mathematics	46%	43%	49%	<b>54%</b>
Reading	54%	50%	54%	<b>50%</b>
Science	44%	47%	49%	<b>47%</b>

<b>Diamond Ridge High</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
English		50%	11%	<b>15%</b>
Mathematics		17%	2%	<b>3%</b>
Reading		25%	5%	<b>15%</b>
Science		25%	7%	<b>6%</b>

\*\* Diamond Ridge is Canyons alternate high school that started in Fall 2015



**Canyons School District**  
**Student Assessment of Growth and Excellence (SAGE) Results**

All District Middle Schools		Percent of Students Proficient					
Grades	Subject	2014	2015	2016	2017	2018	2017 State
6-8	Language Arts	53%	51%	54%	53%	<i>Coming in August</i>	44%
6-8	Math	45%	46%	49%	49%		46%
6-8	Science	53%	55%	59%	61%		50%

Albion Middle School		Percent of Students Proficient			
Grades	Subject	2014	2015	2016	2017
6-8	Language Arts	59%	59%	64%	67%
6-8	Math	57%	58%	58%	54%
6-8	Science	55%	60%	71%	70%

Butler Middle School		Percent of Students Proficient			
Grades	Subject	2014	2015	2016	2017
6-8	Language Arts	57%	49%	50%	53%
6-8	Math	40%	46%	50%	48%
6-8	Science	52%	53%	59%	61%

Draper Park Middle		Percent of Students Proficient			
Grades	Subject	2014	2015	2016	2017
6-8	Language Arts	66%	63%	62%	65%
6-8	Math	54%	55%	64%	61%
6-8	Science	62%	73%	77%	78%

Eastmont Middle School		Percent of Students Proficient			
Grades	Subject	2014	2015	2016	2017
6-8	Language Arts	56%	53%	57%	52%
6-8	Math	46%	51%	54%	52%
6-8	Science	63%	59%	60%	59%

**Canyons School District  
Student Assessment of Growth and Excellence (SAGE) Results**

<b>Indian Hills Middle School</b>		<b>Percent of Students Proficient</b>			
<b>Grades</b>	<b>Subject</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
6-8	Language Arts	57%	59%	<b>62%</b>	<b>56%</b>
6-8	Math	51%	51%	<b>54%</b>	<b>49%</b>
6-8	Science	63%	60%	<b>61%</b>	<b>65%</b>

<b>Midvale Middle School</b>		<b>Percent of Students Proficient</b>			
<b>Grades</b>	<b>Subject</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
6-8	Language Arts	40%	37%	<b>35%</b>	<b>34%</b>
6-8	Math	36%	36%	<b>31%</b>	<b>31%</b>
6-8	Science	41%	36%	<b>35%</b>	<b>35%</b>

<b>Mt. Jordan Middle School</b>		<b>Percent of Students Proficient</b>			
<b>Grades</b>	<b>Subject</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
6-8	Language Arts	34%	43%	<b>41%</b>	<b>35%</b>
6-8	Math	27%	32%	<b>29%</b>	<b>30%</b>
6-8	Science	30%	40%	<b>41%</b>	<b>41%</b>

<b>Union Middle School</b>		<b>Percent of Students Proficient</b>			
<b>Grades</b>	<b>Subject</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
6-8	Language Arts	40%	37%	<b>47%</b>	<b>45%</b>
6-8	Math	38%	32%	<b>38%</b>	<b>48%</b>
6-8	Science	44%	46%	<b>47%</b>	<b>54%</b>

**Canyons School District  
Student Assessment of Growth and Excellence (SAGE) Results**

District Elementary Schools		Percent of Students Proficient				
Grades	Subject	2015	2016	2017	2018	2017 State
3-5	Language Arts	54%	58%	<b>58%</b>	<i>Coming in August</i>	46%
3-5	Math	57%	60%	<b>62%</b>		51%
4-5	Science	55%	58%	<b>58%</b>		49%

Alta View Elementary School		Percent of Students Proficient		
Grades	Subject	2015	2016	2017
3-5	Language Arts	49%	52%	58%
3-5	Math	55%	61%	69%
4-5	Science	59%	61%	68%

Altara Elementary School		Percent of Students Proficient		
Grades	Subject	2015	2016	2017
3-5	Language Arts	53%	62%	61%
3-5	Math	60%	69%	65%
4-5	Science	63%	60%	61%

Bell View Elementary School		Percent of Students Proficient		
Grades	Subject	2015	2016	2017
3-5	Language Arts	50%	50%	51%
3-5	Math	47%	50%	52%
4-5	Science	59%	48%	43%

Bella Vista Elementary School		Percent of Students Proficient		
Grades	Subject	2015	2016	2017
3-5	Language Arts	44%	53%	46%
3-5	Math	46%	55%	52%
4-5	Science	45%	57%	45%

Brookwood Elementary School		Percent of Students Proficient		
Grades	Subject	2015	2016	2017
3-5	Language Arts	65%	68%	70%
3-5	Math	73%	81%	77%
4-5	Science	77%	72%	66%

**Canyons School District**  
**Student Assessment of Growth and Excellence (SAGE) Results**

<b>Butler Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	56%	59%	60%
3-5	Math	52%	61%	64%
4-5	Science	51%	57%	58%

<b>Copperview Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	20%	21%	21%
3-5	Math	25%	26%	29%
4-5	Science	20%	14%	14%

<b>Canyon View Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	62%	61%	62%
3-5	Math	61%	66%	76%
4-5	Science	66%	64%	63%

<b>Crescent Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	52%	54%	57%
3-5	Math	51%	55%	56%
4-5	Science	51%	60%	51%

<b>Draper Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	63%	71%	65%
3-5	Math	73%	72%	73%
4-5	Science	57%	60%	60%

<b>East Midvale Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	40%	37%	37%
3-5	Math	42%	31%	33%
4-5	Science	45%	28%	41%

**Canyons School District**  
**Student Assessment of Growth and Excellence (SAGE) Results**

<b>East Sandy Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	53%	64%	67%
3-5	Math	54%	64%	65%
4-5	Science	59%	68%	61%

<b>Edgemont Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	36%	37%	43%
3-5	Math	36%	39%	53%
4-5	Science	35%	33%	49%

<b>Granite Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	79%	81%	83%
3-5	Math	79%	82%	85%
4-5	Science	80%	85%	86%

<b>Lone Peak Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	67%	68%	70%
3-5	Math	71%	69%	74%
4-5	Science	58%	64%	72%

<b>Midvale Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	16%	22%	22%
3-5	Math	19%	25%	20%
4-5	Science	16%	22%	18%

<b>Midvalley Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	35%	33%	30%
3-5	Math	39%	36%	38%
4-5	Science	31%	42%	38%

**Canyons School District**  
**Student Assessment of Growth and Excellence (SAGE) Results**

<b>Oak Hollow Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	59%	62%	62%
3-5	Math	62%	66%	68%
4-5	Science	62%	68%	61%

<b>Oakdale Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	50%	51%	47%
3-5	Math	56%	55%	54%
4-5	Science	43%	43%	50%

<b>Park Lane Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	61%	68%	66%
3-5	Math	61%	65%	68%
4-5	Science	64%	60%	58%

<b>Peruvian Park Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	68%	76%	73%
3-5	Math	69%	76%	80%
4-5	Science	66%	74%	77%

<b>Quail Hollow Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	69%	75%	81%
3-5	Math	75%	77%	80%
4-5	Science	68%	82%	77%

<b>Ridgecrest Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	52%	53%	55%
3-5	Math	52%	55%	57%
4-5	Science	51%	57%	56%

**Canyons School District**  
**Student Assessment of Growth and Excellence (SAGE) Results**

<b>Sandy Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	35%	37%	37%
3-5	Math	44%	37%	37%
4-5	Science	47%	47%	39%

