

COLLECTIVE BARGAINING AGREEMENT

The Olentangy Local School District Board of Education (“Board”) and the Ohio Association of Public School Employees, Local #039 (“Union”) agree to the following terms for a new one-year collective bargaining agreement, effective July 1, 2016 through June 30, 2017 (“new Agreement”):

1. Except as otherwise provided herein, the terms of the prior collective bargaining agreement (“prior Agreement”) in effect from July 1, 2012 through June 30, 2016, including any and all Memorandums of Agreement (“MOAs”) and Memorandums of Understanding (“MOUs”) are incorporated into the new Agreement as though rewritten herein.
2. Employees shall receive a two and one-quarter percent (2.25%) base wage increase for the term of the new Agreement, and the parties agree to the wage schedule and index attached hereto as Exhibit A.

The terms set forth herein were ratified by the Union and adopted by the Board of Education on or before June 9, 2016.

For the Union:

For the Board:

Superintendent

Treasurer

Board President

**R.C. 5705.412 CERTIFICATION OF
ADEQUATE REVENUE FOR CONTRACT**

The Olentangy Local School District has in effect the authorization to levy taxes including the renewal or replacement of existing levies which, when combined with the estimated revenue from all other sources available to the District at the time of this certification, are sufficient to provide the operating revenues necessary to enable the District to maintain all personnel and programs for all the days set forth in its adopted school calendars and in future fiscal years for the term of the Master Contract between the Board and the Ohio Association of Public School Employees, Local #039, effective from July 1, 2016 through June 30, 2017.

The District's estimates of revenue and determination of whether such revenue is sufficient to provide necessary operating revenue for the purpose of making certifications required were made consistent with relevant rules of the Auditor of State and Department of Education.

Treasurer

Superintendent

Board President

June 9, 2016

FY '17 Adjusted Salary Schedule with COLA (2.25%)
CMF

Step	Custodian	Evening Lead Cust	Head Elem Cust	Head MS/HS Cust	Field Serv Tech	Maint I	Maint II	Head Field Service	Mech Lead
0	14.47	14.92	16.80	17.87	14.12	17.29	18.77	16.43	19.88
1	14.84	15.28	17.27	18.36	14.52	17.77	19.23	16.89	20.40
2	15.25	15.70	17.77	19.25	14.92	18.60	20.05	17.36	21.25
3	15.65	16.12	18.28	19.37	15.32	18.84	20.29	17.91	21.49
4	16.10	16.60	18.83	19.92	15.73	19.37	20.83	18.41	22.09
5	16.56	17.08	19.39	20.51	16.18	19.95	21.38	18.97	22.69
6	17.02	17.51	19.96	21.04	16.63	20.56	22.01	19.48	23.34
7	17.47	18.04	20.56	21.65	17.09	21.10	22.57	20.10	23.91
8	18.01	18.54	21.16	22.24	17.57	21.73	23.18	20.65	24.57
9	18.48	19.05	21.77	22.86	18.10	22.38	23.79	21.32	25.24
10	18.48	19.05	21.77	22.86	18.10	22.38	23.79	21.32	25.24
11	19.52	20.14	23.08	24.16	19.10	23.68	25.16	22.57	26.69
12	19.52	20.14	23.08	24.16	19.10	23.68	25.16	22.57	26.69
13	20.64	21.53	24.74	25.82	20.18	25.07	26.52	24.16	28.10
14	20.64	21.53	24.74	25.82	20.18	25.07	26.52	24.16	28.10
15	21.84	22.73	25.94	27.02	21.38	26.27	27.72	25.36	29.30

FY '17 Adjusted Salary Schedule Index with COLA (2.25%)
CMF

Step	Custodian	Evening Lead Cust	Head Elem Cust	Head MS/HS Cust	Field Serv Tech	Maint I	Maint II	Head Field Service	Mech Lead
0	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
1	1.0256	1.0241	1.0280	1.0274	1.0283	1.0278	1.0245	1.0280	1.0262
2	1.0539	1.0523	1.0577	1.0772	1.0567	1.0758	1.0682	1.0566	1.0689
3	1.0815	1.0804	1.0881	1.0839	1.0850	1.0896	1.0810	1.0901	1.0810
4	1.1126	1.1126	1.1208	1.1147	1.1140	1.1203	1.1097	1.1205	1.1112
5	1.1444	1.1448	1.1542	1.1477	1.1459	1.1538	1.1391	1.1546	1.1413
6	1.1762	1.1736	1.1881	1.1774	1.1778	1.1891	1.1726	1.1856	1.1740
7	1.2073	1.2091	1.2238	1.2115	1.2103	1.2204	1.2025	1.2234	1.2027
8	1.2446	1.2426	1.2595	1.2445	1.2443	1.2568	1.2349	1.2568	1.2359
9	1.2771	1.2768	1.2958	1.2792	1.2819	1.2944	1.2674	1.2976	1.2696
10	1.2771	1.2768	1.2958	1.2792	1.2819	1.2944	1.2674	1.2976	1.2696
11	1.3490	1.3499	1.3738	1.3520	1.3527	1.3696	1.3404	1.3737	1.3426
12	1.3490	1.3499	1.3738	1.3520	1.3527	1.3696	1.3404	1.3737	1.3426
13	1.4264	1.4430	1.4726	1.4449	1.4292	1.4500	1.4129	1.4705	1.4135
14	1.4264	1.4430	1.4726	1.4449	1.4292	1.4500	1.4129	1.4705	1.4135
15	1.5093	1.5235	1.5440	1.5120	1.5142	1.5194	1.4768	1.5435	1.4738

COLLECTIVE BARGAINING AGREEMENT

The Olentangy Local School District Board of Education (“Board”) and the Ohio Association of Public School Employees, Local #322 (“Union”) agree to the following terms for a new one-year collective bargaining agreement, effective July 1, 2016 through June 30, 2017 (“new Agreement”):

1. Except as otherwise provided herein, the terms of the prior collective bargaining agreement (“prior Agreement”) in effect from July 1, 2012 through June 30, 2016, including any and all Memorandums of Agreement (“MOAs”) and Memorandums of Understanding (“MOUs”) are incorporated into the new Agreement as though rewritten herein.
2. Employees shall receive a two and one-quarter percent (2.25%) base wage increase for the term of the new Agreement, and the parties agree to the wage schedule and index attached hereto as Exhibit A.
3. All references to “five (5) years” in Section 28.8 of the Agreement shall be changed to “ten (10) years.”

The terms set forth herein were ratified by the Union and adopted by the Board of Education on or before June 9, 2016.

For the Union:

For the Board:

Superintendent

Treasurer

Board President

**R.C. 5705.412 CERTIFICATION OF
ADEQUATE REVENUE FOR CONTRACT**

The Olentangy Local School District has in effect the authorization to levy taxes including the renewal or replacement of existing levies which, when combined with the estimated revenue from all other sources available to the District at the time of this certification, are sufficient to provide the operating revenues necessary to enable the District to maintain all personnel and programs for all the days set forth in its adopted school calendars and in future fiscal years for the term of the Master Contract between the Board and the Ohio Association of Public School Employees, Local #322, effective from July 1, 2016 through June 30, 2017.

The District's estimates of revenue and determination of whether such revenue is sufficient to provide necessary operating revenue for the purpose of making certifications required were made consistent with relevant rules of the Auditor of State and Department of Education.

Treasurer

Superintendent

Board President

June 9, 2016

FY '17 Adjusted Salary Schedule with COLA (2.25%)
Transportation/Bus Drivers

Step	Hourly Rate
0	\$ 18.11
1	\$ 18.53
2	\$ 18.96
3	\$ 19.42
4	\$ 19.81
5	\$ 20.31
6	\$ 20.76
7	\$ 21.21
8	\$ 21.70
9	\$ 22.21
10	\$ 22.70
11	\$ 23.19
12	\$ 23.66
13	\$ 24.11
14	\$ 24.58
15	\$ 25.05
16	\$ 25.52
17	\$ 25.99

**FY '17 Adjusted Salary Index with COLA with (2.25%)
Transportation/Bus Drivers**

Step	Index
0	1.0000
1	1.0232
2	1.0469
3	1.0723
4	1.0939
5	1.1215
6	1.1463
7	1.1712
8	1.1982
9	1.2264
10	1.2535
11	1.2805
12	1.3065
13	1.3313
14	1.3573
15	1.3832
16	1.4092
17	1.4351

ADMINISTRATIVE CONTRACTS
2016-17 School Year (2.25% Increase)

Recommended for Board of Education Approval on June 9, 2016

Administrator	Position	Location
Arganbright, James M.	Director, Pupil Services	CO
Baker, Carla G.	Principal	OBMS
Baker, Kristin E.	Principal	OMES
Berend, Daniel P.	Supervisor, Custodial	CO
Bates, Jason M.	Assistant Principal	OHS
Beard, Timothy A.	Coordinator, Testing	CO
Beck, Cathy L.	Assistant Principal	OBMS
Betz, John W.	Director, Athletics	OOHS/OOMS/OBMS
Bridges, Pamela J.	Assistant Principal	GOES
Casto, Traci A.	Supervisor, Pupil Services	CO
Caton, Teresa R. ¹	Principal	LTES
Chappell, Julie A.	Accountant	CO
Clark, Jodie L.	Director, Transportation	Berkshire - East
Clifford, Jennifer L.	Assistant Principal	OCES
Crothers, Nichole M.	Assistant Principal	OLHS
Cunningham, Scott A.	Principal	OOMS
Daberkow, Stefanie L.	Assistant Director, Pupil Services	CO
Damceski, Anna A.	Assistant Principal	OHMS
DeTillio, Vincent P.	Supervisor, Curriculum & Instruction	CO
Eismon, Chelsea L.	Program Administrator, STEM	OA
Elkins, Anthony A.	Supervisor, Curriculum & Instruction	CO
Ellison, Katherine L.	Assistant Principal on Special Assignment	CO
Fette, Jack J.	Chief Academic Officer	CO
Fields, Jessica M.	Supervisor, Instructional Technology	CO
Freese, Nancy J.	Principal	OLMS
Gilliam, Derrick S.	Principal	OHMS
Gordon, Jeffrey M.	Director, Business/Facilities	CO
Griffiths, Robert H.	Assistant Principal	OLHS
Harmon, Dana M.	Assistant Principal	OMES
Hatfield, Emily K.	Assistant Treasurer	CO
Heuser, Christopher L. ¹	Principal	ISES
Iceman, Jennifer L.	Assistant Director, Human Resources ²	CO
Immelt, Devon J.	Public Information Coordinator	CO
Kenney, Jeanette C.	Assistant Director, Curriculum & Instruction ³	CO
Knape, Leann M.	Assistant Principal on Special Assignment	CO
Knopp, Marisa S.	Supervisor, Pupil Services	CO
Lather, Julie A.	Principal	OCES
Lawrensen, Valerie L.	Assistant Principal	OLHS
Lenko, Bethany A.	Supervisor, Food Service	CO
Linscott, Ross E.	Supervisor, Pupil Services	CO
Mamais, Jessica L.	Assistant Principal	OOHS
Mazza, Jennifer S.	Principal	TRES
McDaniels, Joshua D.	Principal	OSMS
McDonnell, Thomas B.	Principal	OHS
McFarland, Kathryn L.	Principal	OOHS
McMurry, Peggy S.	Director, Curriculum	CO
Meeker, Darin J.	Director, Athletics	OLHS/OLMS/OHMS
Meyer, Carla	Assistant Supervisor, Food Services	CO
Meyer, Todd R.	Chief Operations Officer	CO
Miller, Michael E.	Supervisor, Transportation	Berkshire - East
Morgan, Amy M.	Supervisor, Transportation	Liberty - West
Moushey, Charles T.	Assistant Principal	OLMS

ADMINISTRATIVE CONTRACTS
2016-17 School Year (2.25% Increase)

Recommended for Board of Education Approval on June 9, 2016

Administrator	Position	Location
Murph, Daniel S.	School-Community Liaison	CO
Norman, Samantha J.	School-Community Liaison	CO
Palo, Michele M.	Assistant Supervisor, Food Services	CO
Ramey, Daniel F.	Supervisor, Maintenance	CO
Roscoe, Jaclyn M. ¹	Principal	GOES
Ross, Jeremy W.	Principal	WRES
Saiben, Christopher E.	Assistant Principal	OOMS
Sargent, Stephen W.	Principal	FTES
Sedoti, Karen	Assistant Principal	OOHS
Seitz, Michelle M. ¹	Principal	WCES
Sexton, Robert E.	Director, Technology	CO
Smith, Trond L.	Assistant Principal	OOHS
Slocum, Jessica N.	Assistant Principal	OHS
Somers, Amanda E.	Accountant	CO
Stackhouse, Laura M.	Supervisor, Pupil Services	CO
Staum, Susan L.	Principal	HES
Strickland, Maggie R.	School-Community Liaison	CO
Syroka, Justin J. ¹	Principal	CES
Tressel, Christopher D.	Assistant Principal	OSMS
Warfield, William D.	Principal	OLHS
Wei, Yi En	Statistician	CO
Wolfe IV, John H.	Director, Athletics	OHS/OSMS/OBMS
Wright, Randall D.	Chief of Administrative Services	CO
Zeller, Christina M.	Assistant Principal	OSMS

¹ Base annual wage includes an additional 4.50% increase.

² Reclassification of administrative position.

³ Reclassification of administrative position and base annual wage includes an additional 9.04% increase.

FY '17 Adjusted Salary Schedule with COLA (2.25%)
Classified Non-Union

	TREASURER'S OFFICE		MECHANICS			TECHNOLOGY		AIDES/CLERKS	SECRETARY				
	Treasurer Assoc	Supervisor	Head	Assistant	Mechanic Trainee	Specialist	Network Specialist	Aides	General	Building/Dispatcher	Administrative	Executive	Superintendent
0	16.28	18.20	17.88	16.78	14.65	16.78	17.88	13.65	14.42	15.02	15.65	16.28	19.93
1	16.72	18.68	18.43	17.27	15.08	17.24	18.43	14.03	14.80	15.43	16.08	16.72	20.37
2	17.18	19.17	18.98	17.79	15.53	17.73	18.98	14.43	15.18	15.85	16.51	17.18	20.83
3	17.65	19.69	19.54	18.33	16.01	18.23	19.54	14.83	15.60	16.28	16.96	17.65	21.30
4	18.16	20.26	20.15	18.89	16.48	18.74	20.15	15.24	16.03	16.72	17.40	18.16	21.78
5	18.64	20.82	20.76	19.44	16.97	19.26	20.76	15.67	16.47	17.18	17.89	18.64	22.28
6	19.18	21.41	21.42	20.03	17.47	19.84	21.42	16.14	16.93	17.67	18.41	19.18	22.82
7	19.74	22.03	22.14	20.63	18.02	20.41	22.14	16.61	17.40	18.19	18.95	19.74	23.38
8	20.33	22.69	22.86	21.25	18.55	21.02	22.86	17.09	17.93	18.71	19.47	20.33	23.96
9	20.90	23.34	23.61	21.89	19.10	21.63	23.61	17.61	18.44	19.24	20.05	20.90	24.54
10	21.50	24.03	24.42	22.55	19.65	22.32	24.42	18.16	18.98	19.81	20.63	21.50	25.15
11	22.15	24.75	25.20	23.22	20.26	22.98	25.20	18.69	19.51	20.39	21.24	22.15	25.77
12	22.81	25.50	26.03	23.92	20.86	23.64	26.03	19.24	20.09	20.98	21.85	22.81	26.47
13	23.50	26.26	26.91	24.62	21.47	24.39	26.91	19.82	20.67	21.56	22.48	23.50	26.63
14	24.19	27.06	27.77	25.38	22.13	25.11	27.77	20.42	21.27	22.22	23.14	24.19	26.82
15	24.93	27.86	28.70	26.12	22.78	25.86	28.70	21.03	21.90	22.84	23.79	24.93	26.96
16	25.67	28.71	29.64	26.93	23.46	26.63	29.64	21.65	22.53	23.51	24.51	25.67	27.14
17	26.47	29.57	30.64	27.72	24.16	27.44	30.64	22.33	23.17	24.18	25.20	26.47	27.30
18	26.47	29.57	30.64	27.72	24.16	27.44	30.64	22.33	23.17	24.18	25.20	26.47	27.30
19	27.29	30.39	31.46	28.54	24.98	28.26	31.46	23.15	23.99	25.00	26.02	27.29	28.12
20	27.29	30.39	31.46	28.54	24.98	28.26	31.46	23.15	23.99	25.00	26.02	27.29	28.12
21	28.13	31.23	32.30	29.38	25.82	29.10	32.30	23.99	24.83	25.84	26.86	28.13	28.96
22	28.13	31.23	32.30	29.38	25.82	29.10	32.30	23.99	24.83	25.84	26.86	28.13	28.96
23	28.99	32.09	33.16	30.24	26.68	29.96	33.16	24.85	25.69	26.70	27.72	28.99	29.82
24	28.99	32.09	33.16	30.24	26.68	29.96	33.16	24.85	25.69	26.70	27.72	28.99	29.82
25	29.77	32.87	33.94	31.02	27.46	30.74	33.94	25.63	26.47	27.48	28.50	29.77	30.60
26	29.87	32.97	34.04	31.12	27.56	30.84	34.04	25.73	26.57	27.58	28.60	29.87	30.70
27	29.99	33.09	34.16	31.24	27.68	30.96	34.16	25.85	26.69	27.70	28.72	29.99	30.82
28	30.10	33.20	34.27	31.35	27.79	31.07	34.27	25.96	26.80	27.81	28.83	30.10	30.93
29	30.21	33.31	34.38	31.46	27.90	31.18	34.38	26.07	26.91	27.92	28.94	30.21	31.04
30	30.31	33.41	34.48	31.56	28.00	31.28	34.48	26.17	27.01	28.02	29.04	30.31	31.14

FY '17 Adjusted Salary Schedule Index with COLA (2.25%)
Classified Non-Union

	TREASURER'S OFFICE		MECHANICS			TECHNOLOGY		AIDES/CLERKS	SECRETARY				
	Treasurer Assoc	Supervisor	Head	Assistant	Mechanic Trainee	Specialist	Network Specialist	Aides	General	Building/Dispatcher	Administrative	Executive	Superintendent
0	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
1	1.0270	1.0264	1.0308	1.0292	1.0294	1.0274	1.0308	1.0278	1.0264	1.0273	1.0275	1.0270	1.0221
2	1.0553	1.0533	1.0615	1.0602	1.0601	1.0566	1.0615	1.0571	1.0527	1.0553	1.0550	1.0553	1.0452
3	1.0842	1.0819	1.0928	1.0924	1.0928	1.0864	1.0928	1.0864	1.0818	1.0839	1.0837	1.0842	1.0687
4	1.1155	1.1132	1.1270	1.1257	1.1249	1.1168	1.1270	1.1165	1.1117	1.1132	1.1118	1.1155	1.0928
5	1.1450	1.1440	1.1611	1.1585	1.1584	1.1478	1.1611	1.1480	1.1422	1.1438	1.1431	1.1450	1.1179
6	1.1781	1.1764	1.1980	1.1937	1.1925	1.1824	1.1980	1.1824	1.1741	1.1764	1.1764	1.1781	1.1450
7	1.2125	1.2104	1.2383	1.2294	1.2300	1.2163	1.2383	1.2168	1.2067	1.2111	1.2109	1.2125	1.1731
8	1.2488	1.2467	1.2785	1.2664	1.2662	1.2527	1.2785	1.2520	1.2434	1.2457	1.2441	1.2488	1.2022
9	1.2838	1.2824	1.3205	1.3045	1.3038	1.2890	1.3205	1.2901	1.2788	1.2810	1.2812	1.2838	1.2313
10	1.3206	1.3203	1.3658	1.3439	1.3413	1.3302	1.3658	1.3304	1.3162	1.3189	1.3182	1.3206	1.2619
11	1.3606	1.3599	1.4094	1.3838	1.3829	1.3695	1.4094	1.3692	1.3530	1.3575	1.3572	1.3606	1.2930
12	1.4011	1.4011	1.4558	1.4255	1.4239	1.4088	1.4558	1.4095	1.3932	1.3968	1.3962	1.4011	1.3281
13	1.4435	1.4429	1.5050	1.4672	1.4655	1.4535	1.5050	1.4520	1.4334	1.4354	1.4364	1.4435	1.3362
14	1.4859	1.4868	1.5531	1.5125	1.5106	1.4964	1.5531	1.4960	1.4750	1.4794	1.4786	1.4859	1.3457
15	1.5313	1.5308	1.6051	1.5566	1.5549	1.5411	1.6051	1.5407	1.5187	1.5206	1.5201	1.5313	1.3527
16	1.5768	1.5775	1.6577	1.6049	1.6014	1.5870	1.6577	1.5861	1.5624	1.5652	1.5661	1.5768	1.3618
17	1.6259	1.6247	1.7136	1.6520	1.6491	1.6353	1.7136	1.6359	1.6068	1.6099	1.6102	1.6259	1.3698
18	1.6259	1.6247	1.7136	1.6520	1.6491	1.6353	1.7136	1.6359	1.6068	1.6099	1.6102	1.6259	1.3698
19	1.6763	1.6698	1.7595	1.7008	1.7051	1.6841	1.7595	1.6960	1.6637	1.6644	1.6626	1.6763	1.4109
20	1.6763	1.6698	1.7595	1.7008	1.7051	1.6841	1.7595	1.6960	1.6637	1.6644	1.6626	1.6763	1.4109
21	1.7279	1.7159	1.8065	1.7509	1.7625	1.7342	1.8065	1.7575	1.7219	1.7204	1.7163	1.7279	1.4531
22	1.7279	1.7159	1.8065	1.7509	1.7625	1.7342	1.8065	1.7575	1.7219	1.7204	1.7163	1.7279	1.4531
23	1.7807	1.7632	1.8546	1.8021	1.8212	1.7855	1.8546	1.8205	1.7816	1.7776	1.7712	1.7807	1.4962
24	1.7807	1.7632	1.8546	1.8021	1.8212	1.7855	1.8546	1.8205	1.7816	1.7776	1.7712	1.7807	1.4962
25	1.8286	1.8060	1.8982	1.8486	1.8744	1.8319	1.8982	1.8777	1.8356	1.8296	1.8211	1.8286	1.5354
26	1.8348	1.8115	1.9038	1.8546	1.8812	1.8379	1.9038	1.8850	1.8426	1.8362	1.8275	1.8348	1.5404
27	1.8421	1.8181	1.9105	1.8617	1.8894	1.8451	1.9105	1.8938	1.8509	1.8442	1.8351	1.8421	1.5464
28	1.8489	1.8242	1.9167	1.8683	1.8969	1.8516	1.9167	1.9018	1.8585	1.8515	1.8422	1.8489	1.5519
29	1.8557	1.8302	1.9228	1.8749	1.9044	1.8582	1.9228	1.9099	1.8662	1.8589	1.8492	1.8557	1.5575
30	1.8618	1.8357	1.9284	1.8808	1.9113	1.8641	1.9284	1.9172	1.8731	1.8655	1.8556	1.8618	1.5625

FY '17 Adjusted Salary Schedule with COLA (2.25%)
Classified Non-Union Food Service Workers

FOOD SERVICE		
	Full & Part-time	Manager
0	12.75	14.62
1	13.14	15.05
2	13.57	15.51
3	13.99	16.02
4	14.43	16.51
5	14.87	17.01
6	15.28	17.49
7	15.74	18.03
8	16.18	18.50
9	16.61	19.01
10	17.01	19.47
11	17.42	19.97
12	17.87	20.46
13	18.28	20.94
14	18.71	21.42
15	19.13	21.91
16	19.56	22.42
17	19.56	22.42
18	20.38	23.24
19	20.38	23.24
20	21.22	24.08
21	21.22	24.08
22	22.08	24.94
23	22.08	24.94
24	22.86	25.72
25	22.96	25.82
26	23.08	25.94
27	23.19	26.05
28	23.30	26.16
29	23.40	26.26
30	23.50	26.36

FY '17 Adjusted Salary Schedule Index with COLA (2.25%)
Classified Non-Union Food Service Workers

FOOD SERVICE		
	Full & Part-time	Manager
0	1.0000	1.0000
1	1.0306	1.0294
2	1.0643	1.0609
3	1.0973	1.0958
4	1.1318	1.1293
5	1.1663	1.1635
6	1.1984	1.1963
7	1.2345	1.2332
8	1.2690	1.2654
9	1.3027	1.3003
10	1.3341	1.3317
11	1.3663	1.3659
12	1.4016	1.3995
13	1.4337	1.4323
14	1.4675	1.4651
15	1.5004	1.4986
16	1.5341	1.5335
17	1.5341	1.5335
18	1.5984	1.5896
19	1.5984	1.5896
20	1.6643	1.6471
21	1.6643	1.6471
22	1.7318	1.7059
23	1.7318	1.7059
24	1.7929	1.7592
25	1.8008	1.7661
26	1.8102	1.7743
27	1.8188	1.7818
28	1.8275	1.7893
29	1.8353	1.7962
30	1.8431	1.8030

Exhibit B

REAL ESTATE PURCHASE CONTRACT
Industrial – Investment – Commercial
Adopted by the Columbus Board of REALTORS®

It is recommended that all parties be represented by a Realtor® and an Attorney.

DATE _____, 20____

1. **PROPERTY DESCRIPTION:** the undersigned Buyer offers to purchase from the seller through Broker, the following described real estate including, without limitation, all improvements, fixtures, appurtenant rights, privileges and easements located in the County of Delaware, and the State of Ohio and known as: 7774 Graphics Way, Lewis Center, Ohio 43036 and more fully described in Exhibit 1 attached hereto.
2. **PRICE AND TERMS:**
The purchase price is: Two Million Two Hundred Twenty-five Thousand and 00/100 Dollars (\$2,225,000.00), subject to adjustment in accordance with paragraph 3.
Payable as follows: cash or other immediately available funds at closing.
3. **ADDITIONAL TERMS:** The purchase price shall be increased in accordance with Section 6.1.2 of the Lease (With Option to Purchase The Property) between Seller as Landlord and Buyer as Tenant for the property (the "Lease") for the remaining balance(s) due to Landlord of pro-rated Tenant's share of repairs and replacements of more than \$2,500 for any one item in any one year.
4. **CONTINGENCIES: INTENTIONALLY DELETED.**
5. **RENTS, INTEREST, CONDOMINIUM CHARGES, INSURANCE, UTILITIES AND SECURITY DEPOSITS:** Adjustments shall be made through date of closing for: (a) rentals; (b) interest on any mortgage assumed by Buyer; (c) condominium or other association periodic charges; (d) transferable insurance policies, if Buyer so elects; and (e) any community development charge applicable to the premises that was created by a covenant in an instrument recorded at Delaware County, Vol. _____, page _____. **[Note: if the preceding blanks are not filled in and a community development charge affects the property, this contract may not be enforceable pursuant to R.C. 349.07.]** Security deposits, if any, shall be transferred to Buyer.
6. **FIXTURES AND EQUIPMENT:** The consideration shall include all fixtures owned by Seller including, but not limited to: built-in appliances; heating, ventilating, air-conditioning (HVAC) and humidifying equipment and their control apparatus; attached floor coverings and any attached wall coverings, window coverings and awnings; internal wire for communication system; telecommunication wiring and cables; garage door openers and controls, whether now in or on the property or in storage; security systems and controls, smoke alarms, all exterior landscaping and the following: (None if left blank) _____
7. **DAMAGE OR DESTRUCTION OF PROPERTY:** Risk of loss to the property and appurtenances shall be borne by Seller until closing. If any part of the property covered by this contract shall be substantially damaged or destroyed before this transaction is closed, the Seller shall give a written notice to the Buyer that the damage or destruction has occurred. Such notice must include all pertinent information regarding insurance policies and claims covering the property that has been damaged or destroyed. The written notice shall be

delivered within forty-eight (48) hours from discovery of the event causing the damage or destruction. The Buyer may (a) proceed with the transaction and be entitled to all insurance money, if any, payable to Seller under all policies covering the property, or (b) rescind the contract, by giving written notice to the Seller within ten (10) calendar days after delivery of the written notice to the Buyer of such damage or destruction and thereby release all parties from liability, in which case the earnest money deposit shall be returned to the Buyer pursuant to paragraph 14. Failure by Buyer to so notify Seller shall constitute an election to proceed with the transaction.

8. **CONDITION OF IMPROVEMENTS: INTENTIONALLY DELETED.**
9. **EVIDENCE OF TITLE:** Seller shall furnish and pay for an owner's title insurance commitment and policy in the amount of the purchase price. The title evidence shall be delivered to Buyer within fifteen (15) days of Buyer's execution and delivery of this contract to Seller and Seller's attorneys, Manos, Martin & Pergram Co., LPA, Attn.: Stephen D. Martin, Esq., 50 North Sandusky Street, Delaware, Ohio 43015-1926 and shall be certified to within thirty (30) days prior to closing with endorsement not before 8:00 a.m. on the business day prior to the date of closing, all in accordance with the standards of the Columbus Bar Association, and shall show in Seller marketable title in fee simple free and clear of all liens and encumbrances except: (a) those created by or assumed by Buyer; (b) those specifically set forth in this contract; (c) zoning ordinances; (d) legal highways; and (e) covenants, restrictions, conditions and easements of record that do not unreasonably interfere with present lawful use (or Buyer's intended use which is general office and classroom and educational purposes). Buyer shall pay any additional costs incurred in connection with mortgage title insurance issued for the protection of Buyer's lender and for any endorsements requested by Buyer or its lender. If Buyer desires a survey, Buyer shall pay the cost thereof. If title to all or part of the real estate is unmarketable, as determined by Ohio law with reference to the Ohio State Bar Association's Standards of Title Examination, or is subject to liens, encumbrances, easements, conditions, restrictions or encroachments other than those excepted in this contract, Seller shall, within thirty (30) days after written notice thereof, remedy or remove any such defect, lien, encumbrance, easement, condition, restriction or encroachment or obtain title insurance without exception therefor. In the event Seller is unable to remedy or insure against the defect within the thirty (30) day period, Buyer may declare this contract null and void. At closing, Seller shall sign an affidavit with respect to off-record title matters in accordance with the community custom.
10. **TAXES AND ASSESSMENTS:** At closing, Seller shall pay or credit on purchase price all delinquent taxes, including penalty and interest, all assessments that are a lien on the date of contract and all agricultural use tax recoupments for years prior to the year of closing. At closing, Seller shall also pay or credit on the purchase price all other unpaid real estate taxes that are a lien for years prior to closing and a portion of such taxes and agricultural use tax recoupments for year of closing, prorated through date of closing and based on a 365-day year and, if undetermined, on most recent available tax rate and valuation, giving effect to applicable exemptions, recently voted millage, change in valuation, etc., whether or not certified. With regard to further assessments, Seller warrants that, as of the acceptance hereof, no improvements or services to the site or area have been installed or furnished that would result in the costs being assessed against the real estate, and no written notification has been received by Seller from public authority or owners' association of future improvements that would result in costs being assessed against the real estate. **Real estate taxes and assessments are subject to retroactive change by government authority.**

The real estate taxes for the property for the current tax year may change as a result of the transfer or as a result of a change in the tax rate.

11. BUYER'S EXAMINATION: BUYER IS RELYING SOLELY UPON BUYER'S OWN EXAMINATION OF THE REAL PROPERTY AND INSPECTIONS HEREIN REQUIRED, IF ANY, FOR ITS PHYSICAL CONDITION, CHARACTER, AND SUITABILITY FOR BUYER'S INTENDED USE AND BUYER IS NOT RELYING UPON ANY REPRESENTATIONS BY THE BROKER(S), EXCEPT FOR THOSE MADE BY BROKER(S) DIRECTLY TO THE BUYER IN WRITING.
12. INDEMNITY: Seller agrees to defend, indemnify and hold harmless Broker(s), and their agents and employees for any cost or liability that may be incurred by or imposed on Broker(s) for any breach by Seller of any representation or warranty or for any misrepresentation or concealment of fact by Seller in connection with the property.
13. ENVIRONMENTAL DISCLAIMER BY BROKER: Buyer and Seller acknowledge that Broker has made no independent investigation to determine whether hazardous materials exist in, on or about the property. Buyer and Seller understand that any such determination requires the expertise of a specialist in hazardous materials, the retaining of which is the responsibility of Buyer and/or Seller and not that of Broker.
14. EARNEST MONEY DEPOSIT: INTENTIONALLY DELETED.
15. CLOSING: This contract shall be performed and this transaction closed within forty-five (45) days after Buyer's execution and delivery to Seller of this contract, unless the parties agree in writing to an extension. Buyer is entitled to possession at closing unless otherwise specified. At the time Seller delivers possession, the property will be in the same condition as the date of acceptance of this contract, except as provided in the Damage or Destruction of Property Paragraph #7, normal wear and tear excepted. At closing, Seller shall pay transfer taxes and deed preparation and shall convey to Buyer marketable title (as described in Paragraph #9) to the real estate by deed in fee simple by transferable and recordable general warranty deed (or appropriate fiduciary deed if Seller is a fiduciary), with release of dower, if any.
16. MISCELLANEOUS: This contract and the Lease (With Option To Purchase The Property) to which this contract is an exhibit, constitute the entire agreement and no oral or implied agreement exists. Any amendments to this contract shall be in writing, signed by Buyer(s) and Seller(s) and copies provided to them. This contract shall be binding upon the parties, their heirs, administrators, executors, successors and assigns. If this contract involves seller financing, it may not be assigned. Time is of the essence of all provisions of this contract. All provisions of this contract shall survive the closing.
17. OHIO FAIR HOUSING LAW: It is illegal, pursuant to the Ohio Fair Housing Law, Division (H) of Section 4112.02 of the Ohio Revised Code and the Federal Fair Housing Law, 42 U.S.C.A. 3601, to refuse to sell, transfer, assign, rent, lease, sublease or finance housing accommodations, refuse to negotiate for the sale or rental of housing accommodations, or otherwise deny or make unavailable housing accommodations because of race, color, religion, sex, familial status as defined in Section 4112.01 of the Revised Code, ancestry, disability as defined in that section, or national origin or to so discriminate in advertising the

Real Estate Purchase Contract

7774 Graphics Way, Lewis Center, Ohio 43035

sale or rental of housing, in the financing of housing, or in the provision of real estate brokerage services.

It is also illegal for profit to induce or attempt to induce a person to sell or rent a dwelling by representations regarding the entry into the neighborhood of a person or persons belonging to one of the protected classes.

18. DURATION OF OFFER AND ACCEPTANCE: INTENTIONALLY DELETED.
19. **BROKER'S ACKNOWLEDGEMENT:** Seller and Buyer acknowledge that there are no other Brokers involved in this transaction except as follows: The Messmer Company, agent for Seller and NAI Ohio Equities, agent for Buyer, who shall each be paid a real estate commission of two and one-half percent (2½%) of the purchase price set forth in paragraph 2 of this contract without adjustment as provided in paragraph 3 of this contract, with the amount of real estate commission paid by Landlord pursuant to Section 30.15, Real Estate Commission, of the Lease (With Option To Purchase The Property) credited against the amounts to be paid by Landlord pursuant to this paragraph 19.
20. **PROFESSIONAL ADVICE AND ASSISTANCE:** The parties acknowledge and agree that the purchase of real property encompasses many professional disciplines. While the Broker possesses considerable general knowledge, the Broker is not an expert on matters of law, tax, financing, surveying, structural conditions, hazardous materials, environmental conditions, inspections, engineering, etc. The Broker hereby advises the parties, and the parties acknowledge that they should seek professional expert assistance and advice in these and other areas of professional expertise. In the event the Broker provides to the parties names of companies or sources for such advice and assistance, the parties additionally acknowledge and agree that the Broker does not warrant, guarantee, or endorse the services and/or products of such companies or sources.
21. **SIGNATURES:** Only original manual signatures or facsimile signatures (which includes both faxes and PDF documents sent by e-mail) shall be valid for purposes of this contract and any amendments or any notices to be delivered in connection with this contract. Only original, manually signed documents shall be valid for deeds or other documents to be delivered at closing. This paragraph 21 cannot be waived except by a manually signed agreement of the parties.
22. **LIKE KIND EXCHANGE:** Buyer, without cost or liability to Buyer and without going into legal title to any exchange property, will cooperate with Seller, at Seller's election, in an Internal Revenue Code Section 1031 delayed like-kind exchange. The exchange agreement shall expressly provide that Seller will defend, indemnify and hold Buyer harmless from all claims, losses and damages resultant from or claimed to be resultant from the Internal Revenue Code Section 1031 delayed like-kind exchange.

ALL PARTIES TO THIS CONTRACT MUST BE PROVIDED WITH A COPY.

SIGNATURES ON FOLLOWING PAGE.

Real Estate Purchase Contract

7774 Graphics Way, Lewis Center, Ohio 43035

Buyer hereby makes the foregoing offer this _____ day of _____, 20__.

Board of Education of the Olentangy Local School
District

(Buyer)

814 Shanahan Road, Suite 100
Lewis Center, OH 43035-9192
Address

(740) 657-4025
Phone

Deed to: Board of Education of the Olentangy Local School District

Name of Buyer's Attorney

Seller agrees to and accepts the foregoing offer this _____ day of _____, 20__.

Roy K. Jackson, Trustee of the Roy K. Jackson
Living Trust Dated November 11, 1999

P. O. Box 854
New Castle, KY 40060-0854
Address

Judith M. Jackson, Trustee of the Judith M. Jackson
Living Trust Dated November 11, 1999

602-667-0415 (Roy cell)
Phone

Stephen D. Martin (740-363-1313)
Name of Seller's Attorney

\\MMPD-SERVER2\Company\Data\Clients\Individuals\J-Jackson, Roy & Judith\119 Lease with Olentangy School District\REPC.docx

REGULAR MEETING

April 28

16

The Regular Meeting of the Olentangy Local Board of Education was called to order at the Olentangy High School Theatre by D. King, president at 6:00 p.m.

Roll Call: D. King, present; R. Bartz, present; J. Feasel, present; K. O'Brien, present; M. Patrick, present

Pledge of Allegiance

Approve J. Feasel moved, M. Patrick seconded to approve the agenda for the April 28, 2016
Agenda regular meeting
16-139

Vote: J. Feasel, yes; M. Patrick, yes; R. Bartz, yes; K. O'Brien, yes; D. King, yes.
Motion carried.

Board President's Report

A. Recognition of Olentangy students for academic and extracurricular achievement

MUSIC:

Victoria Anderson, All-State Choir and OMEA National Choir
Katrina Carrico, All-State Orchestra
Caroline Cruise, All-State Choir
Dominic Fleshman, All-State Choir
Kelly Gembara, All-State Orchestra
Melissa Gu, All-State Orchestra
Rachel Hawk, All-State Choir
Adam Hiltz, All-State Orchestra
Olivia Johnson, All-State Choir
Collin Kelly, All-State Orchestra
Adithya Sriram, All-State Orchestra
Director Michelle Beck, Olentangy High School Chamber, Concert and Prelude orchestras, which earned superior ratings at the state competition.
Director Lori Cornett, Orange High School Sinfonia Orchestra, which earned a superior rating at the state competition.
Director Jill Bixler, Liberty High School Chamber, Concert, Prelude and Sinfonia orchestras, each of which earned superior ratings at the state competition.

VISUAL ARTS:

The following students were selected to participate in the Ohio Governor's Youth Art Exhibition:

Alison Bell	Sydney Perry
Rachel Deskins	Katie Rice
Lauren Householder	Sarthak Shah
Cecelia Ko	Meridith Shook

The following students were selected as National Scholastic Art Award exhibitors.

Calise Brogdon, Silver and Gold Key Award winner
Colin Emhuff, Gold Key Award winner
Clayton Jackson, Gold Key Award winner
Justin Kirkey, Gold Key Award winner
Kim Tuyen Nguyen, Regional Honorable Mention
Elle Yax, Silver and Gold Key Award winner and Honorable Mention

The following students were selected as OCC Wes Blizzard Visual Arts Invitational exhibitors:

Halie Bryer
Parker Topelin

Three students were selected as Ohio Governor's Youth Art and National Scholastic Art Award exhibitors:

Amanda Ba, Regional Silver Key Award, Regional Gold Key Award, and Regional Honorable Mention
Macala Heffelfinger, American Visions Award
Hannah Kratofil, Silver Key Award

OCC Wes Blizzard Visual Arts Invitational and Ohio Governor's Youth Art exhibitor

Sadie Baumker

DECA:

DECA students who placed in the state Top Ten for their projects and are National Competitors:

George Christy	Neil Patel
Patrick Dirksmeier	Meghan Piero
Matthew Donahue	Elizabeth Radkiewicz
Madeline Edwards	Rushi Shelat
Jonathan Finn	Andrew Slawson
Abby Holecek	Stephanie Stile
Ryan Kivett	Shivani Subbaraja
Claire Linn	Lauren Waldrop
Jon Mace	Ben Weber
Brynn MtJoy	Kenna Worcester
Michael Musilli	Garrett Yant
Joseph Paolo	Riley Zamilski

Orange High School's Danielle Cua who participated in the State DECA competition.

