



Office of Missouri State Auditor  
**Nicole Galloway, CPA**

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## Missouri School Data Reporting



**Nicole Galloway, CPA**  
Missouri State Auditor

# CITIZENS SUMMARY

## Findings in the audit of Missouri School Data Reporting

School Data	Administration expenditures are not consistently recorded between schools and are not always properly recorded. Schools did not consistently record expenditures to the same function codes or in accordance with the Missouri Financial Accounting Manual. School officials indicated additional information and reports of school expenditures and salary data would be useful when planning and preparing budgets and contracts.
Expenditures and School Performance	School administration expenditures are increasing at a higher rate than instruction expenditures.
Administrator Salaries and Contracts	The DESE does not have adequate procedures in place to ensure administrator salaries are reported for all schools or to verify salaries are reported accurately. Superintendent and executive director salaries are not always reported to the DESE and salary alone may not be representative of total compensation received. Eleven of the 35 charter schools (31 percent) that responded to our survey did not have a written agreement for the top administrator, typically a superintendent or executive director, for the 2015-2016 school year.

Due to the nature of this audit, no overall rating has been provided.

\*The rating(s) cover only audited areas and do not reflect an opinion on the overall operation of the entity. Within that context, the rating scale indicates the following:

- Excellent:** The audit results indicate this entity is very well managed. The report contains no findings. In addition, if applicable, prior recommendations have been implemented.
- Good:** The audit results indicate this entity is well managed. The report contains few findings, and the entity has indicated most or all recommendations have already been, or will be, implemented. In addition, if applicable, many of the prior recommendations have been implemented.
- Fair:** The audit results indicate this entity needs to improve operations in several areas. The report contains several findings, or one or more findings that require management's immediate attention, and/or the entity has indicated several recommendations will not be implemented. In addition, if applicable, several prior recommendations have not been implemented.
- Poor:** The audit results indicate this entity needs to significantly improve operations. The report contains numerous findings that require management's immediate attention, and/or the entity has indicated most recommendations will not be implemented. In addition, if applicable, most prior recommendations have not been implemented.

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**NICOLE GALLOWAY, CPA**  
**Missouri State Auditor**

Honorable Eric R. Greitens, Governor  
and  
Dr. Roger Dorson, Interim Commissioner  
Department of Elementary and Secondary Education  
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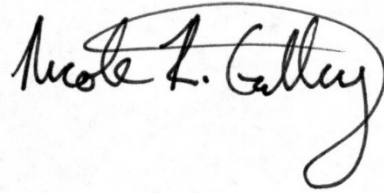
We have audited certain operations of the Department of Elementary and Secondary Education as it relates to the process of reporting Missouri school data, in fulfillment of our duties under Chapter 29, RSMo. The purpose of the audit is to present key school district and charter school data and determine whether the data is properly reported. The objectives of our audit were to:

1. Report key comparative school data.
2. Evaluate the internal controls over significant management and financial functions for the reporting of Missouri school data.
3. Determine if Missouri school data is reported consistently and accurately.

We conducted our audit in accordance with the standards applicable to performance audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform our audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides such a basis.

The accompanying appendixes are presented for informational purposes. This information was obtained from the department's management and Missouri schools and was not subjected to the procedures applied in our audit.

For the areas audited, we (1) reported key comparative data, (2) identified deficiencies in internal controls, and (3) identified inconsistencies and inaccuracies in the reporting of school data. The accompanying Management Advisory Report presents our findings arising from our audit of the processes of reporting Missouri school data.

A handwritten signature in black ink that reads "Nicole R. Galloway". The signature is written in a cursive style with a large, looping flourish at the end of the name.

Nicole R. Galloway, CPA  
State Auditor

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# Missouri School Data Reporting

## Introduction

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### Background

The Missouri Department of Elementary and Secondary Education (DESE) reports to the State Board of Education and is primarily a service agency working with educators, legislators, government agencies, and citizens to maintain the state's public education system. According to the department's website, the mission of the DESE is to guarantee the superior preparation and performance of every child in school and in life through its statewide school-improvement initiatives and regulatory functions. To help carry out this mission, the DESE utilizes several information systems to collect, analyze, and report student and financial information.

### School data reporting

Public schools report financial information each year to the DESE in the Annual Secretary of the Board Report (ASBR).<sup>1</sup> In addition, schools report other financial and operational statistics through a web-based application and the information is made available to the public on the Missouri Comprehensive Data System (MCDS) through the DESE website.

Financial information reported by each school to the DESE is first recorded in the school's financial accounting system utilizing a coding structure prescribed by the DESE. The DESE provides schools with financial recording guidelines in the Missouri Financial Accounting Manual (FAM) to establish consistency and accountability among schools. The FAM incorporates guidance from the U.S. Department of Education, National Center for Education Statistics, *Financial Accounting for Local and State School Systems: 2014 Edition*. Both manuals contain similar account code guidelines, which allows for comparability of schools<sup>2</sup> at the local level and school performance between states.

The FAM coding structure delineates expenditure categories by function. The FAM defines function as the action or purpose for which a person or thing is used or exists and includes the activities or actions that are performed to accomplish the objectives of the school. Functions are classified into five broad areas: instruction, support services, operation of non-instructional services, facilities acquisition/construction services, and debt service. Numerical function codes are used to further delineate these areas and a description is provided for each function code. Our audit included comparing administration expenditures of school districts and charter schools. The United States Department of Education, National Center for Education Statistics classifies administration expenditures as school administration (i.e., the office of the principal, full-time department chairpersons, and graduation

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<sup>1</sup> School districts and charter schools report final ASBR data in August following the conclusion of the school year and final data is not available until November of that year. As a result, our work is based on 2015-2016 school year ASBR data.

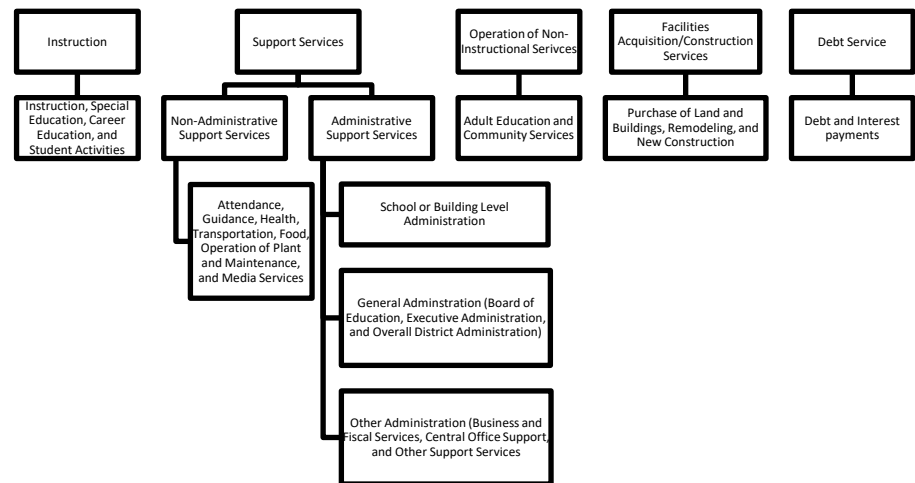
<sup>2</sup> For purposes of this report, the term "schools" refers to all public schools in the state including school districts and charter schools.



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expenses), general administration (the superintendent and board of education and their immediate staff), and other support services or other administration expenditures.<sup>3</sup> See Figure 1 for a description of types of expenditures included in the various functions.

Figure 1: School expenditure categories



School administration, which includes building level administration and some other support services, includes activities concerned with the overall administrative responsibility of a school. According to the FAM, examples of school level expenditures include principal, assistant principal, and other administrative support salaries; expenses for supervision and maintenance of school records; and expenses for coordination of school instructional activities with the entire district. General administration includes board of education services and executive administration services and encompasses activities concerned with establishing and administering policy for operating the school district. According to the FAM, examples of general administration expenditures include all materials and personnel in the office of the chief executive officer; activities of the offices of deputy, assistant, and associate superintendents; contractual negotiations; legal services; election services; community relations; and grant procurement. Other administration consists of expenditures not categorized to another category and include administrative technology; business, fiscal, and central office support services; and any other support services.

<sup>3</sup> Kena, G., Hussar W., McFarland J., de Brey C., Musu-Gillette, L., Wang, X., Zhang, J., Rathbun, A., Wilkinson-Flicker, S., Diliberti M., Barmer, A., Bullock Mann, F., and Dunlop Velez, E. (2016). *The Condition of Education 2016* (NCES 2016-144). U.S. Department of Education, National Center for Education Statistics. Washington, DC. Accessed May 12, 2017, from <<http://nces.ed.gov/pubsearch>>.



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During the 2015-2016 school year, Missouri's public education system was composed of 518 school districts and 39 charter schools. In 1998, legislation allowed charter schools to be established in the St. Louis and the Kansas City public school districts. Charter schools are independent, publicly-funded schools of choice, exempt from laws and rules relating to schools, governing boards and school districts, except charter school laws and regulations. Sections 160.400 through 160.425, RSMo, provide requirements for the organization and administration of charter schools. Any student residing in the Kansas City 33 or St. Louis Public school district may choose to attend a charter school.

Missouri schools are governed by either an elected or appointed board of education (BOE). The BOEs employ superintendents (executive directors for some charter schools) to manage the day to day operations of schools. According to DESE statistics, Missouri schools had 538 superintendents, 18,791 total administration and supervisory personnel, and 68,189 classroom teachers during the 2015 - 2016 school year.<sup>4</sup> Missouri public schools fall enrollment for the 2015-2016 school year was 616,195 elementary school students (grades K - 8) and 269,009 secondary school students (grades 9 - 12).

The following table shows how Missouri ranks nationally in school expenditures and enrollment, as well as a comparison to the national average for the 2013-2014 school year.<sup>5</sup>

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<sup>4</sup> The amounts include employees who perform more than one function and may be counted more than once in determining totals.

<sup>5</sup> The 2013-2014 school year is the most recent year national statistics are available.





## Missouri School Data Reporting Introduction

### Comparison of Missouri to National School Statistics for the 2013-2014 School Year

	United States	Missouri	State Rank <sup>1</sup>
Total expenditures per student <sup>2</sup>	\$ 12,335	\$ 11,293	29
General administration expenditures per student <sup>3</sup>	222	338	14
School administration expenditures per student <sup>3</sup>	608	581	32
Total administration expenditures per student <sup>3,4</sup>	1,211	1,152	29
Instruction expenditures per student <sup>3</sup>	\$ 6,726	\$ 5,870	29
Administration expenditures as a percent of total expenditures <sup>1</sup>	9.7%	10.0%	18
Instruction expenditures as a percent of total expenditures <sup>1</sup>	53.8%	50.9%	33
Cost of living index for 2016 <sup>5</sup>	100.0%	90.8%	40

<sup>1</sup> Calculated by the State Auditor's Office (SAO).

<sup>2</sup>Total expenditures include instruction, support services, non-instructional/support services, facilities acquisition and construction, and debt service.

<sup>3</sup> U.S. Department of Education, National Center for Education Statistics, Common Core of Data (CCD), "National Public Education Financial Survey," 2013-14. (July 2016.)

<sup>4</sup>Total administration expenditures contain general, school, and other administration (not shown in table) expenditures.

<sup>5</sup> Missouri Economic Research and Information Center. Accessed May 12, 2017, from <[https://www.missourieconomy.org/indicators/cost\\_of\\_living/index.stm](https://www.missourieconomy.org/indicators/cost_of_living/index.stm)>

## Scope and Methodology

To gain an understanding of how school financial information is recorded, we held discussions with DESE personnel and reviewed written policies and procedures. In addition, we gained an understanding of significant legal provisions by reviewing relevant statutes and regulations.

To report comparative financial information on all Missouri schools, we obtained key data from DESE reports and MCDS data available online through the DESE website.<sup>6</sup> We analyzed key data including salaries, student enrollment, geographic region, and expenditures by function.

In addition, we obtained additional data not available from the DESE by surveying Missouri schools and requesting other relevant documentation including copies of superintendent or executive director contracts (see copy of survey at Appendix E). We received a response from 549 of the 555 schools (98.9 percent) surveyed. We followed up with the other 6 schools, but none responded. One school submitted a survey without the requested administrator contract or a statement indicating there was no contract.

To evaluate the internal controls over financial reporting, we interviewed officials from 7 schools including superintendents, accounting managers, and other office personnel. In addition, we obtained an understanding of internal controls established by the DESE to ensure that financial information reported

<sup>6</sup> Missouri Comprehensive Data System is available at <<https://mcds.dese.mo.gov/Pages/default.aspx>>, accessed on June 6, 2017.



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by Missouri schools is complete and accurate. We obtained an understanding of internal controls that are significant within the context of the audit objectives and assessed whether such controls have been properly designed and placed in operation.

To determine if Missouri schools' financial information is recorded and reported consistently and accurately, we obtained financial data for the 2015-2016 school year from <sup>7</sup> judgmentally selected schools and analyzed transactions for consistency and accuracy based on the FAM guidelines.

We also obtained an understanding of legal provisions that are significant within the context of the audit objectives, and we assessed the risk that illegal acts, including fraud, and violations of applicable contract or other legal provisions could occur. Based on that risk assessment, we designed and performed procedures to provide reasonable assurance of detecting instances of noncompliance significant to those provisions.

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<sup>7</sup> We conducted site visits at Laclede County C-5, Grandview R-II, Willard R-II, Brookfield R-III, and Raytown C-2 school districts and Eagle College Preparatory School and Allen Village charter schools. See the appendixes for statistics and location of these schools.

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# Missouri School Data Reporting Management Advisory Report State Auditor's Findings

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## 1. School Data

Administration expenditures are not consistently recorded between schools and are not always properly recorded. In addition, school officials indicated additional reports of comparable data on expenditures and salaries would be useful.

We conducted site visits at 5 school districts and 2 charter schools with varying student enrollment and locations within in the state. We held discussions with school officials (generally school district and charter school superintendents and executive directors) and with personnel responsible for the accounting function. We also obtained detailed reports of the 2015-2016 expenditures for these 7 schools and compared the recording of transactions to administration functions between schools and reviewed the transactions for compliance with the Missouri Financial Accounting Manual (FAM). All schools are required to record transactions based on the guidance in the manual in addition to state and federal requirements.

### 1.1 Recording of expenditures

Schools did not consistently record expenditures to the same function codes or in accordance with the FAM.

School officials and accounting personnel indicated they record transactions based on prior experience; information in the FAM; inquiries of Missouri Department of Elementary and Secondary Education (DESE) representatives, other schools, accounting system vendors, and external auditors; and recommended changes by their external auditors during financial audits.

We identified 11 function codes that should be classified as administration expenditures based on the FAM and the United States Department of Education, National Center for Education Statistics definitions of administration expenditures. We reviewed expenditures (payroll and non-payroll) recorded to these 11 function codes<sup>8</sup> and noted the following inconsistencies between the 7 schools:

- One school included the 2 building level secretaries' payroll expenditures in non-administration function categories. The other 6 schools coded similar positions to building level administration.
- Schools recorded accounting staff payroll expenditures inconsistently. Two schools recorded accounting staff payroll expenditures to the fiscal services function. Other schools recorded similar payroll expenditures to executive administration, building level administration, or both executive administration and building level administration.

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<sup>8</sup> These function codes relate to board of education expenses, executive and building administration, business services, central office, and other support services.



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- Only one school recorded expenditures to the "administration technology services and support services central office" function. However, due to the similar nature in which schools operate, it is likely the other schools incurred expenditures related to this function.
- One school did not record any non-payroll expenditures to building level administration. The other 6 schools recorded a variety of general office expenditures to this function.
- Four schools did not record any non-payroll expenditures to either business support services or fiscal services. Other schools recorded transactions to one or both of these functions.

In addition to the inconsistencies between schools, we noted the following transactions recorded inaccurately:

- One school recorded the superintendent's salary for 11 of 12 months to building level administration instead of executive administration. This reporting is inconsistent with all other schools reviewed and the descriptions in the FAM.
- One school recorded annual leave payouts for all employees to the board of education services function. While this method was within district policy, leave payout should be attributed to functions based on the activity the employee supports.
- One school recorded payroll expenditures for the food service director and special education paraprofessionals to building level administration. Based on our review of the FAM, food services and special education functions would be more appropriate.
- One school recorded all district vehicle expenditures to executive administration regardless of the purpose of the expenditure.
- One school recorded superintendent travel expenses to building level administration and one school recorded the executive director's moving expenses to building level administration instead of the correct function of executive administration. The FAM states executive administration includes activities associated with the executive responsibility for the entire school.
- One school recorded expenditures for substitute teachers; a program to provide professional development to staff, additional learning opportunities for students, and increase parent involvement at school; and playground equipment to executive administration. However, functions of instruction, instructional support, community service activity, and



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operation and maintenance of plant services would be more appropriate functions. School personnel indicated some expenditures made at the superintendent's request were recorded to executive administration instead of the activity or action supported.

- One school recorded graduation expenses to the board of education services function. The FAM states "other support services - school administration" includes graduation expenses.
- Two schools recorded elevator maintenance to executive administration. The FAM states the "operation and maintenance of plant services" function includes keeping the grounds, buildings, and equipment in an effective state of repair.
- Two schools recorded legal services to building level administration. One school recorded audit services to a business services function and one school recorded audit services to a fiscal services function. The FAM states the "board of education services" function includes legal services and audit services.

While we only reviewed transactions recorded to administration functions, it is likely similar inconsistencies and inaccuracies exist in the recording of expenditures to other functions. Most of the differences noted were within the same broad function area. We only noted a few instances where personnel recorded transactions to an administration function that should have been recorded to another area such as instruction.

### Coding guidance

During our site visits, we asked school officials whether guidance on expenditure coding was available. Four schools indicated additional information would be useful including updates on changes to the FAM, webinars with visual examples, annual conferences or meetings with sessions on recording transactions, a summary of frequently asked questions, periodic roundtable discussions, and more examples and practical application illustrations in the FAM. Three schools indicated enough information was available, although we identified one or more instance of inconsistent or inaccurate coding at each of these schools.

The DESE provides annual trainings on coding, training sessions at conferences hosted by accounting system vendors, monthly reports to schools with information on financial changes, and information on updates through the department website. The lack of awareness of already available resources indicates the DESE needs to improve communications to ensure schools are informed of all of the available resources. Additional guidance may also be needed based on the inconsistencies and errors identified.



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## 1.2 Additional information would help

Improper and inconsistent coding of expenditures may cause overall account balances to be incorrect and impact the comparability of information among districts. Additional resources and additional notification of available resources should be provided to schools, as necessary, to ensure transactions are properly recorded.

School officials indicated additional information and reports of school expenditures and salary data would be useful when planning and preparing budgets and contracts for upcoming years. In addition, we identified significant differences in the superintendent salaries of similar schools, suggesting comparable statistics would be useful.

The DESE collects significant amounts of data from schools in a wide range of areas including expenditures and salaries. The DESE makes the raw data available to the public through the Missouri Comprehensive Data System (MCDS) on the department's website. However, the DESE does not prepare analytical reports from the data.

During our site visits we asked school personnel if additional data would be useful. Officials from all 7 schools mentioned various types of reports or data that would be useful tools when making budgeting and contracting decisions in future years. Their suggestions include:

- Statewide information on the breakdown of expenditures between function categories such as instruction, student support, administration, operation and maintenance, transportation, food services, etc. School officials stated any reports developed would be more useful if they contained information on enrollment, student transient rate, poverty levels, district location, and cost of living.
- Reports of compensation for administrators and teachers from all schools including salaries, other benefits, number of paid leave days, contract days, and geographical and demographic information of the schools.
- The DESE request salary schedules for teachers and administrators from schools and make the information available online.

Officials from several schools mentioned they receive reports showing comparable data on schools from associations or cooperatives. An official from one school expressed concern that districts with less resources may not be able to pay membership fees for these organizations. Also, the DESE collects much of the necessary information to generate similar reports. Officials from several schools mentioned they use school data on the MCDS but suggested additional information and analysis of the data would make the information more useful. All school officials we discussed this issue with indicated additional resources would be useful.



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DESE officials indicated the current data system does not allow for generation of special reports. However, they indicated the implementation of new data collection for compliance with education reporting requirements in the Every Student Succeeds Act will allow more detailed reports in the future. In addition, the officials stated they work frequently with schools that have specific data requests. Again, improved communication of available information may be useful.

Salary comparison

To determine if differences exist between similar schools for which comparable data would be useful, we compared superintendent salaries using salary and enrollment information reported to the DESE by schools. Schools with enrollment of less than 100 students and schools without a full-time superintendent were excluded from the analysis. We compared schools with similar student enrollment numbers and noted significant differences between the highest and lowest full-time superintendent salary for each category of student enrollment as shown below.

Student Enrollment (K - 12)	Lowest Superintendent Salary	Highest Superintendent Salary
100 - 500	\$ 55,000	185,000
501 - 1,000	79,600	215,720
1,000 - 2,000	82,000	189,863
2,001 - 5,000	115,000	226,085
Greater than 5,000	131,000	276,286

Source: MCDS

We also compared superintendent salaries by enrollment and county to determine if the salary difference could be attributed to geographical differences. Since many school districts are located in multiple counties, we used the DESE assigned county location for the school. Of the 497 schools reporting a superintendent salary for school year 2015-2016, we identified 34 (7 percent) schools that had a superintendent with a salary over \$50,000 higher than at least one other superintendent of a similar size school (same categories used as in the table above) in the same county. While many factors are used by schools to determine superintendent salary, these differences show that schools of similar enrollment and location are not always contracting for similar superintendent salaries.

Additional resources would allow schools to make better informed budgetary and salary decisions and efficiently utilize resources. As the state agency responsible for overseeing Missouri schools, the DESE should provide schools with all available information in formats relevant and beneficial to schools.



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## Recommendations

The DESE:

- 1.1 Improve communications with schools about the available resources defining the proper recording of financial transactions.
- 1.2 Survey schools to determine data schools consider useful when making management decisions. The DESE should make reports of this data available online through the Missouri Comprehensive Data System and any future systems.

## Auditee's Response

- 1.1 *The department concurs. DESE School Finance has completed several webinars in recent months. For example, a webinar was completed in September 2017 as a part of a series of webinars provided by the Missouri Association of School Business Officials (MoASBO); this webinar was titled "Salary and Technology Coding Guidance." Six webinars were completed in October 2017 in conjunction with the financial vendor packages school districts use throughout the state. A webinar was completed November 1, 2017, titled, "Understanding the Expenditure Coding Process." Additional webinars are scheduled for the spring of 2018. School Finance is also scheduled to present on proper coding at the MoASBO Support Services Workshop in November 2017 and the MoASBO Spring Conference in May 2018. School Finance presented in these conferences last year, as well. School Finance also participated in the Financial Management Trainings that were held in four different locations throughout the state during the Spring of 2017. This training was provided to school district finance employees. Coding guidance is also made available on the School Finance website under the links for the Financial Accounting Manual, Annual Secretary of the Board Report, and Finance Topics and Procedures. DESE plans to continue to provide coding information through webinars, listserv messages, Financial Accounting Manual updates, and monthly school finance memos.*
- 1.2 *The department concurs. The department is in the process of redesigning the Missouri Comprehensive Data System portal. The department will convene a redesign workgroup to focus on the requirements for the data requested to provide the information needed to make management decisions. Schools will be participants in the workgroup.*





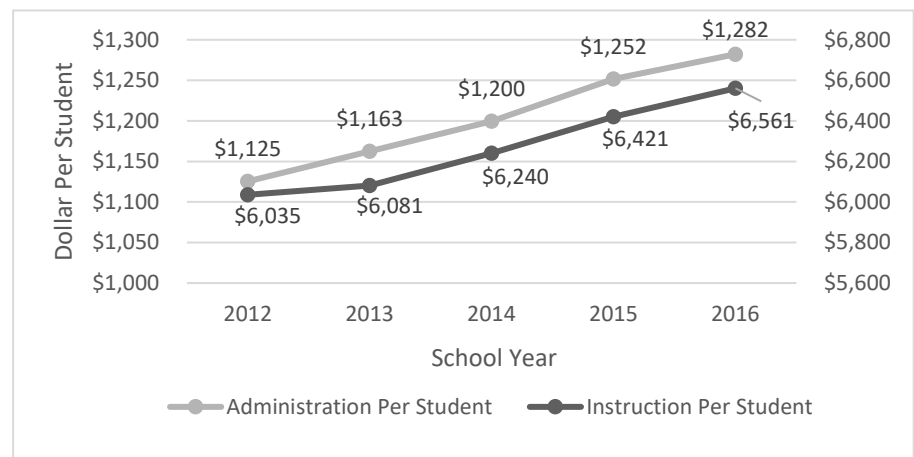
## 2. Expenditures and School Performance

School administration expenditures are increasing at a higher rate than instruction expenditures. In addition, many schools with higher administration and lower instruction expenditures (as a percentage of total current expenditures<sup>9</sup>) performed worse on the DESE Annual Performance Report (APR).

### Change in administration and instruction spending

We compared the school district and charter school administration and instruction spending for the 5 year period between the 2011-2012 and 2015-2016 school years and found schools are increasing the administration spending per student at a higher rate than instruction spending (for more detail see Appendix C). School district instruction expenditures per student increased 9 percent during the 5 year period, while administration expenditures per student increased 14 percent in the same period. Charter school instruction expenditures per student decreased by 1 percent between the 2011-2012 and 2015-2016 school years, while total administration expenditures per student increased by 18 percent. For more detail see Figures 2 and 3:

Figure 2: Change in instruction and administration dollars per student - school districts<sup>1</sup>



Source: ASBR data obtained from the DESE.

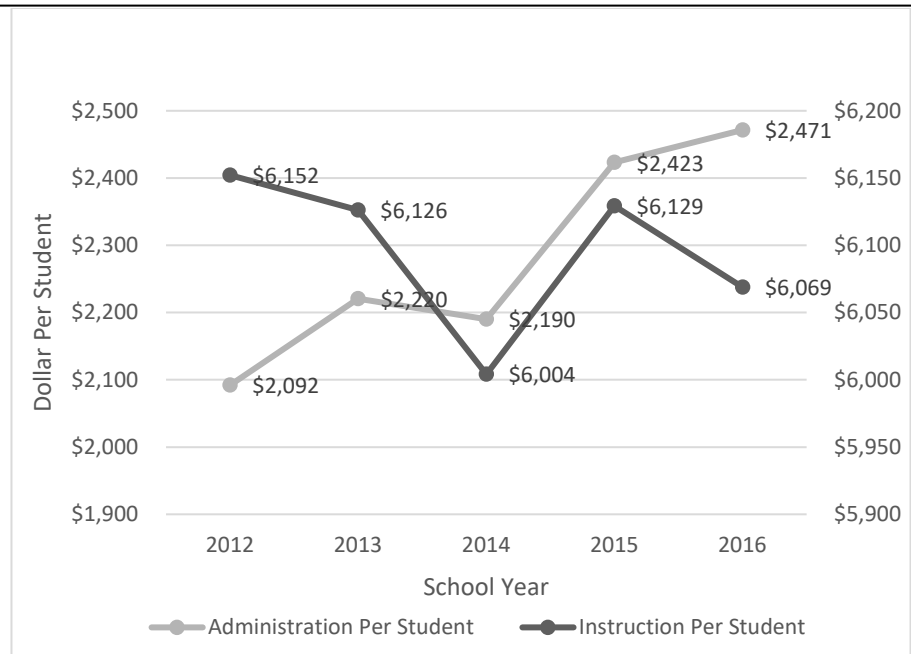
<sup>1</sup> The left axis represents the scale for administration dollars per student. The right axis represents the scale for instruction dollars per student. Both scales shown to allow presentation of the change in each category.

<sup>9</sup> The National Center for Education Statistics defines current expenditures as the expenditures for operating schools, excluding facilities acquisition and construction services, and debt service. Facilities acquisition and construction and debt service are excluded because they can vary significantly.



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Figure 3: Change in instruction and administration dollars per student - charter schools<sup>1</sup>



Source: ASBR data obtained from the DESE.

<sup>1</sup> The left axis represents the scale for administration dollars per student. The right axis represents the scale for instruction dollars per student. Both scales shown to allow presentation of the change in each category.

School performance

Many schools that spent a higher percentage of current expenditures on administration and a lower percentage on instruction performed worse on the DESE APR. The APR is based on the standards in the 5th version of the Missouri School Improvement Program (MSIP 5). The MSIP 5 is used to evaluate school performance and determine the accreditation level of a school. The MSIP 5 includes performance standards in academic achievement, subgroup achievement, college and career readiness (high school readiness for K-8 schools), attendance, and graduation. Each standard is assigned a maximum number of points possible and the APR score is based on achievement level in these performance standards. Our analysis used the school APR percentage, which is calculated using the number of points earned divided by the number of points possible<sup>10</sup> for that school.

As noted in the Background section, Missouri schools spend a higher percentage of total expenditures on administration and a lower percentage on instruction than a majority of other states. We analyzed 2015-2016 school expenditure data reported on the school ASBR as a percent of total current

<sup>10</sup> The number of points possible for a school varies depending on the circumstances for that school.



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expenditures. The following table shows that higher administration expenditures and lower instruction expenditures as a percentage of current expenditures were associated with lower APR scores for Missouri schools.

Analysis of 2015-2016 School Expenditures and APR Scores<sup>1</sup>

	Number of Schools	Average Administration (Percentage) <sup>2</sup>	Average Instruction (Percentage) <sup>2</sup>	Average APR Score (Percentage)
All schools <sup>3</sup>	552	12.4	57.3	90.0
<u>School districts</u>	516	12.1	58.0	91.4
90 - 100 APR percentage	340	12.1	58.2	95.5
80-90 APR percentage	141	12.1	58.0	85.9
Less than 80 APR percentage	35	12.4	55.7	73.4
<u>Charter schools</u>	36	19.7	48.3	70.3
90 - 100 APR percentage	7	18.1	47.1	98.5
80-90 APR percentage	4	17.6	57.2	83.0
Less than 80 APR percentage	25	20.5	47.2	60.3

<sup>1</sup> School year 2015-2016 expenditures were obtained from the DESE and 2015-2016 APR scores were obtained from the MCDS.

<sup>2</sup> Expenditures shown as a percentage of total expenditures excluding facility acquisition and construction and debt service.

<sup>3</sup> 3 charter schools without APR scores and 2 special school districts were excluded from analysis.

Charter schools, as a whole, spent a significantly lower percentage of current expenditures on instruction than school districts and had lower APR scores. However, charter schools typically have a different organizational structure than school districts and operate historically in disadvantaged areas.

## Recommendation

The DESE conduct a study on how spending decisions impact school performance and make the information available to schools to use in budgeting decisions.

## Auditee's Response

*The Missouri Comprehensive Data System (MCDS) portal and Annual Secretary of the Board Report (ASBR) provide publicly available finance data such as Current Expenditures per Average Daily Attendance (ADA), Local Effort per ADA, Adjusted Tax Rates, Assessed Valuation, and Fund Balances. Student achievement data for each district, school, and charter school is also available through the MCDS portal. However, a study attributing causation, or even correlation, between school spending and student achievement would not be appropriate, nor result in valid conclusions. Numerous factors impact both per pupil spending and student achievement where one has nothing to do with the other. For example, per pupil spending is influenced by economies of scale, variations in local wealth, and numbers of students with special needs who have higher costs to educate.*



## Auditor's Comment

Additional study of the impact of spending choices by schools is necessary. The DESE, as the oversight agency, has data available and makes annual determinations of school performance and should encourage spending choices by schools that provide the most benefit to students. Providing information on the impact of school spending, taking into account factors that impact per pupil spending and achievement, would provide schools with additional useful information to use in budgeting decisions.

### 3. Administrator Salaries and Contracts

The DESE does not have adequate procedures in place to ensure administrator salaries are reported for all schools or to verify salaries are reported accurately. In addition, reported salary payments are not always representative of total compensation received by superintendents or executive directors. Several schools also did not have written contracts with the superintendent or executive director.

Based on DESE records of 2015-2016 school year salary data submitted by schools, the average superintendent salary was approximately \$109,000, average administrator salary (including superintendent) was \$78,000, and average teacher salary was \$41,000. For the 2003-2004 school year, the average superintendent salary was \$83,000, average administrator salary (including superintendent) was \$62,000, and average teacher salary was \$33,000. Over these 12 years, average superintendent, administrator, and teacher salaries increased by 31 percent, 27 percent, and 22 percent, respectively.

We spoke with financial officials from 6 school districts about the possible reason for the faster rate of increase in superintendent salaries over teacher salaries. Several officials thought this situation may have occurred because superintendent salaries typically increase by a percentage while teacher salaries may increase by a fixed dollar amount. One official indicated because superintendent salaries are negotiated, the increase may be higher. Another noted changes occurred due to limitations on health plans offered to highly compensated employees under the Patient Protection and Affordable Care Act that may have led districts to increase salaries to offset lost benefits. Two officials stated they did not think this change was the case for their specific school district and did not have input as to the overall trend.

#### 3.1 Transparency of compensation

Superintendent and executive director salaries are not always reported to the DESE and salary alone may not be representative of total compensation received. In addition, we noted inconsistencies in the reported superintendent and executive director salaries.

The DESE requests schools periodically provide data on various aspects of operations including the salaries of superintendents, administrators, teachers, and other school personnel. However, the DESE does not provide guidance on the information to be included with these requests. The DESE makes this



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information available to the general public on the MCDS. Our discussions with administrators from several schools indicated they refer to the MCDS to obtain statistics on other schools.

**No salaries reported**

For the 2015-2016 school year, 35 school districts and 25 charter schools did not report a superintendent, executive director, or administrator salary to the DESE. Of these schools, 26 school districts and 10 charter schools did report a superintendent or executive director salary in the completed survey submitted to the SAO. Three charter schools surveyed are run by management companies and school officials responded those companies are responsible for employing the executive director so they did not have a contract or report salary information to the DESE. Since the 2011-2012 school year, the number of schools providing salary information to the DESE has decreased. Prior to our review, the DESE did not have procedures in place to identify and follow up with the schools that did not report salary information. The department has now started following up with schools that do not submit salary information.

**Inconsistent salaries reported**

Superintendent and executive director salaries reported to the DESE differed from the salaries reported to us in the survey or documented in employment contracts. For the 2015-2016 school year, we identified 128 (26 percent) of the 492 schools that reported salaries to the DESE had a difference of more than \$1,000 between the salaries reported to the DESE and amounts reported in our survey. In addition, we compared, on a test basis, salaries listed in the superintendent or executive director written contracts provided to us for the 2015-2016 school year to the salary reported to the DESE. Of the 249 salaries reviewed, 95 (38 percent) differed by more than \$1,000. The DESE does not have procedures in place to identify and follow up with schools that submit inaccurate salary information.

**Partial compensation reported**

Salary payments alone are not representative of the total compensation received by superintendents and executive directors. Most contracts for superintendents and executive directors contained compensation other than salary such as vehicle and moving allowances, contributions to retirement account and annuity plans, additional life insurance plan payments, fitness center family memberships, internet/cable service allowances, cellular phone allowances, bonuses, payments for extra duties, and non-renewal payments.<sup>11</sup> (see all top administrator compensation information reported in survey responses at Appendix A). These additional payments were greater than 50 percent of the salaries for some superintendents and executive directors and were not reported to DESE as compensation received. These payments are also in addition to the benefits received by all employees such as health,

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<sup>11</sup> One contract contained a provision requiring the party, either the school or the superintendent, that chose not to renew the contract to make payments of a specified amount to the other party.



