



December 14, 2017  
Finance Committee



# Financial Performance

- The Department of the Auditor General issued a finding on the “Persistent Operational Deficits”
  - It was highlighted that use of fund balance in lieu of raising property taxes or decreasing educational services will be unsustainable in the future
  - The debt service was considered excessive being over 10% of the total expenditure, “the District should be very wary of taking on more debt”
  - The recommendations were to develop a long range financial plan, implement a business model to monitor operational expenses
- S&P Global Ratings Lowered its long term rating 3 notches from A to BBB in 2016
  - It was highlighted that the negative fund balance of \$454,000 was low and the expenditures continue to outpace static revenue, “we have concerns about the district’s ability to cut costs and increase revenues sufficiently to restore structural balance”
  - The overall net debt of 11.2% was considered high and amortization is slow, “there is a one-in-three chance the rating could lower”
  - The recommendation from S&P was to perform long term financial planning and develop formal debt and reserve policies.



# Financial Performance

- Updates from S& P with 2016 Bonds:

The district's financial position remains weak in our opinion. Finances continued to decline in fiscal 2016 with an operating deficit of \$4.4 million. This drew the available fund balance down to a negative \$4.9 million, or a negative 7.9% of general fund expenditures.

In fiscal 2017, the district raised its real estate tax for the first time in 10 years to help close a \$5.4 million budget gap. The tax rate was increased to 19.377 mills, the maximum allowed under the Act 1 index. Additionally, the district received about \$3.1 million in PlanCon reimbursements from the state that helped close a majority of the budget gap.

We understand that the district's budgets will remain structurally imbalanced through fiscal 2020. Although the district was somewhat reluctant to increase taxes and implement the budgetary cuts necessary to balance operations in prior years, the new administration recognizes the district's financial condition and has committed to implementing the actions needed to restore structural balance, including raising the tax rate.

Staff cuts, furloughs, and salary freezes are projected to generate \$1 million in annual cost savings. The district intends to continue seeking annual tax rate increases and exceptions under Act 1, which should provide at least \$1.4 million in additional revenue each year. With property taxes comprising over 50% of its general fund revenue, the district will need to rely on these increases to support its operations. The tax rate exceptions have not historically met with opposition from the state, and therefore we believe there is a strong likelihood of the district successfully being able to raise these rates.

# 1<sup>st</sup> Budget Model



## Plum Borough School District

### Overall General Fund Chart

	(Actual) 2013	(Actual) 2014	(Actual) 2015	(Actual) 2016	(Budget) 2017	(Projected) 2018	(Projected) 2019	(Projected) 2020	(Projected) 2021
<b>REVENUES VS. EXPENDITURES</b>									
Total Revenues	53,653,632	56,904,908	56,548,728	57,284,540	\$59,178,129	60,781,101	61,691,449	62,651,270	63,327,357
Total Expenditures	55,423,212	56,896,253	58,611,585	61,687,986	\$64,594,916	64,980,477	66,597,077	68,483,785	69,871,469
Operating Balance	(1,769,580)	8,655	(2,062,858)	(4,403,446)	(5,416,787)	(4,199,377)	(4,905,628)	(5,832,515)	(6,544,112)
Bond Proceeds PSERS Buses					6,100,000				
Op. Balance Post Initiatives	(1,769,580)	8,655	(2,062,858)	(4,403,446)	683,213	(4,199,377)	(4,905,628)	(5,832,515)	(6,544,112)
Adequacy Target	56,440,121	57,625,363	58,835,496						
<b>GENERAL FUND BALANCE</b>									
Beginning of the Year	3,370,144	1,600,564	1,609,219	(453,639)	(4,857,085)	(4,173,872)	(8,373,249)	(13,278,877)	(19,111,393)
End of the Year	1,600,564	1,609,219	(453,639)	(4,857,085)	(4,173,872)	(8,373,249)	(13,278,877)	(19,111,393)	(25,655,505)
As a % of Expenditures	2.89%	2.83%	(0.77%)	(7.87%)	(6.46%)	(12.89%)	(19.94%)	(27.91%)	(36.72%)
Capital Project Funds	2,498,904	2,506,750	1,784,667						
Total Fund Balance	4,099,468	4,115,969	1,331,028	(4,857,085)	(4,173,872)	(8,373,249)	(13,278,877)	(19,111,393)	(25,655,505)
As a % of Expenditures	7.40%	7.23%	2.27%	(7.87%)	(6.46%)	(12.89%)	(19.94%)	(27.91%)	(36.72%)



# End of Budget 2017 Model

## Plum Borough School District

### Overall General Fund Chart

	(Actual) 2013	(Actual) 2014	(Actual) 2015	(Actual) 2016	(Budget) 2017	(Projected) 2018	(Projected) 2019	(Projected) 2020	(Projected) 2021
<b>REVENUES VS. EXPENDITURES</b>									
Total Revenues	53,653,632	56,904,908	56,548,728	57,284,540	\$65,278,129	65,922,741	66,782,191	67,179,831	68,546,308
Total Expenditures	55,423,212	56,896,253	58,611,585	61,687,986	\$64,594,916	65,922,741	66,747,503	67,137,413	68,505,860
Operating Balance	(1,769,580)	8,655	(2,062,858)	(4,403,446)	683,213	(0)	34,688	42,418	40,448
Capital Project Used			722,083	1,784,667					
Bond Proceeds PSERS Buses					6,100,000	3,302,895	2,800,000	878,765	
Revenue Less Borrowing	53,653,632	56,904,908	55,826,645	55,499,873	59,178,129	62,619,846	63,982,191	66,301,066	68,546,308
Adequacy Target	56,440,121	57,625,363	58,835,496						
<b>GENERAL FUND BALANCE</b>									
Beginning of the Year	3,370,144	1,600,564	1,609,219	(453,639)	(4,857,085)	(4,173,872)	(4,173,873)	(4,139,185)	(4,096,767)
End of the Year	1,600,564	1,609,219	(453,639)	(4,857,085)	(4,173,872)	(4,173,873)	(4,139,185)	(4,096,767)	(4,056,319)
As a % of Expenditures	2.89%	2.83%	(0.77%)	(7.87%)	(6.46%)	(6.33%)	(6.20%)	(6.10%)	(5.92%)
Capital Project Funds	2,498,904	2,506,750	1,784,667						
Total Fund Balance	4,099,468	4,115,969	1,331,028	(4,857,085)	(4,173,872)	(4,173,873)	(4,139,185)	(4,096,767)	(4,056,319)
As a % of Expenditures	7.40%	7.23%	2.27%	(7.87%)	(6.46%)	(6.33%)	(6.20%)	(6.10%)	(5.92%)



# Beginning of Budget 2018 Model 1A



## Plum Borough School District

### Overall General Fund Chart

	(Actual) 2013	(Actual) 2014	(Actual) 2015	(Actual) 2016	(Actual) 2017	(Budget) 2018	(Projected) 2019	(Projected) 2020	(Projected) 2021
<b>REVENUES VS. EXPENDITURES</b>									
Total Revenues	53,653,632	56,904,908	56,548,728	57,284,539	\$76,158,312	65,922,741	63,156,587	63,943,249	64,737,557
Total Expenditures	55,423,212	56,896,253	58,611,785	61,687,986	\$69,335,181	65,922,741	68,272,897	70,067,177	71,542,891
Operating Balance	(1,769,580)	8,655	(2,063,058)	(4,403,446)	6,823,131	(0)	(5,116,310)	(6,123,928)	(6,805,334)
Capital Project Transfers			723,000	1,784,667					
Net Bond Proceeds PSERS Buses					8,629,847	2,915,984			
Op. Balance Post Initiatives	(1,769,580)	8,655	(2,063,058)	(4,403,446)	6,823,131	(0)	(5,116,310)	(6,123,928)	(6,805,334)
Adequacy Target	56,440,121	57,625,363	58,835,496						
<b>GENERAL FUND BALANCE</b>									
Beginning of the Year	3,370,144	1,600,564	1,609,219	(453,839)	(4,857,286)	1,965,845	1,965,845	(3,150,464)	(9,274,392)
End of the Year	1,600,564	1,609,219	(453,839)	(4,857,286)	1,965,845	1,965,845	(3,150,464)	(9,274,392)	(16,079,726)
As a % of Expenditures	2.89%	2.83%	(0.77%)	(7.87%)	2.84%	2.98%	(4.61%)	(13.24%)	(22.48%)
Capital Project Funds	2,498,904	2,506,750	1,784,667						
Total Fund Balance	4,099,468	4,115,969	1,330,828	(4,857,286)	1,965,845	1,965,845	(3,150,464)	(9,274,392)	(16,079,726)
As a % of Expenditures	7.40%	7.23%	2.27%	(7.87%)	2.84%	2.98%	(4.61%)	(13.24%)	(22.48%)