<b>Silver Mesa Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	58%	59%	61%
3-5	Math	54%	62%	60%
4-5	Science	59%	64%	64%

<b>Sprucewood Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	49%	61%	58%
3-5	Math	56%	55%	58%
4-5	Science	67%	63%	57%

<b>Sunrise Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	73%	78%	75%
3-5	Math	73%	74%	75%
4-5	Science	77%	76%	78%

<b>Willow Canyon Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	64%	73%	71%
3-5	Math	71%	76%	81%
4-5	Science	67%	76%	78%

<b>Willow Springs Elementary School</b>		<b>Percent of Students Proficient</b>		
Grades	Subject	2015	2016	2017
3-5	Language Arts	71%	70%	71%
3-5	Math	66%	69%	79%
4-5	Science	64%	65%	76%



## SCHOOL LOCATION INFORMATION

### ELEMENTARY SCHOOLS

Alta View Elementary (104)  
1033 S. Crocus St. (865 E.)  
Sandy 84094



East Sandy Elementary (123)  
8295 S. 870 E.  
Sandy 84094



Altara Elementary (103)  
800 E. 11000 S.  
Sandy 84094



Edgemont Elementary (124)  
1085 E. 9800 S.  
Sandy 84094



Bell View Elementary (105)  
9800 S. 800 E.  
Sandy 84094



Granite Elementary (130)  
9760 S. 3100 E.  
Sandy 84092



Bella Vista Elementary (105)  
2131 E. 700 S.  
Cottonwood Heights 84121



Lone Peak Elementary (135)  
11515 S. High Mesa Dr., (2220 E.)  
Sandy 84092



Brookwood Elementary (107)  
8630 S. Snowbird Dr. (2565 E.)  
Sandy 84093



Midvale Elementary (140)  
7830 Chapel Street (7790 S.)  
Midvale 84047



Butler Elementary (108)  
2700 E. 700 S.  
Cottonwood Heights 84121



Midvalley Elementary (144)  
217 E. 7800 S.  
Midvale 84047



Canyon View Elementary (110)  
3050 E. 7800 S.  
Cottonwood Heights 84121



Oak Hollow Elementary (143)  
884 E. 14400 S.  
Draper 84020



Copperview Elementary (112)  
8449 S. 150 W.  
Midvale 84047



Oakdale Elementary (149)  
1900 E. Creek Rd. (8011 S.)  
Sandy 84093



Crescent Elementary (116)  
11100 S. 230 E.  
Sandy 84070



Park Lane Elementary (155)  
9955 S. 2300 E.  
Sandy 84092



Draper Elementary (120)  
1080 E. 12660 S.  
Draper 84020



Peruvian Park Elementary (150)  
1545 E. 8425 S.  
Sandy 84093



East Midvale Elementary (122)  
6990 S. 300 E.  
Midvale 84047



Quail Hollow Elementary (154)  
2625 E. Newcastle Dr. (9070 S.)  
Sandy 84093



Ridgecrest Elementary (151)  
1800 E. 7200 S.  
Cottonwood Heights 84121



Midvale Middle (404)  
7852 S. Pioneer St. (310 S.)  
Midvale 84047



Sandy Elementary (156)  
8725 S. 280 E.  
Sandy 84070



Mount Jordan Middle (408)  
9360 S. 300 E.  
Sandy 84070



Silver Mesa Elementary (158)  
8920 S. 1700 E.  
Sandy 84070



Union Middle (410)  
615 E. 8000 S.  
Sandy 84070



Sprucewood Elementary (164)  
12025 S. 1000 E.  
Sandy 84094



### HIGH SCHOOLS

Alta High (702)  
11055 S. Hawk Hwy  
Sandy 84094



Sunrise Elementary (159)  
1520 E. 11265 S.  
Sandy 84092



Brighton High (705)  
2220 E. Bengal Blvd. (7600 S.)  
Cottonwood Heights 84121



Willow Canyon Elementary (174)  
9650 S. 1700 E.  
Sandy 84092



Corner Canyon High (711)  
12943 S. 700 E.  
Draper 84020



Willow Springs Elementary (178)  
13288 S. Lone Rock Dr. (465 E.)  
Draper 84020



Hillcrest High (706)  
7350 S. 900 E.  
Midvale 84047



### MIDDLE SCHOOLS

Albion Middle (401)  
2755 E. Newcastle Dr. (8890 S.)  
Sandy 84093



Jordan High (708)  
95 E. Beetdigger Blvd. (9880 S.)  
Sandy 84070



Butler Middle (402)  
7530 S. 2700 E.  
Cottonwood Heights 84121



### SPECIALTY SCHOOLS

CTEC (740)  
825 E. 9085 S.  
Sandy 84095



Draper Park Middle (407)  
13133 S. 1300 E.  
Draper 84020



Entrada (981)  
825 E. 9085 S.  
Sandy 84094



Eastmont Middle (403)  
10100 S. 1300 E.  
Sandy 84094



South Park (712)  
14425 S. Pony Express Rd.  
Draper 84020



Indian Hills Middle (405)  
1180 E. Sanders Road  
Sandy 84094

Jordan Valley (810)  
7501 S. 1000 E. Midvale 84047



# Administrative Salary Schedule

(2018-2019)

242 Days - Full Time 8 Hours Per Day

July 1, 2018 - June 30, 2019

	Lane 1	Lane 2	Lane 3	Lane 4	Lane 5
Steps	Base Contract	Base Contract	Base Contract	Base Contract	Base Contract
1	67,397	73,015	87,895	94,940	105,712
2	68,746	74,475	89,171	96,320	107,254
3	70,120	75,965	90,464	97,720	108,820
4	71,523	77,483	91,777	99,143	110,406
5	72,953	79,033	93,109	100,584	112,019
6	74,413	80,615	94,462	102,051	113,656
7	75,901	82,227	95,834	103,534	115,318
8	77,418	83,872	97,225	105,043	117,003
9	78,968	85,548	98,642	106,576	118,714
10	80,547	87,258	100,075	108,130	120,452
	Coordinator I	Coordinator II	Coordinator III Assistant Principal	Director I Principal K-8	Director II Principal 9-12

	Lane 6	Lane 7	Lane 8
Steps	Base Contract	Base Contract	Base Contract
1	113,656	129,180	151,645
2	115,318	131,761	154,678
3	117,003	134,397	157,772
4	118,714	137,085	160,927
5	120,452	139,827	164,145
	Director III	Director IV	Assistant Superintendent

## SALARY ADJUSTMENTS

A. Doctorate Degree - \$4,200; Masters + 30 semester hours - \$2,100

B. K-8 School Administrator - Activities Differential - 1.0% of base contract

- Includes CTEC, Jordan Valley, and South Park Academy

C. 9-12 School Administrator - Activities Differential - 7.0% of base contract

D. Title One School Administrator - Summer Differential - 5.0% of base contract

E. Principal, Assistant Principal and Intern Assistant Principal Cell Phone Stipend - \$100 monthly (not URS eligible)

F. Administrators on top step in 2017-18 will receive a 1.25% stipend in 2018-19 on base contract

## Notes:

Base Contract prorated according to # of days remaining in contract.

Pursuant to 53A-8a-703, "a school or district administrator's salary shall be based on the school or district administrator's most recent evaluation...until at least 15% of a school or district administrator's salary is contingent upon the evaluation..." Currently 6.75% of the Base Contract is based upon a satisfactory evaluation: "Emerging Effective," "Effective," or "Highly Effective."

All administrators are expected to be available to supervisors and work associates, via cell phone/mobile device, at all times.

The "Activities" and/or "Summer" Differential compensates the administrator for hours worked outside of normal work hours. Administrators may not trade night or weekend work time for regular contract time. This stipend is not considered for salary placement purposes if an administrator changes positions and/or levels.