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dental, and basic life insurance; pension benefits; and stipends for advanced degrees.

## Conclusion

Without complete and accurate reports of administrator compensation, it is difficult for the public to assess the reasonableness of compensation paid to school administrators.

## 3.2 Written agreements

Eleven of the 35 charter schools (31 percent) responding to our survey did not have a written agreement for the top administrator, typically a superintendent or executive director, for the 2015-2016 school year. Officials for some schools stated the reason for not having such an agreement was due to the employee being an at-will employee.

Given that charter schools are independent schools of choice, exempt from some rules and laws governing public schools, top administrator responsibilities and compensation may vary significantly. Written agreements or other written policies specifying the services to be performed and the compensation to be paid for the services would provide useful information to the schools' sponsors and the public. This information would help in determining compliance with the agreed upon terms and help ensure the use of public charter school funding is transparent and reasonable.

## Recommendations

The DESE:

- 3.1 Implement procedures to ensure all schools submit complete and accurate compensation information for administrators. In addition, the DESE should require administrator compensation not received by other school employees to be reported.
- 3.2 Work with charter schools to ensure top administrator rights, responsibilities, and compensation are documented in written agreements or other formal policy.

## Auditee's Response

- 3.1 *Instructions in the Core Data System (a data collection system, which consists of integrated screens used to directly enter or update information from school districts) defining Administrators Salary will be changed to include all compensation. However, the department lacks the statutory authority to require Local Education Agencies to report this information.*
- 3.2 *The department lacks the statutory authority to require charter schools to provide written agreements or other formal policies on administrator rights, responsibilities and compensation.*

# Missouri School Data Reporting

## Other Information

### Number and Size of Missouri Schools

As noted in the Background section, 518 school districts and 39 charter schools operated in the state during the 2015-2016 school year.<sup>12</sup> Missouri had the 8th most school districts, 16th most charter schools,<sup>13</sup> and the 18th highest fall enrollment<sup>14</sup> compared to the other 50 states.<sup>15</sup> Missouri is the 21st largest state based on square miles.<sup>16</sup> See Appendix D for a map of Missouri school districts.

Missouri also has many school districts with low student enrollments, as summarized in the following table. By statute,<sup>17</sup> a school district may have an average daily attendance as low as 15 students before the Board of Education will consider an investigation into the district size.

Student enrollment for the 2015-2016 school year<sup>1</sup>

	School Districts	Charter Schools
Average student enrollment <sup>2</sup>	1,728	554
Median student enrollment <sup>2</sup>	615	370
Schools with enrollment of less than 100 students	41	2
Schools with enrollment of less than 50 students	12	0

<sup>1</sup> Source: MCDS.

<sup>2</sup> Calculated by the SAO.

During the 2015-2016 school year, 8 percent of school districts accounted for 50 percent of school district enrollment and 44 percent of school districts accounted for 90 percent of school district enrollment. State law allows school districts to be consolidated (annexed) into neighboring school districts.

Due to the number of small school districts in Missouri, we asked officials at 4 districts with enrollment of less than 100 students about whether consolidating with neighboring school districts has been considered. The officials provided various reasons why the school district has not been consolidated, including:

<sup>12</sup> During the 2016-2017 school year, 518 school districts and 38 charter schools operated.

<sup>13</sup> U.S. Department of Education, National Center for Education Statistics, Common Core of Data (CCD), "Local Education Agency Universe Survey," 2013-14 and 2014-15. (November 2016.)

<sup>14</sup> U.S. Department of Education, National Center for Education Statistics, Common Core of Data (CCD), "State Nonfiscal Survey of Public Elementary/Secondary Education," 1990-91 through 2013-14; and State Public Elementary and Secondary Enrollment Projection Model, 1980 through 2025. (January 2016.)

<sup>15</sup> Based on 2013-2014 school year data.

<sup>16</sup> U.S. Census Bureau, MAF/TIGER database. <<https://www.census.gov/geo/reference/state-area.html#n2>>, accessed June 28, 2017.

<sup>17</sup> Section 171.121, RSMo.



## Survey of Missouri Schools and Analysis of School Data Other Information

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- The school district performs well, has community support, and is in good financial condition from the local tax levy.
- The school district provides a reliable source of income for people in the community.
- Students would have significantly longer bus rides.
- Consolidating schools would result in closing an elementary school and students being divided between two different schools. Officials were concerned the loss of the elementary school would result in the community losing the common bond of the shared school.

State law allows school consolidation to occur through either voter petition or directly by school board proposition and then an election based on majority of votes cast in the district.<sup>18</sup> The officials at each school stated the community has shown no interest in consolidation.

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<sup>18</sup> Section 162.441, RSMo, describes the procedures for consolidation (annexation) of any school district with one or more adjacent school districts.



Appendix A-1  
Missouri Public Schools 2015-2016 Employee and Salary Data  
School Districts

Region/County	School District	Student Enrollment <sup>1</sup>	Positions <sup>2</sup> (in Full Time Equivalent)		Average Salary			Top Administrator Pay <sup>2</sup>					
			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Salary	Mileage/ Vehicle Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>	Total
Northwest Region													
Andrew	Avenue City R-IX	151	1	0	\$ 43,495	70,243	44,273	\$ 44,273	414	0	0	0	44,687
Andrew	North Andrew County R-VI	364	2	1	41,618	75,958	99,186	99,186	5,325	0	7,104	7,660	119,275
Andrew	Savannah R-III	2,252	9	2	42,207	74,294	115,771	136,617	6,000	0	4,759	0	147,376
Atchison	Fairfax R-III	135	1	1	35,546	64,000	80,000	80,000	0	0	5,028	0	85,028
Atchison	Rock Port R-II	327	2	1	40,790	73,702	95,000	95,000	0	0	5,290	14,537	114,827
Atchison	Tarkio R-I	296	3	1	39,389	60,728	91,800	91,800	0	0	711	0	92,511
Buchanan	Buchanan County R-IV	319	2	1	39,130	73,496	97,103	97,103	*	0	21,156	0	118,259
Buchanan	East Buchanan County C-1	713	3	1	42,864	81,989	113,390	113,390	6,014	0	25,441	3,271	148,116
Buchanan	Mid-Buchanan County R-V	697	3	1	42,651	73,745	144,880	144,880	890	0	25,972	0	171,742
Buchanan	St. Joseph	11,336	40	14	46,840	92,695	107,321	174,500	0	0	0	0	174,500
Caldwell	Braymer C-4	318	2	1	37,373	59,856	91,985	91,985	*	0	4,823	0	96,808
Caldwell	Breckenridge R-I	60	0	1	29,968	0	86,120	86,120	0	0	4,014	0	90,134
Caldwell	Cowgill R-VI	29	0	1	30,695	0	52,000	52,000	0	0	84	0	52,084
Caldwell	Hamilton R-II	655	3	1	38,276	80,229	106,467	106,467	600	300	22,227	1,268	130,862
Caldwell	Kingston 42	30	1	1	33,417	29,528	29,528	59,055	0	0	0	0	59,055
Caldwell	Mirabile C-1	53	1	0	32,664	43,500	0	43,500	0	0	9,600	0	53,100
Caldwell	New York R-IV	23	0	1	30,641	0	47,000	47,000	*	3,000	0	0	50,000
Caldwell	Polo R-VII <sup>5</sup>	425	5	3	36,072	47,669	53,992	95,000	*	0	6,112	0	101,112
Carroll	Bosworth R-V	65	1	1	36,769	44,499	79,066	79,066	0	0	4,200	0	83,266
Carroll	Carrollton R-VII	847	4	1	45,652	81,652	130,252	130,252	1,500	0	5,001	0	136,753
Carroll	Hale R-I	134	1	1	35,620	48,500	73,500	73,500	3,000	0	4,800	0	81,300
Carroll	Norborne R-VIII	183	2	1	38,532	55,000	82,920	82,920	*	1,397	4,542	0	88,859
Carroll	Tina-Avalon R-II	158	1	1	33,395	53,500	76,500	76,500	0	0	5,391	0	81,891
Clinton	Cameron R-I	1,760	5	2	43,646	78,040	115,890	130,310	0	0	6,558	0	136,868
Clinton	Clinton County R-III	673	3	1	43,734	79,175	135,000	135,000	0	0	6,370	0	141,370
Clinton	Lathrop R-II	931	5	1	47,713	79,391	115,000	104,828	0	0	6,075	16,112	127,015
Daviess	Gallatin R-V	581	4	1	39,093	71,825	95,000	95,000	4,399	0	5,051	0	104,450
Daviess	North Daviess R-III <sup>5</sup>	82	1	2	32,235	50,000	65,000	65,000	1,343	0	6,000	0	72,343
Daviess	Pattonsburg R-II	191	2	1	35,975	57,951	87,263	87,263	0	0	4,983	0	92,246
Daviess	Tri-County R-VII	179	1	1	37,421	53,000	73,500	73,500	1,620	0	4,403	0	79,523
Daviess	Winston R-VI	169	2	1	34,395	63,490	90,904	90,904	0	0	4,570	13,986	109,460
DeKalb	Maysville R-I	576	2	1	40,092	75,646	99,977	99,977	*	0	4,889	0	104,866
DeKalb	Osborn R-O	114	1	1	35,499	58,716	66,313	66,313	2,983	0	5,979	0	75,275
DeKalb	Stewartsville C-2	190	1	1	36,261	60,584	87,000	87,000	0	0	4,307	0	91,307
DeKalb	Union Star R-II <sup>2</sup>	129	2	1	35,734	0	86,943	86,943	*	0	4,800	0	91,743
Gentry	Albany R-III	412	2	1	39,336	62,000	100,000	100,000	0	0	5,276	1,449	106,725
Gentry	King City R-I	327	2	1	40,927	70,192	93,884	93,884	*	0	4,704	1,071	99,659
Gentry	Stanberry R-II	306	2	1	39,091	67,850	103,108	103,108	2,400	0	22,513	0	128,021
Grundy	Grundy County R-V	137	2	1	36,492	61,403	82,750	82,750	2,587	0	5,352	0	90,689
Grundy	Laredo R-VII	47	1	1	39,205	24,000	24,000	48,000	1,535	0	4,086	1,463	55,084
Grundy	Pleasant View R-VI	71	0	1	35,013	0	50,000	50,000	2,500	0	13,966	0	66,466
Grundy	Spickard R-II	27	0	1	32,234	54,000	0	54,000	0	0	2,524	0	56,524
Grundy	Trenton R-IX	1,110	7	2	39,106	61,921	89,686	100,000	2,500	0	5,350	0	107,850
Harrison	Cainsville R-I	89	1	1	33,613	62,000	40,000	40,000	0	0	0	0	40,000
Harrison	Gilman City R-IV	132	1	1	31,598	58,206	82,265	82,265	1,120	0	5,001	0	88,386

Appendix A-1  
Missouri Public Schools 2015-2016 Employee and Salary Data  
School Districts

Region/County	School District	Student Enrollment <sup>1</sup>	Positions <sup>2</sup> (in Full Time Equivalent)		Average Salary			Top Administrator Pay <sup>2</sup>					
			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle	Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>
Harrison	North Harrison R-III	216	2	1	35,608	63,567	76,500	76,500	*	1,200	5,431	2,500	85,631
Harrison	Ridgeway R-V	86	1	1	28,995	55,000	70,000	70,000	0	0	0	0	70,000
Harrison	South Harrison County R-II	869	4	1	36,389	65,541	101,726	101,726	*	0	5,593	234	107,553
Holt	Craig R-III	68	1	1	34,469	61,124	88,107	88,107	3,500	0	4,800	0	96,407
Holt	Mound City R-II	262	2	1	41,054	71,993	99,198	99,198	4,000	0	12,377	0	115,575
Holt	South Holt County R-I	270	2	1	39,094	68,910	100,211	97,529	0	0	0	0	97,529
Livingston	Chillicothe R-II	1,855	10	2	46,669	78,461	126,290	138,280	*	0	27,924	0	166,204
Livingston	Livingston County R-III	53	1	0	33,420	55,089	0	55,089	0	500	4,727	0	60,316
Livingston	Southwest Livingston County R-I	163	1	1	33,122	50,000	75,000	75,000	900	0	4,798	1,792	82,490
Mercer	North Mercer County R-III	197	1	1	35,958	63,204	88,865	80,995	*	7,710	5,270	2,697	96,672
Mercer	Princeton R-V	390	2	1	38,375	66,758	90,000	90,000	2,830	0	13,850	0	106,680
Nodaway	Jefferson C-123	129	1	1	39,139	63,868	70,875	70,875	0	0	5,479	0	76,354
Nodaway	Maryville R-II	1,425	8	2	42,398	69,383	111,611	125,000	*	0	8,362	0	133,362
Nodaway	Nodaway-Holt R-VII	220	2	1	37,763	64,804	90,000	90,000	*	0	5,166	0	95,166
Nodaway	North Nodaway County R-VI	216	2	1	34,947	57,239	85,088	85,088	*	0	4,530	0	89,618
Nodaway	Northeast Nodaway County R-V	208	2	1	38,432	63,200	97,961	97,961	1,555	0	22,267	0	121,783
Nodaway	South Nodaway County R-IV	162	2	1	36,029	53,938	79,634	83,825	4,054	300	17,887	0	106,066
Nodaway	West Nodaway County R-I	244	2	1	36,592	61,197	76,875	75,000	*	0	16,727	0	91,727
Worth	Worth County R-III	320	2	1	40,131	64,166	88,374	88,374	0	0	4,620	0	92,994
North Central Region													
Adair	Adair County R-I	232	1	1	35,170	65,000	88,000	88,300	0	0	9,957	5,620	103,877
Adair	Adair County R-II	180	1	1	34,519	57,269	70,034	70,034	0	0	4,676	2,295	77,005
Adair	Kirksville R-III	2,394	9	4	43,009	77,603	93,330	133,500	200	860	6,108	0	140,668
Chariton	Brunswick R-II	248	2	1	40,329	66,147	88,088	88,088	0	0	5,431	2,396	95,915
Chariton	Keytesville R-III	141	1	1	33,893	51,250	81,407	81,407	2,157	0	0	0	83,564
Chariton	Northwestern R-I	160	1	1	36,907	62,000	93,600	93,600	0	0	4,800	0	98,400
Chariton	Salisbury R-IV	454	2	1	41,236	65,029	108,169	108,169	0	0	30,919	0	139,088
Linn	Brookfield R-III	986	4	1	39,914	73,249	127,926	127,926	11,355	0	28,882	13,841	182,004
Linn	Bucklin R-II	131	1	1	37,278	61,570	48,142	48,142	880	2,443	117	0	51,582
Linn	Linn County R-I	227	1	1	34,245	70,907	81,600	81,600	669	0	7,240	3,240	92,749
Linn	Marceline R-V	597	2	1	44,394	85,082	106,325	106,325	932	0	21,255	0	128,512
Linn	Meadville R-IV	230	1	1	31,685	56,000	81,000	81,000	0	0	5,100	20,700	106,800
Macon	Atlanta C-3 <sup>5</sup>	187	2	3	32,947	87,333	145,632	95,333	*	0	10,801	0	106,134
Macon	Bevier C-4	209	1	1	35,427	58,868	88,711	88,711	0	0	20,793	0	109,504
Macon	Callao C-8 <sup>5</sup>	65	1	1	33,360	25,970	48,500	48,500	541	0	4,813	0	53,854
Macon	La Plata R-II	373	2	1	35,639	65,039	90,911	90,911	0	0	6,326	0	97,237
Macon	Macon County R-I	1,326	6	2	39,718	73,148	73,575	57,000	*	0	0	4,200	61,200
Macon	Macon County R-IV	104	1	1	36,098	43,333	89,110	89,110	713	899	5,436	4,220	100,378
Putnam	Putnam County R-I	677	3	3	39,986	79,876	62,026	113,231	0	0	10,239	960	124,430
Randolph	Higbee R-VIII	207	1	1	34,319	61,238	81,000	81,000	0	0	221	0	81,221
Randolph	Moberly	2,281	13	3	43,103	71,286	101,912	124,836	0	0	26,038	0	150,874
Randolph	Northeast Randolph County R-IV	404	2	2	38,060	70,500	84,935	84,935	0	0	5,016	0	89,951
Randolph	Renick R-V	100	0	1	38,317	0	81,427	81,427	620	0	2,439	8,387	92,873
Randolph	Westran R-I	634	4	1	46,447	71,364	112,981	112,981	0	0	25,620	1,085	139,686
Schuyler	Schuyler County R-I	588	2	1	35,238	67,517	100,837	100,837	*	0	20,410	1,145	122,392
Sullivan	Green City R-I	257	2	1	40,458	62,249	97,293	97,293	0	9,920	24,364	5,325	136,902

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School Districts

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			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>	Total
Sullivan	Milan C-2	642	4	1	36,958	59,427	111,650	111,650	0	0	6,336	1,619	119,605
Sullivan	Newtown-Harris R-III	89	1	1	33,576	52,758	70,000	70,000	932	0	16,355	0	87,287
Northeast Region													
Audrain	Community R-VI	267	2	1	36,517	63,910	80,460	80,460	873	0	5,149	828	87,310
Audrain	Mexico 59	2,282	10	2	41,383	67,763	112,975	123,053	0	0	25,432	0	148,485
Audrain	Van-Far R-I	596	2	1	38,153	69,721	95,666	95,666	741	0	6,262	0	102,669
Clark	Clark County R-I	999	4	1	39,566	81,494	106,185	106,185	*	0	6,042	0	112,227
Knox	Knox County R-I	461	3	1	37,545	63,607	97,391	97,391	3,807	0	6,533	0	107,731
Lewis	Canton R-V	505	0	4	36,469	0	69,341	95,775	4,223	0	5,000	0	104,998
Lewis	Lewis County C-1	916	5	4	39,511	61,989	66,673	109,461	*	2,459	0	0	111,920
Marion	Hannibal 60	3,556	14	4	44,763	75,219	98,819	115,000	*	0	5,859	1,242	122,101
Marion	Marion County R-II	208	1	1	38,134	67,242	92,070	92,070	0	0	14,125	5,394	111,589
Marion	Palmyra R-I	1,073	5	1	41,948	68,731	112,157	112,157	6,000	0	6,061	5,280	129,498
Monroe	Holliday C-2	56	0	1	31,560	0	60,000	60,000	750	3,866	0	0	64,616
Monroe	Madison C-3	219	1	1	32,419	50,000	74,263	74,263	0	0	19,021	1,725	95,009
Monroe	Middle Grove C-1	31	0	1	29,454	0	33,500	33,500	312	0	500	0	34,312
Monroe	Monroe City R-I	692	4	2	38,585	72,120	97,279	109,685	4,564	0	0	0	114,249
Monroe	Paris R-II	386	2	1	37,220	69,045	96,960	92,800	0	0	4,908	0	97,708
Pike	Boncl R-X	46	0	1	31,794	0	56,000	56,000	1,063	1,500	6,065	0	64,628
Pike	Bowling Green R-I	1,267	7	1	38,654	68,299	98,334	97,734	0	0	0	600	98,334
Pike	Louisiana R-II	720	3	1	41,868	78,828	100,000	100,000	0	6,871	0	63	106,934
Pike	Pike County R-III	456	**	**	41,824	**	**	**	**	**	**	**	**
Ralls	Ralls County R-II	745	4	1	38,769	64,125	121,250	121,250	3,600	0	0	0	124,850
Scotland	Scotland County R-I	597	2	1	33,868	64,499	92,000	92,000	2,457	0	6,709	0	101,166
Shelby	Shelby County R-IV	715	4	1	39,725	66,537	92,927	92,927	0	0	21,432	0	114,359
Shelby	North Shelby	276	2	1	40,667	60,805	85,735	85,735	*	0	5,520	0	91,255
Greater Kansas City Area													
Bates	Adrian R-III	698	5	1	41,996	57,610	94,860	94,860	0	0	6,059	0	100,919
Bates	Ballard R-II	127	1	1	31,767	50,000	71,580	71,580	0	0	16,100	0	87,680
Bates	Butler R-V	1,012	5	1	41,527	62,400	107,000	107,000	*	0	0	0	107,000
Bates	Hudson R-IX <sup>5</sup>	42	2	0	36,943	33,700	0	38,000	0	0	6,061	0	44,061
Bates	Hume R-VIII	149	1	2	34,047	68,120	57,463	72,000	0	0	11,485	1,280	84,765
Bates	Miami R-I	176	1	1	37,107	57,928	45,000	45,000	*	0	0	600	45,600
Bates	Rich Hill R-IV	362	2	1	38,749	56,000	92,070	92,070	0	0	18,239	0	110,309
Cass	Archie R-V	538	2	2	43,587	74,216	83,054	96,500	0	0	4,314	0	100,814
Cass	Belton 124	4,659	16	6	49,953	88,967	142,648	180,000	4,980	32,500	0	7,500	224,980
Cass	Drexel R-IV	313	2	1	40,559	62,153	57,566	86,709	0	0	6,960	0	93,669
Cass	East Lynne 40	108	1	1	39,880	58,872	58,872	117,744	0	0	7,568	510	125,822
Cass	Harrisonville R-IX	2,455	10	7	46,020	82,871	92,915	145,000	4,800	0	5,146	0	154,946
Cass	Midway R-I	424	2	2	45,970	75,286	87,344	100,002	0	0	22,558	1,150	123,710
Cass	Pleasant Hill R-III	2,084	7	5	47,721	82,083	98,445	150,821	1,000	0	30,241	0	182,062
Cass	Raymore-Peculiar R-II	5,927	17	11	48,341	93,048	106,567	185,658	6,000	0	6,913	0	198,571
Cass	Sherwood Cass R-VIII	805	4	1	40,538	69,753	117,300	117,300	0	0	6,260	0	123,560
Cass	Strasburg C-3	105	0	1	37,800	0	81,661	81,661	205	0	5,428	0	87,294
Clay	Excelsior Springs 40	2,607	12	4	46,371	85,618	123,496	165,000	6,000	0	6,519	0	177,519

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			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle	Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>
Clay	Kearney R-I	3,425	13	5	54,906	88,777	111,600	175,000	4,800	7,120	35,466	6,775	229,161
Clay	Liberty 53	12,009	41	7	54,238	80,073	135,946	195,000	6,000	9,900	18,703	0	229,603
Clay	Missouri City 56	23	1	0	42,865	53,596	0	53,596	0	0	0	314	53,910
Clay	North Kansas City 74	19,380	32	27	54,999	110,281	119,522	250,000	12,000	0	10,417	0	272,417
Clay	Smithville R-II	2,584	10	3	50,577	91,526	131,927	141,330	6,000	2,000	5,765	0	155,095
Jackson	Blue Springs R-IV	14,101	48	24	60,047	94,010	125,889	189,000	*	0	19,299	43,000	251,299
Jackson	Center 58	2,489	12	9	52,077	84,515	96,068	155,000	0	0	32,773	0	187,773
Jackson	Fort Osage R-I	4,969	18	4	53,349	90,798	153,100	175,000	*	0	17,081	0	192,081
Jackson	Grain Valley R-V	4,030	15	3	48,592	87,299	142,911	172,447	0	0	5,865	0	178,312
Jackson	Grandview C-4	4,257	16	4	56,418	92,519	137,382	189,488	6,000	0	10,202	0	205,690
Jackson	Hickman Mills C-1	5,807	21	13	47,150	88,970	121,398	185,366	6,000	0	21,786	24,065	237,217
Jackson	Independence 30	14,244	52	4	52,540	94,396	149,848	218,900	879	0	84,785	0	304,564
Jackson	Kansas City 33	14,581	66	10	49,986	88,104	158,714	225,000	0	10,000	224	0	235,224
Jackson	Lee's Summit R-VII	17,739	55	8	58,913	95,047	172,954	276,286	2,210	0	8,227	87,155	373,878
Jackson	Lone Jack C-6	584	2	1	44,240	79,100	116,205	116,205	0	0	5,332	0	121,537
Jackson	Oak Grove R-VI	1,984	7	2	45,573	90,021	128,343	138,800	7,200	0	8,752	3,060	157,812
Jackson	Raytown C-2	8,979	33	28	49,874	89,770	101,197	212,180	8,471	0	48,897	0	269,548
Johnson	Chilhowee R-IV	169	1	1	33,127	54,500	77,175	77,175	1,500	0	4,507	0	83,182
Johnson	Holden R-III	1,189	5	1	43,081	70,000	112,000	112,528	0	0	6,615	0	119,143
Johnson	Johnson County R-VII	596	3	1	39,038	60,667	101,000	97,000	4,000	0	6,247	0	107,247
Johnson	Kingsville R-I	275	2	1	37,230	76,819	101,011	101,011	*	0	0	0	101,011
Johnson	Knob Noster R-VIII	1,505	6	3	45,058	77,165	100,353	104,080	5,885	0	25,823	0	135,788
Johnson	Leeton R-X	323	2	1	34,504	59,490	79,979	79,979	1,500	0	5,000	0	86,479
Johnson	Warrensburg R-VI	3,261	12	5	46,801	85,002	112,898	141,500	0	0	7,374	0	148,874
Lafayette	Concordia R-II	428	3	1	37,654	56,968	98,278	98,278	806	1,500	6,147	0	106,731
Lafayette	Lafayette County C-1	970	4	1	42,825	75,939	111,458	111,458	7,200	0	26,447	0	145,105
Lafayette	Lexington R-V	912	6	1	42,187	71,856	119,600	119,600	0	0	27,450	0	147,050
Lafayette	Odessa R-VII	2,015	7	2	45,825	80,561	185,788	160,570	0	0	19,537	52,231	232,338
Lafayette	Santa Fe R-X	328	2	1	45,293	78,405	98,802	98,802	0	0	20,793	17,679	137,274
Lafayette	Wellington-Napoleon R-IX	409	3	1	40,234	70,000	100,210	100,210	0	0	0	0	100,210
Platte	North Platte County R-I	615	7	4	44,299	67,794	88,957	110,000	5,040	0	5,035	1,107	121,182
Platte	Park Hill	11,111	33	17	60,431	101,509	117,193	228,353	9,600	0	69,642	5,000	312,595
Platte	Platte County R-III	3,960	14	3	55,025	87,559	128,123	139,910	0	5,000	27,127	0	172,037
Platte	West Platte County R-II	545	4	4	52,541	99,985	94,178	125,000	4,717	0	27,493	286	157,496
Ray	Hardin-Central C-2	207	2	1	39,261	56,000	85,000	85,000	2,500	1,545	5,798	0	94,843
Ray	Lawson R-XIV	1,127	6	2	48,330	79,500	107,900	137,300	4,500	0	5,997	6,000	153,797
Ray	Orrick R-XI	305	2	1	43,718	70,460	105,945	105,945	0	4,000	5,481	0	115,426
Ray	Richmond R-XVI	1,553	6	4	42,976	76,828	97,311	112,200	1,800	0	13,551	0	127,551
Greater St. Louis Area													
Franklin	Franklin County R-II	117	1	0	38,509	85,702	0	85,702	0	0	20,968	0	106,670
Franklin	Lonedell R-XIV	329	1	1	40,581	74,160	100,000	100,000	0	0	5,681	150	105,831
Franklin	Meramec Valley R-III	3,114	14	4	52,129	84,883	122,526	146,446	6,000	0	0	0	152,446
Franklin	New Haven	495	2	0	39,927	69,987	0	93,873	*	0	5,340	0	99,213
Franklin	Spring Bluff R-XV	211	1	1	41,677	6,615	82,275	80,073	*	0	17,918	0	97,991
Franklin	St. Clair R-XIII	2,102	11	3	43,622	73,254	118,868	158,091	0	0	5,016	0	163,107
Franklin	Strain-Japan R-XVI	75	0	1	32,471	0	63,200	63,200	0	0	16,793	700	80,693

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			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle	Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>
Franklin	Sullivan	2,160	9	4	45,322	75,930	100,978	143,493	0	0	16,919	0	160,412
Franklin	Union R-XI	3,095	15	3	47,422	75,307	119,131	140,000	0	0	5,658	0	145,658
Franklin	Washington	3,982	19	4	48,746	87,037	134,981	161,233	4,800	0	30,977	0	197,010
Jefferson	Crystal City 47	579	2	1	44,306	59,978	110,720	110,720	*	0	5,174	0	115,894
Jefferson	Desoto 73	2,847	9	6	50,509	87,722	87,804	153,464	6,000	0	14,106	0	173,570
Jefferson	Dunklin R-V	1,591	7	3	44,091	79,140	109,614	143,263	0	0	7,303	500	151,066
Jefferson	Festus R-VI	2,995	9	3	54,238	84,033	129,945	164,663	0	0	7,907	6,861	179,431
Jefferson	Fox C-6	11,407	42	5	58,401	105,865	141,312	175,000	0	0	5,796	0	180,796
Jefferson	Grandview R-II	803	6	2	38,712	73,576	88,000	106,000	0	0	9,391	0	115,391
Jefferson	Hillsboro R-III	3,459	13	4	47,623	89,677	115,875	141,400	6,000	0	21,628	7,871	176,899
Jefferson	Jefferson County R-VII	977	5	1	43,571	78,818	140,000	140,000	0	507	17,482	0	157,989
Jefferson	Northwest R-I	6,282	21	16	56,434	93,199	94,215	183,381	3,239	0	21,663	0	208,283
Jefferson	Sunrise R-IX	292	1	1	39,683	65,000	95,000	95,000	*	0	14,760	6,200	115,960
Jefferson	Windsor C-1	3,000	10	2	48,302	87,443	147,302	174,604	2,400	0	35,823	0	212,827
Lincoln	Elsberry R-II	783	3	1	40,325	71,085	101,796	101,796	0	0	6,415	0	108,211
Lincoln	Silex R-I	370	2	1	38,047	67,062	92,330	92,330	0	290	20,104	0	112,724
Lincoln	Troy R-III	6,161	26	10	47,587	85,173	127,851	185,874	0	0	6,257	0	192,131
Lincoln	Winfield R-IV	1,490	6	3	38,602	74,355	97,403	127,000	6,000	0	5,138	0	138,138
St. Charles	Fort Zumwalt R-II	18,002	63	6	53,619	101,424	139,366	185,650	7,200	0	8,366	27,954	229,170
St. Charles	Francis Howell R-III	17,139	63	15	64,109	114,395	149,322	232,000	7,200	0	51,732	0	290,932
St. Charles	Orchard Farm R-V	1,781	5	4	57,779	111,567	135,856	187,425	6,000	0	7,900	0	201,325
St. Charles	St. Charles R-VI	4,909	23	5	52,290	109,523	154,903	201,823	6,419	0	42,961	0	251,203
St. Charles	Wentzville R-IV	15,336	69	6	56,378	91,573	151,011	185,000	6,000	0	35,462	0	226,462
St. Francois	Bismarck R-V	535	2	1	45,580	78,000	149,999	149,999	0	0	5,856	0	155,855
St. Francois	Central R-III	2,102	8	2	54,175	100,093	142,657	126,800	5,130	18,200	11,022	0	161,152
St. Francois	Farmington R-VII	3,853	12	8	49,309	84,905	98,410	131,325	3,600	0	5,293	0	140,218
St. Francois	North St. Francois County R-I	3,028	10	3	42,733	79,869	127,280	152,972	4,800	1,525	16,215	0	175,512
St. Francois	West St. Francois County R-IV	978	3	1	47,359	99,793	143,830	143,830	0	17,670	5,896	400	167,796
Ste. Genevieve	Ste. Genevieve County R-II	1,861	7	3	58,058	94,339	142,580	187,250	0	0	5,446	0	192,696
St. Louis	Affton 101	2,503	9	3	62,572	102,470	154,000	175,500	0	0	37,975	0	213,475
St. Louis	Bayless	1,584	8	5	50,611	99,415	119,676	175,543	3,600	0	10,083	0	189,226
St. Louis	Brentwood	806	5	3	62,994	119,150	131,058	165,000	0	0	15,980	360	181,340
St. Louis	Clayton	2,590	9	7	74,768	117,444	138,011	226,085	0	0	0	11,200	237,285
St. Louis	Ferguson-Florissant R-II	10,799	46	21	58,852	103,760	125,407	200,000	6,000	0	9,963	15,500	231,463
St. Louis	Hancock Place	1,441	5	5	60,596	104,356	129,361	189,863	7,200	0	8,504	0	205,567
St. Louis	Hazelwood	17,712	61	8	59,388	106,013	151,122	220,000	9,295	0	23,443	16,796	269,534
St. Louis	Jennings	2,535	13	8	62,324	86,534	111,558	204,223	6,000	0	20,813	43,201	274,237
St. Louis	Kirkwood R-VII	5,688	20	7	71,457	128,060	157,263	264,025	7,500	0	7,791	0	279,316
St. Louis	Ladue	4,165	15	9	67,910	116,223	130,224	202,400	7,200	6,000	38,115	0	253,715
St. Louis	Lindbergh Schools	6,495	17	7	59,481	103,269	149,116	267,514	0	0	13,623	0	281,137
St. Louis	Maplewood-Richmond Heights	1,230	8	2	55,680	96,620	148,526	169,744	0	0	18,639	0	188,383
St. Louis	Mehlville R-IX	10,312	32	24	56,315	95,447	89,337	205,500	0	0	7,243	0	212,743
St. Louis	Normandy Schools Collaborative	3,145	16	4	54,639	90,400	146,000	160,000	6,000	10,000	5,700	0	181,700
St. Louis	Parkway C-2	17,302	66	7	66,307	113,474	151,842	246,000	7,800	0	52,408	0	306,208
St. Louis	Pattonville R-III	5,575	20	5	64,752	115,445	180,518	258,932	0	0	0	0	258,932
St. Louis	Ritenour	6,342	28	11	60,357	103,156	129,288	194,784	6,000	0	8,870	0	209,654
St. Louis	Riverview Gardens	5,346	22	8	49,009	87,224	121,972	177,735	6,000	0	39,277	0	223,012