DECA advisors for the accomplishments of their outstanding students

JOURNALISM:

Orange High School Bronze Bayonet yearbook, All-Ohio rating by the Ohio Scholastic Media Association. This top rating in the state has not been achieved by any yearbook since 2010.

Advisor Kari Phillips and her students.

OCC All-Academic League in Journalism Award.

Casey Bonner
Alayna Kaschak
Bryan Pride
Carly Vroom

REGULAR MEETING

April 28

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ATHLETICS:

Madeline Barnes, State Pole Vault Qualifier
Emma Bower, All-State Girls Cross Country
Connor Brady, State Wrestling Qualifier, Fourth Place
Ally Braun, State Swimming Qualifier, Eighth Place
Anna Delaney, State Doubles Runner-Up, Second Team All-State Girls Tennis
Sarina Dirrig, Second Team All-State Soccer
Zach Furnas, State Wrestling Qualifier
Olivia Gollmar, State Swimming Qualifier
Xander Gore, State Wrestling Qualifier
Trey Grenier, State Wrestling Qualifier, Third Place
Grace Horstman, State Swimming Qualifier
Ben Kuriger, State Swimming Qualifier
Winston Kuriger, State Swimming Qualifier
Kyle Lawson, State Champion, Wrestling
Trevor Lawson, State Wrestling Qualifier, Second Place
Lila Leary, State Swimming Qualifier, Eighth Place
Claire Linn, All-State Girls Cross Country
James Loftus, State Swimming Qualifier
Emily Matta, State Cross Country Qualifier
Brakan Mead, State Wrestling Qualifier, Third Place
Stephanie Miller, State Gymnastics Qualifier
Emma Morgan, State Gymnastics Qualifier
Ellie Nebraska, State Swimming Qualifier, Sixth Place
Abbey Newman, State Swimming Qualifier
Abby Noonan, State Swimming Qualifier, Eighth Place
Bridget Parker, State Swimming Qualifier
Rachel Peroni, State Swimming Qualifier, Fifth Place Medley, Eighth Place Relay
Tyler Pham, Second Team All-State Soccer
Meghan Piero, State Cross Country Qualifier
Trey Rath, Second Team All-State Boys Golf
Jordan Rosselli, State Wrestling Qualifier
Jack Saczawa, State Swimming Qualifier, Sixth Place
Turner Schade, State Swimming Qualifier
Gracie Sprinkle, All-State Girls Cross Country
Karri Stadulis, First Team All-State Field Hockey
Alexis Steer, State Doubles Runner-Up Girls Tennis, Second Team All-State Girls Tennis
Siobhan Szerencsits, State Pole Vault Qualifier
Cameron Thatcher, State Champion, Diving
Connor Thomas, State Wrestling Qualifier
Brendon White, First Team All-State Football

Olentangy High School coaches and mentors

Coach Misty Lloyd-Matthews' Olentangy High School Gymnastics team won the OCC Championship, are District Runners-Up, and competed in the state competition.

Coach Tara Mays' Olentangy High School Cheerleading team won the OCC Championship.

Coach Michelle Mimna led the Olentangy H S Girls Volleyball team to an OCC Championship and District Runners-Up.

Girls Basketball Coach John Feasel was named OCC Capital Division Coach of the Year and led the Olentangy High School Girls Basketball team to an OCC Championship and District I Runner-Up title.

Liberty High School's award-winning teams and coaches:

Coach Darrell Dewese led the Liberty H S Girls Cross Country team to a District championship and State Runner-Up title.

Coach Meaghan Collville was at the helm when the Liberty High School Tennis team won an OCC Championship, she was also named OCC Coach of the Year.

Coach Sam Krafty led the Liberty H S Girls Basketball team to an OCC Championship and was named Coach of the Year.

Coach Mark Marinelli's Liberty High School Wrestling team was OCC Champions, District Champions and placed third in State Division I competition.

Coach Kristen McMahon and the Liberty High School Girls Soccer team were OCC Champions, District Champions, Regional Champions and competed in the state Final Four.

Coach Linda Ridolfo led the Liberty High School Boys & Girls Bowling teams to OCC Championships.

Coach Ryan Snivley led the Liberty HS Boys Golf team to an OCC Championship and a fifth-place finish in state competition.

Orange High School's successful athletic seasons were highlighted by the following accomplishments:

Anthony Calo led the Orange High School Boys Basketball team to an OCC Championship and Coach Calo was name OCC Coach of the Year.

Coach Cari DeAngelis, led the Orange High School Girls Golf team to a fifth place finish this year in state competition.

Coach Katie Duy led the Orange High School Girls Volleyball team to an OCC Championship.

Coach Jen White led the Orange High School Diving team to state competition.

The meeting resumed in the Olentangy High School Library at 6:44 p.m.

Superintendent's Report

Treasurer's Report

Public Participation Session #1 – For General Comments – None

Discussion Items

A. Student and Athletic Handbook Updates – ***Randy Wright***

B. Second reading of board policy updates – ***Jack Fette***

C. First reading of the Five-Year Financial Forecast and General Budget for FY2017
– ***Brian Kern***

REGULAR MEETING

April 28

16

D. Intent to rehire retired guidance counselor Ronald G. Waterwash, Liberty High School, Guidance Counselor, for the 2016-17 school year – Todd Meyer

E. The Ohio State University Wexner Medical Center for district athletic training services and sports performance training –
Dan Like, Executive Director of Ambulatory Services
Dr. Christopher Kaeding, Executive Director of Sports Medicine
Tom Caldwell, Associate Executive Director of Sports Medicine

Public Participation Session #2 – Regarding Action items –

Philip Frank – Athletic Training Services
Jayson Wolshire – Sports Medicine Contract/Services

Treas. R. Bartz moved, M. Patrick seconded to approve Treasurer’s Action
Action Items:
Item

16-140

A. Approve financials for March 2016

B. Approve Amended FY16 Appropriations at the Fund Level

C. Approve donations to the district

- 1) Landscaping at Heritage Elementary Entrance valued at \$896.00
From: Heritage Elementary PTO
To: Heritage Elementary School
- 2) \$923 for the purchase of paper
From: Indian Springs Elementary PTO
To: Indian Springs Elementary School
- 3) Memorial Picnic Table valued at \$3,000
From: WCES Teachers and Staff
To: Walnut Creek Elementary School
- 4) Approx. \$19,000 for InField Expansion, Fencing and Dugouts
From: OYAA and STIX Travel Baseball
To: Shanahan Middle School Site

Vote: R. Bartz, yes; M. Patrick, yes; J. Feasel, yes; K. O’Brien, yes; D. King, yes.
Motion carried.

Supt. J. Feasel moved, K. O’Brien seconded to approve the following Superintendent
Action Action Items:
Items

16-141

A. Specific Human Resource Items – Certified Staff

1. Approve administrative employment for the 2016-17 school year specifically conditioned on and subject to successful background checks, receipt and final administrative review of all application records, and receipt of all other necessary documentation:
Heitkamp, Lauren R., Olentangy Local Schools, Supervisor, Curriculum – Gifted, effective August 1, 2016
Jones, Erin C., Olentangy Local Schools, Supervisor, Pupil Services, effective August 1, 2016
2. Approve administrative transition contract days:
Jones, Erin C., Olentangy Local Schools, Supervisor, Pupil Services, 5 days, \$1,510
3. Approve certified employment for the 2016-17 school year, specifically conditioned on and subject to successful background checks, receipt and final administrative review of all application records, and receipt of all other necessary documentation

Employee Name	Position	Location	Eff. Date	Term	Salary
Hoffer, Renee A.	World Language–German/Spanish	OHS	08/15/16	1 Yr.	\$44,540.00

4. Approve certified New Teacher Academy stipend (\$150 maximum) for each new staff member, paid through memorandum billing, for the 2016-17 school year:
Hoffer, Renee A.

REGULAR MEETING

April 28

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5. Approve the automatic non-renewal of certified contracts pursuant to Article 25 (August Hires/NonRenewals) and Article 55 (Previously Retired Teachers) of the OTA Negotiated Agreement.

Article 25

(August Hires/Non-Renewals)

Ellis, Laura A.
Fink, Melissa J.
Fischer, Whitney L.
Foster, Meaghan M.
Hartenstein, Stuart J.
Hendrickson, Krista D.
Hickman, Taylor K.
Hilkert, Addison R.
Howard, Robin L.
Mullinax, Cari A.
Nemergut, Kelly A.
Petercsak, Emily B.
Rager, Sarah A.
Vu, Peter D.

Article 55

(Previously Retired Teachers)

Adams, Zana G.
Andrews, Susan B.
D'Amato, Dora A.
Fritch, Bruce A.
Krammes, Stephen L.
Rathje, David A.
Starr, Sharon G.

6. Approve the renewal of certified contracts for the 2016-17 school year

1-Year Contracts

Alexander, Dominique C.
Almanson, Joshua D.
Arie, Diana C.
Arnold, Wandah J.
Axelrod, Samantha M.
Bachmann, Andrew B.
Birri, Samantha R.
Blakeley, Alison R.
Brenning, Jennifer L.
Buckingham, Linda E.
Buckley, Tifanie L.
Burga, Brittany M.
Button, Michele E.
Chambers, Marci E.
Chase, Erin J.
Coen, Cris J.
Cornett, James J.
Cunningham, Maryann R.
Depinet, Justin E.
Dobney, Rachel M.
Doyle Jr, Michael P.
Dutrow, Christine B.
Dyer, Karey I.
Ensign, Daniel P.
Evans, Stephanie R.
Flory, Joshua A.
Ford, Ryan M.
Goddard, Jill A.
Gray, Shawn A.
Griffin, Shannon M.
Haege, Katrin Y.
Harvey, Annaliese G.
Hayes, Alannah C.
Haynes, Sarah S.
Hickey, Keeley A.
Holly, Kelly R.
Hosste, Kelly K.
Hoyt, Kimberly M.
Jarrett, Stephanie A.
Jehnzen, Jennifer A.
Johansen, Danielle C.
Jones, Kaylee A.
Karam, Melissa
Kirk, Casie R.
Kurtek, Katrina D.
Lampp, Sarah S.
Langel, Laura A.
Lee, Susan E.
Lewis, Makenna R.
Lewis Sr, Stephen M.
Little, Tyler D.
Losh, David H.
Lozier, Jodi L.
Luchene, Megan J.
Maloney, Kathleen E.
Marlow, Kelsey A.
McCord, Gavin J.
McKay, Margaret J.
McKendrick, Jason M.
McKnight, Selena N.
Mellen, Justin M.
Menary, Kelly R.
Meyers, Katherine C.
Moder, Angela J.
Neishloss, Amy M.
Nickolai, Morgan M.
Ohmer, Erica C.
Oldaker, Kelly J.
Otten, Erin L.
Palmer, Christine E.
Podnar, Jenna L.
Pomeroy, Christi L.
Reeder, Kristin M.
Reeder, Taita M.
Regoli, Angela E.
Reid, Hannah C.
Risaliti, Laura K.
Sachs, Erica N.
Sanusi, Adetola O.
Sauder, Theodore A.
Sauer, Lauren N.
Scheid, Melissa A.
Schuler, Abbey L.
Schupp, Lori A.
Selway, Jessica B.
Serra, Elisa P.
Shoaf, Shane A.

Shuman, Molly M.
Sieve, Taylor M.
Sigley, Kelliea S.
Sparks, Ryan D.
Sribanditmongkol, Verathai
Strong, Grant L.
Stuller, Kathleen A.
Stumpf, Renae L.
Swetnam, Laura J.
Thompson, Paul J.
Tressler, Scott C.
Tuttle, William G.
Ulrich, Angela E.
Walker, Megan J.
Walters, Adam R.
Webb, Timothy M.
White, Jessica T.
White, Nicole M.
Woolard, Christina A.

2-Year Contracts

Adams, Jason N.
Bassitt, Christine L.
Baumgartner, Matthew J.
Berndt, Matthew A.
Biddle, Emily N.
Biggam, Valerie N.
Bigley, Katherine R.
Boyle, Jessica L.
Brant, Brooke A.
Bucco, Katie E.
Burtch, Derek T.
Caminati, Lauren R.
Campbell, Amanda M.
Crandall, Linda S.
Dando, Tressi L.
Daugherty, James R.
Dills, Scott R.
Dodson, Jennifer N.
Echelberry, Kelly A.
Fannon, Haley L.
Farmer, Samantha M.
Fisher, Alison M.
Fisher, Susan G.
Fraleay, Andrew J.
Gallmeyer, Kelly N.
Gibson, Kathryn A.
Gilbert, Jamie M.
Gordon, Elizabeth E.
Green, Burton M.
Heironimus, Stephanie M.
Henderson, Heather L.
Henkle, Emma J.
Hockstok, Rebecca L.
Holmberg, Joseph A.
Honigford, Amy M.
Howell, Chad E.
Huber, Abby E.
Janusz, Bethany L.
Jessup, Kelly R.
Johnson, Laura A.
Jones, Brieanne N.
Juday, Daniel W.
Kendall, Jill D.
Koski, Katelyn R.
Linder, Jessica M.
Loparich, Brittany L.
Magill, Jacqueline E.
Malone, Krista M.
Mauk, Whitney E.
McDowell, Heidi L.
McGill, Timothy M.
McKibben, Amy R.
Merkowitz, Lynne A.
Miley, Edward L.
Milligan, Heather
Minnecci, Katherine M.
Morycz, Sarah A.
Muntean, Nicole V.
Mylander, Zachary C.
Noone, Megan J.
Rapp, Jennifer L.
Rohrig, Brandon M.
Rush, Kevin D.
Russell, Olivia K.
Rust, Hannah C.
Sansbury, Christopher M.
Schroeder, Stephen Z.

Schwartz, Sarah M.
Shannon, Catherine L.
Siebert, Terri L.
Sloan, Rebecca E.
Smith, Timothy E.
Srivastava, Jenna M.
Stratmoen, Leah C.
Swan, Stacy A.
Sweeney, Amanda M.
Swiatek, Laura P.
Thompson, Britany R.
Todd, Stefanie R.
Ubry, Catherine E.
Uhle, Katherine M.
Vasila, Britni E.
Vitale, Gina A.
Waters, William E.
Waterwash, Thomas A.
Weaver, Michael M.
Westhoven, Elizabeth M.
Wiedemann, Taylor N.
Williamson, William E.
Wood, Danielle M.
Young, Anthony J.
Zenker, Max R.
Ziraldo, Danielle L.

3-Year Contracts

Ailiff, Connie J.
Arend, Lindsay
Bachman, Nathan S.
Barnes, Megan A.
Bash, Jason J.
Beabout, Bree L.
Bergamesca, Robert D.
Berrigan, Andrea C.
Bolton, Kiley J.
Bova, Amy J.
Bracken, Lisa S.
Brinkman, Lindsey A.
Brown, Amanda J.
Brun, Ian J.
Burkart, Richard E.
Calland, Laura C.
Campbell, Danielle R.
Carmichael, John C.
Castorena, Leslie A.
Chirpas, Jeremy J.
Colotto, Camilo J.
Cooper, Susan L.
Corbett, Kathleen A.
Crew, Jennifer L.
Daniel, Brandy D.
Diehl, Brett D.
Diehl, Joshua S.
Dimond, Meagan E.
Dingus, James R.
Doane, Rachel D.
Drake, Jean W.
Dunn, Craig A.
Dyckman, Brad L.
EauClaire, Kelly L.
Erdy, Brooke M.
Foth, Paula S.
Fragale, Regina M.
Fratianna, Laura K.
Fry, Cassandra S.
Gavlak, Kathleen M.
Gellenbeck, Teresa C.
Goody, Kaitlin R.
Greenwell, Mallory J.
Haines, Jeana H.
Halls, Allyson L.
Halsey, Amy J.
Hamm, Lisa A.
Hanson, Sharon C.
Harman, David M.
Harrington, Jill R.
Harrison, Kaelin E.
Helline, Allison M.
Henderly, Suzanne M.
Henry, Amanda K.
Hilsber, Aimee M.
Hoehn, Amanda N.
Hogan, Lee Ann
Huesman, Lisa R.
Imbrogno, Dawn P.
Jeffrey, Troy A.

Jones, Kathleen E.
Jones, Kathryn A.
Joseph, Kelly S.
Karr, Sarah R.
Kent, Anissa M.
Kirk, Ezra P.
Knapp, Theresa R.
League, Lauren E.
Lecklider, Lauren E.
Lekan, Briana M.
Lucas, Kara N.
Lucas, Ryan G.
Luttrell, Thomas J.
Lynch, Karrina M.
Marquis, Emily D.
Match, Jamie A.
Mathena, Julie A.
Maurer, Whitney D.
Maxey, Elizabeth A.
McDermott, Terence E.
McMahon, Kristen L.
Mearhoff, Martin L.
Metzger, Shannon M.
Mickens, Shannon M.
Mimma, Michelle L.
Moore, Angela J.
Moss, Jacob A.
Oehler, Tina M.
Ortega, Joseph V.
Palmer, Beth A.
Palmer, Sarah Kendall
Parker, Elizabeth A.
Parker, Matthew E.
Pederson, Ashley E.
Petrelle, Sondra A.
Poindexter, Leeann M.
Polhemus, Eric J.
Reep, Shannon J.
Rodriguez, Tammy E.
Rose, Mark S.
Rutherford, Matthew C.
Rywalski, Amy C.
Salazar, Elizabeth L.
Sansbury, John P.
Schroeder, Courtney M.
Scott, Adrien M.
Shape, Allison E.
Shaw, S, Tyler.
Shepfer, Lee A.
Shingledecker, Carole B.
Shondell, Bethany A.
Shumate, Tara A.
Simpson, Laura G.
Skillington, Carol S.
Smith, Abigail M.
Snoke, Elizabeth A.
Sosa, Jennifer D.
Spoltman, Janelle M.
Spragg, JoAnn B.
Stoll, Philip A.
Streib, Kevin, T.
Swain-Abrams, Cathy D.
Swords, Julie K.
Thompson, Ramona L.
Tilden, Jaclyn A.
Travis, Sarah M.
Vedder, Kimberlee A.
Weakley, Sunday M.
Weber, Rachel L.
Wehr, Neeley L.
Wells, Eric B.
Whately, Jennifer L.
Whiteside, Jeffrey L.
Wieland, Kathleen M.
Wilcox, Frank E.
Wilker, Mary E.
Wilson, Lauren E.
Wilson, Tina L.
Wise, Lindsey M.
Witherow, Ann M.
Wolf, Christine M.
Wolfe, Kevin F.
Young, Jeffrey M.

REGULAR MEETING

April 28

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Continuing Contracts

Applebaum, Michelle
Boeckman, Shannon M.
Brown, Andrew E.
Buckner, Amber S.
Centa, Erin C.
Chaney, Lindsay M.
Dahman, Amalee C.
Dennis, Dianna L.
Dible, Justin T.
Dieckmann, Kristen P.
Doak, Amy M.

DOnofrio, Danielle G.
Forney, Stephanie J.
Grate, Danielle S.
Green, David L.
Gutierrez, Jamie M.
Hamilton, Whitney C.
Honaker, Elisabeth L.
Jochum, Elizabeth M.
Johnston, Ann
Kelley, Jessica G.
Lewis, Amy M.
Malinowski, Maureen R.

Marinelli, Mark A.
Mathes, William M.
McKendrick, Sarah D.
McNaughton, Hallie M.
Miracle, Aileen N.
Morgan, Kathy A.
Nichols, Kimberly K.
Pauff, Franklin P.
Picetti, Michael A.
Pohlmann, Lisa K.
Porterfield, David A.
Rohrer, Brent R.

Ross, Alysse M.
Sherman, Molly M.
Sherman, Nicole M.
Shulack, Kathleen N.
Smullen, Melissa A.
Spahr, Brecka M.
Strayer, Kathleen C.

7. Approve “Transforming the Math Experience through Path and Pace” professional development:
Marlow, Kelsey A., Olentangy Local Schools, Instructor at \$800
8. Approve supplemental employment for the 2015-16 school year specifically conditioned on and subject to successful background checks, receipt and final administrative review of all application records, and receipt of all other necessary documentation
Muntean, Nicole V., Liberty High School, Spring Season, Softball Volunteer
9. Approve certified unpaid leaves of absence:
Buckingham, Linda E., Orange High School, World Language – Spanish, effective for the 2016-17 school year
Dimond, Meagan E., Johnnycake Corners Elementary School, Intervention Specialist – Autism, effective for the 2016-17 school year
10. Accept, with regret, the following certified resignations:
Bertke, Ann Marie, Olentangy Meadows Elementary School, Grade 1, effective at the end of the 2015-16 school year
Friscone, Amy J., Glen Oak and Olentangy Meadows Elementary Schools, Traveling Kindergarten, effective at the end of the 2015-16 school year
Griffin, Ryan H., Freedom Trail Elementary, Intervention Specialist effective at the end of the 2015-16 school year
McKinney, Casey L., Liberty Middle School, Intervention Specialist (MD), effective at the end of the 2015-16 school year
Shumate, Tara A., Shanahan Middle School, Family and Consumer Science, effective at the end of the 2015-16 school year
Ward, Cathleen M., Orange Middle School, Physical Education (0.50 FTE), effective at the end of the 2015-16 school year

B. Specific Human Resource Items – Classified Staff

1. Approve the renewal of classified contracts for the 2016-17 school year

1 Year Contracts

AIDES

Cawley, Cheryl
Henry, Gilbert
Hosack, Megan
Miller, Wendi
Richards, Darrell

FOOD SERVICE

Dray, Anne
Swisher, Jennifer
Zimmer, Michelle

SECRETARIES

Flemming, Samantha

TECHNOLOGY

Zaye, Patrick

TRANSPORTATION

Postle, Andrew

TREASURER

Bober, Vicki

2 Year Contracts

AIDES

Beekman, Erica
Belinger, Jennifer
Billy, Melissa
Brennan, Lori
Bruening, Marianne
Buck, Sandra

Carrothers, Heather

Coniglio, Heidi
Corbin, Robert
Crawford, Beverly
Cropper, Britney
Curtis, Darin
Dasbach, Cynthia
Dennis, Scott
Dewese, Dwight

Fraser, Becky

Greenwald, Stefanie
Harrison, Tiffany
Kilrain, Holly
Koon, Lindley

Kufrin, Jane
Lyberger, Dennis
Messmer, Rachel
Montgomery, Jaimee

Nice, Lindsay
Nobile, Constance

Ramey, Brent
Real, Sherry
Reed, Lisa

Rogers, Nicole
Scanlon, Lisa
Schapker, Elizabeth

Sendelbach, Elisa
Shopbell-Petroschek,
April

Silvestri, Magdolna
Slaughter, Paula
Transue, Kelly

Umland, Joan
Willis, Kristy

**BUSINESS/
FACILITIES**

Mitchell, Jeremy

CLERKS

Fleshman, Natalina
Royer, Deborah

FOOD SERVICE

Abbott, Emily
Baker, Eileen
Brown, Melissa
DeLoss, Nikki
Edgar, Diana
Ensign, Tamara
Harianja, Ester
Heis, Jennifer

Hitzemann, Mary
Hughes, Candace
Irelan, Lori
Jenkins, Julie
Kraner, Annamaria
Langhirt, Shannon
Martin, Angela

Modiselle, Maureen
Pavlovich, Judith
Runyon, Elise

Sturkie-Johns,
Cassandra
Swenson, Christine

Tippie, Ellen

SECRETARIES

Ahmed, Carrie
Alasti, Jennifer

Cox, Michele
Davis, Charlotte
Margolies, Laura

TECHNOLOGY

Shaver, Jordan
Wheeler, John

TRANSPORTATION

Schaefer, Mark R.

TREASURER

Gay, Candace

Continuing Contracts

AIDES

Caruso, George
Collier, Leah
Cousar, Lisa

Dunnick, Sonya
ElMurr, Michele
Falk, Charity

Gilsdorf, Thomas
Hairston, Devan
Hegg, Debra

Hite, Kimberly
Hittinger, Cheryl
Ibsen, Denise

Kipp, Jennifer
Lauer, Kyle
Lucas, Brenda

Matusky, Joshua
Maurer, Daniel
Musgrove, Shannan

Scott, Renee
Shriver, Christa
Staten, Evagail
Suozzi, Jennifer
Vande Water, Cynthia
Webb, Kevin
Wortman, Clay

FOOD SERVICE

Chirico, Jacqueline
DeSantis, Lisa
Fletcher, Wendy

Foster, Lynne
Kiener, Jennifer
Luxeder, Cheryl

Rankin, Diana
Ross, Karyn
Turner, Pamela

Wilke, Kandice
Wimer, Cheryl

SECRETARIES

Burke, Julie
Higley, Andrea

TECHNOLOGY

Kelly, Matthew

TREASURER

Coleson, Susan

REGULAR MEETING

April 28

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2. Approve classified substitute workers for the 2015-16 school year specifically conditioned on and subject to successful background checks, receipt and final administrative review of all application records, and receipt of all other necessary documentation:

Gilpin, James E.	Link, William D.
Hancock, Justin L.	Miner, Justin L.
Hoover, Jerry G.	Odenwald, David
Kelly, Joseph R.	Titus, James R.

3. Approve classified unpaid leave of absence:

Columber, William R., Transportation, Driver, extension for a previously approved leave (February 1, 2016 through April 1, 2016), extension effective April 2, 2016 through May 25, 2016

4. Accept, with regret, for the purpose of retirement, the following classified resignations:

McNamara, Linda L., Food Service Worker, Shanahan Middle School, eff. May 20, 2016
Osborne, Barbara L., Food Service Worker, Liberty High School, effective May 31, 2016

5. Accept, with regret, the following classified resignations:

Cole, Carol A., Food Service Worker, Wyandot Run Elementary School, eff. April 25, 2016
Sauner, Diane L., Food Service Worker, Cheshire Elementary School, eff. April 29, 2016
Ward, Cathleen M., Orange Middle School, Cafeteria Aide (0.50 FTE), effective at the end of the 2015-16 school year

- C. Approve seniors for graduation, pending certification of completion of all district, state, and local requirements: (List on file in Treasurer's Office)

- D. Approve board policy updates

- E. Approve Student Handbook updates

- F. Approve Athletic Handbook updates

- G. Approve Student Fees

- H. Approve student overnight and out-of-town trips

Beginning Date	Return Date	Days Missed	Category/Event	Location	Transportation	# of Stud.	Est Cost To Dist.
<u>Olentangy High School</u>							
6/22/2016	6/24/2016	0	Eastern Ohio Basketball Camp	Sherrodsville, OH	Charter	30	\$0
7/15/2016	7/18/2016	0	Ohio DECA Leadership Camp	Carrollton, OH	Parents	10	\$0
7/18/2016	7/20/2016	0	Braves Football Camp (Ohio Northern University)	Ada, OH	Charter	120	\$0
7/25/2016	7/28/2016	0	NCA Cheerleading Camp	Mason, OH	Parents	45	\$0
8/13/2016	8/14/2016	0	Ohio Power Volleyball Scrimmage	Toledo, OH	Parents	16	\$0
12/16/2016	12/17/2016	0.5	North Canton Wrestling Invitational	North Canton, OH	Parents	18	\$0
12/17/2016	12/18/2016	0	B/G Viking Swim Invitational	Cleveland, OH	Parents	40	\$0
12/26/2016	12/28/2015	0	Medina Wrestling Invitational	Medina, OH	Parents	18	\$0
1/12/2017	1/14/2017	1	Top Gun Wrestling Tournament	Alliance, OH	Parents	18	\$0
1/13/2017	1/14/2017	0	NE Swim Classic Competition	Canton, OH	Parents	15	\$0
1/13/2017	1/14/2017	0.5	Freshman Buckeye Wrestling Tournament	Centerville, OH	Parents	18	\$0
2/23/2017	2/25/2017	2	OHSAA State Swim Meet	Canton, OH	Parents	10	\$0
5/26/2017	6/3/2017	0	Spanish Students Trip to Spain	Spain	Air	10	\$0
<u>Olentangy Liberty High School</u>							
5/27/2016	5/29/2016	0	In the Know Quizbowl: HSNCT	Dallas, TX	Air	10	\$0
6/3/2016	6/6/2016	0	In the Know Quizbowl: Pace NSC	Chicago, IL	Charter	6	\$0
6/9/2016	6/11/2016	0	EOBC Middle School Boys Basketball	Sherrodsville, OH	Parents	70	\$0
6/15/2016	6/17/2016	0	EOBC Boys Basketball Team Camp	Sherrodsville, OH	Parents	40	\$0
7/7/2016	7/9/2016	0	Field Hockey Team Camp	Bloomington, IN	Charter	35	\$0
7/11/2016	7/13/2016	0	Girls Summer Volleyball Tournament	Mason, OH	Parents	12	\$0
8/7/2016	8/8/2016	0	Boys Soccer Training Camp (Mohican State Park)	Loudonville, OH	Parents	20	\$0
8/25/2016	8/26/2016	1	Varsity Football Game	N. Allegheny, PA	Charter	85	\$0
8/31/2016	9/1/2016	2	CD Class Trip to Cleveland	Cleveland, OH	Vans	10	\$597
11/11/2016	11/12/2016	0	Pop A Capella National Acafest	Kettering, OH	Bus	30	\$1,115
3/1/2017	3/5/2017	2	American String Teachers' Nat'l Orchestra Fest	Pittsburg, PA	Charter	40	\$0
3/16/2017	3/25/2017	2	Spring Art Trip: London, Paris, Florence, Rome	Multiple	Air	24	\$0

- I. Approve Resolution for a services agreement with Gilbane Building Company for High School #4 project with compensation for pre-construction services in an amount not-to-exceed \$115,048 and the authority to have the services agreement finalized and signed by the Director of Business

REGULAR MEETING

April 28

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J. Approve contract with The Ohio State University Wexner Medical Center for district athletic training services, for a three-year period, from July 1, 2016 through June 30, 2019 with no cost to the district

K. Approve purchase from CDW-G for 22 Dell laptop workstations in the amount of \$34,100

Vote: J. Feasel, yes; K. O'Brien, yes; R. Bartz, yes; M. Patrick, yes; D. King, yes.
Motion carried.

Adjourn 16-142 R. Bartz moved, M. Patrick seconded that the regular meeting of the Olentangy Local School District Board of Education be adjourned at 8:16 p.m.

Vote: R. Bartz, yes; M. Patrick, yes; J. Feasel, yes; K. O'Brien, yes; D. King, yes.
Motion carried.

David King, President

Brian Kern, Treasurer

**OLENTANGY LOCAL SCHOOL DISTRICT
FINANCIAL STATEMENTS
APRIL 2016**



**BRIAN KERN
TREASURER/CFO**

OLENTANGY LOCAL SCHOOL DISTRICT FINANCIAL STATEMENTS

APRIL 2016

Comparative Statement of Receipts and Expenditures

Financial Commentary

Investments

Bank Reconciliation

Fund Balances

Financial report by Fund/SCC

Financial Detail (FINDET) by Object Code for General Fund

General Fund Expenditures Summary

Appropriation Account Summary

Check Register Detail

OLENTANGY LOCAL SCHOOL DISTRICT
COMPARATIVE STATEMENT OF RECEIPTS AND EXPENDITURES
GENERAL FUND (001)
FISCAL YEAR 2015-2016

	Current Month Ending 4/30/2016	Fiscal Year to Date 7/1/15-6/30/16	Expected 4/30/2016	Act vs. Expected	Difference	Budgeted Fiscal Year 7/1/15-6/30/16	% of Budget
Beginning Balance	\$ 96,968,089	\$ 59,087,916				\$ 59,087,916	
RECEIPTS:						*	
1.01 Real Estate Taxes	\$ 33,214	\$ 129,057,847	\$ 129,024,445	100%	\$ 33,402	\$ 129,024,445	100.03%
1.02 Personal Property Taxes	\$ -	\$ 6,891,108	\$ 6,891,108	100%	\$ -	\$ 6,891,108	100.00%
1.035 Unrestricted Grants-In-Aid	\$ 920,764	\$ 10,071,595	\$ 10,066,126	100%	\$ 5,469	\$ 11,510,143	87.50%
1.04 Restricted Grants-In-Aid	\$ 5,987	\$ 60,127	\$ 60,162	100%	\$ (35)	\$ 190,682	31.53%
1.05 Property Tax Allocation	\$ 8,352,176	\$ 16,510,061	\$ 16,508,974	100%	\$ 1,087	\$ 16,508,974	100.01%
1.06 All Other Operating Revenue	\$ 209,525	\$ 20,638,834	\$ 20,606,898	100%	\$ 31,936	\$ 21,640,910	95.37%
2.06 All Other Financing Sources	\$ -	\$ 69,713	\$ 25,000	279%	\$ 44,713	\$ 25,000	278.85%
Total Receipts	\$ 9,521,666	\$ 183,299,285	\$ 183,182,713	100%	\$ 116,572	\$ 185,791,262	98.66%
EXPENDITURES:						*	
Personal Services	\$ 9,180,470	\$ 93,280,510	\$ 93,250,183	100%	\$ 30,327	\$ 112,672,509	82.79%
Retirement/Benefits	\$ 3,666,522	\$ 36,018,092	\$ 36,020,559	100%	\$ (2,467)	\$ 43,545,049	82.71%
Purchased Services	\$ 1,104,863	\$ 9,850,554	\$ 9,865,980	100%	\$ (15,426)	\$ 13,498,257	72.98%
Supplies, Materials, Textbooks	\$ 393,395	\$ 3,781,803	\$ 3,792,168	100%	\$ (10,365)	\$ 5,357,215	70.59%
Capital Outlay	\$ 2,910	\$ 230,384	\$ 230,897	100%	\$ (513)	\$ 336,222	68.52%
Other Expenditures	\$ 684,994	\$ 7,769,257	\$ 7,741,493	100%	\$ 27,764	\$ 9,080,846	85.56%
Total Expenditures	\$ 15,033,154	\$ 150,930,600	\$ 150,901,280	100%	\$ 29,320	\$ 184,490,098	81.81%
Revenue Over (Under)							
Expenditures	\$ (5,511,488)	\$ 32,368,685					
Ending Balance	\$ 91,456,601	\$ 91,456,601					
Outstanding Encumbrances	\$ 7,000,151						
Unencumbered Ending Balance	<u>\$ 84,456,450</u>						

*Budgeted amounts are based on the May 2016 forecast.

OLENTANGY LOCAL SCHOOL DISTRICT
COMPARATIVE STATEMENT OF RECEIPTS AND EXPENDITURES
GENERAL FUND (001)
FISCAL YEAR 2015-2016

REVENUE:

Real Estate Taxes: First half final collections were received in February. Any growth in real estate revenue is generated by new construction and increased collections percentage. Increased valuations and collections generated an additional \$2.4mm more than anticipated this fiscal year.

Personal Property Taxes: Revenue in this line will primarily be made up of Personal Property Utility Tax collections, which is a tax on the tangible personal property used in the operations of a public utility company, such as telephone and electric lines. We experienced a 22% increase in valuations which led to receiving \$641K more than projected.

Unrestricted Grants (State Foundation): The state legislature passed HB64 which included a new state funding formula that took effect in FY15. While this formula recognizes that Olentangy should receive significant additional funding due to our enrollment growth, the formula unfortunately imposes a growth cap of 7.5% equating to an approximate \$1.7MM increase over two years. The District appreciates any additional funding, but the 7.5% cap will not even allow the growth in state funding to keep up with our current enrollment growth, nor the unfunded growth we've experienced the past decade. Casino Tax Revenue will be received in January and August. Revenue in this line includes state funding outside of the formula for preschool special education.

Restricted Grants (State Foundation): Revenue in this line is Career Technical funding received from the state and reimbursement for Excess Cost and Catastrophic Aid.

Property Tax Allocation: This line includes Homestead and Rollback reimbursement received from the state. First half collection were received in April. A change in valuation causes a change in Homestead and Rollback reimbursement as the reimbursement is based on property valuation and collections.

All Other Operating Revenue: This line includes TIF payments, CRA payments in lieu of, income tax sharing, interest income and other revenue. Collection of these funds are dependent on RE collections, timing of CRA payment agreements and income tax sharing agreements. TIF revenue is driven by commercial property values, most significantly in the Polaris TIF area. TIF valuations surpassed expected growth realizing an increase of \$350k. The district also received the 2012 Medicaid settlement of \$143k that was not budgeted.

EXPENDITURES:

Personal Services: The District is continually working to maximize learning for every student, while maintaining fiscal responsibility. This is evidenced by our cost per pupil continuing to rank near the lowest in central Ohio. Administration continues to look for efficiencies in Personal Services while still delivering the same level of service to our students and the community.

Retirement/Benefits: Insurance expenditures are dependent upon employee enrollment in the insurance plan, utilization of the high deductible option, and the districts' claims experience. The district became self-insured January 1, 2015, saving the district several high cost Affordable Care Act and state fees. The district realized a minimal 4% premium rate increase for the majority of calendar year 2016. Insurance premium renewal rates take effect in December of each fiscal year.

Purchased Services: About half of Purchased Services are related to ESC purchased services and utility services which include telephone, gas, electric and water/sewer. This line also accounts for several deductions of state funding by ODE, the most significant of which is for community school students.

Materials/Supplies: The majority of expenses in this line are for teaching aides, textbooks, office supplies, maintenance supplies for the buildings, and fuel for the transportation department. These expenditures are primarily driven by building and department purchase orders, the timing of which vary based upon need.

Capital Outlay: The majority of these expenditures are for care and upkeep of buildings, as well as some equipment and technology purchases.

Other Expenditures: The county auditor and treasurer fees the District is required to pay for the collection of taxes and ESCCO services for preschool special education needs comprise the majority of the expenditures in this category.