# Beginning of Budget 2018 Model 1B



## Plum Borough School District

### Overall General Fund Chart

	(Actual) 2013	(Actual) 2014	(Actual) 2015	(Actual) 2016	(Actual) 2017	(Budget) 2018	(Projected) 2019	(Projected) 2020	(Projected) 2021
<b>REVENUES VS. EXPENDITURES</b>									
Total Revenues	53,653,632	56,904,908	56,548,728	57,284,539	\$76,158,312	65,922,741	64,741,722	66,998,418	69,262,760
Total Expenditures	55,423,212	56,896,253	58,611,785	61,687,986	\$69,335,181	65,922,741	66,834,958	68,605,851	70,053,718
Operating Balance	(1,769,580)	8,655	(2,063,058)	(4,403,446)	6,823,131	(0)	(2,093,236)	(1,607,432)	(790,958)
Capital Project Transfers			723,000	1,784,667					
Net Bond Proceeds PSERS Buses					8,629,847	2,915,984			
Op. Balance Post Initiatives	(1,769,580)	8,655	(2,063,058)	(4,403,446)	6,823,131	(0)	(2,093,236)	(1,607,432)	(790,958)
Adequacy Target	56,440,121	57,625,363	58,835,496						
<b>GENERAL FUND BALANCE</b>									
Beginning of the Year	3,370,144	1,600,564	1,609,219	(453,839)	(4,857,286)	1,965,845	1,965,845	(127,390)	(1,734,823)
End of the Year	1,600,564	1,609,219	(453,839)	(4,857,286)	1,965,845	1,965,845	(127,390)	(1,734,823)	(2,525,781)
As a % of Expenditures	2.89%	2.83%	(0.77%)	(7.87%)	2.84%	2.98%	(0.19%)	(2.53%)	(3.61%)
Capital Project Funds	2,498,904	2,506,750	1,784,667						
Total Fund Balance	4,099,468	4,115,969	1,330,828	(4,857,286)	1,965,845	1,965,845	(127,390)	(1,734,823)	(2,525,781)
As a % of Expenditures	7.40%	7.23%	2.27%	(7.87%)	2.84%	2.98%	(0.19%)	(2.53%)	(3.61%)

# 18-19 Budget



- 3 Common Data Themes
  - Local Revenue
  - Debt Service
  - Salaries

## How to Manage the Data

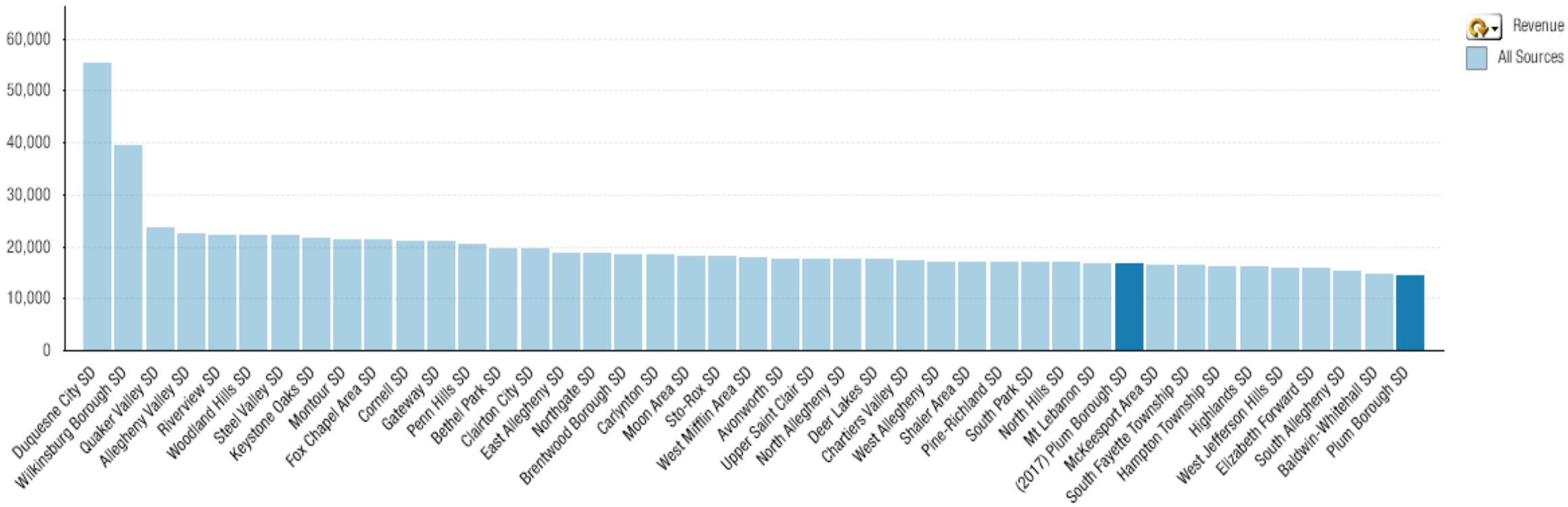
- Building Capacities
- Local Effort
- Negotiations





# Total Revenue

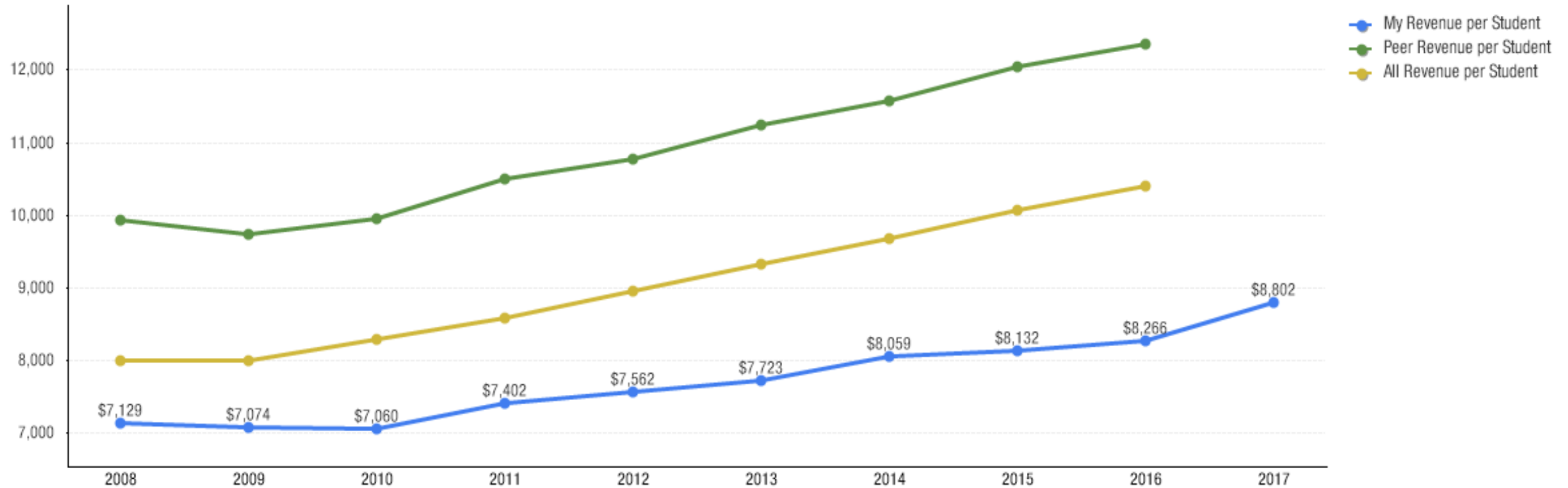
2016 Revenue per Student



# Local Effort



Revenue Trends



- In 2016, The District receives \$4093.96 less than the county average (\$12,360 vs. \$8,266) x 3817 students equates to \$15,626,645 in local revenue not being used for students

# Local Effort

- A standardized measure of the ability of a school district to raise revenue locally is created by determining how much a school district can generate in local tax - related revenue from personal income and market value compared with the median. For school districts below the statewide median, a proportionate adjustment is provided.