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			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle	Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>	Total
St. Louis	Rockwood R-VI	21,140	60	39	61,393	109,445	109,133	235,000	0	0	0	0	0	235,000
St. Louis	Special School District of St. Louis County	3,569	130	38	63,276	85,997	110,657	221,450	0	0	0	3,600	0	225,050
St. Louis	University City	2,861	12	6	57,207	109,606	154,453	207,520	6,000	10,000	35,051	3,300	0	261,871
St. Louis	Valley Park	957	3	2	62,140	120,407	180,133	215,720	0	0	46,500	0	0	262,220
St. Louis	Webster Groves	4,453	9	10	70,449	213,853	118,242	204,000	8,000	0	256,421	0	0	468,421
St. Louis City	St. Louis City	22,506	210	33	46,375	58,576	90,731	225,000	9,600	0	33,940	0	0	268,540
Warren	Warren County R-III	3,169	14	5	46,283	83,751	114,795	180,000	2,700	0	6,554	0	0	189,254
Warren	Wright City R-II	1,531	7	2	44,502	80,596	126,750	138,500	0	0	6,807	9,072	0	154,379
Washington	Kingston K-14	758	5	2	43,160	64,600	99,000	113,000	2,277	0	7,563	0	0	122,840
Washington	Potosi R-III	2,268	8	2	46,723	77,420	189,984	199,794	*	1,150	15,728	15,556	0	232,228
Washington	Richwoods R-VII	172	1	0	35,470	71,166	0	71,166	0	0	0	0	0	71,166
Washington	Valley R-VI	405	2	1	38,261	47,403	102,905	102,905	0	0	2,887	0	0	105,792
Central Region														
Benton	Cole Camp R-I	714	3	1	41,831	72,245	105,500	105,500	0	0	5,168	0	0	110,668
Benton	Lincoln R-II	491	2	1	37,129	59,891	92,842	92,842	0	0	4,833	0	0	97,675
Benton	Warsaw R-IX	1,203	6	1	43,312	73,484	143,170	143,170	3,600	0	4,802	0	0	151,572
Boone	Centralia R-VI	1,334	6	1	42,615	72,694	119,898	119,898	0	0	4,908	18,097	0	142,903
Boone	Columbia 93	17,213	70	20	49,012	78,818	100,832	167,706	7,500	0	34,419	0	0	209,625
Boone	Hallsville R-IV	1,348	4	2	43,391	77,448	98,783	115,566	0	0	5,424	0	0	120,990
Boone	Harrisburg R-VIII	532	3	1	40,252	63,185	111,386	111,147	0	239	6,392	0	0	117,778
Boone	Southern Boone County R-I	1,603	6	2	41,267	58,421	100,935	111,870	1,221	0	0	840	0	113,931
Boone	Sturgeon R-V	457	4	1	36,837	54,604	88,426	88,426	2,496	0	18,317	4,343	0	113,582
Callaway	Fulton 58	2,253	7	2	41,112	75,129	124,093	136,157	*	0	5,886	0	0	142,043
Callaway	New Bloomfield R-III	684	4	1	34,934	63,000	105,000	105,410	*	0	5,400	0	0	110,810
Callaway	North Callaway County R-I	1,097	5	3	37,055	63,651	82,950	112,053	3,600	0	0	0	0	115,653
Callaway	South Callaway County R-II	786	**	**	43,030	**	**	**	**	**	**	**	**	**
Camden	Camdenton R-III	4,137	19	3	49,800	86,684	125,477	150,000	0	0	28,149	0	0	178,149
Camden	Climax Springs R-IV	222	1	1	34,608	55,000	80,000	80,000	0	300	432	0	0	80,732
Camden	Macks Creek R-V	325	2	1	36,593	64,473	80,000	80,000	2,400	600	16,417	0	0	99,417
Camden	Stoutland R-II	436	2	1	34,617	61,955	116,413	104,095	0	0	12,318	0	0	116,413
Cole	Blair Oaks R-II	1,182	4	1	43,306	74,350	108,000	108,000	0	0	5,392	0	0	113,392
Cole	Cole County R-I	569	3	1	35,175	56,142	105,000	105,000	0	0	23,268	0	0	128,268
Cole	Cole County R-V	604	2	1	37,702	61,500	99,477	99,477	782	0	20,854	0	0	121,113
Cole	Jefferson City	8,762	30	13	48,123	82,778	119,832	180,000	12,000	960	33,315	0	0	226,275
Cooper	Blackwater R-II	100	0	1	32,905	0	70,000	70,000	0	0	6,565	0	0	76,565
Cooper	Boonville R-I	1,542	9	1	42,922	65,069	114,774	114,774	3,600	0	4,776	0	0	123,150
Cooper	Cooper County R-IV	120	1	1	31,168	58,775	85,555	85,555	1,500	0	4,671	0	0	91,726
Cooper	Otterville R-VI	253	1	1	34,321	59,000	76,000	76,000	0	0	0	0	0	76,000
Cooper	Pilot Grove C-4	265	2	1	37,978	50,731	72,500	69,075	0	0	3,960	3,425	0	76,460
Cooper	Prairie Home R-V	143	1	1	33,074	58,600	79,000	79,000	0	0	3,600	0	0	82,600
Crawford	Crawford County R-I	913	3	1	39,166	70,709	108,174	108,174	4,294	0	6,089	0	0	118,557
Crawford	Crawford County R-II	1,497	6	2	39,564	73,998	104,986	111,932	*	0	5,745	6,673	0	124,350
Crawford	Steelville R-III	910	3	1	36,501	69,879	107,175	107,175	1,526	0	4,028	0	0	112,729
Gasconade	Gasconade County R-I	969	4	1	39,772	67,717	112,000	112,000	0	0	11,325	5,000	0	128,325
Gasconade	Gasconade County R-II	1,864	7	2	41,856	75,706	110,763	117,363	3,000	0	5,156	0	0	125,519
Henry	Calhoun R-VIII	134	1	1	30,136	50,000	70,000	70,000	*	0	4,507	0	0	74,507

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			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle	Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>
Henry	Clinton	1,666	8	2	42,890	71,534	114,873	130,000	652	0	11,042	1,332	143,026
Henry	Davis R-XII	44	0	1	39,053	0	56,279	56,279	0	0	0	4,200	60,479
Henry	Henry County R-I	697	4	1	39,505	63,200	102,891	102,891	0	0	5,870	12,130	120,891
Henry	Leesville R-IX	80	1	0	36,158	72,500	0	72,500	0	0	4,525	0	77,025
Henry	Montrose R-XIV	115	1	1	35,511	37,500	37,500	75,000	0	7,000	4,813	0	86,813
Henry	Shawnee R-III	52	0	1	35,911	0	68,000	68,000	31	0	6,373	0	74,404
Howard	Fayette R-III	598	3	2	37,503	65,329	81,738	100,254	5,000	0	5,160	0	110,414
Howard	Glasgow	313	2	1	36,829	60,570	85,979	85,979	0	0	6,130	10,939	103,048
Howard	New Franklin R-I	443	2	1	37,561	63,737	92,680	92,680	0	0	18,472	360	111,512
Maries	Maries County R-I	487	2	1	34,151	62,430	75,276	75,276	0	0	16,598	0	91,874
Maries	Maries County R-II	749	3	1	35,802	60,418	92,201	92,201	600	0	6,118	0	98,919
Miller	Eldon R-I	1,833	7	1	40,426	70,929	113,851	113,851	3,500	0	4,891	73	122,315
Miller	Iberia R-V	714	2	3	39,598	69,556	62,560	82,500	2,230	0	4,286	0	89,016
Miller	Miller County R-III	208	1	1	35,782	57,500	77,500	77,500	0	0	4,850	0	82,350
Miller	School of The Osage	1,859	8	5	48,754	79,704	105,678	145,000	3,750	0	5,280	20,662	174,692
Miller	St. Elizabeth R-IV	247	1	1	36,010	64,485	87,055	87,055	0	0	4,392	0	91,447
Moniteau	Clarksburg C-2	58	0	1	35,171	0	62,424	62,424	*	0	10,898	0	73,322
Moniteau	High Point R-III	87	1	0	30,585	68,400	0	68,400	*	0	4,800	2,500	75,700
Moniteau	Jamestown C-1 <sup>5</sup>	224	2	3	34,688	43,923	48,942	77,536	0	0	35	0	77,571
Moniteau	Moniteau County R-I	1,305	7	1	41,989	67,304	108,576	108,577	0	0	23,106	0	131,683
Moniteau	Moniteau County R-V	50	0	1	31,612	0	55,000	55,000	0	0	4,559	8,319	67,878
Moniteau	Tipton R-VI	657	2	1	38,390	66,843	96,317	96,317	0	0	20,710	0	117,027
Montgomery	Montgomery County R-II	1,194	6	3	40,170	72,332	94,114	124,030	2,760	0	4,279	0	131,069
Montgomery	Wellsville Middletown R-I	356	2	1	38,093	56,983	75,027	75,027	0	0	18,911	0	93,938
Morgan	Morgan County R-I	649	2	1	40,065	64,228	97,000	97,000	0	0	4,619	0	101,619
Morgan	Morgan County R-II	1,295	6	2	41,659	68,883	102,114	107,803	0	0	4,518	88	112,409
Osage	Osage County R-I	195	2	1	33,988	54,814	80,000	80,000	0	0	19,322	0	99,322
Osage	Osage County R-II	620	3	1	34,803	64,167	90,000	90,000	0	0	370	0	90,370
Osage	Osage County R-III	816	3	1	39,256	64,097	93,000	91,000	2,000	0	6,000	0	99,000
Pettis	Green Ridge R-VIII	363	2	1	37,397	64,375	88,185	88,185	*	0	5,572	0	93,757
Pettis	La Monte R-IV	322	2	1	36,767	61,250	70,000	70,000	0	0	0	0	70,000
Pettis	Pettis County R-V	334	2	1	37,309	61,229	96,355	91,355	5,000	0	20,397	0	116,752
Pettis	Pettis County R-XII	130	1	1	43,778	50,000	97,740	97,963	0	0	0	0	97,963
Pettis	Sedalia 200	4,914	14	5	42,409	83,989	110,549	140,000	3,600	0	5,820	885	150,305
Pettis	Smithton R-VI	554	3	1	35,467	61,694	90,000	90,000	0	0	0	6,180	96,180
Phelps	Newburg R-II	414	2	1	37,412	64,488	88,000	88,000	0	0	0	0	88,000
Phelps	Phelps County R-III	167	0	1	37,968	0	106,782	106,782	2,507	0	4,517	0	113,806
Phelps	Rolla 31	4,070	14	3	52,608	87,248	128,832	158,601	0	0	6,400	0	165,001
Phelps	St. James R-I	1,732	6	2	43,054	73,677	100,428	115,856	0	0	16,144	28,704	160,704
Pulaski	Crocker R-II	557	2	1	37,781	72,266	94,000	94,000	3,728	0	20,525	0	118,253
Pulaski	Dixon R-I	972	4	1	38,987	65,055	96,642	96,642	0	0	5,871	0	102,513
Pulaski	Laquey R-V	650	4	1	37,020	55,621	89,494	89,494	0	5,450	21,558	0	116,502
Pulaski	Richland R-IV	582	2	1	36,990	76,349	96,720	96,720	0	0	21,217	0	117,937
Pulaski	Swedeborg R-III	57	0	0	29,190	24,000	0	24,000	0	0	5,771	0	29,771
Pulaski	Waynesville R-VI	5,795	12	4	51,653	97,810	128,370	147,900	12,000	0	515	0	160,415
St. Clair	Appleton City R-II	336	2	1	40,243	59,500	79,137	79,137	*	0	4,927	0	84,064
St. Clair	Lakeland R-III	386	2	1	37,124	63,127	84,458	84,458	1,200	0	0	1,477	87,135

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			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle	Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>
St. Clair	Osceola	500	2	1	40,820	73,666	91,395	91,395	*	0	5,100	0	96,495
St. Clair	Roscoe C-1 <sup>5</sup>	55	2	0	34,762	40,243	0	52,253	0	0	10,946	0	63,199
Saline	Hardeman R-X	63	1	0	39,183	14,308	17,079	17,079	0	0	0	0	17,079
Saline	Gilliam C-4	34	1	1	33,136	49,470	15,500	15,500	0	0	0	0	15,500
Saline	Malta Bend R-V	63	1	1	33,265	28,500	68,500	68,500	0	1,000	0	2,250	71,750
Saline	Marshall	2,425	11	3	42,425	70,495	118,626	159,885	0	0	33,595	0	193,480
Saline	Miami R-I	40	0	1	33,875	0	60,000	60,000	*	0	0	0	60,000
Saline	Orearville R-IV	64	1	0	32,282	22,976	5,463	5,464	*	0	0	13,569	19,033
Saline	Slater	352	2	1	34,543	50,000	100,880	100,880	0	0	21,371	1,256	123,507
Saline	Sweet Springs R-VII	385	2	1	39,146	63,864	93,362	93,362	0	0	19,349	0	112,711
Southwest Region													
Barry	Cassville R-IV	1,834	8	2	47,474	74,031	109,275	120,500	6,000	0	5,421	0	131,921
Barry	Exeter R-VI	313	2	1	35,511	61,000	83,000	83,000	*	0	5,555	0	88,555
Barry	Monett R-I	2,290	9	2	47,010	84,033	111,625	125,750	5,941	0	5,533	0	137,224
Barry	Purdy R-II	662	2	1	37,433	70,008	95,400	95,400	0	0	9,851	4,900	110,151
Barry	Shell Knob 78	121	1	1	49,465	75,600	105,060	105,060	0	0	22,325	4,008	131,393
Barry	Southwest R-V	773	5	1	37,538	63,107	94,500	94,500	0	0	5,176	0	99,676
Barry	Wheaton R-III	378	2	2	37,961	60,000	66,463	82,926	0	0	4,800	0	87,726
Barton	Golden City R-III <sup>5</sup>	208	2	2	36,147	53,204	69,828	78,936	0	0	5,617	0	84,553
Barton	Lamar R-I	1,244	6	2	39,954	67,776	95,000	110,000	0	0	19,779	0	129,779
Barton	Liberal R-II	419	3	1	34,054	65,519	93,001	87,001	0	0	20,138	5,000	112,139
Cedar	El Dorado Springs R-II	1,141	4	2	36,293	71,429	88,500	103,500	1,200	0	5,610	0	110,310
Cedar	Stockton R-I	991	3	3	38,075	71,832	73,868	102,131	0	2,053	19,907	300	124,391
Christian	Billings R-IV	389	2	1	38,497	77,565	114,338	114,338	4,745	0	18,882	1,883	139,848
Christian	Chadwick R-I	211	2	1	34,118	60,500	80,000	80,000	0	0	19,389	0	99,389
Christian	Clever R-V	1,116	5	2	41,357	71,498	102,500	120,000	0	0	20,016	0	140,016
Christian	Nixa Public Schools	5,818	22	10	48,220	79,816	106,427	182,492	6,020	0	31,299	1,728	221,539
Christian	Ozark R-VI	5,466	18	5	47,554	82,544	113,736	137,370	20,040	0	27,370	9,500	194,280
Christian	Sparta R-III	775	3	1	38,110	75,242	113,936	113,936	6,000	5,040	7,386	5,548	137,910
Christian	Spokane R-VII	727	3	2	38,975	76,238	84,861	101,640	0	6,920	5,561	1,480	115,601
Dade	Dadeville R-II	124	1	1	31,788	49,450	75,000	75,000	1,207	1,050	4,529	0	81,786
Dade	Everton R-III	164	1	1	32,475	54,000	70,000	70,200	0	0	15,902	0	86,102
Dade	Greenfield R-IV	419	2	2	35,113	111,000	156,259	76,250	0	0	5,299	0	81,549
Dade	Lockwood R-I <sup>5</sup>	338	2	2	36,317	58,116	67,136	80,162	787	0	5,415	0	86,364
Greene	Ash Grove R-IV	679	5	1	37,176	61,103	103,245	100,000	1,178	0	6,624	0	107,802
Greene	Fair Grove R-X	1,071	4	1	38,930	66,121	97,000	97,000	3,995	0	5,200	0	106,195
Greene	Logan-Rogersville R-VIII	2,209	7	4	41,745	76,650	96,964	127,509	4,800	0	5,611	0	137,920
Greene	Republic R-III	4,717	17	4	46,827	68,957	109,977	148,898	0	0	20,327	0	169,225
Greene	Springfield R-XII	24,883	48	37	46,757	93,319	104,427	235,175	7,200	0	64,733	16,042	323,150
Greene	Strafford R-VI	1,150	7	1	43,319	66,929	109,000	109,000	4,000	0	5,533	0	118,533
Greene	Walnut Grove R-V	243	2	1	37,250	55,000	78,795	78,795	3,500	0	4,403	0	86,698
Greene	Willard R-II	4,516	17	10	46,163	72,420	70,412	196,000	0	0	44,482	0	240,482
Hickory	Hermitage R-IV	246	1	1	38,634	66,000	94,000	90,000	0	0	20,703	0	110,703
Hickory	Hickory County R-I <sup>1</sup>	685	**	**	41,001	**	**	**	**	**	**	**	**
Hickory	Wheatland R-II	298	2	1	37,904	65,300	98,850	98,850	0	9,850	4,579	0	113,279



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			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Salary	Mileage/ Vehicle Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>	Total
Hickory	Weaubleau R-III	306	2	1	38,277	102,017	85,000	85,000	1,267	0	4,373	1,549	92,189
Jasper	Avilla R-XIII	131	3	1	37,528	34,628	28,290	63,554	830	0	4,000	0	68,384
Jasper	Carl Junction R-I	3,245	12	4	43,857	80,947	104,975	141,050	6,000	0	19,004	7,200	173,254
Jasper	Carthage R-IX	4,624	9	3	44,462	82,794	133,529	157,000	*	0	15,753	0	172,753
Jasper	Jasper County R-V	474	2	1	36,638	64,125	85,250	85,250	0	0	4,800	1,816	91,866
Jasper	Joplin Schools	7,586	30	6	41,134	78,428	114,983	177,775	2,000	0	34,977	9,200	223,952
Jasper	Sarcoxi R-II	747	3	1	36,763	54,935	91,286	91,286	2,390	10,080	6,951	3,000	113,707
Jasper	Webb City R-VII	4,194	15	4	45,474	83,700	103,200	153,500	0	0	2,856	5,903	162,259
Lawrence	Aurora R-VIII	1,950	7	3	43,753	75,437	97,933	108,500	1,800	0	5,650	0	115,950
Lawrence	Marionville R-IX	704	3	1	39,681	83,789	109,393	109,393	0	0	10,211	0	119,604
Lawrence	Miller R-II	562	2	1	34,871	74,824	95,000	95,000	0	12,500	5,192	660	113,352
Lawrence	Mt. Vernon R-V	1,442	6	1	43,167	72,921	109,534	109,534	0	3,000	5,414	900	118,848
Lawrence	Pierce City R-VI	663	3	1	35,028	66,058	109,232	109,232	*	0	0	0	109,232
Lawrence	Verona R-VII	405	2	1	36,443	66,837	81,370	81,370	0	0	6,668	0	88,038
McDonald	McDonald County R-I	3,719	14	4	41,908	76,701	105,111	123,048	0	0	18,127	0	141,175
Newton	Diamond R-IV	844	5	1	37,857	64,143	91,850	91,850	755	4,500	4,448	0	101,553
Newton	East Newton County R-VI	1,352	6	3	40,443	75,551	91,200	117,201	0	0	5,251	0	122,452
Newton	Neosho School District	4,523	16	4	42,690	74,962	121,349	155,952	*	0	5,058	0	161,010
Newton	Seneca R-VII	1,381	5	3	42,099	70,196	83,952	117,300	0	0	3,054	0	120,354
Newton	Westview C-6	136	0	1	36,641	0	80,000	80,000	0	4,480	5,518	0	89,998
Polk	Bolivar R-I	2,724	11	2	46,131	75,933	117,054	132,239	2,400	0	36,267	7,050	177,956
Polk	Fair Play R-II	344	4	2	40,737	53,811	83,173	99,000	*	0	0	0	99,000
Polk	Halfway R-III	257	2	1	32,951	73,364	114,642	114,642	0	0	3,780	600	119,022
Polk	Humansville R-IV	382	2	1	32,948	64,600	80,574	80,574	0	0	0	0	80,574
Polk	Marion C. Early R-V	547	3	1	37,684	75,000	98,500	96,966	*	0	15,368	16,289	128,623
Polk	Pleasant Hope R-VI	805	4	1	35,484	65,500	100,000	100,000	4,200	0	5,071	0	109,271
Stone	Blue Eye R-V	550	3	1	45,056	81,667	119,000	119,000	0	0	5,584	0	124,584
Stone	Crane R-III	626	3	1	39,524	67,432	102,500	102,500	0	0	4,816	0	107,316
Stone	Galena R-II	471	2	1	39,067	79,000	106,000	106,000	6,000	6,000	0	6,000	124,000
Stone	Hurley R-I	249	2	1	37,952	64,000	101,000	101,000	0	0	4,992	10,205	116,197
Stone	Reeds Spring R-IV	1,765	6	2	43,949	92,067	119,177	140,705	8,800	0	5,247	15,000	169,752
Taney	Bradleyville R-I	239	2	1	31,279	52,000	98,000	85,000	0	0	0	13,000	98,000
Taney	Branson R-IV	4,643	7	3	47,571	86,772	136,777	164,086	7,000	0	17,218	0	188,304
Taney	Forsyth R-III	1,157	6	2	45,068	73,380	98,879	110,250	0	5,100	5,706	0	121,056
Taney	Hollister R-V	1,372	6	4	40,668	73,574	91,017	127,508	5,991	0	5,297	0	138,796
Taney	Kirbyville R-VI	272	2	2	35,220	63,900	66,291	78,500	0	4,500	5,047	0	88,047
Taney	Mark Twain R-VIII	42	0	1	35,252	0	55,000	55,000	0	0	2,100	0	57,100
Taney	Taneyville R-II	150	1	1	36,466	55,000	40,000	40,000	0	0	580	0	40,580
Vernon	Bronaugh R-VII	158	1	1	31,620	50,000	69,375	69,375	0	0	0	0	69,375
Vernon	Nevada R-V	2,425	8	3	45,448	68,994	99,338	119,699	6,000	0	5,588	0	131,287
Vernon	Northeast Vernon County R-I	197	2	1	32,439	50,023	62,500	62,500	0	5,000	0	0	67,500
Vernon	Sheldon R-VIII	187	2	1	31,678	50,000	73,125	73,125	1,874	0	3,631	907	79,537
South Central Region													
Dallas	Dallas County R-I	1,636	6	2	38,514	60,055	103,750	120,000	0	0	5,555	0	125,555
Douglas	Ava R-I	1,265	4	3	43,212	76,148	88,556	101,277	4,200	0	27,467	0	132,944
Douglas	Plainview R-VIII	89	**	**	30,517	**	**	**	**	**	**	**	**

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School Districts

Region/County	School District	Student Enrollment <sup>1</sup>	Positions <sup>2</sup> (in Full Time Equivalent)		Average Salary			Top Administrator Pay <sup>2</sup>					
			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle	Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>
Douglas	Skyline R-II	85	1	0	34,676	59,000	0	59,000	0	0	4,200	0	63,200
Howell	Howell Valley R-I	205	1	1	39,212	68,340	88,434	88,434	0	0	6,845	0	95,279
Howell	Fairview R-XI	455	3	2	38,160	70,000	109,000	109,179	0	0	4,681	780	114,640
Howell	Glenwood R-VIII	258	1	1	37,120	63,156	103,652	103,652	0	0	5,552	0	109,204
Howell	Junction Hill C-12	205	1	1	33,458	53,500	75,000	75,000	0	0	5,199	0	80,199
Howell	Mountain View-Birch Tree R-III	1,165	5	1	34,814	76,000	106,000	106,000	0	0	5,415	0	111,415
Howell	Richards R-V	386	1	2	40,057	69,557	69,223	92,096	0	0	5,630	0	97,726
Howell	West Plains R-VII	2,472	14	6	45,793	82,647	101,986	125,601	0	2,000	26,258	45,728	199,587
Howell	Willow Springs R-IV	1,318	6	2	39,770	63,224	82,197	108,906	*	0	0	0	108,906
Laclede	Gasconade C-4	60	1	0	31,055	27,400	0	27,400	0	0	5,400	0	32,800
Laclede	Laclede County C-5	394	1	1	39,132	65,500	98,500	98,500	0	2,500	5,375	0	106,375
Laclede	Laclede County R-I	802	3	1	39,944	72,773	104,040	104,040	0	0	5,630	0	109,670
Laclede	Lebanon R-III	4,441	17	7	41,652	76,085	83,159	126,940	0	27,500	17,597	0	172,037
Ozark	Bakersfield R-IV	343	2	1	35,792	70,617	87,550	87,550	0	0	5,507	0	93,057
Ozark	Dora R-III	328	2	1	37,173	66,788	90,000	90,000	0	0	4,800	0	94,800
Ozark	Gainesville R-V	618	2	1	35,620	63,017	90,073	90,073	*	0	5,539	22	95,634
Ozark	Lutie R-VI <sup>5</sup>	141	3	2	33,812	39,333	25,000	30,000	0	0	5,592	4,350	39,942
Ozark	Thornfield R-I	52	0	1	28,704	0	49,400	49,400	0	12,260	0	0	61,660
Texas	Cabool R-IV	777	4	1	39,120	69,358	99,456	99,456	3,600	0	0	0	103,056
Texas	Houston R-I	1,020	5	1	37,993	66,400	88,000	88,000	0	12,000	5,063	0	105,063
Texas	Licking R-VIII	879	3	1	40,140	69,000	91,463	91,463	0	0	5,540	0	97,003
Texas	Plato R-V	575	3	1	36,980	61,417	98,000	84,000	4,000	10,000	18,620	0	116,620
Texas	Raymondville R-VII	145	0	1	33,919	0	64,500	64,500	0	2,640	15,655	0	82,795
Texas	Success R-VI	100	0	1	31,664	0	60,000	60,000	0	0	5,420	0	65,420
Texas	Summersville R-II	407	2	1	35,149	66,898	90,630	90,630	*	2,900	4,822	0	98,352
Webster	Fordland R-III	544	3	1	39,642	69,444	101,108	101,108	2,400	3,000	5,052	2,700	114,260
Webster	Marshfield R-I	2,957	10	3	42,848	80,027	111,466	130,144	0	0	0	5,904	136,048
Webster	Niangua R-V	263	2	1	32,132	57,886	65,000	65,000	*	0	13,865	0	78,865
Webster	Seymour R-II	731	4	1	39,930	71,473	92,928	92,928	0	0	5,296	2,000	100,224
Wright	Hartville R-II	697	4	1	41,386	60,888	94,100	94,100	*	0	5,040	0	99,140
Wright	Manes R-V	45	1	1	30,012	33,000	60,000	60,000	0	0	14,611	972	75,583
Wright	Mansfield R-IV	660	3	1	41,131	66,675	85,000	85,000	0	0	0	0	85,000
Wright	Mountain Grove R-III	1,415	6	1	40,575	79,839	110,349	110,349	0	0	4,816	1,478	116,643
Wright	Norwood R-I	374	2	1	35,813	70,300	92,000	92,000	0	7,276	21,152	0	120,428
Southeast Region													
Bollinger	Leopold R-III	177	1	1	35,812	64,050	84,420	84,420	2,697	2,030	22	1,800	90,969
Bollinger	Meadow Heights R-II	517	2	1	38,786	80,689	92,216	92,216	0	0	21,444	3,771	117,431
Bollinger	Woodland R-IV	869	3	1	40,629	70,159	106,960	106,960	2,730	1,190	24,443	4,098	139,421
Bollinger	Zalma R-V	231	1	1	34,391	71,575	88,520	88,520	0	0	16,689	0	105,209
Butler	Neelyville R-IV	584	4	1	35,381	59,377	90,353	90,353	0	0	7,362	0	97,715
Butler	Poplar Bluff R-I	5,126	17	10	44,463	77,582	87,278	156,235	*	0	13,649	0	169,884
Butler	Twin Rivers R-X	980	3	1	37,485	66,000	82,500	82,500	3,600	0	7,572	0	93,672
Cape Girardeau	Cape Girardeau 63	4,020	16	4	41,255	76,932	117,134	169,000	0	3,600	5,734	0	178,334
Cape Girardeau	Delta R-V	256	2	1	42,071	59,642	99,835	124,835	0	0	3,956	151	128,942
Cape Girardeau	Jackson R-II	4,855	16	5	41,909	70,217	112,385	165,000	8,400	0	34,059	0	207,459
Cape Girardeau	Nell Holcomb R-IV	287	1	1	40,792	89,764	100,400	100,400	0	0	7,500	0	107,900

Appendix A-1  
Missouri Public Schools 2015-2016 Employee and Salary Data  
School Districts

Region/County	School District	Student Enrollment <sup>1</sup>	Positions <sup>2</sup> (in Full Time Equivalent)		Average Salary			Top Administrator Pay <sup>2</sup>					
			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle	Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>
Cape Girardeau	Oak Ridge R-VI	342	2	1	38,590	70,167	92,280	92,280	6,199	0	19,934	0	118,413
Carter	East Carter County R-II	712	4	1	35,381	58,576	90,000	90,000	0	0	4,248	0	94,248
Carter	Van Buren R-I	517	4	1	33,674	68,196	90,248	90,248	4,392	300	5,662	50	100,652
Dent	Dent-Phelps R-III <sup>4</sup>	259	1	1	35,408	5,000	72,450	72,450	0	0	6,262	0	78,712
Dent	Green Forest R-II	192	1	1	38,676	70,775	18,110	18,110	1,101	0	0	0	19,211
Dent	North Wood R-IV	212	0	1	34,471	0	92,000	92,000	1,782	0	6,113	3,538	103,433
Dent	Oak Hill R-I	132	0	1	30,950	0	65,000	65,000	*	0	5,600	0	70,600
Dent	Salem R-80	1,329	6	2	39,028	67,000	100,000	105,000	0	0	5,098	0	110,098
Dunklin	Campbell R-II	591	3	1	37,838	58,754	90,800	90,800	0	2,609	4,943	0	98,352
Dunklin	Clarkton C-4	317	0	2	32,525	0	85,143	81,633	0	8,000	5,625	0	95,258
Dunklin	Holcomb R-III	495	3	1	39,079	66,122	85,870	85,870	0	0	19,668	4,590	110,128
Dunklin	Kennett 39	1,931	10	3	42,090	72,308	100,705	123,991	9,246	0	13	6,585	139,835
Dunklin	Malden R-I	970	4	2	40,775	64,361	98,979	112,260	5,007	0	5,000	10,230	132,497
Dunklin	Senath-Hornersville C-8	786	3	1	37,488	63,477	83,600	79,600	*	4,000	405	1,000	85,005
Dunklin	Southland C-9	274	2	1	37,958	59,457	81,739	81,739	1,785	3,355	5,450	9,339	101,668
Iron	Arcadia Valley R-II	977	7	2	46,759	75,474	107,816	157,209	7,425	3,996	5,465	9,825	183,920
Iron	Bellevue R-III	119	0	1	38,555	0	65,000	62,000	0	0	5,457	5,800	73,257
Iron	Iron County C-4	380	2	1	37,597	67,250	94,000	92,000	0	2,000	5,716	0	99,716
Iron	South Iron County R-I	313	2	1	33,905	67,136	76,000	76,000	18,850	0	5,227	0	100,077
Madison	Fredericktown R-I	1,906	6	2	39,192	69,551	106,270	109,151	2,543	500	5,742	2,500	120,436
Madison	Marquand-Zion R-VI	176	1	1	29,117	20,000	80,000	80,000	0	20,000	3,933	0	103,933
Mississippi	Charleston R-I	943	6	2	38,679	66,750	73,897	104,000	0	0	0	4,900	108,900
Mississippi	East Prairie R-II	1,168	4	2	41,924	72,172	92,149	112,728	5,000	0	5,980	0	123,708
New Madrid	Gideon 37	242	2	1	38,056	68,837	83,742	83,742	1,253	3,528	6,089	1,200	95,812
New Madrid	New Madrid County R-I	1,370	7	6	47,265	76,360	90,055	121,180	0	0	24,193	0	145,373
New Madrid	Portageville	730	3	1	43,767	69,033	97,560	97,560	6,339	0	22,236	0	126,135
New Madrid	Risco R-II	150	2	1	33,970	81,850	77,400	77,400	0	0	550	0	77,950
Oregon	Alton R-IV	655	3	2	38,172	63,859	73,299	89,483	*	0	5,520	0	95,003
Oregon	Couch R-I	213	2	1	32,273	52,500	71,000	73,000	0	0	15,865	2,217	91,082
Oregon	Oregon-Howell R-III	243	2	1	34,213	52,000	68,000	68,000	1,104	2,000	4,718	0	75,822
Oregon	Thayer R-II	683	3	1	37,997	75,972	89,384	80,884	0	0	4,229	8,500	93,613
Pemiscot	Caruthersville 18	1,073	6	3	41,758	71,326	89,164	103,800	818	5,000	5,274	1,435	116,327
Pemiscot	Cooter R-IV	289	2	1	37,460	120,000	70,000	69,925	0	0	0	3,782	73,707
Pemiscot	Delta C-7	237	1	1	35,817	67,925	90,000	90,000	*	0	5,327	2,864	98,191
Pemiscot	Hayti R-II	692	3	1	44,740	68,375	87,000	87,000	*	0	0	0	87,000
Pemiscot	North Pemiscot County R-I	260	2	1	40,549	58,643	78,015	78,015	*	200	5,844	75	84,134
Pemiscot	Pemiscot County R-III	132	1	1	42,393	53,653	80,000	80,000	0	0	5,205	1,500	86,705
Pemiscot	Pemiscot County Special School District	***	3	1	37,711	67,053	81,900	81,900	*	0	0	0	81,900
Pemiscot	South Pemiscot County R-V	643	4	1	42,139	62,104	90,773	90,773	*	0	6,949	0	97,722
Perry	Altenburg 48	97	0	1	41,113	0	74,150	74,150	0	49,119	0	1,522	124,791
Perry	Perry County 32	2,289	9	2	42,474	69,164	114,338	135,176	0	0	7,610	0	142,786
Reynolds	Bunker R-III	232	2	1	36,311	63,840	91,400	91,400	1,779	2,500	5,719	2,000	103,398
Reynolds	Centerville R-I	53	0	1	36,814	0	60,000	60,000	0	0	5,123	0	65,123
Reynolds	Lesterville R-IV	241	3	1	44,257	77,414	98,800	98,800	1,073	0	32,890	0	132,763
Reynolds	Southern Reynolds County R-II	483	3	1	35,438	66,820	105,439	96,940	0	8,499	5,242	0	110,681
Ripley	Doniphan R-I	1,462	7	1	39,490	82,521	96,900	96,900	1,200	0	6,802	7,683	112,585
Ripley	Naylor R-II	387	2	1	33,362	39,717	45,000	85,000	0	2,000	5,079	0	92,079

Appendix A-1  
Missouri Public Schools 2015-2016 Employee and Salary Data  
School Districts

Region/County	School District	Student Enrollment <sup>1</sup>	Positions <sup>2</sup> (in Full Time Equivalent)		Average Salary			Top Administrator Pay <sup>2</sup>					
			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Salary	Mileage/ Vehicle Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>	Total
Ripley	Ripley County R-IV	119	0	3	32,548	0	45,690	66,866	0	0	5,776	6,018	78,660
Ripley	Ripley County R-III	91	0	1	35,466	0	60,000	60,000	0	0	0	0	60,000
Scott	Chaffee R-II	668	2	1	37,800	69,762	95,944	95,944	0	0	4,430	0	100,374
Scott	Kelso C-7	110	0	1	37,611	0	55,000	55,000	0	0	15,163	731	70,894
Scott	Oran R-III	343	2	1	39,927	68,835	106,550	106,550	0	0	19,270	0	125,820
Scott	Scott County Central	318	2	1	38,261	79,625	99,750	99,750	0	3,000	0	0	102,750
Scott	Scott City R-I	832	3	1	44,001	73,432	91,915	91,915	*	682	5,359	0	97,956
Scott	Scott County R-IV	992	3	1	40,085	64,815	101,671	101,671	833	0	5,798	0	108,302
Scott	Sikeston R-6	3,420	21	5	42,893	73,079	107,173	153,000	118	0	6,263	0	159,381
Shannon	Eminence R-I	264	2	1	34,549	59,494	80,500	80,500	0	0	11,886	3,077	95,463
Shannon	Winona R-III	432	2	1	35,201	68,000	105,120	105,120	0	0	5,840	7,850	118,810
Stoddard	Advance R-IV	427	2	1	36,772	70,404	105,424	105,424	0	6,000	3,619	0	115,043
Stoddard	Bell City R-II	218	2	1	36,649	62,063	87,750	87,750	2,601	500	2,580	0	93,431
Stoddard	Bernie R-XIII	514	2	1	39,618	82,054	91,708	91,708	1,576	0	4,813	0	98,097
Stoddard	Bloomfield R-XIV	685	3	1	37,778	64,910	95,523	95,523	*	300	19,589	0	115,412
Stoddard	Dexter R-XI	2,074	8	4	46,257	81,874	100,367	128,903	0	0	5,686	0	134,589
Stoddard	Puxico R-VIII	739	3	2	37,396	61,420	87,838	116,650	*	1,250	5,936	0	123,836
Stoddard	Richland R-I	262	2	1	38,220	55,965	83,500	83,500	0	0	499	0	83,999
Wayne	Clearwater R-I	973	3	2	39,169	68,124	81,942	87,900	3,600	0	7,200	0	98,700
Wayne	Fredericktown R-I	746	3	1	35,107	68,846	93,182	93,182	3,000	500	4,272	6,511	107,465

<sup>1</sup> Source: Missouri Comprehensive Data System Quickfacts, <<https://mcds.dese.mo.gov/Pages/default.aspx>>, accessed on June 26, 2017.