Full-time benefit eligible administrators, employed as of October 15, 2018, will receive a one-time \$500 stipend on their November 15, 2018, check.





## Licensed Salary Schedule-L188 (2018-2019)

August 17, 2018 - June 6, 2019

188 Days - Full Time 8 Hours Per Day

### Salary Placement

To determine an educator's initial salary placement:

- Identify the educator's "Education Enhancement" Increment Level
- Add previous contracted licensed work experience from an accredited school system, up to fifteen years, each year equating to an Increment Level
  - Two half years, with at least one of the years being a minimum of 92 days, will be added together to equal one year/Increment Level
  - Educator's experience in Canyons District receives full credit
  - Educators who have retired with the Utah Retirement System (URS) may receive up to fifteen (15) Increment Levels for experience

### Education Enhancement

To determine the educator's "Education Enhancement" Increment Level:

- Identify the educator's degree attainment from an accredited university
 

Bachelor's Degree	n/a
Bachelor's Degree + 20 semester hours	+1 Increment Level
Bachelor's Degree + 40 semester hours	+1 Increment Level
Bachelor's Degree + 60 semester hours	+1 Increment Level
Master's Degree (Total of 6 Increment Levels)	+3 Increment Levels
Master's Degree + 20 semester hours	+1 Increment Level
Master's Degree + 40 semester hours	+1 Increment Level
Master's Degree + 60 semester hours	+1 Increment Level
Doctorate Degree (Total of 12 Increment Levels)	+3 Increment Levels

*Example: A newly hired educator with a Master's Degree +20 semester hours and four years of experience would be placed on Increment Level eleven (11), contingent upon verification of education and experience.*

### Salary Schedule Information

- Cost of Living Adjustment (COLA) is calculated on the mid-point of the salary schedule, Increment Level 20. The dollar difference between Increment Levels will remain \$900
- A minimum of a Bachelor's Degree +20 semester hours is required for educators to advance beyond Increment Level 20
- An Educator Salary Adjustment (ESA) of \$4,200 is included as part of the Base Contract and is dependent upon continued legislative funding
- The Base Contract is prorated based upon the number of days remaining in the contract
- Educators with current National Board Certification will be paid a stipend of \$1,000 in addition to their Base Contract

Increment Levels	Base Contract
1	\$41,835
2	\$42,735
3	\$43,635
4	\$44,535
5	\$45,435
6	\$46,335
7	\$47,235
8	\$48,135
9	\$49,035
10	\$49,935
11	\$50,835
12	\$51,735
13	\$52,635
14	\$53,535
15	\$54,435
16	\$55,335
17	\$56,235
18	\$57,135
19	\$58,035
20	\$58,935
21	\$59,835
22	\$60,735
23	\$61,635
24	\$62,535
25	\$63,435
26	\$64,335
27	\$65,235
28	\$66,135
29	\$67,035
30	\$67,935
31	\$68,835
32	\$69,735
33	\$70,635
34	\$71,535
35	\$72,435
36	\$73,335
37	\$74,235
38	\$75,135
39	\$76,035
40	\$76,935

Licensed full-time benefit eligible employees, employed as of October 15, 2018, will receive a **one-time \$500 bonus** on their November 15, 2018, check.

- Licensed benefit eligible employees working less than full-time, employed as of October 15, 2018, will receive a one-time prorated bonus according to their FTE status in SKYWARD on their November 15, 2018, check.
- Licensed hourly employees, employed as of October 15, 2018, will receive a one-time \$100 bonus on their November 15, 2018, check.

Licensed employees with a continuous service date prior to July 1, 1998, will receive a **one-time \$500 bonus** on their November 15, 2018, check.

Revised 2018.05.01



July 1, 2018 - June 30, 2019

## Education Support Professional Salary Schedule (2018-2019)

STEP	LANE 1	LANE 2	LANE 3	LANE 4	LANE 5	LANE 6	LANE 7	LANE 8	LANE 9	LANE 10
1	10.79	12.16	13.75	15.29	16.46	17.47	18.34	19.45	20.75	22.81
2	11.06	12.46	14.09	15.67	16.87	17.91	18.80	19.94	21.27	23.38
3	11.39	12.83	14.51	16.14	17.38	18.45	19.36	20.54	21.91	24.08
4	11.96	13.47	15.24	16.95	18.25	19.37	20.33	21.57	23.01	25.28
5	12.59	14.18	16.04	17.84	19.21	20.39	21.40	22.70	24.22	26.61
6	14.01	15.78	17.84	19.85	21.37	22.68	23.81	25.25	26.94	29.60
7	14.29	16.10	18.20	20.25	21.80	23.13	24.29	25.76	27.48	30.19
8	14.58	16.42	18.56	20.66	22.24	23.59	24.78	26.28	28.03	30.79
9	14.87	16.75	18.93	21.07	22.68	24.06	25.28	26.81	28.59	31.41

STEP	LANE 11	LANE 12	LANE 13	LANE 14	LANE 15	LANE 16	LANE 17	LANE 18	LANE 19	LANE 20
1	23.58	24.88	27.37	28.94	30.63	32.40	34.29	36.28	38.36	40.60
2	24.17	25.50	28.05	29.66	31.40	33.21	35.15	37.19	39.32	41.62
3	24.90	26.27	28.89	30.55	32.34	34.21	36.20	38.31	40.50	42.87
4	26.15	27.58	30.33	32.08	33.96	35.92	38.01	40.23	42.53	45.01
5	27.52	29.03	31.92	33.76	35.74	37.81	40.01	42.34	44.76	47.37
6	30.62	32.30	35.51	37.56	39.76	42.06	44.51	47.10	49.80	52.70
7	31.23	32.95	36.22	38.31	40.56	42.90	45.40	48.04	50.80	53.75
8	31.85	33.61	36.94	39.08	41.37	43.76	46.31	49.00	51.82	54.83
9	32.49	34.28	37.68	39.86	42.20	44.64	47.24	49.98	52.86	55.93

COLA increases are calculated on step one of each lane. Steps for each lane are then increased according to the following table.

2	2.50%	5	5.25%	8	2.00%
3	3.00%	6	11.25%	9	2.00%
4	5.00%	7	2.00%		

Effective for the 2020-2021 fiscal year a new step 6 will be inserted between the current step 6 and step 7 (the new step 6 will increase 5.50% from step 5 and the new step 7 will increase 5.75% from step 6). Thus resulting in a 10-step salary schedule.

ESP full-time benefit eligible employees, employed as of October 15, 2018, will receive a one-time \$500 stipend on their November 15, 2018, check.