OLENTANGY LOCAL SCHOOL DISTRICT
INVESTMENTS
APRIL 2016

Maturity Date	Description	Type	Yield	Settlement Date	Cost Basis Amount	Market Value	Interest Date
	Delaware County Bank	IBA/REPO	0.150%		\$ 13,679,050.13	\$ 13,679,050.13	Monthly
	STAR OHIO (Act. #15464)		0.480%		64,420,579.30	64,420,579.30	Monthly
	PNC Bank		0.100%		5,146.71	5,146.71	Monthly
	First Merit		0.100%		241,981.98	241,981.98	Monthly
	Huntington		0.020%		23,776.86	23,776.86	Monthly
	FC Bank		0.410%		5,504,634.81	5,504,634.81	Monthly
	RedTree Investments		1.140%		39,416,119.43	39,417,249.91	Monthly
	STAR OHIO PLUS		0.350%		822,064.94	822,064.94	Monthly
8/18/2016	CDARS	CD	0.650%	8/21/2014	2,000,000.00	2,000,000.00	August 2016
8/4/2016	CDARS	CD	0.300%	8/6/2015	4,000,000.00	4,000,000.00	August 2016
8/4/2016	CDARS	CD	0.490%	8/7/2014	2,500,000.00	2,500,000.00	August 2016
8/11/2016	CDARS	CD	0.490%	8/14/2014	2,500,000.00	2,500,000.00	August 2016
11/10/2016	CDARS	CD	0.600%	11/13/2014	2,500,000.00	2,500,000.00	November 2016
Total Investments					<u>\$ 137,613,354.16</u>	<u>\$ 137,614,484.64</u>	

**OLENTANGY LOCAL SCHOOL DISTRICT
BANK RECONCILIATION
APRIL 2016**

Per bank statements:		
Delaware County Bank	\$	13,679,050.13
Star Ohio		64,420,579.30
Star Ohio Plus		822,064.94
PNC Bank		5,146.71
First Merit		241,981.98
Huntington		23,776.86
FC Bank		5,504,634.81
CDARS		13,500,000.00
RedTree Notes		39,416,119.43
Outstanding Checks		(537,048.09)
Outstanding deposits		-
Adjusted bank balance	\$	<u>137,076,306.07</u>
Balance per OLSD books	\$	137,075,386.88
Deposits made; receipt not booked		919.19
Adjusted book balance	\$	<u>137,076,306.07</u>
		0.00

OLENTANGY LOCAL SCHOOL DISTRICT
FUND BALANCES
APRIL 2016

FUND	BEGINNING BALANCE	FYTD RECEIPTS	FYTD EXPENDITURES	FUND BALANCE
001	59,087,915.65	183,299,283.54	150,930,601.16	91,456,598.03
002	14,385,407.08	29,942,980.26	24,575,583.58	19,752,803.76
003	10,021,889.55	-	1,054,104.44	8,967,785.11
004	1,368,269.55	255.85	1,216,849.24	151,676.16
006	2,035,511.53	7,265,826.03	6,967,438.52	2,333,899.04
007	120,430.43	43,400.17	39,361.12	124,469.48
008	20,205.55	19.68	-	20,225.23
009	433,457.60	1,440,286.80	912,695.49	961,048.91
011	176,379.73	24,921.00	-	201,300.73
018	383,629.55	456,179.40	355,582.00	484,226.95
019	8,891.41	34,797.86	34,365.81	9,323.46
022	-	62,169.50	56,302.75	5,866.75
024	6,798,523.88	24,546,080.04	21,440,637.26	9,903,966.66
027	1,222,320.10	-	195,711.63	1,026,608.47
200	622,908.91	776,050.60	643,564.78	755,394.73
300	744,568.23	795,348.00	637,624.31	902,291.92
401	150,630.61	361,298.79	325,223.39	186,706.01
451	-	41,400.00	-	41,400.00
466	(29,000.00)	58,250.00	29,250.00	-
506	-	-	(892.33)	892.33
516	(141,658.22)	2,097,330.95	2,113,803.11	(158,130.38)
551	(3,812.82)	46,358.67	52,599.03	(10,053.18)
572	(30,769.38)	251,381.00	265,099.92	(44,488.30)
587	-	17,866.49	19,851.66	(1,985.17)
590	(10,117.69)	77,095.52	63,417.65	3,560.18
Total	97,365,581.25	251,638,580.15	211,928,774.52	137,075,386.88

OLENTANGY LOCAL SCHOOL DISTRICT
FINANCIAL REPORT BY FUND/SCC
APRIL 2016

FUND	SCC	Description	Beginning Balance	MTD Receipts	FYTD Receipts	MTD Expenditures	FYTD Expenditures	Current Fund Balance	Current Encumbrances	Unencumbered Fund Balance
001	0000	GENERAL FUND	58,804,342.92	9,521,665.55	183,299,283.54	15,033,154.60	150,930,601.16	91,173,025.30	7,000,151.40	84,172,873.90
001	9194	STATE TRANSPORTATION REIMBURSEMENT	283,572.73	-	-	-	-	283,572.73	-	283,572.73
002	0000	BOND RETIREMENT	14,385,407.08	1,644,108.33	29,942,980.26	11,954.49	24,575,583.58	19,752,803.76	-	19,752,803.76
003	9000	Permanent Improvement	10,021,889.55	-	-	59,758.91	1,054,104.44	8,967,785.11	2,790,314.87	6,177,470.24
004	9208	MARCH 2008 BOND ISSUE	20,553.32	-	-	-	-	20,553.32	-	20,553.32
004	9211	May 2011 Bond Issue	1,347,716.23	-	255.85	6,549.55	1,216,849.24	131,122.84	94,660.69	36,462.15
006	0000	LUNCHROOM FUND	2,035,511.53	746,262.00	7,265,826.03	707,999.57	6,967,438.52	2,333,899.04	777,173.05	1,556,725.99
007	9001	PRESCHOOL EMPLOYEE BENEFIT	1,320.69	-	-	-	-	1,320.69	-	1,320.69
007	9004	BOARD EMPLOYEE BENEFITS	1,392.11	65.85	678.52	95.25	1,306.01	764.62	1,069.51	(304.89)
007	9005	Central Office Flower Fund	190.13	-	315.00	-	197.94	307.19	191.00	116.19
007	9006	CUSTODIAN EMPLOYEE BENEFITS	2,304.72	38.92	400.15	11.58	387.37	2,317.50	25.00	2,292.50
007	9008	BUS GARAGE EMPLOYEE BENEFITS	7,574.64	214.59	1,999.47	695.00	1,201.38	8,372.73	850.00	7,522.73
007	9010	SPECIAL TRUST - MISC. DONATIONS	-	952.29	-	-	-	952.29	-	952.29
007	9095	MCCONNELL SCHOLARSHIP	1,424.69	-	-	-	-	1,424.69	-	1,424.69
007	9100	S.E.S. EMPLOYEE BENEFITS	173.00	-	-	-	-	173.00	-	173.00
007	9105	W.R.E.S. EMPLOYEE BENEFITS TRUST	3,226.29	25.23	352.99	-	861.13	2,718.15	400.00	2,318.15
007	9110	A.C.E. EMPLOYEE BENEFITS	4,528.57	46.12	1,109.97	-	1,333.86	4,304.68	500.00	3,804.68
007	9115	S.R.E. EMPLOYEE BENEFITS	7,083.93	52.16	3,303.20	2,152.85	5,063.75	5,323.38	1,429.46	3,893.92
007	9120	A.E.S. EMPLOYEE BENEFITS	3,569.38	62.30	1,606.25	-	1,082.34	4,093.29	1,250.00	2,843.29
007	9125	OAK CREEK ELEM. - EMPLOYEE BENEFITS	4,778.80	37.05	349.09	-	-	5,127.89	300.00	4,827.89
007	9130	T.R.E.S. EMPLOYEE BENEFITS	683.45	65.33	819.27	(256.48)	599.54	903.18	550.00	353.18
007	9135	EMPLOYEE BENEFITS	4,003.06	57.53	869.12	190.00	1,361.89	3,510.29	1,584.42	1,925.87
007	9140	EMPLOYEE BENEFITS	1,647.98	14.89	996.25	595.00	1,602.50	1,041.73	650.00	391.73
007	9145	GLEN OAK - EMPLOYEE BENEFIT	1,608.53	10.94	1,658.19	-	807.68	2,459.04	1,200.00	1,259.04
007	9150	MEADOWS EMPLOYEE BENEFITS	6,038.57	38.56	1,827.46	-	778.78	7,087.25	1,000.00	6,087.25
007	9155	EMPLOYEE BENEFITS - LIBERTY TREE E.S.	1,097.22	132.56	3,451.01	110.82	1,363.01	3,185.22	2,753.20	432.02
007	9160	JOHNNYCAKE CORNERS EMPLOYEE BENEFITS	4,697.77	82.68	783.38	20.00	364.95	5,116.20	505.62	4,610.58
007	9165	FTES EMPLOYEE BENEFITS	5,360.24	48.78	339.78	-	-	5,700.02	-	5,700.02
007	9170	CES EMPLOYEE BENEFITS	1,259.04	55.56	4,847.36	191.71	4,692.94	1,413.46	876.09	537.37
007	9175	EMPLOYEE BENEFITS - HERITAGE ELEMENTARY	2,912.98	23.96	1,177.02	2.99	339.78	3,750.22	700.00	3,050.22
007	9200	OSMS EMPLOYEE BENEFITS POP MACHINE	(1,029.69)	76.19	1,464.41	-	(288.49)	723.21	415.00	308.21
007	9205	OLMS EMPLOYEE BENEFITS	1,600.88	96.08	2,325.88	318.75	2,677.33	1,249.43	800.00	449.43
007	9210	EMPLOYEE BENEFITS - ORANGE M.S.	4,127.87	93.13	1,279.31	75.00	860.34	4,546.84	396.14	4,150.70
007	9215	EMPLOYEE BENEFITS - HYATTS M.S.	2,496.12	7.50	1,576.81	16.89	1,210.81	2,862.12	675.00	2,187.12
007	9220	EMPLOYEE BENEFITS - BERKSHIRE MIDDLE SCHOOL	5,112.75	54.06	1,544.78	783.61	2,196.52	4,461.01	255.61	4,205.40
007	9300	HS EMPLOYEE BENEFITS - POP MACHINE	10,783.75	150.21	2,222.61	198.82	3,967.41	9,038.95	700.00	8,338.95
007	9305	EMPLOYEE BENEFITS	6,238.48	251.90	686.83	591.57	3,789.14	3,136.17	2,273.52	862.65
007	9310	OOHS - EMPLOYEE BENEFITS	1,663.85	155.92	1,792.04	446.60	1,889.23	1,566.66	347.86	1,218.80
007	9400	Student Teacher	21,608.34	375.00	3,485.00	-	-	25,093.34	-	25,093.34
007	9500	OLENTANGY ACADEMY EMPLOYEE BENEFITS	-	11.38	139.02	-	(286.02)	425.04	286.02	139.02
008	9001	EFFIE & LOUISE G. VIERS SCHOLARSHIP FUND	20,205.55	5.81	19.68	-	-	20,225.23	-	20,225.23
009	9020	Summer School Fees	120,261.69	31,210.00	97,030.00	-	44,002.86	173,288.83	3,500.00	169,788.83
009	9105	UNIFORM SCHOOL SUPPLIES-WYANDOT ELEMENTARY	11,204.66	90.00	16,470.00	666.18	14,581.21	13,093.45	1,018.73	12,074.72
009	9110	UNIFORM SCHOOL SUPPLIES-ALUM CREEK ELEMENTARY	5,011.63	480.00	15,090.00	425.20	16,048.41	4,053.22	33.08	4,020.14
009	9115	UNIFORM SCHOOL SUPPLIES-/SCIOTO RIDGE ELEM.	629.63	360.00	14,850.00	-	11,193.10	4,286.53	1,160.60	3,125.93
009	9120	UNIFORM SCHOOL SUPPLIES-ARROWHEAD ELEMENTARY	1,424.32	270.00	9,600.00	543.17	8,861.64	2,162.68	307.22	1,855.46
009	9125	UNIFORM SCHOOL SUPPLIES-OAK CREEK ELEMENTARY	439.16	360.00	6,360.00	698.44	11,881.74	(5,082.58)	3,692.67	(8,775.25)
009	9130	UNIFORM SCHOOL SUPPLIES-TYLER RUN ELEMENTARY	7,846.99	180.00	13,170.00	-	17,437.74	3,579.25	-	3,579.25
009	9135	UNIFORM SCHOOL SUPPLIES-WALNUT CREEK ELEM.	23,967.03	420.00	18,390.00	220.04	15,371.05	26,985.98	4,072.25	22,913.73
009	9140	UNIFORM SCHOOL SUPPLIES-INDIAN SPRINGS ELEM.	795.64	155.25	33,322.44	-	18,575.72	15,542.36	342.00	15,200.36

OLENTANGY LOCAL SCHOOL DISTRICT
FINANCIAL REPORT BY FUND/SCC
APRIL 2016

FUND	SCC	Description	Beginning Balance	MTD Receipts	FYTD Receipts	MTD Expenditures	FYTD Expenditures	Current Fund Balance	Current Encumbrances	Unencumbered Fund Balance
009	9145	UNIFORM SCHOOL FEES-GLEN OAK ELEMENTARY	2,784.08	210.00	16,170.00	-	13,231.71	5,722.37	1,878.58	3,843.79
009	9150	UNIFORM SUPPLIES - OLENTANGY MEADOWS	3,740.81	1,350.00	18,586.00	143.89	15,887.66	6,439.15	3,562.82	2,876.33
009	9155	UNIFORM SCHOOL SUPPLIES - LIBERTY TREE E.S.	1,807.79	60.00	17,310.00	2,310.05	17,518.90	1,598.89	600.27	998.62
009	9160	UNIFORM SCHOOL SUPPLIES - JOHNNYCAKE E.S.	12,764.75	120.00	17,437.00	-	17,601.77	12,599.98	67.14	12,532.84
009	9165	FTES SCHOOL SUPPLIES	4,417.35	-	18,150.00	-	15,871.49	6,695.86	2,635.92	4,059.94
009	9170	CES SCHOOL SUPPLIES	231.63	360.00	21,262.00	-	20,946.49	547.14	-	547.14
009	9175	UNIFORM SCHOOL SUPPLIES - HERITAGE ES	4,155.70	360.00	18,780.00	869.32	16,900.56	6,035.14	-	6,035.14
009	9200	UNIFORM SCHOOL SUPPLIES-SHANAHAN MIDDLE SCH.	19,625.56	2,174.00	54,114.65	5,331.06	48,893.80	24,846.41	5,161.64	19,684.77
009	9205	UNIFORM SCHOOL SUPPLIES-LIBERTY MIDDLE SCH.	55,878.11	1,949.00	48,558.74	1,734.88	43,059.63	61,377.22	2,894.74	58,482.48
009	9210	UNIFORM SCHOOL SUPPLIES-ORANGE MIDDLE SCHOOL	15,979.13	2,450.00	46,984.79	11,018.52	38,771.35	24,192.57	6,248.73	17,943.84
009	9215	UNIFORM SCHOOL SUPPLIES - HYATTS M.S.	23,853.87	2,202.85	50,371.05	7,280.44	41,094.85	33,130.07	7,043.79	26,086.28
009	9220	UNIFORM SCHOOL SUPPLIES - BERKSHIRE MS	14,676.31	2,194.00	51,147.50	3,129.10	37,310.40	28,513.41	15,801.38	12,712.03
009	9300	UNIFORM SCHOOL SUPPLIES-OLENTANGY HIGH SCHOOL	28,306.37	29,564.60	265,206.09	6,054.05	127,427.70	166,084.76	178,927.54	(12,842.78)
009	9305	UNIFORM SCHOOL SUPPLIES-LIBERTY HIGH SCHOOL	48,720.54	46,443.43	323,509.03	19,557.91	158,346.34	213,883.23	189,679.77	24,203.46
009	9310	OOHS - UNIFORM SCHOOL SUPPLY	24,934.85	32,226.44	244,772.51	12,511.03	137,313.85	132,393.51	172,051.59	(39,658.08)
009	9500	UNIFORM SCHL SUPPLIES Olentangy Academy	-	730.00	3,645.00	728.94	4,565.52	(920.52)	1,125.17	(2,045.69)
011	0000	ROTARY FUND - HOUSE RENTAL	99,642.53	-	11,856.00	-	-	111,498.53	-	111,498.53
011	9000	SUMMER CAMPS	76,737.20	1,700.00	13,065.00	-	-	89,802.20	-	89,802.20
018	9001	PRESCHOOL SUPPORT	410.92	-	-	-	-	410.92	-	410.92
018	9105	W.R.E.S. PRINCIPAL FUND	13,861.07	590.94	13,912.36	6,266.28	9,761.58	18,011.85	2,804.83	15,207.02
018	9110	ACE PRINCIPAL'S FUND	8,306.35	41.79	35,897.55	958.63	35,266.86	8,937.04	3,845.21	5,091.83
018	9115	S.R.E. PRINCIPAL'S FUND	4,204.98	7,832.32	13,372.07	-	6,960.56	10,616.49	1,661.74	8,954.75
018	9120	A.E.S. PRINCIPAL'S FUND	8,575.08	-	4,958.68	7,366.34	8,773.21	4,760.55	2,275.00	2,485.55
018	9125	OAK CREEK ELEMENTARY PRINCIPAL'S FUND	17,045.90	-	7,063.76	3,800.54	16,909.20	7,200.46	2,185.69	5,014.77
018	9130	TYLER RUN PRINCIPAL'S FUND	29,206.59	8.99	2,414.25	(123.47)	493.00	31,127.84	184.31	30,943.53
018	9135	PRINCIPALS FUND	8,792.31	-	27,039.12	229.52	26,115.46	9,715.97	-	9,715.97
018	9140	PRINCIPALS FUND	4,853.48	-	5,180.33	(3,394.48)	(1,320.20)	11,354.01	4,732.48	6,621.53
018	9145	GLEN OAK PRINCIPALS FUND	13,362.76	2,748.15	12,180.50	608.00	5,725.38	19,817.88	6,569.81	13,248.07
018	9150	OMES PRINCIPAL'S FUND	16,200.08	-	9,486.44	1,316.19	3,693.41	21,993.11	2,150.00	19,843.11
018	9155	LIBERTY TREE PRINCIPAL FUND	20,223.48	1,936.50	29,536.36	911.42	21,541.25	28,218.59	12,236.33	15,982.26
018	9160	JOHNNYCAKE CORNERS PRINCIPAL FUND	10,425.70	-	15,192.98	1,241.96	7,507.44	18,111.24	11,954.04	6,157.20
018	9165	FTES PRINCIPAL'S FUND	9,258.15	2,567.00	22,541.76	10,495.80	15,810.08	15,989.83	7,890.20	8,099.63
018	9170	CES PRINCIPAL'S FUND	6,993.04	2,063.89	8,483.12	745.00	3,660.97	11,815.19	7,595.50	4,219.69
018	9175	PRINCIPAL'S FUND - HERITAGE ELEMENTARY	4,286.33	172.39	11,740.93	245.68	6,933.42	9,093.84	5,689.01	3,404.83
018	9200	OSMS-PRINCIPAL'S FUND	19,678.62	149.99	13,735.16	2,424.14	17,772.09	15,641.69	7,705.66	7,936.03
018	9201	OMS SCHOLARSHIP FUND	28,818.46	-	625.00	-	1,541.64	27,901.82	2,458.36	25,443.46
018	9202	OHMS - OLENTANGY HYATTS SCHOLARSHIP FUND	13,673.90	3,000.00	10,722.00	-	4,777.75	19,618.15	-	19,618.15
018	9203	OSMS - SCHOLARSHIP FUND	1,441.47	-	5,679.00	1,116.00	1,116.00	6,004.47	603.04	5,401.43
018	9204	OBMS Scholarship Fund	1,021.95	-	3,425.00	-	4,300.00	146.95	-	146.95
018	9205	O.L.M.S. PRINCIPALS FUND	11,630.59	100.00	8,242.73	832.25	6,841.66	13,031.66	1,419.26	11,612.40
018	9209	LMS Scholarship Fund	-	400.00	1,554.77	-	599.00	955.77	-	955.77
018	9210	PRINCIPAL'S FUND - ORANGE M.S.	3,971.00	2,414.99	40,510.54	1,343.52	32,017.72	12,463.82	4,463.58	8,000.24
018	9215	HYATTS M.S. - PRINCIPAL FUND	13,875.24	1,052.68	8,770.04	407.80	4,352.62	18,292.66	3,208.44	15,084.22
018	9220	PRINCIPAL'S FUND - BERKSHIRE MS	21,044.13	467.50	13,591.79	95.42	14,247.49	20,388.43	11,830.58	8,557.85
018	9300	H.S. PRINCIPAL'S FUND	27,735.27	1,738.90	39,185.14	-	38,186.35	28,734.06	4,224.51	24,509.55
018	9305	PRINCIPALS FUND	37,416.09	1,862.85	47,895.68	2,096.62	29,006.03	56,305.74	13,101.15	43,204.59
018	9310	OOHS PRINCIPAL'S FUND	27,316.61	2,076.34	43,182.84	1,949.21	37,176.81	33,322.64	2,717.26	30,605.38
018	9500	OLENTANGY ACADEMY PRINCIPALS FUND	-	-	59.50	(3,402.21)	(4,184.78)	4,244.28	416.00	3,828.28
019	9200	LPDC	370.00	-	-	-	-	370.00	-	370.00
019	9216	OEF GRANT	-	-	34,797.86	-	34,365.81	432.05	-	432.05

OLENTANGY LOCAL SCHOOL DISTRICT
FINANCIAL REPORT BY FUND/SCC
APRIL 2016

FUND	SCC	Description	Beginning Balance	MTD Receipts	FYTD Receipts	MTD Expenditures	FYTD Expenditures	Current Fund Balance	Current Encumbrances	Unencumbered Fund Balance
019	9306	OLHS SCHOLARSHIP FUND	8,116.09	-	-	-	-	8,116.09	-	8,116.09
019	9417	DELAWARE ART FESTIVAL GRANT - GLEN OAK	0.36	-	-	-	-	0.36	-	0.36
019	9418	IRES - DELAWARE ARTS FEST. GRANT	116.56	-	-	-	-	116.56	-	116.56
019	9419	Delaware Arts Festival-T.R.	72.35	-	-	-	-	72.35	-	72.35
019	9562	KAUFFMAN CENTER/DECA GRANT - 2004	80.46	-	-	-	-	80.46	-	80.46
019	9563	MARKETING GRANT - HUMAN RESOURCE ASSOCTION OH	135.59	-	-	-	-	135.59	-	135.59
022	9990	OHS OHSAA TOURNAMENT FUND	-	-	24,089.00	-	23,330.65	758.35	5,076.00	(4,317.65)
022	9991	OLHS OHSAA TOURNAMENT FUND	-	-	12,533.50	-	9,850.84	2,682.66	2,435.00	247.66
022	9992	OOHS OHSAA TOURNAMENT FUND	-	-	25,547.00	-	23,121.26	2,425.74	1,516.00	909.74
024	0000	EMPLOYEE BENEFITS	6,798,523.88	2,542,303.57	24,546,080.04	2,086,359.65	21,440,637.26	9,903,966.66	543,382.22	9,360,584.44
027	0000	Workers' Compensation Self Insurance	1,222,320.10	-	-	10,704.36	195,711.63	1,026,608.47	97,346.04	929,262.43
200	9004	SPEECH TEAM - OLHS	1,934.50	-	-	-	182.00	1,752.50	325.18	1,427.32
200	9014	CLASS OF 2014 - OHS	8,755.34	-	-	-	-	8,755.34	-	8,755.34
200	9015	CLASS OF 2015 - OHS	11,922.68	-	-	-	-	11,922.68	-	11,922.68
200	9016	CLASS OF 2016 - OHS	11,288.16	3,383.45	12,618.53	-	11,133.00	12,773.69	2,500.00	10,273.69
200	9017	CLASS OF 2017 - OHS	11,261.74	26,304.90	26,324.90	4,064.67	10,120.52	27,466.12	2,800.00	24,666.12
200	9018	CLASS OF 2018 - OHS	2,587.33	-	11,108.40	1,000.00	6,150.05	7,545.68	-	7,545.68
200	9019	CLASS OF 2019 - OHS	1,288.78	-	437.00	-	465.60	1,260.18	-	1,260.18
200	9020	SMS - CLASS OF 2020	15,967.50	-	12,185.00	27,760.15	27,760.15	392.35	-	392.35
200	9021	CLASS OF 2021 - SMS	8,639.71	-	14,543.67	-	-	23,183.38	-	23,183.38
200	9022	SMS Class of 2022	-	-	26,029.00	-	-	26,029.00	-	26,029.00
200	9023	MATH OLYMPIAD - OHS	7.00	-	51.00	-	88.00	(30.00)	-	(30.00)
200	9100	Olentangy STEM Sisters	-	-	5,535.00	-	3,318.12	2,216.88	-	2,216.88
200	9104	CLASS OF 2004	1,022.71	-	-	-	-	1,022.71	-	1,022.71
200	9105	CLASS OF 2005	2,447.30	-	-	-	-	2,447.30	-	2,447.30
200	9106	CLASS OF 2006 - OHS	2,937.40	-	-	-	-	2,937.40	-	2,937.40
200	9108	CLASS OF 2008 - OHS	4,093.00	-	-	-	-	4,093.00	-	4,093.00
200	9110	ART CLUB - OHS	(110.47)	-	573.00	14.29	397.68	64.85	35.71	29.14
200	9112	ART CLUB - OLMS	255.94	-	-	-	-	255.94	-	255.94
200	9113	ART CLUB - OLHS	260.72	-	-	-	-	260.72	-	260.72
200	9114	ART CLUB - OOMS	588.01	-	-	-	-	588.01	-	588.01
200	9115	OHMS STUDENT COUNCIL	8,744.86	-	7,776.75	388.10	7,935.55	8,586.06	820.00	7,766.06
200	9116	OHMS - ART CLUB	817.81	-	-	-	-	817.81	-	817.81
200	9117	ART CLUB - OOHS	1,925.11	832.83	4,640.02	1,266.38	3,817.47	2,747.66	1,000.00	1,747.66
200	9118	OBMS ART CLUB	214.63	-	1,145.00	-	1,126.39	233.24	-	233.24
200	9120	SCIENCE OLYMPIAD - OHS	833.38	400.00	3,570.00	687.32	3,334.06	1,069.32	189.80	879.52
200	9121	ART THERAPY CLUB - OLHS	-	-	361.09	139.92	139.92	221.17	-	221.17
200	9122	FASHION CLUB - OOHS	-	-	263.00	-	171.00	92.00	-	92.00
200	9123	SCIENCE OLYMPIAD - OOHS	-	-	183.00	(141.97)	88.08	94.92	89.67	5.25
200	9130	DRAMA CLUB - OHS	20,295.58	3,927.00	10,765.68	2,236.08	11,072.96	19,988.30	3,000.00	16,988.30
200	9131	DRAMA CLUB - OSMS	12,988.59	-	5,614.50	-	2,312.82	16,290.27	631.84	15,658.43
200	9132	DRAMA CLUB - OLMS	8,204.56	1,820.00	2,320.00	2,602.96	6,128.80	4,395.76	200.00	4,195.76
200	9133	DRAMA CLUB - OLHS	12,287.12	-	14,747.80	3,123.45	11,191.34	15,843.58	8,640.00	7,203.58
200	9134	DRAMA CLUB - OOMS	3,695.10	466.00	466.00	386.76	1,076.76	3,084.34	1,861.19	1,223.15
200	9135	OHMS DRAMA CLUB	5,714.71	1,495.00	1,495.00	-	-	7,209.71	1,000.00	6,209.71
200	9136	DRAMA CLUB - OOHS	27,121.44	21,690.00	41,398.00	3,584.94	14,882.41	53,637.03	16,954.88	36,682.15
200	9137	SMS Greenhouse	553.11	-	-	91.10	309.78	243.33	58.80	184.53
200	9138	OBMS Drama club	4,973.76	966.00	2,857.00	503.66	1,648.63	6,182.13	2,034.00	4,148.13
200	9141	Glamour Gals	28.61	-	1,020.00	-	783.00	265.61	-	265.61
200	9142	PROJECT HOPE - OLHS	3,194.52	-	-	-	-	3,194.52	-	3,194.52

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FUND	SCC	Description	Beginning Balance	MTD Receipts	FYTD Receipts	MTD Expenditures	FYTD Expenditures	Current Fund Balance	Current Encumbrances	Unencumbered Fund Balance
200	9145	KNEADING FOR THE NEEDY - OLHS	465.41	-	373.00	-	131.33	707.08	-	707.08
200	9147	OBMS Softball	924.92	712.75	712.75	100.00	99.62	1,538.05	500.00	1,038.05
200	9148	FUND FOR LIFE - OLHS	-	-	21.07	-	-	21.07	-	21.07
200	9150	OMS STEM Club	-	15.00	670.00	-	-	670.00	670.00	-
200	9151	1 KIND THING - OLHS	-	-	-	-	20.81	(20.81)	-	(20.81)
200	9152	OPERATION SMILE - OLHS	-	-	1,086.95	-	332.50	754.45	-	754.45
200	9153	HOPE FOR THE HOMELESS - OLHS	-	-	214.65	-	211.55	3.10	-	3.10
200	9190	NEWSPAPER - OHS	1,018.86	156.00	5,208.50	-	3,162.54	3,064.82	637.41	2,427.41
200	9191	NEWSPAPER - OLHS	(8,549.44)	265.50	5,442.54	-	300.00	(3,406.90)	4,700.00	(8,106.90)
200	9192	NEWSPAPER - OOHS	13,597.96	-	10,438.42	189.00	8,136.12	15,900.26	1,650.57	14,249.69
200	9193	Sentinel Times	96.00	-	-	-	-	96.00	-	96.00
200	9195	JUNIOR STATE OF AMERICA - OLHS	1,052.89	1,195.00	7,647.00	1,394.74	8,124.74	575.15	-	575.15
200	9200	YEARBOOK - OHS	10,079.71	1,272.84	7,826.46	300.00	4,161.12	13,745.05	1,570.00	12,175.05
200	9201	YEARBOOK - OLHS	9,125.44	-	4,227.00	-	4,943.19	8,409.25	1,000.00	7,409.25
200	9202	YEARBOOK - OOHS	44,258.22	-	16,444.10	833.45	9,293.24	51,409.08	2,685.91	48,723.17
200	9203	OBMS Flashmob	357.50	-	200.00	-	303.68	253.82	50.00	203.82
200	9234	BROADCAST JOURNALISM - OOHS	-	-	40.00	-	-	40.00	-	40.00
200	9250	FRENCH CLUB - OHS	1,382.86	-	640.00	-	1,210.55	812.31	-	812.31
200	9251	FRENCH CLUB - OLHS	204.00	-	-	-	-	204.00	-	204.00
200	9252	FRENCH CLUB - OOHS	217.67	-	528.00	-	32.52	713.15	228.48	484.67
200	9253	Olentangy Travel Club	332.90	154.84	1,501.19	-	1,439.20	394.89	-	394.89
200	9260	GERMAN CLUB - OHS	677.57	-	1,179.00	-	983.74	872.83	-	872.83
200	9261	GERMAN CLUB - OLHS	150.02	-	-	-	-	150.02	-	150.02
200	9262	GERMAN CLUB - OOHS	125.72	-	450.00	-	395.01	180.71	-	180.71
200	9263	MATH TEAM - OLHS	30.36	-	432.00	-	315.00	147.36	-	147.36
200	9264	GERMAN HONOR SOCIETY - LHS	409.00	(184.00)	107.00	-	-	516.00	-	516.00
200	9280	SPANISH CLUB - OHS	348.64	-	215.00	-	180.30	383.34	100.00	283.34
200	9281	SPANISH CLUB - OLHS	632.40	-	-	-	-	632.40	-	632.40
200	9282	SPANISH CLUB - OOHS	996.16	-	2,470.00	60.00	2,386.32	1,079.84	-	1,079.84
200	9284	SPANISH HONORS SOCIETY - OLHS	948.00	-	1,605.00	-	635.00	1,918.00	1,408.00	510.00
200	9285	NATIONAL ENGLISH HONOR SOCIETY - LHS	-	-	1,228.00	-	-	1,228.00	295.98	932.02
200	9289	STUDENT MENTORS - OLHS	2,011.94	-	6,775.00	-	7,784.07	1,002.87	25.00	977.87
200	9290	YOUNG REPUBLICANS - OHS	655.83	-	-	-	-	655.83	-	655.83
200	9293	WEB - WHERE EVERYBODY BELONGS SMS	1,621.46	-	1,742.55	-	1,796.23	1,567.78	510.00	1,057.78
200	9294	ENVIRONMENTAL CLUB - OLHS	223.06	-	196.00	190.88	190.88	228.18	-	228.18
200	9295	BROADCAST JOURNALISM - OLHS	415.27	-	-	-	-	415.27	-	415.27
200	9296	LITERARY ARTS MAGAZINE - OOHS	399.95	-	-	-	-	399.95	-	399.95
200	9297	PIONEER AMBASSADORS - OOHS	75.75	-	-	-	-	75.75	-	75.75
200	9301	FACE TO FACE CLUB - OOHS	176.10	294.30	294.30	-	-	470.40	-	470.40
200	9349	6TH GRADE CAMP	37.50	24,124.00	130,996.60	-	80,444.00	50,590.10	59,713.00	(9,122.90)
200	9350	INDUSTRIAL ARTS CLUB - OHS	33.05	-	-	-	-	33.05	-	33.05
200	9393	OOMS WEB Program	1,831.67	-	143.00	-	645.98	1,328.69	300.00	1,028.69
200	9394	OBMS WEB CLUB	795.10	-	350.00	-	786.50	358.60	-	358.60
200	9413	CLASS OF 2013 - OOHS	8,793.70	-	-	-	-	8,793.70	-	8,793.70
200	9414	CLASS OF 2014 - OOHS	12.30	-	-	-	-	12.30	-	12.30
200	9415	CLASS OF 2015 - OOHS	7,156.76	-	20.00	-	-	7,176.76	-	7,176.76
200	9416	CLASS OF 2016 - OOHS	25,731.47	7,567.79	13,917.69	3,000.00	13,005.51	26,643.65	6,542.50	20,101.15
200	9417	CLASS OF 2017 - OOHS	7,197.26	-	64.25	14,090.00	12,591.06	(5,329.55)	348.00	(5,677.55)
200	9418	CLASS OF 2018 - OOHS	1,788.13	-	10,886.00	2,238.00	8,295.26	4,378.87	2,237.00	2,141.87
200	9419	CLASS OF 2019 - OOHS	387.53	(22.60)	4,484.91	653.15	923.12	3,949.32	86.82	3,862.50

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200	9420	OOMS - CLASS OF 2020	10,895.44	-	99.14	-	10,374.49	620.09	3,625.51	(3,005.42)
200	9421	CLASS OF 2021 - OOMS	4,101.72	-	408.00	-	2,205.00	2,304.72	-	2,304.72
200	9422	OMS Class of 2022	-	-	11,275.00	-	3,610.00	7,665.00	-	7,665.00
200	9427	BAND - OLMS	1,095.54	6,034.00	7,599.00	6,883.00	6,933.00	1,761.54	1,150.00	611.54
200	9440	BAND - OSMS	423.69	-	-	-	-	423.69	-	423.69
200	9442	OHMS MUSIC	1,533.17	7,915.00	7,915.00	4,524.00	4,524.00	4,924.17	3,158.84	1,765.33
200	9443	OBMS MUSIC CLUB	850.63	276.00	2,745.00	-	2,598.00	997.63	500.00	497.63
200	9444	OOMS - MUSIC	576.88	-	6,328.00	2,612.90	3,659.82	3,245.06	2,373.12	871.94
200	9470	OSMS CHOIR	318.83	-	-	-	-	318.83	-	318.83
200	9472	OLMS - CHOIR	521.25	-	-	-	-	521.25	-	521.25
200	9473	CHOIR - OLHS	6,072.68	-	14,533.35	4,397.60	14,035.35	6,570.68	1,000.00	5,570.68
200	9506	CLASS OF 2006 - OLHS	1,239.00	-	-	-	1,239.00	-	-	-
200	9508	CLASS OF 2008 - OLHS	794.29	-	-	-	794.29	-	-	-
200	9509	CLASS OF 2009 - OLHS	2,299.98	-	-	2,299.98	2,299.98	-	-	-
200	9511	CLASS OF 2011 - OLHS	1,636.90	-	-	-	1,636.90	-	-	-
200	9514	CLASS OF 2014 - OLHS	2,062.62	-	-	2,062.62	2,062.62	-	-	-
200	9515	CLASS OF 2015 - OLHS	2,550.65	-	-	831.95	2,550.65	-	-	-
200	9516	CLASS OF 2016 - OLHS	20,332.08	-	7,980.00	(821.05)	8,495.24	19,816.84	19,816.84	-
200	9517	CLASS OF 2017 - OLHS	21,826.62	-	-	7,263.00	22,578.30	(751.68)	14,083.56	(14,835.24)
200	9518	CLASS OF 2018 - OLHS	5,437.99	-	18,851.42	1,000.00	8,148.84	16,140.57	400.00	15,740.57
200	9519	CLASS OF 2019 - OLHS	10,350.00	-	4,584.90	-	9,935.44	4,999.46	280.96	4,718.50
200	9520	LMS - CLASS OF 2020	10,945.24	-	4,473.14	9,256.28	15,856.28	(437.90)	-	(437.90)
200	9521	CLASS OF 2021 - LMS	(3,200.87)	-	4,266.29	-	-	1,065.42	-	1,065.42
200	9522	LMS Class of 2022	-	-	1,577.10	-	-	1,577.10	-	1,577.10
200	9552	CHEERLEADERS - OOMS	457.88	-	180.00	-	94.80	543.08	146.00	397.08
200	9553	CHEERLEADERS - OSMS	119.36	2,340.00	6,345.25	-	2,055.00	4,409.61	2,219.00	2,190.61
200	9554	CHEERLEADERS - OLMS	2,071.47	-	-	(80.97)	1,599.99	471.48	-	471.48
200	9557	OBMS CHEERLEADING	3,410.19	-	17,574.12	-	17,258.74	3,725.57	671.50	3,054.07
200	9558	Hyatts Cheerleading	4,335.04	-	584.25	(343.84)	3,222.26	1,697.03	100.00	1,597.03
200	9559	SKI CLUB	4,035.25	-	41,344.00	-	41,759.52	3,619.73	-	3,619.73
200	9560	SERVICE CLUB - OHS	13,999.45	225.00	8,836.70	314.63	3,470.60	19,365.55	1,000.00	18,365.55
200	9561	OWE - OHS	330.88	-	-	-	-	330.88	-	330.88
200	9563	SERVICE CLUB - OLHS	10,190.20	3,755.07	9,921.07	4,928.93	7,023.93	13,087.34	1,985.00	11,102.34
200	9564	INTERACT CLUB - OOHs	10,474.05	-	5,751.08	1,104.52	3,433.75	12,791.38	4,454.54	8,336.84
200	9565	HABITAT FOR HUMANITY - OHS	673.56	-	1,535.00	-	1,750.00	458.56	100.00	358.56
200	9566	Service Club-HMS	50.00	-	-	-	29.12	20.88	-	20.88
200	9567	MODEL UN - OOHs	(5.00)	-	12,250.00	-	14,225.00	(1,980.00)	-	(1,980.00)
200	9569	LIBERTY MIDDLE SCHOOL SERVIC CLUB	152.00	-	-	-	-	152.00	-	152.00
200	9571	APPLIED ECON 1 - OLHS	2,868.56	2,295.00	5,433.50	600.00	3,479.50	4,822.56	3,700.00	1,122.56
200	9572	APPLIED ECON 2 - OLHS	153.00	-	-	-	-	153.00	-	153.00
200	9573	APPLIED ECON 2 - OHS	13.70	-	-	-	-	13.70	-	13.70
200	9574	APPLIED ECON - OOHs	129.13	-	2,575.00	-	-	2,704.13	-	2,704.13
200	9610	STUDENT COUNCIL - OSMS	8,083.21	2,888.00	9,748.00	3,410.53	7,031.43	10,799.78	1,065.77	9,734.01
200	9611	STUDENT COUNCIL - OHS	465.21	-	2,434.50	-	2,624.50	275.21	-	275.21
200	9612	STUDENT ACTIVITY-HALL ENTERPRISES	349.35	-	-	-	-	349.35	-	349.35
200	9613	WORK STUDY - OLHS	2,780.41	-	3,575.75	1,390.38	3,076.57	3,279.59	897.50	2,382.09
200	9615	STUDENT COUNCIL - OLMS	4,482.68	-	1,153.35	-	2,000.00	3,636.03	-	3,636.03
200	9616	STUDENT COUNCIL - OLHS	3,718.43	-	3,678.80	50.00	2,772.94	4,624.29	1,100.00	3,524.29
200	9617	STUDENT COUNCIL - OOMS	6,148.30	-	5,802.15	1,034.55	9,053.39	2,897.06	1,000.00	1,897.06
200	9618	STUDENT COUNCIL - OOHs	3,519.43	-	2,805.72	251.60	660.17	5,664.98	191.99	5,472.99