AUN	School District	County	Local Effort Capacity Index
103027503	Plum Borough SD	Allegheny	0.7700
103021752	Chartiers Valley SD	Allegheny	0.8100
103021603	Carlynton SD	Allegheny	0.8300
103026303	Montour SD	Allegheny	0.8500
103028302	Shaler Area SD	Allegheny	0.8500
103025002	Keystone Oaks SD	Allegheny	0.8700
103026902	North Hills SD	Allegheny	0.8800
103021102	Baldwin-Whitehall SD	Allegheny	0.9000
103028203	Riverview SD	Allegheny	0.9000
103021252	Bethel Park SD	Allegheny	0.9100
103026852	North Allegheny SD	Allegheny	0.9100
103026873	Northgate SD	Allegheny	0.9200
102027451	Pittsburgh SD	Allegheny	0.9200
103020753	Avonworth SD	Allegheny	0.9400
103023153	Elizabeth Forward SD	Allegheny	0.9500
103028833	Steel Valley SD	Allegheny	0.9500
103024603	Hampton Township SD	Allegheny	0.9700
103028753	South Park SD	Allegheny	0.9800
103023912	Fox Chapel Area SD	Allegheny	0.9900
103029553	West Jefferson Hills SD	Allegheny	1.0100
103026343	Moon Area SD	Allegheny	1.0300
103029203	Upper Saint Clair SD	Allegheny	1.0300
103029803	Wilkinsburg Borough SD	Allegheny	1.0300
103026402	Mt Lebanon SD	Allegheny	1.0400
103020603	Allegheny Valley SD	Allegheny	1.0500
103027352	Penn Hills SD	Allegheny	1.0500
103024102	Gateway SD	Allegheny	1.0700
103027753	Quaker Valley SD	Allegheny	1.0700
103022253	Deer Lakes SD	Allegheny	1.0800
103021003	Pine-Richland SD	Allegheny	1.0900
103028653	South Allegheny SD	Allegheny	1.1000
103026002	McKeesport Area SD	Allegheny	1.2300
103021453	Brentwood Borough SD	Allegheny	1.2400
103024753	Highlands SD	Allegheny	1.2400
103029403	West Allegheny SD	Allegheny	1.2500
103029902	Woodland Hills SD	Allegheny	1.2700
103022103	Cornell SD	Allegheny	1.3100
103029603	West Mifflin Area SD	Allegheny	1.4000
103021903	Clairton City SD	Allegheny	1.4600
103028703	South Fayette Township SD	Allegheny	1.4800
103022803	East Allegheny SD	Allegheny	1.5400
103022503	Duquesne City SD	Allegheny	1.5800
103028853	Sto-Rox SD	Allegheny	1.6300





# Impact of Taxes

<u>Tax Year</u>	<u>Tax Rate</u>	<u>Act 1 Index</u>	<u>Unrealized RE Revenue to Index</u>	<u>Additional Revenue from What If 2012- 13</u>
2007-08	0.022200	4.60%	\$1,167,390.37	
2008-09	0.022200	6.00%	\$2,652,682.44	
2009-10	0.022200	5.60%	\$4,178,841.88	
2010-11	0.022200	4.00%	\$5,415,734.54	
2011-12	0.022200	2.00%	\$6,162,550.56	
2012-13	0.018758	2.30%	\$6,825,214.39	\$584,020.14
2013-14	0.018758	2.40%	\$7,596,350.37	\$580,879.80
2014-15	0.018758	2.90%	\$8,483,426.92	\$577,111.13
2015-16	0.018758	3.30%	\$9,720,587.54	\$587,201.34
2016-17	0.019377	3.40%	\$10,183,049.17	\$637,708.32
	0.020243		\$62,385,828.17	\$2,966,920.73



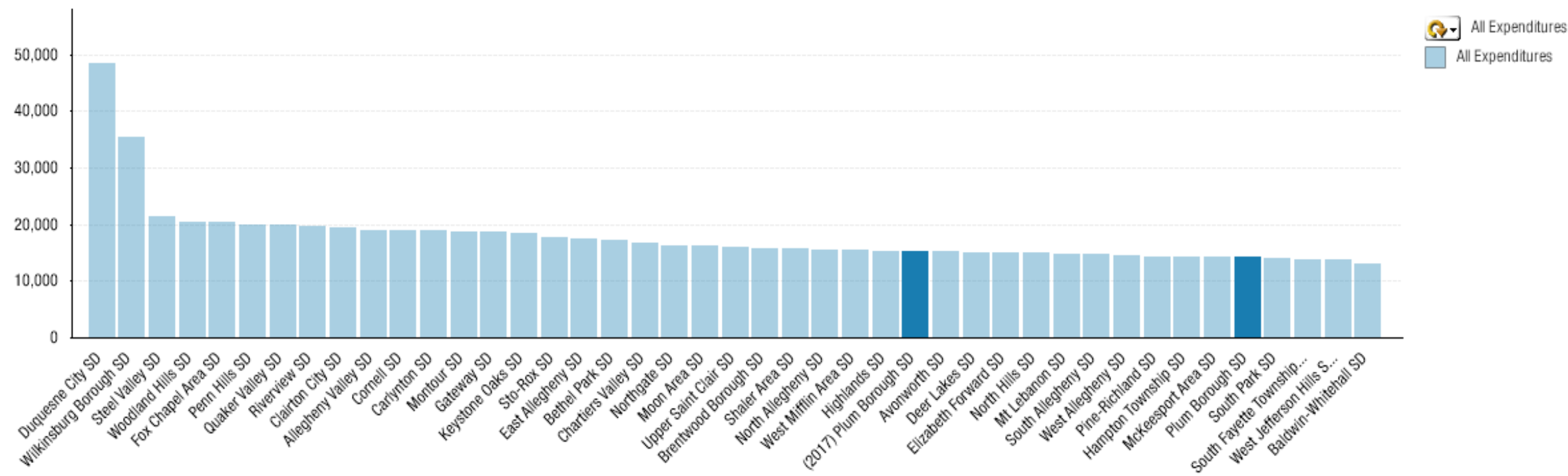
# Taxable Mix

	<u><i>Residential</i></u>	<u><i>% of Total</i></u>	<u><i>Commercial</i></u>	<u><i>% of Total</i></u>	<u><i>TOTAL</i></u>	<u><i>ADM</i></u>	<u><i>Assessed Value/ADM</i></u>
<b>Plum Borough</b>	<b>\$1,246,207,584</b>	<b>80.08%</b>	<b>\$240,380,800</b>	<b>15.45%</b>	<b>\$1,556,270,294</b>	3,953.031	\$393,690.38
<b>Gateway</b>	<b>\$1,286,990,234</b>	<b>53.71%</b>	<b>\$1,073,709,890</b>	<b>44.81%</b>	<b>\$2,395,978,199</b>	3,608.170	\$664,042.49