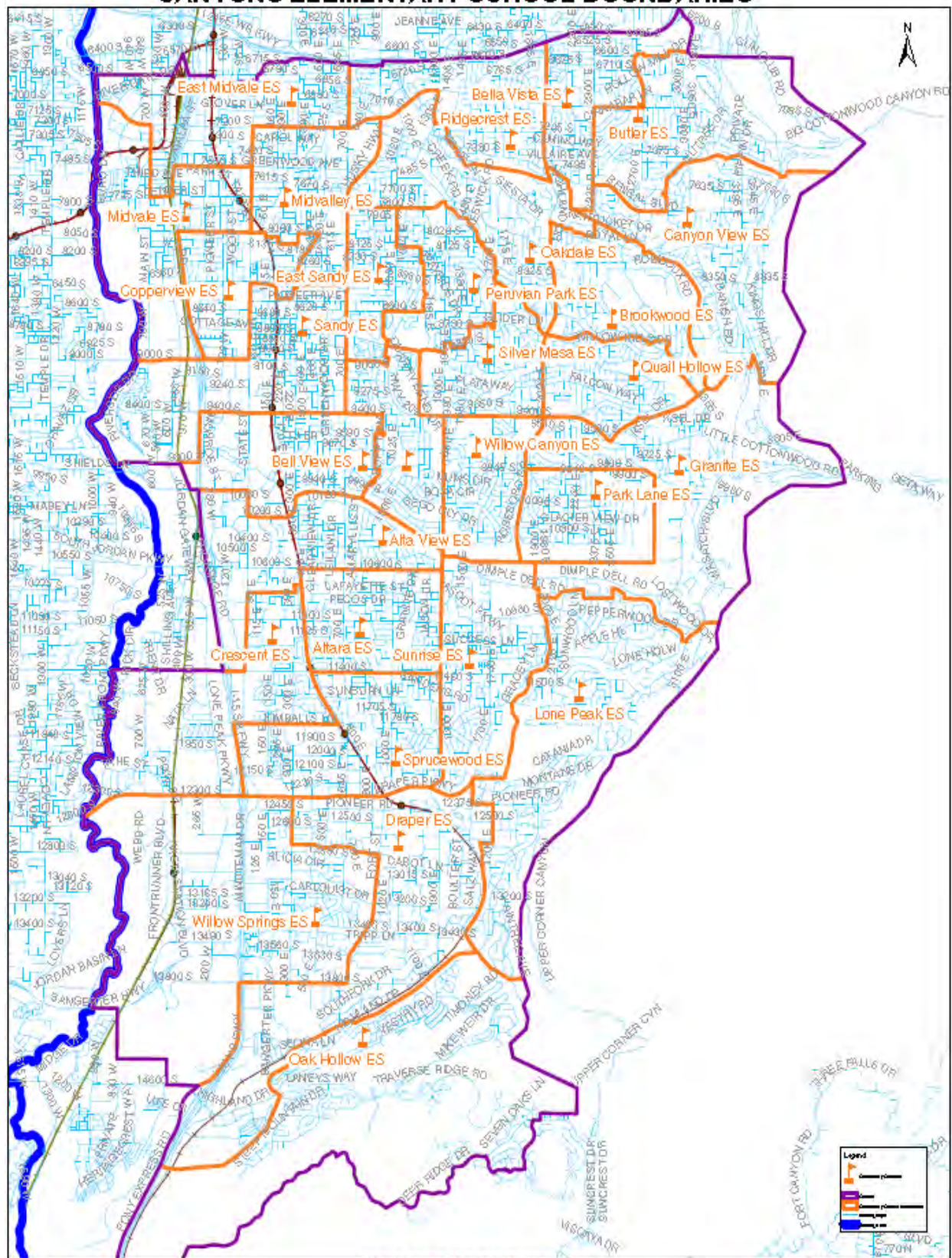
ESP benefit eligible employees working less than full-time, employed as of October 15, 2018, will receive a one-time prorated stipend according to their FTE status in SKYWARD.

ESP hourly employees, employed as of October 15, 2018, will receive a one-time \$100 stipend on their November 15, 2018, check.