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FUND	SCC	Description	Beginning Balance	MTD Receipts	FYTD Receipts	MTD Expenditures	FYTD Expenditures	Current Fund Balance	Current Encumbrances	Unencumbered Fund Balance
200	9619	OBMS STUDENT COUNCIL	1,711.19	-	1,726.15	(100.00)	1,324.82	2,112.52	537.29	1,575.23
200	9620	MD SLC - OLHS	90.00	-	-	-	-	90.00	-	90.00
200	9621	LIBERTY SPIRIT GROUP - OLHS	-	-	1,902.00	-	1,125.00	777.00	-	777.00
200	9622	MD-SLC - OLHS	66.97	-	1,872.00	-	1,209.00	729.97	-	729.97
200	9623	MRS. GALLMEYER'S CLASS - OHS	1,534.05	240.25	1,627.96	1,415.96	2,240.11	921.90	100.00	821.90
200	9624	ORANGE UNITED - OOHS	1,088.37	58.25	2,049.15	110.38	1,386.47	1,751.05	157.62	1,593.43
200	9625	ACT - ACADEMY FOR COMMUNITY TRANSITION	-	242.50	1,435.82	50.63	974.84	460.98	70.00	390.98
200	9630	TEEN ADVOCATES - OHS	3,238.47	-	325.00	-	455.00	3,108.47	100.00	3,008.47
200	9631	TEEN ADVOCATES - OLHS	2.65	-	1,105.00	-	745.80	361.85	800.00	(438.15)
200	9632	TEEN ADVOCATES - OOHS	682.32	-	150.00	-	-	832.32	-	832.32
200	9633	DIVERSITY CLUB - OHS	280.00	-	-	-	-	280.00	-	280.00
200	9634	DIVERSITY CLUB - SMS	440.00	350.00	350.00	-	-	790.00	-	790.00
200	9635	LMS Diversity Club	132.45	-	162.80	-	191.20	104.05	300.00	(195.95)
200	9636	DIVERSITY AND INCLUSION CLUB - OLHS	-	241.00	241.00	-	-	241.00	-	241.00
200	9707	Autism Program	(228.81)	-	-	-	-	(228.81)	-	(228.81)
200	9710	NATIONAL HONOR SOCIETY - OHS	2,035.75	-	5,697.00	-	3,990.63	3,742.12	-	3,742.12
200	9711	NATIONAL HONOR SOCIETY - OLHS	7,699.71	490.00	3,580.00	-	2,959.30	8,320.41	300.00	8,020.41
200	9712	NATIONAL HONOR SOCIETY - OOHS	10,061.37	-	-	82.17	3,308.52	6,752.85	212.99	6,539.86
200	9713	NATIONAL ART HONOR SOCIETY - OHS	(8.10)	-	429.00	-	26.43	394.47	305.00	89.47
200	9715	CHESS CLUB	256.49	-	-	-	-	256.49	-	256.49
200	9716	50 Mile Club	364.51	-	3,650.00	1,090.20	1,087.75	2,926.76	300.00	2,626.76
200	9719	QUIZ BOWL - OLHS	3,466.11	2,317.00	5,214.50	3,316.00	4,946.62	3,733.99	9,863.30	(6,129.31)
200	9720	IN THE KNOW - OHS	75.00	-	-	-	-	75.00	-	75.00
200	9722	INDUSTRIAL TECH CLUB - OLHS	198.85	-	-	-	-	198.85	54.98	143.87
200	9724	HYATTS WELLNESS INSTITUTE	4,891.25	-	-	-	1,500.75	3,390.50	1,500.00	1,890.50
200	9725	ROBOTICS CLUB - DISTRICT WIDE	327.59	-	-	-	-	327.59	-	327.59
200	9726	HMS Quizbowl	559.00	-	-	-	-	559.00	-	559.00
200	9730	Hyatts Film Festival	5,398.06	400.00	5,256.00	1,620.00	3,090.79	7,563.27	4,650.00	2,913.27
200	9731	OOMS MD/CD STORE	1,148.24	5.00	1,603.00	957.00	1,200.83	1,550.41	50.00	1,500.41
200	9732	BMS Diversity Club	722.31	-	22.50	-	20.91	723.90	300.00	423.90
200	9733	OOMS MAD Club	166.33	-	211.00	228.00	228.00	149.33	50.00	99.33
200	9734	OOMS - GIRLS' ALLIANCE	40.00	-	-	-	-	40.00	-	40.00
200	9736	HMS Diversity Club	-	-	1,679.00	1,447.00	1,447.00	232.00	-	232.00
200	9813	CLASS OF 2013-OHMS	600.00	-	-	-	-	600.00	-	600.00
200	9815	CLASS OF 2015 OHMS	(296.49)	-	-	-	-	(296.49)	-	(296.49)
200	9819	HMS CLASS OF 2019	7,479.13	-	(1,260.00)	-	4,414.90	1,804.23	-	1,804.23
200	9820	HMS - CLASS OF 2020	14,192.47	-	8,877.30	-	20,403.58	2,666.19	-	2,666.19
200	9821	CLASS OF 2021 - HMS	3,968.16	2,770.90	7,841.66	-	331.00	11,478.82	-	11,478.82
200	9822	HMS Class of 2022	-	-	4,053.45	-	327.00	3,726.45	-	3,726.45
200	9919	BMS CLASS OF 2019	101.60	-	-	-	101.60	-	-	-
200	9920	BMS - CLASS OF 2020	21,723.90	-	4,246.99	-	24,337.49	1,633.40	-	1,633.40
200	9921	CLASS OF 2021 - BMS	5,077.25	60.00	21,837.55	-	8,190.00	18,724.80	-	18,724.80
200	9922	BMS Class of 2022	39.60	-	7,194.92	-	-	7,234.52	-	7,234.52
200	9990	OHS OHSAA Tournament Fund	757.35	-	-	-	757.35	-	-	-
200	9991	OLHS OHSAA Tournament Fund	2,106.16	-	-	-	2,106.16	-	-	-
200	9992	OOHS OHSAA Tournament Fund	82.74	-	-	-	-	-	-	-
300	9200	SHANAHAN MIDDLE SCHOOL ATHLETICS	17,939.24	1,652.00	18,874.61	4,823.42	18,976.36	17,837.49	6,330.97	11,506.52
300	9205	OLMS ATHLETICS	8,750.06	2,193.83	15,314.22	2,057.18	10,454.63	13,609.65	5,688.54	7,921.11
300	9210	ATHLETICS - ORANGE M.S.	10,199.66	1,041.00	13,478.79	1,637.00	10,050.64	13,627.81	12,131.45	1,496.36
300	9215	OLENTANGY HYATTS ATHLETIC	1,922.92	2,527.57	18,207.24	3,142.43	16,283.32	3,846.84	4,780.76	(933.92)

OLENTANGY LOCAL SCHOOL DISTRICT
FINANCIAL REPORT BY FUND/SCC
APRIL 2016

FUND	SCC	Description	Beginning Balance	MTD Receipts	FYTD Receipts	MTD Expenditures	FYTD Expenditures	Current Fund Balance	Current Encumbrances	Unencumbered Fund Balance
300	9220	BERKSHIRE MS	7,264.47	715.00	13,913.00	2,066.80	13,041.19	8,136.28	4,257.20	3,879.08
300	9300	OLENTANGY H.S. ATHLETICS	87,550.25	10,422.00	175,849.57	13,758.67	166,922.14	96,477.68	31,589.53	64,888.15
300	9301	OHS STORE "WIGWAM"	20,005.19	1,042.45	60,962.58	3,293.58	53,845.84	27,121.93	9,414.26	17,707.67
300	9302	OHS Turf Replacement	96,015.93	-	18,284.17	-	2,560.33	111,739.77	-	111,739.77
300	9305	OLHS ATHLETICS	157,888.79	21,745.09	206,711.56	13,964.59	168,594.06	196,006.29	30,532.30	165,473.99
300	9306	OLHS STORE "RUSTY MUSKET"	14,968.10	660.35	42,323.50	8,549.69	42,677.92	14,613.68	19,475.27	(4,861.59)
300	9307	OLHS Turf Replacement	101,697.55	-	18,284.17	-	2,560.33	117,421.39	-	117,421.39
300	9310	OOHS ATHLETIC	78,657.59	13,142.75	143,464.54	8,257.00	102,447.07	119,675.06	16,101.33	103,573.73
300	9311	OOHS - FORT ORANGE SCHOOL STORE	48,694.76	1,006.68	31,395.89	2,086.92	26,650.14	53,440.51	8,927.27	44,513.24
300	9312	OOHS Turf Replacement	93,013.72	-	18,284.16	-	2,560.34	108,737.54	-	108,737.54
401	9126	POLARIS CHRISTIAN ACADEMY	-	17.96	99,218.31	6,158.94	37,286.17	61,932.14	12,961.23	48,970.91
401	9214	POLARIS CHRISTIAN	83,242.41	-	-	-	83,242.41	-	-	-
401	9224	VILLAGE ACADEMY	45,811.22	-	-	-	45,811.22	-	-	-
401	9226	VILLAGE ACADEMY	-	32.22	220,743.42	15,903.32	109,453.01	111,290.41	30,262.31	81,028.10
401	9324	Goddard School	10,924.42	-	-	-	10,924.42	-	-	-
401	9326	GODDARD SCHOOL	-	-	21,493.27	12,174.17	21,428.39	64.88	-	64.88
401	9424	POWELL PREP	10,652.56	-	-	-	10,652.56	-	-	-
401	9426	POWELL PREP ACADEMY	-	3.96	19,843.79	2,256.68	6,425.21	13,418.58	2,334.44	11,084.14
451	9216	DATA COMM	-	-	41,400.00	-	-	41,400.00	-	41,400.00
466	9215	DATA STRONG	(29,000.00)	-	29,000.00	-	-	-	-	-
466	9216	DATA STRONG	-	29,250.00	29,250.00	29,250.00	29,250.00	-	-	-
506	9214	RACE TO THE TOP	-	-	-	-	(892.33)	892.33	-	892.33
516	9215	IDEA B	(141,658.22)	-	149,587.23	-	7,652.41	276.60	-	276.60
516	9216	IDEA PART B	-	-	1,947,743.72	144,786.27	2,106,150.70	(158,406.98)	362,270.53	(520,677.51)
551	9215	LEP INSTRUCTIONAL	(3,812.82)	-	12,761.61	-	8,948.79	-	-	-
551	9216	LIMITED ENG PROF	-	-	33,597.06	10,053.48	43,650.24	(10,053.18)	795.77	(10,848.95)
572	9215	TITLE 1	(30,769.38)	-	61,813.40	-	31,044.02	-	-	-
572	9216	TITLE I	-	-	189,567.60	43,846.35	234,055.90	(44,488.30)	148,612.03	(193,100.33)
587	9216	IDEA	-	-	17,866.49	-	19,851.66	(1,985.17)	-	(1,985.17)
590	9215	IMPROVING TEACHER QUALITY	(10,117.69)	-	15,581.17	(1,293.96)	5,463.48	-	-	-
590	9216	IMPROVING TCHR QUALITY	-	-	61,514.35	4,014.82	57,954.17	3,560.18	40,804.28	(37,244.10)
Total			97,365,581.25	14,860,726.86	251,638,580.15	18,498,205.80	211,928,774.52	137,075,386.88	13,019,106.86	124,056,280.02

OLENTANGY LOCAL SCHOOL DISTRICT
FINDET BY OBJECT
APRIL 2016

	Receipts	Expenditures
TOTAL FOR OBJ 000:	183,299,283.54	-
TOTAL FOR OBJ 111 (REGULAR - CERT.):	-	73,225,183.66
TOTAL FOR OBJ 112 (TEMPORARY - CERT.):	-	1,440.00
TOTAL FOR OBJ 113 (SUPPLEMENTAL - CERT.):	-	1,121,104.18
TOTAL FOR OBJ 119 (OTHER CERTIFICATED):	-	52,922.05
TOTAL FOR OBJ 123 (VACATION LEAVE - CERT.):	-	57,287.51
TOTAL FOR OBJ 132 (TERMINATION BENEFITS - CERT.):	-	642,227.54
TOTAL FOR OBJ 139 (OTHER CERFITICATED COMPENSA.):	-	1,900.00
TOTAL FOR OBJ 141 (REGULAR - NONCERT.):	-	15,991,950.13
TOTAL FOR OBJ 142 (TEMPORARY - NONCERT.):	-	750,692.05
TOTAL FOR OBJ 143 (SUPPLEMENTAL - NONCERT.):	-	538,690.31
TOTAL FOR OBJ 144 (OVERTIME - NONCERT.):	-	648,012.44
TOTAL FOR OBJ 149 (OTHER NONCERTIFICATED SALAR.):	-	133,208.04
TOTAL FOR OBJ 153 (VACATION LEAVE - NONCERT.):	-	32,975.96
TOTAL FOR OBJ 162 (TERMINATION BENEFITS - NOCERT.):	-	68,593.23
TOTAL FOR OBJ 169 (OTHER NONCERT. COMPENSATION):	-	2,578.42
TOTAL FOR OBJ 171 (COMPENSATION OF BD. MEMBERS):	-	11,745.00
TOTAL FOR OBJ 211 (STRS EMPLOYER'S SHARE):	-	10,359,344.76
TOTAL FOR OBJ 212 (STRS EMPLOYER'S "PICK-UP"):	-	688,268.00
TOTAL FOR OBJ 221 (SERS EMPLOYERS SHARE):	-	3,105,577.57
TOTAL FOR OBJ 222 (SERS EMPLOYER "PICK-UP"):	-	112,493.93
TOTAL FOR OBJ 223 (SOCIAL SECURITY-NONCERT.):	-	728.19
TOTAL FOR OBJ 231 (TUITION REIMBURSEMENTS):	-	33,850.05
TOTAL FOR OBJ 241 (MEDICAL/HOSPITALIZATION-CERT.):	-	13,342,767.45
TOTAL FOR OBJ 242 (LIFE - CERT.):	-	74,013.20
TOTAL FOR OBJ 243 (DENTAL - CERT.):	-	748,140.04
TOTAL FOR OBJ 244 (VISION - CERT.):	-	168,715.15
TOTAL FOR OBJ 249 (OTHER INSURANCE BENS - CERT):	-	1,105,164.49
TOTAL FOR OBJ 251 (MEDICAL/HOSPITALIZATION-NONCRT):	-	5,554,092.18
TOTAL FOR OBJ 252 (LIFE - NONCERT.):	-	27,275.41
TOTAL FOR OBJ 253 (DENTAL - NONCERT.):	-	319,041.27
TOTAL FOR OBJ 254 (VISION - NONCERT.):	-	75,169.42
TOTAL FOR OBJ 259 (OTHER INSURANCE BEN - NONCERT.):	-	251,459.16
TOTAL FOR OBJ 273 (ANNUITIES - CERTIFICATED):	-	43,950.41
TOTAL FOR OBJ 282 (UNEMPLOYMENT COMP. - NONCERT.):	-	8,041.55
TOTAL FOR OBJ 410 (PROFESSIONAL & TECHNICAL SERV.):	-	327,636.05
TOTAL FOR OBJ 411 (INSTRUCTION SERVICES):	-	1,999,119.80
TOTAL FOR OBJ 413 (HEALTH SERVICES):	-	91,789.50
TOTAL FOR OBJ 414 (STAFF SERVICES):	-	17,472.00
TOTAL FOR OBJ 416 (DATA PROCESSING SERVICES):	-	164,256.76
TOTAL FOR OBJ 418 (PROFESSIONAL/LEGAL SERVICES):	-	453,352.65
TOTAL FOR OBJ 419 (OTHER PROFESSIONAL & TECHNICAL):	-	439,872.93
TOTAL FOR OBJ 422 (GARBAGE REMOVAL & CLEANING):	-	69,518.06
TOTAL FOR OBJ 423 (REPAIRS & MAINTENANCE SERV.):	-	467,392.41
TOTAL FOR OBJ 424 (PROPERTY INSURANCE):	-	238,971.92
TOTAL FOR OBJ 425 (RENTALS):	-	200,308.76
TOTAL FOR OBJ 426 (LEASE PURCHASE AGREEMENTS):	-	255,396.77
TOTAL FOR OBJ 434 (NONCERTIFICATED MEETING EXP.):	-	135
TOTAL FOR OBJ 439 (OTHER TRAVEL/MEETING EXPENSE):	-	138,308.82
TOTAL FOR OBJ 441 (TELEPHONE SERVICE):	-	322,729.18
TOTAL FOR OBJ 443 (POSTAGE):	-	30,447.79

OLENTANGY LOCAL SCHOOL DISTRICT
FINDET BY OBJECT
APRIL 2016

	Receipts	Expenditures
TOTAL FOR OBJ 446 (ADVERTISING):	-	4,122.22
TOTAL FOR OBJ 451 (ELECTRICITY):	-	2,144,789.95
TOTAL FOR OBJ 452 (WATER AND SEWAGE):	-	264,027.29
TOTAL FOR OBJ 453 (GAS):	-	293,912.02
TOTAL FOR OBJ 460 (CONTRACTED CRAFT/TRADE SERVICE):	-	42,510.63
TOTAL FOR OBJ 461 (PRINTING AND BINDING):	-	17,426.37
TOTAL FOR OBJ 471 (TUITION PD - DISTR IN-STATE):	-	7,702.51
TOTAL FOR OBJ 475 (SPECIAL ED PAYMENTS):	-	38,435.36
TOTAL FOR OBJ 477 (OPEN ENROLLMENT PAYMENTS):	-	162,611.31
TOTAL FOR OBJ 478 (COMMUNITY SCHOOL PAYMENTS):	-	993,105.39
TOTAL FOR OBJ 479 (OTHER TUITION PAYMENTS):	-	372,726.85
TOTAL FOR OBJ 483 (TRANS PURCHASED OTHER SOURCE):	-	39,129.28
TOTAL FOR OBJ 489 (OTHER PUPIL TRANSPORTATION):	-	131,638.90
TOTAL FOR OBJ 490 (OTHER PURCHASED SERVICES):	-	121,707.55
TOTAL FOR OBJ 511 (CLASSROOM SUPPLIES):	-	892,957.59
TOTAL FOR OBJ 512 (OFFICES SUPPLIES):	-	69,914.75
TOTAL FOR OBJ 514 (HEALTH & HYGIENE SUPPLIES):	-	14,562.23
TOTAL FOR OBJ 516 (SOFTWARE MATERIALS):	-	600,418.97
TOTAL FOR OBJ 519 (OTHER GENERAL SUPPLIES):	-	58,785.27
TOTAL FOR OBJ 520 (TEXTBOOKS):	-	171,433.25
TOTAL FOR OBJ 521 (NEW TEXTBOOKS):	-	4,849.27
TOTAL FOR OBJ 524 (SUPPLEMENTAL TEXTBOOKS):	-	20,278.87
TOTAL FOR OBJ 531 (NEW LIBRARY BOOKS):	-	45,143.28
TOTAL FOR OBJ 532 (REPLACEMENT LIBRARY BOOKS):	-	5,458.99
TOTAL FOR OBJ 539 (OTHER LIBRARY BOOKS):	-	5,973.53
TOTAL FOR OBJ 541 (NEWSPAPERS):	-	484.31
TOTAL FOR OBJ 542 (PERIODICALS):	-	12,117.45
TOTAL FOR OBJ 568 (CANDIES AND SNACKS):	-	225.5
TOTAL FOR OBJ 571 (LAND):	-	144,133.34
TOTAL FOR OBJ 572 (BUILDINGS):	-	863,613.18
TOTAL FOR OBJ 581 (SUPPLIES AND PARTS-MOTOR VEHIC):	-	288,023.29
TOTAL FOR OBJ 582 (FUEL):	-	523,163.90
TOTAL FOR OBJ 583 (TIRES & TUBES):	-	60,266.25
TOTAL FOR OBJ 640 (EQUIPMENT):	-	230,383.85
TOTAL FOR OBJ 841 (MEMBRSH P FEES - PROF ORGANZ.):	-	39,496.23
TOTAL FOR OBJ 843 (CHARGES FOR STATE EXAMS):	-	32,563.00
TOTAL FOR OBJ 844 (COUNTY BD OF ED CONTRIBUTION):	-	5,183,461.25
TOTAL FOR OBJ 845 (PROPERTY TAX COLLECTION FEES):	-	2,179,922.73
TOTAL FOR OBJ 846 (ELECTION EXPENSE):	-	31,182.65
TOTAL FOR OBJ 848 (BANK CHARGES):	-	33,846.76
TOTAL FOR OBJ 849 (OTHER DUES AND FEES):	-	108,807.81
TOTAL FOR OBJ 851 (LIABILITY INSURANCE):	-	96,912.50
TOTAL FOR OBJ 870 (TAXES AND ASSESSMENTS):	-	57,937.14
TOTAL FOR OBJ 880 (AWARDS AND PRIZES):	-	5,127.24
	183,299,283.54	150,930,601.16

**OLENTANGY LOCAL SCHOOL DISTRICT
GENERAL FUND
APRIL 2016**

	FYTD 2016	% OF TOTAL	FYTD 2015	% OF TOTAL
Salaries and Wages	93,280,510.52	61.80%	86,801,005.85	61.61%
Employee Benefits	36,018,092.23	23.86%	33,782,665.11	23.98%
Purchased Services	9,850,554.03	6.53%	9,684,762.18	6.87%
Supplies and materials	3,781,803.22	2.51%	4,042,722.12	2.87%
Capital Outlay	230,383.85	0.15%	414,093.29	0.29%
Other Expenditures	7,769,257.31	5.15%	6,170,586.71	4.38%
Other Uses	-	0.00%	-	0.00%
GRAND TOTAL	<u>\$ 150,930,601.16</u>		<u>\$ 125,937,374.77</u>	

OLENTANGY LOCAL SCHOOL DISTRICT
CHECK REGISTER DETAIL
APRIL 2016

Check Number	Vendor	Description	Date	Amount	Fund	Original Item Status	Item Status
331567	US TOGETHER, INC.	Translator for conferences	4/7/2016	-	001	W	V
331568	SAM'S CLUB DIRECT	Fort Orange Resale Items for	4/7/2016	106.22	300	W	R
331568	SAM'S CLUB DIRECT	Sam's club-through Dec, 2015	4/7/2016	8.68	007	W	R
331568	SAM'S CLUB DIRECT	repairs & maint	4/7/2016	5.88	001	W	R
331568	SAM'S CLUB DIRECT	OPEN PO FOR JAN-MAR	4/7/2016	386.58	300	W	R
331568	SAM'S CLUB DIRECT	OPEN PO FOR JAN-MAR	4/7/2016	301.27	300	W	R
331569	CENTURYLINK	LONG DISTANCE SERVICES	4/7/2016	276.96	001	W	R
331570	REPUBLIC SERVICES #046	Trash Hauling Jan to June 2016	4/7/2016	222.99	001	W	R
331570	REPUBLIC SERVICES #046	Maintenance	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	East Bus Garage	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Wyandot Run	4/7/2016	175.97	001	W	R
331570	REPUBLIC SERVICES #046	Alum Creek	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Scioto Ridge	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Arrowhead Elementary	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Oak Creek	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Tyler Run	4/7/2016	175.97	001	W	R
331570	REPUBLIC SERVICES #046	Walnut Creek	4/7/2016	175.97	001	W	R
331570	REPUBLIC SERVICES #046	Indian Springs	4/7/2016	137.99	001	W	R
331570	REPUBLIC SERVICES #046	Glen Oak	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Olentangy Meadows	4/7/2016	175.97	001	W	R
331570	REPUBLIC SERVICES #046	Liberty Tree	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Johnnycake Corners	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Freedom Trail	4/7/2016	175.97	001	W	R
331570	REPUBLIC SERVICES #046	Cheshire Elementary	4/7/2016	137.99	001	W	R
331570	REPUBLIC SERVICES #046	Heritage Elementary	4/7/2016	87.99	001	W	R
331570	REPUBLIC SERVICES #046	Shanahan Middle	4/7/2016	703.87	001	W	R
331570	REPUBLIC SERVICES #046	Liberty Middle	4/7/2016	322.85	001	W	R
331570	REPUBLIC SERVICES #046	Orange Middle	4/7/2016	263.96	001	W	R
331570	REPUBLIC SERVICES #046	Hyatts Middle	4/7/2016	263.96	001	W	R
331570	REPUBLIC SERVICES #046	Berkshire Middle	4/7/2016	263.96	001	W	R
331570	REPUBLIC SERVICES #046	Olentangy High School	4/7/2016	929.85	001	W	R
331570	REPUBLIC SERVICES #046	Liberty High School	4/7/2016	879.84	001	W	R
331570	REPUBLIC SERVICES #046	Orange High School	4/7/2016	879.84	001	W	R
331570	REPUBLIC SERVICES #046	Olentangy Academy	4/7/2016	70.46	001	W	R
331571	VERIZON WIRELESS	DISTRICT CELL PHONES	4/7/2016	1,781.45	001	W	R
331572	SCHOLASTIC	Science World	4/7/2016	284.70	001	W	R
331572	SCHOLASTIC	Shipping	4/7/2016	28.47	001	W	R
331572	SCHOLASTIC	MTG585111 THE HOLOCAUST	4/7/2016	495.00	009	W	R
331572	SCHOLASTIC	SHIPPING/HANDLING	4/7/2016	44.55	009	W	R
331573	SCHOLASTIC MAGAZINES	010-4758 Scholastic News &	4/7/2016	26.16	009	W	R
331574	HOME DEPOT	Food Service Maint. misc parts	4/7/2016	7.96	006	W	R
331574	HOME DEPOT	Food Service Maint. misc parts	4/7/2016	32.13	006	W	R
331574	HOME DEPOT	Food Service Maint. misc parts	4/7/2016	4.97	006	W	R
331574	HOME DEPOT	Food Service Maint. misc parts	4/7/2016	38.95	006	W	R
331574	HOME DEPOT	Food Service Maint. misc parts	4/7/2016	11.97	006	W	R
331574	HOME DEPOT	Food Service Maint. misc parts	4/7/2016	38.85	006	W	R
331574	HOME DEPOT	Food Service Maint. misc parts	4/7/2016	3.54	006	W	R
331574	HOME DEPOT	Food Service Maint. misc parts	4/7/2016	9.26	006	W	R
331575	Great American Opportunities	Magazine Fundraser	4/7/2016	1,620.00	200	W	R
331576	ONDRUS, MELANY	Q3 Mileage reimbursement for	4/7/2016	16.85	001	W	R
331577	STAUM, SUSAN	mileage for JAN/FEB/MARCH 2016	4/7/2016	54.92	001	W	R
331578	McMURRY, PEGGY	Mileage-Peggy: Jan, Feb, Mar	4/7/2016	115.02	001	W	R
331579	TANNER, EMILY	CERTIFIED MILEAGE (TRAVELING	4/7/2016	89.91	001	W	W
331580	MITCHELL, JEREMY	MILEAGE AND EXPENSES	4/7/2016	31.35	001	W	R
331581	RAY, ASHLYN	SCHOOL PSYCH MILEAGE	4/7/2016	45.36	001	W	R
331582	RICHESON, KAREN	PHYSICAL THERAPIST MILEAGE	4/7/2016	25.92	516	W	R
331583	ALICE, AMANDA	PART B MILEAGE	4/7/2016	11.99	516	W	R
331584	MC ALLISTER, DIANE	ESL MILEAGE	4/7/2016	83.11	001	W	R
331585	Rahschulte, Jennifer	OCCUPATIONAL THERAPIST MILEAGE	4/7/2016	205.93	516	W	R
331586	LINSCOTT, ROSS	DIRECTOR/SUPERVISOR MILEAGE	4/7/2016	417.42	001	W	R
331587	HAUZIE, LINDSEY	SCHOOL PSYCH MILEAGE	4/7/2016	32.94	001	W	R
331588	SCHAFFER, BRAD	SCHOOL PSYCH MILEAGE	4/7/2016	127.71	001	W	R
331589	SCHNEIDER, LAURA	PART B MILEAGE	4/7/2016	7.73	516	W	W
331590	MURPH, DAN	SC LIAISON MILEAGE	4/7/2016	502.91	001	W	R
331591	HUBER, EMILY	ESL MILEAGE	4/7/2016	38.88	001	W	R
331592	STEVENS, PAT JECK	PART B MILEAGE	4/7/2016	158.76	516	W	R
331593	KNOPP, MARISA	DIRECTOR/SUPERVISOR MILEAGE	4/7/2016	104.22	001	W	R
331594	STACKHOUSE, LAURA	DIRECTOR/SUPERVISOR MILEAGE	4/7/2016	79.38	001	W	W
331595	MORGAN, KATHY	Reimbursement for registration	4/7/2016	30.00	001	W	W
331596	OHSLA	BOYS LACROSSE DUES	4/7/2016	200.00	300	W	R
331597	OHIO SCHOOLGIRLS LACROSSE ASSN	GIRLS LACROSSE DUES	4/7/2016	200.00	300	W	R
331598	PAINTED PATH ART THERAPY, LLC	ART THERAPY FOR IEP STUDENTS	4/7/2016	292.50	516	W	R
331599	PHOENIX CONSULTING COMPANY LLC	March Services: March Training	4/7/2016	1,100.00	001	W	R
331600	NATIONWIDE CHILDREN'S HOSPITAL	EDUCATIONAL COSTS	4/7/2016	546.70	001	W	R
331601	COLUMBUS ATHENAEUM	Prom 2016 Balance Due	4/7/2016	8,410.00	200	W	R
331602	OHIO SCHOOL PSYCHOLOGISTS	REGISTRATIONS FOR OSPa SPRING	4/7/2016	-	516	W	V
331603	BUCKEYE SOUNDS	Class of 2017	4/7/2016	5,680.00	200	W	R
331604	STAPLES ADVANTAGE	Please see attached classroom	4/7/2016	193.85	001	W	R
331604	STAPLES ADVANTAGE	Please see attached classroom	4/7/2016	46.59	001	W	R

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331604	STAPLES ADVANTAGE	Classroom items for ACT	4/7/2016	318.58	001	W	R
331604	STAPLES ADVANTAGE	Classroom items for ACT	4/7/2016	83.95	001	W	R
331604	STAPLES ADVANTAGE	Classroom items for ACT	4/7/2016	18.99	001	W	R
331604	STAPLES ADVANTAGE	Classroom items for ACT	4/7/2016	(154.89)	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	139.76	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	149.36	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	169.44	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	103.72	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	104.88	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	30.98	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	351.90	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	(97.96)	001	W	R
331604	STAPLES ADVANTAGE	OPEN PO FOR JAN-MARCH	4/7/2016	84.70	001	W	R
331604	STAPLES ADVANTAGE	BRIGHTON LLPDE LINER 40"X46",	4/7/2016	190.88	200	W	R
331604	STAPLES ADVANTAGE	Teaching Aides (see attached)	4/7/2016	78.23	001	W	R
331604	STAPLES ADVANTAGE	Teaching Aides (see attached)	4/7/2016	9.09	001	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	(227.22)	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	141.90	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	29.36	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	70.99	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	340.45	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	130.34	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	118.74	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	0.99	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	43.59	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	130.26	516	W	R
331604	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/7/2016	24.76	516	W	R
331604	STAPLES ADVANTAGE	SCIENCE SUPPLIES--PLEASE SEE	4/7/2016	36.69	009	W	R
331604	STAPLES ADVANTAGE	SCIENCE SUPPLIES--PLEASE SEE	4/7/2016	51.95	009	W	R
331604	STAPLES ADVANTAGE	SCIENCE SUPPLIES--PLEASE SEE	4/7/2016	193.72	009	W	R
331604	STAPLES ADVANTAGE	SCIENCE SUPPLIES--PLEASE SEE	4/7/2016	152.75	009	W	R
331604	STAPLES ADVANTAGE	Teaching Aides - Foreign	4/7/2016	107.09	001	W	R
331604	STAPLES ADVANTAGE	4th Grade Classroom Supplies -	4/7/2016	14.07	001	W	R
331604	STAPLES ADVANTAGE	4th Grade Classroom Supplies -	4/7/2016	213.73	001	W	R
331604	STAPLES ADVANTAGE	4th Grade Classroom Supplies -	4/7/2016	197.97	001	W	R
331604	STAPLES ADVANTAGE	1st Grade Classroom Supplies -	4/7/2016	50.62	001	W	R
331605	SCHOOL SPECIALTY, INC.	classroom supplies, see	4/7/2016	109.06	018	W	R
331605	SCHOOL SPECIALTY, INC.	Art supplies, see attached	4/7/2016	374.83	009	W	R
331605	SCHOOL SPECIALTY, INC.	Art supplies, see attached	4/7/2016	8.40	009	W	R
331605	SCHOOL SPECIALTY, INC.	Art supplies, see attached	4/7/2016	8.82	009	W	R
331605	SCHOOL SPECIALTY, INC.	Art supplies, see attached	4/7/2016	6.99	009	W	R
331605	SCHOOL SPECIALTY, INC.	085277 REAMS OF GRAPH PAPER	4/7/2016	186.88	001	W	R
331605	SCHOOL SPECIALTY, INC.	1500899 36 BATTERIES	4/7/2016	27.29	001	W	R
331605	SCHOOL SPECIALTY, INC.	4th grade classroom supplies -	4/7/2016	166.41	001	W	R
331605	SCHOOL SPECIALTY, INC.	CLASSROOM MATERIALS	4/7/2016	18.84	516	W	R
331606	LIBERTY AWARDS & ENGRAVING	WINTER AWARDS	4/7/2016	100.00	300	W	R
331606	LIBERTY AWARDS & ENGRAVING	WINTER AWARDS	4/7/2016	200.00	300	W	R
331606	LIBERTY AWARDS & ENGRAVING	WINTER AWARDS	4/7/2016	100.00	300	W	R
331606	LIBERTY AWARDS & ENGRAVING	WINTER AWARDS	4/7/2016	100.00	300	W	R
331606	LIBERTY AWARDS & ENGRAVING	WINTER AWARDS	4/7/2016	200.00	300	W	R
331606	LIBERTY AWARDS & ENGRAVING	WINTER AWARDS	4/7/2016	75.62	300	W	R
331607	LIFE SERVERS INC.	Repair and Maintenance	4/7/2016	224.00	001	W	R
331608	MT BUSINESS TECHNOLOGIES, INC.	RICOH STAPLE REFILL H	4/7/2016	1,074.26	001	W	R
331608	MT BUSINESS TECHNOLOGIES, INC.	RICOH STAPLE REFILL K	4/7/2016	272.00	001	W	R
331609	CORCORAN, JOHN	Employee meal reimbursement	4/7/2016	10.50	001	W	W
331610	DEMPSEY, ED	Employee meal reimbursement	4/7/2016	22.92	001	W	R
331611	WALKER, L MICKEY JR	Employee meal reimbursement	4/7/2016	21.58	001	W	R
331612	JAMES, LORI	Employee meal reimbursement	4/7/2016	10.95	001	W	R
331613	MIDWEST PHOTO EXCHANGE	ART SUPPLIES--PLEASE SEE	4/7/2016	1,080.79	009	W	R
331613	MIDWEST PHOTO EXCHANGE	ART SUPPLIES--PLEASE SEE	4/7/2016	1,579.14	009	W	R
331613	MIDWEST PHOTO EXCHANGE	WESTCOTT2-LIGHT D5 DAYLIGHT	4/7/2016	399.90	018	W	R
331613	MIDWEST PHOTO EXCHANGE	PORMASTER TELESCOPING BKG	4/7/2016	139.00	018	W	R
331613	MIDWEST PHOTO EXCHANGE	DUSK GRAY 10X20 MUSLIN	4/7/2016	69.77	018	W	R
331613	MIDWEST PHOTO EXCHANGE	CANON POWERSHOT SX160 IS BLACK	4/7/2016	339.54	018	W	R
331613	MIDWEST PHOTO EXCHANGE	EYEFI MOBI PRO 16GB WIFI CARD	4/7/2016	69.95	018	W	R
331614	MILESTONE BENEFITS AGENCY, INC	HEALTH AND WELFARE CONSULTING	4/7/2016	4,791.67	001	W	R
331615	MORGANHEIMER	138 T-SHIRTS - 50 MILE CLUB	4/7/2016	1,090.20	200	W	R
331616	NASCO	TRIMAN COMPASS CLASSROOM PACK	4/7/2016	41.61	001	W	R
331616	NASCO	BULLSEYE DEMONSTRATION COMPASS	4/7/2016	19.98	001	W	R
331616	NASCO	SAFE-T RULERS	4/7/2016	15.30	001	W	R
331616	NASCO	SHIPPING	4/7/2016	-	001	W	R
331617	OSU SPEECH & LANGUAGE	EDUCATIONAL COSTS FOR	4/7/2016	1,250.00	516	W	R
331618	OHIO DECA	Ohio DECA Career Development	4/7/2016	-	300	W	R
331618	OHIO DECA	DECA ICDC Lodging Spring 2016	4/7/2016	3,020.00	300	W	R
331619	PAPERMILL STORE, INC	Attendance Cards	4/7/2016	155.88	018	W	R
331619	PAPERMILL STORE, INC	3-102 588-P45 Perforated	4/7/2016	155.88	018	W	R
331620	PICKAWAY COUNTY ED.SERV.CENTER	Testing for transportation bus	4/7/2016	170.00	001	W	R
331621	PRO-ED	CAT# 11890 WIST KIT	4/7/2016	280.00	516	W	R
331621	PRO-ED	SHIPPING & HANDLING	4/7/2016	28.00	516	W	R

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331622	R. B. POWERS	RIBBONS AND PLAQUES FOR ARTS	4/7/2016	1,403.28	001	W	R
331622	R. B. POWERS	SHIPPING	4/7/2016	50.00	001	W	R
331623	SCHOOLDUDE.COM	Addition of athletics	4/7/2016	3,217.50	001	W	R
331624	SCHOOL HEALTH SUPPLY	Please see attached order	4/7/2016	156.95	001	W	R
331624	SCHOOL HEALTH SUPPLY	MACROVIEW HEAD WITHOUT THROAT	4/7/2016	191.68	001	W	R
331624	SCHOOL HEALTH SUPPLY	REPLACEMENT RECHARGEABLE	4/7/2016	77.70	001	W	R
331624	SCHOOL HEALTH SUPPLY	8 QUART SHARP CONTAINER	4/7/2016	7.08	001	W	R
331624	SCHOOL HEALTH SUPPLY	DISCOUNT	4/7/2016	-	001	W	R
331625	STANTON'S SHEET MUSIC	SEE ATTACHED FOR SHEET MUSIC	4/7/2016	215.11	001	W	R
331625	STANTON'S SHEET MUSIC	SEE ATTACHED FOR SHEET MUSIC	4/7/2016	306.11	001	W	R
331625	STANTON'S SHEET MUSIC	Student Fees Music Theory	4/7/2016	220.83	009	W	R
331626	STATE SECURITY, LLC	OHS- Labor and materials to	4/7/2016	21,894.00	003	W	R
331627	SUPREME SCHOOL SUPPLY	Cum Folders	4/7/2016	1,389.42	001	W	R
331628	TOLEDO PHYSICAL	#49421 Inflatable Giant	4/7/2016	25.98	001	W	R
331628	TOLEDO PHYSICAL	Shipping and Handling	4/7/2016	10.00	001	W	R
331629	TRANE PARTS & SUPPLY	CONTROL SYSTEM MAINTENANCE	4/7/2016	1,322.00	001	W	R
331630	PHILLIPS, STACIE	Transportation staff mileage	4/7/2016	52.92	001	W	R
331631	UNITED REFRIGERATION	Compressor Replacement Class	4/7/2016	100.00	001	W	R
331632	VIAQUEST, INC	EDUCATIONAL COSTS FOR 15-16	4/7/2016	76.20	516	W	R
331632	VIAQUEST, INC	EDUCATIONAL COSTS FOR 15-16	4/7/2016	76.20	516	W	R
331633	WILLIAMS, CHRISTINA	Reimbursement for expenses for	4/7/2016	20.00	001	W	W
331634	WILSON LANGUAGE TRAINING	SEE ATTACHED ORDER - K-3	4/7/2016	21,518.00	001	W	R
331635	US TOGETHER, INC.	ASL INTERPRETING FOR HEARING	4/7/2016	220.00	516	W	R
331636	CENTER FOR GIFTED STUDIES	Registration for APSI English	4/7/2016	600.00	590	W	R
331637	SPORT SAFE TESTING SERVICE, IN	FY16 Drug Testing	4/7/2016	812.00	001	W	R
331637	SPORT SAFE TESTING SERVICE, IN	LHS	4/7/2016	1,292.00	001	W	R
331637	SPORT SAFE TESTING SERVICE, IN	OOHS	4/7/2016	760.00	001	W	R
331638	Scheid, Melissa	Reimbursement for expenses for	4/7/2016	27.00	001	W	W
331639	Susan Leohner Extraordinary	TABLES AND COAT RACK FOR PROM	4/7/2016	1,000.00	200	W	R
331640	Sterling Paper Co.	#20 Apluscopy Vital White 95	4/7/2016	2,156.00	001	W	R
331640	Sterling Paper Co.	Fuel Surcharge	4/7/2016	6.00	001	W	R
331640	Sterling Paper Co.	White 92 Brite	4/7/2016	1,137.60	001	W	R
331640	Sterling Paper Co.	White 92 Brite	4/7/2016	1,270.00	001	W	R
331641	STRATFORD ECOLOGICAL CENTER	M/T 46 Students/13 Adults	4/7/2016	615.00	018	W	R
331642	2 HORSE APPAREL LLC	Student Council Tshirts	4/7/2016	251.60	200	W	R
331643	WEST CENTRAL JUVENILE	EDUCATIONAL COSTS FOR OLSD	4/7/2016	920.00	001	W	R
331644	U.S. AWARDS INC	Chenille awards/pins for end	4/7/2016	1,124.99	300	W	R
331644	U.S. AWARDS INC	Chenille awards/pins for end	4/7/2016	106.33	300	W	R
331645	US BANCORP EQUIPMENT	DISTRICT COPIER LEASES	4/7/2016	2,275.58	001	W	R
331645	US BANCORP EQUIPMENT	Administrative offices Copier	4/7/2016	133.16	001	W	R
331645	US BANCORP EQUIPMENT	DISTRICT COPIER Maintenance	4/7/2016	4,098.04	001	W	R
331645	US BANCORP EQUIPMENT	Administrative offices Copier	4/7/2016	69.97	001	W	R
331646	RIEDEL, TONYA	PART B MILEAGE	4/7/2016	236.52	516	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	2,092.53	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	46.67	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	230.13	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	444.28	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	210.36	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	52.77	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	(63.84)	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	(63.84)	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	145.70	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	112.40	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	63.01	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	613.75	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	432.55	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	215.48	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	-	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	546.04	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	(63.84)	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	443.90	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	-	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	INCREASE PO	4/7/2016	195.84	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	33.76	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	74.21	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	29.77	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	571.81	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	693.84	001	W	R
331647	RUSH TRUCK CENTERS OF OHIO	Parts and supplies for	4/7/2016	35.02	001	W	R
331648	MAXIM HEALTHCARE SERVICES, INC	EDUCATIONAL SERVICES FOR 15-16	4/7/2016	660.00	516	W	R
331648	MAXIM HEALTHCARE SERVICES, INC	EDUCATIONAL SERVICES FOR 15-16	4/7/2016	932.25	516	W	R
331648	MAXIM HEALTHCARE SERVICES, INC	EDUCATIONAL SERVICES FOR 15-16	4/7/2016	363.00	516	W	R
331648	MAXIM HEALTHCARE SERVICES, INC	EDUCATIONAL SERVICES FOR 15-16	4/7/2016	255.75	516	W	R
331648	MAXIM HEALTHCARE SERVICES, INC	INCREASE PO	4/7/2016	1,889.25	516	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	INCREASE LINE 2	4/7/2016	456.22	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	FOOD SERVICE COPIER MAIN	4/7/2016	9.18	006	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	496.35	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	60.28	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	9.07	001	W	R