# Total Expenditure

2016 General Fund Expenditures per Student

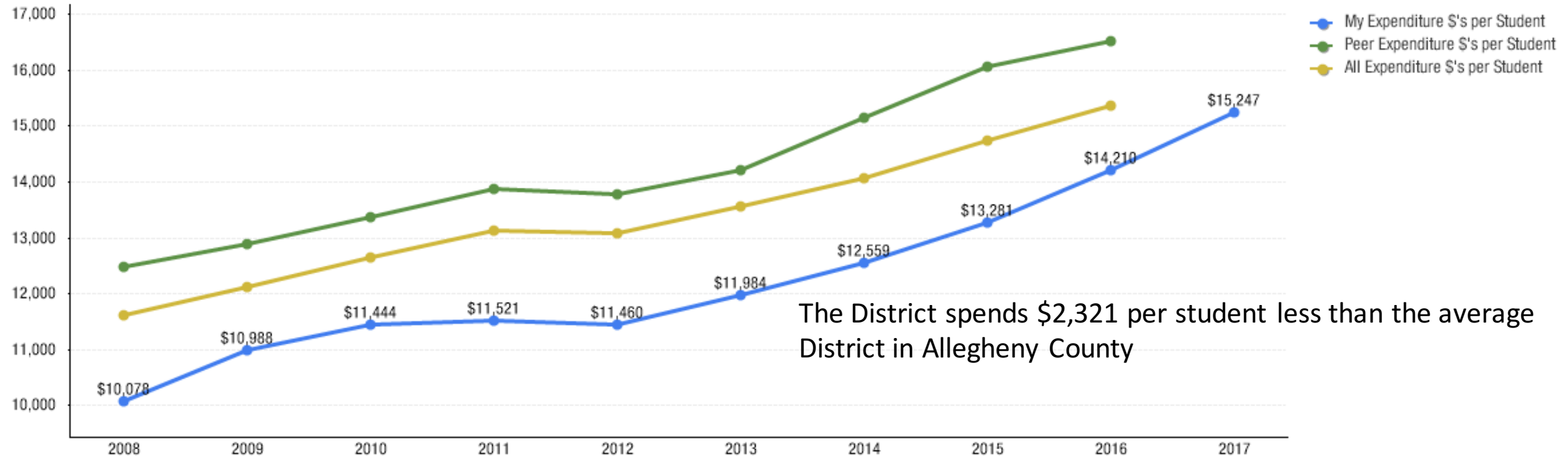






# Total Expenditure

General Fund Expenditure Trends

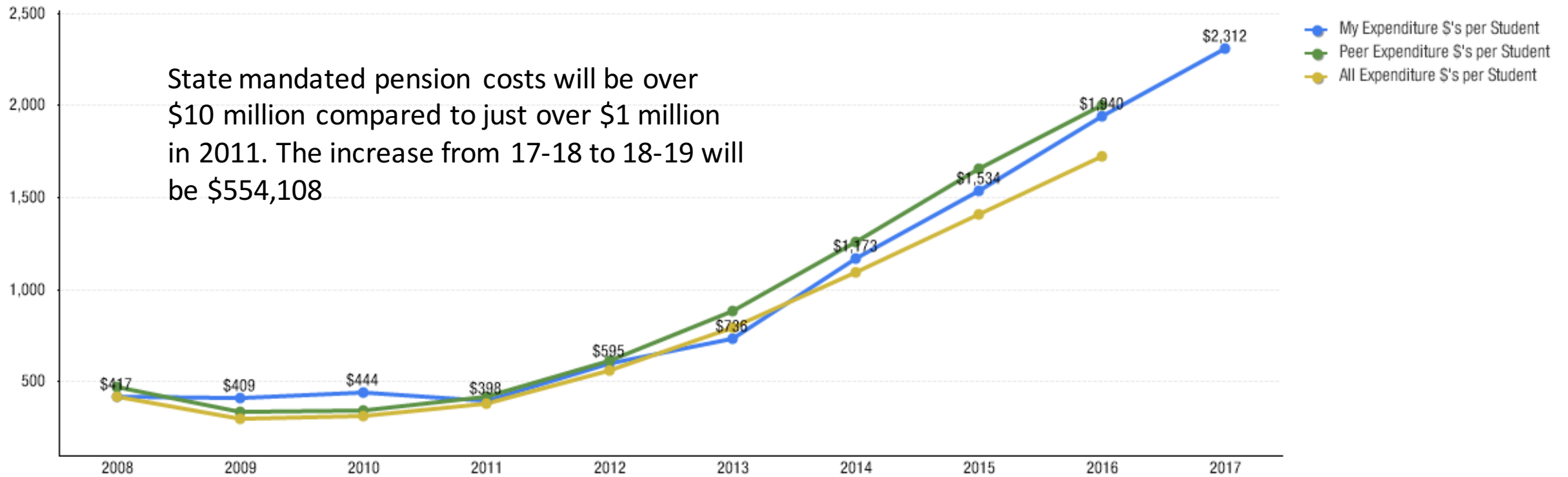


The District spends \$2,321 per student less than the average District in Allegheny County