<sup>2</sup> Information obtained from school response to State Auditor's Office (SAO) survey. Some amounts calculated by SAO based on the information provided.

<sup>3</sup> Benefits may include school paid health, dental, vision, and life insurance; retirement contributions; annuity payments, and deferred compensation plan contributions.

<sup>4</sup> Other may include membership dues; sick and vacation leave payouts; payments for extra duties including bus driving, coaching, summer school, etc.; mobile phone reimbursement; moving expense; and tuition reimbursement.

<sup>5</sup> Building and/or Executive Level Administrator amounts reported include bookkeepers, secretaries, or administrative assistants.

\*School district only provided mileage rate reimbursed.

\*\*School did not return survey.

\*\*\*Students are reported with their respective school district rather than special school district.

Appendix A-2  
Missouri Public Schools 2015-2016 Employee and Salary Data  
Charter Schools

Region/County	School District	Student Enrollment <sup>1</sup>	Positions <sup>2</sup> (in Full Time Equivalent)		Average Salary			Top Administrator Pay <sup>2</sup>					Total
			Building Level Administrators	Executive Administrators	Teacher <sup>1</sup>	Building Level Administrator <sup>2</sup>	Executive Administrator <sup>2</sup>	Mileage/ Vehicle Salary	Allowance	Stipends	Benefits <sup>3</sup>	Other <sup>4</sup>	
Greater Kansas City Area													
Jackson	Academie Lafayette	907	4	1	\$ 50,498	90,878	135,000	\$ 135,000	0	0	18,151	0	153,151
Jackson	Academy For Integrated Arts	120	2	0	42,556	77,500	*	*	*	*	*	*	*
Jackson	Allen Village	672	4	1	46,651	71,037	159,157	157,157	0	33,000	4,760	59,755	254,672
Jackson	Alta Vista Charter School	849	6	3	40,700	68,115	109,795	111,384	0	0	0	0	111,384
Jackson	Benjamin Banneker Charter Academy of Technology	357	**	**	48,527	**	**	**	**	**	**	**	**
Jackson	Brookside Charter School	534	6	1	43,585	64,348	145,890	145,890	0	0	20,738	0	166,628
Jackson	Crossroads Academy Of Kansas City	349	3	1	51,251	83,445	99,168	99,168	0	0	7,338	0	106,506
Jackson	Della Lamb Elementary Charter School <sup>5</sup>	548	8	11	44,794	42,263	24,472	41,509	0	0	0	0	41,509
Jackson	DeLaSalle Charter School	227	0	2	39,512	0	97,000	133,101	0	0	11,754	0	144,855
Jackson	Ewing Marion Kauffman School	690	6	9	41,823	69,959	61,685	137,500	0	0	26,693	41,500	205,693
Jackson	Frontier School Of Innovation	1,504	17	1	44,317	73,094	111,300	111,300	0	0	3,745	0	115,045
Jackson	Genesis School Inc.	285	2	1	41,361	55,940	87,000	87,000	0	100	0	0	87,100
Jackson	Gordon Parks Elementary School	173	1	1	48,173	98,000	130,000	130,000	0	0	0	0	130,000
Jackson	Hogan Preparatory Academy	1,000	9	3	41,867	74,136	95,385	154,545	678	0	4,836	0	160,059
Jackson	Hope Leadership Academy	120	2	0	42,219	69,682	n/a	84,365	571	0	6,842	7,252	99,030
Jackson	Kipp: Endeavor Academy	289	3	3	51,710	75,000	114,000	185,000	0	27,750	0	0	212,750
Jackson	Lee A. Tolbert Community Academy	540	1	5	46,605	64,575	83,415	135,000	0	0	19,781	0	154,781
Jackson	Pathway Academy	370	2	1	52,269	85,250	145,000	145,000	0	0	0	28,783	173,783
Jackson	Scuola Vita Nuova	202	2	0	48,678	95,239	n/a	109,659	0	0	10,195	0	119,854
Jackson	University Academy	1,001	11	6	48,147	58,694	93,954	178,633	0	0	33,622	0	212,255
Greater St. Louis Area													
St. Louis City	Better Learning Communities Academy <sup>6</sup>	189	**	**	39,092	**	**	**	**	**	**	**	**
St. Louis City	Carondelet Leadership Academy	438	3	1	41,438	77,517	111,519	111,519	0	0	1,002	0	112,521
St. Louis City	City Garden Montessori	221	4	6	48,332	41,682	46,912	99,250	0	0	21,239	0	120,489
St. Louis City	Confluence Academies	2,918	6	3	43,133	102,214	152,592	177,215	0	0	5,255	0	182,470
St. Louis City	Eagle College Preparatory School <sup>5,7</sup>	330	9	1	37,427	58,677	72,050	*	*	*	*	*	*
St. Louis City	Gateway Science Academy of St. Louis	1,285	3	0	37,122	76,059	n/a	80,628	0	0	5,807	0	86,435
St. Louis City	Grand Center Arts Academy <sup>8</sup>	741	3	0	44,433	95,600	n/a	0	0	0	0	0	0
St. Louis City	Hawthorn Leadership School for Girls <sup>9</sup>	124	0	3	44,964	n/a	72,760	0	0	0	0	0	0
St. Louis City	Jamaa Learning Center <sup>6</sup>	159	**	**	40,600	**	**	**	**	**	**	**	**
St. Louis City	Kipp: St. Louis Public Schools	956	23	6	44,965	62,070	93,040	168,000	0	19,200	11,962	0	199,162
St. Louis City	Lafayette Preparatory Academy	170	1	0	40,853	85,593	n/a	85,593	0	0	20,471	0	106,064
St. Louis City	La Salle Charter School	88	2	0	43,029	64,525	n/a	71,557	0	0	0	17,993	89,550
St. Louis City	Lift For Life Academy	586	4	2	40,935	64,418	102,725	108,789	0	14,117	24,227	511	147,644
St. Louis City	North Side Community School	348	1	1	42,575	83,500	85,000	85,000	0	0	0	0	85,000
St. Louis City	Preclarus Mastery Academy	153	**	**	41,749	**	**	**	**	**	**	**	**
St. Louis City	Premier Charter School	925	2	4	42,344	85,760	104,618	125,474	0	0	25,887	3,000	154,361
St. Louis City	St. Louis College Prep	268	3	4	44,730	61,289	69,611	92,820	0	0	4,465	2,321	99,606
St. Louis City	St. Louis Language Immersion School <sup>7</sup>	846	4	2	41,490	80,611	100,000	*	*	*	*	*	*
St. Louis City	The Biome School	61	1	0	41,500	80,000	n/a	80,000	0	0	0	0	80,000

<sup>1</sup> Source: Missouri Comprehensive Data System Quickfacts, <<https://mcds.dese.mo.gov/Pages/default.aspx>>, accessed on June 26, 2017.

<sup>2</sup> Information obtained from school response to State Auditor's Office (SAO) survey. Some amounts calculated by SAO based on information provided.

<sup>3</sup> Benefits may include school paid health, dental, vision, and life insurance; retirement contributions; annuity payments, and deferred compensation plan contributions.

<sup>4</sup> Other may include membership dues; sick and vacation leave payouts; payments for extra duties including bus driving, coaching, summer school, etc.; mobile phone reimbursement; moving expense; and tuition reimbursement.

<sup>5</sup> Building and/or Executive Level Administrator amounts reported include bookkeepers, secretaries, or administrative assistants.

<sup>6</sup> No survey form completed since school closed after the 2015-2016 school year.

<sup>7</sup> School survey response stated the top administrator is paid by the school's management company.

<sup>8</sup> Top administrator also oversees Confluence Academies school and all of salary is paid by Confluence Academies.

<sup>9</sup> Top administrator is a volunteer who does not receive a salary.

\*Information not provided on completed survey.

\*\*School did not return survey.

Appendix B-1  
Missouri Public Schools 2015-2016 Expenditure Data  
School Districts

Region/School District	Expenditures <sup>1</sup>						Expenditures per Student <sup>2</sup>			Administration as Percent of Current Expenditures <sup>2</sup>
	Executive Administration <sup>3</sup>	Building Level Administration <sup>4</sup>	All Other Administration	Total Administration	Instruction	Current <sup>5</sup>	Administration	Instruction	Current	
Northwest Region										
Albany R-III	\$ 221,909	200,417	31,803	454,129	2,900,312	4,662,553	1,102	7,040	11,317	10
Avenue City R-IX	84,960	104,007	19,836	208,803	1,099,508	1,869,771	1,383	7,282	12,383	11
Bosworth R-V	124,678	27,637	29,730	182,045	809,023	1,408,366	2,801	12,447	21,667	13
Braymer C-4	207,059	172,164	15,599	394,822	1,627,602	3,012,707	1,242	5,118	9,474	13
Breckenridge R-I	145,562	43	9,975	155,580	815,789	1,259,066	2,593	13,596	20,984	12
Buchanan County R-IV	325,793	262,503	16,983	605,279	2,071,724	3,840,669	1,897	6,494	12,040	16
Cainsville R-I	86,490	86,686	5,340	178,516	942,048	1,510,794	2,006	10,585	16,975	12
Cameron R-I	607,761	831,001	559,426	1,998,188	10,382,923	16,696,999	1,135	5,899	9,487	12
Carrollton R-VII	290,564	571,619	187,213	1,049,396	5,433,619	9,542,717	1,239	6,415	11,266	11
Chillicothe R-II	382,128	1,734,501	531,071	2,647,700	12,072,468	19,529,276	1,427	6,508	10,528	14
Clinton County R-III	278,945	336,692	78,602	694,239	4,685,803	7,556,207	1,032	6,963	11,228	9
Cowgill R-VI	58,365	44,719	7,434	110,518	445,471	740,625	3,811	15,361	25,539	15
Craig R-III	132,602	81,803	87,596	302,001	748,974	1,530,788	4,441	11,014	22,512	20
East Buchanan County C-1	235,948	526,316	115,080	877,344	4,533,229	7,806,921	1,230	6,358	10,949	11
Fairfax R-III	124,378	105,656	16,122	246,156	1,235,810	1,893,585	1,823	9,154	14,027	13
Gallatin R-V	469,809	461,221	27,948	958,978	3,761,324	6,887,008	1,651	6,474	11,854	14
Gilman City R-IV	169,632	75,722	20,927	266,281	979,481	1,666,932	2,017	7,420	12,628	16
Grundy County R-V	207,895	234,138	22,655	464,688	1,337,288	2,575,774	3,392	9,761	18,801	18
Hale R-I	128,384	103,365	8,143	239,892	1,046,671	1,719,213	1,790	7,811	12,830	14
Hamilton R-II	240,781	455,091	77,994	773,866	4,179,007	6,884,083	1,181	6,380	10,510	11
Jefferson C-123	169,433	137,262	20,575	327,270	1,220,921	2,053,956	2,537	9,465	15,922	16
King City R-I	173,425	239,933	42,548	455,906	2,481,806	4,282,823	1,394	7,590	13,097	11
Kingston 42	62,903	34,829	9,474	107,206	419,517	633,673	3,574	13,984	21,122	17
Laredo R-VII	84,277	0	10,587	94,864	577,422	937,824	2,018	12,286	19,954	10
Lathrop R-II	535,467	581,023	98,169	1,214,659	6,119,468	9,610,905	1,305	6,573	10,323	13
Livingston County R-III	0	104,754	19,070	123,824	626,272	1,098,951	2,336	11,816	20,735	11
Maryville R-II	878,108	1,105,094	246,832	2,230,034	10,145,631	16,600,905	1,565	7,120	11,650	13
Maysville R-I	354,056	284,824	54,809	693,689	3,221,530	5,671,752	1,204	5,593	9,847	12
Mid-Buchanan County R-V	236,338	408,362	88,601	733,301	4,080,070	10,150,987	1,052	5,854	14,564	7
Mirabile C-1	0	98,620	20,833	119,453	470,370	781,022	2,254	8,875	14,736	15
Mound City R-II	217,392	235,806	34,353	487,551	1,815,829	3,298,284	1,861	6,931	12,589	15
New York R-IV	37,034	57,975	8,353	103,362	375,574	606,887	4,494	16,329	26,386	17
Nodaway-Holt R-VII	201,997	187,168	41,532	430,697	1,703,073	2,818,505	1,958	7,741	12,811	15
Norborne R-VIII	148,934	228,233	29,801	406,968	1,395,143	2,456,103	2,224	7,624	13,421	17
North Andrew County R-VI	213,380	307,544	38,968	559,892	2,413,014	4,246,197	1,538	6,629	11,665	13
North Daviess R-III	163,867	66,845	9,080	239,792	683,379	1,312,819	2,924	8,334	16,010	18
North Harrison R-III	141,167	220,530	15,055	376,752	1,465,609	2,749,774	1,744	6,785	12,730	14
North Mercer County R-III	154,380	163,690	12,670	330,740	1,384,128	2,842,439	1,679	7,026	14,429	12
North Nodaway County R-VI	147,546	193,845	35,186	376,577	1,459,488	2,755,275	1,743	6,757	12,756	14
Northeast Nodaway County R-V	190,116	196,612	18,952	405,680	1,533,328	2,820,167	1,950	7,372	13,558	14
Osborn R-O	115,469	90,594	36,453	242,516	1,027,160	1,669,566	2,127	9,010	14,645	15
Pattonsburg R-II	185,932	159,180	37,646	382,758	1,200,424	2,415,874	2,004	6,285	12,649	16
Pleasant View R-VI	0	88,127	6,711	94,838	875,984	1,453,833	1,336	12,338	20,477	7
Polo R-VII	224,446	247,967	115,782	588,195	2,294,237	4,328,017	1,384	5,398	10,184	14
Princeton R-V	233,176	341,670	21,372	596,218	2,403,393	4,284,260	1,529	6,163	10,985	14
Ridgeway R-V	124,603	93,390	33,394	251,387	593,574	1,157,621	2,923	6,902	13,461	22
Rock Port R-II	174,041	404,212	28,438	606,691	2,547,383	4,249,366	1,855	7,790	12,995	14
Savannah R-III	1,067,525	1,481,529	251,146	2,800,200	12,068,958	19,959,301	1,243	5,359	8,863	14
South Harrison County R-II	248,557	681,675	95,516	1,025,748	4,904,860	8,586,532	1,180	5,644	9,881	12

Appendix B-1  
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Region/School District	Expenditures <sup>1</sup>						Expenditures per Student <sup>2</sup>			Administration as Percent of Current Expenditures <sup>2</sup>
	Executive Administration <sup>3</sup>	Building Level Administration <sup>4</sup>	All Other Administration	Total Administration	Instruction	Current <sup>5</sup>	Administration	Instruction	Current	
South Holt County R-I	239,111	172,859	59,916	471,886	1,923,522	3,320,805	1,748	7,124	12,299	14
South Nodaway County R-IV	150,567	209,926	29,005	389,498	1,375,903	2,436,990	2,404	8,493	15,043	16
Southwest Livingston County R-I	143,478	87,034	126,936	357,448	1,072,850	2,039,114	2,193	6,582	12,510	18
Spickard R-II	0	96,801	9,194	105,995	475,733	769,754	3,926	17,620	28,509	14
St. Joseph	829,385	5,619,280	2,888,912	9,337,577	69,174,096	120,462,607	824	6,102	10,627	8
Stanberry R-II	151,256	190,052	32,062	373,370	2,222,829	4,030,827	1,220	7,264	13,173	9
Stewartsville C-2	149,472	141,454	20,415	311,341	1,390,974	2,266,285	1,639	7,321	11,928	14
Tarkio R-I	194,619	298,731	36,869	530,219	3,188,872	5,072,241	1,791	10,773	17,136	10
Tina-Avalon R-II	121,760	70,511	6,967	199,238	1,137,367	1,993,563	1,261	7,199	12,617	10
Trenton R-IX	346,952	688,201	47,096	1,082,249	6,979,530	10,900,900	975	6,288	9,821	10
Tri-County R-VII	117,424	129,156	92,622	339,202	1,403,919	2,628,568	1,895	7,843	14,685	13
Union Star R-II	125,685	97,193	16,830	239,708	1,072,419	2,249,382	1,858	8,313	17,437	11
West Nodaway County R-I	133,958	189,698	33,578	357,234	1,648,129	2,896,501	1,464	6,755	11,871	12
Winston R-VI	122,623	201,450	14,759	338,832	1,173,302	2,084,263	2,005	6,943	12,333	16
Worth County R-III	145,102	196,921	22,205	364,228	1,919,357	3,411,518	1,138	5,998	10,661	11
North Central Region										
Adair County R-I	162,559	84,057	20,296	266,912	1,549,593	2,691,034	1,150	6,679	11,599	10
Adair County R-II	21,065	106,327	21,096	273,038	1,354,419	2,177,700	1,517	7,525	12,098	13
Atlanta C-3	203,779	112,997	13,967	330,743	1,217,906	2,226,557	1,769	6,513	11,907	15
Bevier C-4	111,545	104,071	110,045	325,661	1,291,064	2,072,626	1,558	6,177	9,917	16
Brookfield R-III	378,524	543,169	256,356	1,178,049	6,209,295	9,971,090	1,195	6,297	10,113	12
Brunswick R-II	231,825	225,156	34,370	491,351	1,896,949	3,227,917	1,981	7,649	13,016	15
Bucklin R-II	149,992	171,300	37,721	359,013	1,131,183	2,071,824	2,741	8,635	15,815	17
Callao C-8	37,790	61,529	28,206	127,525	601,218	971,971	1,962	9,250	14,953	13
Green City R-I	245,265	234,283	39,125	518,673	1,763,495	3,267,901	2,018	6,862	12,716	16
Higbee R-VIII	153,452	119,719	46,114	319,285	1,390,314	2,338,256	1,542	6,716	11,296	14
Keytesville R-III	99,021	68,396	73,627	241,044	1,209,274	2,340,813	1,710	8,576	16,602	10
Kirksville R-III	443,582	1,244,632	723,487	2,411,701	15,968,967	26,846,246	1,007	6,670	11,214	9
La Plata R-II	166,221	255,151	31,167	452,539	2,228,099	3,958,298	1,213	5,973	10,612	11
Linn County R-I	181,968	144,061	17,928	343,957	1,520,084	2,662,981	1,515	6,696	11,731	13
Macon County R-I	418,780	796,824	101,100	1,316,704	7,808,621	12,945,054	993	5,889	9,762	10
Macon County R-IV	211,931	69,748	10,777	292,456	850,495	1,587,698	2,812	8,178	15,266	18
Marceline R-V	240,943	303,785	33,433	578,161	3,830,865	6,385,221	968	6,417	10,696	9
Meadville R-IV	148,218	97,279	14,700	260,197	1,352,063	2,550,479	1,131	5,879	11,089	10
Milan C-2	254,726	365,096	75,614	695,436	3,998,659	6,665,806	1,083	6,228	10,383	10
Moberly	693,453	1,498,042	270,554	2,462,049	13,986,055	23,228,105	1,079	6,132	10,183	11
Newtown-Harris R-III	132,105	109,443	15,817	257,365	864,768	1,608,551	2,892	9,716	18,074	16
Northeast Randolph County R-IV	172,659	269,120	41,351	483,130	2,234,617	3,866,514	1,196	5,531	9,571	13
Northwestern R-I	163,557	130,339	43,845	337,741	1,282,274	2,232,522	2,111	8,014	13,953	15
Putnam County R-I	254,680	409,776	59,715	724,171	4,350,884	7,475,702	1,070	6,427	11,042	10
Renick R-V	143,477	40,876	14,711	199,064	895,897	2,115,574	1,991	8,959	21,156	9
Salisbury R-IV	312,833	270,359	106,453	689,645	3,417,131	5,562,584	1,519	7,527	12,252	12
Schuyler County R-I	178,090	345,845	145,696	669,631	3,787,334	8,497,727	1,139	6,441	14,452	8
Westran R-I	513,867	564,875	73,950	1,152,692	5,136,054	8,721,364	1,818	8,101	13,756	13
Northeast Region										
Boncl R-X	1,620	109,343	28,532	139,495	458,783	927,232	3,033	9,974	20,157	15
Bowling Green R-I	297,751	1,200,692	125,736	1,624,179	7,227,578	11,894,383	1,282	5,704	9,388	14
Canton R-V	212,421	472,087	60,061	744,569	3,314,823	5,349,119	1,474	6,564	10,592	14

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	Executive Administration <sup>3</sup>	Building Level Administration <sup>4</sup>	All Other Administration	Total Administration	Instruction	Current <sup>5</sup>	Administration	Instruction	Current	
Clark County R-I	156,409	507,576	140,551	804,536	6,215,465	9,641,138	805	6,222	9,651	8
Community R-VI	237,625	124,137	39,319	401,081	1,857,930	3,427,529	1,502	6,959	12,837	12
Hannibal 60	1,077,293	2,160,738	247,370	3,485,401	20,018,690	33,023,166	980	5,630	9,287	11
Holliday C-2	105,024	0	18,301	123,325	515,175	849,325	2,202	9,200	15,167	15
Knox County R-I	403,594	261,896	19,010	684,500	2,878,946	5,489,559	1,485	6,245	11,908	12
Lewis County C-1	494,125	530,655	76,521	1,101,301	4,976,984	8,495,952	1,202	5,433	9,275	13
Louisiana R-II	352,421	427,338	79,658	859,417	4,242,610	6,958,893	1,194	5,893	9,665	12
Madison C-3	175,776	118,756	11,436	305,968	1,252,487	2,108,665	1,397	5,719	9,629	15
Marion County R-II	180,318	118,854	18,904	318,076	1,464,238	2,475,756	1,529	7,040	11,903	13
Mexico 59	446,840	1,193,497	882,505	2,522,842	13,344,000	23,288,840	1,106	5,848	10,205	11
Middle Grove C-1	37,506	0	51,926	89,432	511,525	798,484	2,885	16,501	25,758	11
Monroe City R-I	271,234	455,755	401,971	1,128,960	4,489,293	7,470,056	1,631	6,487	10,795	15
North Shelby	181,161	217,470	16,894	415,525	2,068,697	3,583,650	1,506	7,495	12,984	12
Palmyra R-I	540,156	707,942	156,017	1,404,115	6,658,085	10,737,784	1,309	6,205	10,007	13
Paris R-II	218,652	219,881	79,947	518,480	2,651,619	4,291,382	1,343	6,869	11,118	12
Pike County R-III	400,780	473,812	162,458	1,037,050	3,795,523	6,809,791	2,274	8,324	14,934	15
Ralls County R-II	238,634	396,333	63,094	698,061	3,738,188	6,202,325	937	5,018	8,325	11
Scotland County R-I	240,816	337,496	64,731	643,043	3,654,445	6,099,247	1,077	6,121	10,216	11
Shelby County R-IV	370,415	503,463	35,958	909,836	4,316,129	7,193,812	1,272	6,037	10,061	13
Van-Far R-I	264,723	438,400	232,827	935,950	3,525,812	6,340,300	1,570	5,916	10,638	15
Greater Kansas City Area										
Adrian R-III	271,194	427,713	86,231	785,138	4,121,568	6,601,252	1,125	5,905	9,457	12
Archie R-V	275,943	262,114	49,505	587,562	3,090,363	5,084,776	1,092	5,744	9,451	12
Ballard R-II	134,166	95,497	14,513	244,176	980,162	1,692,491	1,923	7,718	13,327	14
Belton 124	3,536,327	2,822,527	1,224,566	7,583,420	25,995,246	48,702,278	1,628	5,580	10,453	16
Blue Springs R-IV	641,820	7,777,204	5,483,833	13,902,857	91,678,093	153,123,714	986	6,502	10,859	9
Butler R-V	240,890	598,917	53,803	893,610	5,118,259	10,319,203	883	5,058	10,197	9
Center 58	1,387,780	1,983,102	1,215,311	4,586,193	19,488,158	35,155,688	1,843	7,830	14,124	13
Chilhowee R-IV	194,370	96,674	31,111	322,155	951,195	1,774,301	1,906	5,628	10,499	18
Concordia R-II	295,316	204,564	37,980	537,860	2,665,896	4,397,271	1,257	6,229	10,274	12
Drexel R-IV	177,801	213,731	74,055	465,587	1,906,754	3,740,098	1,487	6,092	11,949	12
East Lynne 40	133,192	121,038	4,417	258,647	1,521,066	2,231,579	2,395	14,084	20,663	12
Excelsior Springs 40	311,351	1,450,866	1,138,327	2,900,544	15,907,851	29,534,739	1,113	6,102	11,329	10
Fort Osage R-I	1,448,073	1,843,777	1,166,673	4,458,523	33,605,016	55,460,932	897	6,763	11,161	8
Grain Valley R-V	1,797,933	1,769,803	1,695,133	5,262,869	23,695,900	38,923,836	1,306	5,880	9,659	14
Grandview C-4	1,812,033	2,521,834	1,443,042	5,776,909	28,911,332	50,353,640	1,357	6,791	11,828	11
Hardin-Central C-2	160,406	253,861	61,345	475,612	1,472,027	2,694,799	2,298	7,111	13,018	18
Harrisonville R-IX	706,690	1,808,835	1,459,831	3,975,356	14,125,413	25,502,608	1,619	5,754	10,388	16
Hickman Mills C-1	2,257,036	3,061,042	3,315,609	8,633,687	38,393,104	75,806,706	1,487	6,612	13,054	11
Holden R-III	210,269	667,598	165,946	1,043,813	7,407,371	12,688,979	878	6,230	10,672	8
Hudson R-IX	0	79,149	20,833	99,982	401,786	702,766	2,381	9,566	16,733	14
Hume R-VIII	151,607	103,714	8,986	264,307	973,212	1,703,510	1,774	6,532	11,433	16
Independence 30	1,372,289	8,975,472	3,084,850	13,432,611	83,512,898	170,432,125	943	5,863	11,965	8
Johnson County R-VII	198,172	269,635	69,035	536,842	2,821,569	5,597,033	901	4,734	9,391	10
Kansas City 33	4,009,199	10,809,658	15,484,065	30,302,922	113,136,755	232,452,426	2,078	7,759	15,942	13
Kearney R-I	924,194	1,779,608	1,085,000	3,788,802	21,842,657	34,022,963	1,106	6,377	9,934	11
Kingsville R-I	222,318	187,770	79,723	489,811	1,513,192	2,700,108	1,781	5,503	9,819	18
Knob Noster R-VIII	1,271,042	704,868	358,592	2,334,502	8,369,768	15,030,523	1,551	5,561	9,987	16
Lafayette County C-1	345,786	586,211	44,026	976,023	6,066,864	9,826,801	1,006	6,254	10,131	10



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	Executive Administration <sup>3</sup>	Building Level Administration <sup>4</sup>	All Other Administration	Total Administration	Instruction	Current <sup>5</sup>	Administration	Instruction	Current	
Lawson R-XIV	385,293	590,495	46,835	1,022,623	6,483,850	10,605,111	907	5,753	9,410	10
Lee's Summit R-VII	2,115,851	8,098,401	10,381,509	20,595,761	123,730,370	196,327,038	1,161	6,975	11,068	10
Leeton R-X	254,180	215,562	39,861	509,603	2,055,093	3,706,014	1,578	6,363	11,474	14
Lexington R-V	558,580	735,679	250,406	1,544,665	6,812,780	11,704,467	1,694	7,470	12,834	13
Liberty 53	1,340,620	6,304,469	7,791,393	15,436,482	68,955,328	124,735,090	1,285	5,742	10,387	12
Lone Jack C-6	197,342	296,654	199,911	693,907	3,642,497	6,248,523	1,188	6,237	10,700	11
Miami R-I	168,981	114,743	69,760	353,484	1,229,189	2,164,731	2,008	6,984	12,300	16
Midway R-I	380,995	282,417	37,556	700,968	3,019,720	5,569,370	1,653	7,122	13,135	13
Missouri City 56	0	86,456	36,306	122,762	306,683	586,614	5,337	13,334	25,505	21
North Kansas City 74	2,911,178	13,589,297	7,013,918	23,514,393	122,969,848	220,633,373	1,213	6,345	11,385	11
North Platte County R-I	305,137	403,029	32,055	740,221	3,914,529	6,409,537	1,204	6,365	10,422	12
Oak Grove R-VI	626,682	912,971	234,862	1,774,515	10,891,381	17,945,323	894	5,490	9,045	10
Odessa R-VII	663,172	1,039,154	266,161	1,968,487	12,320,613	19,493,635	977	6,114	9,674	10
Orrick R-XI	208,685	216,103	26,181	450,969	2,079,132	3,735,528	1,479	6,817	12,248	12
Park Hill	1,029,369	7,348,866	4,602,907	12,981,142	77,043,190	143,537,517	1,168	6,934	12,919	9
Platte County R-III	1,194,539	2,396,854	2,038,631	5,630,024	26,227,320	43,236,209	1,422	6,623	10,918	13
Pleasant Hill R-III	537,689	798,440	277,293	1,613,422	10,961,759	18,780,470	774	5,260	9,012	9
Raymore-Peculiar R-II	2,372,084	1,860,413	235,449	4,467,946	34,205,624	58,702,233	754	5,771	9,904	8
Raytown C-2	4,729,862	6,070,560	6,346,224	17,146,646	54,645,936	102,670,397	1,910	6,086	11,435	17
Rich Hill R-IV	244,696	206,502	75,441	526,639	2,298,572	3,891,581	1,455	6,350	10,750	14
Richmond R-XVI	556,433	825,540	135,255	1,517,228	7,372,486	13,846,581	977	4,747	8,916	11
Santa Fe R-X	255,688	240,014	33,683	529,385	2,768,483	4,656,081	1,614	8,440	14,195	11
Sherwood Cass R-VIII	280,674	546,769	75,607	903,050	4,517,441	8,076,860	1,122	5,612	10,033	11
Smithville R-II	1,005,260	1,449,383	188,027	2,642,670	15,407,620	24,773,411	1,023	5,963	9,587	11
Strasburg C-3	0	187,277	15,795	203,072	999,568	1,484,470	1,934	9,520	14,138	14
Warrensburg R-VI	1,310,537	2,079,071	365,070	3,754,678	18,344,516	33,537,290	1,151	5,625	10,284	11
Wellington-Napoleon R-IX	229,808	354,377	27,109	611,294	2,371,981	4,082,164	1,495	5,799	9,981	15
West Platte County R-II	339,846	573,252	84,795	997,893	5,095,212	9,238,826	1,831	9,349	16,952	11
<b>Greater St. Louis Area</b>										
Afton 101	669,777	1,455,996	933,697	3,059,470	16,000,858	28,670,196	1,222	6,393	11,454	11
Bayless	992,820	1,368,914	475,299	2,837,033	8,659,556	15,903,073	1,791	5,467	10,040	18
Bismarck R-V	245,206	292,447	333,681	871,334	2,990,955	5,383,279	1,629	5,591	10,062	16
Brentwood	826,693	1,228,692	791,831	2,847,216	7,885,449	15,285,260	3,533	9,783	18,964	19
Central R-III	474,656	852,014	55,615	1,382,285	12,563,705	21,043,565	658	5,977	10,011	7
Clayton	1,069,712	2,488,258	2,407,154	5,965,124	28,692,077	50,147,552	2,303	11,078	19,362	12
Crystal City 47	288,055	270,261	53,944	612,260	3,841,999	6,263,704	1,057	6,636	10,818	10
Desoto 73	1,485,754	1,547,258	25,899	3,058,911	17,385,496	28,854,905	1,074	6,107	10,135	11
Dunklin R-V	547,422	867,590	372,847	1,787,859	9,936,935	17,314,766	1,124	6,246	10,883	10
Elsberry R-II	267,803	389,696	61,988	719,487	5,114,060	8,135,208	919	6,531	10,390	9
Farmington R-VII	664,961	971,759	1,528,371	3,165,091	20,996,511	35,180,177	821	5,449	9,131	9
Ferguson-Florissant R-II	3,721,718	8,194,414	2,662,872	14,579,004	66,982,910	124,745,921	1,350	6,203	11,552	12
Festus R-VI	974,316	1,197,501	112,148	2,283,965	16,586,168	25,634,143	763	5,538	8,559	9
Fort Zumwalt R-II	1,290,740	14,555,234	4,616,476	20,462,450	119,347,238	196,595,674	1,137	6,630	10,921	10
Fox C-6	3,726,056	7,449,229	282,264	11,457,549	76,476,302	112,777,501	1,004	6,704	9,887	10
Francis Howell R-III	5,616,142	9,661,318	7,153,316	22,430,776	123,158,915	199,937,251	1,309	7,186	11,666	11
Franklin County R-II	0	144,950	67,149	212,099	1,334,617	2,155,473	1,813	11,407	18,423	10
Grandview R-II	300,628	1,163,066	43,209	1,506,903	4,381,752	8,077,815	1,877	5,457	10,060	19
Hancock Place	1,012,786	1,015,164	868,104	2,896,054	9,129,790	16,709,194	2,010	6,336	11,596	17
Hazelwood	2,276,562	11,748,558	12,169,623	26,194,743	114,216,677	202,295,370	1,479	6,449	11,421	13
Hillsboro R-III	2,242,419	2,045,188	166,148	4,453,755	19,269,270	32,991,138	1,288	5,571	9,538	14