Revised 2018.04.25



# CANYONS ELEMENTARY SCHOOL BOUNDARIES

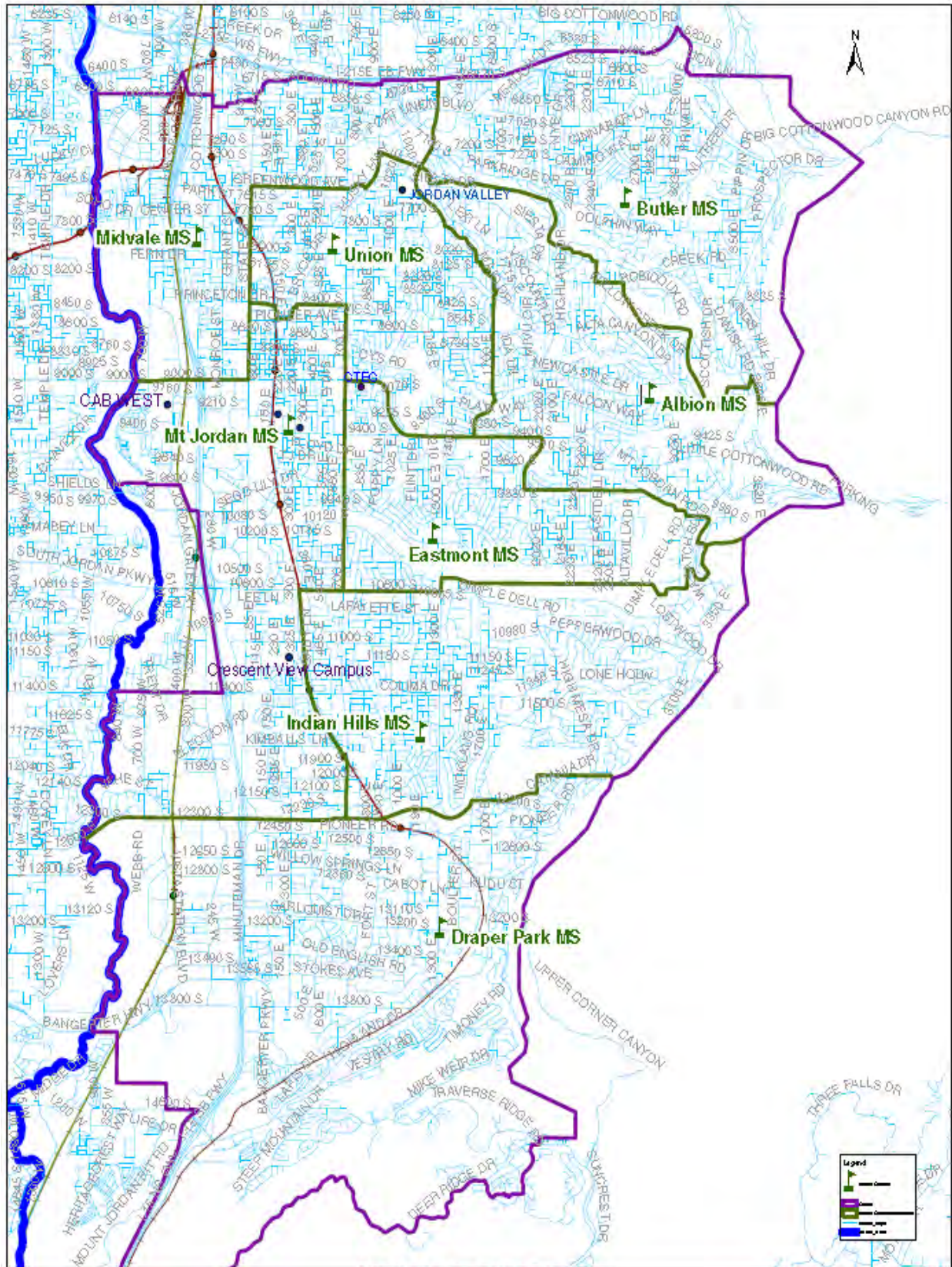


Valid for the 2018-2019 School Year

Print Date : July 5, 2018



## CANYONS MIDDLE SCHOOL BOUNDARIES

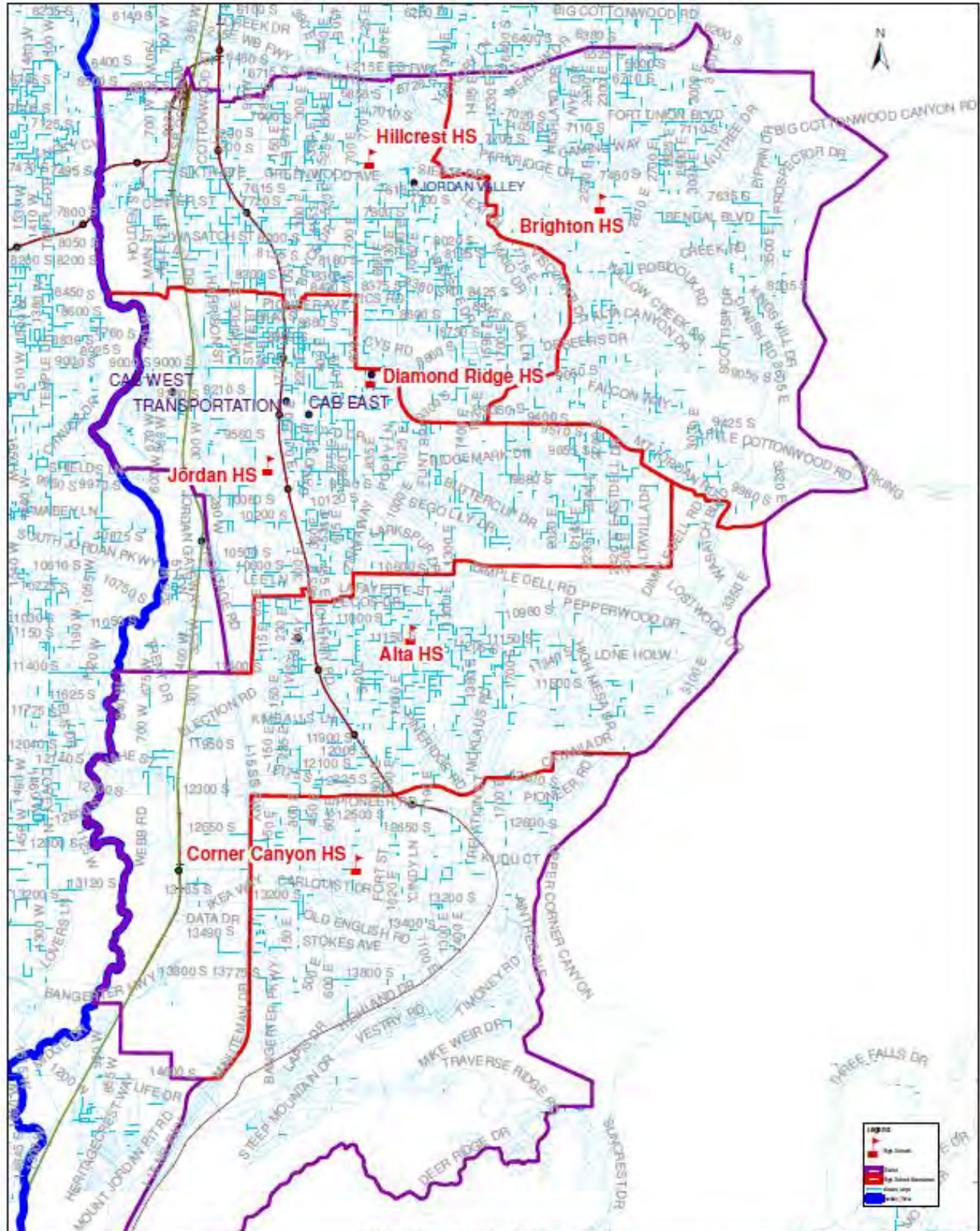


Valid for the 2018-2019 School Year

Print Date : July 5, 2018



## CANYONS HIGH SCHOOL BOUNDARIES



Valid for the 2018-2019 School Year

Print Date : July 5, 2018



# Canyons School District 2018 - 2019 School Year Calendar

K - 12

August 2018							September 2018							October 2018						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1		1	2	3	4	5	6
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			
							30													
November 2018							December 2018							January 2019						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3							1			1	2	3	4	5
4	5	6	7	8	9	10	2	3	4	5	6	7	8	6	7	8	9	10	11	12
11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19
18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26
25	26	27	28	29	30		23	24	25	26	27	28	29	27	28	29	30	31		
							30	31												
February 2019							March 2019							April 2019						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2							1	2		1	2	3	4	5	6
3	4	5	6	7	8	9	3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29		24	25	26	27	28	29	30	28	29	30				
							31													
May 2019							June 2019													
S	M	T	W	T	F	S	S	M	T	W	T	F	S							
			1	2	3	4							1							
5	6	7	8	9	10	11	2	3	4	5	6	7	8							
12	13	14	15	16	17	18	9	10	11	12	13	14	15							
19	20	21	22	23	24	25	16	17	18	19	20	21	22							
26	27	28	29	30	31		23	24	25	26	27	28	29							
							30													

	New Teacher Orientation		No Student Days
	Teachers at School (contract days)		Parent/Teacher Conferences
	Start and End of School Year		
	First Day of School for Kindergarten		
	K-5 Trimester Midterms		
	K-5 Trimester End		
	Midterm Quarters Grades 6-12		
	Quarter Term End Grades 6-12		

Red A Day  
Black B Day








New Teacher Orientation	Aug 16
Teachers at School (Contract Days)	Aug 17, 20, 21
First Day of School	Aug 22
First Day of School for Kindergarten	Aug 27
Labor Day Recess	Sept 3
No Student Day/Data-Teacher Preparation Day	Sept 21
Midterm Quarter Grades 6-12	Sept 24
Parent/Teacher Conferences High Schools	Sept 24, 25
Parent/Teacher Conference Middle Schools	Sept 25, 26
Parent/Teacher Conference Elementary Schools	Sept 26, 27
Early Out Elementary	Sept 27
No Student Day (Compensatory Day)	Sept 28
K-5 Trimester Midterms	Oct 5
Fall Recess	Oct 18, 19
End of 1st Quarter Term Grades 6-12	Oct 26
No Student Day: Grading/ Teacher Preparation Day	Oct 29
End of 1st Trimester K-5	Nov 19
Thanksgiving Recess	Nov 21 - 23
Midterm Quarter Grades 6-12	Dec 4
Winter Recess	Dec 20 - Jan 1
End of 2nd Quarter Term Grades 6-12	Jan 17
K-5 Trimester Midterms	Jan 17
No Student Day/ Grading-Teacher Preparation Day	Jan 18
Martin Luther King Jr. Day Recess	Jan 21
No Student Day/PD--Teacher Work Day	Feb 15
Presidents' Day Recess	Feb 18
Midterm Quarter Grades 6-12	Feb 21
Parent/Teacher Conferences Middle Schools	Feb 25, 26
Parent/Teacher Conference High Schools	Feb 26, 27
Parent/Teacher Conference Elementary Schools	Feb 27, 28
Early Out Elementary	Feb 28
No Student Day (Compensatory Day)	Mar 1
End of 2nd Trimester K-5	Mar 5
End of 3rd Quarter Term Grades 6-12	Mar 22
Spring Recess	Apr 1-5
K-5 Trimester Midterms	Apr 23
Midterm Quarter Grades 6-12	May 1
Memorial Day Recess	May 27
End of School	June 6
*Every Friday is an Elementary Student Early Out Day	
**Elementary early out Sept 27 and Feb 28	
***This calendar is not for Brighton Students	

# Canyons School District 2018 - 2019 School Year Calendar Brighton High School

August 2018							September 2018							October 2018						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1		1	2	3	4	5	6
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			
							30													
November 2018							December 2018							January 2019						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3							1			1	2	3	4	5
4	5	6	7	8	9	10	2	3	4	5	6	7	8	6	7	8	9	10	11	12
11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19
18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26
25	26	27	28	29	30		23	24	25	26	27	28	29	27	28	29	30	31		
							30	31												
February 2019							March 2019							April 2019						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2							1		1	2	3	4	5	6
3	4	5	6	7	8	9	3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28			24	25	26	27	28	29	30	28	29	30				
							31													
May 2019							June 2019													
S	M	T	W	T	F	S	S	M	T	W	T	F	S							
			1	2	3	4							1							
5	6	7	8	9	10	11	2	3	4	5	6	7	8							
12	13	14	15	16	17	18	9	10	11	12	13	14	15							
19	20	21	22	23	24	25	16	17	18	19	20	21	22							
26	27	28	29	30	31		23	24	25	26	27	28	29							
							30													