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331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	763.25	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	338.46	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	282.21	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	784.67	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	704.47	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	465.85	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	91.41	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	4.24	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	107.54	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	1,023.31	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	847.10	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	41.03	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	323.35	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	22.63	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	13.30	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	1,774.36	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	49.83	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	61.88	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	378.48	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	505.11	001	W	R
331649	MT BUSINESS TECHNOLOGIES, INC.	DISTRICT COPIER MAINT	4/7/2016	254.57	001	W	R
331650	MACMILLAN/MCGRAW HILL	3rd Grade Phonics/Spelling	4/7/2016	22.95	401	W	R
331650	MACMILLAN/MCGRAW HILL	Shipping	4/7/2016	9.50	401	W	R
331651	POLARIS CHRISTIAN ACADEMY	Creativity Summit - Conference	4/7/2016	75.00	590	W	R
331652	SHOPBELL-PETROSCHEK, APRIL	KIRKLAND SIGNATURE	4/7/2016	11.69	018	W	W
331652	SHOPBELL-PETROSCHEK, APRIL	KIRKLAND SIGNATURE NITRILE	4/7/2016	19.99	018	W	W
331653	ALIGN, ASSESS, ACHIEVE	Common Core	4/7/2016	176.55	001	W	R
331654	HEALTHCARE BILLING SERVICES, I	MEDICAID RECEIPTS - FY 16	4/7/2016	1,092.10	001	W	R
331654	HEALTHCARE BILLING SERVICES, I	ADDL. AMOUNT	4/7/2016	10,025.49	001	W	R
331655	BRIAN W. BARNES, MAI	APPRAISAL SERVICES	4/7/2016	2,500.00	001	W	R
331656	AMERICAN EXPRESS	SUBSCRIPTION-DISPATCH DIGITAL	4/7/2016	4.99	001	W	R
331657	GREAT AMERICA LEASING CORP.	Copier Leasing	4/7/2016	577.95	401	W	R
331658	SCHOLASTIC MAGAZINES	Holocaust Reader	4/7/2016	99.00	401	W	R
331658	SCHOLASTIC MAGAZINES	Shipping	4/7/2016	8.91	401	W	R
331659	COLUMBUS SPEECH AND HEARING	Speech Services	4/7/2016	1,809.00	401	W	R
331660	EDUCATIONAL SERVICE CENTER	FY16 CONTRACTED SERVICES	4/7/2016	303,897.88	001	W	R
331660	EDUCATIONAL SERVICE CENTER	FY16 CONTRACTED SERVICES	4/7/2016	(4,793.05)	001	W	R
331660	EDUCATIONAL SERVICE CENTER	FY16 CONTRACTED SERVICES	4/7/2016	(2,949.57)	001	W	R
331660	EDUCATIONAL SERVICE CENTER	FY16 CONTRACTED SERVICES	4/7/2016	(8,490.97)	001	W	R
331660	EDUCATIONAL SERVICE CENTER	FY16 CONTRACTED SERVICES	4/7/2016	(5,225.25)	001	W	R
331661	SAMUEL D. KOON, MAI	APPRAISAL SERVICES	4/7/2016	3,500.00	001	W	R
331661	SAMUEL D. KOON, MAI	APPRAISAL SERVICES	4/7/2016	2,750.00	001	W	R
331662	RICH & GILLIS LAW GROUP, LLC	ATTORNEY FEES FY 16	4/7/2016	16,556.65	001	W	R
331663	LEXIA LEARNING SOFTWARE	See Attached Quote# 00123107	4/7/2016	18,000.00	001	W	R
331664	RIDDELL	HELMET RECONDITIONING	4/8/2016	498.39	001	W	R
331664	RIDDELL	HELMET RECONDITIONING	4/8/2016	1,245.95	001	W	R
331664	RIDDELL	HELMET RECONDITIONING	4/8/2016	455.99	001	W	R
331665	OHIO STATE MEDICAL CENTER	SPORTS PERFORMANCE	4/8/2016	1,333.33	001	W	R
331665	OHIO STATE MEDICAL CENTER	OLHS	4/8/2016	1,333.33	001	W	R
331665	OHIO STATE MEDICAL CENTER	OOHS	4/8/2016	1,333.34	001	W	R
331666	JAMIESON, KEVIN	Reimbursement for conference	4/8/2016	165.00	001	W	R
331667	BARNES AND NOBLE	Social Studies Student Fees	4/8/2016	92.18	009	W	R
331668	FOLLETT SCHOOL SOLUTIONS, INC	see attached order for Library	4/8/2016	12.79	018	W	R
331669	FLINN SCIENTIFIC INC	SCIENCE SUPPLIES	4/8/2016	61.39	009	W	R
331670	ROUSH SPORTING GOODS	Lap counter	4/8/2016	9.50	300	W	R
331671	ADAPTIVE ADVENTURE	MD/CD COMMUNITY EDUCATION	4/8/2016	380.00	516	W	R
331672	AHMED, CARRIE	Mileage for January - March	4/8/2016	35.53	001	W	R
331673	ALL PRO SOUND	MX393/C SHURE MICROFLEX	4/8/2016	696.00	200	W	R
331673	ALL PRO SOUND	ACACIA AUDIO-LIZ-CHOIR BOOM	4/8/2016	1,396.00	200	W	R
331673	ALL PRO SOUND	JS-MCRB100 ULTIMATE MIC STAND	4/8/2016	111.96	200	W	R
331673	ALL PRO SOUND	SHIPPING/HANDLING	4/8/2016	69.00	200	W	R
331674	AMAZON.COM	SUPPLIES FOR CLASSROOM PROJECT	4/8/2016	38.00	001	W	R
331674	AMAZON.COM	SUPPLIES FOR CLASSROOM PROJECT	4/8/2016	33.00	001	W	R
331674	AMAZON.COM		4/8/2016	65.00	018	W	R
331674	AMAZON.COM	DISCRETE TEX BOOKS	4/8/2016	42.94	001	W	R
331674	AMAZON.COM	DISCRETE TEX BOOKS	4/8/2016	32.20	001	W	R
331674	AMAZON.COM	DISCRETE TEX BOOKS	4/8/2016	48.01	001	W	R
331674	AMAZON.COM	DISCRETE TEX BOOKS	4/8/2016	144.03	001	W	R
331674	AMAZON.COM	DISCRETE TEX BOOKS	4/8/2016	32.82	001	W	R
331674	AMAZON.COM	AP CALCULUS BC TEXTBOOK	4/8/2016	0.85	001	W	R
331674	AMAZON.COM	AP CALCULUS BC TEXTBOOK	4/8/2016	42.96	001	W	R
331674	AMAZON.COM	AP CALCULUS BC TEXTBOOK	4/8/2016	42.98	001	W	R
331675	American Red Cross	EDUCATIONAL HEALTH SERVICES	4/8/2016	19.00	001	W	R
331675	American Red Cross	EDUCATIONAL HEALTH SERVICES	4/8/2016	969.00	001	W	R
331676	APPLE STORE (THE)	iPad mini 4 16gb wi-fi	4/8/2016	1,137.00	018	W	R
331676	APPLE STORE (THE)	iPad mini 4 silicone case,	4/8/2016	177.00	018	W	R
331676	APPLE STORE (THE)	Classroom Technology - Item	4/8/2016	479.00	018	W	R
331676	APPLE STORE (THE)	Item # MD825AM/A - Lightning	4/8/2016	49.00	018	W	R
331676	APPLE STORE (THE)	CLASSROOM TECHNOLOGY ITEMS FOR	4/8/2016	2,395.00	516	W	R

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331676	APPLE STORE (THE)	CLASSROOM TECHNOLOGY ITEMS FOR	4/8/2016	245.00	516	W	R
331677	APPLE TEXTBOOKS	TRADITIONS AND ENCOUNTERS	4/8/2016	1,080.00	001	W	R
331677	APPLE TEXTBOOKS	SHIPPING	4/8/2016	85.32	001	W	R
331678	ASIST TRANSLATION SERVICES INC	Translation Services	4/8/2016	75.00	001	W	R
331678	ASIST TRANSLATION SERVICES INC	Interpreter Services -	4/8/2016	60.00	018	W	R
331678	ASIST TRANSLATION SERVICES INC	Mandarin Interpreter - Zhang	4/8/2016	110.16	001	W	R
331679	AUGUSTINE, SAMUEL F	Winter Dance	4/8/2016	250.00	200	W	W
331680	BACKGROUND BUREAU, INC	Background Checks; January -	4/8/2016	1,750.00	001	W	R
331681	BAKER & TAYLOR	Open PO for Baker and Taylor	4/8/2016	834.26	001	W	R
331682	BARNES AND NOBLE	Replacement of bookroom books.	4/8/2016	331.43	001	W	R
331682	BARNES AND NOBLE	PLEASE SEE ATTACHED QUOTE AND	4/8/2016	753.39	009	W	R
331682	BARNES AND NOBLE	Joey Pigza Swallowed the Key	4/8/2016	95.88	001	W	R
331682	BARNES AND NOBLE	Hazardous Tales: The	4/8/2016	11.77	001	W	R
331682	BARNES AND NOBLE	Hazardous Tales: One Dead Spy	4/8/2016	9.26	001	W	R
331682	BARNES AND NOBLE	20% Discount	4/8/2016	(19.51)	001	W	R
331683	BATES, JASON	MILEAGE REIMBURSEMENT JAN-MAR	4/8/2016	383.17	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	6,195.26	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	5,360.96	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	5,351.07	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Unleaded fuel for maintenance	4/8/2016	419.26	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	6,628.65	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	4,256.89	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	6,053.11	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	1,369.62	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Unleaded fuel for maintenance	4/8/2016	691.02	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	5,073.64	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	6,115.38	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Unleaded fuel for maintenance	4/8/2016	853.68	001	W	R
331684	BEEM'S BP DISTRIBUTING INC	Diesel fuel for transportation	4/8/2016	5,479.19	001	W	R
331685	BEREND, DANIEL	Expense Reimbursement	4/8/2016	193.50	001	W	R
331686	BRIDGEWATER BANQUET	DEPOSIT FOR OLENTANGY HIGH	4/8/2016	1,000.00	200	W	R
331687	BUCKEYE CERAMIC SUPPLY	Student Fees Art	4/8/2016	649.59	009	W	R
331687	BUCKEYE CERAMIC SUPPLY	Student Fees Art	4/8/2016	285.00	009	W	R
331687	BUCKEYE CERAMIC SUPPLY	Student Fees Art	4/8/2016	(310.00)	009	W	R
331688	BUREAU OF WORKER'S	BWC Self Insurance Admin	4/8/2016	500.00	027	W	R
331689	BYRDSEED, LLC	GUEST SPEAKER SERVICES FOR:	4/8/2016	2,400.00	001	W	R
331690	OTTERBEIN UNIVERSITY	College Credit Plus Textbooks	4/8/2016	737.19	001	W	R
331691	CDW-G INC.	NEC Replace Lamp	4/8/2016	570.00	001	W	R
331691	CDW-G INC.	#857572-EPSON PROJECTION LAMP	4/8/2016	255.00	001	W	R
331691	CDW-G INC.	CATALOG # 1192712 - EPSON	4/8/2016	79.00	018	W	R
331692	CAPITAL AWARDS, INC.	Winter Banquets 2015-16	4/8/2016	372.00	300	W	R
331693	CATHY BURNER INC.	TRAIING FOR CORRECTIVE MATH AND	4/8/2016	1,680.00	516	W	R
331694	APH FOR THE BLIND	VISIOBOOK PORTABLE ELECTRONIC	4/8/2016	3,000.00	516	W	R
331694	APH FOR THE BLIND	TRANSITION TOTE SYSTEM:	4/8/2016	68.00	516	W	R
331694	APH FOR THE BLIND	SHIPPING & HANDLING	4/8/2016	32.00	516	W	R
331694	APH FOR THE BLIND	-SHIPPING & HANDLING	4/8/2016	10.30	516	W	R
331695	CENTURY BUSINESS PRODUCTS	3603-01 DTP Blue on White	4/8/2016	275.85	001	W	R
331695	CENTURY BUSINESS PRODUCTS	3603-00 DTP Black on White	4/8/2016	275.85	001	W	R
331695	CENTURY BUSINESS PRODUCTS	6082-00 TTP Black on White	4/8/2016	-	001	W	R
331695	CENTURY BUSINESS PRODUCTS	Shipping/Handling	4/8/2016	38.00	001	W	R
331696	Childs, David Neil	50% DEPOSIT FOR TWO MUSIC	4/8/2016	3,000.00	200	W	R
331697	Clifford, Jennifer	Mileage Sept. 2015-June 2016	4/8/2016	51.75	001	W	R
331697	Clifford, Jennifer	Mileage Sept. 2015-June 2016	4/8/2016	21.60	001	W	R
331698	COLUMBUS CLAY AND	ART SUPPLIES--PLEASE SEE	4/8/2016	4,076.93	009	W	R
331699	COMPUTER FUN	Freshman Class Love Connection	4/8/2016	403.15	200	W	R
331700	CONARD, KAREN	Reimbursement for expenses for	4/8/2016	40.00	001	W	W
331701	CONNECTING ED, LLC	For PD services for Digital	4/8/2016	2,011.00	001	W	R
331702	DEMCO	WF13686430 VINTAGE FLAIR CHAIR	4/8/2016	325.49	001	W	R
331702	DEMCO	WF13686390 BENTWOOD STACKER	4/8/2016	781.13	001	W	R
331702	DEMCO	WF13709310 BIG JOE BEAN BAG	4/8/2016	111.59	001	W	R
331702	DEMCO	SHIPPING	4/8/2016	310.57	001	W	R
331702	DEMCO	see attached list of library	4/8/2016	111.83	001	W	R
331703	THIS WEEK NEWSPAPER	Printing cost for Winter 2016	4/8/2016	1,230.13	001	W	R
331704	Parker, Matthew	REIMBURSEMENT FOR GRANT MONEY	4/8/2016	916.96	018	W	R
331704	Parker, Matthew	REIMBURSEMENT FOR GRANT MONEY	4/8/2016	524.20	018	W	R
331705	ETA hand2mind	FLAT FLEXIBLE SAFE-T RULERS,	4/8/2016	139.78	009	W	R
331706	EDUCATIONAL SERVICE CENTER	UA HEARING IMPAIRED PROGRAM	4/8/2016	5,796.80	516	W	R
331707	EDWARDS, JANE	Reimbursement for registration	4/8/2016	158.88	001	W	R
331708	CENTRAL DISTRICT ATHLETIC BD	TICKETS FOR AWAY TOURN. GAMES	4/8/2016	100.00	300	W	W
331709	EDWIN H. DAVIS & SON, INC	Parts and supplies for	4/8/2016	171.43	001	W	R
331709	EDWIN H. DAVIS & SON, INC	Parts and supplies for	4/8/2016	90.97	001	W	R
331709	EDWIN H. DAVIS & SON, INC	Parts and supplies for	4/8/2016	87.80	001	W	R
331709	EDWIN H. DAVIS & SON, INC	Parts and supplies for	4/8/2016	45.16	001	W	R
331709	EDWIN H. DAVIS & SON, INC	Parts and supplies for	4/8/2016	29.66	001	W	R
331709	EDWIN H. DAVIS & SON, INC	Parts and supplies for	4/8/2016	145.46	001	W	R
331709	EDWIN H. DAVIS & SON, INC	Parts and supplies for	4/8/2016	42.54	001	W	R
331709	EDWIN H. DAVIS & SON, INC	Parts and supplies for	4/8/2016	74.35	001	W	R
331710	FLAGHOUSE, INC.	ITEM# 38697 HIP SUPPORTS	4/8/2016	331.00	516	W	R
331710	FLAGHOUSE, INC.	ITEM# 41529 VELCRO POSITIONING	4/8/2016	57.00	516	W	R

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331711	FLINN SCIENTIFIC INC	SCIENCE SUPPLIES--PLEASE SEE	4/8/2016	696.17	009	W	R
331712	FOLLETT SCHOOL SOLUTIONS, INC	New Library Books	4/8/2016	1,447.69	001	W	R
331712	FOLLETT SCHOOL SOLUTIONS, INC	New Library Books	4/8/2016	51.29	001	W	R
331713	FRENCH, ERIC	SPRING CONCERT RECORDING	4/8/2016	250.00	200	W	R
331714	FREY SCIENTIFIC	STUDENT FEES SCIENCE	4/8/2016	78.80	009	W	R
331715	FUNDAMENTALS	Orders for Author Visit -	4/8/2016	482.00	018	W	R
331716	SIGN AFFECTS LIMITED	Sign Ballast & Lamps	4/8/2016	386.00	300	W	R
331717	GROTH MUSIC	09971663 - First We Sing	4/8/2016	26.99	001	W	W
331717	GROTH MUSIC	00140771 - Freddie the	4/8/2016	22.49	001	W	W
331717	GROTH MUSIC	00140771 - What We Teach When	4/8/2016	49.45	001	W	W
331717	GROTH MUSIC	35030092 - Off Their Rockers /	4/8/2016	17.99	001	W	W
331717	GROTH MUSIC	35030094 - Off Their Rockers	4/8/2016	53.99	001	W	W
331717	GROTH MUSIC	Shipping/handling	4/8/2016	8.61	001	W	W
331718	HAMILTON, WHITNEY	MILEAGE REIMBURSEMENT JAN-MAR	4/8/2016	50.00	001	W	R
331719	Haney, Kara	Reimbursement for expenses for	4/8/2016	74.45	001	W	R
331720	HAYNES, SARAH	Reimbursement for registration	4/8/2016	150.00	001	W	R
331721	Iceman, Jennifer	Mileage; January - March, 2016	4/8/2016	34.56	001	W	W
331722	FAMILY PSYCHOLOGICAL CENTRE	INDEPENDENT EDUCATIONAL	4/8/2016	1,600.00	516	W	R
331723	SPEECH LANGUAGE PATH	INDEPENDENT EDUCATIONAL	4/8/2016	150.00	516	W	R
331724	INTELLIGENT MAILING SOLUTIONS	SERVICE CALL ON FOLDING	4/8/2016	175.00	001	W	R
331725	DEAF SERVICES CENTER	ASL INTERPRETING FOR HEARING	4/8/2016	600.42	516	W	R
331726	ASIST TRANSLATION SERVICES INC	INTERPRETING	4/8/2016	40.00	001	W	R
331727	J.W. PEPPER	10482419 HABITS OF A	4/8/2016	248.75	009	W	R
331727	J.W. PEPPER	10482420 HABITS OF A	4/8/2016	69.65	009	W	R
331727	J.W. PEPPER	10482421 HABITS OF A	4/8/2016	79.60	009	W	R
331727	J.W. PEPPER	10482422 HABITS OF A	4/8/2016	19.90	009	W	R
331727	J.W. PEPPER	10482423 HABITS OF A	4/8/2016	34.95	009	W	R
331727	J.W. PEPPER	SHIPPING/HANDLING	4/8/2016	19.99	009	W	R
331728	JECK, MOLLIE	Reimbursement for conference	4/8/2016	37.72	001	W	W
331729	JUNIOR LIBRARY GUILD	RENEW SCHOOL LIBRARY	4/8/2016	72.00	001	W	R
331730	JOSTENS	Class of 2016 Graduation	4/8/2016	2,097.85	009	W	R
331730	JOSTENS	Class of 2016 Graduation	4/8/2016	1,248.37	009	W	R
331730	JOSTENS	DIPLOMAS	4/8/2016	(3,318.72)	009	W	R
331730	JOSTENS	DIPLOMAS	4/8/2016	2,022.47	009	W	R
331730	JOSTENS	VALEDICTORIAN MEDALS (ROYAL	4/8/2016	49.94	009	W	R
331731	JOSTEN'S MARKETING SERVICE	DIPLOMA COVERS FOR 2016	4/8/2016	(3,630.14)	009	W	R
331731	JOSTEN'S MARKETING SERVICE	DIPLOMA COVERS FOR 2016	4/8/2016	(2,583.89)	009	W	R
331731	JOSTEN'S MARKETING SERVICE	DIPLOMA COVERS FOR 2016	4/8/2016	2,211.89	009	W	R
331731	JOSTEN'S MARKETING SERVICE	DIPLOMA COVERS FOR 2016	4/8/2016	2,583.89	009	W	R
331731	JOSTEN'S MARKETING SERVICE	DIPLOMA COVERS FOR 2016	4/8/2016	56.19	009	W	R
331731	JOSTEN'S MARKETING SERVICE	DIPLOMA COVERS FOR 2016	4/8/2016	970.08	009	W	R
331731	JOSTEN'S MARKETING SERVICE	DIPLOMA COVERS FOR 2016	4/8/2016	1,509.23	009	W	R
331732	COSA	Swim & Dive	4/8/2016	225.00	300	W	R
331732	COSA	Swim & Dive	4/8/2016	296.00	300	W	R
331735	SHAWNEE STATE UNIVERSITY	Shawnee State University	4/8/2016	85.00	001	W	R
331736	AT & T	SRES.TRES.OMES	4/8/2016	158.32	001	W	R
331737	OHIO SCHOOL PSYCHOLOGISTS	Registrations for conference	4/8/2016	640.00	001	W	R
331738	XAVIER UNIVERSITY	Southwest Ohio/Northern	4/8/2016	150.00	001	W	W
331739	SPECIALIZED SPEECH TECH., INC.	INCREASE PO	4/8/2016	9,733.75	516	W	R
331740	HOJNACKI, SARAH	REIMBURSEMENT FOR PD EXPENSES	4/8/2016	200.00	516	W	R
331741	JECK, MOLLIE	REIMBURSEMENT FOR PD EXPENSES	4/8/2016	30.00	516	W	W
331742	LADY PACER SOFTBALL CLUB	One Softball Team Fee	4/8/2016	200.00	300	W	R
331743	MANOR, SALLY	AA Batteries	4/8/2016	14.89	001	W	R
331744	McMURRY, PEGGY	Expenses reimbursement for the	4/8/2016	58.28	590	W	R
331745	DISCOVERY BENEFITS, INC.	FY16 COBRA SERVICES	4/11/2016	252.00	001	W	R
331746	NICKLES BAKERY, INC.	Food/WRE Jan - March, 2016	4/13/2016	59.55	006	W	R
331746	NICKLES BAKERY, INC.	Food/WRE Jan - March, 2016	4/13/2016	70.84	006	W	R
331746	NICKLES BAKERY, INC.	Food/WRE Jan - March, 2016	4/13/2016	44.80	006	W	R
331746	NICKLES BAKERY, INC.	ACE	4/13/2016	56.39	006	W	R
331746	NICKLES BAKERY, INC.	ACE	4/13/2016	31.85	006	W	R
331746	NICKLES BAKERY, INC.	ACE	4/13/2016	45.29	006	W	R
331746	NICKLES BAKERY, INC.	ACE	4/13/2016	98.17	006	W	R
331746	NICKLES BAKERY, INC.	SRE	4/13/2016	85.96	006	W	R
331746	NICKLES BAKERY, INC.	SRE	4/13/2016	43.24	006	W	R
331746	NICKLES BAKERY, INC.	SRE	4/13/2016	40.32	006	W	R
331746	NICKLES BAKERY, INC.	AES	4/13/2016	11.33	006	W	R
331746	NICKLES BAKERY, INC.	AES	4/13/2016	26.88	006	W	R
331746	NICKLES BAKERY, INC.	AES	4/13/2016	33.40	006	W	R
331746	NICKLES BAKERY, INC.	AES	4/13/2016	33.60	006	W	R
331746	NICKLES BAKERY, INC.	OCE	4/13/2016	111.83	006	W	R
331746	NICKLES BAKERY, INC.	TRE	4/13/2016	93.72	006	W	R
331746	NICKLES BAKERY, INC.	WCE	4/13/2016	108.99	006	W	R
331746	NICKLES BAKERY, INC.	ISE	4/13/2016	46.82	006	W	R
331746	NICKLES BAKERY, INC.	ISE	4/13/2016	54.40	006	W	R
331746	NICKLES BAKERY, INC.	ISE	4/13/2016	44.58	006	W	R
331746	NICKLES BAKERY, INC.	GOE	4/13/2016	31.36	006	W	R
331746	NICKLES BAKERY, INC.	GOE	4/13/2016	43.42	006	W	R
331746	NICKLES BAKERY, INC.	GOE	4/13/2016	41.44	006	W	R
331746	NICKLES BAKERY, INC.	GOE	4/13/2016	44.80	006	W	R

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331746	NICKLES BAKERY, INC.	OME	4/13/2016	31.36	006	W	R
331746	NICKLES BAKERY, INC.	OME	4/13/2016	98.54	006	W	R
331746	NICKLES BAKERY, INC.	OME	4/13/2016	19.04	006	W	R
331746	NICKLES BAKERY, INC.	LTE	4/13/2016	80.46	006	W	R
331746	NICKLES BAKERY, INC.	LTE	4/13/2016	50.40	006	W	R
331746	NICKLES BAKERY, INC.	JCE	4/13/2016	113.56	006	W	R
331746	NICKLES BAKERY, INC.	JCE	4/13/2016	21.96	006	W	R
331746	NICKLES BAKERY, INC.	JCE	4/13/2016	33.60	006	W	R
331746	NICKLES BAKERY, INC.	FTE	4/13/2016	72.08	006	W	R
331746	NICKLES BAKERY, INC.	FTE	4/13/2016	13.44	006	W	R
331746	NICKLES BAKERY, INC.	FTE	4/13/2016	34.72	006	W	R
331746	NICKLES BAKERY, INC.	FTE	4/13/2016	24.64	006	W	R
331746	NICKLES BAKERY, INC.	CES	4/13/2016	42.22	006	W	R
331746	NICKLES BAKERY, INC.	CES	4/13/2016	51.56	006	W	R
331746	NICKLES BAKERY, INC.	CES	4/13/2016	41.38	006	W	R
331746	NICKLES BAKERY, INC.	HES	4/13/2016	44.80	006	W	R
331746	NICKLES BAKERY, INC.	HES	4/13/2016	75.54	006	W	R
331746	NICKLES BAKERY, INC.	HES	4/13/2016	4.14	006	W	R
331746	NICKLES BAKERY, INC.	HES	4/13/2016	86.24	006	W	R
331746	NICKLES BAKERY, INC.	SMS	4/13/2016	135.10	006	W	R
331746	NICKLES BAKERY, INC.	SMS	4/13/2016	42.56	006	W	R
331746	NICKLES BAKERY, INC.	SMS	4/13/2016	42.56	006	W	R
331746	NICKLES BAKERY, INC.	SMS	4/13/2016	56.00	006	W	R
331746	NICKLES BAKERY, INC.	SMS	4/13/2016	237.13	006	W	R
331746	NICKLES BAKERY, INC.	SMS	4/13/2016	112.74	006	W	R
331746	NICKLES BAKERY, INC.	SMS	4/13/2016	186.06	006	W	R
331746	NICKLES BAKERY, INC.	LMS	4/13/2016	39.83	006	W	R
331746	NICKLES BAKERY, INC.	LMS	4/13/2016	74.94	006	W	R
331746	NICKLES BAKERY, INC.	LMS	4/13/2016	45.18	006	W	R
331746	NICKLES BAKERY, INC.	LMS	4/13/2016	50.40	006	W	R
331746	NICKLES BAKERY, INC.	LMS	4/13/2016	61.46	006	W	R
331746	NICKLES BAKERY, INC.	LMS	4/13/2016	77.06	006	W	R
331746	NICKLES BAKERY, INC.	OMS	4/13/2016	44.52	006	W	R
331746	NICKLES BAKERY, INC.	OMS	4/13/2016	71.44	006	W	R
331746	NICKLES BAKERY, INC.	OMS	4/13/2016	14.28	006	W	R
331746	NICKLES BAKERY, INC.	OMS	4/13/2016	48.72	006	W	R
331746	NICKLES BAKERY, INC.	OMS	4/13/2016	80.01	006	W	R
331746	NICKLES BAKERY, INC.	OMS	4/13/2016	51.40	006	W	R
331746	NICKLES BAKERY, INC.	OMS	4/13/2016	89.64	006	W	R
331746	NICKLES BAKERY, INC.	HMS	4/13/2016	79.28	006	W	R
331746	NICKLES BAKERY, INC.	HMS	4/13/2016	21.62	006	W	R
331746	NICKLES BAKERY, INC.	HMS	4/13/2016	103.16	006	W	R
331746	NICKLES BAKERY, INC.	HMS	4/13/2016	130.26	006	W	R
331746	NICKLES BAKERY, INC.	HMS	4/13/2016	85.69	006	W	R
331746	NICKLES BAKERY, INC.	HMS	4/13/2016	101.32	006	W	R
331746	NICKLES BAKERY, INC.	HMS	4/13/2016	68.47	006	W	R
331746	NICKLES BAKERY, INC.	BMS	4/13/2016	76.12	006	W	R
331746	NICKLES BAKERY, INC.	BMS	4/13/2016	116.64	006	W	R
331746	NICKLES BAKERY, INC.	BMS	4/13/2016	66.24	006	W	R
331746	NICKLES BAKERY, INC.	BMS	4/13/2016	71.50	006	W	R
331746	NICKLES BAKERY, INC.	BMS	4/13/2016	102.56	006	W	R
331746	NICKLES BAKERY, INC.	OHS	4/13/2016	197.08	006	W	R
331746	NICKLES BAKERY, INC.	OHS	4/13/2016	147.49	006	W	R
331746	NICKLES BAKERY, INC.	OHS	4/13/2016	371.68	006	W	R
331746	NICKLES BAKERY, INC.	OHS	4/13/2016	100.94	006	W	R
331746	NICKLES BAKERY, INC.	OHS	4/13/2016	58.45	006	W	R
331746	NICKLES BAKERY, INC.	OHS	4/13/2016	48.89	006	W	R
331746	NICKLES BAKERY, INC.	LHS	4/13/2016	215.89	006	W	R
331746	NICKLES BAKERY, INC.	LHS	4/13/2016	51.68	006	W	R
331746	NICKLES BAKERY, INC.	LHS	4/13/2016	307.35	006	W	R
331746	NICKLES BAKERY, INC.	LHS	4/13/2016	192.82	006	W	R
331746	NICKLES BAKERY, INC.	LHS	4/13/2016	41.98	006	W	R
331746	NICKLES BAKERY, INC.	LHS	4/13/2016	168.42	006	W	R
331746	NICKLES BAKERY, INC.	OOHS	4/13/2016	125.05	006	W	R
331746	NICKLES BAKERY, INC.	OOHS	4/13/2016	110.20	006	W	R
331746	NICKLES BAKERY, INC.	OOHS	4/13/2016	177.02	006	W	R
331746	NICKLES BAKERY, INC.	OOHS	4/13/2016	141.40	006	W	R
331746	NICKLES BAKERY, INC.	OOHS	4/13/2016	75.45	006	W	R
331746	NICKLES BAKERY, INC.	OOHS	4/13/2016	117.52	006	W	R
331746	NICKLES BAKERY, INC.	OOHS	4/13/2016	247.62	006	W	R
331746	NICKLES BAKERY, INC.	OHS	4/13/2016	111.91	006	W	R
331746	NICKLES BAKERY, INC.	BMS	4/13/2016	149.40	006	W	R
331747	AMANDA HILLS DISTRIBUTION, INC	Food/SMS Jan - March, 2016	4/13/2016	592.40	006	W	R
331747	AMANDA HILLS DISTRIBUTION, INC	OMS	4/13/2016	592.40	006	W	R
331747	AMANDA HILLS DISTRIBUTION, INC	LHS	4/13/2016	1,184.80	006	W	R
331747	AMANDA HILLS DISTRIBUTION, INC	OOHS	4/13/2016	592.40	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/WRE Jan - March, 2016	4/13/2016	124.49	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/AES	4/13/2016	105.83	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/TRE	4/13/2016	108.71	006	W	R

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331748	ICE CREAM SPECIALTIES & BAKERY	Food/WCE	4/13/2016	150.82	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/WCE	4/13/2016	150.82	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/ISE	4/13/2016	188.08	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/OME	4/13/2016	189.33	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/LTE	4/13/2016	96.48	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/JCE	4/13/2016	109.40	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/FTE	4/13/2016	100.74	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/CES	4/13/2016	104.39	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/LHS	4/13/2016	177.80	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/OMS	4/13/2016	101.45	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/HMS	4/13/2016	211.79	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/BMS	4/13/2016	149.31	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/OHS	4/13/2016	93.88	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/JCE	4/13/2016	113.20	006	W	R
331748	ICE CREAM SPECIALTIES & BAKERY	Food/OMS	4/13/2016	86.96	006	W	R
331749	SYSCO CENTRAL OHIO	Food/WRE Jan - March, 2016	4/13/2016	1,102.60	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/WRE Jan - March,	4/13/2016	117.89	006	W	R
331749	SYSCO CENTRAL OHIO	Food/ACE	4/13/2016	1,823.51	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/ACE	4/13/2016	239.05	006	W	R
331749	SYSCO CENTRAL OHIO	Food/SRE	4/13/2016	1,027.38	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/SRE	4/13/2016	221.07	006	W	R
331749	SYSCO CENTRAL OHIO	Food/AES	4/13/2016	1,003.01	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/AES	4/13/2016	126.92	006	W	R
331749	SYSCO CENTRAL OHIO	Food/OCE	4/13/2016	1,559.19	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/OCE	4/13/2016	124.06	006	W	R
331749	SYSCO CENTRAL OHIO	Food/TRE	4/13/2016	1,670.17	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/TRE	4/13/2016	14.44	006	W	R
331749	SYSCO CENTRAL OHIO	Food/WCE	4/13/2016	1,516.73	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/WCE	4/13/2016	331.99	006	W	R
331749	SYSCO CENTRAL OHIO	Food/ISE	4/13/2016	1,889.56	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/ISE	4/13/2016	114.15	006	W	R
331749	SYSCO CENTRAL OHIO	Food/GOE	4/13/2016	1,129.55	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/ISE	4/13/2016	162.00	006	W	R
331749	SYSCO CENTRAL OHIO	Food/OME	4/13/2016	2,669.54	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/OME	4/13/2016	169.72	006	W	R
331749	SYSCO CENTRAL OHIO	Food/LTE	4/13/2016	1,329.50	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/LTE	4/13/2016	302.05	006	W	R
331749	SYSCO CENTRAL OHIO	Food/JCE	4/13/2016	1,131.83	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/JCE	4/13/2016	114.38	006	W	R
331749	SYSCO CENTRAL OHIO	Food/FTE	4/13/2016	912.28	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/FTE	4/13/2016	62.90	006	W	R
331749	SYSCO CENTRAL OHIO	Food/CES	4/13/2016	1,551.12	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/CES	4/13/2016	84.47	006	W	R
331749	SYSCO CENTRAL OHIO	Food/HES	4/13/2016	2,001.49	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/HES	4/13/2016	126.91	006	W	R
331749	SYSCO CENTRAL OHIO	Food/SMS	4/13/2016	9,062.03	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/SMS	4/13/2016	997.67	006	W	R
331749	SYSCO CENTRAL OHIO	Food/LMS	4/13/2016	5,882.69	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/LMS	4/13/2016	393.83	006	W	R
331749	SYSCO CENTRAL OHIO	Food/OMS	4/13/2016	6,428.58	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/OMS	4/13/2016	634.44	006	W	R
331749	SYSCO CENTRAL OHIO	Food/HMS	4/13/2016	6,121.93	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/HMS	4/13/2016	348.79	006	W	R
331749	SYSCO CENTRAL OHIO	Food/BMS	4/13/2016	6,058.80	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/BMS	4/13/2016	517.08	006	W	R
331749	SYSCO CENTRAL OHIO	Food/OHS	4/13/2016	9,007.82	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/OHS	4/13/2016	884.29	006	W	R
331749	SYSCO CENTRAL OHIO	Food/LHS	4/13/2016	10,884.63	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/LHS	4/13/2016	1,176.03	006	W	R
331749	SYSCO CENTRAL OHIO	Food/OOHS	4/13/2016	11,748.19	006	W	R
331749	SYSCO CENTRAL OHIO	Non Food/OOHS	4/13/2016	1,411.40	006	W	R
331750	GORDON FOOD SERVICE	Food/WRE Jan - March, 2016	4/13/2016	2,674.68	006	W	R
331750	GORDON FOOD SERVICE	Non Food/WRE Jan - March, 2016	4/13/2016	242.16	006	W	R
331750	GORDON FOOD SERVICE	Food/ACE	4/13/2016	2,827.47	006	W	R
331750	GORDON FOOD SERVICE	Non Food/ACE	4/13/2016	178.91	006	W	R
331750	GORDON FOOD SERVICE	Food/SRE	4/13/2016	2,470.84	006	W	R
331750	GORDON FOOD SERVICE	Non Food/SRE	4/13/2016	275.82	006	W	R
331750	GORDON FOOD SERVICE	Food/AES	4/13/2016	2,123.90	006	W	R
331750	GORDON FOOD SERVICE	Non Food/AES	4/13/2016	113.96	006	W	R
331750	GORDON FOOD SERVICE	Food/OCE	4/13/2016	2,581.69	006	W	R
331750	GORDON FOOD SERVICE	Non Food/OCE	4/13/2016	164.00	006	W	R
331750	GORDON FOOD SERVICE	Food/TRE	4/13/2016	3,503.91	006	W	R
331750	GORDON FOOD SERVICE	Non Food/TRE	4/13/2016	461.77	006	W	R
331750	GORDON FOOD SERVICE	Food/WCE	4/13/2016	3,135.90	006	W	R
331750	GORDON FOOD SERVICE	Non Food/WCE	4/13/2016	570.39	006	W	R
331750	GORDON FOOD SERVICE	Food/ISE	4/13/2016	3,175.77	006	W	R
331750	GORDON FOOD SERVICE	Non Food/ISE	4/13/2016	401.26	006	W	R
331750	GORDON FOOD SERVICE	Food/GOE	4/13/2016	2,813.76	006	W	R
331750	GORDON FOOD SERVICE	Non Food/GOE	4/13/2016	248.96	006	W	R