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Jefferson County R-VII	865,593	665,718	434,821	1,966,132	5,902,548	10,605,689	2,012	6,042	10,855	19
Jennings	779,216	2,200,091	516,149	3,495,456	13,982,999	28,061,625	1,379	5,516	11,070	12
Kingston K-14	417,657	452,282	25,923	895,862	4,289,250	7,569,136	1,182	5,659	9,986	12
Kirkwood R-VII	1,470,341	5,150,441	1,096,975	7,717,757	44,195,684	72,393,531	1,357	7,770	12,727	11
Ladue	2,175,757	3,884,497	1,995,753	8,056,007	33,378,141	58,733,400	1,934	8,014	14,102	14
Lindbergh Schools	3,381,332	3,340,600	1,765,914	8,487,846	38,972,211	67,332,128	1,307	6,000	10,367	13
Lonedell R-XIV	312,287	113,391	31,459	457,137	2,953,200	4,788,786	1,389	8,976	14,556	10
Maplewood-Richmond Heights	609,290	1,339,355	1,902,674	3,851,319	7,889,510	17,044,387	3,131	6,414	13,857	23
Mehlville R-IX	415,130	5,607,245	5,364,265	11,386,640	55,748,883	93,628,264	1,104	5,406	9,080	12
Meramec Valley R-III	1,778,831	1,911,362	636,227	4,326,420	19,747,038	33,986,622	1,389	6,341	10,914	13
New Haven	242,759	299,316	212,450	754,525	3,120,909	5,205,275	1,524	6,305	10,516	15
Normandy Schools Collaborative	624,228	2,311,469	3,110,910	6,046,607	26,211,129	47,522,389	1,923	8,334	15,110	13
North St. Francois County R-I	712,963	1,517,644	321,844	2,552,451	17,189,951	28,965,299	843	5,677	9,566	9
Northwest R-I	2,616,885	3,266,590	295,409	6,178,884	39,424,897	64,255,474	984	6,276	10,229	10
Orchard Farm R-V	369,257	1,357,802	728,150	2,455,209	12,651,957	22,136,188	1,379	7,104	12,429	11
Parkway C-2	2,441,161	17,822,176	11,408,605	31,671,942	128,746,322	226,948,238	1,831	7,441	13,117	14
Pattonville R-III	2,156,972	5,578,676	3,575,345	11,310,993	47,119,818	83,433,370	2,029	8,452	14,966	14
Potosi R-III	592,494	1,068,563	139,818	1,800,875	12,147,425	21,142,808	794	5,356	9,322	9
Richwoods R-VII	0	196,751	29,875	226,626	1,240,407	2,291,642	1,318	7,212	13,324	10
Ritenour	2,442,242	4,939,610	2,195,164	9,577,016	35,920,846	64,939,949	1,510	5,664	10,240	15
Riverview Gardens	2,057,135	3,646,108	3,136,952	8,840,195	30,447,133	61,899,298	1,654	5,695	11,579	14
Rockwood R-VI	4,049,088	14,314,170	5,680,289	24,043,547	135,956,119	250,307,455	1,137	6,431	11,840	10
Silex R-I	277,614	265,263	71,116	613,993	2,152,522	3,829,972	1,659	5,818	10,351	16
Special School District of St. Louis County	5,418,047	14,293,862	17,773,064	37,484,973	265,265,556	387,962,298	10,503	74,325	108,703	10
Spring Bluff R-XV	209,129	0	57,068	266,197	2,113,101	3,226,329	1,262	10,015	15,291	8
St. Charles R-VI	2,392,754	4,655,574	3,163,643	10,211,971	41,129,787	69,728,942	2,080	8,378	14,204	15
St. Clair R-XIII	671,410	1,196,787	158,438	2,026,635	14,779,014	22,716,213	964	7,031	10,807	9
St. Louis City	13,075,189	19,717,426	27,214,683	60,007,298	175,077,583	364,798,410	2,666	7,779	16,209	16
Ste. Genevieve County R-II	1,127,125	1,356,084	159,810	2,643,019	13,892,815	22,959,664	1,420	7,465	12,337	12
Strain-Japan R-XVI	118,514	0	16,944	135,458	687,812	1,123,216	1,806	9,171	14,976	12
Sullivan	422,678	1,194,784	171,583	1,789,045	12,290,243	20,815,103	828	5,690	9,637	9
Sunrise R-IX	192,047	122,099	202,096	516,242	2,239,344	3,799,465	1,768	7,669	13,012	14
Troy R-III	1,068,604	3,735,895	4,939,235	9,743,734	34,531,175	60,419,957	1,582	5,605	9,807	16
Union R-XI	815,617	1,733,738	390,525	2,939,880	16,564,476	28,043,929	950	5,352	9,061	10
University City	937,296	2,709,292	1,972,241	5,618,829	19,667,504	42,358,782	1,964	6,874	14,806	13
Valley Park	401,141	764,542	337,391	1,503,074	7,581,361	12,710,933	1,571	7,922	13,282	12
Valley R-VI	226,403	152,231	47,122	425,756	2,254,655	4,228,045	1,051	5,567	10,440	10
Warren County R-III	1,744,833	2,112,003	716,588	4,573,424	18,510,622	32,404,160	1,443	5,841	10,225	14
Washington	2,308,768	2,423,764	791,036	5,523,568	25,871,936	45,836,966	1,387	6,497	11,511	12
Webster Groves	462,559	3,551,395	2,872,856	6,886,810	33,779,530	54,957,810	1,547	7,586	12,342	13
Wentzville R-IV	830,721	8,088,246	5,851,880	14,770,847	93,731,912	156,856,380	963	6,112	10,228	9
West St. Francois County R-IV	264,552	329,016	296,672	890,240	5,546,039	9,736,048	910	5,671	9,955	9
Windsor C-1	919,162	2,219,473	288,891	3,427,526	16,373,911	28,237,037	1,143	5,458	9,412	12
Winfield R-IV	536,389	777,385	249,972	1,563,746	7,872,052	14,473,707	1,049	5,283	9,714	11
Wright City R-II	788,399	1,000,704	196,850	1,985,953	9,301,844	16,179,006	1,297	6,076	10,568	12
Central Region										
Appleton City R-II	213,328	250,889	76,918	541,135	2,129,195	3,640,213	1,611	6,337	10,834	15
Blackwater R-II	138,209	0	26,961	165,170	837,417	1,345,306	1,652	8,374	13,453	12
Blair Oaks R-II	837,099	0	125,467	962,566	6,324,059	9,805,151	814	5,350	8,295	10

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Boonville R-I	525,023	985,981	143,342	1,654,346	8,858,012	14,526,185	1,073	5,744	9,420	11
Calhoun R-VIII	174,308	67,012	23,660	264,980	945,302	3,002,610	1,977	7,054	22,408	9
Camdenton R-III	1,052,117	2,858,724	212,346	4,123,187	28,114,474	47,637,905	997	6,796	11,515	9
Centralia R-VI	436,205	669,574	91,861	1,197,640	7,380,015	12,740,140	898	5,532	9,550	9
Clarksburg C-2	78,688	0	16,962	95,650	753,791	1,082,280	1,649	12,996	18,660	9
Climax Springs R-IV	202,640	119,194	87,561	409,395	1,660,690	3,263,480	1,844	7,481	14,700	13
Clinton	763,268	1,066,107	70,497	1,899,872	9,913,190	17,401,308	1,140	5,950	10,445	11
Cole Camp R-I	132,452	372,671	125,934	631,057	3,733,424	6,252,735	884	5,229	8,757	10
Cole County R-I	347,787	362,776	52,814	763,377	2,999,959	5,070,041	1,342	5,272	8,910	15
Cole County R-V	224,695	290,816	72,902	588,413	3,228,501	5,706,805	974	5,345	9,448	10
Columbia 93	2,594,154	11,495,447	6,401,829	20,491,430	113,422,532	201,333,666	1,190	6,589	11,697	10
Cooper County R-IV	118,662	100,295	17,131	236,088	946,966	1,807,773	1,967	7,891	15,065	13
Crawford County R-I	278,492	485,902	68,389	832,783	5,305,632	8,399,220	912	5,811	9,200	10
Crawford County R-II	571,624	757,066	243,044	1,571,734	8,509,620	13,742,324	1,050	5,684	9,180	11
Crocker R-II	243,570	242,791	170,799	657,160	3,038,220	5,172,999	1,180	5,455	9,287	13
Davis R-XII	115,932	0	14,368	130,300	464,273	743,164	2,961	10,552	16,890	18
Dixon R-I	428,038	523,142	92,271	1,043,451	5,040,604	8,929,003	1,074	5,186	9,186	12
Eldon R-I	440,386	959,049	220,022	1,619,457	10,341,674	18,178,241	884	5,642	9,917	9
Fayette R-III	397,934	349,850	74,875	822,659	3,415,134	5,935,504	1,376	5,711	9,926	14
Fulton 58	452,844	658,629	78,673	1,190,146	11,293,293	20,166,131	528	5,013	8,951	6
Gasconade County R-I	290,920	465,435	158,881	915,236	5,445,198	9,081,546	945	5,619	9,372	10
Gasconade County R-II	571,647	1,020,159	111,326	1,703,132	9,663,736	16,676,714	914	5,184	8,947	10
Gilliam C-4	16,771	93,973	11,905	122,649	332,357	565,810	3,607	9,775	16,641	22
Glasgow	198,719	226,140	34,159	459,018	1,989,098	3,367,495	1,467	6,355	10,759	14
Green Ridge R-VIII	305,897	196,901	42,815	545,613	2,103,634	3,741,524	1,503	5,795	10,307	15
Hallsville R-IV	517,741	586,963	83,198	1,187,902	6,966,060	11,696,719	881	5,168	8,677	10
Hardeman R-X	87,902	16,590	7,016	111,508	498,127	897,123	1,770	7,907	14,240	12
Harrisburg R-VIII	332,781	357,481	761	691,023	3,195,083	5,359,704	1,299	6,006	10,075	13
Henry County R-I	479,350	318,069	42,327	839,746	3,832,506	6,302,305	1,205	5,499	9,042	13
High Point R-III	0	131,171	14,877	146,048	709,323	1,148,162	1,679	8,153	13,197	13
Iberia R-V	141,044	356,662	118,227	615,933	3,946,265	6,390,408	863	5,527	8,950	10
Jamestown C-1	204,906	118,843	0	323,749	1,342,359	2,377,030	1,445	5,993	10,612	14
Jefferson City	3,405,171	4,503,845	950,765	8,859,781	51,895,403	90,049,701	1,011	5,923	10,277	10
La Monte R-IV	213,136	198,468	47,202	458,806	2,281,679	3,750,126	1,425	7,086	11,646	12
Lakeland R-III	171,039	213,027	134,841	518,907	2,258,849	4,131,354	1,344	5,852	10,703	13
Laquey R-V	227,892	369,394	460,710	1,057,996	3,905,945	7,168,906	1,628	6,009	11,029	15
Leesville R-IX	0	155,244	19,124	174,368	781,178	1,200,968	2,180	9,765	15,012	15
Lincoln R-II	224,421	225,001	69,952	519,374	2,872,875	4,683,418	1,058	5,851	9,539	11
Macks Creek R-V	179,501	217,128	41,363	437,992	1,997,768	3,399,327	1,348	6,147	10,459	13
Malta Bend R-V	147,506	40,489	56,977	244,972	775,306	1,590,470	3,888	12,306	25,246	15
Maries County R-I	94,380	275,162	114,936	484,478	2,594,103	4,406,766	995	5,327	9,049	11
Maries County R-II	302,151	386,448	113,703	802,302	4,437,068	7,159,425	1,071	5,924	9,559	11
Marshall	614,117	1,218,960	188,145	2,021,222	14,483,681	23,683,477	833	5,973	9,766	9
Miami R-I	137,866	0	11,789	149,655	582,238	1,032,761	3,741	14,556	25,819	14
Miller County R-III	154,758	106,796	15,764	277,318	1,509,603	2,496,578	1,333	7,258	12,003	11
Moniteau County R-I	324,269	604,795	24,245	953,309	7,521,650	11,873,271	731	5,764	9,098	8
Moniteau County R-V	70,096	26,101	8,186	104,383	515,245	865,119	2,088	10,305	17,302	12
Montgomery County R-II	245,490	1,302,642	220,435	1,768,567	7,209,704	13,760,092	1,481	6,038	11,524	13
Montrose R-XIV	132,887	31,886	15,948	180,721	761,299	1,220,636	1,571	6,620	10,614	15
Morgan County R-I	495,888	239,977	50,101	785,966	3,412,544	6,270,194	1,211	5,258	9,661	13
Morgan County R-II	770,731	744,514	52,602	1,567,847	7,363,020	12,857,223	1,211	5,686	9,928	12

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New Bloomfield R-III	270,698	345,577	55,992	672,267	3,109,363	5,795,103	983	4,546	8,472	12
New Franklin R-I	238,410	228,815	22,335	489,560	2,255,682	3,814,205	1,105	5,092	8,610	13
Newburg R-II	218,845	301,185	117,860	637,890	2,283,745	3,962,556	1,541	5,516	9,571	16
North Callaway County R-I	529,352	611,781	270,465	1,411,598	5,891,248	10,288,215	1,287	5,370	9,379	14
Orearville R-IV	19,033	0	15,614	34,647	566,743	812,287	541	8,855	12,692	4
Osage County R-I	169,888	199,502	53,573	422,963	1,333,422	2,523,316	2,169	6,838	12,940	17
Osage County R-II	238,858	303,993	49,128	591,979	3,187,165	5,527,463	955	5,141	8,915	11
Osage County R-III	283,845	399,556	118,251	801,652	4,148,265	7,461,766	982	5,084	9,144	11
Osceola	177,420	202,640	215,985	596,045	2,884,056	4,602,238	1,192	5,768	9,204	13
Otterville R-VI	264,129	114,351	11,193	389,673	1,332,637	2,689,738	1,540	5,267	10,631	14
Pettis County R-V	199,206	211,187	37,882	448,275	1,948,292	3,473,622	1,342	5,833	10,400	13
Pettis County R-XII	173,852	104,639	34,307	312,798	1,504,636	2,541,592	2,406	11,574	19,551	12
Phelps County R-III	268,581	0	19,097	287,678	1,567,644	2,520,714	1,723	9,387	15,094	11
Pilot Grove C-4	210,636	169,849	23,866	404,351	1,623,824	2,826,332	1,526	6,128	10,665	14
Prairie Home R-V	177,538	97,117	13,177	287,832	985,856	1,733,800	2,013	6,894	12,124	17
Richland R-IV	177,562	295,827	33,680	507,069	3,294,598	5,336,537	871	5,661	9,169	10
Rolla 31	1,026,148	2,072,481	222,647	3,321,276	23,385,734	39,282,744	816	5,746	9,652	8
Roscoe C-1	0	100,478	8,430	108,908	452,030	745,030	1,980	8,219	13,546	15
School of The Osage	1,329,683	1,135,293	483,312	2,948,288	11,281,628	21,270,381	1,586	6,069	11,442	14
Sedalia 200	1,194,243	1,708,483	709,481	3,612,207	26,611,082	43,234,602	735	5,415	8,798	8
Shawnee R-III	137,391	0	10,720	148,111	577,974	912,306	2,848	11,115	17,544	16
Slater	250,277	217,612	18,348	486,237	2,052,892	3,562,524	1,381	5,832	10,121	14
Smithton R-VI	212,042	304,724	249,338	766,104	3,008,676	5,417,110	1,383	5,431	9,778	14
South Callaway County R-II	286,298	568,552	89,505	944,355	5,381,459	9,802,202	1,201	6,847	12,471	10
Southern Boone County R-I	560,955	778,292	115,467	1,454,714	8,549,881	14,476,089	907	5,334	9,031	10
St. Elizabeth R-IV	227,415	69,550	17,989	314,954	1,389,142	2,397,654	1,275	5,624	9,707	13
St. James R-I	581,681	862,047	161,385	1,605,113	11,200,950	17,972,214	927	6,467	10,377	9
Steelville R-III	339,246	508,783	50,459	898,488	4,693,574	8,343,515	987	5,158	9,169	11
Stoutland R-II	300,783	199,795	50,674	551,252	2,451,155	4,339,309	1,264	5,622	9,953	13
Sturgeon R-V	273,510	378,695	18,586	670,791	2,730,698	4,677,709	1,468	5,975	10,236	14
Swedeberg R-III	0	73,484	28,210	101,694	452,158	762,463	1,784	7,933	13,377	13
Sweet Springs R-VII	304,419	216,107	26,653	547,179	2,590,976	4,079,792	1,421	6,730	10,597	13
Tipton R-VI	410,591	254,825	34,664	700,080	3,409,002	5,682,481	1,066	5,189	8,649	12
Warsaw R-IX	713,948	708,179	180,279	1,602,406	7,146,311	12,268,355	1,332	5,940	10,198	13
Waynesville R-VI	502,478	4,293,439	3,096,939	7,892,856	39,108,898	68,288,774	1,362	6,749	11,784	12
Wellsville Middletown R-I	290,882	216,250	25,500	532,632	2,053,937	3,557,737	1,496	5,769	9,994	15
<b>Southwest Region</b>										
Ash Grove R-IV	199,251	497,295	75,603	772,149	3,735,124	6,383,947	1,137	5,501	9,402	12
Aurora R-VIII	444,628	966,061	99,115	1,509,804	10,523,005	16,792,146	774	5,396	8,611	9
Avilla R-XIII	41,535	133,900	14,957	190,392	1,309,143	2,019,003	1,453	9,993	15,412	9
Billings R-IV	264,410	268,984	49,599	582,993	1,983,627	3,773,289	1,499	5,099	9,700	15
Blue Eye R-V	286,154	679,067	49,385	1,014,606	4,952,048	8,063,971	1,845	9,004	14,662	13
Bolivar R-I	1,188,559	1,556,238	790,594	3,535,391	14,752,433	24,557,494	1,298	5,416	9,015	14
Bradleyville R-I	163,588	129,296	10,022	302,906	1,426,204	2,572,204	1,267	5,967	10,762	12
Branson R-IV	2,583,851	2,021,027	1,274,444	5,879,322	25,790,487	44,721,021	1,266	5,555	9,632	13
Bronaugh R-VII	110,843	104,783	68,277	283,903	1,064,890	1,971,534	1,797	6,740	12,478	14
Carl Junction R-I	801,662	1,401,852	1,410,563	3,614,077	16,864,135	28,165,541	1,114	5,197	8,680	13
Carthage R-IX	825,574	1,936,150	475,172	3,236,896	26,873,415	44,686,902	700	5,812	9,664	7
Cassville R-IV	403,626	1,158,341	548,420	2,110,387	9,522,670	16,293,359	1,151	5,192	8,884	13
Chadwick R-I	99,764	148,135	89,959	337,858	1,117,438	2,350,785	1,601	5,296	11,141	14

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Clever R-V	331,974	617,427	286,455	1,235,856	5,303,683	9,288,866	1,107	4,752	8,323	13
Crane R-III	250,244	313,671	64,968	628,883	3,260,061	5,493,945	1,005	5,208	8,776	11
Dadeville R-II	148,347	63,395	16,575	228,317	1,120,820	1,832,200	1,841	9,039	14,776	12
Diamond R-IV	233,767	435,530	36,890	706,187	4,599,865	7,602,495	837	5,450	9,008	9
East Newton County R-VI	443,132	725,241	58,100	1,226,473	7,949,140	13,474,181	907	5,880	9,966	9
El Dorado Springs R-II	382,764	543,005	303,598	1,229,367	6,545,578	11,500,614	1,077	5,737	10,079	11
Everton R-III	136,159	110,667	15,317	262,143	1,026,324	2,933,211	1,598	6,258	17,885	9
Exeter R-VI	141,308	224,774	19,204	385,286	1,683,915	2,977,492	1,231	5,380	9,513	13
Fair Grove R-X	201,038	456,773	250,212	908,023	5,177,319	8,635,583	848	4,834	8,063	11
Fair Play R-II	331,725	272,624	60,573	664,922	4,948,303	6,906,556	1,933	14,385	20,077	10
Forsyth R-III	404,874	783,877	39,355	1,228,106	6,005,869	10,522,289	1,061	5,191	9,094	12
Galena R-II	256,279	268,402	141,367	666,048	3,052,946	5,417,212	1,414	6,482	11,502	12
Golden City R-III	177,552	144,410	16,718	338,680	1,321,806	2,250,672	1,628	6,355	10,821	15
Greenfield R-IV	156,260	242,660	58,975	457,895	2,651,422	4,578,714	1,093	6,328	10,928	10
Halfway R-III	291,816	232,138	38,043	561,997	1,333,596	2,709,356	2,187	5,189	10,542	21
Hermitage R-IV	200,456	141,150	62,490	404,096	1,820,809	3,354,984	1,643	7,402	13,638	12
Hickory County R-I	305,701	292,090	67,935	665,726	3,910,141	6,423,937	972	5,708	9,378	10
Hollister R-V	1,722,887	818,828	152,467	2,694,182	7,808,467	15,571,517	1,964	5,691	11,350	17
Humansville R-IV	139,046	240,859	25,499	405,404	2,000,252	3,769,161	1,061	5,236	9,867	11
Hurley R-I	316,717	222,469	23,030	562,216	1,410,957	2,714,322	2,258	5,666	10,901	21
Jasper County R-V	226,790	222,679	44,142	493,611	2,731,423	4,587,241	1,041	5,763	9,678	11
Joplin Schools	990,920	2,944,885	2,352,439	6,288,244	37,976,926	65,994,760	829	5,006	8,700	10
Kirbyville R-VI	220,041	229,653	18,174	467,868	2,203,664	3,775,929	1,720	8,102	13,882	12
Lamar R-I	759,735	892,103	63,919	1,715,757	8,156,981	12,914,470	1,379	6,557	10,381	13
Liberal R-II	188,691	329,326	54,942	572,959	2,299,453	4,300,672	1,367	5,488	10,264	13
Lockwood R-I	169,291	190,448	57,051	416,790	2,098,439	3,628,085	1,233	6,208	10,734	11
Logan-Rogersville R-VIII	1,332,759	937,787	102,004	2,372,550	11,676,932	20,192,236	1,074	5,286	9,141	12
Marion C. Early R-V	196,525	310,381	59,243	566,149	3,074,257	5,309,100	1,035	5,620	9,706	11
Marionville R-IX	242,510	386,173	20,786	649,469	3,734,194	5,924,470	923	5,304	8,415	11
Mark Twain R-VIII	82,200	0	10,596	92,796	410,846	853,023	2,209	9,782	20,310	11
McDonald County R-I	767,050	1,807,424	88,117	2,662,591	21,326,227	34,019,355	716	5,734	9,147	8
Miller R-II	283,219	247,098	46,030	576,347	2,614,704	5,221,082	1,026	4,652	9,290	11
Monett R-I	690,994	2,502,570	46,878	3,240,442	15,262,752	23,488,229	1,415	6,665	10,257	14
Mt. Vernon R-V	361,439	816,076	42,810	1,220,325	8,361,331	13,168,570	846	5,798	9,132	9
Neosho School District	2,069,740	1,523,332	69,672	3,662,744	23,441,149	40,048,687	810	5,183	8,854	9
Nevada R-V	632,728	1,331,260	113,898	2,077,886	14,358,395	23,341,351	857	5,921	9,625	9
Nixa Public Schools	811,162	2,672,250	715,745	4,199,157	34,895,494	55,518,058	722	5,998	9,542	8
Northeast Vernon County R-I	114,296	172,048	8,567	294,911	1,262,295	2,302,285	1,497	6,408	11,687	13
Ozark R-VI	899,924	1,728,542	1,452,147	4,080,613	31,073,531	50,840,386	747	5,685	9,301	8
Pierce City R-VI	279,904	337,879	39,330	657,113	3,355,267	6,049,367	991	5,061	9,124	11
Pleasant Hope R-VI	322,963	400,422	54,505	777,890	4,484,620	7,654,820	966	5,571	9,509	10
Purdy R-II	221,067	375,067	36,515	632,649	3,622,048	6,079,724	956	5,471	9,184	10
Reeds Spring R-IV	767,571	921,380	200,048	1,888,999	11,513,036	20,660,650	1,070	6,523	11,706	9
Republic R-III	2,142,704	1,763,516	152,604	4,058,824	25,542,986	41,355,641	860	5,415	8,767	10
Sarco R-II	207,141	298,633	76,745	582,519	4,233,094	7,248,113	780	5,667	9,703	8
Seneca R-VII	224,582	506,840	254,895	986,317	8,031,352	13,528,610	714	5,816	9,796	7
Sheldon R-VIII	161,313	161,097	73,468	395,878	1,092,032	2,008,787	2,117	5,840	10,742	20
Shell Knob 78	132,322	233,588	14,020	379,930	1,780,795	3,281,287	3,140	14,717	27,118	12
Southwest R-V	230,165	435,961	131,234	797,360	3,803,055	6,840,683	1,032	4,920	8,850	12
Sparta R-III	337,704	384,931	50,663	773,298	3,745,295	6,788,851	998	4,833	8,760	11
Spokane R-VII	326,327	400,986	159,898	887,211	3,926,463	7,667,569	1,220	5,401	10,547	12

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Springfield R-XII	2,078,081	10,887,665	7,210,728	20,176,474	140,536,481	242,446,624	811	5,648	9,743	8
Stockton R-I	430,260	349,343	93,645	873,248	5,326,336	8,807,071	881	5,375	8,887	10
Stratford R-VI	300,137	582,147	53,760	936,044	6,524,817	11,394,125	814	5,674	9,908	8
Taneyville R-II	82,591	118,131	20,047	220,769	1,516,993	2,399,418	1,472	10,113	15,996	9
Verona R-VII	256,653	229,001	54,850	540,504	2,327,222	4,038,006	1,335	5,746	9,970	13
Walnut Grove R-V	153,744	200,008	98,050	451,802	1,460,175	2,701,352	1,859	6,009	11,117	17
Weaubleau R-III	175,932	206,664	23,234	405,830	1,892,985	3,342,013	1,326	6,186	10,922	12
Webb City R-VII	645,863	1,811,749	405,522	2,863,134	21,445,957	34,754,984	683	5,113	8,287	8
Westview C-6	128,472	38,235	29,067	195,774	1,090,477	1,741,608	1,440	8,018	12,806	11
Wheatland R-II	305,766	227,457	49,053	582,276	1,646,130	3,126,878	1,954	5,524	10,493	19
Wheaton R-III	289,116	139,548	31,597	460,261	2,335,555	4,188,809	1,218	6,179	11,082	11
Willard R-II	1,136,791	1,505,659	70,635	2,713,085	25,188,838	41,620,234	601	5,578	9,216	7
South Central Region										
Ava R-I	380,509	533,943	734,004	1,648,456	6,596,801	12,491,854	1,303	5,215	9,875	13
Bakersfield R-IV	223,993	257,040	29,487	510,520	2,120,659	3,693,053	1,488	6,183	10,767	14
Cabool R-IV	293,065	350,241	49,967	693,273	4,012,071	7,044,331	892	5,164	9,066	10
Dallas County R-I	526,669	692,057	842,748	2,061,474	8,769,618	14,921,505	1,260	5,360	9,121	14
Dora R-III	188,834	245,061	26,511	460,406	1,898,187	3,359,938	1,404	5,787	10,244	14
Fairview R-XI	194,824	297,861	36,264	528,949	4,176,736	5,929,467	1,163	9,180	13,032	9
Fordland R-III	470,970	352,022	83,586	906,578	3,354,353	5,893,489	1,667	6,166	10,834	15
Gainesville R-V	233,028	244,941	40,855	518,824	3,561,582	5,836,744	840	5,763	9,445	9
Gasconade C-4	0	87,604	22,176	109,780	658,613	1,110,522	1,830	10,977	18,509	10
Glenwood R-VIII	189,896	125,787	12,196	327,879	2,171,944	3,170,537	1,271	8,418	12,289	10
Hartville R-II	218,753	540,254	45,159	804,166	3,669,343	6,405,152	1,154	5,264	9,190	13
Houston R-I	258,658	442,292	86,600	787,550	6,955,928	10,579,569	772	6,820	10,372	7
Howell Valley R-I	0	318,632	22,431	341,063	1,745,005	2,763,816	1,664	8,512	13,482	12
Junction Hill C-12	0	216,264	19,904	236,168	1,622,346	2,534,198	1,152	7,914	12,362	9
Laclede County C-5	134,354	166,157	16,291	316,802	3,449,985	4,985,802	804	8,756	12,654	6
Laclede County R-I	182,259	413,415	148,857	744,531	4,409,607	7,063,696	928	5,498	8,808	11
Lebanon R-III	1,067,975	1,956,619	1,816,317	4,840,911	25,479,076	40,694,603	1,090	5,737	9,163	12
Licking R-VIII	382,620	386,098	22,393	791,111	4,020,866	6,829,184	900	4,574	7,769	12
Lutie R-VI	133,498	151,159	98,909	383,566	1,206,945	2,175,152	2,720	8,560	15,427	18
Manes R-V	72,750	46,122	15,122	133,994	508,569	937,395	2,978	11,302	20,831	14
Mansfield R-IV	193,146	460,082	20,802	674,030	3,586,258	6,050,788	1,021	5,434	9,168	11
Marshfield R-I	741,485	1,407,219	60,410	2,209,114	14,835,543	24,640,694	747	5,017	8,333	9
Mountain Grove R-III	428,826	1,001,854	50,132	1,480,812	7,109,182	12,461,288	1,047	5,024	8,807	12
Mountain View-Birch Tree R-III	248,869	357,171	30,130	636,170	5,936,053	9,783,834	546	5,095	8,398	7
Niangua R-V	156,994	143,474	14,050	314,518	1,648,372	2,954,855	1,196	6,268	11,235	11
Norwood R-I	193,476	161,813	39,616	394,905	2,237,815	4,051,106	1,056	5,983	10,832	10
Plainview R-VIII	115,244	0	13,497	128,741	739,368	1,327,451	1,447	8,308	14,915	10
Plato R-V	201,385	318,993	37,334	557,712	2,621,331	4,612,817	970	4,559	8,022	12
Raymondville R-VII	161,428	0	7,561	168,989	1,149,926	2,060,881	1,165	7,931	14,213	8
Richards R-V	168,786	262,038	20,944	451,768	3,125,576	4,568,532	1,170	8,097	11,836	10
Seymour R-II	209,059	424,995	46,217	680,271	4,636,029	7,263,920	931	6,342	9,937	9
Skyline R-II	0	125,207	13,570	138,777	659,337	1,184,258	1,633	7,757	13,932	12
Success R-VI	114,878	0	12,197	127,075	722,029	1,306,421	1,271	7,220	13,064	10
Summersville R-II	219,649	205,547	31,209	456,405	2,173,819	3,630,206	1,121	5,341	8,919	13
Thornfield R-I	62,280	25,461	9,928	97,669	497,334	811,704	1,878	9,564	15,610	12
West Plains R-VII	1,712,534	1,468,758	165,203	3,346,495	15,161,465	25,157,076	1,354	6,133	10,177	13
Willow Springs R-IV	355,437	652,950	51,290	1,059,677	7,688,443	11,941,598	804	5,833	9,060	9

Appendix B-1  
Missouri Public Schools 2015-2016 Expenditure Data  
School Districts

Region/School District	Expenditures <sup>1</sup>						Expenditures per Student <sup>2</sup>			Administration as Percent of Current Expenditures <sup>2</sup>
	Executive Administration <sup>3</sup>	Building Level Administration <sup>4</sup>	All Other Administration	Total Administration	Instruction	Current <sup>5</sup>	Administration	Instruction	Current	
Southeast Region										
Advance R-IV	249,496	251,531	53,261	554,288	2,045,983	3,693,776	1,298	4,792	8,651	15
Altenburg 48	149,115	0	5,954	155,069	871,374	1,683,594	1,599	8,983	17,357	9
Alton R-IV	207,467	302,650	44,620	554,737	4,169,578	6,926,428	847	6,366	10,575	8
Arcadia Valley R-II	365,592	712,777	159,640	1,238,009	5,962,886	10,496,061	1,267	6,103	10,743	12
Bell City R-II	158,445	203,508	13,831	375,784	1,471,618	2,697,523	1,724	6,751	12,374	14
Bellevue R-III	152,645	0	8,946	161,591	1,123,040	1,734,736	1,358	9,437	14,578	9
Bernie R-XIII	220,109	262,925	25,536	508,570	2,684,268	4,660,017	989	5,222	9,066	11
Bloomfield R-XIV	237,323	353,935	35,132	626,390	3,349,451	6,060,272	914	4,890	8,847	10
Bunker R-III	182,420	318,802	137,884	639,106	1,580,580	3,214,322	2,755	6,813	13,855	20
Campbell R-II	283,244	329,283	24,634	637,161	3,124,538	5,532,299	1,078	5,287	9,361	12
Cape Girardeau 63	592,951	2,276,426	2,237,127	5,106,504	26,600,110	46,287,622	1,270	6,617	11,514	11
Caruthersville 18	469,499	796,055	72,139	1,337,693	5,570,488	10,173,111	1,247	5,192	9,481	13
Centerville R-I	77,036	0	63,856	140,892	599,521	1,038,484	2,658	11,312	19,594	14
Chaffee R-II	167,418	252,255	57,697	477,370	3,176,556	5,184,483	715	4,755	7,761	9
Charleston R-I	1,025,783	619,127	1	1,644,911	5,124,392	9,298,899	1,744	5,434	9,861	18
Clarkton C-4	234,785	168,167	49,546	452,498	1,476,342	2,868,828	1,427	4,657	9,050	16
Clearwater R-I	504,494	465,324	42,287	1,012,105	5,267,992	9,002,347	1,040	5,414	9,252	11
Cooter R-IV	135,202	207,259	49,716	392,177	1,395,330	2,567,590	1,357	4,828	8,884	15
Couch R-I	129,285	178,620	22,799	330,704	1,244,832	2,198,302	1,553	5,844	10,321	15
Delta C-7	163,200	129,307	33,636	326,143	1,347,770	2,265,984	1,376	5,687	9,561	14
Delta R-V	189,028	171,545	54,017	414,590	1,657,590	2,836,038	1,619	6,475	11,078	15
Dent-Phelps R-III	83,310	45,069	81,814	210,193	2,243,191	3,157,423	812	8,661	12,191	7
Dexter R-XI	476,570	1,015,404	136,968	1,628,942	11,319,079	18,434,459	785	5,458	8,888	9
Doniphan R-I	552,236	604,261	54,949	1,211,446	8,235,467	13,772,917	829	5,633	9,421	9
East Carter County R-II	223,452	441,643	129,776	794,871	3,816,780	6,641,970	1,116	5,361	9,329	12
East Prairie R-II	350,247	588,291	92,236	1,030,774	6,270,783	10,634,851	883	5,369	9,105	10
Eminence R-I	142,778	219,105	26,708	388,591	1,553,447	2,957,975	1,472	5,884	11,204	13
Fredericktown R-I	271,012	721,994	335,059	1,328,065	10,580,194	16,878,731	697	5,551	8,856	8
Gideon 37	170,413	198,643	16,147	385,203	1,646,981	2,957,545	1,592	6,806	12,221	13
Green Forest R-II	168,836	0	18,620	187,456	1,545,200	2,378,122	976	8,048	12,386	8
Greenville R-II	326,475	513,739	60,765	900,979	4,113,548	7,320,059	1,208	5,514	9,812	12
Hayti R-II	230,061	357,359	33,119	620,539	4,249,519	7,170,920	897	6,141	10,363	9
Holcomb R-III	204,409	301,106	124,929	630,444	2,862,644	4,683,489	1,274	5,783	9,462	13
Iron County C-4	187,497	306,544	73,887	567,928	2,791,499	4,782,696	1,495	7,346	12,586	12
Jackson R-II	1,127,249	1,719,508	1,377,915	4,224,672	24,419,905	43,411,444	870	5,030	8,942	10
Kelso C-7	120,812	0	22,401	143,213	855,511	1,477,248	1,302	7,777	13,430	10
Kennett 39	605,484	954,112	96,996	1,656,592	11,144,521	18,598,164	858	5,771	9,631	9
Leopold R-III	128,739	94,044	7,742	230,525	1,020,681	1,578,179	1,302	5,767	8,916	15
Lesterville R-IV	171,625	414,438	219,050	805,113	2,940,901	4,984,878	3,341	12,203	20,684	16
Malden R-I	400,417	485,963	54,065	940,445	5,962,576	10,250,184	970	6,147	10,567	9
Marquand-Zion R-VI	119,443	46,537	13,601	179,581	1,095,090	1,849,400	1,020	6,222	10,508	10
Meadow Heights R-II	280,395	250,215	35,483	566,093	2,562,836	4,627,139	1,095	4,957	8,950	12
Naylor R-II	127,718	148,389	17,213	293,320	1,983,915	3,065,859	758	5,126	7,922	10
Neelyville R-IV	196,896	375,430	38,862	611,188	3,499,977	5,692,948	1,047	5,993	9,748	11
Nell Holcomb R-IV	325,929	0	13,271	339,200	2,622,988	3,677,359	1,182	9,139	12,813	9
New Madrid County R-I	471,405	998,185	687,760	2,157,350	10,768,639	18,852,307	1,575	7,860	13,761	11