New Teacher Orientation	Aug 16
Teachers at School (Contract Days)	Aug 17, 20, 21
First Day of School	Aug 22
Labor Day Recess	Sept 3
No Student Day/Data Day	Sept 21
Parent/Teacher Conferences	Oct 4
Trimester Midterm	Oct 8
Fall Recess	Oct 18, 19
End of 1st Trimester	Nov 20
Thanksgiving Recess	Nov 21 - 23
No Student Day/Grading Day	Nov 26
Winter Recess	Dec 20 - Jan 1
Parent/Teacher Conferences	Jan 17
Trimester Midterm	Jan 17
No Student Day (Compensatory Day)	Jan 18
Martin Luther King Jr. Day Recess	Jan 21
No Student Day/PD Day	Feb 15
Presidents' Day Recess	Feb 18
End of 2nd Trimester	Feb 28
No Student Day/PD Day	Mar 1
Spring Recess	Apr 1 - 5
Parent/Teacher Conferences	Apr 18
No Student Day (Compensatory Day)	Apr 19
Trimester Midterm	Apr 23
Memorial Day Recess	May 27
Last Day of School/End of 3rd Trimester	Jun 6

(Note: School emergency closure days will be made up first on Presidents' Day and then during Spring Recess)

 New Teacher Orientation	 No Student Days	 Parent/Teacher Conferences
 Teacher Contract Days	 Trimester Midterm	 End of Trimester
 Start and End of School Year		



## ABBREVIATIONS & ACRONYMS

ACT	American College Testing Program
ADA	Americans with Disabilities Act
ADM	Average Daily Membership
ADMIN	Administrators
ALPS	Accelerated Learning Program for Students
AP	Advanced Placement
ASBO	Association of School Business Officials International
AYP	Adequate Yearly Progress
Board	Board of Education
CACTUS	Comprehensive Administration of Credentials for Teachers in Utah Schools
CAESP	Canyons Association of Education Support Professionals
CAFR	Comprehensive Annual Financial Report
CAO	Chief Academic Officer/Deputy Superintendent of Achievement
CBM	Curriculum Based Measures
CBT	Computer based testing
CCGP	Comprehensive Counseling and Guidance
CCSS	Common Core State Standard
CEA	Canyons Education Association
CEO	Chief Executive Officer
CESPA	Canyons Education Support Professional Association
CFAs	Common formative assessments
CFO	Chief Financial Officer/Business Administrator/Gen. Counsel
CLASS	Canyons Leadership Administrator Support System
CMMS	Computerized Maintenance Management System
CNG	Compressed Natural Gas
COBRA	Consolidated Omnibus Budget Reconciliation Act
COF	Chief of Staff/Office of Government Relations
COO	Chief Operations Officer/Assistant Superintendent
CSD	Canyons School District
CSIP	Comprehensive School Improvement Plan
CTE	Career and Technical Education
CTEC	Career and Technical Education Center
CTSO	Career and Technical Student Organizations
CTESS	Canyons Teacher Effectiveness Support
DARTS	District Arts
EBL	Evidence-Based Learning
EEO/AA	Equal Employment Opportunity/Affirmative Action
ELLs	English language learners

ESL	English as a Second Language
ESP	Educational Support Professional
EYE	Entry Years Enhancement
FMLA	Family Medical Leave Act
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GED	General Educational Development
GFOA	Government Finance Officers Association
GPA	Grade point average
HACCP	Hazard Analysis Critical Control Point
ID	Identification
IDEA	the Individuals with Disabilities Education Act
IMC	Instructional Media Center
ISC	Instructional Support Center
IT	Information Technology
JAES	Jordan Administrator Evaluation System
JCES	Jordan Classified Evaluation System
JPAS	Jordan Performance Appraisal System
JSD	Jordan School District
LIA	Latinos in Action
MBA	Meritorious Budget Award
MESA	Math Engineering and Science Achievement
NEPN	National Education Policy Network
NCLB	No Child Left Behind
NSBA	National School Boards Association
OEK	Optional Extended Kindergarten
PBIS	Positive Behavior Interventions Supports
PEHP	Public Employers Health Plan
PGS	Purchasing & General Services Department
PLCs	Professional Learning Communities
PTA	Parent Teacher Association
REACH	Respecting Ethnic and Cultural Heritage
Rtl	Response to Interventions

SAGE	Student Assessment of Growth and Excellence
SALTA	Supporting Advanced Learners Toward Achievement
SAT	Supervisory Assistance Team
SEOP	Student Education/Occupation Plan
SHRM	Society of Human Resource Management
SIOP	Sheltered Instruction Observation Protocol
SNA	School Nutrition Association
SRI	Scholastic Reading Inventory
STAMPS	Standards-based Assessment and Measurement of Proficiency test
STEM	Science, technology, engineering, and math centers
STEAM	Science, technology, engineering, arts, and math centers
TRC	Teacher Resource Center
UALPA	Utah Academic Language Proficiency Assessment
UBSCT	Utah Basic Skills Competency Test
UCARE	Utah Cooperative for Acquiring Resources Efficiently
UPASS	Utah Performance Assessment System
URS	Utah Retirement System
USBE	Utah State Board of Education
USPS	United States Postal Services
USTAR	Utah Science Technology and Research
UVU	Utah Valley University
VOIP	Voice Over Internet Protocol
WGPA	Weighted grade point average
WPU	Weighted Pupil Unit
YIC	Youth in Custody

## GLOSSARY

**Accounting System** – The total structure of records and procedures that discover, record, classify, and report information on the financial position and operations of a school district or any of its funds, balanced account groups and organizational components.

**Accrual Basis** – The basis of accounting under which revenues are recorded in the accounting period in which they are earned and become measurable and expenses are recorded in the period incurred, if measurable, notwithstanding that the receipt of the revenue or the payment of the expense may take place, in whole or in part, in another accounting period. (The accrual basis of accounting is appropriate for proprietary funds and non-expendable trust funds.)

**Accrued Expenses** – Expenses incurred during the current accounting period but which are not paid until a subsequent accounting period.

**Accrued Revenue** – Revenue measurable and available or earned during the current accounting period but which is not collected until a subsequent accounting period.

**ADM (Average Daily Membership)** – The average number of students in membership for a 180-day school year. Each student who remains in membership for 180 days equals one ADM.

**Allocation** – An amount (usually money or staff) designated for a specific purpose or program.

**Appropriation** – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

**Assessed Value** – An estimate of the dollar value of property within a political division upon which taxes may be assessed.

**Asset** – A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

**Assigned Fund Balance** – These are balances in the General Fund that do not meet the requirements of restricted or committed fund balance, but that are intended to be used for a specific purpose.

**Attendance Rate** – The average daily student attendance expressed as a percent.

**Balance Sheet** – A summarized statement, as of a given date, of the financial position of the district per fund and/or all funds combined showing assets, liabilities, reserves, and fund balance.



**Balanced Budget** – A budget in which estimated revenues and other funds available (including Beginning Fund Balance) equal or exceed planned expenditures.

**Basic School Program** – The fundamental services which comprise the educational program for students in grades kindergarten through 12.

**Board of Education** – The governing body of a school district comprised of elected representatives. The Canyons School District Board of Education (the Board) consists of seven members elected for four-year terms. The Board elects officers from within its own membership. The Board appoints a superintendent and business administrator as the District's chief executives to prescribe rules and regulations necessary and proper for the effective and efficient administration of the District's day-to-day operations.