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331750	GORDON FOOD SERVICE	Food/OME	4/13/2016	3,081.38	006	W	R
331750	GORDON FOOD SERVICE	Non Food/OME	4/13/2016	282.55	006	W	R
331750	GORDON FOOD SERVICE	Food/LTE	4/13/2016	2,461.86	006	W	R
331750	GORDON FOOD SERVICE	Non Food/LTE	4/13/2016	322.23	006	W	R
331750	GORDON FOOD SERVICE	Food/JCE	4/13/2016	2,833.13	006	W	R
331750	GORDON FOOD SERVICE	Non Food/JCE	4/13/2016	292.22	006	W	R
331750	GORDON FOOD SERVICE	Food/FTE	4/13/2016	3,158.22	006	W	R
331750	GORDON FOOD SERVICE	Non Food/FTE	4/13/2016	173.72	006	W	R
331750	GORDON FOOD SERVICE	Food/CES	4/13/2016	3,315.66	006	W	R
331750	GORDON FOOD SERVICE	Non Food/CES	4/13/2016	380.56	006	W	R
331750	GORDON FOOD SERVICE	Food/HES	4/13/2016	3,652.26	006	W	R
331750	GORDON FOOD SERVICE	Non Food/HES	4/13/2016	317.18	006	W	R
331750	GORDON FOOD SERVICE	Food/SMS	4/13/2016	15,340.12	006	W	R
331750	GORDON FOOD SERVICE	Non Food/SMS	4/13/2016	794.59	006	W	R
331750	GORDON FOOD SERVICE	Food/LMS	4/13/2016	9,052.39	006	W	R
331750	GORDON FOOD SERVICE	Non Food/LMS	4/13/2016	786.15	006	W	R
331750	GORDON FOOD SERVICE	Food/OMS	4/13/2016	9,540.99	006	W	R
331750	GORDON FOOD SERVICE	Non Food/OMS	4/13/2016	998.94	006	W	R
331750	GORDON FOOD SERVICE	Food/HMS	4/13/2016	9,395.90	006	W	R
331750	GORDON FOOD SERVICE	Non Food/HMS	4/13/2016	778.04	006	W	R
331750	GORDON FOOD SERVICE	Food/BMS	4/13/2016	10,967.26	006	W	R
331750	GORDON FOOD SERVICE	Non Food/BMS	4/13/2016	1,237.11	006	W	R
331750	GORDON FOOD SERVICE	Food/OHS	4/13/2016	20,001.49	006	W	R
331750	GORDON FOOD SERVICE	Non Food/OHS	4/13/2016	1,399.22	006	W	R
331750	GORDON FOOD SERVICE	Food/LHS	4/13/2016	20,268.80	006	W	R
331750	GORDON FOOD SERVICE	Non Food/LHS	4/13/2016	1,198.52	006	W	R
331750	GORDON FOOD SERVICE	Food/OOHS	4/13/2016	18,506.27	006	W	R
331750	GORDON FOOD SERVICE	Non Food/OOHS	4/13/2016	1,039.84	006	W	R
331751	KNAPPE, LEANN	DISTRICT MILEAGE	4/13/2016	15.66	001	W	W
331752	Ellison, Katherine	DISTRICT MILEAGE	4/13/2016	13.50	001	W	R
331753	COLE, HEATHER	DISTRICT MILEAGE	4/13/2016	27.65	001	W	W
331754	ELKINS, ANTHONY	DISTRICT MILEAGE	4/13/2016	120.80	001	W	W
331755	FIELDS, JESSICA	DISTRICT MILEAGE	4/13/2016	19.71	001	W	R
331756	DETILLO, VINCENT	DISTRICT MILEAGE	4/13/2016	102.25	001	W	R
331757	BASILE, MICHELE	OCCUPATIONAL THERAPIST MILEAGE	4/13/2016	68.04	516	W	W
331758	STEVENS, PAT JECK	PART B MILEAGE	4/13/2016	190.08	516	W	R
331759	CARPENTER, TARA	SCHOOL PSYCH MILEAGE	4/13/2016	37.58	001	W	R
331760	HAUZIE, LINDSEY	SCHOOL PSYCH MILEAGE	4/13/2016	23.22	001	W	W
331761	DAVIS, CHARLOTTE	PART B MILEAGE	4/13/2016	49.68	516	W	R
331762	GLADDEN, ALISSA	SCHOOL PSYCH MILEAGE	4/13/2016	47.41	001	W	W
331763	WEST, JAMES	SC LIAISON MILEAGE	4/13/2016	316.82	001	W	R
331763	WEST, JAMES	SC LIAISON MILEAGE	4/13/2016	82.08	001	W	R
331764	LENARD, JEAN	mileage reimbursement	4/13/2016	60.48	001	W	R
331765	ZAYE, PATRICK	mileage reimbursement	4/13/2016	81.54	001	W	R
331766	ROTH, CHRISTOPHER	mileage reimbursement	4/13/2016	112.05	001	W	R
331767	KELLY, MATTHEW	mileage reimbursement	4/13/2016	68.58	001	W	R
331768	LINDSAY, KATHARINE	mileage reimbursement	4/13/2016	150.66	001	W	R
331769	SHAVER, JORDAN	mileage reimbursement	4/13/2016	165.56	001	W	R
331770	SOSTER, HEATHER	mileage reimbursement	4/13/2016	195.75	001	W	R
331771	SWARTZ, JENNA	CERTIFIED MILEAGE (TRAVELING	4/13/2016	55.89	001	W	R
331772	RICARD, MICHELLE	CERTIFIED MILEAGE (TRAVELING	4/13/2016	72.90	001	W	R
331773	MINNECI, KATHERINE	CERTIFIED MILEAGE (TRAVELING	4/13/2016	83.11	001	W	R
331774	TWEEDY, RACHEL	CERTIFIED MILEAGE (TRAVELING	4/13/2016	61.24	001	W	R
331775	HAEGE, KATRIN	CERTIFIED MILEAGE (TRAVELING	4/13/2016	48.60	001	W	R
331776	MICKENS, SHANNON	CERTIFIED MILEAGE (TRAVELING	4/13/2016	271.81	001	W	R
331777	MORGAN, KATHY	CERTIFIED MILEAGE (TRAVELING	4/13/2016	133.92	001	W	R
331778	KIRK, CASIE	CERTIFIED MILEAGE (TRAVELING	4/13/2016	67.50	001	W	R
331779	SABO, LINDA	CERTIFIED MILEAGE (TRAVELING	4/13/2016	57.51	001	W	R
331780	STREIB, KEVIN	CERTIFIED MILEAGE (TRAVELING	4/13/2016	108.86	001	W	W
331781	RUFF, AMY	CERTIFIED MILEAGE (TRAVELING	4/13/2016	28.08	001	W	R
331782	HAY, CHRISTIAN	CERTIFIED MILEAGE (TRAVELING	4/13/2016	29.16	001	W	R
331783	HUGHES, ERIC	CERTIFIED MILEAGE (TRAVELING	4/13/2016	72.90	001	W	W
331784	BIRRI, SAMANTHA	CERTIFIED MILEAGE (TRAVELING	4/13/2016	58.32	001	W	W
331785	CARNEVALE, JUDY	CERTIFIED MILEAGE (TRAVELING	4/13/2016	82.02	001	W	R
331786	POSTAGE BY PHONE RESERVE ACCT.	To refill postage account.	4/13/2016	1,032.80	001	W	R
331787	WOLFE, JAY	ATHLETIC DIRECTOR MILEAGE FOR	4/13/2016	94.10	300	W	R
331788	GEROLD, TRACY	Q3 Mileage	4/13/2016	32.67	001	W	R
331789	WARFIELD, BILL	MILEAGE FOR JAN-MARCH	4/13/2016	135.54	001	W	W
331790	MCFARLAND, KATHY	Mileage January - March 2016	4/13/2016	16.20	001	W	R
331791	RAIFF, MARK	MILEAGE & PARKING	4/13/2016	242.60	001	W	R
331791	RAIFF, MARK	REIMBURSE TRAVEL EXPENSES FOR	4/13/2016	508.91	001	W	R
331792	MOSBACHER, LINDA F.	IMPARTIAL HEARING OFFICER FOR	4/13/2016	2,775.00	516	W	R
331793	MEYER, TODD	Mileage; January - March 2016	4/13/2016	46.12	001	W	R
331794	META	FY16 CORE SERVICES	4/13/2016	12,986.58	001	W	R
331795	NATIONWIDE CHILDREN'S HOSPITAL	EDUCATIONAL COSTS	4/13/2016	429.55	001	W	W
331795	NATIONWIDE CHILDREN'S HOSPITAL	EDUCATIONAL COSTS	4/13/2016	702.90	001	W	W
331796	NATIONAL ACADEMIC QUIZ	QUESTIONS FOR MIDDLE SCHOOL	4/13/2016	167.00	200	W	R
331796	NATIONAL ACADEMIC QUIZ	QUESTIONS FOR HIGH SCHOOL	4/13/2016	299.00	200	W	R
331797	OLENTANGY FOOD SERVICE	Certified Interview Day	4/13/2016	225.50	001	W	R

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331797	OLENTANGY FOOD SERVICE	Student of the Month	4/13/2016	27.30	018	W	R
331797	OLENTANGY FOOD SERVICE	OPEN PO FOR COFFEE CART	4/13/2016	20.00	007	W	R
331797	OLENTANGY FOOD SERVICE	STUDENT RECOGNITION BREAKFAST	4/13/2016	142.25	018	W	R
331797	OLENTANGY FOOD SERVICE	To buy coffee for staff	4/13/2016	15.00	007	W	R
331797	OLENTANGY FOOD SERVICE	Open PO for Student	4/13/2016	111.40	018	W	R
331798	OHIO STATE UNIVERSITY	WINTER WAR TOURNAMENT FEES	4/13/2016	100.00	200	W	R
331799	PRODIGY STUDENT TRAVEL	FUNDRAISING	4/13/2016	9,161.35	200	W	R
331799	PRODIGY STUDENT TRAVEL	FUNDRAISING FOR WASHINGTON	4/13/2016	27,760.15	200	W	R
331800	PULSERA PROJECT	Pulsera Project: Sell donated	4/13/2016	320.00	200	W	R
331800	PULSERA PROJECT	INCREASE PO TO REFLECT ACTUAL	4/13/2016	1,035.00	200	W	R
331801	SHANAHAN, CHRYSYAL	Mileage for January-March 2016	4/13/2016	122.15	300	W	R
331802	Snivley, Christine	Reimbursement for expenses for	4/13/2016	47.00	001	W	W
331803	STEP BY STEP ACADEMY	EDUCATIONAL COSTS FOR IEP	4/13/2016	20,800.00	516	W	R
331803	STEP BY STEP ACADEMY	EDUCATIONAL COSTS FOR IEP	4/13/2016	20,800.00	516	W	R
331804	STRATAS HIGH SCHOOL RECOVERY	DRUG PREVENTION COUNSELING FOR	4/13/2016	4,650.00	001	W	R
331804	STRATAS HIGH SCHOOL RECOVERY	DRUG PREVENTION COUNSELING FOR	4/13/2016	5,500.00	001	W	R
331804	STRATAS HIGH SCHOOL RECOVERY	DRUG PREVENTION COUNSELING FOR	4/13/2016	6,275.00	001	W	R
331805	TRISTRAR TRANSPORTATION	Transportation services for	4/13/2016	12,627.00	001	W	R
331806	UPS	Postage - UPS Shipping	4/13/2016	483.93	001	W	R
331807	VIAQUEST, INC	EDUCATIONAL COSTS FOR 15-16	4/13/2016	275.00	516	W	R
331808	VIP REHABILITATION SERVICES	EDUCATIONAL COSTS FOR VISUALLY	4/13/2016	9,548.00	516	W	R
331809	WAITES, TODD	Todd will be speaking at 3	4/13/2016	500.00	018	W	W
331810	REZA, AMY	Start up cash for the Play.	4/13/2016	100.00	200	W	R
331811	DATASITE DESIGNS	Registration for conference	4/13/2016	175.00	001	W	W
331812	MEYER, CARLA	Mileage for Jan - March, 2016	4/13/2016	74.07	006	W	R
331813	Selway, Jessica	JSA WINTER CONGRESS ADVISOR	4/13/2016	89.74	200	W	R
331814	PALO, MICHELE	Mileage for Jan - March, 2016	4/13/2016	180.05	006	W	R
331815	Tidball, Abigail	PHYSICAL THERAPIST MILEAGE	4/13/2016	40.37	516	W	R
331816	WRIGHT, RANDALL	MILEAGE & PARKING	4/13/2016	83.16	001	W	W
331817	DAUGHERTY, BRENDA	CERTIFIED MILEAGE (TRAVELING	4/13/2016	51.46	001	W	R
331818	AT & T	SRES.TRES.OMES	4/13/2016	277.83	001	W	R
331819	AMERICAN ELECTRIC POWER	East Bus Garage	4/13/2016	1,442.91	001	W	R
331819	AMERICAN ELECTRIC POWER	Johnnycake Corners	4/13/2016	4,726.80	001	W	R
331819	AMERICAN ELECTRIC POWER	Freedom Trail	4/13/2016	4,465.56	001	W	R
331819	AMERICAN ELECTRIC POWER	Hyatts Middle	4/13/2016	-	001	W	R
331819	AMERICAN ELECTRIC POWER	Berkshire Middle	4/13/2016	10,363.16	001	W	R
331819	AMERICAN ELECTRIC POWER	Liberty High School	4/13/2016	127.67	001	W	R
331819	AMERICAN ELECTRIC POWER	Food Service D/W	4/13/2016	388.98	006	W	R
331820	US BANCORP EQUIPMENT	DISTRICT COPIER LEASES	4/13/2016	20,371.74	001	W	R
331820	US BANCORP EQUIPMENT	Administrative offices Copier	4/13/2016	1,542.80	001	W	R
331820	US BANCORP EQUIPMENT	DISTRICT COPIER Maintenance	4/13/2016	6,328.30	001	W	R
331820	US BANCORP EQUIPMENT	Administrative offices Copier	4/13/2016	215.33	001	W	R
331821	FRONTIER NORTH INC.	District phone services	4/13/2016	4,021.77	001	W	R
331822	RTJ RESTAURANTS, LLC	AES	4/13/2016	304.50	006	W	R
331822	RTJ RESTAURANTS, LLC	OCE	4/13/2016	21.75	006	W	R
331822	RTJ RESTAURANTS, LLC	OCE	4/13/2016	488.00	006	W	R
331822	RTJ RESTAURANTS, LLC	GOE	4/13/2016	449.50	006	W	R
331822	RTJ RESTAURANTS, LLC	OME	4/13/2016	507.50	006	W	R
331822	RTJ RESTAURANTS, LLC	JCE	4/13/2016	420.50	006	W	R
331822	RTJ RESTAURANTS, LLC	FTE	4/13/2016	446.75	006	W	R
331822	RTJ RESTAURANTS, LLC	CES	4/13/2016	466.25	006	W	R
331822	RTJ RESTAURANTS, LLC	HES	4/13/2016	442.25	006	W	R
331822	RTJ RESTAURANTS, LLC	SMS	4/13/2016	398.75	006	W	R
331822	RTJ RESTAURANTS, LLC	SMS	4/13/2016	311.75	006	W	R
331822	RTJ RESTAURANTS, LLC	SMS	4/13/2016	319.00	006	W	R
331822	RTJ RESTAURANTS, LLC	SMS	4/13/2016	362.50	006	W	R
331822	RTJ RESTAURANTS, LLC	OMS	4/13/2016	319.00	006	W	R
331822	RTJ RESTAURANTS, LLC	SMS	4/13/2016	319.00	006	W	R
331822	RTJ RESTAURANTS, LLC	OMS	4/13/2016	319.00	006	W	R
331822	RTJ RESTAURANTS, LLC	OMS	4/13/2016	319.00	006	W	R
331822	RTJ RESTAURANTS, LLC	BMS	4/13/2016	210.25	006	W	R
331822	RTJ RESTAURANTS, LLC	BMS	4/13/2016	217.50	006	W	R
331822	RTJ RESTAURANTS, LLC	BMS	4/13/2016	253.75	006	W	R
331822	RTJ RESTAURANTS, LLC	BMS	4/13/2016	188.50	006	W	R
331822	RTJ RESTAURANTS, LLC	OHS	4/13/2016	441.74	006	W	R
331822	RTJ RESTAURANTS, LLC	OHS	4/13/2016	348.00	006	W	R
331822	RTJ RESTAURANTS, LLC	OHS	4/13/2016	435.00	006	W	R
331822	RTJ RESTAURANTS, LLC	OHS	4/13/2016	210.25	006	W	R
331822	RTJ RESTAURANTS, LLC	OOHS	4/13/2016	326.25	006	W	R
331822	RTJ RESTAURANTS, LLC	OOHS	4/13/2016	43.50	006	W	R
331822	RTJ RESTAURANTS, LLC	OOHS	4/13/2016	239.25	006	W	R
331822	RTJ RESTAURANTS, LLC	OOHS	4/13/2016	43.50	006	W	R
331822	RTJ RESTAURANTS, LLC	OOHS	4/13/2016	319.00	006	W	R
331822	RTJ RESTAURANTS, LLC	OOHS	4/13/2016	36.25	006	W	R
331822	RTJ RESTAURANTS, LLC	OOHS	4/13/2016	311.75	006	W	R
331822	RTJ RESTAURANTS, LLC	OCE	4/13/2016	29.00	006	W	R
331823	COTTAGE INN PIZZA	Food/WRE Jan - March, 2016	4/13/2016	316.95	006	W	R
331823	COTTAGE INN PIZZA	ACE	4/13/2016	397.20	006	W	R
331823	COTTAGE INN PIZZA	SRE	4/13/2016	324.20	006	W	R

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331823	COTTAGE INN PIZZA	AES	4/13/2016	241.10	006	W	R
331823	COTTAGE INN PIZZA	WCE	4/13/2016	373.15	006	W	R
331823	COTTAGE INN PIZZA	ISE	4/13/2016	374.35	006	W	R
331823	COTTAGE INN PIZZA	GOE	4/13/2016	449.00	006	W	R
331823	COTTAGE INN PIZZA	OME	4/13/2016	494.90	006	W	R
331823	COTTAGE INN PIZZA	LTE	4/13/2016	282.20	006	W	R
331823	COTTAGE INN PIZZA	JCE	4/13/2016	413.95	006	W	R
331823	COTTAGE INN PIZZA	CES	4/13/2016	382.70	006	W	R
331823	COTTAGE INN PIZZA	HES	4/13/2016	396.10	006	W	R
331823	COTTAGE INN PIZZA	OHS	4/13/2016	1,122.70	006	W	R
331823	COTTAGE INN PIZZA	LHS	4/13/2016	1,122.35	006	W	R
331823	COTTAGE INN PIZZA	OHS	4/13/2016	748.95	006	W	R
331824	PIZZA HUT	Food/WRE Jan - March, 2016	4/13/2016	336.00	006	W	R
331824	PIZZA HUT	ACE	4/13/2016	392.00	006	W	R
331824	PIZZA HUT	AES	4/13/2016	252.00	006	W	R
331824	PIZZA HUT	OCE	4/13/2016	457.00	006	W	R
331824	PIZZA HUT	TRE	4/13/2016	406.00	006	W	R
331824	PIZZA HUT	WCE	4/13/2016	392.00	006	W	R
331824	PIZZA HUT	ISE	4/13/2016	399.00	006	W	R
331824	PIZZA HUT	LTE	4/13/2016	322.00	006	W	R
331824	PIZZA HUT	JCE	4/13/2016	413.00	006	W	R
331824	PIZZA HUT	FTE	4/13/2016	399.00	006	W	R
331824	PIZZA HUT	CES	4/13/2016	429.00	006	W	R
331824	PIZZA HUT	HES	4/13/2016	406.00	006	W	R
331824	PIZZA HUT	SMS	4/13/2016	264.00	006	W	R
331824	PIZZA HUT	SMS	4/13/2016	229.00	006	W	R
331824	PIZZA HUT	SMS	4/13/2016	355.00	006	W	R
331824	PIZZA HUT	LMS	4/13/2016	259.00	006	W	R
331824	PIZZA HUT	LMS	4/13/2016	210.00	006	W	R
331824	PIZZA HUT	LMS	4/13/2016	280.00	006	W	R
331824	PIZZA HUT	OMS	4/13/2016	318.00	006	W	R
331824	PIZZA HUT	OMS	4/13/2016	318.00	006	W	R
331824	PIZZA HUT	OMS	4/13/2016	318.00	006	W	R
331824	PIZZA HUT	HMS	4/13/2016	231.00	006	W	R
331824	PIZZA HUT	HMS	4/13/2016	280.00	006	W	R
331824	PIZZA HUT	HMS	4/13/2016	336.00	006	W	R
331824	PIZZA HUT	BMS	4/13/2016	277.00	006	W	R
331824	PIZZA HUT	BMS	4/13/2016	271.00	006	W	R
331824	PIZZA HUT	BMS	4/13/2016	270.00	006	W	R
331825	OHSpra	April 2016 OHSpra Conference	4/13/2016	385.00	001	W	R
331826	ACORN DISTRIBUTORS	CUSTODIAL SUPPLIES	4/14/2016	73.32	001	W	R
331826	ACORN DISTRIBUTORS	CUSTODIAL SUPPLIES	4/14/2016	56.70	001	W	R
331827	AMERIPRIDE LINEN & APPAREL	UNIFORM RENTALS	4/14/2016	269.12	001	W	R
331827	AMERIPRIDE LINEN & APPAREL	UNIFORM RENTALS	4/14/2016	272.82	001	W	R
331827	AMERIPRIDE LINEN & APPAREL	UNIFORM RENTALS	4/14/2016	352.85	001	W	R
331827	AMERIPRIDE LINEN & APPAREL	UNIFORM RENTALS	4/14/2016	276.15	001	W	R
331828	BATTERIES PLUS	CUSTODIAL SUPPLIES	4/14/2016	35.64	001	W	R
331828	BATTERIES PLUS	CUSTODIAL SUPPLIES	4/14/2016	(18.76)	001	W	R
331828	BATTERIES PLUS	CUSTODIAL SUPPLIES	4/14/2016	95.76	001	W	R
331828	BATTERIES PLUS	CUSTODIAL SUPPLIES	4/14/2016	94.50	001	W	R
331828	BATTERIES PLUS	CUSTODIAL SUPPLIES	4/14/2016	94.50	001	W	R
331828	BATTERIES PLUS	CUSTODIAL SUPPLIES	4/14/2016	94.50	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	164.20	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	1,113.31	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	981.67	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	623.89	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	120.19	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	979.79	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	1,107.81	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	894.32	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	778.99	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	528.26	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	383.49	001	W	R
331829	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/14/2016	298.75	001	W	R
331830	DELAWARE MOTIVE PARTS	CUSTODIAL SUPPLIES	4/14/2016	39.98	001	W	R
331830	DELAWARE MOTIVE PARTS	CUSTODIAL SUPPLIES	4/14/2016	168.23	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	1,450.84	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	486.46	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	436.90	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	892.90	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	487.79	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	412.90	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	44.00	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	930.31	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	417.47	001	W	R
331831	HP PRODUCTS	CUSTODIAL SUPPLIES	4/14/2016	66.20	001	W	R
331832	INTERIOR SUPPLY CO.	CUSTODIAL SUPPLIES	4/14/2016	-	001	W	V
331832	INTERIOR SUPPLY CO.	CUSTODIAL SUPPLIES	4/14/2016	-	001	W	V
331833	UNISAN, LLC.	CUSTODIAL SUPPLIES	4/14/2016	223.38	001	W	R

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331833	UNISAN, LLC.	CUSTODIAL SUPPLIES	4/14/2016	1,229.15	001	W	R
331833	UNISAN, LLC.	CUSTODIAL SUPPLIES	4/14/2016	245.82	001	W	R
331834	REES, MIKE	STUDENT INCENTIVES AND	4/14/2016	175.00	300	W	R
331835	D'AMATO, DORA	FOOD AND CLASSROOM SUPPLIES	4/14/2016	300.00	200	W	R
331836	ADVANCED TURF SOLUTIONS	Grounds Supplies D/W	4/14/2016	9,551.25	001	W	R
331836	ADVANCED TURF SOLUTIONS	Grounds Supplies D/W	4/14/2016	2,703.20	001	W	R
331836	ADVANCED TURF SOLUTIONS	Grounds Supplies D/W	4/14/2016	12,232.80	001	W	R
331836	ADVANCED TURF SOLUTIONS	Grounds Supplies D/W	4/14/2016	308.00	001	W	R
331837	ALARMAX DISTRIBUTORS, INC.	Parts D/W	4/14/2016	2,218.60	001	W	R
331838	AMERICAN ELECTRIC MOTOR SERVIC	Parts D/W	4/14/2016	1,040.59	001	W	R
331838	AMERICAN ELECTRIC MOTOR SERVIC	Parts D/W	4/14/2016	488.41	001	W	R
331838	AMERICAN ELECTRIC MOTOR SERVIC	Parts D/W	4/14/2016	531.14	001	W	R
331838	AMERICAN ELECTRIC MOTOR SERVIC	Parts D/W	4/14/2016	157.97	001	W	R
331839	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/14/2016	38.44	001	W	R
331839	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/14/2016	29.75	001	W	R
331839	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/14/2016	29.75	001	W	R
331839	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/14/2016	39.64	001	W	R
331839	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/14/2016	29.75	001	W	R
331839	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/14/2016	38.44	001	W	R
331840	ATECH FIRE AND SECURITY	Repairs & Maintenance D/W	4/14/2016	888.63	001	W	R
331841	BATTERIES PLUS	Parts D/W	4/14/2016	111.93	001	W	R
331841	BATTERIES PLUS	Parts D/W	4/14/2016	44.95	001	W	R
331841	BATTERIES PLUS	Parts D/W	4/14/2016	17.99	001	W	R
331841	BATTERIES PLUS	Parts D/W	4/14/2016	143.92	001	W	R
331841	BATTERIES PLUS	Parts D/W	4/14/2016	107.94	001	W	R
331841	BATTERIES PLUS	Parts D/W	4/14/2016	72.95	001	W	R
331842	BEST ONE TIRE & SERVICE CTR	Parts D/W	4/14/2016	925.82	001	W	R
331843	CITY ELECTRIC SUPPLY CO.	Parts D/W	4/14/2016	16.56	001	W	R
331844	CHUCK'S SEPTIC TAN SEWER AND	Repairs & Maintenance D/W	4/14/2016	400.00	001	W	R
331845	COLUMBUS TEMPERATURE CONTROL	Parts D/W	4/14/2016	485.74	001	W	R
331846	DELAWARE MOTIVE PARTS	Parts D/W	4/14/2016	41.48	001	W	R
331847	OHIO DEPT OF COMMERCE	State Inspections D/W	4/14/2016	75.00	001	W	R
331848	Dayton Appliance Parts Co.	Parts D/W	4/14/2016	36.05	001	W	R
331849	EVOLUTION AG, LLC	Parts D/W	4/14/2016	244.56	001	W	R
331850	EQUIPARTS CORP	Parts D/W	4/14/2016	444.08	001	W	R
331850	EQUIPARTS CORP	Parts D/W	4/14/2016	321.75	001	W	R
331851	EASTWAY SUPPLIES, INC.	Parts D/W	4/14/2016	842.40	001	W	R
331852	FARNHAM EQUIP. CO.	Repairs & Maintenance D/W	4/14/2016	420.00	001	W	R
331853	GOLDEN BEAR LOCK&SAFE	Parts D/W	4/14/2016	296.40	001	W	R
331853	GOLDEN BEAR LOCK&SAFE	Parts D/W	4/14/2016	164.75	001	W	R
331853	GOLDEN BEAR LOCK&SAFE	Parts D/W	4/14/2016	446.20	001	W	R
331853	GOLDEN BEAR LOCK&SAFE	Parts D/W	4/14/2016	443.00	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	4.64	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	46.92	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	101.52	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	87.00	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	35.15	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	1,044.12	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	35.15	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	387.94	001	W	R
331854	GRAINGER, INC.	Parts D/W	4/14/2016	150.04	001	W	R
331855	GRAYBAR	Parts D/W	4/14/2016	466.26	001	W	R
331855	GRAYBAR	Parts D/W	4/14/2016	314.68	001	W	R
331855	GRAYBAR	Parts D/W	4/14/2016	151.79	001	W	R
331855	GRAYBAR	Parts D/W	4/14/2016	93.77	001	W	R
331855	GRAYBAR	Parts D/W	4/14/2016	1,043.70	001	W	R
331856	HENDERSON TRUCKING CO.	Parts D/W	4/14/2016	331.03	001	W	R
331857	HOSHIZAKI NORTH CENTRAL	Parts D/W	4/14/2016	40.43	001	W	R
331857	HOSHIZAKI NORTH CENTRAL	Parts D/W	4/14/2016	183.12	001	W	R
331858	KIMBALL MIDWEST	Parts D/W	4/14/2016	169.67	001	W	R
331858	KIMBALL MIDWEST	Parts D/W	4/14/2016	67.07	001	W	R
331858	KIMBALL MIDWEST	Parts D/W	4/14/2016	115.35	001	W	R
331858	KIMBALL MIDWEST	Parts D/W	4/14/2016	(16.05)	001	W	R
331858	KIMBALL MIDWEST	Parts D/W	4/14/2016	372.66	001	W	R
331859	LOEB ELECTRIC	Parts D/W	4/14/2016	211.36	001	W	R
331859	LOEB ELECTRIC	Parts D/W	4/14/2016	140.91	001	W	R
331860	MATHESON TRI-GAS INC	Parts D/W	4/14/2016	207.86	001	W	R
331861	MENARDS INC	Parts D/W	4/14/2016	120.48	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	129.33	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	26.81	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	25.44	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	32.64	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	17.94	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	33.58	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	8.88	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	13.99	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	14.82	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	8.87	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	30.52	001	W	W

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331861	MENARDS INC	Parts D/W	4/14/2016	15.34	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	48.45	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	374.85	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	196.83	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	10.96	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	8.27	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	25.66	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	69.07	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	36.27	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	8.92	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	28.72	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	31.70	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	7.41	001	W	W
331861	MENARDS INC	Parts D/W	4/14/2016	78.55	001	W	W
331862	NORWOOD HARDWARE & SUPPLY	Parts D/W	4/14/2016	544.00	001	W	R
331862	NORWOOD HARDWARE & SUPPLY	Parts D/W	4/14/2016	510.90	001	W	R
331862	NORWOOD HARDWARE & SUPPLY	Parts D/W	4/14/2016	210.00	001	W	R
331862	NORWOOD HARDWARE & SUPPLY	Parts D/W	4/14/2016	184.00	001	W	R
331863	OHIO CAT	Parts D/W	4/14/2016	98.76	001	W	R
331864	PROGRESS SUPPLY COMPANY	Parts D/W	4/14/2016	162.96	001	W	R
331865	PIONEER MANUFACTURING	Grounds Supplies D/W	4/14/2016	4,252.50	001	W	R
331865	PIONEER MANUFACTURING	Grounds Supplies D/W	4/14/2016	387.00	001	W	R
331866	RAIN ONE, INC.	Professional & Technical	4/14/2016	141.00	001	W	R
331867	ROJEN COMPANY INC.	Parts D/W	4/14/2016	484.72	001	W	R
331868	SOUTHARD SUPPLY INC.	Parts D/W	4/14/2016	774.00	001	W	R
331868	SOUTHARD SUPPLY INC.	Parts D/W	4/14/2016	253.20	001	W	R
331868	SOUTHARD SUPPLY INC.	Parts D/W	4/14/2016	394.87	001	W	R
331869	SCHNEIDER ELECTRIC USA, INC	Repairs & Maintenance D/W	4/14/2016	1,331.87	001	W	R
331869	SCHNEIDER ELECTRIC USA, INC	Repairs & Maintenance D/W	4/14/2016	1,940.29	001	W	R
331870	STEFFENS & SHULTZ, INC.	Parts D/W	4/14/2016	256.00	001	W	R
331871	SCHINDLER ELEVATOR CORP.	Repairs & Maintenance D/W	4/14/2016	579.05	001	W	R
331872	TRANE PARTS & SUPPLY	Parts D/W	4/14/2016	229.80	001	W	R
331873	THOMAS DOOR CONTROLS, INC.	Parts D/W	4/14/2016	198.99	001	W	R
331874	UNITED REFRIGERATION	Parts D/W	4/14/2016	171.64	001	W	R
331874	UNITED REFRIGERATION	Parts D/W	4/14/2016	34.26	001	W	R
331874	UNITED REFRIGERATION	Parts D/W	4/14/2016	1,683.33	001	W	R
331874	UNITED REFRIGERATION	Parts D/W	4/14/2016	555.94	001	W	R
331874	UNITED REFRIGERATION	Parts D/W	4/14/2016	(157.67)	001	W	R
331875	VOSS BROS. SALES	Parts D/W	4/14/2016	114.13	001	W	R
331876	WESTWATER	Parts D/W	4/14/2016	87.76	001	W	R
331876	WESTWATER	Parts D/W	4/14/2016	33.99	001	W	R
331876	WESTWATER	Parts D/W	4/14/2016	20.80	001	W	R
331876	WESTWATER	Parts D/W	4/14/2016	118.75	001	W	R
331876	WESTWATER	Parts D/W	4/14/2016	246.30	001	W	R
331876	WESTWATER	Parts D/W	4/14/2016	424.53	001	W	R
331876	WESTWATER	Parts D/W	4/14/2016	41.75	001	W	R
331877	Wells Septic and Drain	Repairs & Maintenance D/W	4/14/2016	400.00	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	12.54	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	29.41	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	33.24	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	9.94	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	42.16	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	27.86	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	59.20	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	(6.77)	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	78.99	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	32.80	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	26.94	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	26.47	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	44.87	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	26.41	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	36.22	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	19.96	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	31.56	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	34.42	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	23.82	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	9.94	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	12.80	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	59.01	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	18.30	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	8.97	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	144.07	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	64.22	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	20.77	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	33.49	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	74.25	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	1.98	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	53.94	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	99.75	001	W	R

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331878	HOME DEPOT	Parts D/W	4/14/2016	58.85	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	4.40	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	34.83	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	15.98	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	87.90	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	33.80	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	34.02	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	73.35	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	41.31	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	123.94	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	97.54	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	218.12	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	9.96	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	157.01	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	351.81	001	W	R
331878	HOME DEPOT	Parts D/W	4/14/2016	68.50	001	W	R
331878	HOME DEPOT	OPEN PO FOR MATERIALS USED BY	4/14/2016	50.71	009	W	R
331878	HOME DEPOT	TEACHING AIDS	4/14/2016	(39.97)	001	W	R
331878	HOME DEPOT	OPEN PO FOR MATERIALS USED BY	4/14/2016	242.46	009	W	R
331878	HOME DEPOT	TEACHING AIDS	4/14/2016	59.00	001	W	R
331878	HOME DEPOT	OPEN PO FOR MATERIALS USED BY	4/14/2016	16.21	009	W	R
331878	HOME DEPOT	TEACHING AIDS	4/14/2016	39.97	001	W	R
331878	HOME DEPOT	OPEN PO FOR MATERIALS USED BY	4/14/2016	56.96	009	W	R
331878	HOME DEPOT	OPEN PO FOR MATERIALS USED BY	4/14/2016	67.12	009	W	R
331878	HOME DEPOT	2ND SEMESTER STAGECRAFT	4/14/2016	2,386.47	009	W	R
331879	ROLLER, WAYNE	Boys volleyball	4/14/2016	150.00	300	W	R
331880	OHIO SCHOOLGIRLS LACROSSE ASSN	Girls lacrosse	4/14/2016	200.00	300	W	R
331881	OHSLA	Boys lacrosse	4/14/2016	200.00	300	W	R
331882	COLOA HS ASSIGNER	Boys lacrosse	4/14/2016	100.00	300	W	W
331883	BENDER, COLLEEN	Girls lacrosse	4/14/2016	58.00	300	W	W
331884	GILL, ERIC	Girls lacrosse	4/14/2016	105.00	300	W	R
331885	WHITE, DIRK	Girls lacrosse	4/14/2016	105.00	300	W	R
331886	MAYO, MARY	Girls lacrosse	4/14/2016	103.00	300	W	R
331887	LANGDON, BRETT	Girls lacrosse	4/14/2016	103.00	300	W	R
331888	LENGE, JOSEPH	Track	4/14/2016	94.00	300	W	R
331889	BELL, MICHAEL	Boys lacrosse	4/14/2016	92.00	300	W	R
331890	BENTINE, JOHN	Boys lacrosse	4/14/2016	58.00	300	W	R
331891	DOYLE, MICHAEL	Boys lacrosse	4/14/2016	92.00	300	W	R
331892	COTTER, THOMAS	Boys lacrosse	4/14/2016	58.00	300	W	R
331893	HARRIMAN, DOUG	Boys lacrosse	4/14/2016	104.00	300	W	R
331894	HENDRICKSON, DAN	Boys lacrosse	4/14/2016	58.00	300	W	W
331895	MOORE, GREGORY	Boys lacrosse	4/14/2016	104.00	300	W	R
331896	MURPHY, CHRIS	Boys lacrosse	4/14/2016	104.00	300	W	R
331897	SCHULZE, KEVIN	Boys lacrosse	4/14/2016	104.00	300	W	R
331898	SHISLER, ERIC	Boys lacrosse	4/14/2016	104.00	300	W	R
331899	BURTON, TIMOTHY	Baseball	4/14/2016	53.00	300	W	R
331900	HESS, DARIN	Baseball	4/14/2016	53.00	300	W	R
331901	OWEN, ANDREW	Baseball	4/14/2016	114.00	300	W	R
331902	ARTHURS, SHAUN	Baseball	4/14/2016	114.00	300	W	R
331903	MCCORMIC, MICHAEL	Baseball	4/14/2016	40.00	300	W	R
331904	PYKE, JOHN	Baseball	4/14/2016	40.00	300	W	W
331905	LYONS, PETE	Baseball	4/14/2016	38.00	300	W	R
331906	BEAM, DANIEL	Baseball	4/14/2016	38.00	300	W	W
331907	DAHN, RICHARD	Baseball	4/14/2016	38.00	300	W	R
331908	BIANCHI, JOHN	Baseball	4/14/2016	38.00	300	W	R
331908	BIANCHI, JOHN	Baseball	4/14/2016	25.00	300	W	R
331909	CORDI, CHRISTOPHE	Baseball	4/14/2016	25.00	300	W	R
331909	CORDI, CHRISTOPHE	Baseball	4/14/2016	25.00	300	W	R
331910	RICHARDS, BRUCE	Baseball	4/14/2016	25.00	300	W	R
331911	CLARK, CLARENCE	Baseball	4/14/2016	40.00	300	W	R
331912	HALL, JAMES	Softball	4/14/2016	60.00	300	W	W
331913	NIELSEN, JASON	Softball	4/14/2016	40.00	300	W	R
331914	SMITH, GARY	Softball	4/14/2016	25.00	300	W	W
331915	TROWBRIDGE, DAVID	Softball	4/14/2016	50.00	300	W	W
331916	WINAND, GARY	Softball	4/14/2016	50.00	300	W	R
331917	WOOD, DONALD	Softball	4/14/2016	60.00	300	W	R
331918	BARRY, JAMES	Boys volleyball	4/14/2016	35.00	300	W	R
331919	BUERGE, KEVIN	Boys volleyball	4/14/2016	50.00	300	W	R
331920	BROWN, FREDRIC	Boys volleyball	4/14/2016	65.00	300	W	W
331921	CHANDLER, MICHAEL	Boys volleyball	4/14/2016	65.00	300	W	R
331922	HAMMAR, JAMES P.	Boys volleyball	4/14/2016	65.00	300	W	R
331923	LUSHER, CHAD	Boys volleyball	4/14/2016	50.00	300	W	R
331924	PAGNANELLI, EDWARD	Boys volleyball	4/14/2016	65.00	300	W	R
331924	PAGNANELLI, EDWARD	Boys volleyball	4/14/2016	35.00	300	W	R
331925	MCCRAY, DAVID	Boys volleyball	4/14/2016	35.00	300	W	R
331926	REES, NANCY	Boys volleyball	4/14/2016	40.00	300	W	R
331927	MORRIS, RICK	Boys volleyball	4/14/2016	40.00	300	W	R
331928	BURKE, LAUREN	Girls Lacrosse	4/14/2016	25.00	300	W	R
331929	SHEALY, THOMAS	Boys Track	4/14/2016	24.75	300	W	W