Appendix B-1  
Missouri Public Schools 2015-2016 Expenditure Data  
School Districts

Region/School District	Expenditures <sup>1</sup>						Expenditures per Student <sup>2</sup>			Administration as Percent of Current Expenditures <sup>2</sup>
	Executive Administration <sup>3</sup>	Building Level Administration <sup>4</sup>	All Other Administration	Total Administration	Instruction	Current <sup>5</sup>	Administration	Instruction	Current	
North Pemiscot County R-I	141,547	212,821	22,415	376,783	1,370,128	3,037,874	1,449	5,270	11,684	12
North Wood R-IV	113,677	99,683	13,972	227,332	1,610,084	2,435,510	1,072	7,595	11,488	9
Oak Hill R-I	127,700	0	15,840	143,540	1,060,439	1,585,670	1,087	8,034	12,013	9
Oak Ridge R-VI	204,036	166,338	33,046	403,420	2,080,153	3,675,980	1,180	6,082	10,748	11
Oran R-III	198,130	224,736	31,134	454,000	1,678,042	2,980,052	1,324	4,892	8,688	15
Oregon-Howell R-III	136,010	147,990	15,694	299,694	1,712,792	2,868,996	1,233	7,049	11,807	10
Pemiscot County R-III	157,908	68,875	15,505	242,288	1,124,857	1,887,001	1,836	8,522	14,295	13
Pemiscot County Special School District	217,298	258,434	27,034	502,766	3,519,161	4,886,078	*	*	*	10
Perry County 32	692,269	1,387,709	63,722	2,143,700	12,498,130	22,307,808	937	5,460	9,746	10
Poplar Bluff R-I	1,126,236	1,751,431	207,261	3,084,928	27,019,959	44,774,660	602	5,271	8,735	7
Portageville	178,986	361,333	132,652	672,971	3,849,741	6,504,084	922	5,274	8,910	10
Puxico R-VIII	354,746	597,127	67,348	1,019,221	4,295,113	6,940,152	1,379	5,812	9,391	15
Richland R-I	271,440	189,855	39,810	501,105	1,971,528	3,640,082	1,913	7,525	13,893	14
Ripley County R-III	101,855	1,160	12,316	115,331	746,705	1,312,023	1,267	8,206	14,418	9
Ripley County R-IV	207,358	0	34,659	242,017	1,080,904	1,933,484	2,034	9,083	16,248	13
Risco R-II	142,186	189,176	85,021	416,383	1,111,764	2,141,611	2,776	7,412	14,277	19
Salem R-80	310,140	664,630	302,895	1,277,665	7,047,543	11,695,607	961	5,303	8,800	11
Scott City R-I	176,293	440,603	88,966	705,862	4,868,405	7,582,493	848	5,851	9,114	9
Scott County Central	220,390	281,728	15,786	517,904	2,512,906	4,188,723	1,629	7,902	13,172	12
Scott County R-IV	223,513	379,080	320,765	923,358	4,969,521	8,438,785	931	5,010	8,507	11
Senath-Hornersville C-8	217,186	334,030	76,802	628,018	4,147,729	7,373,109	799	5,277	9,381	9
Sikeston R-6	787,619	2,139,622	470,150	3,397,391	19,623,897	32,365,852	993	5,738	9,464	11
South Iron County R-I	207,322	236,188	56,282	499,792	1,823,383	3,504,722	1,597	5,826	11,197	14
South Pemiscot County R-V	291,147	424,316	57,730	773,193	3,399,613	5,918,665	1,202	5,287	9,205	13
Southern Reynolds County R-II	246,411	322,267	56,480	625,158	2,485,268	4,827,450	1,294	5,145	9,995	13
Southland C-9	209,365	229,733	80,806	519,904	1,589,193	2,983,693	1,897	5,800	10,889	17
Thayer R-II	164,648	329,234	38,126	532,008	3,663,298	5,968,179	779	5,364	8,738	9
Twin Rivers R-X	215,392	526,878	137,403	879,673	5,458,306	9,183,430	898	5,570	9,371	10
Van Buren R-I	254,657	261,866	153,118	669,641	3,344,864	5,761,928	1,295	6,470	11,145	12
Winona R-III	269,957	243,106	25,298	538,361	2,762,666	5,021,811	1,246	6,395	11,625	11
Woodland R-IV	294,017	379,283	98,457	771,757	4,825,437	7,929,929	888	5,553	9,125	10
Zalma R-V	157,642	140,476	34,990	333,108	1,308,003	2,283,942	1,442	5,662	9,887	15

<sup>1</sup> Source: Missouri Department of Elementary and Secondary Education data

<sup>2</sup> Calculated by the State Auditor's Office

<sup>3</sup> Executive administration includes executive administrative services function and administrative technology services function.

<sup>4</sup> Building level administration includes building level administration function and other support services - school administration function.

<sup>5</sup> Current expenditures are all school expenditures excluding facilities acquisition/construction services and debt service payments. This includes support services such as food service, transportation, guidance, that is not included in administration amounts above.

\* Students are reported with their respective school district rather than special school district.



Appendix B-2  
Missouri Public Schools 2015-2016 Expenditure Data  
Charter Schools

City/Charter School	Expenditures <sup>1</sup>						Expenditures per Student <sup>2</sup>			Administration as Percent of Current Expenditures <sup>2</sup>
	Executive Administration <sup>3</sup>	Building Level Administration <sup>4</sup>	All Other Administration	Total Administration	Instruction	Current <sup>5</sup>	Administration	Instruction	Current	
Kansas City										
Academie Lafayette	\$ 1,296,256	432,145	388,718	2,117,119	5,570,677	9,954,866	2,334	6,142	10,976	21
Academy For Integrated Arts	506	193,784	81,278	275,568	614,939	1,477,788	2,296	5,124	12,315	19
Allen Village	357,734	467,880	221,159	1,046,773	3,771,686	8,003,831	1,558	5,613	11,910	13
Alta Vista Charter School	658,124	673,693	760,156	2,091,973	6,392,037	13,666,783	2,464	7,529	16,098	15
Benjamin Banneker Charter										
Academy of Technology	160,627	910,779	297,343	1,368,749	1,774,053	4,730,704	3,834	4,969	13,251	29
Brookside Charter School	620,638	582,406	120,331	1,323,375	3,535,097	7,100,699	2,478	6,620	13,297	19
Crossroads Academy Of Kansas City	471,602	478,021	75,021	1,024,644	2,594,628	4,738,058	2,936	7,434	13,576	22
Della Lamb Elementary Charter School	335,819	510,056	191,425	1,037,300	3,784,860	8,680,170	1,893	6,907	15,840	12
DeLaSalle Charter School	1,291,707	0	305,110	1,596,817	1,691,582	4,910,744	7,034	7,452	21,633	33
Ewing Marion Kauffman School	0	2,000,845	410,561	2,411,406	4,199,610	11,731,054	3,495	6,086	17,002	21
Frontier School Of Innovation	819,011	1,915,402	283,378	3,017,791	8,212,525	16,274,463	2,007	5,460	10,821	19
Genesis School Inc.	212,006	175,130	313,716	700,852	2,011,444	4,313,524	2,459	7,058	15,135	16
Gordon Parks Elementary School	338,823	194,882	0	533,705	1,537,665	3,284,775	3,085	8,888	18,987	16
Hogan Preparatory Academy	648,604	1,183,639	403,902	2,236,145	6,315,123	12,404,129	2,236	6,315	12,404	18
Hope Leadership Academy	28,081	202,319	140,576	370,976	693,026	1,493,417	3,091	5,775	12,445	25
Kipp: Endeavor Academy	276,745	516,660	243,459	1,036,864	1,810,009	4,228,834	3,588	6,263	14,633	25
Lee A. Tolbert Community Academy	413,750	146,655	336,956	897,361	3,575,757	6,545,307	1,662	6,622	12,121	14
Pathway Academy	56,098	307,047	320,513	683,658	2,308,353	4,813,665	1,848	6,239	13,010	14
Scuola Vita Nuova	0	399,653	128,553	528,206	1,380,570	2,503,139	2,615	6,835	12,392	21
University Academy	927,165	821,345	795,089	2,543,599	5,807,126	13,241,017	2,541	5,801	13,228	19
St. Louis										
Better Learning Communities Academy	9,213	229,753	220,304	459,270	918,367	1,901,061	2,430	4,859	10,059	24
Carondelet Leadership Academy	262,996	306,931	128,681	698,608	2,316,615	4,216,087	1,595	5,289	9,626	17
City Garden Montessori	268,730	152,358	87,988	509,076	1,461,297	3,381,462	2,304	6,612	15,301	15
Confluence Academies	3,139,242	3,624,390	1,181,597	7,945,229	16,699,432	35,658,338	2,723	5,723	12,220	22
Eagle College Preparatory School	444,283	732,771	28,594	1,205,648	1,964,459	4,298,727	3,653	5,953	13,026	28
Gateway Science Academy of St. Louis	0	499,128	1,342,428	1,841,556	7,777,264	11,348,575	1,433	6,052	8,832	16
Grand Center Arts Academy	679,401	572,945	70,432	1,322,778	4,072,547	6,943,934	1,785	5,496	9,371	19
Hawthorn Leadership School for Girls	160,436	123,465	124,420	408,321	871,926	1,894,950	3,293	7,032	15,282	22
Jamaa Learning Center	225,757	111,573	100,373	437,703	817,171	1,809,517	2,753	5,139	11,381	24
Kipp: St. Louis Public Schools	1,282,655	1,783,177	1,169,142	4,234,974	6,308,444	15,211,579	4,430	6,599	15,912	28
Lafayette Preparatory Academy	0	113,530	143,752	257,282	965,576	1,600,408	1,513	5,680	9,414	16
La Salle Charter School	0	233,959	67,228	301,187	589,549	1,138,522	3,423	6,699	12,938	26
Lift For Life Academy	383,384	353,543	723,774	1,460,701	3,270,858	7,225,510	2,493	5,582	12,330	20

Appendix B-2  
Missouri Public Schools 2015-2016 Expenditure Data  
Charter Schools

City/Charter School	Expenditures <sup>1</sup>						Expenditures per Student <sup>2</sup>			Administration as Percent of Current Expenditures <sup>2</sup>
	Executive Administration <sup>3</sup>	Building Level Administration <sup>4</sup>	All Other Administration	Total Administration	Instruction	Current <sup>5</sup>	Administration	Instruction	Current	
North Side Community School	110,309	172,613	366,031	648,953	1,954,429	3,998,547	1,865	5,616	11,490	16
Preclarus Mastery Academy	0	271,161	149,182	420,343	1,053,818	2,056,973	2,747	6,888	13,444	20
Premier Charter School	0	689,756	840,701	1,530,457	5,828,917	10,673,232	1,655	6,302	11,539	14
St. Louis College Prep	265,691	355,247	165,115	786,053	1,761,663	3,701,936	2,933	6,573	13,813	21
St. Louis Language Immersion School	925,823	389,725	362,520	1,678,068	4,263,999	9,381,663	1,984	5,040	11,089	18
The Biome School	102,566	103,472	47,718	253,756	265,016	568,398	4,160	4,345	9,318	45

<sup>1</sup> Source: Missouri Department of Elementary and Secondary Education data

<sup>2</sup> Calculated by the State Auditor's Office

<sup>3</sup> Executive administration includes executive administrative services function and administrative technology services function.

<sup>4</sup> Building level administration includes building level administration function and other support services - school administration function.

<sup>5</sup> Current expenditures are all school expenditures excluding facilities acquisition/construction services and debt service payments. This includes support services such as food service, transportation, guidance, that is not included in administration amounts above.

Appendix C-1  
Comparative Statement of Instruction and Administration Expenditures  
School Districts

Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Northwest Region										
Albany R-III	\$ 2,900,312	2,995,817	2,730,046	2,709,449	2,669,206	454,129	425,519	424,562	414,856	409,048
Avenue City R-IX	1,099,508	1,118,441	1,082,194	1,010,123	1,014,733	208,803	200,742	194,879	188,833	192,654
Bosworth R-V	809,023	874,588	844,491	875,300	864,988	182,045	179,603	174,497	165,851	169,859
Braymer C-4	1,627,602	1,639,164	1,563,517	1,431,490	1,477,990	394,822	359,163	407,985	359,407	378,866
Breckenridge R-I	815,789	804,572	831,542	813,696	865,731	155,580	150,129	183,065	185,826	181,747
Buchanan County R-IV	2,071,724	2,007,769	1,965,410	1,998,648	1,995,259	605,279	593,419	594,652	598,592	520,113
Cainsville R-I	942,048	879,057	884,285	842,124	860,444	178,516	177,639	170,530	175,028	160,590
Cameron R-I	10,382,923	10,609,240	10,442,200	10,826,180	10,301,115	1,998,188	1,840,582	1,663,978	1,577,281	1,323,710
Carrollton R-VII	5,433,619	5,262,518	4,815,024	4,785,511	4,581,482	1,049,396	992,148	982,091	937,988	844,018
Chillicothe R-II	12,072,468	11,925,111	11,448,363	11,145,900	10,453,793	2,647,700	2,362,892	2,251,310	2,201,091	2,343,416
Clinton County R-III	4,685,803	4,757,680	4,459,376	4,365,973	4,646,478	694,239	727,242	728,666	668,155	686,339
Cowgill R-VI	445,471	419,692	397,444	407,590	389,705	110,518	109,780	109,186	93,726	94,297
Craig R-III	748,974	730,650	778,183	771,079	750,005	302,001	285,374	249,793	242,505	221,952
East Buchanan County C-1	4,533,227	4,252,396	3,998,003	3,829,985	3,867,627	877,344	862,933	850,122	842,182	833,712
Fairfax R-III	1,235,810	1,192,313	1,156,099	1,149,392	1,171,765	246,156	234,345	227,564	230,682	227,180
Gallatin R-V	3,761,324	3,588,459	3,584,359	3,174,157	3,027,460	958,978	953,212	783,154	745,765	667,773
Gilman City R-IV	979,481	987,272	941,062	909,222	909,897	266,281	268,991	272,323	248,066	257,760
Grundy County R-V	1,337,288	1,323,947	1,346,615	1,309,309	1,196,306	464,688	427,446	412,550	395,479	414,453
Hale R-I	1,046,671	1,045,813	1,067,797	1,052,412	1,058,671	239,892	233,994	228,792	220,689	225,214
Hamilton R-II	4,179,007	4,070,676	3,792,769	3,903,392	3,992,051	773,866	772,993	748,520	710,661	708,880
Jefferson C-123	1,220,921	1,339,127	1,255,456	1,167,312	1,196,426	327,270	292,858	325,428	323,824	308,447
King City R-I	2,481,806	2,456,164	2,365,351	2,441,660	2,399,948	455,906	454,738	440,803	413,409	409,491
Kingston 42	419,517	472,827	379,045	403,776	405,344	107,206	104,696	101,751	100,333	104,587
Laredo R-VII	577,422	575,859	601,373	633,804	628,096	94,864	102,675	99,789	89,331	97,941
Lathrop R-II	6,119,468	5,976,685	5,846,744	5,597,650	5,134,290	1,214,659	1,138,987	1,065,116	914,921	993,294
Livingston County R-III	626,272	644,723	609,931	622,061	556,946	123,824	125,550	114,529	112,248	109,142
Maryville R-II	10,145,631	9,794,574	9,450,746	9,622,925	9,666,619	2,230,034	2,139,371	2,041,099	1,906,488	2,076,507
Maysville R-I	3,221,530	3,017,697	3,035,125	2,884,150	2,839,404	693,689	671,908	684,462	646,094	666,566
Mid-Buchanan County R-V	4,080,070	3,882,780	3,673,179	3,909,068	3,905,727	733,301	740,527	725,332	719,843	702,585
Mirabile C-1	470,370	490,790	499,919	563,430	500,571	119,453	115,849	118,935	112,072	103,389
Mound City R-II	1,815,829	1,722,045	1,758,272	1,651,299	1,662,402	487,551	504,719	472,985	463,938	459,182
New York R-IV	375,574	334,906	377,622	401,479	403,615	103,362	91,182	89,838	94,074	84,298
Nodaway-Holt R-VII	1,703,073	1,585,578	1,535,110	1,607,373	1,576,389	430,697	423,793	401,299	384,567	392,684
Norborne R-VIII	1,395,143	1,476,375	1,311,444	1,324,345	1,303,409	406,968	268,692	255,049	306,820	374,894
North Andrew County R-VI	2,413,014	2,307,143	2,218,287	2,141,158	2,016,399	559,892	543,481	519,858	488,267	435,642
North Daviess R-III	683,379	705,618	725,427	713,349	725,498	239,792	174,055	213,752	200,897	188,575
North Harrison R-III	1,465,609	1,407,434	1,408,521	1,391,221	1,352,549	376,752	392,764	386,293	369,189	316,879
North Mercer County R-III	1,384,128	1,501,144	1,344,059	1,312,263	1,302,375	330,740	312,549	306,696	299,187	303,689
North Nodaway County R-VI	1,459,488	1,512,188	1,505,557	1,448,407	1,456,664	376,577	364,108	372,118	360,247	365,013
Northeast Nodaway County R-V	1,533,328	1,449,975	1,398,290	1,426,692	1,422,430	405,680	389,180	295,216	296,279	291,523
Osborn R-O	1,027,160	1,009,117	971,882	966,239	950,311	242,516	262,724	294,440	285,292	262,597
Pattonsburg R-II	1,200,424	1,247,408	1,167,366	1,110,472	1,119,463	382,758	323,803	300,805	292,913	311,020
Pleasant View R-VI	875,984	860,888	872,781	854,616	865,043	94,838	95,715	86,242	83,637	92,255

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Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Polo R-VII	2,294,237	2,337,479	2,271,343	2,334,731	2,236,601	588,195	540,844	497,624	574,905	536,461
Princeton R-V	2,403,393	2,469,510	2,394,381	2,266,189	2,054,387	596,218	644,094	522,130	548,699	530,994
Ridgeway R-V	593,574	701,942	785,642	784,362	745,071	251,387	249,680	239,735	252,632	202,741
Rock Port R-II	2,547,383	2,432,614	2,377,592	2,371,892	2,382,006	606,691	627,215	602,796	580,868	553,042
Savannah R-III	12,068,958	11,835,410	11,719,193	12,050,998	11,674,663	2,800,200	2,531,728	2,415,945	2,316,581	2,020,692
South Harrison County R-II	4,904,860	4,646,336	4,474,971	4,324,322	4,407,724	1,025,748	999,123	919,824	918,509	926,838
South Holt County R-I	1,923,522	1,762,262	1,838,900	1,774,042	1,746,109	471,886	511,361	466,203	405,675	361,212
South Nodaway County R-IV	1,375,903	1,399,278	1,387,760	1,311,327	1,352,905	389,498	422,490	367,714	349,096	389,307
Southwest Livingston County R-I	1,072,850	1,061,626	1,036,563	1,047,122	1,064,888	357,448	397,251	237,286	233,935	229,967
Spickard R-II	475,733	459,194	443,828	429,312	285,086	105,995	99,769	134,575	116,575	108,252
St. Joseph	69,174,096	69,253,775	65,575,040	65,677,249	64,286,848	9,337,577	9,076,948	9,013,323	8,420,102	8,454,006
Stanberry R-II	2,222,829	2,162,468	2,222,480	2,239,340	2,260,411	373,370	354,424	348,896	359,195	333,744
Stewartsville C-2	1,390,974	1,350,595	1,374,239	1,398,942	1,408,655	311,341	320,457	323,574	304,701	375,609
Tarkio R-I	3,188,872	2,891,416	2,700,059	2,758,162	2,677,351	530,219	457,805	426,691	426,121	457,666
Tina-Avalon R-II	1,137,367	1,173,103	1,104,473	1,039,844	1,093,522	199,238	197,274	188,770	208,996	222,379
Trenton R-IX	6,979,530	7,048,487	6,624,638	6,357,188	6,397,475	1,082,249	1,122,752	1,177,083	1,084,588	1,000,180
Tri-County R-VII	1,403,919	1,317,267	1,307,547	1,315,613	1,335,271	339,202	359,603	298,103	275,647	272,968
Union Star R-II	1,072,419	1,051,348	1,015,950	991,133	876,347	239,708	228,566	246,335	289,484	248,728
West Nodaway County R-I	1,648,129	1,633,272	1,514,564	1,523,377	1,445,189	357,234	378,791	375,806	342,607	305,264
Winston R-VI	1,173,302	1,168,517	1,163,234	1,148,453	1,143,988	338,832	326,610	342,633	294,381	331,421
Worth County R-III	1,919,357	1,884,550	1,773,343	1,758,331	1,893,853	364,228	364,791	364,473	358,937	355,546
North Central Region										
Adair County R-I	1,549,593	1,635,906	1,708,206	1,703,720	1,557,814	266,912	271,487	265,638	291,587	271,612
Adair County R-II	1,354,418	1,274,921	1,316,767	1,379,670	1,435,916	273,038	266,714	285,815	281,979	287,669
Atlanta C-3	1,217,906	1,200,304	1,200,497	1,157,859	1,170,248	330,743	290,731	289,035	283,902	289,744
Bevier C-4	1,291,064	1,322,472	1,255,178	1,368,213	1,314,392	325,661	258,425	272,750	266,954	248,776
Brookfield R-III	6,209,295	6,677,285	6,396,539	6,069,105	5,922,570	1,178,049	1,134,178	1,181,095	1,130,278	1,113,785
Brunswick R-II	1,896,949	1,858,538	1,858,418	1,765,584	1,670,519	491,351	485,622	438,534	449,208	374,889
Bucklin R-II	1,131,183	1,114,755	1,114,825	1,152,209	1,183,771	359,013	376,078	356,156	364,467	270,970
Callao C-8	601,218	610,212	595,376	595,109	585,934	127,525	124,508	135,658	122,486	131,610
Green City R-I	1,763,495	1,777,956	1,704,672	1,709,473	1,643,642	518,673	456,552	457,988	434,685	367,521
Higbee R-VIII	1,390,314	1,260,924	1,272,967	1,338,250	1,153,487	319,285	321,196	331,702	398,598	295,409
Keytesville R-III	1,209,274	1,174,867	1,206,719	1,230,775	1,168,444	241,044	247,433	213,156	209,274	200,001
Kirksville R-III	15,968,967	15,629,763	14,833,793	14,197,074	13,762,809	2,411,701	2,350,044	2,657,603	2,621,107	2,797,764
La Plata R-II	2,228,099	2,202,258	2,052,773	2,067,092	1,794,134	452,539	447,230	426,511	418,673	424,614
Linn County R-I	1,520,084	1,653,486	1,403,140	1,438,734	1,436,282	343,957	363,512	363,749	368,394	275,652
Macon County R-I	7,808,621	7,713,156	7,548,143	7,306,889	6,961,339	1,316,704	1,332,571	1,285,404	1,239,536	1,207,658
Macon County R-IV	850,495	897,970	901,330	952,283	934,878	292,456	301,489	261,814	239,881	242,438
Marceline R-V	3,830,865	3,778,541	3,743,854	3,701,492	3,606,927	578,161	567,729	540,628	551,362	494,280
Meadville R-IV	1,352,063	1,332,190	1,300,266	1,378,115	1,412,871	260,197	255,063	235,290	241,673	242,234
Milan C-2	3,998,659	4,069,754	3,877,627	3,911,807	3,973,142	695,436	692,146	671,950	686,050	664,679
Moberly	13,986,055	13,476,392	13,163,167	12,637,680	12,517,838	2,462,049	2,437,573	2,255,083	2,221,266	2,199,371
Newtown-Harris R-III	864,768	851,872	864,375	856,078	856,189	257,365	265,665	252,712	250,843	245,461

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Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Northeast Randolph County R-IV	2,234,617	2,379,087	2,206,656	2,153,689	2,129,918	483,130	461,374	445,971	438,531	440,930
Northwestern R-I	1,282,274	1,225,519	1,272,338	1,272,486	1,182,761	337,741	318,227	307,983	298,707	266,239
Putnam County R-I	4,350,884	4,342,529	4,182,921	4,133,877	3,988,526	724,171	702,591	678,134	662,445	648,738
Renick R-V	895,897	998,612	853,844	818,830	831,386	199,064	177,720	185,063	179,858	163,966
Salisbury R-IV	3,417,131	3,176,294	3,079,972	3,053,924	3,005,808	689,645	617,680	596,987	561,117	544,500
Schuyler County R-I	3,787,334	3,539,902	3,470,616	3,503,902	3,247,718	669,631	697,532	679,795	629,716	605,761
Westran R-I	5,136,054	5,031,794	4,871,713	4,758,517	4,777,184	1,152,692	1,103,801	1,004,855	981,258	993,544
Northeast Region										
Boncl R-X	458,783	435,465	439,078	376,711	332,947	139,495	136,568	124,778	119,718	76,829
Bowling Green R-I	7,227,578	7,240,115	7,131,366	6,695,693	6,565,154	1,624,179	1,385,776	1,379,902	1,334,872	1,279,945
Canton R-V	3,314,823	3,372,744	3,181,900	3,025,442	3,256,445	744,569	666,082	604,038	602,149	647,416
Clark County R-I	6,215,465	5,859,948	5,530,396	5,574,216	5,252,032	804,536	761,292	755,760	825,208	852,251
Community R-VI	1,857,930	1,728,989	1,739,987	1,776,306	1,830,688	401,081	379,282	329,860	319,601	329,767
Gorin R-III	n/a	477,303	420,850	372,781	503,804	n/a	93,600	85,213	87,402	60,291
Hannibal 60	20,018,690	20,412,040	19,810,058	19,547,911	19,385,070	3,485,401	3,311,463	3,259,047	3,037,544	3,091,632
Holliday C-2	515,175	490,113	508,540	539,616	545,107	123,325	114,822	100,469	98,959	95,069
Knox County R-I	2,878,946	2,923,228	2,881,627	2,828,896	2,783,521	684,500	690,845	777,516	693,983	603,269
Lewis County C-1	4,976,984	5,192,766	5,384,895	5,391,693	5,100,483	1,101,301	952,669	873,767	821,100	821,536
Louisiana R-II	4,242,610	4,192,424	4,169,560	3,959,932	3,911,521	859,417	828,858	730,413	718,789	677,513
Luray 33	n/a	458,974	444,790	494,461	547,914	n/a	101,632	98,050	66,674	61,051
Madison C-3	1,252,487	1,284,997	1,238,275	1,209,594	1,163,076	305,968	310,738	301,885	303,078	309,993
Marion County R-II	1,464,238	1,405,764	1,395,336	1,293,166	1,370,581	318,076	296,498	292,190	224,163	210,620
Mexico 59	13,344,000	12,788,307	12,393,968	12,405,236	11,849,750	2,522,842	2,370,766	2,228,060	2,054,491	1,971,523
Middle Grove C-1	511,525	507,422	501,537	451,484	446,192	89,432	86,710	85,759	86,072	84,472
Monroe City R-I	4,489,293	4,433,737	4,017,391	3,977,974	3,759,977	1,128,960	1,238,523	1,045,089	928,358	865,114
North Shelby	2,068,697	2,112,542	2,107,901	1,888,750	1,971,840	415,525	404,051	407,290	390,099	387,719
Palmyra R-I	6,658,085	6,656,532	6,392,019	6,276,994	6,071,939	1,404,115	1,324,044	1,341,198	1,398,313	1,252,092
Paris R-II	2,651,619	2,512,584	2,452,176	2,422,276	2,502,029	518,480	502,680	484,021	399,385	495,543
Pike County R-III	3,795,523	3,515,709	3,348,653	3,199,930	3,055,594	1,037,050	931,840	896,521	751,063	805,297
Ralls County R-II	3,738,188	3,451,972	3,523,556	3,514,347	3,494,381	698,061	651,604	670,518	627,922	626,840
Revere C-3	n/a	n/a	n/a	n/a	415,676	n/a	n/a	n/a	n/a	145,300
Scotland County R-I	3,654,445	3,387,251	3,472,181	3,262,176	3,254,549	643,043	620,614	591,506	641,216	605,089
Shelby County R-IV	4,316,129	4,581,867	4,335,770	4,295,115	4,356,461	909,836	941,044	956,929	802,400	770,114
Van-Far R-I	3,525,812	3,568,518	3,590,148	3,567,973	3,621,993	935,950	930,436	897,764	840,786	812,768
Greater Kansas City Area										
Adrian R-III	4,121,568	4,085,563	3,981,168	4,162,111	3,825,985	785,138	716,953	796,601	735,499	720,458
Archie R-V	3,090,363	3,155,047	2,938,421	2,994,632	2,949,057	587,562	619,821	599,396	588,336	618,355
Ballard R-II	980,162	973,989	973,500	974,949	969,007	244,176	234,145	245,544	230,666	238,804
Belton 124	25,995,246	25,451,704	24,766,896	25,997,771	25,094,429	7,583,420	7,056,184	6,685,358	6,517,037	6,912,361
Blue Springs R-IV	91,678,093	90,774,048	88,686,152	83,937,437	79,923,941	13,902,857	14,207,520	12,559,003	11,967,956	11,249,382
Butler R-V	5,118,259	5,431,897	5,107,496	5,008,073	5,035,812	893,610	840,538	894,969	847,436	813,267
Center 58	19,488,158	19,381,904	19,463,960	18,937,034	17,795,448	4,586,193	4,544,540	4,768,581	4,052,050	3,964,012

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	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Chilhowee R-IV	951,195	879,516	1,002,521	1,177,298	1,298,060	322,155	315,835	275,980	293,538	274,054
Concordia R-II	2,665,896	2,640,645	2,613,243	2,603,767	2,465,741	537,860	502,418	471,868	525,063	484,796
Drexel R-IV	1,906,754	1,832,660	1,767,669	1,747,934	1,736,998	465,587	463,203	453,666	429,726	439,668
East Lynne 40	1,521,066	1,472,502	1,566,291	1,374,153	1,577,523	258,647	245,999	234,739	236,111	237,691
Excelsior Springs 40	15,907,851	15,910,483	15,580,969	15,540,894	15,852,970	2,900,544	2,484,185	2,708,350	2,553,566	2,581,230
Fort Osage R-I	33,605,016	31,627,772	30,635,972	30,941,075	30,915,623	4,458,523	4,448,164	4,195,074	4,221,139	3,373,699
Grain Valley R-V	23,695,900	22,518,150	21,218,446	20,336,543	19,137,018	5,262,869	4,132,817	4,206,967	3,619,858	3,337,425
Grandview C-4	28,911,332	29,835,058	27,961,018	26,310,821	26,582,311	5,776,909	6,039,564	5,584,893	5,281,060	5,593,672
Hardin-Central C-2	1,472,027	1,592,258	1,564,108	1,447,158	1,357,890	475,612	426,653	358,331	331,312	318,550
Harrisonville R-IX	14,125,413	13,797,581	13,436,445	13,150,352	13,101,280	3,975,356	3,927,329	3,719,926	3,438,687	3,482,596
Hickman Mills C-1	38,393,104	36,540,196	35,825,922	36,911,837	39,589,895	8,633,687	8,541,305	9,086,596	8,007,113	7,777,441
Holden R-III	7,407,371	7,262,070	7,102,183	7,216,680	6,987,019	1,043,813	1,019,433	986,591	943,982	976,420
Hudson R-IX	401,786	389,162	404,773	441,092	415,933	99,982	102,291	101,094	102,204	101,455
Hume R-VIII	973,212	925,956	901,632	957,651	887,634	264,307	243,932	234,025	228,880	227,197
Independence 30	83,512,898	81,446,379	77,484,382	75,530,230	74,818,482	13,432,611	13,769,040	13,185,020	12,779,439	11,668,606
Johnson County R-VII	2,821,569	2,794,292	2,726,571	2,919,857	2,958,855	536,842	626,700	633,208	588,179	645,835
Kansas City 33	113,136,755	112,197,174	99,276,749	89,400,745	92,177,813	30,302,922	31,799,580	30,800,328	28,740,178	26,524,211
Kearney R-I	21,842,657	21,508,778	21,104,922	19,711,397	19,466,189	3,788,802	3,782,995	3,898,728	4,198,125	3,543,274
Kingsville R-I	1,513,192	1,457,079	1,427,846	1,437,127	1,437,166	489,811	457,977	396,356	350,194	332,091
Knob Noster R-VIII	8,369,768	8,378,560	8,444,320	8,875,856	8,877,111	2,334,502	1,546,263	1,553,319	1,505,701	1,334,692
Lafayette County C-1	6,066,864	5,840,766	5,699,462	5,363,191	5,435,592	976,023	924,046	883,949	846,776	933,104
Lawson R-XIV	6,483,850	6,820,213	6,424,483	6,457,317	6,467,681	1,022,623	1,039,661	927,991	893,914	872,455
Lee's Summit R-VII	123,730,370	121,120,222	112,188,008	107,620,399	103,343,296	20,595,761	18,095,239	18,765,278	17,793,998	16,498,696
Leeton R-X	2,055,093	1,933,422	1,857,154	1,970,485	1,986,913	509,603	554,942	548,821	489,533	469,384
Lexington R-V	6,812,780	6,468,302	6,183,184	5,983,082	5,906,696	1,544,665	1,315,838	1,487,288	1,486,937	1,309,501
Liberty 53	68,955,328	66,222,260	63,385,902	62,948,888	62,379,668	15,436,482	15,035,260	14,352,926	15,220,829	12,569,209
Lone Jack C-6	3,642,497	3,553,595	3,144,857	3,010,722	2,928,923	693,907	622,908	607,947	664,121	580,219
Miami R-I	1,229,189	1,317,124	1,309,310	1,307,257	1,297,462	353,484	392,032	319,680	294,757	330,762
Midway R-I	3,019,720	3,014,420	2,934,767	2,923,326	3,042,210	700,968	667,939	656,174	632,229	615,011
Missouri City 56	306,683	338,541	308,330	312,660	319,192	122,762	125,861	126,053	123,104	161,492
North Kansas City 74	122,969,848	118,091,053	116,566,765	113,098,528	111,217,899	23,514,393	22,587,926	22,336,538	20,820,818	20,087,434
North Platte County R-I	3,914,529	4,010,127	4,081,092	3,983,366	4,305,546	740,221	813,278	898,149	860,919	851,738
Oak Grove R-VI	10,891,381	10,967,350	10,901,086	10,512,363	10,469,410	1,774,515	1,741,742	1,668,143	1,621,028	1,553,157
Odessa R-VII	12,320,613	11,656,655	11,996,940	11,668,006	11,682,053	1,968,487	1,673,605	1,465,636	1,398,311	1,388,074
Orrick R-XI	2,079,132	1,996,213	1,880,126	1,845,113	1,791,912	450,969	467,815	439,047	427,117	424,745
Park Hill	77,043,190	76,528,998	70,007,591	65,978,240	63,268,310	12,981,142	14,060,715	13,519,484	16,746,721	15,524,919
Platte County R-III	26,227,320	24,984,901	22,111,952	21,726,339	21,352,858	5,630,024	5,422,130	4,564,091	4,497,892	4,076,853
Pleasant Hill R-III	10,961,759	10,644,091	10,557,073	10,287,653	10,067,570	1,613,422	1,513,707	1,457,124	1,404,199	1,392,848
Raymore-Peculiar R-II	34,205,624	33,043,691	31,026,331	29,940,532	28,598,396	4,467,946	4,367,939	4,053,044	4,141,139	4,095,283
Raytown C-2	54,645,936	51,052,217	49,540,470	51,259,820	49,809,910	17,146,646	15,972,730	14,521,402	13,582,832	13,621,474
Rich Hill R-IV	2,298,572	2,303,525	2,378,174	2,434,697	2,363,327	526,639	445,746	424,740	420,300	388,061
Richmond R-XVI	7,372,486	6,994,631	6,713,424	6,464,749	6,374,955	1,517,228	1,444,771	1,335,401	1,407,419	1,198,686
Santa Fe R-X	2,768,483	2,752,542	2,416,955	2,351,373	2,283,156	529,385	559,222	578,416	417,678	411,500
Sherwood Cass R-VIII	4,517,441	4,336,691	4,361,948	4,275,290	4,239,930	903,050	892,079	773,691	771,311	746,088