**Bond** – A written promise to pay a specified sum of money (the face value) at a fixed time in the future (maturity date), together with periodic interest at a specified rate.

**Budget** – A plan of financial operation consisting of an estimate of proposed expenditures for a given period and the proposed means to finance them.

**Business Administration** – The function classification assigned to those activities dealing with the financial operations and obligations of the district. These activities include accounting, budgeting, internal auditing, payroll, and purchasing. When combined with the Personnel, Planning, and Data Processing function classification it is referred to as Central Services.

**Capital Equalization Aid** – The funding given to high-growth and low-revenue districts within the state of Utah.

**Capital Outlay** – Expenditures resulting in the acquisition of or addition to fixed assets.

**Career and Technical Education** – Career exploration, guidance, technical skill and related applied academics training to prepare students to enter technical jobs directly out of high school, or to prepare them for further training in technical career fields. The six broad areas of applied technology education are: agriculture, business, health sciences and technologies, home economics, marketing, and trades and industry.

**Central Services** – The combination of the Business Administration and the Personnel, Planning, and Data Processing function classifications. These activities support each of the other instructional and supporting services programs.

**Certified Tax Rate** – The property tax rate that will provide the same tax revenue for the school district as was received in the prior year, exclusive of new growth, except that the certified tax rate for the minimum school program basic levy will be the levy set by law, and the debt service levy will be that required to meet debt service requirements.

Therefore, increases in the basic and debt service levies do not cause a school district to exceed its certified tax rate.

**Certificated Personnel** – This is a formal term for teachers or educators. These employees are also sometimes referred to as licensed personnel.

**Classified Personnel** – This is a formal term for staff whose job functions are ancillary to the direct education of students, such as bus drivers, cooks, secretaries, custodians, and receptionists. The employees are also referred to as Educational Support Professionals (ESP).

**Committed Fund Balance** – The portion of fund balance that has constraints on use imposed by the Board of Education.

**Curriculum** – The ordering of the content that allows students to acquire and integrate knowledge and skills.

**Debt** – 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 Service** – Expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest of current loans.

**Deferred Revenues** – Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met. Under the modified accrual basis of accounting, such amounts are measurable but not available.

**Depreciation** – Expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. Depreciation is appropriate for funds accounted for on the accrual basis.

**District Administration** – The function classification assigned to those activities concerned with establishing and administering policy in connection with operating the district. These include the board of education, superintendency, auditor services, legal services, K-16 Directors, and their necessary secretarial support.

**Drop-out Rate** – An annual rate reflecting the percentage of all students enrolled in grades 7-12 who leave school during the reporting period and are not known to transfer to other public or private schools.

**Educational Support Professionals (ESP)** - This is a formal term for staff whose job functions are ancillary to the direct education of students, such as bus drivers, cooks, secretaries, custodians, and receptionists. Also referred to as classified employees.

**EDULOG** – A company that sells school bus routing software.

**Employee Benefits** – Compensation, in addition to regular salary, provided to an employee. This includes such benefits as health insurance, life insurance, long-term disability insurance, and retirement.

**Encumbrances** – Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is set up.

**Enrollment** – The number of pupils enrolled on October 1 within the budget year.

**Enterprise Funds** – Funds established to account for operations financed and operated in a manner similar to private business enterprises. In this case, the governing body intends that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Equipment** – An equipment item is a movable or fixed unit or furniture or furnishings meeting all of the following conditions:

- It retains its original shape and appearance with use
- It is non-expendable; that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to repair it rather than replace it with an entirely new unit
- It represents an investment of money that makes it feasible and advisable to capitalize the item
- It does not lose its identity through incorporation into a different or more complex unit or substance. (Example: A musical instrument, a machine, an apparatus, or a set of articles.)

**Expenditure** – Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

**Fair Market Value** – The amount at which property would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or sell and both having a reasonable knowledge of the relevant facts, and includes the adjustment for any intangible values. For purposes of taxation, “fair market value” shall be determined - where there is a reasonable probability of a change in the zoning laws affecting that property in the tax year in question and the change would have an appreciable influence upon the value.

**Fee-in-lieu Property** – Any of the following personal property: motor vehicles, watercraft, recreational vehicles, and all other tangible personal property required to be registered with the state before it is used on a public highway, on a public waterway, on public land, or in the air.

**Fiduciary Funds** – Funds used to report assets held in a trustee or agency capacity for others and which, therefore, cannot be used to support the government's own programs.

**Fiscal Year** – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. Canyons School District's fiscal year begins on July 1 and ends on June 30.

**Fixed Assets** – Land, buildings, machinery, furniture, and other equipment which the school system intends to hold or continue in use over a long period of time. "Fixed" denotes probability or intent to continue use or possession, and does not indicate immobility of an asset.

**FTE (Full-Time Equivalent)** – An employee hired to fill a normal contract day is equivalent to one FTE (e.g., a classroom teacher teaches a full day for the full school year equals one FTE).

**Function** – The dimension of the accounting code designates the purpose of an expenditure. The activities of the school district are classified into broad areas or functions as follows: Instruction, support services, community services, facilities acquisition, construction, etc.

**Fund** – A fund is an independent fiscal accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts which comprise its assets, liabilities, fund balance, revenue, and expenditures.

**Fund Balance** – 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 its liabilities, reserves, and appropriations for the period.

**GAAP (Generally Accepted Accounting Principles)** – Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity.

**GASB (Governmental Accounting Standards Board)** – The authoritative accounting and financial reporting standard-setting body for government entities.

**General Fund** – The governmental fund used by the district to account for all financial resources applicable to the general operations of the district which are not restricted or designated as to use by outside sources and which are not required to be accounted for in another fund. Also known as the maintenance and operation fund.

**Governmental Funds** – Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities, except those accounted for in proprietary funds and fiduciary funds. In essence, these funds are accounting segregation of financial resources. The general fund, special revenue funds, capital projects

fund, and debt service fund are classified as Governmental Fund Types. Generally speaking, these are the funds used to account for tax-supported activities.

**Increment** – An enlargement in salary provided for experience. Also referred to as a step increase. The number of salary increments available varies according to job classification.

**Indirect Costs** – Those elements of costs necessary in the production of a good or service which are not directly traceable to the product or service (e.g. utilities, central services, property services).

**Instruction** – Activities dealing directly with the interaction between teachers and students. Teaching may be provided for pupils in a school classroom, in another location such as home or hospital, and in other learning situations such as those involving other medium such as television, radio, telephone, internet, and correspondence. Included in this classification are the activities of aides or assistants who assist in the instructional process.

**Instructional Staff Support Services** – The function classification assigned to those activities associated with assisting the instructional staff with the content and process of providing learning experiences for pupils. These activities include in-service, curriculum development, libraries and media centers.

**Inter-fund Transfer** – Money that is taken from one fund and added to another fund. Inter-fund transfers are not receipts or expenditures of the District.

**Internal Service Funds** – Funds used to account for the financing of goods or services provided by one department or agencies of a government, or to other governments, on a cost-reimbursement basis.

**Inventory** – A detailed list or record showing quantities, descriptions and values. Frequently the units of measure and unit prices of property on hand at a given time, and the cost of supplies and equipment on hand not yet distributed to requisitioning units are also listed.

**Liabilities** – Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

**Location** – Group activities and operations that take place at a specific site or area, such as an elementary school.

**Magnet School** – A magnet school is one which functions in the traditional school setting, but with an emphasis on a few target areas of instruction to best prepare students for the future.