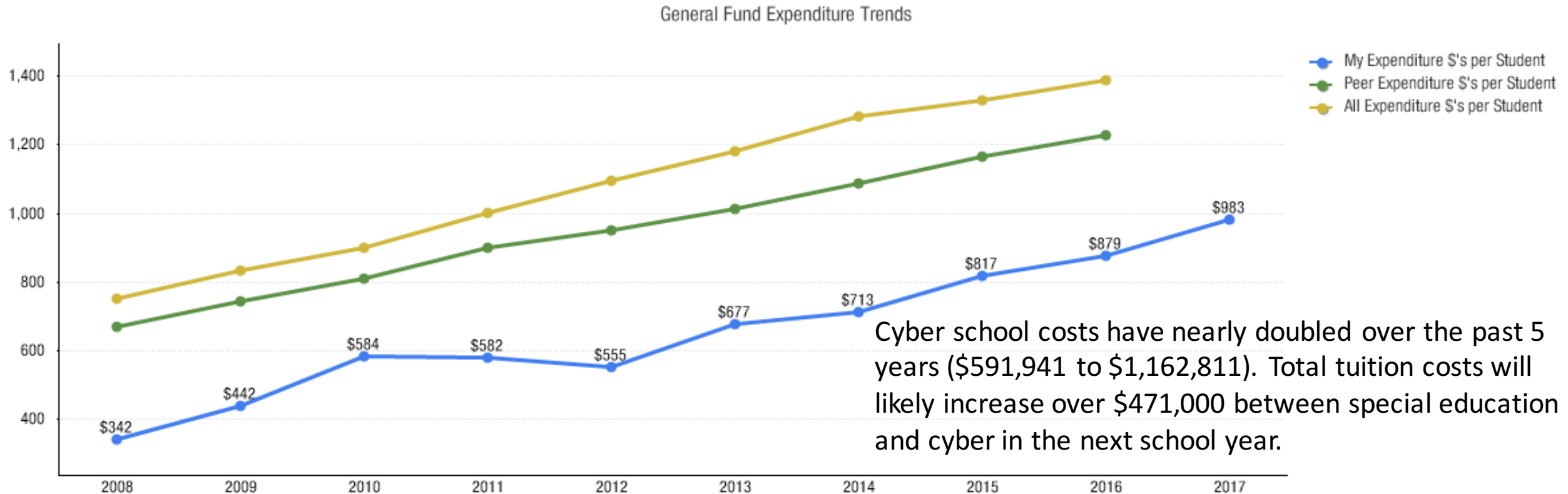
# PSERS Per Student

General Fund Expenditure Trends

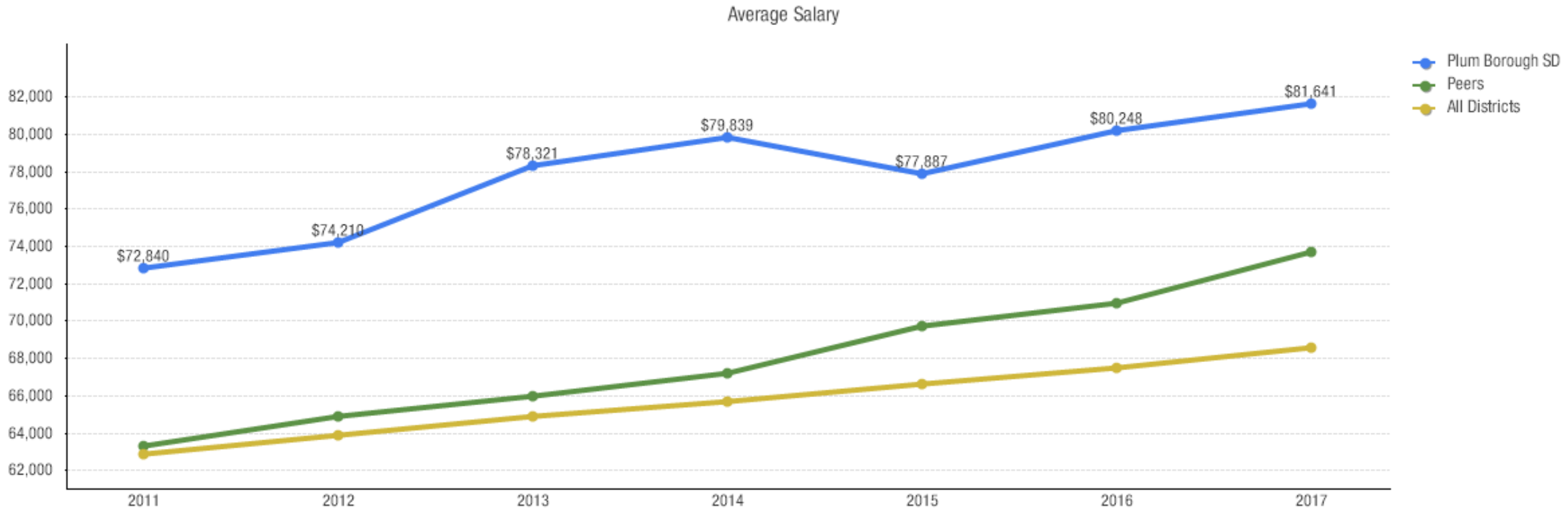




# Tuition Per Student



# Average Salary

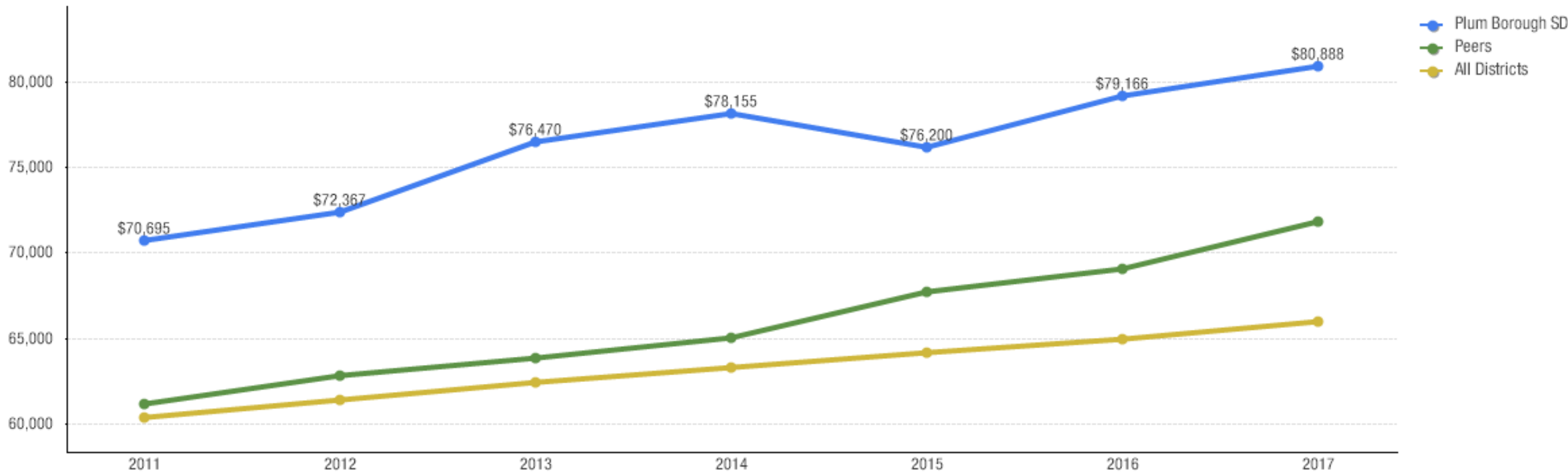


The average salary in Allegheny County for Professional staff is \$68,607 for 2017. The difference between county and PBSD averages is \$13,034. Applied over 289 employees \$3,766,826