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Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Smithville R-II	15,407,620	15,012,416	13,942,625	13,393,107	12,770,612	2,642,670	2,426,546	2,186,196	2,260,298	2,209,749
Strasburg C-3	999,568	1,002,636	1,006,760	1,038,848	1,016,964	203,072	189,940	177,325	174,374	189,307
Stet R-XV	n/a	n/a	n/a	n/a	664,267	n/a	n/a	n/a	n/a	257,755
Warrensburg R-VI	18,344,516	18,294,468	17,319,728	17,089,724	16,882,649	3,754,678	3,616,757	3,366,055	3,000,475	3,001,305
Wellington-Napoleon R-IX	2,371,981	2,296,709	2,200,053	2,233,634	2,229,859	611,294	617,336	603,123	544,951	695,994
West Platte County R-II	5,095,212	5,244,236	4,596,622	4,415,756	4,422,550	997,893	942,607	1,063,579	992,089	908,916
Greater St. Louis Area										
Aftton 101	16,000,858	16,241,420	16,462,877	16,671,434	16,206,793	3,059,470	3,182,681	3,011,790	2,946,256	2,671,122
Bayless	8,659,556	7,960,571	7,609,985	7,171,835	6,536,556	2,837,033	2,663,900	2,476,371	2,128,499	2,311,334
Bismarck R-V	2,990,955	2,995,175	3,156,427	3,185,036	3,058,429	871,334	852,973	713,839	629,457	676,155
Brentwood	7,885,449	7,759,074	7,557,370	7,376,371	7,752,935	2,847,216	3,023,836	2,661,669	2,649,960	3,052,954
Central R-III	12,563,705	12,031,571	11,420,294	10,922,218	10,970,701	1,382,285	1,348,694	1,281,154	1,239,277	1,210,722
Clayton	28,692,077	27,560,600	27,131,593	27,488,252	28,290,369	5,965,124	6,149,741	5,909,562	5,826,529	6,492,747
Crystal City 47	3,841,999	3,806,236	4,025,825	3,738,831	4,277,644	612,260	581,389	598,915	611,381	677,474
Desoto 73	17,385,496	16,751,328	17,190,913	17,059,372	17,187,249	3,058,911	2,705,547	2,613,325	2,593,209	2,413,210
Dunklin R-V	9,936,935	9,211,190	9,116,678	8,486,579	8,346,376	1,787,859	1,609,622	1,565,274	1,476,353	1,594,223
Elsberry R-II	5,114,060	4,803,373	4,733,223	4,669,830	4,600,543	719,487	718,761	708,659	711,111	664,409
Farmington R-VII	20,996,511	20,461,473	19,915,413	19,596,088	19,339,360	3,165,091	3,071,623	3,045,806	2,947,351	2,896,953
Ferguson-Florissant R-II	66,982,910	69,122,362	67,969,007	73,314,915	73,498,131	14,579,004	13,686,510	13,213,351	12,758,042	12,579,429
Festus R-VI	16,586,168	16,307,473	15,947,844	15,792,229	15,887,919	2,283,965	2,105,863	1,851,434	1,726,215	1,714,938
Fort Zumwalt R-II	119,347,238	117,053,532	116,328,058	114,875,534	112,652,442	20,462,450	20,120,105	16,913,852	16,109,379	16,178,417
Fox C-6	76,476,302	75,655,571	79,054,093	77,902,675	78,018,512	11,457,549	11,481,456	12,407,303	11,091,431	10,037,146
Francis Howell R-III	123,158,915	121,741,556	114,669,913	110,234,800	107,244,615	22,430,776	24,411,017	25,224,963	24,655,726	20,397,395
Franklin County R-II	1,334,617	1,336,373	1,331,505	1,308,714	1,269,009	212,099	209,704	192,742	197,493	192,737
Grandview R-II	4,381,752	4,125,510	4,176,304	3,841,768	3,630,189	1,506,903	1,402,324	1,311,016	1,269,207	1,043,809
Hancock Place	9,129,790	9,497,540	9,273,733	9,071,278	10,452,757	2,896,054	3,032,853	3,010,832	2,914,163	3,263,206
Hazelwood	114,216,677	111,987,184	111,057,647	108,078,129	109,024,372	26,194,743	25,616,173	27,024,375	24,054,550	24,253,904
Hillsboro R-III	19,269,270	19,243,740	18,180,405	18,085,331	17,976,836	4,453,755	4,469,279	4,014,648	4,075,950	3,908,462
Jefferson County R-VII	5,902,548	5,647,299	5,541,641	5,270,621	5,593,986	1,966,132	1,773,841	1,409,794	1,311,071	1,199,462
Jennings	13,982,999	14,215,232	13,311,799	13,824,863	14,491,500	3,495,456	3,360,912	3,247,719	3,763,896	3,887,189
Kingston K-14	4,289,250	4,513,889	4,399,740	4,037,844	3,648,207	895,862	945,348	893,390	819,345	800,579
Kirkwood R-VII	44,195,684	43,550,204	40,909,628	39,785,501	38,676,519	7,717,757	7,771,651	7,454,663	7,344,855	7,210,391
Ladue	33,378,141	32,004,627	30,958,550	30,083,268	28,332,846	8,056,007	7,767,114	7,783,077	7,289,258	7,163,577
Lindbergh Schools	38,972,211	37,162,595	34,818,236	33,975,130	33,055,273	8,487,846	8,520,408	8,001,277	7,419,329	7,408,231
Lonedell R-XIV	2,953,200	3,014,261	3,196,498	3,172,298	3,129,152	457,137	393,233	434,026	478,102	456,047
Maplewood-Richmond Heights	7,889,510	8,364,135	8,345,095	8,269,988	7,777,546	3,851,319	3,952,068	3,974,264	3,669,182	3,545,048
Mehlville R-IX	55,748,883	59,150,563	57,440,206	55,524,260	53,553,186	11,386,640	10,885,534	10,609,540	10,213,724	10,033,998
Meramec Valley R-III	19,747,038	19,819,141	18,548,418	17,257,896	16,789,028	4,326,420	4,186,191	2,998,648	2,959,529	2,833,374
New Haven	3,120,909	3,159,219	3,026,324	2,968,874	2,776,848	754,525	713,546	614,235	646,877	568,680
Normandy Schools Collaborative	26,211,129	21,909,983	32,344,511	24,632,371	26,136,047	6,046,607	5,867,337	8,095,856	7,265,622	7,081,297
North St. Francois County R-I	17,189,951	16,966,964	15,559,491	15,639,119	14,710,822	2,552,451	2,614,519	2,457,899	2,361,093	2,325,295
Northwest R-I	39,424,897	39,714,271	41,605,243	41,424,519	40,086,284	6,178,884	6,187,108	6,601,805	7,064,563	6,736,685
Orchard Farm R-V	12,651,957	11,945,121	10,674,930	9,972,898	9,888,550	2,455,209	2,429,238	2,206,741	2,142,541	2,013,719

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School Districts

Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Parkway C-2	128,746,322	121,428,177	119,523,549	117,437,341	123,463,239	31,671,942	34,510,404	33,763,397	33,016,907	33,364,409
Pattonville R-III	47,119,818	45,105,610	43,806,627	42,751,268	44,138,021	11,310,993	10,670,940	11,773,720	10,777,627	10,729,815
Potosi R-III	12,147,425	12,038,392	11,567,398	11,006,364	10,893,772	1,800,875	1,779,593	1,697,921	1,642,647	1,598,521
Richwoods R-VII	1,240,407	1,234,069	1,229,670	1,171,512	1,156,914	226,626	193,546	192,882	185,135	175,801
Ritenour	35,920,846	34,819,940	35,305,972	34,116,755	32,876,553	9,577,016	9,190,110	8,552,040	8,030,793	8,194,263
Riverview Gardens	30,447,133	33,554,233	35,958,715	27,273,096	27,980,876	8,840,195	8,644,691	8,407,116	8,819,024	8,223,750
Rockwood R-VI	135,956,119	133,222,239	128,039,846	126,240,552	124,180,548	24,043,547	23,699,799	25,067,616	23,319,587	23,091,408
Silex R-I	2,152,522	2,238,185	1,882,091	1,896,262	1,691,593	613,993	545,153	502,467	475,600	442,072
Special School District of St. Louis County	265,265,556	260,399,478	253,868,776	247,837,657	253,968,895	37,484,973	35,733,340	32,174,607	32,453,769	31,585,777
Spring Bluff R-XV	2,113,101	2,046,253	2,148,983	2,027,391	2,027,942	266,197	271,524	312,577	265,963	246,837
St. Charles R-VI	41,129,787	38,512,055	38,132,394	38,288,303	37,146,528	10,211,971	9,675,886	9,333,432	9,872,002	9,234,264
St. Clair R-XIII	14,779,014	14,465,152	14,715,930	13,807,432	13,690,676	2,026,635	1,981,924	1,931,541	1,894,994	1,864,470
St. Louis City	175,077,583	183,881,121	183,353,596	194,387,737	180,785,381	60,007,298	57,596,720	48,306,667	47,892,359	50,575,122
Ste. Genevieve County R-II	13,892,815	13,551,002	13,324,972	12,847,226	12,865,126	2,643,019	2,591,870	2,758,392	2,627,537	2,413,356
Strain-Japan R-XVI	687,812	701,560	645,671	597,659	656,778	135,458	117,609	115,980	123,279	120,483
Sullivan	12,290,243	11,442,324	10,707,914	10,648,183	10,240,524	1,789,045	1,904,965	1,793,831	1,726,408	1,643,354
Sunrise R-IX	2,239,344	2,324,237	2,075,294	2,151,913	2,288,031	516,242	575,221	461,586	399,139	369,693
Troy R-III	34,531,175	33,662,321	31,615,113	30,222,264	28,209,531	9,743,734	8,364,357	8,061,422	7,480,813	6,797,227
Union R-XI	16,564,476	15,922,623	15,637,897	14,779,741	14,066,201	2,939,880	3,064,106	2,795,813	2,427,104	2,371,134
University City	19,667,504	20,018,827	19,550,737	18,829,310	19,059,332	5,618,829	5,049,815	4,876,369	5,309,331	4,879,280
Valley Park	7,581,361	7,640,705	7,023,267	7,376,450	7,340,090	1,503,074	1,462,820	1,327,327	1,641,519	1,274,472
Valley R-VI	2,254,655	2,140,624	2,173,629	2,079,974	2,159,768	425,756	369,869	347,008	335,706	342,025
Warren County R-III	18,510,622	16,902,177	15,946,066	14,891,523	14,417,781	4,573,424	4,165,212	3,613,831	3,677,817	3,529,954
Washington	25,871,936	25,539,070	25,426,833	24,926,204	24,120,341	5,523,568	6,066,256	5,321,247	4,606,408	4,228,586
Webster Groves	33,779,530	33,849,151	34,029,509	32,024,373	31,092,210	6,886,810	7,357,356	7,056,878	7,135,485	6,800,793
Wentzville R-IV	93,731,912	90,358,555	85,988,164	79,107,338	75,281,900	14,770,847	13,674,226	12,293,336	11,702,526	11,148,935
West St. Francois County R-IV	5,546,039	5,425,310	5,309,352	5,075,986	5,133,008	890,240	764,584	754,550	748,853	676,593
Windsor C-1	16,373,911	16,422,054	15,347,130	14,232,536	14,081,984	3,427,526	3,176,080	3,058,469	2,981,040	2,815,079
Winfield R-IV	7,872,052	7,594,412	7,776,350	7,622,448	7,465,245	1,563,746	1,574,503	1,470,415	1,606,877	1,489,955
Wright City R-II Of Warren County	9,301,844	8,886,948	8,335,093	7,862,923	7,687,531	1,985,953	1,936,827	1,876,053	1,759,942	1,511,831
Central Region										
Appleton City R-II	2,129,195	2,087,752	1,981,328	1,914,502	1,887,567	541,135	557,692	495,026	449,570	485,292
Blackwater R-II	837,417	826,275	888,933	856,814	943,528	165,170	165,109	163,012	156,953	163,677
Blair Oaks R-II	6,324,059	6,134,253	5,900,165	5,643,389	5,088,185	962,566	910,376	881,437	841,557	955,944
Boonville R-I	8,858,012	8,486,535	8,007,119	8,252,283	8,238,436	1,654,346	1,742,707	1,545,174	1,249,132	1,123,763
Calhoun R-VIII	945,302	913,784	1,014,886	1,008,896	1,027,844	264,980	240,445	243,777	228,739	187,236
Camdenton R-III	28,114,474	26,983,426	25,504,149	24,903,580	24,695,752	4,123,187	4,163,010	4,219,515	3,920,327	3,812,645
Centralia R-VI	7,380,015	7,028,643	7,189,471	6,505,317	6,311,178	1,197,640	1,216,301	1,147,456	1,110,440	1,063,102
Clarksburg C-2	753,791	729,504	797,565	799,449	756,560	95,650	91,794	93,250	114,279	111,204
Climax Springs R-IV	1,660,690	1,550,982	1,576,348	1,656,438	1,627,798	409,395	509,163	533,272	522,410	510,972
Clinton	9,913,190	9,654,585	9,604,397	9,248,895	9,200,062	1,899,872	1,923,802	1,915,079	1,883,223	1,759,060
Cole Camp R-I	3,733,424	3,605,442	3,543,046	3,433,719	3,541,991	631,057	625,557	636,206	619,089	655,467
Cole County R-I	2,999,959	3,166,275	3,199,265	3,184,007	3,444,965	763,377	827,317	779,253	886,072	646,693



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Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Cole County R-V	3,228,501	3,107,262	3,186,459	3,100,036	2,925,783	588,413	614,968	592,594	578,359	559,494
Columbia 93	113,422,532	102,938,769	100,351,570	96,058,520	93,707,867	20,491,430	21,790,148	20,890,104	21,272,573	18,894,778
Cooper County R-IV	946,966	952,624	915,641	962,463	1,018,772	236,088	246,198	262,879	388,992	287,310
Crawford County R-I	5,305,632	5,282,562	5,129,363	4,896,368	5,049,730	832,783	842,854	795,064	778,156	817,492
Crawford County R-II	8,509,620	8,152,597	7,761,870	7,447,227	7,111,693	1,571,734	1,505,213	1,480,410	1,403,768	1,314,092
Crocker R-II	3,038,220	2,821,006	2,716,738	2,632,294	2,489,754	657,160	550,275	596,445	502,690	467,107
Davis R-XII	464,273	514,142	422,825	379,346	343,177	130,300	126,844	127,181	114,123	106,333
Dixon R-I	5,040,604	5,209,365	4,952,121	4,860,606	4,668,172	1,043,451	1,026,985	1,023,803	923,901	939,777
Eldon R-I	10,341,674	10,633,367	9,893,050	9,508,952	9,574,988	1,619,457	1,579,744	1,527,634	1,514,559	1,342,889
Fayette R-III	3,415,134	3,345,160	3,379,948	3,503,653	3,327,612	822,659	824,947	957,301	789,945	701,190
Fulton 58	11,293,293	10,983,135	10,795,414	10,082,520	9,699,789	1,190,146	1,144,268	1,071,392	1,162,631	1,055,646
Gasconade County R-I	5,445,198	5,203,865	5,503,763	5,637,195	5,410,489	915,236	910,064	1,038,536	845,484	815,071
Gasconade County R-II	9,663,736	9,526,157	9,418,247	8,803,118	8,582,487	1,703,132	1,682,084	1,558,844	1,527,251	1,478,753
Gilliam C-4	332,357	332,861	340,209	348,759	450,511	122,649	124,523	109,161	98,743	82,933
Glasgow	1,989,098	1,862,813	1,772,989	1,711,023	1,779,321	459,018	381,850	386,297	359,610	357,467
Green Ridge R-VIII	2,103,634	2,155,045	2,045,959	1,890,168	1,916,644	545,613	506,363	457,422	470,882	435,546
Hallsville R-IV	6,966,060	7,236,246	7,237,541	6,861,468	6,353,986	1,187,902	1,333,664	1,165,748	1,015,663	958,484
Hardeman R-X	498,127	483,821	494,358	459,763	436,297	111,508	111,605	111,433	105,422	91,078
Harrisburg R-VIII	3,195,083	3,100,883	2,973,433	2,793,243	2,692,192	691,023	631,894	598,043	579,574	573,677
Henry County R-I	3,832,506	3,779,371	3,621,281	3,468,540	3,390,664	839,746	728,982	687,438	663,240	642,783
High Point R-III	709,323	650,892	557,942	532,950	560,085	146,048	139,949	130,347	136,352	131,214
Iberia R-V	3,946,265	3,995,393	3,753,632	3,561,136	3,408,481	615,933	635,840	669,940	674,413	639,751
Jamestown C-1	1,342,359	1,318,380	1,254,958	1,231,381	1,231,775	323,749	370,171	314,791	353,421	350,488
Jefferson City	51,895,403	51,256,067	49,318,318	49,838,852	50,006,216	8,859,781	8,449,283	8,360,223	8,392,755	7,355,693
La Monte R-IV	2,281,679	2,314,206	2,082,744	2,010,528	2,063,092	458,806	461,744	443,554	447,461	479,617
Lakeland R-III	2,258,849	2,255,192	2,242,252	2,189,136	2,320,226	518,907	544,053	496,241	530,533	546,546
Laquey R-V	3,905,945	3,761,571	3,643,390	3,383,725	3,182,781	1,057,996	891,968	866,869	788,449	737,047
Leesville R-IX	781,178	765,388	754,256	713,181	811,807	174,368	169,097	170,118	170,019	162,512
Lincoln R-II	2,872,875	2,876,373	2,764,784	2,624,348	2,720,620	519,374	461,544	443,707	426,953	427,052
Macks Creek R-V	1,997,768	1,999,090	1,858,068	1,751,386	1,761,557	437,992	420,741	405,042	423,794	415,480
Malta Bend R-V	775,306	841,322	807,590	784,673	806,408	244,972	256,585	233,394	199,725	165,389
Maries County R-I	2,594,103	2,601,583	2,352,126	2,455,672	2,539,557	484,478	462,082	456,934	441,346	483,904
Maries County R-II	4,437,068	4,568,411	4,574,873	4,336,137	4,299,877	802,302	775,958	785,671	753,521	747,822
Marshall	14,483,681	13,812,603	13,896,400	13,598,714	13,568,132	2,021,222	2,020,538	1,927,688	1,750,857	1,715,176
Miami R-I	582,238	707,551	512,152	488,128	377,105	149,655	127,103	129,502	117,640	113,010
Miller County R-III	1,509,603	1,483,632	1,488,335	1,469,244	1,357,051	277,318	275,600	354,831	344,992	374,885
Moniteau County R-I	7,521,650	7,048,136	6,940,118	6,591,151	6,690,947	953,309	809,238	702,692	670,135	662,029
Moniteau County R-V	515,245	515,026	493,307	513,457	500,339	104,383	103,613	99,556	96,728	93,622
Montgomery County R-II	7,209,704	6,803,610	6,518,249	6,553,734	6,766,114	1,768,567	1,844,800	1,551,107	2,227,673	1,607,554
Montrose R-XIV	761,299	773,922	724,091	744,543	732,066	180,721	199,371	158,638	143,716	136,486
Morgan County R-I	3,412,544	3,075,435	3,119,756	3,473,489	4,150,489	785,966	648,999	647,313	547,523	634,836
Morgan County R-II	7,363,020	7,089,329	7,088,207	6,874,501	7,223,469	1,567,847	1,359,762	1,226,901	1,148,824	1,219,843
New Bloomfield R-III	3,109,363	2,915,471	2,784,344	2,868,885	2,873,843	672,267	605,724	592,911	574,974	584,413
New Franklin R-I	2,255,682	2,129,365	2,017,415	1,977,649	2,012,778	489,560	472,353	439,358	418,756	415,973

Appendix C-1  
Comparative Statement of Instruction and Administration Expenditures  
School Districts

Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Newburg R-II	2,283,745	2,434,986	2,496,694	2,535,507	2,503,439	637,890	685,232	599,531	656,867	661,883
North Callaway County R-I	5,891,248	6,046,006	6,204,710	6,090,747	6,502,829	1,411,598	1,667,793	1,443,222	1,375,707	1,265,357
Orearville R-IV	566,743	594,738	530,154	505,372	428,332	34,647	40,771	41,168	23,628	18,988
Osage County R-I	1,333,422	1,295,923	1,297,714	1,488,490	1,512,445	422,963	446,561	401,289	443,911	416,023
Osage County R-II	3,187,165	3,277,512	2,885,029	2,584,097	2,550,843	591,979	623,089	554,999	563,494	502,043
Osage County R-III	4,148,265	4,156,425	3,733,523	3,534,553	3,560,436	801,652	809,778	770,857	688,642	614,692
Osceola	2,884,056	2,885,982	2,787,902	2,670,988	2,667,814	596,045	542,138	509,702	485,247	476,842
Oterville R-VI	1,332,637	1,363,655	1,353,143	1,417,413	1,416,513	389,673	342,233	329,662	362,745	354,417
Pettis County R-V	1,948,292	1,844,254	1,855,600	1,907,919	1,835,584	448,275	428,952	421,891	416,859	417,227
Pettis County R-XII	1,504,636	1,572,329	1,428,752	1,342,963	1,338,307	312,798	323,971	328,354	314,797	306,014
Phelps County R-III	1,567,644	1,576,270	1,521,526	1,563,662	1,459,088	287,678	242,937	251,531	221,789	215,619
Pilot Grove C-4	1,623,824	1,633,654	1,550,352	1,479,165	1,496,370	404,351	454,453	407,952	401,634	412,856
Prairie Home R-V	985,856	1,007,350	960,260	915,634	948,755	287,832	276,150	260,398	257,099	236,308
Richland R-IV	3,294,598	3,371,543	3,384,139	3,294,330	3,291,718	507,069	518,834	476,472	547,280	544,481
Rolla 31	23,385,734	23,505,844	22,360,818	22,353,250	21,838,337	3,321,276	3,142,521	2,996,084	2,956,699	2,854,003
Roscoe C-1	452,030	500,693	479,452	510,362	546,035	108,908	110,292	125,322	121,406	128,365
School of The Osage	11,281,628	11,488,934	10,837,373	10,968,887	10,827,499	2,948,288	3,397,961	2,849,748	2,504,304	2,366,792
Sedalia 200	26,611,082	25,438,456	23,492,065	22,709,845	22,037,317	3,612,207	3,443,969	3,234,441	3,300,940	2,975,440
Shawnee R-III	577,974	645,909	568,894	581,162	552,070	148,111	146,055	143,952	140,905	132,980
Slater	2,052,892	2,066,431	2,016,705	2,018,210	2,087,527	486,237	548,808	450,407	441,740	380,388
Smithton R-VI	3,008,676	3,085,318	3,006,523	2,950,407	2,770,886	766,104	630,462	626,745	731,180	601,117
South Callaway County R-II	5,381,459	5,300,196	5,280,535	5,290,662	5,192,154	944,355	1,026,344	956,403	925,770	876,763
Southern Boone County R-I	8,549,881	8,021,093	7,441,490	7,301,203	6,875,352	1,454,714	1,587,663	1,251,169	1,296,000	1,218,913
St. Elizabeth R-IV	1,389,142	1,450,197	1,365,824	1,312,237	1,305,816	314,954	243,267	237,375	215,808	205,203
St. James R-I	11,200,950	10,675,291	10,860,522	10,754,653	10,435,667	1,605,113	1,585,706	1,500,058	1,352,052	1,334,667
Steelville R-III	4,693,574	4,709,130	4,702,944	4,618,629	4,601,529	898,488	708,616	714,482	696,789	678,305
Stoutland R-II	2,451,155	2,381,245	2,331,405	2,395,038	2,361,053	551,252	524,151	545,050	628,821	466,273
Sturgeon R-V	2,730,698	2,610,483	2,624,983	2,571,279	2,571,515	670,791	659,511	580,641	523,285	535,338
Swedeborg R-III	452,158	484,554	485,958	427,278	422,949	101,694	92,596	88,307	105,586	115,970
Sweet Springs R-VII	2,590,976	2,841,773	2,553,061	2,457,165	2,414,956	547,179	510,392	478,221	486,395	449,038
Tipton R-VI	3,409,002	3,256,138	3,026,107	3,035,811	3,060,419	700,080	637,691	665,974	661,246	574,426
Warsaw R-IX	7,146,311	7,023,580	6,652,691	6,555,541	6,679,732	1,602,406	1,655,911	1,468,002	1,423,760	1,172,884
Waynesville R-VI	39,108,898	39,733,887	38,768,300	35,441,315	32,455,115	7,892,856	6,932,204	7,025,058	6,844,299	6,205,171
Wellsville Middletown R-I	2,053,937	2,116,241	2,275,646	2,520,093	2,698,464	532,632	502,854	527,897	523,498	472,140
Southwest Region										
Ash Grove R-IV	3,735,124	3,623,438	3,685,346	3,806,126	3,828,011	772,149	904,708	785,063	726,263	699,639
Aurora R-VIII	10,523,005	10,638,057	10,747,807	11,077,572	11,334,417	1,509,804	1,486,229	1,482,438	1,497,052	1,429,692
Avilla R-XIII	1,309,143	1,325,288	1,235,411	1,139,988	1,132,725	190,392	164,199	157,394	176,206	164,937
Billings R-IV	1,983,627	1,848,570	2,071,538	2,174,373	2,065,590	582,993	648,524	652,772	579,784	524,097
Blue Eye R-V	4,952,048	5,072,132	5,041,802	4,537,696	4,030,078	1,014,606	1,011,028	961,146	892,527	847,773
Bolivar R-I	14,752,433	14,018,812	14,263,963	14,049,760	14,444,102	3,535,391	3,726,265	2,991,552	3,455,922	4,399,910
Bradleyville R-I	1,426,204	1,344,219	1,388,138	1,443,569	1,353,452	302,906	289,783	298,172	295,834	299,111
Branson R-IV	25,790,487	23,822,049	23,534,938	23,239,049	21,932,085	5,879,322	4,830,141	4,769,436	4,773,847	4,278,730

Appendix C-1  
 Comparative Statement of Instruction and Administration Expenditures  
 School Districts

Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Bronaugh R-VII	1,064,890	1,158,035	1,135,976	1,173,795	1,241,004	283,903	285,943	261,627	272,787	301,981
Carl Junction R-I	16,864,135	16,958,595	16,550,242	15,810,236	15,031,493	3,614,077	3,525,964	3,525,713	3,186,354	3,213,591
Carthage R-IX	26,873,415	25,540,287	23,968,048	23,167,454	22,472,066	3,236,896	3,279,038	2,934,851	2,700,802	2,614,816
Cassville R-IV	9,522,670	9,286,233	9,246,342	8,777,775	8,867,299	2,110,387	1,923,455	1,914,649	1,744,045	1,724,045
Chadwick R-I	1,117,438	1,123,977	1,090,083	1,033,235	1,031,222	337,858	318,432	295,557	358,824	360,440
Clever R-V	5,303,683	5,479,062	4,981,378	4,452,300	4,134,841	1,235,856	1,649,268	1,338,218	1,375,486	1,226,397
Crane R-III	3,260,061	3,113,966	3,124,246	3,247,058	3,171,626	628,883	600,564	559,625	577,420	598,559
Dadeville R-II	1,120,820	1,019,166	995,454	953,727	971,614	228,317	220,022	213,686	209,033	195,113
Diamond R-IV	4,599,865	4,318,423	4,447,211	4,577,926	4,418,627	706,187	695,231	843,360	675,176	666,231
East Newton County R-VI	7,949,140	8,043,703	7,831,844	7,763,240	7,850,510	1,226,473	1,128,717	1,096,111	1,191,745	1,176,480
El Dorado Springs R-II	6,545,578	6,568,479	6,530,496	6,639,671	6,224,227	1,229,367	1,288,891	1,124,368	1,084,583	1,235,648
Everton R-III	1,026,324	1,005,678	1,072,939	938,170	1,004,237	262,143	254,951	229,522	209,564	215,516
Exeter R-VI	1,683,915	1,686,625	1,828,552	1,681,228	1,740,448	385,286	379,691	358,748	342,772	354,200
Fair Grove R-X	5,177,319	4,906,820	4,821,877	4,988,431	4,920,223	908,023	1,128,179	1,081,694	1,065,148	1,041,087
Fair Play R-II	4,948,303	4,858,980	5,062,314	4,707,834	2,066,506	664,922	653,915	674,660	721,357	399,107
Forsyth R-III	6,005,869	5,923,135	5,685,278	5,729,956	5,498,762	1,228,106	1,131,422	1,257,583	1,189,490	1,172,557
Galena R-II	3,052,946	3,015,199	3,002,257	3,010,274	2,772,596	666,048	607,962	615,824	584,030	602,314
Golden City R-III	1,321,806	1,444,359	1,420,445	1,350,899	1,359,480	338,680	334,364	422,834	360,809	354,779
Greenfield R-IV	2,651,422	2,530,983	2,459,756	2,552,041	2,219,483	457,895	586,392	555,187	432,697	444,445
Halfway R-III	1,333,596	1,385,806	1,379,332	1,434,543	1,456,538	561,997	519,701	535,576	495,744	451,158
Hermitage R-IV	1,820,809	1,765,913	1,663,221	1,703,908	1,753,012	404,096	414,027	388,533	416,971	433,569
Hickory County R-I	3,910,141	3,929,088	3,800,468	3,730,866	3,710,628	665,726	620,466	705,297	700,934	615,304
Hollister R-V	7,808,467	7,896,698	7,985,123	7,965,942	7,516,351	2,694,182	2,157,967	2,153,961	2,016,855	1,845,237
Humansville R-IV	2,000,252	1,943,269	1,946,272	1,999,142	2,118,343	405,404	386,460	363,054	377,475	377,521
Hurley R-I	1,410,957	1,402,998	1,401,095	1,321,281	1,389,595	562,216	363,923	348,692	339,493	347,021
Jasper County R-V	2,731,427	2,711,635	2,665,382	2,646,806	2,830,368	493,611	468,615	440,638	421,688	518,438
Joplin Schools	37,976,926	39,102,216	37,838,829	38,315,473	43,876,345	6,288,244	5,478,125	5,449,055	5,395,614	5,622,205
Kirbyville R-VI	2,203,664	2,313,617	2,290,221	2,353,943	2,354,445	467,868	504,919	461,731	442,610	423,726
Lamar R-I	8,156,981	7,901,116	7,878,026	7,969,711	7,876,916	1,715,757	1,591,216	1,542,449	1,558,517	1,339,952
Liberal R-II	2,299,453	2,467,515	2,294,433	2,391,858	2,517,294	572,959	558,083	535,351	514,357	503,980
Lockwood R-I	2,098,439	2,223,368	2,108,601	2,067,154	2,085,125	416,790	408,777	381,239	389,052	360,024
Logan-Rogersville R-VIII	11,676,932	11,255,673	10,964,659	10,357,565	9,940,037	2,372,550	2,148,256	2,022,205	1,891,826	1,672,393
Marion C. Early R-V	3,074,257	2,992,627	3,218,420	3,135,917	3,143,169	566,149	541,934	552,512	553,794	558,571
Marionville R-IX	3,734,194	3,571,220	3,576,719	3,487,608	3,323,264	649,469	644,483	670,699	655,024	642,420
Mark Twain R-VIII	410,846	548,819	524,401	464,337	528,050	92,796	82,210	81,009	87,927	59,380
McDonald County R-I	21,326,227	20,715,752	19,637,989	19,418,330	18,951,033	2,662,591	2,557,355	2,423,350	2,523,727	2,402,843
Miller R-II	2,614,704	2,488,987	2,554,815	2,467,676	2,792,637	576,347	577,091	542,602	555,977	488,778
Monett R-I	15,262,752	14,171,875	13,746,602	13,177,231	12,720,467	3,240,442	2,996,317	2,670,774	2,578,274	2,290,692
Mt. Vernon R-V	8,361,331	8,069,707	8,084,080	7,940,685	7,886,266	1,220,325	1,212,153	1,088,708	1,027,625	999,862
Neosho School District	23,441,149	23,380,386	22,655,545	22,537,764	21,085,489	3,662,744	3,324,721	2,599,493	2,542,095	2,352,119
Nevada R-V	14,358,395	14,481,033	14,345,346	13,783,934	14,188,447	2,077,886	1,971,412	2,003,685	1,916,364	1,977,559
Nixa Public Schools	34,895,494	34,400,364	32,096,664	30,057,103	27,991,545	4,199,157	4,045,506	3,794,345	3,603,055	3,289,685
Northeast Vernon County R-I	1,262,295	1,234,642	1,273,454	1,321,604	1,332,217	294,911	285,769	282,762	288,465	285,898
Ozark R-VI	31,073,531	29,188,696	28,067,728	27,213,441	25,692,504	4,080,613	3,572,560	3,531,642	3,210,588	3,125,110