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331930	SMITH, SPENCER	Boys Volleyball	4/14/2016	32.50	300	W	R
331931	OHIO SCHOOLGIRLS LACROSSE ASSN	Girls Lacrosse	4/14/2016	200.00	300	W	R
331932	BRANIGER, GREGOR	Baseball	4/14/2016	40.00	300	W	R
331933	SKOGLUND, RYAN	Baseball	4/14/2016	40.00	300	W	R
331934	ANDREWS, BART	Baseball	4/14/2016	106.00	300	W	W
331935	MOORE, SCOTT	Baseball	4/14/2016	106.00	300	W	W
331936	GERBER, KOREY	Baseball	4/14/2016	40.00	300	W	R
331937	SADIVNYCHY, DAN	Baseball	4/14/2016	40.00	300	W	W
331938	LIMA, JERRY	Baseball	4/14/2016	40.00	300	W	R
331939	MCGARRY, KEVIN	Baseball	4/14/2016	40.00	300	W	R
331940	SEYMOUR, JAMES	Baseball	4/14/2016	-	300	W	V
331941	PANEPINTO, DANIEL	Baseball	4/14/2016	53.00	300	W	R
331942	FINN, DANNY	Baseball	4/14/2016	106.00	300	W	R
331943	SPRIGGS, AARON	Baseball	4/14/2016	106.00	300	W	R
331944	PYKE, JOHN	Baseball	4/14/2016	38.00	300	W	W
331944	PYKE, JOHN	Baseball	4/14/2016	38.00	300	W	W
331945	COUGHLIN, JOHNHENRY	Baseball	4/14/2016	38.00	300	W	R
331946	BAYNUM, NATHAN	Baseball	4/14/2016	38.00	300	W	R
331947	JOHNSON, JAMES	Baseball	4/14/2016	38.00	300	W	R
331948	PULTZ, JOHN	Baseball	4/14/2016	38.00	300	W	R
331949	SOFRANKO, WILLIAM	Baseball	4/14/2016	38.00	300	W	R
331950	ANSLEY, WILLIAM JR	Baseball	4/14/2016	38.00	300	W	R
331951	POND, TIMOTHY	Baseball	4/14/2016	40.00	300	W	R
331952	LIMA, JERRY	Baseball	4/14/2016	40.00	300	W	R
331953	GOODBURN, GEORGE	Baseball	4/14/2016	38.00	300	W	R
331954	PAUL, JOHN	Baseball	4/14/2016	38.00	300	W	R
331955	BIANCHI, JOHN	Baseball	4/14/2016	20.00	300	W	R
331955	BIANCHI, JOHN	Baseball	4/14/2016	20.00	300	W	R
331956	BERKOWITZ, MARK	Baseball	4/14/2016	20.00	300	W	R
331957	CRABTREE, JERRY	Baseball	4/14/2016	26.50	300	W	W
331958	HESS, DARIN	Baseball	4/14/2016	26.50	300	W	R
331958	HESS, DARIN	Baseball	4/14/2016	20.00	300	W	R
331959	STARR, LARRY	Baseball	4/14/2016	26.50	300	W	R
331960	FINN, DANNY	Baseball	4/14/2016	26.50	300	W	R
331961	BADERTSCHER, STEVE	Softball	4/14/2016	50.00	300	W	R
331962	CONNOR, CARL	Softball	4/14/2016	25.00	300	W	R
331963	DAVIDSON, JAMES	Softball	4/14/2016	20.00	300	W	R
331964	HARDING, LEO	Softball	4/14/2016	25.00	300	W	R
331965	HUBER, DAVE	Softball	4/14/2016	25.00	300	W	R
331966	LACH, FRANK	Softball	4/14/2016	20.00	300	W	R
331966	LACH, FRANK	Softball	4/14/2016	20.00	300	W	R
331967	MIGLIORE, MICHAEL	Softball	4/14/2016	50.00	300	W	R
331968	NIELSEN, JASON	Softball	4/14/2016	60.00	300	W	R
331969	O'BRIEN, DONALD	Softball	4/14/2016	25.00	300	W	R
331970	RUSCHAU, JEREMY	Softball	4/14/2016	20.00	300	W	R
331971	SHIPP, KEVIN	Softball	4/14/2016	25.00	300	W	R
331972	WINAND, GARY	Softball	4/14/2016	20.00	300	W	R
331973	SCARDENA, FRANK	Boys Lacrosse	4/14/2016	104.00	300	W	R
331974	SMITH, CRAIG	Boys Lacrosse	4/14/2016	58.00	300	W	R
331975	CULP, KEVIN	Boys Lacrosse	4/14/2016	104.00	300	W	R
331976	WORM, CHRISTOPHER	Boys Lacrosse	4/14/2016	104.00	300	W	R
331977	DOYLE, MICHAEL	Boys Lacrosse	4/14/2016	104.00	300	W	R
331978	HENDRICKSON, DAN	Boys Lacrosse	4/14/2016	58.00	300	W	W
331979	MAYO, MARY	Boys Lacrosse	4/14/2016	105.00	300	W	R
331980	BURWELL, TRAVIS	Boys Lacrosse	4/14/2016	105.00	300	W	W
331981	CAIN, WILLIAM III	Boys Lacrosse	4/14/2016	105.00	300	W	R
331982	BICK, JIM	Boys Lacrosse	4/14/2016	105.00	300	W	W
331983	ROLLER, WAYNE	Boys Volleyball	4/14/2016	65.00	300	W	R
331984	SWARTZ, RANDY	Boys Volleyball	4/14/2016	65.00	300	W	R
331985	RAYMOND, SCOTT	Boys Track	4/14/2016	94.00	300	W	R
331986	HOLLERN, PAUL	Boys Track	4/14/2016	94.00	300	W	V
331987	NEWARK CITY SCHOOLS	BOYS TRACK	4/14/2016	75.00	300	W	R
331987	NEWARK CITY SCHOOLS	GIRLS TRACK	4/14/2016	75.00	300	W	R
331988	OLENTANGY HIGH SCHOOL	BOYS TRACK	4/14/2016	55.00	300	W	R
331988	OLENTANGY HIGH SCHOOL	GIRLS TRACK	4/14/2016	55.00	300	W	R
331989	WESTERVILLE CENTRAL HIGH SCHOO	BOYS TRACK	4/14/2016	75.00	300	W	R
331989	WESTERVILLE CENTRAL HIGH SCHOO	GIRLS TRACK	4/14/2016	75.00	300	W	R
331990	OLENTANGY LIBERTY HIGH SCHOOL	BOYS TRACK	4/14/2016	100.00	300	W	R
331990	OLENTANGY LIBERTY HIGH SCHOOL	GIRLS TRACK	4/14/2016	100.00	300	W	R
331991	MANSFIELD CITY SCHOOLS	BOYS TRACK	4/14/2016	75.00	300	W	W
331991	MANSFIELD CITY SCHOOLS	GIRLS TRACK	4/14/2016	75.00	300	W	W
331992	PICKERINGTON H.S. NORTH	BOYS TRACK	4/14/2016	125.00	300	W	W
331992	PICKERINGTON H.S. NORTH	GIRLS TRACK	4/14/2016	125.00	300	W	W
331993	HAUGH, SUSAN KAY	BOYS TRACK	4/14/2016	30.00	300	W	R
331993	HAUGH, SUSAN KAY	BOYS TRACK	4/14/2016	30.00	300	W	R
331994	FERRELL, KAREN	GIRLS LACROSSE	4/14/2016	12.50	300	W	R
331995	SWEENEY, LARRY	BOYS TRACK	4/14/2016	94.00	300	W	W
331996	BRANIGER, GREGOR	BASEBALL	4/14/2016	76.00	300	W	R
331997	ANSLEY, WILLIAM JR	BASEBALL	4/14/2016	76.00	300	W	R

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331997	ANSLEY, WILLIAM JR	BASEBALL	4/14/2016	38.00	300	W	R
331998	JAYNES, MATTHEW	BASEBALL	4/14/2016	38.00	300	W	R
331999	MILLER, GLENN	BASEBALL	4/14/2016	40.00	300	W	R
332000	SKOGLUND, RYAN	BASEBALL	4/14/2016	40.00	300	W	R
332001	FINN, DANNY	BASEBALL	4/14/2016	53.00	300	W	R
332002	BROWELL, NATHAN	BASEBALL	4/14/2016	53.00	300	W	R
332003	RILEY, RAEJENE	SOFTBALL	4/14/2016	50.00	300	W	R
332004	ZEISLER, CAROLYN	SOFTBALL	4/14/2016	50.00	300	W	W
332005	WELCH, DEBORAH	GIRLS LACROSSE	4/14/2016	60.00	300	W	W
332006	LEWIS, LENNY	GIRLS LACROSSE	4/14/2016	105.00	300	W	R
332007	GARNER, JULIE	GIRLS LACROSSE	4/14/2016	105.00	300	W	R
332008	BERGMAN, MARK	GIRLS LACROSSE	4/14/2016	60.00	300	W	R
332009	YAZROMBEK, ROBERT	Officials- baseball	4/14/2016	38.00	300	W	W
332010	TAYLOR, WILLIAM	Officials- baseball	4/14/2016	38.00	300	W	R
332011	CLARK, CLARENCE	Officials- softball	4/14/2016	38.00	300	W	R
332012	SMITH, WILLIAM J	Officials- softball	4/14/2016	38.00	300	W	R
332013	GILL, ERIC	Officials- Lacrosse	4/14/2016	45.00	300	W	R
332014	KUSAN, JOHN	Officials- girls lacrosse	4/14/2016	45.00	300	W	W
332015	BALDWIN, TOM	Softball Officials	4/14/2016	57.00	300	W	R
332016	PULTZ, JOHN	Baseball Officials	4/14/2016	57.00	300	W	R
332017	DUBLIN COFFMAN GIRLS	Girls Lacrosse	4/14/2016	150.00	300	W	W
332018	WELCH, DEBORAH	Girls lacrosse assignor	4/14/2016	50.00	300	W	W
332019	WATKINS MEMORIAL HIGH SCHOOL	Track invitational fees	4/14/2016	150.00	300	W	R
332020	HOLLERN, PAUL	Boys lacrosse officials	4/14/2016	180.00	300	W	V
332021	SCHILLING, TIM	Boys lacrosse officials	4/14/2016	90.00	300	W	R
332022	ZUBER, PENNY	Boys track officials	4/14/2016	74.00	300	W	R
332023	DEWEY, DAVE	Boys lacrosse officials	4/14/2016	90.00	300	W	R
332024	KEE, JOHN	Track Officials	4/14/2016	74.00	300	W	R
332025	CULVER, ROSEANN	Softball Officials	4/14/2016	19.00	300	W	R
332026	RUSCHAU, JEREMY	Softball Officials	4/14/2016	57.00	300	W	R
332027	NIELSEN, JASON	Softball Officials	4/14/2016	19.00	300	W	R
332028	BASMAGY, CHRISTOPHER	Baseball officials	4/14/2016	38.00	300	W	R
332029	ANSLEY, WILLIAM JR	Baseball officials	4/14/2016	38.00	300	W	R
332030	CORBETT, CHRISTOPHER	Boys Lacrosse Officials	4/14/2016	45.00	300	W	R
332031	WHITE, FRANK	Boys Lacrosse Officials	4/14/2016	45.00	300	W	R
332032	WELCH, DEBORAH	Girls Lacrosse Assignor	4/14/2016	50.00	300	W	W
332033	BLACK, LARRY	Softball Assignor	4/14/2016	100.00	300	W	R
332034	BIG WALNUT MIDDLE SCHOOL	TRACK FEES	4/14/2016	125.00	300	W	R
332035	OHIO MIDDLE SCHOOL LAX ASSOC.	BLAX FEES	4/14/2016	215.00	300	W	R
332036	DUBLIN COFFMAN GIRLS	GLAX FEES	4/14/2016	150.00	300	W	W
332037	WELCH, DEBORAH	GIRLS LAX OFFICIALS	4/14/2016	50.00	300	W	W
332038	BELL, MICHAEL	GIRLS LAX OFFICIALS	4/14/2016	90.00	300	W	R
332039	BENTINE, JOHN	GIRLS LAX OFFICIALS	4/14/2016	90.00	300	W	R
332040	CHADDOCK, ROBERT	BOYS LAX OFFICIALS	4/14/2016	90.00	300	W	R
332041	CRAWFORD, WILLIE	SOFTBALL OFFICIALS	4/14/2016	38.00	300	W	R
332041	CRAWFORD, WILLIE	SOFTBALL OFFICIALS	4/14/2016	19.00	300	W	R
332042	LINDSEY, SCOTT	SOFTBALL OFFICIALS	4/14/2016	19.00	300	W	R
332043	MOCK, KENNETH	SOFTBALL OFFICIALS	4/14/2016	57.00	300	W	R
332044	MOORE, GREGORY	BOYS LAX OFFICIALS	4/14/2016	90.00	300	W	R
332045	WALKER, L MICKEY JR	BASEBALL OFFICIALS	4/14/2016	38.00	300	W	R
332046	WINAND, GARY	SOFTBALL OFFICIALS	4/14/2016	19.00	300	W	R
332047	ABILITY MATTERS	EDUCATIONAL COSTS FOR 15-16	4/15/2016	10,223.21	516	W	R
332048	HP PRODUCTS	CUSTODIAL SUPPLIES	4/15/2016	0.02	001	W	R
332049	REPUBLIC SERVICES #046	Maintenance	4/15/2016	454.94	001	W	R
332050	SAMPSON, RANDALL	Presenters for OLSD Diversity	4/15/2016	350.00	001	W	R
332051	BHARATIYA HINDU TEMPLE	Presenters for OLSD Diversity	4/15/2016	350.00	001	W	W
332052	BEHAVIORAL SCIENCE SPECIALISTS	student services-counseling	4/15/2016	4,200.00	401	W	W
332053	TIERNEY BROTHERS, INC	Google Chrome OS management	4/15/2016	500.00	401	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	5,983.96	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	433.50	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	41.00	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	739.50	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	8,056.20	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	4,601.00	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	1,462.50	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	11,301.14	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	906.50	001	W	R
332054	SCOTT SCRIVEN LLP	ATTORNEY FEES FY 16	4/15/2016	2,500.00	001	W	R
332055	OHIO HEALTH CORP.	DISTRICT ATHLETIC TRAINERS	4/15/2016	22,500.00	001	W	R
332056	TIME WARNER CABLE	wireless service April-June	4/15/2016	335.00	401	W	R
332057	Hatch, Inc.	SEE ATTACHED DETAIL	4/15/2016	7,006.50	401	W	R
332057	Hatch, Inc.	SEE ATTACHED DETAIL	4/15/2016	4,548.25	401	W	R
332058	WALSH, CARA	Reimbursement for registration	4/15/2016	115.00	001	W	R
332059	JACKSON, ROY K. TRUSTEE	REIMBURSEMENT TO LANDLORD FOR	4/15/2016	1,777.58	001	W	R
332060	R.E.A.C.H. COMMUNICATIONS INC.	Presenters for OLSD Diversity	4/18/2016	500.00	001	W	R
332061	DELAWARE HEALTH DEPT.	ServSafe Food Managers Class	4/19/2016	150.00	006	W	R
332061	DELAWARE HEALTH DEPT.	ServSafe Food Managers Class	4/19/2016	150.00	006	W	R
332061	DELAWARE HEALTH DEPT.	ServSafe Food Managers Class	4/19/2016	150.00	006	W	R
332062	University of Notre Dame	Registration for AP Biology	4/19/2016	695.00	590	W	R

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332063	GLEASON, TINA	Start Up Petty Cash for the	4/19/2016	200.00	200	W	R
332064	POSTAGE BY PHONE RESERVE ACCT.	Please see attached coupon	4/19/2016	62.79	001	W	R
332065	Williams, Vicki	CERTIFIED MILEAGE (TRAVELING	4/20/2016	43.20	001	W	W
332066	SWARTZ, JENNA	CERTIFIED MILEAGE (TRAVELING	4/20/2016	56.43	001	W	R
332067	TAUB, KATIE	CERTIFIED MILEAGE (TRAVELING	4/20/2016	15.54	001	W	R
332068	HAYNES, SARAH	CERTIFIED MILEAGE (TRAVELING	4/20/2016	36.72	001	W	W
332069	BURFEINDT, DOROTHY	mileage reimbursement	4/20/2016	85.46	001	W	W
332070	BAHN, PATT	mileage reimbursement	4/20/2016	84.86	001	W	W
332071	SCHULTZ, CYNTHIA	PART B MILEAGE	4/20/2016	142.30	516	W	R
332072	GEORGE, KALA	SCHOOL PSYCH MILEAGE	4/20/2016	44.28	001	W	R
332073	BRANDT, ALISON	SCHOOL PSYCH MILEAGE	4/20/2016	15.93	001	W	W
332074	MCDONNELL, TOM	MILEAGE REIMBURSEMENT JAN-MAR	4/20/2016	188.46	001	W	R
332075	DEMPSEY, ED	Employee meal reimbursement	4/20/2016	25.00	001	W	W
332076	SMITH, JENNIFER	Mileage reimbursement for	4/20/2016	996.30	001	W	W
332077	Alasti, Jennifer	Transportation staff mileage	4/20/2016	9.72	001	W	W
332078	AT & T	SRES.TRES.OMES	4/20/2016	162.37	001	W	R
332079	WELLS FARGO FINANCIAL	COPIER LEASES	4/20/2016	298.29	001	W	R
332080	FRONTIER NORTH INC.	District phone services	4/20/2016	234.68	001	W	W
332081	AMERICAN ELECTRIC POWER	West Bus/Maintenance Compound	4/20/2016	91.20	001	W	R
332081	AMERICAN ELECTRIC POWER	Alum Creek	4/20/2016	5,579.82	001	W	R
332081	AMERICAN ELECTRIC POWER	Arrowhead	4/20/2016	4,665.66	001	W	R
332081	AMERICAN ELECTRIC POWER	Olentangy High School	4/20/2016	31,536.05	001	W	R
332081	AMERICAN ELECTRIC POWER	Liberty High School	4/20/2016	37,772.02	001	W	R
332081	AMERICAN ELECTRIC POWER	Food Service D/W	4/20/2016	957.04	006	W	R
332081	AMERICAN ELECTRIC POWER	West Bus/Maintenance Compound	4/20/2016	13.52	001	W	R
332081	AMERICAN ELECTRIC POWER	Tyler Run	4/20/2016	13.41	001	W	R
332081	AMERICAN ELECTRIC POWER	Cheshire	4/20/2016	4,223.85	001	W	R
332081	AMERICAN ELECTRIC POWER	Heritage	4/20/2016	4,578.28	001	W	R
332081	AMERICAN ELECTRIC POWER	Orange High School	4/20/2016	21,495.57	001	W	R
332081	AMERICAN ELECTRIC POWER	Olentangy Academy	4/20/2016	3,642.97	001	W	R
332081	AMERICAN ELECTRIC POWER	Food Service D/W	4/20/2016	489.36	006	W	R
332081	AMERICAN ELECTRIC POWER	Wyandot Run	4/20/2016	5,905.20	001	W	R
332081	AMERICAN ELECTRIC POWER	Scioto Ridge	4/20/2016	4,799.30	001	W	R
332081	AMERICAN ELECTRIC POWER	Oak Creek	4/20/2016	5,295.08	001	W	R
332081	AMERICAN ELECTRIC POWER	Tyler Run	4/20/2016	4,799.92	001	W	R
332081	AMERICAN ELECTRIC POWER	Walnut Creek	4/20/2016	5,717.51	001	W	R
332081	AMERICAN ELECTRIC POWER	Glen Oak	4/20/2016	4,997.67	001	W	R
332081	AMERICAN ELECTRIC POWER	Olentangy Meadows	4/20/2016	4,269.31	001	W	R
332081	AMERICAN ELECTRIC POWER	Shanahan Middle	4/20/2016	15,864.84	001	W	R
332081	AMERICAN ELECTRIC POWER	Liberty Middle	4/20/2016	10,332.48	001	W	R
332081	AMERICAN ELECTRIC POWER	Orange Middle	4/20/2016	10,613.08	001	W	R
332081	AMERICAN ELECTRIC POWER	Food Service D/W	4/20/2016	1,545.58	006	W	R
332082	CITY OF COLUMBUS, TREASURER	OMES Water and Sewer	4/20/2016	3,292.49	001	W	R
332082	CITY OF COLUMBUS, TREASURER	Food Service Water OMES	4/20/2016	101.83	006	W	R
332083	SMITHVILLE HIGH SCHOOL	TOURNAMENT FEES FOR 8 TEAMS	4/20/2016	250.00	200	W	W
332084	Columbus Zoological Park	1st grade field trip to the	4/20/2016	136.00	018	W	W
332085	PRODIGY STUDENT TRAVEL	FUNDRAISING (KS)	4/20/2016	94.93	200	W	R
332086	SIGN-A-RAMA	SENIOR GIFT--SIGN FOR FRONT	4/20/2016	4,347.50	200	W	R
332087	O.A.S.C.	Registration Fee	4/20/2016	480.00	200	W	R
332087	O.A.S.C.	Registrations for OASC Annual	4/20/2016	375.00	200	W	R
332088	LORMAN BUSINESS CENTER INC.	Live Webinar	4/20/2016	99.00	001	W	R
332089	LATHER, JULIE	Reimbursement for registration	4/20/2016	35.00	001	W	R
332090	Lawrence, Andrew	Adjudicator fee for OMS Solo &	4/20/2016	250.00	200	W	R
332091	Lape, Christopher	Adjudicator fee for OOMS Solo	4/20/2016	250.00	200	W	R
332092	MAGNUM PRESS	CLINIC PASSES	4/20/2016	81.25	001	W	R
332092	MAGNUM PRESS	40 pads of 75 sheets printed	4/20/2016	87.15	001	W	R
332092	MAGNUM PRESS	Printing Services	4/20/2016	153.19	001	W	R
332093	Mitchell, Shannon	Reimbursement for expenses for	4/20/2016	225.00	001	W	R
332094	META	DISTRICT FIBER CONNECTION	4/20/2016	20,693.28	001	W	R
332095	MAMAIS, JESSICA	Mileage, January - March	4/20/2016	150.55	001	W	W
332096	MAXWELL MEDALS & AWARDS	Awards	4/20/2016	537.04	300	W	R
332097	MARYSVILLE FENCE COMPANY	OOHS- Additional fencing for	4/20/2016	5,000.00	003	W	R
332098	MT BUSINESS TECHNOLOGIES, INC.	Type K Copier Staples	4/20/2016	68.00	001	W	R
332098	MT BUSINESS TECHNOLOGIES, INC.	Ricoh Type T Staple refills	4/20/2016	114.27	001	W	R
332098	MT BUSINESS TECHNOLOGIES, INC.	Shipping	4/20/2016	-	001	W	R
332098	MT BUSINESS TECHNOLOGIES, INC.	STAPLES FOR COPIERS TYPE H	4/20/2016	716.18	001	W	R
332098	MT BUSINESS TECHNOLOGIES, INC.	Staples for copiers in	4/20/2016	537.13	001	W	R
332099	NASCO	TB15105T RETRACTABLE TAPE	4/20/2016	12.80	001	W	R
332099	NASCO	SB33643T 10M TAPE MEASURE	4/20/2016	50.20	001	W	R
332099	NASCO	TB23908T COMPASS	4/20/2016	139.50	001	W	R
332099	NASCO	TB02088T PROTRACTOR	4/20/2016	5.00	001	W	R
332099	NASCO	TB17486T WOOD RULER	4/20/2016	21.15	001	W	R
332099	NASCO	TB19994T SAF T RULER	4/20/2016	17.75	001	W	R
332099	NASCO	SHIPPING	4/20/2016	-	001	W	R
332099	NASCO	TB18507T TI-30X IIS CALCULATOR	4/20/2016	130.90	001	W	R
332100	NEWBRIDGE EDUCATIONAL PUBL.	Kindergarten Common Core Money	4/20/2016	38.50	001	W	R
332100	NEWBRIDGE EDUCATIONAL PUBL.	NPJ24256 - It's on the Map	4/20/2016	79.00	001	W	R
332100	NEWBRIDGE EDUCATIONAL PUBL.	NPJ825811 - Our Sun Our	4/20/2016	77.00	001	W	R
332100	NEWBRIDGE EDUCATIONAL PUBL.	Shipping	4/20/2016	19.45	001	W	R

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332100	NEWBRIDGE EDUCATIONAL PUBL.	NPJ809670 - The Moon	4/20/2016	74.40	001	W	R
332101	OHIO DECA	6 STUDENTS AND 1 ADVISOR ROOMS	4/20/2016	3,200.00	300	W	R
332101	OHIO DECA	REGISTRATION AND HOUSING FOR	4/20/2016	10,320.00	300	W	R
332102	OHIO HIGH SCHOOL ATHLETIC	2016 OHSAA WEIGHT MANAGEMENT	4/20/2016	30.00	300	W	R
332103	PASCO SCIENTIFIC	PASCO GOCAR	4/20/2016	585.00	001	W	R
332104	PEPSI COLA BOTTLING CO.	OPEN PO FOR JAN-MAR	4/20/2016	204.00	300	W	R
332105	PHONAK	ALS SYSTEMS FOR HI OLSD	4/20/2016	2,485.39	516	W	R
332106	PIP PRINTING	2500 VISITOR BADGES	4/20/2016	281.28	001	W	R
332106	PIP PRINTING	6 LARGE CERTIFICATE MOUNTS FOR	4/20/2016	75.00	009	W	R
332107	PRUFROCK PRESS	53650-PRIMARY GRADE CHALLENGE	4/20/2016	24.95	001	W	R
332107	PRUFROCK PRESS	79750-MATH RULES GRADES 1-2	4/20/2016	19.95	001	W	R
332107	PRUFROCK PRESS	SHIPPING	4/20/2016	7.95	001	W	R
332107	PRUFROCK PRESS	Gifted Supplies.	4/20/2016	171.70	001	W	R
332107	PRUFROCK PRESS	Shipping	4/20/2016	17.17	001	W	R
332108	PORTA KLEEN	Portable toilet rental @	4/20/2016	105.00	300	W	R
332108	PORTA KLEEN	Portable toilet rental @	4/20/2016	105.00	300	W	R
332108	PORTA KLEEN	Portable toilet rental @	4/20/2016	70.00	300	W	R
332109	R. B. POWERS	352 ROSETTE 14 IN. (IND TECH)	4/20/2016	61.08	009	W	R
332109	R. B. POWERS	SET-UP CHARGE	4/20/2016	15.68	009	W	R
332109	R. B. POWERS	352 ROSETTE 14" (HS ART)	4/20/2016	366.48	009	W	R
332109	R. B. POWERS	SET UP CHARGE	4/20/2016	15.68	009	W	R
332109	R. B. POWERS	WC-6 5X7 PLAQUES (HS ART)	4/20/2016	25.00	009	W	R
332109	R. B. POWERS	ENGRAVED LETTERS ON PLAQUES	4/20/2016	29.67	009	W	R
332109	R. B. POWERS	SHIPPING	4/20/2016	30.01	009	W	R
332110	REALLY GOOD STUFF	Group colors for 6 durable	4/20/2016	83.96	018	W	R
332110	REALLY GOOD STUFF	Shipping	4/20/2016	10.95	018	W	R
332110	REALLY GOOD STUFF	3rd Grade Common Core Supplies	4/20/2016	189.90	001	W	R
332110	REALLY GOOD STUFF	Catalog #703318 - Time Number	4/20/2016	59.50	001	W	R
332110	REALLY GOOD STUFF	Catalog #704183 - Giant	4/20/2016	124.95	001	W	R
332110	REALLY GOOD STUFF	Shipping	4/20/2016	50.41	001	W	R
332110	REALLY GOOD STUFF	Gator Attack: Greater	4/20/2016	10.99	018	W	R
332110	REALLY GOOD STUFF	Measurement Memory Pond	4/20/2016	10.99	018	W	R
332110	REALLY GOOD STUFF	Go Cart Graphing	4/20/2016	10.99	018	W	R
332110	REALLY GOOD STUFF	Secret Number Search	4/20/2016	10.99	018	W	R
332110	REALLY GOOD STUFF	Shipping/Handling	4/20/2016	8.95	018	W	R
332111	RENT-A-JOHN	Portable Sanitation Units	4/20/2016	125.00	300	W	R
332111	RENT-A-JOHN	Portable Sanitation Units	4/20/2016	125.00	300	W	R
332111	RENT-A-JOHN	Portable Sanitation Units	4/20/2016	125.00	300	W	R
332111	RENT-A-JOHN	Portable Sanitation Units	4/20/2016	125.00	300	W	R
332112	ROUSH SPORTING GOODS	Footballs	4/20/2016	319.92	300	W	R
332112	ROUSH SPORTING GOODS	Mouthguards	4/20/2016	100.00	300	W	R
332112	ROUSH SPORTING GOODS	Mouthguards	4/20/2016	(50.00)	300	W	R
332113	SMITH, TROND	Mileage January - March	4/20/2016	55.08	001	W	R
332114	Stiebel, Mallory L.	Adjudicator fee for Olentangy	4/20/2016	250.00	200	W	R
332115	SULLENBERGER, ROBERT	Children's Chorus Accompanist	4/20/2016	500.00	018	W	R
332116	SAVE THE CHILDREN US NETWORK	Interact Club Donation	4/20/2016	1,000.00	200	W	W
332117	SCHOLASTIC	Supplemental Textbooks	4/20/2016	596.19	001	W	R
332117	SCHOLASTIC	Discount - Additional	4/20/2016	-	001	W	R
332117	SCHOLASTIC	Shipping	4/20/2016	53.66	001	W	R
332117	SCHOLASTIC	Supplemental Textbooks	4/20/2016	36.40	001	W	R
332117	SCHOLASTIC	Shipping	4/20/2016	3.28	001	W	R
332117	SCHOLASTIC	1st Grade Common Core -	4/20/2016	684.00	001	W	R
332117	SCHOLASTIC	Shipping	4/20/2016	61.56	001	W	R
332117	SCHOLASTIC	Amount due for book fair.	4/20/2016	155.96	018	W	R
332118	SUNBURST DIGITAL, INC.	Typing Training Subscription	4/20/2016	324.80	018	W	W
332119	SCANTRON	889-E TEST SCORING 50	4/20/2016	395.70	009	W	R
332119	SCANTRON	882-E TEST SCORING 100	4/20/2016	527.60	009	W	R
332119	SCANTRON	9702 ITEM ANALYSIS 25 PER	4/20/2016	15.00	009	W	R
332119	SCANTRON	9700 ITEM ANALYSIS 50 PER	4/20/2016	15.00	009	W	R
332119	SCANTRON	SHIPPING AND HANDLING	4/20/2016	30.46	009	W	R
332120	SCHOOL HEALTH SUPPLY	HJ90404 Tooth saver treasure	4/20/2016	23.54	001	W	R
332120	SCHOOL HEALTH SUPPLY	HJ21327 School Health Premium	4/20/2016	162.90	001	W	R
332120	SCHOOL HEALTH SUPPLY	HJ49200 School Health Baby	4/20/2016	14.36	001	W	R
332120	SCHOOL HEALTH SUPPLY	#21312 SH Gloves Vinyl M	4/20/2016	75.90	001	W	R
332120	SCHOOL HEALTH SUPPLY	32120 2x4 fabric strips	4/20/2016	5.83	001	W	R
332120	SCHOOL HEALTH SUPPLY	34105 Medique eyewash	4/20/2016	2.86	001	W	R
332120	SCHOOL HEALTH SUPPLY	21696 Gatorade paper clips	4/20/2016	10.52	001	W	R
332120	SCHOOL HEALTH SUPPLY	21209 3oz flat bottom paper	4/20/2016	40.40	001	W	R
332120	SCHOOL HEALTH SUPPLY	27541 4x4 woven sponge	4/20/2016	11.36	001	W	R
332120	SCHOOL HEALTH SUPPLY	Shipping/handling	4/20/2016	-	001	W	R
332120	SCHOOL HEALTH SUPPLY	AP13073 Oral Probe Cover	4/20/2016	90.05	001	W	R
332120	SCHOOL HEALTH SUPPLY	5% discount	4/20/2016	(13.51)	001	W	R
332120	SCHOOL HEALTH SUPPLY	21325 SH Gloves Exam Vinyl Med	4/20/2016	23.91	001	W	R
332120	SCHOOL HEALTH SUPPLY	AP21013 Pleated Paper Cup	4/20/2016	14.28	001	W	R
332120	SCHOOL HEALTH SUPPLY	AP21393 Disposable Probe	4/20/2016	53.89	001	W	R
332120	SCHOOL HEALTH SUPPLY	AP42085 Eyewash	4/20/2016	11.35	001	W	R
332120	SCHOOL HEALTH SUPPLY	AP34073 Liquid Soap	4/20/2016	19.76	001	W	R
332120	SCHOOL HEALTH SUPPLY	15% Discount	4/20/2016	-	001	W	R
332121	Sterling Paper Co.	87 Cases, Brite White 95 Vital	4/20/2016	2,350.65	001	W	R

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332121	Sterling Paper Co.	1 Carton, High Brite Aplus 17	4/20/2016	34.58	001	W	R
332121	Sterling Paper Co.	Copier Paper - see attached	4/20/2016	4,706.89	001	W	R
332121	Sterling Paper Co.	Fuel Surcharge	4/20/2016	6.00	001	W	R
332121	Sterling Paper Co.	100 CASES OF WHITE COPIER	4/20/2016	2,227.00	001	W	R
332121	Sterling Paper Co.	8 1/2" X 11"	4/20/2016	399.00	001	W	R
332121	Sterling Paper Co.	WHITE, 8 1/2 X 11 PAPER	4/20/2016	5,246.00	001	W	R
332121	Sterling Paper Co.	MP2201CY, CANARY(CRACKLING	4/20/2016	235.14	001	W	R
332121	Sterling Paper Co.	8.5 x 11 A+/Supreme Copy Paper	4/20/2016	3,644.25	001	W	R
332121	Sterling Paper Co.	8.5 x 14 Boise Copy Paper	4/20/2016	87.96	001	W	R
332121	Sterling Paper Co.	8-1/2 x 11 20# White 95 Brite	4/20/2016	1,078.00	001	W	R
332121	Sterling Paper Co.	8-1/2 x 11 20# Canary Copy	4/20/2016	117.57	001	W	R
332121	Sterling Paper Co.	8-1/2 x 11 20# Blue Bottle	4/20/2016	117.57	001	W	R
332121	Sterling Paper Co.	8-1/2 x 11 20# Salmon Copy	4/20/2016	117.57	001	W	R
332121	Sterling Paper Co.	Fuel Surcharge	4/20/2016	6.00	001	W	R
332122	STANTON'S SHEET MUSIC	PLEASE SEE ATTACHED INVOICE	4/20/2016	1,042.63	009	W	R
332123	SEDOTI, KAREN	Mileage, January - March	4/20/2016	78.52	001	W	W
332124	3D MOLECULAR DESIGNS, LLC	AASK-06 AMINO ACID STARTER KIT	4/20/2016	314.00	009	W	R
332124	3D MOLECULAR DESIGNS, LLC	FGIK-03 FLOW OF GENETIC	4/20/2016	308.00	009	W	R
332124	3D MOLECULAR DESIGNS, LLC	FGIK-01 FLOW OF GENETIC	4/20/2016	114.00	009	W	R
332124	3D MOLECULAR DESIGNS, LLC	GCCB GENETIC CODON POSTER	4/20/2016	24.00	001	W	R
332124	3D MOLECULAR DESIGNS, LLC	SHIPPING	4/20/2016	33.17	009	W	R
332125	T & L GRAPHICS	T-SHIRTS FOR DECA MEMBERS	4/20/2016	360.00	009	W	R
332125	T & L GRAPHICS	T-shirts for Diversity Club	4/20/2016	72.00	200	W	R
332125	T & L GRAPHICS	SET UP FEE	4/20/2016	20.00	200	W	R
332126	UPS	SHIPPING JAN-MAR (#1A8E29)	4/20/2016	5.35	001	W	R
332127	U.S. AWARDS INC	7" OO (2 color monogram)	4/20/2016	672.00	200	W	R
332127	U.S. AWARDS INC	Journalism Inserts	4/20/2016	57.60	200	W	R
332127	U.S. AWARDS INC	Journalism Pins	4/20/2016	35.00	200	W	R
332127	U.S. AWARDS INC	Approximate Shipping/Handling	4/20/2016	21.88	200	W	R
332128	VENTURE PUBLISHING	TEACHING AIDS MATH	4/20/2016	63.00	001	W	W
332129	WALTZ, ELIZABETH	Reimbursement for registration	4/20/2016	60.00	001	W	R
332130	Wang, Renee	Adjudicator fee for OMS Solo &	4/20/2016	250.00	200	W	R
332131	WEI, IAN	3rd quarter mileage	4/20/2016	35.10	001	W	R
332132	WELCH, DEBORAH	Check Request Lacrosse	4/20/2016	50.00	300	W	W
332133	White-Wiechart, Susan A.	Piano Accompanist Fee	4/20/2016	325.00	001	W	R
332134	WILSON LANGUAGE TRAINING	F2TWFC1 - Trick Word	4/20/2016	100.00	018	W	R
332134	WILSON LANGUAGE TRAINING	F2FUNWDC1 - Fundations word of	4/20/2016	76.00	018	W	R
332134	WILSON LANGUAGE TRAINING	SSFSK1 - Sentence and syllable	4/20/2016	116.00	018	W	R
332134	WILSON LANGUAGE TRAINING	F2PSTCS1 - Classroom poster	4/20/2016	132.00	018	W	R
332134	WILSON LANGUAGE TRAINING	MAFTL1 - Magnetic letter tiles	4/20/2016	120.00	018	W	R
332134	WILSON LANGUAGE TRAINING	F2TMAN1 - Fundations teacher's	4/20/2016	356.00	018	W	R
332134	WILSON LANGUAGE TRAINING	Shipping and Handling	4/20/2016	72.00	018	W	R
332134	WILSON LANGUAGE TRAINING	1st Grade Teaching Aids -	4/20/2016	600.00	018	W	R
332134	WILSON LANGUAGE TRAINING	Shipping	4/20/2016	48.00	018	W	R
332135	WRIGHT, DOUGLAS A	Adjudicator fee for OMS Solo &	4/20/2016	250.00	200	W	R
332136	SADLIER	3rd Grade Common Core	4/20/2016	149.95	001	W	R
332136	SADLIER	Shipping	4/20/2016	23.94	001	W	R
332137	EDUCATIONAL SERVICE CENTER	Bus driver finger printing and	4/20/2016	55.00	001	W	R
332138	UNITED CULTURES, INC	Spanish Club	4/20/2016	60.00	200	W	W
332139	COLUMBIA GAS OF OHIO	Columbia Gas January to June	4/20/2016	334.08	001	W	R
332139	COLUMBIA GAS OF OHIO	East Bus Garage	4/20/2016	251.34	001	W	R
332139	COLUMBIA GAS OF OHIO	WRES	4/20/2016	496.70	001	W	R
332139	COLUMBIA GAS OF OHIO	SRES	4/20/2016	417.26	001	W	R
332139	COLUMBIA GAS OF OHIO	TRES	4/20/2016	287.47	001	W	R
332139	COLUMBIA GAS OF OHIO	ISES	4/20/2016	394.86	001	W	R
332139	COLUMBIA GAS OF OHIO	LTES	4/20/2016	456.21	001	W	R
332139	COLUMBIA GAS OF OHIO	JCES	4/20/2016	307.54	001	W	R
332139	COLUMBIA GAS OF OHIO	SMS	4/20/2016	1,033.17	001	W	R
332139	COLUMBIA GAS OF OHIO	OLMS	4/20/2016	729.39	001	W	R
332139	COLUMBIA GAS OF OHIO	OHMS	4/20/2016	901.64	001	W	R
332139	COLUMBIA GAS OF OHIO	OBMS	4/20/2016	566.78	001	W	R
332139	COLUMBIA GAS OF OHIO	OLHS	4/20/2016	1,230.43	001	W	R
332139	COLUMBIA GAS OF OHIO	Maintenance	4/20/2016	38.02	001	W	R
332139	COLUMBIA GAS OF OHIO	Food Service for above schools	4/20/2016	123.48	006	W	R
332140	SUBURBAN NATURAL GAS	Natural Gas Jan to June 2016	4/20/2016	197.94	001	W	R
332140	SUBURBAN NATURAL GAS	Alum Creek	4/20/2016	1,429.18	001	W	R
332140	SUBURBAN NATURAL GAS	Arrowhead Elementary	4/20/2016	1,755.96	001	W	R
332140	SUBURBAN NATURAL GAS	Oak Creek	4/20/2016	1,335.43	001	W	R
332140	SUBURBAN NATURAL GAS	Walnut Creek	4/20/2016	1,124.01	001	W	R
332140	SUBURBAN NATURAL GAS	Glen Oak Elementary	4/20/2016	1,042.50	001	W	R
332140	SUBURBAN NATURAL GAS	Olentangy Meadows	4/20/2016	831.85	001	W	R
332140	SUBURBAN NATURAL GAS	Heritage	4/20/2016	1,044.83	001	W	R
332140	SUBURBAN NATURAL GAS	Orange Middle	4/20/2016	3,119.87	001	W	R
332140	SUBURBAN NATURAL GAS	Olentangy High School	4/20/2016	4,905.13	001	W	R
332140	SUBURBAN NATURAL GAS	Orange High School	4/20/2016	3,420.37	001	W	R
332140	SUBURBAN NATURAL GAS	Food Service Above Buildings	4/20/2016	480.97	006	W	R
332141	BATTERIES PLUS	Food Service Maint. misc parts	4/20/2016	18.00	006	W	R
332141	BATTERIES PLUS	Food Service Maint. misc parts	4/20/2016	15.16	006	W	R
332142	Dayton Appliance Parts Co.	Food Service Maint. misc parts	4/20/2016	8.95	006	W	R