**Major Fund** – An individual governmental or enterprise fund where total assets, liabilities, revenues, or expenditures are at least 10% of the corresponding total assets, liabilities,

revenues or expenditures for all funds in that category (governmental funds) or of that type (enterprise funds), and the total assets, liabilities, revenues, or expenditures are at least 5% of the corresponding total for all governmental and enterprise funds combined.

**Membership** – Number of students officially enrolled.

**Minimum School Finance Act** – Utah Code 53A-17A – Under the Act, each district in the state is guaranteed a dollar amount per WPU to fund the Minimum School Program. The purpose of the Act is to meet the constitutional mandate that all children are entitled to reasonable equal educational opportunities. The source of funds is the state income tax.

**Modified Accrual Basis** – The basis of accounting under which revenues are recorded in the accounting period in which they become available and measurable and expenditures are recorded in the accounting period in which the liability is incurred. If measurable, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period. (Note, however, that governmental fund expenditures for unmatured interest on general long-term debt should be recorded when due. The modified accrual basis of accounting is appropriate for governmental funds and expendable trust fund.)

**No Child Left Behind (NCLB)** – A federal law tying federal funds to schools that are labeled as “Meeting Adequate Yearly Progress” and giving financial and operational sanctions against schools labeled as “Not Meeting Adequate Yearly Progress.”

**Non-Instruction** – The activities concerned with providing non-instructional services to students, staff or the community including community and adult education.

**Non K-12 Fund** – The special revenue fund used by the district to account for the costs of programs that are not part of the basic educational program of kindergarten through grade twelve.

**Nonspendable Fund Balance** – The portion of fund balance that includes inventories and prepaid expenditures that are not expected to be converted to cash.

**Nutrition Fund** – The special revenue fund used by the district to account for the food services activities of the district as required by state and federal law.

**Object** – The accounting classification assigned to expenditures to denote the type of item or service being purchased rather than to the purpose for which the expenditure was purchased (e.g. salaries, benefits, supplies, textbooks, etc.)

**Operating Fund** – A fund used in the day-to-day activities of the district.

**Operation and Maintenance of Plant** – The function classification assigned to those activities concerned with keeping the physical plant open, comfortable, and safe for use.



These activities include maintenance, custodians, utilities, grounds, equipment and vehicle services and property insurance.

**Organizational Unit** – A group of related tasks, responsibilities or services identified by a function number and administered as a unit.

**Other Post-employment Benefits(OPEB)** – Payments or services given to retirees other than pension benefits (e.g. healthcare).

**Pedagogy** – The art or science of being a teacher, generally refers to strategies or styles of instruction.

**Pension Benefits** – Payments to retirees provided through a Defined Benefit Pension Plan to members.

**Precinct** – A political division of the school district with distinct boundaries established for election purposes. Canyons District includes seven precincts. The voters in each precinct elect one representative to the Board of Education.

**Program** – Group activities, operations, or organizational units directed to attaining specific purposes or objectives.

**Property** – Any property which is subjected to assessment and taxation according to its value, but does not include monies, credits, bonds, stocks, representative property, franchises, goodwill, copyrights, patents, or other intangibles.

**Proprietary Fund Types** – The classification of funds used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector. Enterprise funds and internal service funds are classified as Proprietary Fund Types.

**Purchased Services** – Amounts paid for personal services rendered by personnel who are not on the payroll of the school district and other services, which the district may purchase.

**Residential Property** – Any property used for residential purposes as a primary residence. It does not include property used for transient residential use or condominiums used in rental pools.

**Restricted Assets** – Monies or other resources, the use of which is restricted by legal or contractual requirements.

**Retained Earnings** – An equity account reflecting the accumulated earnings of proprietary fund types.

**Restricted Fund Balance** – The portion of fund balance that include resources that are subject to external constraints due to state or federal laws, or externally imposed by grantors or creditors.

**Revenues** – Increases in the net current assets of a governmental fund type from other than expenditure refunds, residual equity transfers, general long-term debt proceeds and operating transfers in.

**Salary Schedule** – A list setting forth the salaries to be paid in increments (years of experience) and lanes (professional training completed). Canyons District maintains separate salary schedules for teachers, classified employees, and administrators.

**School** – An institution where instruction is provided.

**School Administration** – The function classification assigned to those activities concerned with overall administrative responsibility for a single school or a group of schools. These include principals, assistant principals, and secretarial help.

**Self-Insurance** – A term used to describe the retention by an entity of a risk of loss arising out of ownership or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy.

**Special Purpose Optional Programs** – These are part of the state-funded basic school program where the local school board can emphasize particular state approved programs over others as local needs change.

**Special Revenue Fund** – A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.

**Step Increase** – A salary enlargement based on years of experience. Also known as an increment.

**Student Activities Fund** – A fund used to account for the monies specifically charged or received for a particular school's student related activities and fees.

**Student Support Services** – The function classification assigned to those activities which are designed to assess and improve the well-being of students and to supplement the teaching process. These include guidance counselors, attendance personnel, psychologists, social workers, health service workers, and the attendant office personnel who assist with the delivery of these services.

**Student Transportation** – The function classification assigned to those activities concerned with the conveyance of students to and from school, as provided by state law. These include the transportation director, route and transportation coordinators, the attendant secretarial help, bus drivers, bus maintenance and other bus operations.

**Support Services** – The function classification assigned to those services providing administrative, technical, personal, and logistical support to facilitate and enhance instruction. Subcategories of support services include students, instructional, school administration, district administration, central services, operation and maintenance of plant, and student transportation.

**Supplies** – A supply item is any article or material meeting any one or more of the following conditions:

- It is consumed in use
- It loses its original shape or appearance with use
- It is expendable; that is, if the article is damaged or some of its parts are lost or worn out, it is usually more feasible to replace it with an entirely new unit rather than repair it
- It is an inexpensive item, having characteristics of equipment whose small unit cost makes it inadvisable to capitalize the item
- It loses its identity through incorporation into a different or more complex unit or substance

**Supplies and Materials** – Supplies and materials include textbooks, library books, and other instructional materials, office supplies, building maintenance parts, gasoline, tires, and custodial supplies. With the exception of some unique areas such as maintenance supplies and transportation-related expenses, most materials are established in relation to the student population.

**Taxes** – Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. The term includes licenses and permits. It does not include special assessments.

**Tax Rate** – A rate of levy on each dollar of taxable value of taxable property except fee-in-lieu properties.

**Taxable Value** – The fair market value less any applicable reduction allowed for residential property.

**Teacher/Pupil Ratio** – The average number of students required to hire one teacher. Actual class sizes may vary widely according to subject, enrollment patterns, and other factors.

**Truth-in-Taxation** – The section of the law governing the adoption of property tax rates. A stipulation of the law requires an entity to advertise and hold a public hearing if it intends to exceed the certified tax rate.

**Unassigned Fund Balance** – The portion of fund balance in the General fund that is available for any purpose.

**Uniform Fee** – A tax levied on the value of fee-in-lieu property. The tax is uniform throughout the State.

**Uniform School Fund** – Monies allocated by the state legislature for operation of Utah's education system. Funding sources include sales tax, income tax, property tax, and other taxes earmarked for education.

**Voted or Board Leeway** – With an election, a school district may levy a voted leeway up to 0.002000 per dollar of taxable value as approved by a majority of the electors in the district. Up to the 0.002000 leeway ceiling, each school board may also levy a tax rate of up to 0.000400 per dollar of taxable value for class-size reduction. The voted or board leeway receives state support to provide an incentive for the local districts to seek additional funds and to add to their educational programs.

**Weighted Pupil Unit (WPU)** – An amount used to calculate how much state money each school district qualifies to receive in one school year. The dollar value of the WPU is established annually by the state legislature. The number of WPUs provided to each school district is based on number of students enrolled, number of handicapped students, and many other weighted factors.