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Comparative Statement of Instruction and Administration Expenditures  
School Districts

Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Pierce City R-VI	3,355,267	3,423,689	3,609,651	3,469,283	3,389,490	657,113	683,536	665,433	649,173	625,199
Pleasant Hope R-VI	4,484,620	4,604,483	4,842,510	5,132,421	5,205,309	777,890	715,523	702,664	782,074	671,553
Purdy R-II	3,622,048	3,744,357	3,383,786	3,404,562	3,541,282	632,649	570,679	608,772	605,998	560,912
Reeds Spring R-IV	11,513,036	11,372,420	11,126,047	10,982,959	10,553,076	1,888,999	1,920,591	1,879,596	1,681,772	1,629,406
Republic R-III	25,542,986	24,846,739	23,919,217	22,102,537	21,127,301	4,058,824	3,631,235	3,770,077	4,223,394	3,588,169
Sarcoxie R-II	4,233,094	4,122,065	4,035,152	4,045,860	4,052,729	582,519	570,780	575,878	611,944	538,851
Seneca R-VII	8,031,352	8,074,411	8,151,047	7,993,781	7,485,982	986,317	934,545	919,819	882,488	876,932
Sheldon R-VIII	1,092,032	1,084,418	995,761	977,834	1,060,433	395,878	386,548	405,330	404,642	403,365
Shell Knob 78	1,780,795	1,753,120	1,945,248	1,761,165	1,671,024	379,930	338,254	277,646	271,345	250,178
Southwest R-V	3,803,055	4,016,080	3,827,794	3,673,573	3,650,742	797,360	777,451	830,496	789,535	773,877
Sparta R-III	3,745,295	3,848,528	3,868,266	3,505,508	3,408,054	773,298	751,987	769,500	718,038	599,324
Spokane R-VII	3,926,463	3,809,769	3,680,310	3,497,157	3,391,595	887,211	887,578	831,562	785,282	767,295
Springfield R-XII	140,536,481	137,586,942	137,610,234	130,051,901	126,725,914	20,176,474	21,782,198	20,887,025	20,216,291	19,585,194
Stockton R-I	5,326,336	5,401,992	5,271,026	5,124,952	4,986,304	873,248	851,577	788,724	771,218	775,776
Strafford R-VI	6,524,817	6,339,827	5,994,200	5,916,404	5,766,012	936,044	927,358	882,045	891,549	797,553
Taneyville R-II	1,516,993	1,500,332	1,500,347	1,473,295	1,527,754	220,769	267,552	281,577	261,105	253,083
Verona R-VII	2,327,222	2,309,097	2,332,329	2,245,018	2,317,600	540,504	516,832	495,491	484,920	420,009
Walnut Grove R-V	1,460,175	1,440,297	1,399,875	1,382,199	1,414,358	451,802	466,092	436,719	410,868	349,677
Weaubleau R-III	1,892,985	1,822,525	1,790,440	1,865,188	1,881,125	405,830	359,309	353,367	341,863	322,401
Webb City R-VII	21,445,957	21,080,152	21,351,418	21,148,407	20,862,455	2,863,134	2,649,389	2,510,556	2,426,517	2,275,533
Westview C-6	1,090,477	1,096,223	1,066,113	1,177,048	1,246,954	195,774	177,419	212,971	215,844	211,713
Wheatland R-II	1,646,130	1,639,776	1,508,050	1,497,632	1,534,251	582,276	586,673	571,456	548,801	491,877
Wheaton R-III	2,335,555	2,303,747	2,505,570	2,465,257	2,320,276	460,261	561,212	541,726	588,662	506,237
Willard R-II	25,188,838	24,078,709	23,523,491	22,856,490	22,829,441	2,713,085	2,719,812	2,566,459	2,524,461	2,188,989
South Central Region										
Ava R-I	6,596,801	6,656,662	6,919,795	6,697,819	7,201,012	1,648,456	997,214	997,022	890,770	884,204
Bakersfield R-IV	2,120,659	2,068,530	2,163,591	2,061,746	2,018,131	510,520	575,234	487,138	409,566	380,260
Cabool R-IV	4,012,071	3,922,911	3,972,389	3,972,815	4,196,327	693,273	703,960	652,012	601,134	616,705
Dallas County R-I	8,769,618	9,369,343	10,626,008	10,344,396	10,050,539	2,061,474	1,976,515	1,769,596	1,746,565	1,774,327
Dora R-III	1,898,187	1,862,330	1,828,977	1,870,785	1,804,684	460,406	462,243	418,156	395,591	390,891
Fairview R-XI	4,176,736	3,969,691	3,911,968	4,011,138	4,078,910	528,949	526,752	526,964	502,830	412,030
Fordland R-III	3,354,353	3,485,439	3,499,863	3,303,551	3,273,975	906,578	703,857	621,223	601,823	573,845
Gainesville R-V	3,561,582	3,483,839	3,555,909	3,445,341	3,416,217	518,824	492,729	504,945	462,349	436,111
Gasconade C-4	658,613	571,327	587,360	630,433	739,015	109,780	132,324	119,698	152,720	180,454
Glenwood R-VIII	2,171,944	1,868,341	1,880,262	1,929,848	2,109,318	327,879	350,858	316,078	295,559	284,929
Hartville R-II	3,669,343	3,470,512	3,368,611	3,393,202	3,330,618	804,166	792,653	762,518	808,580	852,270
Houston R-I	6,955,928	6,468,716	5,907,109	5,900,140	5,614,330	787,550	931,272	882,233	811,631	850,251
Howell Valley R-I	1,745,005	1,724,991	1,727,645	1,724,916	1,757,440	341,063	339,117	377,739	317,631	295,185
Junction Hill C-12	1,622,346	1,673,823	1,744,900	1,630,461	1,675,597	236,168	236,465	232,421	218,124	229,133
Laclede County C-5	3,449,985	3,434,372	3,354,357	3,277,316	3,233,807	316,802	308,868	318,368	302,632	283,048
Laclede County R-I	4,409,607	4,276,798	4,186,918	4,048,803	4,030,369	744,531	763,015	714,764	714,300	643,514
Lebanon R-III	25,479,076	24,923,118	23,547,693	23,202,328	23,541,486	4,840,911	4,353,700	4,827,059	4,640,873	4,107,648
Licking R-VIII	4,020,866	3,948,875	3,949,495	3,928,759	3,745,334	791,111	798,112	782,223	695,582	682,370

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Comparative Statement of Instruction and Administration Expenditures  
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Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Lutie R-VI	1,206,945	1,232,120	1,157,829	1,124,275	1,385,540	383,566	340,995	289,907	325,306	422,890
Manes R-V	508,569	459,901	473,540	417,606	509,787	133,994	131,386	139,930	133,569	132,281
Mansfield R-IV	3,586,258	3,529,652	3,460,443	3,518,237	3,351,744	674,030	639,935	626,929	633,007	625,148
Marshfield R-I	14,835,543	14,092,423	14,053,060	14,314,550	13,811,257	2,209,114	1,924,964	1,894,118	1,971,192	1,911,171
Mountain Grove R-III	7,109,182	7,003,200	6,646,046	6,890,696	7,017,558	1,480,812	1,698,101	1,455,299	1,369,684	1,409,692
Mountain View-Birch Tree R-III	5,936,053	6,214,486	6,185,692	6,059,031	6,161,456	636,170	727,601	678,035	665,574	628,332
Niangua R-V	1,648,372	1,537,185	1,384,165	1,336,834	1,309,107	314,518	284,383	268,121	267,409	261,954
Norwood R-I	2,237,815	2,288,063	2,402,874	2,411,339	2,427,291	394,905	302,028	267,349	268,128	220,345
Plainview R-VIII	739,368	877,790	720,743	796,632	771,804	128,741	130,449	124,983	125,693	132,324
Plato R-V	2,621,331	2,688,581	2,715,816	2,699,908	2,753,024	557,712	540,691	532,794	528,333	495,562
Raymondville R-VII	1,149,926	1,060,642	1,001,972	952,235	897,562	168,989	146,703	135,424	146,148	143,720
Richards R-V	3,125,576	3,034,438	2,896,751	2,788,532	2,747,798	451,768	445,768	406,783	424,030	446,935
Seymour R-II	4,636,029	4,710,162	4,743,982	5,063,043	4,962,103	680,271	760,390	676,252	697,399	669,178
Skyline R-II	659,337	676,736	709,449	732,644	708,261	138,777	139,690	128,950	126,616	125,738
Success R-VI	722,029	743,865	660,346	662,806	729,491	127,075	115,231	101,319	103,723	112,459
Summersville R-II	2,173,819	2,196,446	2,150,943	2,096,558	2,279,907	456,405	428,149	437,957	444,489	434,396
Thornfield R-I	497,334	538,481	564,947	560,241	562,520	97,669	100,802	96,471	96,287	95,185
West Plains R-VII	15,161,465	14,715,238	14,639,719	14,828,556	14,803,132	3,346,495	3,573,491	3,521,210	2,679,582	2,872,506
Willow Springs R-IV	7,688,443	7,418,624	7,178,689	6,830,093	6,595,462	1,059,677	935,499	969,059	892,592	874,160
Southeast Region										
Advance R-IV	2,045,983	2,147,277	2,088,248	2,075,741	1,981,034	554,288	473,984	461,435	438,265	404,070
Altenburg 48	871,374	999,999	878,581	962,986	912,819	155,069	148,592	175,376	159,805	147,474
Alton R-IV	4,169,578	4,153,924	4,072,680	4,196,896	4,125,626	554,737	554,531	537,017	497,545	457,791
Arcadia Valley R-II	5,962,886	5,761,578	5,565,549	5,654,007	5,403,918	1,238,009	1,216,232	1,144,002	1,106,199	1,048,187
Bell City R-II	1,471,618	1,428,571	1,391,620	1,415,604	1,352,034	375,784	376,816	354,353	361,597	345,146
Belleview R-III	1,123,040	1,115,872	1,035,729	1,027,368	912,175	161,591	147,214	158,234	149,359	143,905
Bernie R-XIII	2,684,268	2,816,862	2,754,805	2,553,185	2,375,742	508,570	510,537	476,776	468,633	459,561
Bloomfield R-XIV	3,349,451	3,363,303	3,123,386	3,301,346	3,516,495	626,390	624,514	596,598	501,142	573,900
Bunker R-III	1,580,580	1,669,696	1,635,005	1,576,885	1,528,440	639,106	859,216	701,523	712,057	554,377
Campbell R-II	3,124,538	2,938,372	2,709,946	2,690,130	2,871,747	637,161	590,349	579,335	580,842	591,693
Cape Girardeau 63	26,600,110	26,707,092	26,253,728	24,951,063	24,193,738	5,106,504	5,062,888	4,893,712	5,651,427	4,349,046
Caruthersville 18	5,570,488	5,809,493	6,060,414	6,635,432	6,758,335	1,337,693	1,360,552	1,495,216	1,522,546	1,510,399
Centerville R-I	599,521	611,373	660,034	676,618	670,016	140,892	129,068	176,753	154,088	142,165
Chaffee R-II	3,176,556	3,004,353	2,720,332	2,576,945	2,589,914	477,370	496,522	468,909	476,590	424,633
Charleston R-I	5,124,392	5,026,978	4,808,057	4,772,058	4,770,686	1,644,911	1,728,284	1,616,645	1,533,012	1,320,655
Clarkton C-4	1,476,342	1,449,643	1,519,149	1,537,445	1,579,203	452,498	745,283	435,975	424,422	427,720
Clearwater R-I	5,267,992	5,299,003	5,420,672	5,561,901	5,396,463	1,012,105	1,013,622	984,776	860,105	882,007
Cooter R-IV	1,395,330	1,431,130	1,410,981	1,294,288	1,349,113	392,177	441,399	418,069	409,092	382,304
Couch R-I	1,244,832	1,214,724	1,264,851	1,268,848	1,327,229	330,704	315,538	270,232	272,014	294,550
Delta C-7	1,347,770	1,334,233	1,312,020	1,261,224	1,285,759	326,143	312,325	308,098	320,103	326,672
Delta R-V	1,657,590	1,701,206	1,659,584	1,633,014	1,732,590	414,590	409,878	395,126	377,949	380,397
Dent-Phelps R-III	2,243,191	2,049,722	1,920,068	2,019,508	2,048,465	210,193	188,111	174,684	192,614	177,333
Dexter R-XI	11,319,079	10,997,460	10,469,039	10,328,002	10,378,803	1,628,942	1,620,399	1,343,969	1,345,980	1,344,030

Appendix C-1  
 Comparative Statement of Instruction and Administration Expenditures  
 School Districts

Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Doniphan R-I	8,235,467	8,394,446	7,902,991	7,812,381	7,541,400	1,211,446	1,189,683	1,171,228	1,032,004	873,531
East Carter County R-II	3,816,780	3,645,757	3,441,081	3,580,735	3,697,063	794,871	784,887	727,815	722,376	755,043
East Prairie R-II	6,270,783	5,545,386	5,364,552	4,873,091	4,733,011	1,030,774	1,048,592	989,594	972,838	875,065
Eminence R-I	1,553,447	1,551,576	1,445,102	1,522,225	1,624,211	388,591	369,033	345,110	400,411	333,264
Fredericktown R-I	10,580,194	10,297,972	10,068,873	9,906,716	9,836,599	1,328,065	1,191,081	1,194,018	1,250,208	1,180,007
Gideon 37	1,646,981	1,507,402	1,412,860	1,580,387	1,677,822	385,203	394,892	373,129	332,928	403,443
Green Forest R-II	1,545,200	1,565,890	1,525,433	958,440	1,460,562	187,456	162,895	109,277	136,326	145,376
Greenville R-II	4,113,548	3,881,855	3,544,470	3,520,083	3,458,223	900,979	794,794	752,883	673,771	762,266
Hayti R-II	4,249,519	4,158,740	4,327,846	4,685,718	5,112,390	620,539	620,589	618,747	661,272	717,660
Holcomb R-III	2,862,644	2,845,304	2,760,097	2,711,026	2,892,541	630,444	652,920	591,607	634,735	587,421
Iron County C-4	2,791,499	2,579,275	2,423,587	2,407,868	2,323,823	567,928	535,059	491,961	464,667	462,010
Jackson R-II	24,419,905	24,023,707	22,486,648	21,748,580	21,488,809	4,224,672	3,890,473	3,438,569	3,366,492	3,148,180
Kelso C-7	855,511	820,981	858,490	892,483	986,108	143,213	131,971	131,845	136,328	137,194
Kennett 39	11,144,521	11,165,585	10,886,085	10,478,077	10,251,032	1,656,592	1,556,002	1,501,438	1,519,734	1,415,244
Leopold R-III	1,020,681	981,233	946,476	957,309	941,772	230,525	220,719	201,417	195,378	211,567
Lesterville R-IV	2,940,901	2,898,025	2,765,063	2,803,383	2,704,899	805,113	909,603	739,341	750,452	663,020
Malden R-I	5,962,576	6,508,976	6,110,909	6,177,335	6,121,150	940,445	938,211	903,425	898,262	878,780
Marquand-Zion R-VI	1,095,090	1,115,576	984,212	934,668	904,696	179,581	197,658	281,682	254,611	193,617
Meadow Heights R-II	2,562,836	2,596,713	2,521,572	2,580,002	2,498,952	566,093	538,039	517,072	504,071	533,191
Naylor R-II	1,983,915	2,013,056	2,120,066	2,201,758	2,255,209	293,320	267,637	390,048	382,329	385,153
Neelyville R-IV	3,499,977	3,336,485	3,334,204	3,237,027	3,035,720	611,188	612,882	625,426	578,625	506,135
Nell Holcomb R-IV	2,622,988	2,696,361	2,916,053	2,789,914	2,672,708	339,200	346,275	343,920	334,458	336,848
New Madrid County R-I	10,768,639	10,369,638	9,615,980	9,382,389	9,427,559	2,157,350	2,078,678	2,196,127	2,265,384	2,126,688
North Pemiscot County R-I	1,370,128	1,522,758	1,414,033	1,476,567	1,285,185	376,783	366,161	356,215	365,521	361,336
North Wood R-IV	1,610,084	1,503,307	1,664,269	1,585,745	1,636,732	227,332	244,038	200,504	195,135	190,694
Oak Hill R-I	1,060,439	1,072,458	1,037,692	1,036,218	882,553	143,540	117,611	117,209	118,284	120,028
Oak Ridge R-VI	2,080,153	2,084,749	2,094,715	1,947,414	1,940,491	403,420	373,466	348,961	338,407	330,417
Oran R-III	1,678,042	1,641,720	1,743,727	1,708,843	1,754,258	454,000	449,455	447,959	409,108	411,575
Oregon-Howell R-III	1,712,792	2,377,195	1,384,338	1,281,365	1,251,518	299,694	354,410	331,954	268,653	258,333
Pemiscot County R-III	1,124,857	1,005,084	953,360	952,570	949,069	242,288	231,516	237,686	224,330	219,952
Pemiscot County Special School District	3,519,161	3,579,785	3,650,533	3,842,277	4,204,515	502,766	518,612	511,473	614,600	551,010
Perry County 32	12,498,130	12,051,471	12,227,954	11,396,029	11,065,810	2,143,700	2,097,735	2,146,637	2,048,362	1,964,911
Poplar Bluff R-I	27,019,959	26,119,544	25,331,834	25,419,447	24,222,449	3,084,928	3,311,472	3,148,945	2,985,422	2,924,191
Portageville	3,849,741	3,902,245	3,856,390	3,881,257	3,764,716	672,971	626,863	600,779	624,834	600,122
Puxico R-VIII	4,295,113	4,306,377	4,681,066	4,357,238	4,027,267	1,019,221	1,015,969	977,741	947,628	951,289
Richland R-I	1,971,528	1,857,188	1,795,453	1,762,085	1,815,250	501,105	441,555	417,914	408,337	394,311
Ripley County R-III	746,705	824,156	820,344	855,346	886,788	115,331	118,069	126,637	125,561	153,837
Ripley County R-IV	1,080,904	1,128,530	1,126,504	1,027,005	1,156,447	242,017	260,168	220,550	239,133	231,488
Risco R-II	1,111,764	1,089,417	1,112,125	1,058,982	1,080,794	416,383	423,784	348,692	387,422	364,923
Salem R-80	7,047,543	6,969,878	6,938,166	7,148,233	7,405,152	1,277,665	1,275,009	1,238,106	1,192,387	1,149,560
Scott City R-I	4,868,405	4,441,223	4,284,174	4,334,278	4,505,908	705,862	695,997	657,506	646,364	652,020
Scott County Central	2,512,906	2,432,169	2,285,502	2,008,899	2,056,638	517,904	488,463	458,915	442,282	479,744
Scott County R-IV	4,969,521	4,713,767	4,706,006	4,616,826	4,355,236	923,358	850,740	900,119	873,403	842,141
Senath-Hornersville C-8	4,147,729	4,387,785	4,248,187	3,854,806	3,878,113	628,018	621,737	666,038	626,742	615,938

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 School Districts

Region/School	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Sikeston R-6	19,623,897	18,668,192	17,586,920	17,889,792	17,174,557	3,397,391	3,357,000	3,302,360	3,080,777	3,042,851
South Iron County R-I	1,823,383	2,152,771	1,744,325	1,743,454	1,856,303	499,792	485,153	456,409	455,005	440,861
South Pemiscot County R-V	3,399,613	3,399,459	3,637,520	3,786,648	3,856,507	773,193	767,149	632,072	525,838	558,310
Southern Reynolds County R-II	2,485,268	2,436,753	2,648,188	2,734,904	2,642,737	625,158	689,336	568,767	573,665	502,008
Southland C-9	1,589,193	1,912,295	1,787,693	1,716,712	1,553,362	519,904	515,195	515,177	492,456	483,688
Thayer R-II	3,663,298	3,629,876	3,403,608	3,364,967	3,201,610	532,008	481,734	418,314	397,429	378,814
Twin Rivers R-X	5,458,306	5,286,863	5,080,004	4,967,226	4,743,927	879,673	920,722	862,776	846,564	792,439
Van Buren R-I	3,344,864	3,408,952	3,304,707	3,269,406	3,236,350	669,641	687,770	680,760	697,912	677,710
Winona R-III	2,762,666	2,766,080	2,674,465	2,632,056	2,478,969	538,361	572,018	552,958	541,368	501,537
Woodland R-IV	4,825,437	4,939,452	4,781,452	4,452,345	4,260,338	771,757	718,979	782,491	719,192	704,522
Zalma R-V	1,308,003	1,262,908	1,235,323	1,186,524	1,107,833	333,108	340,512	253,561	248,198	329,590

Source: Annual Secretary of the Board Report data obtained from the Department of Elementary and Secondary Education.

n/a The school was not open for this year.

Appendix C-2  
Comparative Statement of Instruction and Administration Expenditures  
Charter Schools

City/School <sup>1</sup>	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
<b>Kansas City</b>										
Academie Lafayette	\$ 5,570,677	5,380,876	4,857,525	4,796,057	4,331,561	2,117,119	1,480,775	1,402,918	1,321,704	1,239,210
Academy For Integrated Arts	614,939	452,848	463,439	351,456	n/a	275,568	232,533	213,055	241,541	n/a
Allen Village	3,771,686	3,796,855	3,314,004	2,244,486	2,306,139	1,046,773	1,198,869	1,212,163	700,633	1,068,130
Alta Vista Charter School	6,392,037	5,911,753	4,572,205	3,719,430	3,543,384	2,091,973	1,704,965	1,343,942	1,010,009	483,882
<b>Benjamin Banneker Charter</b>										
Academy of Technology	1,774,053	1,623,699	2,095,788	2,472,189	2,501,933	1,368,749	1,173,103	1,014,465	1,240,702	1,011,998
Brookside Charter School	3,535,097	3,504,066	2,781,123	2,613,232	2,637,967	1,323,375	1,335,944	1,084,143	1,236,477	862,420
Crossroads Academy Of Kansas City	2,594,628	2,195,150	1,641,909	1,325,320	n/a	1,024,644	851,137	596,050	512,071	n/a
Della Lamb Elementary Charter School	3,784,860	4,051,302	4,118,500	3,860,946	3,611,421	1,037,300	3,201,399	946,097	2,156,084	1,963,704
DeLaSalle Charter School	1,691,582	1,914,640	1,734,050	1,425,780	1,236,887	1,596,817	1,572,557	1,690,096	1,687,597	1,327,824
Derrick Thomas Academy	n/a	n/a	n/a	4,059,649	5,253,024	n/a	n/a	n/a	1,207,089	1,818,316
Ewing Marion Kauffman School	4,199,610	3,127,047	2,409,585	1,512,373	757,941	2,411,406	1,886,031	1,209,664	1,070,015	705,905
Frontier School Of Innovation	8,212,525	6,793,261	5,782,733	4,696,008	3,913,969	3,017,791	2,298,965	2,065,674	1,930,260	1,807,969
Genesis School Inc.	2,011,444	1,886,561	7,441,295	7,662,785	5,761,087	700,852	712,413	881,380	760,549	899,929
Gordon Parks Elementary School	1,537,665	1,480,302	957,979	2,063,424	1,739,794	533,705	628,077	715,028	796,763	783,659
Hogan Preparatory Academy	6,315,123	5,933,720	5,484,379	3,945,039	3,558,539	2,236,145	1,986,564	1,766,488	1,169,524	839,316
Hope Academy	n/a	n/a	1,436,583	1,991,603	894,544	n/a	n/a	1,391,480	1,181,952	696,190
Hope Leadership Academy	693,026	617,608	602,003	479,050	316,396	370,976	406,729	384,179	332,748	298,719
Kipp: Endeavor Academy	1,810,009	1,802,125	1,763,602	1,703,426	1,122,542	1,036,864	819,546	745,991	597,267	621,445
Lee A. Tolbert Community Academy	3,575,757	3,893,975	3,437,293	4,070,671	4,816,110	897,361	902,776	836,913	395,063	189,789
Pathway Academy	2,308,353	2,366,758	2,361,620	2,291,835	2,368,757	683,658	871,452	803,290	769,452	666,557
Ren/aissance Academy	n/a	n/a	n/a	n/a	4,857,795	n/a	n/a	n/a	n/a	1,322,742
Scuola Vita Nuova	1,380,570	1,333,808	1,342,245	1,330,566	1,602,377	528,206	588,642	567,347	441,431	530,018
University Academy	5,807,126	5,749,260	5,792,475	5,396,777	5,039,987	2,543,599	2,329,885	2,020,139	1,915,507	2,126,282
Urban Community Leadership Academy	n/a	n/a	n/a	n/a	1,437,313	n/a	n/a	n/a	n/a	595,124
<b>St. Louis</b>										
Better Learning Communities Academy	918,367	1,010,781	765,663	495,785	489,781	459,270	459,509	356,781	239,321	217,190
Carondelet Leadership Academy	2,316,615	2,292,601	2,170,354	1,711,621	1,638,100	698,608	659,975	576,598	541,436	474,009
City Garden Montessori	1,461,297	1,338,742	1,126,021	953,773	704,508	509,076	424,963	392,362	355,218	315,038
Confluence Academies	16,699,432	17,250,096	17,014,932	18,828,757	20,868,640	7,945,229	5,847,973	5,878,874	6,249,621	5,741,771
Construction Careers Center	n/a	723,411	805,910	1,459,680	1,365,556	n/a	604,176	613,508	576,745	471,661
Eagle College Preparatory School	1,964,459	1,233,076	760,256	n/a	n/a	1,205,648	663,127	431,587	n/a	n/a
Gateway Science Academy of St. Louis	7,777,264	7,023,559	5,672,934	3,478,495	2,381,258	1,841,556	1,758,041	1,872,304	1,429,017	1,077,196
Grand Center Arts Academy	4,072,547	3,546,913	2,979,487	2,174,901	1,648,569	1,322,778	1,069,361	1,065,734	1,041,461	941,069
Hawthorn Leadership School for Girls	871,926	n/a	n/a	n/a	n/a	408,321	n/a	n/a	n/a	n/a
Jamaa Learning Center	817,171	831,137	879,142	897,434	560,008	437,703	465,469	442,406	359,445	348,022
Kipp: St. Louis Public Schools	6,308,444	4,121,862	2,506,201	2,298,636	1,969,951	4,234,974	2,382,051	1,969,834	1,459,972	829,089
Lafayette Preparatory Academy	965,576	887,647	441,393	n/a	n/a	257,282	208,249	256,640	n/a	n/a
La Salle Charter School	589,549	n/a	n/a	n/a	n/a	301,187	n/a	n/a	n/a	n/a
Lift For Life Academy	3,270,858	3,094,993	2,983,265	2,890,345	2,806,760	1,460,701	1,367,388	1,363,314	1,262,397	983,589
North Side Community School	1,954,429	2,038,159	1,681,937	1,546,890	949,564	648,953	691,764	505,837	445,284	348,820
Preclarus Mastery Academy	1,053,818	978,052	794,849	682,432	575,424	420,343	652,100	568,659	446,305	513,453
Premier Charter School	5,828,917	5,672,802	5,257,197	4,779,852	4,773,416	1,530,457	3,028,279	1,513,102	1,330,161	1,192,929



Appendix C-2  
 Comparative Statement of Instruction and Administration Expenditures  
 Charter Schools

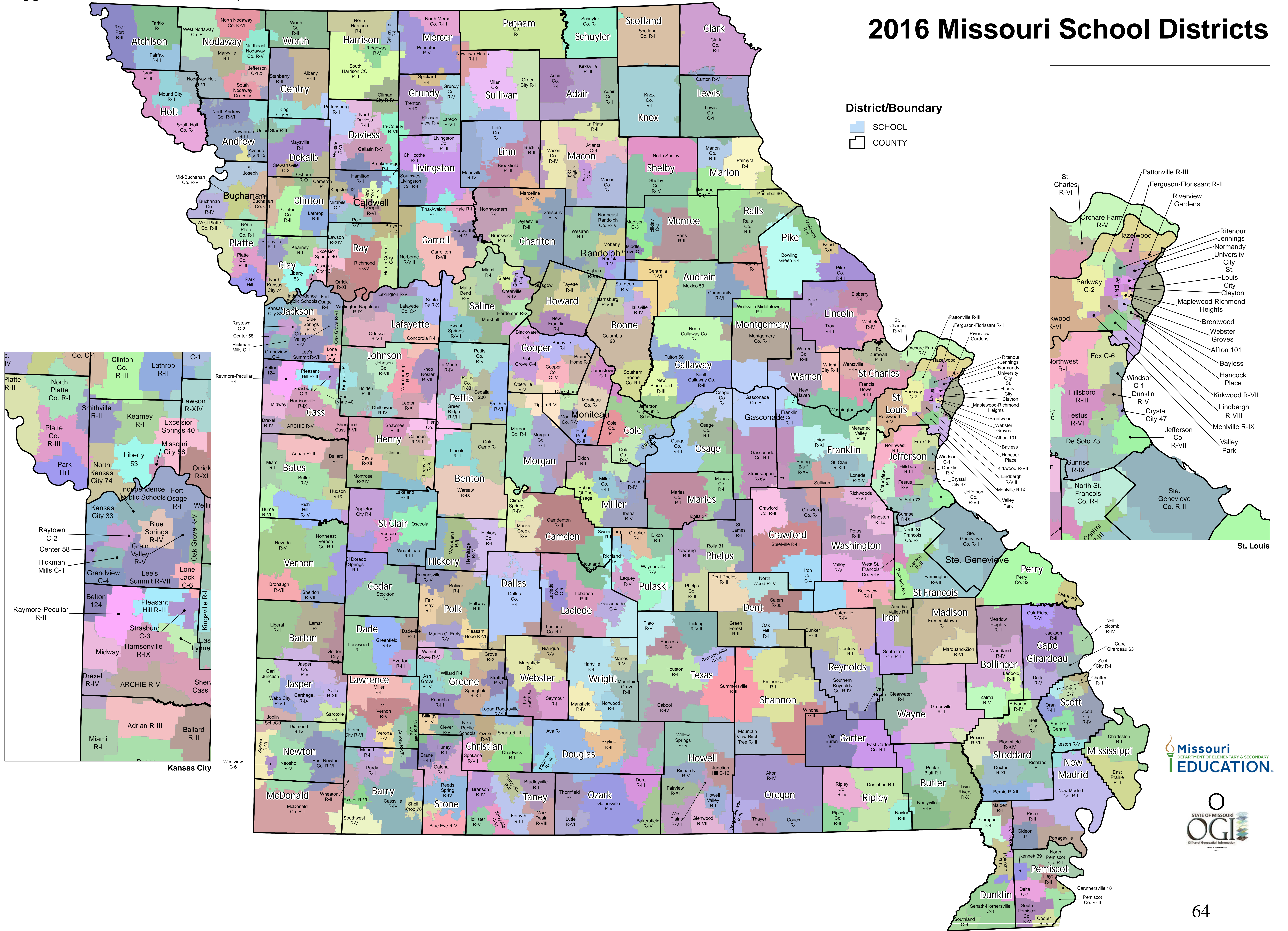
City/School <sup>1</sup>	Instruction Expenditures					Administration Expenditures				
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
Shearwater Education Foundation	n/a	n/a	n/a	312,670	289,564	n/a	n/a	n/a	456,043	329,243
St. Louis College Prep	1,761,663	1,193,346	1,306,589	792,346	562,497	786,053	578,454	368,740	366,115	281,784
St. Louis Language Immersion School	4,263,999	5,084,154	4,450,493	3,916,721	2,918,087	1,678,068	1,241,161	1,238,488	1,084,560	839,745
The Biome School	\$ 265,016	n/a	n/a	n/a	n/a	253,756	n/a	n/a	n/a	n/a

Source: Annual Secretary of the Board Report data obtained from the Department of Elementary and Secondary Education.

<sup>1</sup> Imagine Academy of Academic Science, Imagine Academy of Careers, and Imagine Academy of Environmental Sciences and Math were not included. They operated during the 2011 -2012 school year but did not report expenditure data and closed after that school year.

n/a The school was not open for this year.

# 2016 Missouri School Districts





**NICOLE GALLOWAY, CPA**  
**Missouri State Auditor**

Date

Address

Dear Superintendent:

The Missouri State Auditor's Office is conducting an audit of Missouri school district and charter school administrative expenditures under authority granted in Section 29.205, RSMo. The scope of our audit includes, but is not necessarily limited to, the year ended June 30, 2016.

Our audit objectives are (1) to report comparative key public data about administrative expenditures of all Missouri school districts and charter schools, (2) evaluate the internal controls over significant management and financial functions for the reporting of school district and charter school financial information, and (3) determine if administrative expenditures reported by school districts and charter schools are representative of actual administrative expenditures. At the conclusion of our audit, an audit report will be issued containing the audit results, including findings, conclusions, and recommendations, as appropriate.

To address our objective to report key comparative public data, we have obtained data available through the Department of Elementary and Secondary Education (DESE). However, some information not available from the DESE is needed from school districts and charter schools to meet our objective. Please complete and return the enclosed questionnaire and all requested documentation using the enclosed business-reply envelope, or electronically to the email listed below by March 3, 2017:

xxx@auditor.mo.gov

Subject: School Administrative Expenditures Audit

Thank you for your assistance and cooperation. If you have any questions or concerns, please contact xxx at (573) 751-4213 or by email using the address above.

Sincerely,

Audit Manager  
Enclosure

RE: School Administrative Expenditures Audit

District:

1. For the 2015-2016 school year, please list the number and position title of all executive and building level administration employees (example: 2 Elementary Principals). Attach additional page(s) if needed.

<b>Executive<sup>1</sup></b>		<b>Building Level</b>	
<u>Number</u>	<u>Position</u>	<u>Number</u>	<u>Position</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Average Salary: \_\_\_\_\_ Average Salary: \_\_\_\_\_

2. Please provide these amounts for the 2015-2016 school year<sup>2</sup>.

Executive administration (function code 2320)	2015-2016 Total \$ _____
Building level administration (function code 2410)	2015-2016 Total \$ _____

3. Please provide a copy of the Superintendent or top administrator's (e.g. Executive Director) employment contract in effect during the 2015-2016 school year including any addendums, exhibits, or attachments. In addition, please complete the following lines about compensation the Superintendent or Executive Director received for the 2015-2016 school year. Attach additional page(s) if needed.

Salary: \_\_\_\_\_

Mileage/vehicle allowances: \_\_\_\_\_

Stipends: \_\_\_\_\_

Benefits paid to or on behalf of <sup>3</sup>: \_\_\_\_\_

Other miscellaneous compensation: \_\_\_\_\_

\_\_\_\_\_

Compensation not included in contract: \_\_\_\_\_

**Total Compensation:** \_\_\_\_\_

Questions regarding responses to this questionnaire can be directed to:

Name: \_\_\_\_\_

Phone #: \_\_\_\_\_

Email: \_\_\_\_\_

<sup>1</sup> Employees who are responsible for activities associated with the overall general administration of or executive responsibility for the entire district or charter school.

<sup>2</sup> This information is combined with other function codes on the Annual Secretary of the Board Report and not available separately from the DESE.

<sup>3</sup> Examples of compensation to be reported on this line include medical, dental, or life insurance payments; payments to a deferred compensation plan; or annuity payments.

The representations made above are accurate to the best of our knowledge and we have provided you with all requested information.

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_