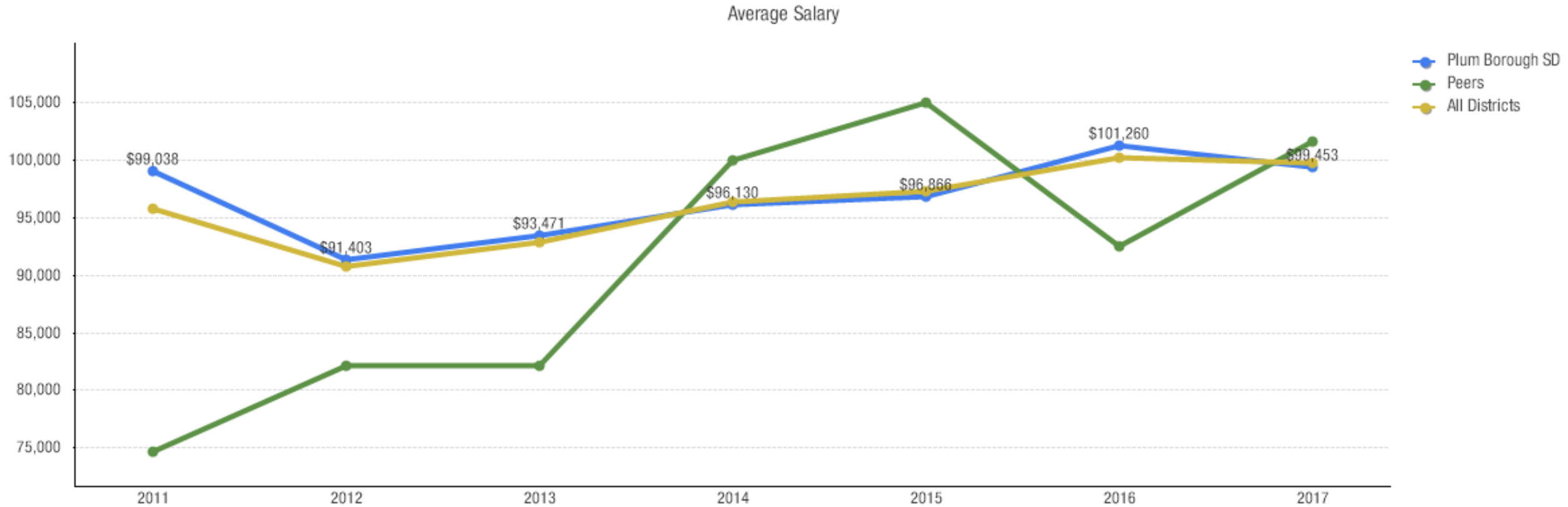
# Teacher Average Salary

Average Salary





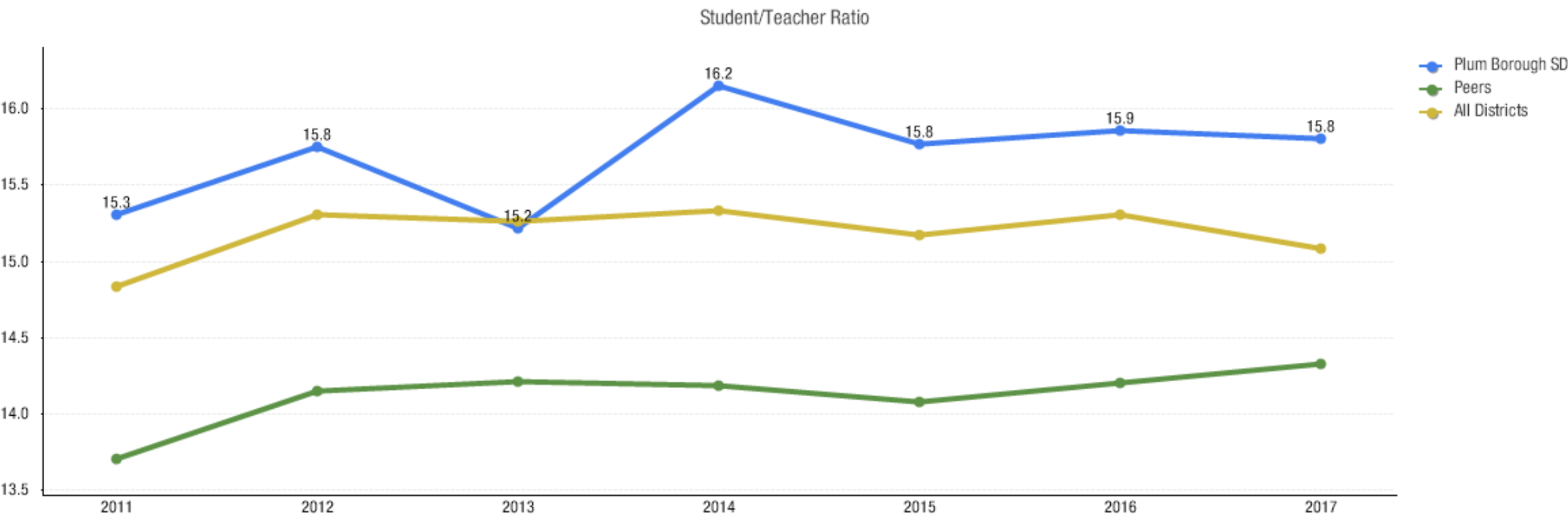
# Administrator Average Salary





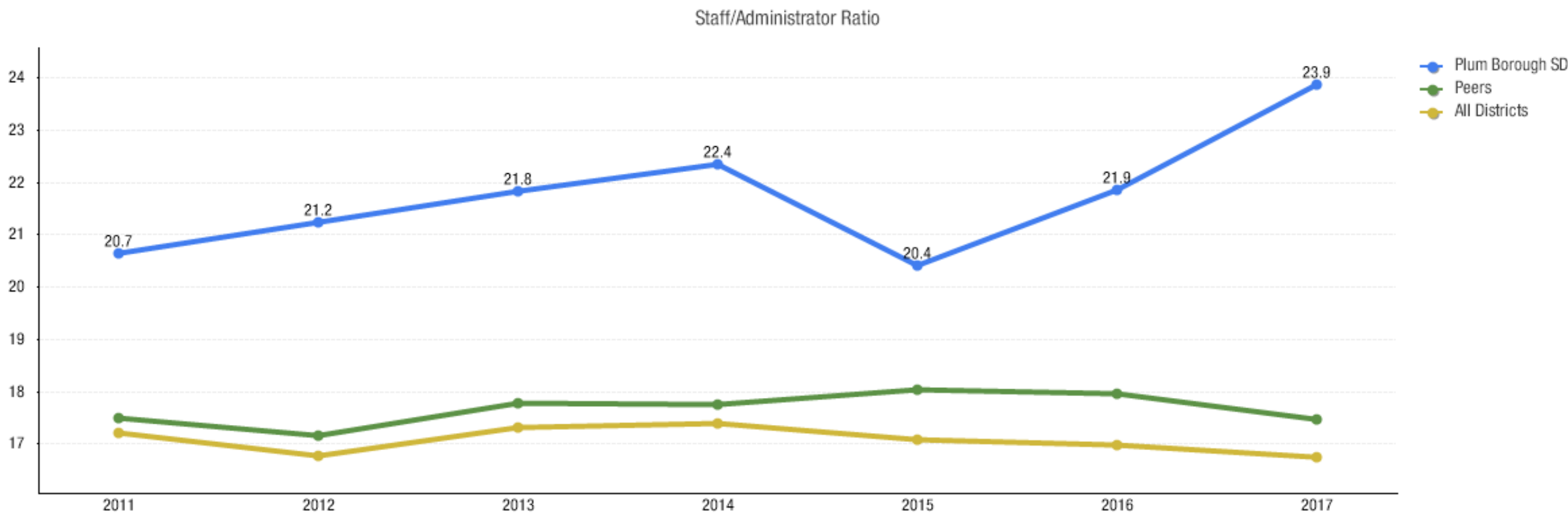


# Student Teacher Ratio



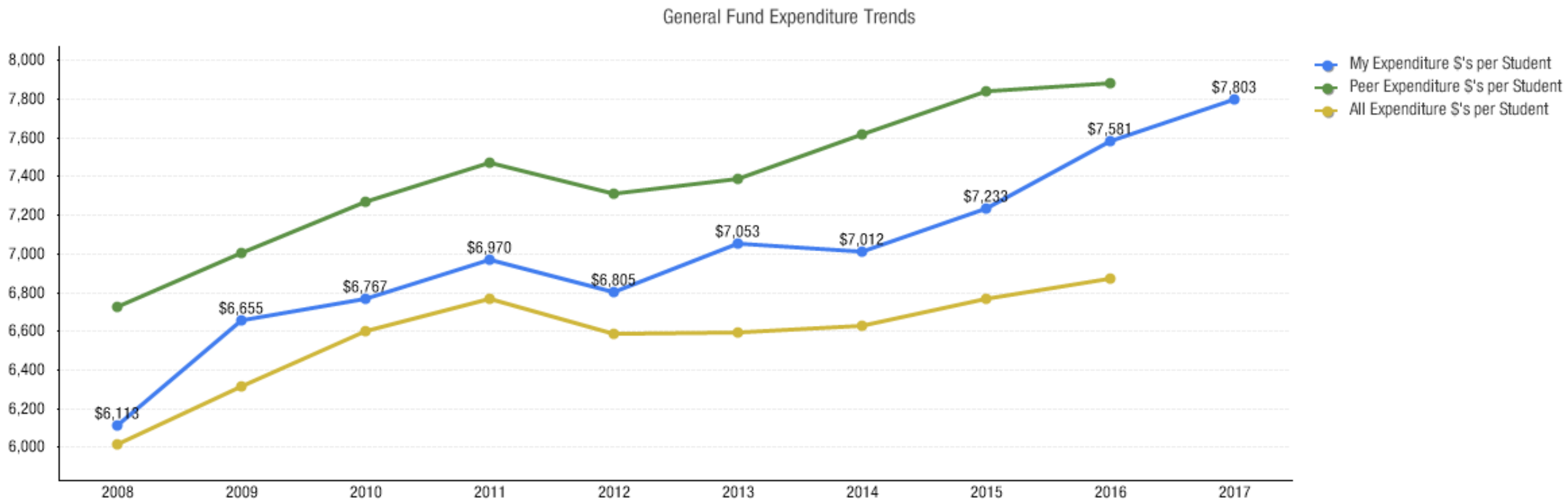


# Student Admin Ratio



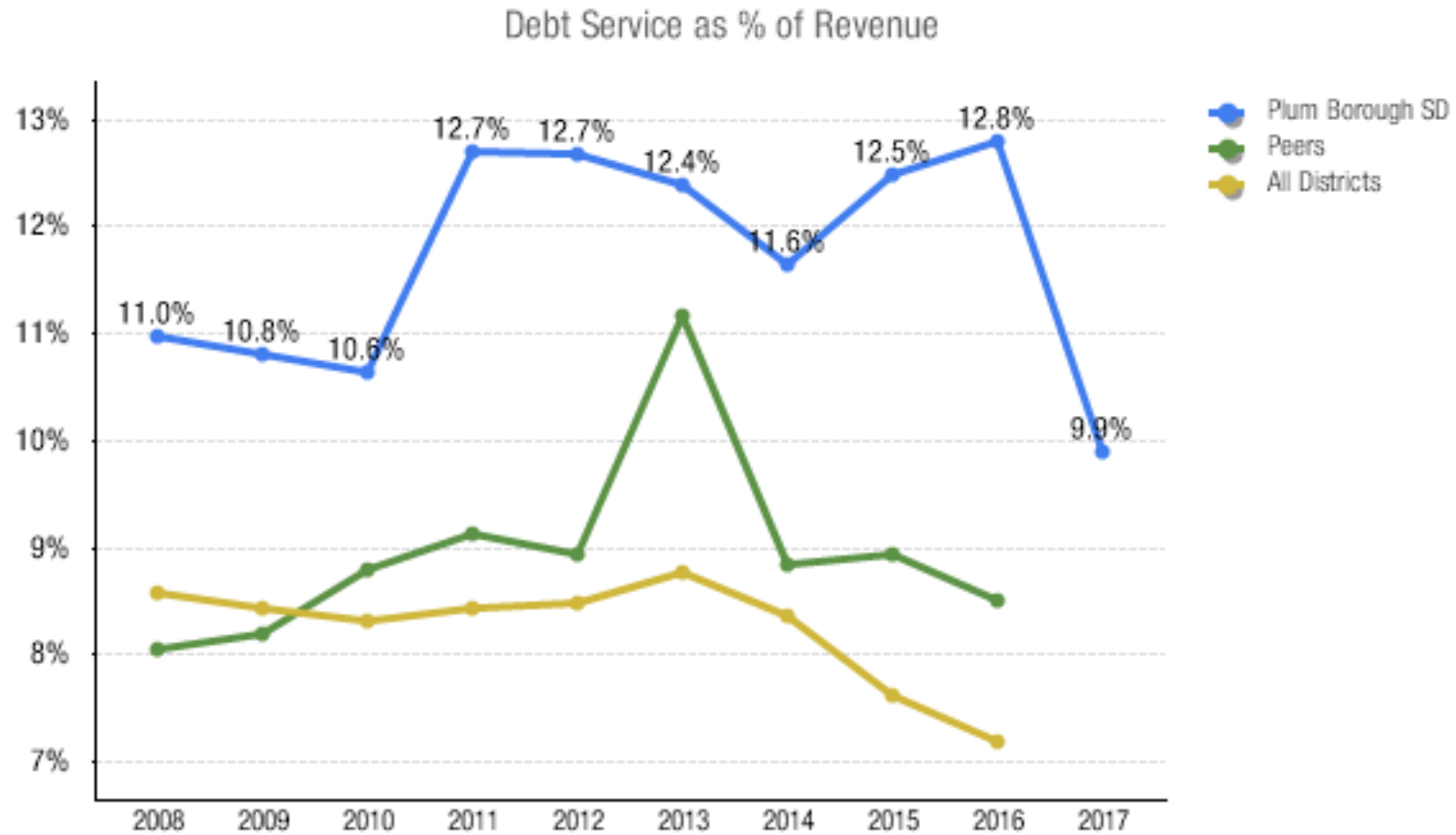


# Salary Per Student





# Debt Service





# Gross Debt Service Schedule

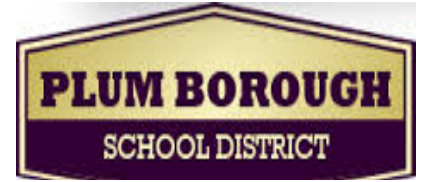
Debt Service Requirements														
Year Ended:	2010	2012A	2012B	2013A	2013B	2013C	2013D	2013E	2014	2016A	2016B	2017A	2017B	Total Debt
6/30/18	918,612	254,351	193,610	1,119,494	251,180	299,860	0	812,889	374,090	233,840	558,767	55,467	80,125	5,152,284
6/30/19	910,897	254,283	639,110	1,493,794	623,580	2,024,660	0	813,439	388,840	235,090	560,611	174,145	172,008	8,290,457
6/30/20	913,364	254,201	640,010	1,490,294	623,080	2,022,860	0	818,839	383,490	235,265	560,943	177,295	170,585	8,290,226
6/30/21	920,649	254,108	635,760	1,489,394	621,980	2,023,160	0	814,139	388,140	234,340	559,828	180,345	168,960	8,290,803
6/30/22	917,573	254,001	631,410	1,492,794	623,030	2,025,360	0	814,389	387,728	238,190	562,346	173,395	167,151	8,287,366
6/30/23	833,905	253,885	636,739	3,457,794	623,280	30,330	0	814,294	387,190	237,890	563,208	176,445	165,210	8,180,169
6/30/24	833,689	253,744	636,323	3,612,669	622,530	0	0	704,884	386,540	238,430	562,574	164,489	162,924	8,178,794
6/30/25	833,473	253,581	630,128	3,611,919	624,288	0	0	711,181	380,971	233,700	560,633	172,383	170,137	8,182,394
6/30/26	833,257	253,419	633,326	3,609,494	625,473	0	0	706,850	385,403	238,578	562,246	165,021	167,136	8,180,202
6/30/27	833,042	253,256	635,783	3,607,394	619,910	0	0	712,006	384,753	237,938	562,343	167,435	164,135	8,177,994
6/30/28	832,826	253,094	637,341	3,605,359	623,110	0	0	711,928	384,103	0	561,003	401,173	190,491	8,200,428
6/30/29	832,610	252,931	632,900	3,607,005	620,750	0	0	716,375	383,453	0	0	952,635	254,704	8,253,363
6/30/30	832,394	252,769	637,358	3,612,208	621,975	0	0	705,510	387,721	0	0	949,493	256,932	8,256,359
6/30/31	842,179	252,606	630,679	3,605,265	621,675	0	0	709,560	386,909	0	0	0	1,093,836	8,142,709
6/30/32	4,876,531	252,444	637,900	-	620,675	0	0	531,375	420,528	0	0	0	537,435	7,876,887
6/30/33	5,581,766	252,281	634,375	-	-	-	-	531,125	384,090	0	0	0	0	7,383,637
6/30/34	6,319,026	252,119	-	-	-	-	-	530,875	363,535	0	0	0	0	7,465,555
6/30/35	4,398,308	1,639,044	-	-	-	-	-	559,875	490,945	0	0	0	0	7,088,172
6/30/36	-	5,333,615	-	-	-	-	-	621,500	368,170	0	0	0	0	6,323,285
6/30/37	-	783,090	-	-	-	-	-	5,169,750	372,523	0	0	0	0	6,325,363
6/30/38	-	-	-	-	-	-	-	5,750,250	572,990	0	0	0	0	6,323,240
6/30/39	-	-	-	-	-	-	-	-	6,326,070	0	0	0	0	6,326,070
6/30/40	-	-	-	-	-	-	-	-	3,214,156	-	-	-	-	3,214,156
Total	33,264,101	12,062,821	9,722,750	39,414,874	8,966,515	8,426,230	0	24,261,032	17,902,335	2,363,260	6,174,502	3,909,720	3,921,770	170,389,910



# Net Debt Service Schedule

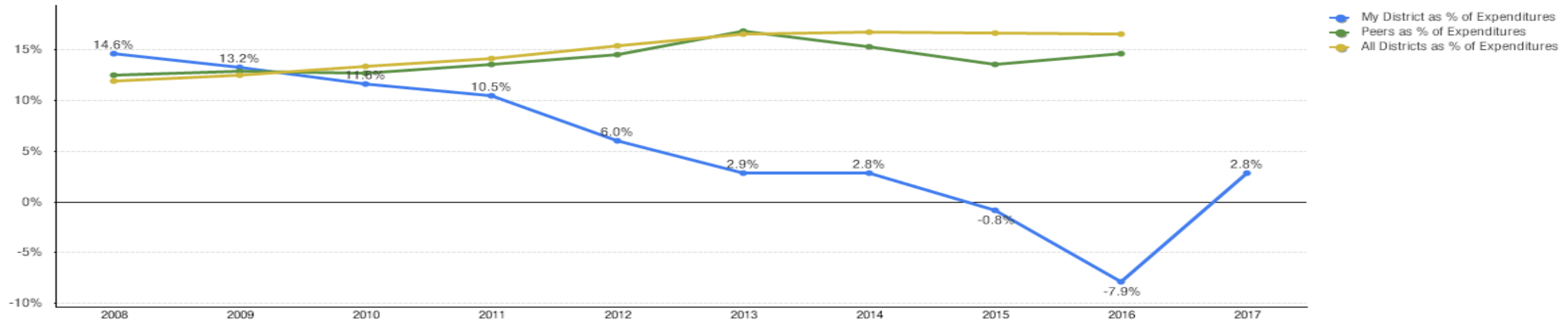
Local Effort Requirements														
Year Ended:	2010	2012A	2012B	2013A	2013B	2013C	2013D	2013E	2014	2016A	2016B	2017A	2017B	Total Local
6/30/18	761,588	214,360	174,868	1,001,956	224,221	255,169	0	725,958	374,090	233,840	558,767	50,101	80,125	4,655,042
6/30/19	755,192	214,302	577,241	1,336,958	556,651	1,722,902	0	726,449	388,840	235,090	560,611	157,298	172,008	7,403,543
6/30/20	757,237	214,234	578,054	1,333,826	556,205	1,721,371	0	731,272	383,490	235,265	560,943	160,143	170,585	7,402,624
6/30/21	763,277	214,155	574,215	1,333,020	555,223	1,721,626	0	727,074	388,140	234,340	559,828	162,898	168,960	7,402,757
6/30/22	760,726	214,065	570,286	1,336,063	556,160	1,723,498	0	727,298	387,728	238,190	562,346	156,621	167,151	7,400,131
6/30/23	691,360	213,967	575,099	3,094,755	556,383	25,810	0	727,213	387,190	237,890	563,208	159,376	165,210	7,397,460
6/30/24	691,181	213,848	574,723	3,233,369	555,714	0	0	629,503	386,540	238,430	562,574	148,576	162,924	7,397,382
6/30/25	691,003	213,711	569,128	3,232,698	557,282	0	0	635,127	380,971	233,700	560,633	155,706	170,137	7,400,097
6/30/26	690,824	213,574	572,017	3,230,528	558,340	0	0	631,259	385,403	238,578	562,246	149,057	167,136	7,398,961
6/30/27	690,645	213,437	574,235	3,228,648	553,375	0	0	635,864	384,753	237,938	562,343	151,237	164,135	7,396,610
6/30/28	690,466	213,300	575,643	3,226,827	556,231	0	0	635,794	384,103	0	561,003	362,363	190,491	7,396,222
6/30/29	690,287	213,164	571,632	3,228,300	554,125	0	0	639,765	383,453	0	0	860,477	254,704	7,395,906
6/30/30	690,108	213,027	575,658	3,232,956	555,218	0	0	630,062	387,721	0	0	857,638	256,932	7,399,321
6/30/31	698,220	212,890	569,626	3,226,743	554,950	0	0	633,679	386,909	0	0	0	1,093,836	7,376,853
6/30/32	4,042,956	212,753	576,148	0	554,058	0	0	474,549	420,528	0	0	0	537,435	6,818,426
6/30/33	4,627,640	212,616	572,964	0	0	0	0	474,326	384,090	0	0	0	0	6,271,636
6/30/34	5,238,876	212,479	0	0	0	0	0	474,103	363,535	0	0	0	0	6,288,993
6/30/35	3,646,479	1,381,341	0	0	0	0	0	500,002	490,945	0	0	0	0	6,018,766
6/30/36	0	4,495,025	0	0	0	0	0	555,036	368,170	0	0	0	0	5,418,231
6/30/37	0	659,967	0	0	0	0	0	4,616,894	372,523	0	0	0	0	5,649,383
6/30/38	0	-	0	0	0	0	0	5,135,315	572,990	0	0	0	0	5,708,305
6/30/39	0	-	0	0	0	0	0	0	6,326,070	0	0	0	0	6,326,070
6/30/40	0	-	0	0	0	0	0	0	3,214,156	-	-	0	-	3,214,156
Total	27,578,066	10,166,215	8,781,536	35,276,647	8,004,135	7,170,375	0	21,666,542	17,902,335	2,363,260	6,174,502	3,531,492	3,921,770	152,536,876



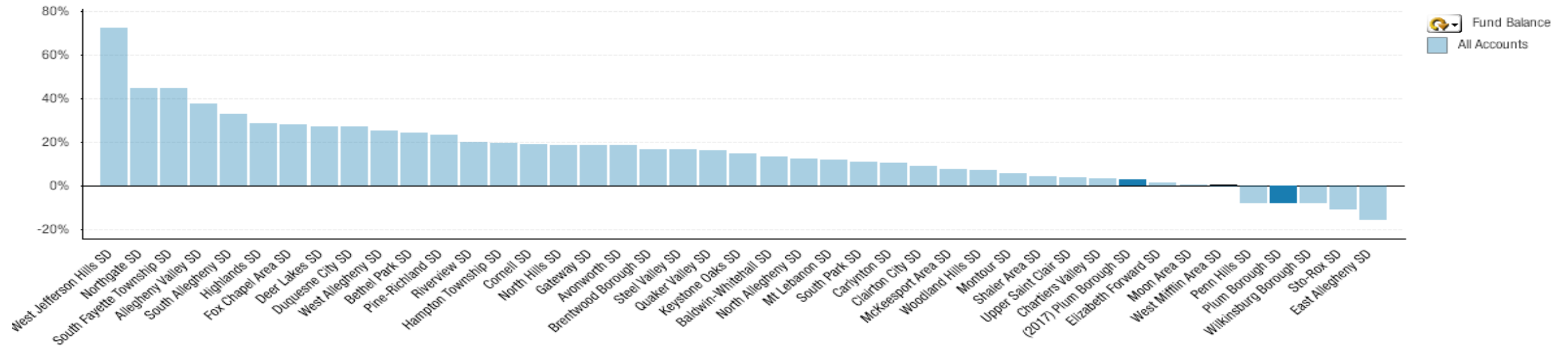


# Fund Balance

Fund Balance as % of Expenditures  
General Fund



2016 Fund Balance as % of Expenditures  
General Fund





# Next Steps?

## 1) Define our identity

- Conflicting data regarding taxes, debt and salaries
- What will our funding priorities be next year?
- How will we fund the programs?

## 2) Strategy vs. Operations

## 3) Alignment of Finances to Strategy



# Budget Tasks

## January 2018

- Initial Presentation on the Budget at Finance committee and 5 year model update
- County locks in assessed value
- **School board will prepare proposed preliminary budget for the 2018-19 FY for public inspection no later than January 25, 2018**

## February/March 2018

- Board Review of Department budgets
- **School board will pass preliminary budget for the 2018-19 FY no later than February 14, 2018**
- Referendum exemption request- Notice of intent to apply Feb. 4, 2018
- Deadline to request referendum exceptions March 1, 2018
- Review Budget with Administrative Team
- Department/Building finalize budgets (March 31, 2017)
- Deadline for Homeowners to File Homestead Application