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332143	GRAINGER, INC.	Food Service Maint. misc parts	4/20/2016	50.68	006	W	R
332144	HERITAGE FOOD SERVICE	Food Service Maint. misc parts	4/20/2016	533.88	006	W	R
332144	HERITAGE FOOD SERVICE	Food Service Maint. misc parts	4/20/2016	669.59	006	W	R
332145	MENARDS INC	Food Service Maint. misc parts	4/20/2016	1.29	006	W	W
332145	MENARDS INC	Food Service Maint. misc parts	4/20/2016	33.78	006	W	W
332145	MENARDS INC	Food Service Maint. misc parts	4/20/2016	26.26	006	W	W
332145	MENARDS INC	Food Service Maint. misc parts	4/20/2016	8.74	006	W	W
332145	MENARDS INC	Food Service Maint. misc parts	4/20/2016	32.22	006	W	W
332145	MENARDS INC	Food Service Maint. misc parts	4/20/2016	46.37	006	W	W
332145	MENARDS INC	Food Service Maint. misc parts	4/20/2016	38.97	006	W	W
332146	PROGRESS SUPPLY COMPANY	Food Service Maint. misc parts	4/20/2016	24.79	006	W	R
332147	ROJEN COMPANY INC.	Food Service Maint. misc parts	4/20/2016	296.15	006	W	W
332148	UNITED REFRIGERATION	Food Service Maint. misc parts	4/20/2016	147.00	006	W	R
332148	UNITED REFRIGERATION	Food Service Maint. misc parts	4/20/2016	26.00	006	W	R
332148	UNITED REFRIGERATION	Food Service Maint. misc parts	4/20/2016	172.53	006	W	R
332148	UNITED REFRIGERATION	Food Service Maint. misc parts	4/20/2016	162.79	006	W	R
332148	UNITED REFRIGERATION	Food Service Maint. misc parts	4/20/2016	48.15	006	W	R
332149	EKON-O-PAC	CD68NV bags	4/20/2016	856.00	006	W	R
332149	EKON-O-PAC	Blue cold tape	4/20/2016	29.60	006	W	R
332149	EKON-O-PAC	Yellow cold tape	4/20/2016	29.60	006	W	R
332149	EKON-O-PAC	Trimmer blades	4/20/2016	8.00	006	W	R
332150	SELISKAR, JENIFER	Mileage reimbursement for	4/20/2016	15.39	001	W	W
332150	SELISKAR, JENIFER	Mileage reimbursement for	4/20/2016	13.61	006	W	W
332151	BOLING, JENIFER	Mileage reimbursement for	4/20/2016	43.74	001	W	R
332152	Piper, Lisa	Mileage reimbursement for	4/20/2016	6.80	001	W	W
332153	CIOTOLA, AMY	Mileage reimbursement for	4/20/2016	51.41	001	W	R
332154	CHIRICO, JACKIE	Mileage reimbursement for	4/20/2016	40.39	001	W	R
332155	MOSTELLER, LORIE	Mileage reimbursement for	4/20/2016	17.44	001	W	R
332156	NEWLAND, SUE	Mileage reimbursement for	4/20/2016	27.38	001	W	W
332157	GLASON, CHERYL	Mileage reimbursement for	4/20/2016	8.42	001	W	R
332158	MCCAGUE, MINDY	Mileage reimbursement for	4/20/2016	12.15	001	W	W
332159	COOK, AMY	Mileage reimbursement for	4/20/2016	25.92	001	W	R
332160	DOLAN, SCHERRY	Mileage reimbursement for	4/20/2016	9.72	001	W	R
332161	SHERMAN, JODI	Mileage reimbursement for	4/20/2016	81.70	001	W	R
332162	LOOMIS, TONETTE	Mileage reimbursement for	4/20/2016	8.10	001	W	W
332163	HAVLICE, NANCY	Mileage reimbursement for	4/20/2016	10.24	001	W	R
332164	GLASON, ANDREA	Mileage reimbursement for	4/20/2016	16.20	001	W	W
332165	Dray, Anne	Mileage reimbursement for	4/20/2016	6.48	001	W	W
332166	ACKER, JACQUELINE	Mileage reimbursement for	4/20/2016	2.16	001	W	W
332167	WALKER, RONNA	Mileage reimbursement for	4/20/2016	16.42	006	W	W
332168	KAROW, ROBIN	Mileage reimbursement for	4/20/2016	5.97	006	W	W
332169	BOWER, JILL	Mileage reimbursement for	4/20/2016	8.91	006	W	W
332170	WALCZAK, KELLY	Mileage reimbursement for	4/20/2016	43.20	006	W	R
332171	RICKENS, MICHELLE	Mileage reimbursement for	4/20/2016	23.39	006	W	R
332172	ROSSITER, JULIE	Mileage reimbursement for	4/20/2016	-	001	W	W
332172	ROSSITER, JULIE	Mileage reimbursement for	4/20/2016	7.78	006	W	W
332173	OHIO DEPT. OF EDUCATION	Food/WRE Jan - March, 2016	4/20/2016	327.08	006	W	R
332173	OHIO DEPT. OF EDUCATION	ACE	4/20/2016	169.38	006	W	R
332173	OHIO DEPT. OF EDUCATION	SRE	4/20/2016	65.52	006	W	R
332173	OHIO DEPT. OF EDUCATION	AES	4/20/2016	12.57	006	W	R
332173	OHIO DEPT. OF EDUCATION	OCE	4/20/2016	162.88	006	W	R
332173	OHIO DEPT. OF EDUCATION	TRE	4/20/2016	-	006	W	R
332173	OHIO DEPT. OF EDUCATION	WCE	4/20/2016	-	006	W	R
332173	OHIO DEPT. OF EDUCATION	ISE	4/20/2016	312.92	006	W	R
332173	OHIO DEPT. OF EDUCATION	GOE	4/20/2016	294.07	006	W	R
332173	OHIO DEPT. OF EDUCATION	OME	4/20/2016	-	006	W	R
332173	OHIO DEPT. OF EDUCATION	LTE	4/20/2016	112.95	006	W	R
332173	OHIO DEPT. OF EDUCATION	JCE	4/20/2016	30.74	006	W	R
332173	OHIO DEPT. OF EDUCATION	FTE	4/20/2016	-	006	W	R
332173	OHIO DEPT. OF EDUCATION	CES	4/20/2016	232.22	006	W	R
332173	OHIO DEPT. OF EDUCATION	HES	4/20/2016	271.63	006	W	R
332173	OHIO DEPT. OF EDUCATION	SMS	4/20/2016	708.80	006	W	R
332173	OHIO DEPT. OF EDUCATION	LMS	4/20/2016	764.02	006	W	R
332173	OHIO DEPT. OF EDUCATION	OMS	4/20/2016	415.01	006	W	R
332173	OHIO DEPT. OF EDUCATION	HMS	4/20/2016	638.23	006	W	R
332173	OHIO DEPT. OF EDUCATION	BMS	4/20/2016	1,090.79	006	W	R
332173	OHIO DEPT. OF EDUCATION	OHS	4/20/2016	-	006	W	R
332173	OHIO DEPT. OF EDUCATION	LHS	4/20/2016	325.58	006	W	R
332173	OHIO DEPT. OF EDUCATION	OOHS	4/20/2016	483.89	006	W	R
332174	UNITED DAIRY, INC.	Food/WRE Jan - March, 2016	4/20/2016	127.59	006	W	R
332174	UNITED DAIRY, INC.	Food/WRE Jan - March, 2016	4/20/2016	237.81	006	W	R
332174	UNITED DAIRY, INC.	Food/WRE Jan - March, 2016	4/20/2016	281.70	006	W	R
332174	UNITED DAIRY, INC.	Food/WRE Jan - March, 2016	4/20/2016	206.86	006	W	R
332174	UNITED DAIRY, INC.	Food/ACE	4/20/2016	124.94	006	W	R
332174	UNITED DAIRY, INC.	Food/ACE	4/20/2016	249.77	006	W	R
332174	UNITED DAIRY, INC.	Food/ACE	4/20/2016	259.15	006	W	R
332174	UNITED DAIRY, INC.	Food/ACE	4/20/2016	238.20	006	W	R
332174	UNITED DAIRY, INC.	Food/SRE	4/20/2016	92.72	006	W	R
332174	UNITED DAIRY, INC.	Food/SRE	4/20/2016	252.41	006	W	R

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332174	UNITED DAIRY, INC.	Food/SRE	4/20/2016	238.50	006	W	R
332174	UNITED DAIRY, INC.	Food/SRE	4/20/2016	162.31	006	W	R
332174	UNITED DAIRY, INC.	Food/AES	4/20/2016	180.84	006	W	R
332174	UNITED DAIRY, INC.	Food/AES	4/20/2016	214.99	006	W	R
332174	UNITED DAIRY, INC.	Food/AES	4/20/2016	186.83	006	W	R
332174	UNITED DAIRY, INC.	Food/AES	4/20/2016	72.83	006	W	R
332174	UNITED DAIRY, INC.	Food/AES	4/20/2016	145.78	006	W	R
332174	UNITED DAIRY, INC.	Food/OCE	4/20/2016	186.09	006	W	R
332174	UNITED DAIRY, INC.	Food/OCE	4/20/2016	394.16	006	W	R
332174	UNITED DAIRY, INC.	Food/OCE	4/20/2016	329.07	006	W	R
332174	UNITED DAIRY, INC.	Food/OCE	4/20/2016	273.34	006	W	R
332174	UNITED DAIRY, INC.	Food/TRE	4/20/2016	134.08	006	W	R
332174	UNITED DAIRY, INC.	Food/TRE	4/20/2016	300.40	006	W	R
332174	UNITED DAIRY, INC.	Food/TRE	4/20/2016	290.72	006	W	R
332174	UNITED DAIRY, INC.	Food/TRE	4/20/2016	165.67	006	W	R
332174	UNITED DAIRY, INC.	Food/TRE	4/20/2016	6.50	006	W	R
332174	UNITED DAIRY, INC.	Food/WCE	4/20/2016	269.89	006	W	R
332174	UNITED DAIRY, INC.	Food/WCE	4/20/2016	286.39	006	W	R
332174	UNITED DAIRY, INC.	Food/WCE	4/20/2016	257.19	006	W	R
332174	UNITED DAIRY, INC.	Food/WCE	4/20/2016	133.21	006	W	R
332174	UNITED DAIRY, INC.	Food/WCE	4/20/2016	155.99	006	W	R
332174	UNITED DAIRY, INC.	Food/ISE	4/20/2016	79.21	006	W	R
332174	UNITED DAIRY, INC.	Food/ISE	4/20/2016	205.08	006	W	R
332174	UNITED DAIRY, INC.	Food/ISE	4/20/2016	204.78	006	W	R
332174	UNITED DAIRY, INC.	Food/ISE	4/20/2016	171.43	006	W	R
332174	UNITED DAIRY, INC.	Food/GOE	4/20/2016	195.88	006	W	R
332174	UNITED DAIRY, INC.	Food/GOE	4/20/2016	380.42	006	W	R
332174	UNITED DAIRY, INC.	Food/GOE	4/20/2016	393.77	006	W	R
332174	UNITED DAIRY, INC.	Food/GOE	4/20/2016	256.54	006	W	R
332174	UNITED DAIRY, INC.	Food/OME	4/20/2016	414.49	006	W	R
332174	UNITED DAIRY, INC.	Food/OME	4/20/2016	444.26	006	W	R
332174	UNITED DAIRY, INC.	Food/OME	4/20/2016	404.39	006	W	R
332174	UNITED DAIRY, INC.	Food/OME	4/20/2016	238.08	006	W	R
332174	UNITED DAIRY, INC.	Food/OME	4/20/2016	222.31	006	W	R
332174	UNITED DAIRY, INC.	Food/LTE	4/20/2016	94.47	006	W	R
332174	UNITED DAIRY, INC.	Food/LTE	4/20/2016	180.91	006	W	R
332174	UNITED DAIRY, INC.	Food/LTE	4/20/2016	197.36	006	W	R
332174	UNITED DAIRY, INC.	Food/LTE	4/20/2016	72.83	006	W	R
332174	UNITED DAIRY, INC.	Food/JCE	4/20/2016	330.62	006	W	R
332174	UNITED DAIRY, INC.	Food/JCE	4/20/2016	372.40	006	W	R
332174	UNITED DAIRY, INC.	Food/JCE	4/20/2016	310.50	006	W	R
332174	UNITED DAIRY, INC.	Food/JCE	4/20/2016	154.58	006	W	R
332174	UNITED DAIRY, INC.	Food/JCE	4/20/2016	175.99	006	W	R
332174	UNITED DAIRY, INC.	Food/FTE	4/20/2016	270.21	006	W	R
332174	UNITED DAIRY, INC.	Food/FTE	4/20/2016	241.35	006	W	R
332174	UNITED DAIRY, INC.	Food/FTE	4/20/2016	248.41	006	W	R
332174	UNITED DAIRY, INC.	Food/FTE	4/20/2016	130.91	006	W	R
332174	UNITED DAIRY, INC.	Food/FTE	4/20/2016	161.63	006	W	R
332174	UNITED DAIRY, INC.	Food/CES	4/20/2016	295.30	006	W	R
332174	UNITED DAIRY, INC.	Food/CES	4/20/2016	271.18	006	W	R
332174	UNITED DAIRY, INC.	Food/CES	4/20/2016	238.20	006	W	R
332174	UNITED DAIRY, INC.	Food/CES	4/20/2016	126.67	006	W	R
332174	UNITED DAIRY, INC.	Food/CES	4/20/2016	176.50	006	W	R
332174	UNITED DAIRY, INC.	Food/HES	4/20/2016	326.26	006	W	R
332174	UNITED DAIRY, INC.	Food/HES	4/20/2016	317.11	006	W	R
332174	UNITED DAIRY, INC.	Food/HES	4/20/2016	319.95	006	W	R
332174	UNITED DAIRY, INC.	Food/HES	4/20/2016	186.62	006	W	R
332174	UNITED DAIRY, INC.	Food/HES	4/20/2016	198.21	006	W	R
332174	UNITED DAIRY, INC.	Food/SMS	4/20/2016	559.25	006	W	R
332174	UNITED DAIRY, INC.	Food/SMS	4/20/2016	527.67	006	W	R
332174	UNITED DAIRY, INC.	Food/SMS	4/20/2016	248.52	006	W	R
332174	UNITED DAIRY, INC.	Food/SMS	4/20/2016	145.48	006	W	R
332174	UNITED DAIRY, INC.	Food/LMS	4/20/2016	181.11	006	W	R
332174	UNITED DAIRY, INC.	Food/LMS	4/20/2016	265.42	006	W	R
332174	UNITED DAIRY, INC.	Food/LMS	4/20/2016	319.52	006	W	R
332174	UNITED DAIRY, INC.	Food/LMS	4/20/2016	201.83	006	W	R
332174	UNITED DAIRY, INC.	Food/OMS	4/20/2016	456.62	006	W	R
332174	UNITED DAIRY, INC.	Food/OMS	4/20/2016	477.04	006	W	R
332174	UNITED DAIRY, INC.	Food/OMS	4/20/2016	462.59	006	W	R
332174	UNITED DAIRY, INC.	Food/OMS	4/20/2016	269.36	006	W	R
332174	UNITED DAIRY, INC.	Food/OMS	4/20/2016	197.36	006	W	R
332174	UNITED DAIRY, INC.	Food/HMS	4/20/2016	186.32	006	W	R
332174	UNITED DAIRY, INC.	Food/HMS	4/20/2016	305.66	006	W	R
332174	UNITED DAIRY, INC.	Food/HMS	4/20/2016	339.30	006	W	R
332174	UNITED DAIRY, INC.	Food/HMS	4/20/2016	218.47	006	W	R
332174	UNITED DAIRY, INC.	Food/BMS	4/20/2016	355.90	006	W	R
332174	UNITED DAIRY, INC.	Food/BMS	4/20/2016	354.36	006	W	R
332174	UNITED DAIRY, INC.	Food/BMS	4/20/2016	298.68	006	W	R
332174	UNITED DAIRY, INC.	Food/BMS	4/20/2016	139.89	006	W	R

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332174	UNITED DAIRY, INC.	Food/BMS	4/20/2016	143.73	006	W	R
332174	UNITED DAIRY, INC.	Food/OHS	4/20/2016	601.02	006	W	R
332174	UNITED DAIRY, INC.	Food/OHS	4/20/2016	567.45	006	W	R
332174	UNITED DAIRY, INC.	Food/OHS	4/20/2016	268.93	006	W	R
332174	UNITED DAIRY, INC.	Food/OHS	4/20/2016	258.07	006	W	R
332174	UNITED DAIRY, INC.	Food/LHS	4/20/2016	359.30	006	W	R
332174	UNITED DAIRY, INC.	Food/LHS	4/20/2016	592.66	006	W	R
332174	UNITED DAIRY, INC.	Food/LHS	4/20/2016	547.92	006	W	R
332174	UNITED DAIRY, INC.	Food/LHS	4/20/2016	361.64	006	W	R
332174	UNITED DAIRY, INC.	Food/OOHS	4/20/2016	570.23	006	W	R
332174	UNITED DAIRY, INC.	Food/OOHS	4/20/2016	611.07	006	W	R
332174	UNITED DAIRY, INC.	Food/OOHS	4/20/2016	612.13	006	W	R
332174	UNITED DAIRY, INC.	Food/OOHS	4/20/2016	268.14	006	W	R
332174	UNITED DAIRY, INC.	Food/OOHS	4/20/2016	319.52	006	W	R
332174	UNITED DAIRY, INC.	Food/SMS	4/20/2016	518.00	006	W	R
332174	UNITED DAIRY, INC.	Food/OHS	4/20/2016	631.49	006	W	R
332175	DONATOS PIZZA, INC.	Food/WRE Jan - March, 2016	4/20/2016	384.25	006	W	R
332175	DONATOS PIZZA, INC.	SRE	4/20/2016	348.00	006	W	R
332175	DONATOS PIZZA, INC.	TRE	4/20/2016	419.50	006	W	R
332175	DONATOS PIZZA, INC.	WCE	4/20/2016	-	006	W	R
332175	DONATOS PIZZA, INC.	ISE	4/20/2016	-	006	W	R
332175	DONATOS PIZZA, INC.	LTE	4/20/2016	290.00	006	W	R
332175	DONATOS PIZZA, INC.	LMS	4/20/2016	217.50	006	W	R
332175	DONATOS PIZZA, INC.	LMS	4/20/2016	268.25	006	W	R
332175	DONATOS PIZZA, INC.	LMS	4/20/2016	203.00	006	W	R
332175	DONATOS PIZZA, INC.	LMS	4/20/2016	282.75	006	W	R
332175	DONATOS PIZZA, INC.	HMS	4/20/2016	246.50	006	W	R
332175	DONATOS PIZZA, INC.	HMS	4/20/2016	217.50	006	W	R
332175	DONATOS PIZZA, INC.	HMS	4/20/2016	239.25	006	W	R
332175	DONATOS PIZZA, INC.	HMS	4/20/2016	239.25	006	W	R
332175	DONATOS PIZZA, INC.	LHS	4/20/2016	246.50	006	W	R
332175	DONATOS PIZZA, INC.	LHS	4/20/2016	275.50	006	W	R
332175	DONATOS PIZZA, INC.	LHS	4/20/2016	311.75	006	W	R
332175	DONATOS PIZZA, INC.	LHS	4/20/2016	261.00	006	W	R
332176	OAEP	OAEP Spring 2016 Conference	4/21/2016	210.00	001	W	W
332177	CEDAR POINT	CEDAR POINT ADMISSION TICKETS	4/21/2016	3,978.00	200	W	W
332178	BREWSTER TRAVEL	Charter Order #21020 (Cedar	4/21/2016	-	200	W	V
332179	CEDAR POINT	Cedar Point Admission Tickets	4/21/2016	4,524.00	200	W	W
332180	DAVIS, JAYME	Mileage - Guidance Counselor	4/21/2016	28.62	001	W	R
332181	WHITESIDE, JEFF	Reimbursement for expenditures	4/21/2016	296.53	200	W	R
332182	LADY PACER SOFTBALL CLUB	Registration fees- Softball	4/21/2016	100.00	300	W	W
332182	LADY PACER SOFTBALL CLUB	SOFTBALL FEES	4/21/2016	100.00	200	W	W
332183	LANGUAGE&LITERACY INTERVENTION	Literacy Intervention	4/21/2016	1,000.00	401	W	R
332184	OMEA	HS Large Group State - Out of	4/21/2016	460.00	001	W	V
332184	OMEA	Jr. High District AE	4/21/2016	135.00	001	W	V
332185	JACKSON, ROY K. TRUSTEE	MONTHLY LEASE ON GRAPHICS WAY	4/21/2016	16,756.67	001	W	R
332186	LIFETIME HOME HEALTH CARE, INC	EDUCATIONAL COSTS FOR 2 IEP	4/21/2016	1,252.50	516	W	R
332187	ACSI	Standard Testing and Scoring	4/21/2016	303.60	401	W	R
332188	EDUCATIONAL SERVICE CENTER	FY16 CONTRACTED SERVICES	4/21/2016	301,051.63	001	W	R
332189	OLENTANGY LOCAL SCHOOLS	AUXILIARY SCHOOL ADMIN. FEE	4/21/2016	8,825.66	401	W	R
332189	OLENTANGY LOCAL SCHOOLS	SAME	4/21/2016	619.42	401	W	R
332189	OLENTANGY LOCAL SCHOOLS	SAME	4/21/2016	394.40	401	W	R
332189	OLENTANGY LOCAL SCHOOLS	SAME	4/21/2016	3,966.57	401	W	R
332190	WILLOWTREE EDUC. SERVICES	student services- tutoring	4/21/2016	1,877.77	401	W	R
332191	KONICA MINOLTA BUSINESS	copier lease	4/21/2016	170.46	401	W	R
332192	CUNNINGHAM, SCOTT	JOB FAIR AT CENTRAL STATE	4/21/2016	68.04	001	W	R
332193	BREWSTER TRAVEL	Charter Order #21020 (Cedar	4/21/2016	2,905.00	200	W	R
332194	Buckeye Scientific	Microscope tune up/repair	4/21/2016	240.00	001	W	R
332194	Buckeye Scientific	Electronic balances repair	4/21/2016	180.00	001	W	R
332195	MOUNT CARMEL HEALTH SYSTEM	Wellness program-Bio	4/22/2016	11,067.90	001	W	W
332196	EQUIFAX WORKFORCE SOLUTIONS	FY 15 SERVICES/UNEMPLOYMENT	4/22/2016	804.06	001	W	R
332197	OHIO DEPARTMENT OF JOB AND	CERTIFIED UNEMPLOYMENT	4/22/2016	530.08	001	W	R
332197	OHIO DEPARTMENT OF JOB AND	CREDITS - classified	4/22/2016	(43.97)	001	W	R
332197	OHIO DEPARTMENT OF JOB AND	Transportation-Unemployment	4/22/2016	318.20	001	W	R
332198	POSTAGE BY PHONE RESERVE ACCT.	Add postage to account	4/25/2016	300.00	001	W	W
332199	Columbus Zoological Park	Fundraiser for PIC	4/25/2016	812.40	018	W	W
332200	PARISH, SHIRLEY E.	STIPEND FOR DIVERSITY CULTURE	4/25/2016	150.00	018	W	W
332201	OHIO MIDDLE SCHOOL LAX ASSOC.	Boys Lacrosse Assignor	4/25/2016	215.00	300	W	W
332202	DUBLIN COFFMAN GIRLS	Girls Lacrosse Entry Fees for	4/25/2016	150.00	300	W	W
332203	ADVENTURE EDUCATION CENTER	MD/CD EDUCATIONAL COMMUNITY	4/25/2016	500.00	516	W	R
332204	FRANKLIN COVEY	#76252 Empowerment Day	4/25/2016	740.00	018	W	W
332204	FRANKLIN COVEY	Consultant: Jennifer Williams	4/25/2016	2,600.00	018	W	W
332204	FRANKLIN COVEY	Mileage for Jennifer Williams	4/25/2016	6.48	018	W	W
332204	FRANKLIN COVEY	Shipping and Handling	4/25/2016	39.02	018	W	W
332205	QUINN, ETHAN	BBK officials	4/25/2016	75.00	300	W	W
332206	BARNES AND NOBLE	BOOK ORDER	4/25/2016	146.93	018	W	R
332206	BARNES AND NOBLE	BOOK ORDER	4/25/2016	19.99	018	W	R
332206	BARNES AND NOBLE	BOOK ORDER	4/25/2016	295.78	018	W	R
332207	Haney, Kara	Reimbursement for expenses for	4/25/2016	40.00	001	W	W

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332208	FLOURISH INTEGRATED THERAPY	EDUCATIONAL SERVICES FOR IEP	4/25/2016	127.50	516	W	W
332209	JACKSON, ANGIE	Reimbursement for registration	4/25/2016	140.00	001	W	R
332210	KIRSTEN, MEGAN	Reimbursement for registration	4/25/2016	50.00	001	W	R
332211	Undisputed Sports Group, LLC	CC/Track uniforms	4/25/2016	150.00	300	W	R
332211	Undisputed Sports Group, LLC	CC/Track uniforms	4/25/2016	425.00	300	W	R
332211	Undisputed Sports Group, LLC	CC/Track uniforms	4/25/2016	150.00	300	W	R
332211	Undisputed Sports Group, LLC	CC/Track uniforms	4/25/2016	625.00	300	W	R
332211	Undisputed Sports Group, LLC	TRACK SUPPLIES	4/25/2016	1,000.00	300	W	R
332211	Undisputed Sports Group, LLC	SUPPLIES	4/25/2016	500.00	300	W	R
332212	HOME FIELD ADVANTAGE	Baseball Supplies	4/25/2016	436.00	300	W	W
332213	HOUGHTON MIFFLIN HARCOURT	SEE ATTACHED QUOTE (Holt)	4/25/2016	180.00	001	W	R
332214	AMAZON.COM	MERCHANDISE FOR RESALE IN THE	4/25/2016	19.99	300	W	R
332214	AMAZON.COM	MERCHANDISE FOR RESALE IN THE	4/25/2016	33.94	300	W	R
332214	AMAZON.COM	AP CALCULUS BC TEXTBOOK	4/25/2016	14.96	001	W	R
332214	AMAZON.COM	LIBRARY BOOKS	4/25/2016	105.50	001	W	R
332214	AMAZON.COM	LIBRARY BOOKS	4/25/2016	10.79	001	W	R
332214	AMAZON.COM	LIBRARY BOOKS	4/25/2016	7.50	001	W	R
332214	AMAZON.COM	LIBRARY BOOKS	4/25/2016	10.22	001	W	R
332214	AMAZON.COM	LIBRARY BOOKS	4/25/2016	11.25	001	W	R
332214	AMAZON.COM	LIBRARY BOOKS	4/25/2016	14.37	001	W	R
332214	AMAZON.COM	LIBRARY BOOKS	4/25/2016	(0.29)	001	W	R
332214	AMAZON.COM	SCIENCE SUPPLIES--PLEASE SEE	4/25/2016	5.42	009	W	R
332214	AMAZON.COM	SCIENCE SUPPLIES--PLEASE SEE	4/25/2016	23.98	009	W	R
332214	AMAZON.COM	SCIENCE SUPPLIES--PLEASE SEE	4/25/2016	28.21	009	W	R
332214	AMAZON.COM	SCIENCE SUPPLIES--PLEASE SEE	4/25/2016	87.00	009	W	R
332214	AMAZON.COM	SCIENCE SUPPLIES--PLEASE SEE	4/25/2016	65.93	009	W	R
332214	AMAZON.COM	ELENCO 11" DESKTOP POLITICAL	4/25/2016	20.52	001	W	R
332214	AMAZON.COM	WORLD DECORATOR LAMINATED	4/25/2016	22.79	001	W	R
332214	AMAZON.COM	UNITED STATES NATIONAL PARKS	4/25/2016	29.99	001	W	R
332214	AMAZON.COM	MOUNT FACTORY ROLLING TV STAND	4/25/2016	118.99	001	W	R
332214	AMAZON.COM	MOUNT IT! WALL OR CEILING	4/25/2016	29.99	001	W	R
332214	AMAZON.COM	TEACHING AIDS FOR INTERVENTION	4/25/2016	6.64	001	W	R
332214	AMAZON.COM	TEACHING AIDS FOR INTERVENTION	4/25/2016	83.67	001	W	R
332214	AMAZON.COM	TEACHING AIDS FOR INTERVENTION	4/25/2016	27.42	001	W	R
332214	AMAZON.COM	TEACHING AIDS FOR INTERVENTION	4/25/2016	6.65	001	W	R
332214	AMAZON.COM	4th Grade Common Core Supplies	4/25/2016	118.42	001	W	R
332214	AMAZON.COM	Art Classroom Materials - see	4/25/2016	55.75	001	W	R
332214	AMAZON.COM	Art Classroom Materials - see	4/25/2016	149.91	001	W	R
332214	AMAZON.COM	SUPPLIES FOR THE COLOR RUN	4/25/2016	98.00	200	W	R
332214	AMAZON.COM	SUPPLIES FOR THE COLOR RUN	4/25/2016	98.00	200	W	R
332214	AMAZON.COM	SUPPLIES FOR THE COLOR RUN	4/25/2016	98.00	200	W	R
332214	AMAZON.COM	SUPPLIES FOR THE COLOR RUN	4/25/2016	98.00	200	W	R
332214	AMAZON.COM	SUPPLIES FOR THE COLOR RUN	4/25/2016	98.00	200	W	R
332214	AMAZON.COM	SUPPLIES FOR THE COLOR RUN	4/25/2016	98.00	200	W	R
332214	AMAZON.COM	SUPPLIES FOR THE COLOR RUN	4/25/2016	98.00	200	W	R
332215	AMERICAN IMPRESSIONS	Diversity Club T-shirts	4/25/2016	228.00	200	W	R
332216	American Red Cross	EDUCATIONAL HEALTH SERVICES	4/25/2016	380.00	001	W	W
332217	Arbor Scientific	CARBON DIOXIDE GAS SPECTRUM	4/25/2016	25.00	009	W	W
332217	Arbor Scientific	IODINE GAS SPECTRUM TUBE	4/25/2016	25.00	009	W	W
332217	Arbor Scientific	MERCURY VAPOR GAS SPECTRUM	4/25/2016	25.00	009	W	W
332217	Arbor Scientific	SHIPPING	4/25/2016	7.00	009	W	W
332217	Arbor Scientific	33-0140 HELICAL SPRING (LONG	4/25/2016	170.00	009	W	W
332217	Arbor Scientific	SHIPPING	4/25/2016	19.89	009	W	W
332218	ARSENALUT ASSOCIATES	Software support agreement for	4/25/2016	5,077.38	001	W	R
332219	ASIST TRANSLATION SERVICES INC	Interpreter Services for	4/25/2016	86.31	001	W	R
332219	ASIST TRANSLATION SERVICES INC	Open PO for translation	4/25/2016	100.32	001	W	R
332219	ASIST TRANSLATION SERVICES INC	Translation Services for James	4/25/2016	90.00	001	W	R
332220	BSN SPORTS	Flistatec Volleyball	4/25/2016	840.00	300	W	R
332220	BSN SPORTS	Shipping	4/25/2016	25.20	300	W	R
332221	BACKGROUND BUREAU, INC	Background Checks; January -	4/25/2016	409.00	001	W	W
332222	BAKER, KRISTIN	Principal Mileage	4/25/2016	29.43	001	W	R
332223	BAKER & TAYLOR	Open PO to Baker and Taylor	4/25/2016	767.51	009	W	R
332223	BAKER & TAYLOR	Open PO for 'replacement	4/25/2016	1,881.34	001	W	R
332224	BARNES AND NOBLE	9780671207144-THE JOHNSTOWN	4/25/2016	384.00	001	W	R
332224	BARNES AND NOBLE	9780553577129-DIARY OF A YOUNG	4/25/2016	364.23	009	W	R
332224	BARNES AND NOBLE	9780316322423-I AM MALALA: THE	4/25/2016	320.00	009	W	R
332224	BARNES AND NOBLE	978144246-THEY CALL ME A HERO:	4/25/2016	359.55	009	W	R
332224	BARNES AND NOBLE	978038574-UNBROKEN (THE YOUNG	4/25/2016	1,966.77	009	W	R
332224	BARNES AND NOBLE	DISCOUNT	4/25/2016	(188.30)	009	W	R
332224	BARNES AND NOBLE	The Giver by Lois Lowry	4/25/2016	172.56	001	W	R
332224	BARNES AND NOBLE	A Long Walk To Water	4/25/2016	146.97	001	W	R
332225	BEARD, TIM	Q3 Mileage reimbursement	4/25/2016	52.92	001	W	R
332226	BEEM'S BP DISTRIBUTING INC	Unleaded fuel for maintenance	4/25/2016	369.64	001	W	R
332226	BEEM'S BP DISTRIBUTING INC	Diesel Fuel for Transportation	4/25/2016	1,033.76	001	W	R
332226	BEEM'S BP DISTRIBUTING INC	Diesel Fuel for Transportation	4/25/2016	4,539.57	001	W	R
332226	BEEM'S BP DISTRIBUTING INC	Diesel Fuel for Transportation	4/25/2016	6,809.36	001	W	R
332226	BEEM'S BP DISTRIBUTING INC	Diesel Fuel for Transportation	4/25/2016	7,207.62	001	W	R
332226	BEEM'S BP DISTRIBUTING INC	Diesel Fuel for Transportation	4/25/2016	5,363.81	001	W	R
332226	BEEM'S BP DISTRIBUTING INC	Unleaded fuel for maintenance	4/25/2016	1,137.86	001	W	R
332226	BEEM'S BP DISTRIBUTING INC	Unleaded fuel for maintenance	4/25/2016	1,128.63	001	W	R

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332227	BENCHMARK EDUCATION COMPANY	Supplemental Text - see	4/25/2016	1,296.00	001	W	R
332227	BENCHMARK EDUCATION COMPANY	Shipping	4/25/2016	129.60	001	W	R
332227	BENCHMARK EDUCATION COMPANY	\$500 free product per Mike	4/25/2016	(500.00)	001	W	R
332227	BENCHMARK EDUCATION COMPANY	Supplemental Text - see	4/25/2016	-	001	W	R
332227	BENCHMARK EDUCATION COMPANY	ACT Now! Grade 4 Classroom Kit	4/25/2016	99.00	001	W	R
332227	BENCHMARK EDUCATION COMPANY	Shipping	4/25/2016	9.90	001	W	R
332228	BETZ, JOHN	SPRING MILEAGE	4/25/2016	38.88	300	W	W
332229	BIRD AND BULL INC.	Land Topographic and Survey	4/25/2016	12,750.00	003	W	R
332230	Blazer Manufacturing Co., Inc.	Item #1427 - 12' straight	4/25/2016	1,470.00	300	W	W
332230	Blazer Manufacturing Co., Inc.	Freight charges	4/25/2016	100.00	300	W	W
332231	BOOKSOURCE	2nd Grade Common Core - see	4/25/2016	294.12	001	W	R
332231	BOOKSOURCE	Supplemental Text - see	4/25/2016	279.68	001	W	R
332232	BGSU CAREER CENTER	BGSU Teacher Job Fair, April	4/25/2016	175.00	001	W	W
332233	BUCKEYE CERAMIC SUPPLY	Please see attached for	4/25/2016	2,719.34	009	W	R
332233	BUCKEYE CERAMIC SUPPLY	Please see attached for	4/25/2016	117.43	009	W	R
332233	BUCKEYE CERAMIC SUPPLY	Standard s105 clay	4/25/2016	165.00	009	W	R
332234	CDW-G INC.	PROJECTOR CEILING MOUNT	4/25/2016	186.00	001	W	W
332234	CDW-G INC.	PROJECTOR CEILING MOUNT	4/25/2016	289.95	001	W	W
332234	CDW-G INC.	PROJECTOR CEILING MOUNT	4/25/2016	72.00	001	W	W
332234	CDW-G INC.	PROJECTOR CEILING MOUNT	4/25/2016	309.00	001	W	W
332234	CDW-G INC.	836147 SPIDER	4/25/2016	103.00	001	W	W
332234	CDW-G INC.	836147 SPIDER	4/25/2016	-	001	W	W
332234	CDW-G INC.	422409 CEILING PLATE	4/25/2016	62.00	001	W	W
332234	CDW-G INC.	ATTN: MICHELLE	4/25/2016	-	001	W	W
332234	CDW-G INC.	#2921190	4/25/2016	72.00	001	W	W
332234	CDW-G INC.	#3190941	4/25/2016	50.00	001	W	W
332235	CANDOR	Note cards for the	4/25/2016	476.50	001	W	R
332236	CARLEX	16306 HISPANIC CANDIES	4/25/2016	84.75	009	W	W
332236	CARLEX	3006 SELENA DVD	4/25/2016	16.95	001	W	W
332236	CARLEX	1545 SELENA ACTIVITY GUIDE	4/25/2016	16.95	001	W	W
332236	CARLEX	SHIPPING	4/25/2016	17.80	009	W	W
332237	CAVALIER COACH	Class of 2016	4/25/2016	3,000.00	200	W	R
332238	CENTURY BUSINESS PRODUCTS	Poster Paper and Laminating	4/25/2016	1,196.40	001	W	R
332238	CENTURY BUSINESS PRODUCTS	Shipping	4/25/2016	118.00	001	W	R
332239	CHUBB, NATALIE	REIMBURSEMENT TO MRS. CHUBB	4/25/2016	250.77	018	W	R
332240	COMDOC, INC.	Quarterly PO Jan, Feb, March	4/25/2016	208.78	001	W	R
332240	COMDOC, INC.	SRES	4/25/2016	189.53	001	W	R
332240	COMDOC, INC.	AES	4/25/2016	314.32	001	W	R
332240	COMDOC, INC.	OCES	4/25/2016	320.95	001	W	R
332240	COMDOC, INC.	TRES	4/25/2016	195.71	001	W	R
332240	COMDOC, INC.	WCES	4/25/2016	318.91	001	W	R
332240	COMDOC, INC.	ISES	4/25/2016	257.51	001	W	R
332240	COMDOC, INC.	GOES	4/25/2016	288.42	001	W	R
332240	COMDOC, INC.	OMES	4/25/2016	323.80	001	W	R
332240	COMDOC, INC.	LTES	4/25/2016	377.21	001	W	R
332240	COMDOC, INC.	JCES	4/25/2016	169.00	001	W	R
332240	COMDOC, INC.	FTES	4/25/2016	283.97	001	W	R
332240	COMDOC, INC.	CES	4/25/2016	445.22	001	W	R
332240	COMDOC, INC.	HES	4/25/2016	342.01	001	W	R
332240	COMDOC, INC.	OSMS	4/25/2016	496.42	001	W	R
332240	COMDOC, INC.	LMS	4/25/2016	437.43	001	W	R
332240	COMDOC, INC.	OOMS	4/25/2016	396.77	001	W	R
332240	COMDOC, INC.	OHMS	4/25/2016	518.03	001	W	R
332240	COMDOC, INC.	OBMS	4/25/2016	576.51	001	W	R
332240	COMDOC, INC.	OHS	4/25/2016	648.73	001	W	R
332240	COMDOC, INC.	OLHS	4/25/2016	972.29	001	W	R
332240	COMDOC, INC.	OOHS	4/25/2016	687.61	001	W	R
332240	COMDOC, INC.	OA	4/25/2016	487.83	001	W	R
332240	COMDOC, INC.	Technology	4/25/2016	91.34	001	W	R
332240	COMDOC, INC.	Pupil Services/PreSchool	4/25/2016	64.88	001	W	R
332240	COMDOC, INC.	Treasury	4/25/2016	86.41	001	W	R
332240	COMDOC, INC.	HR	4/25/2016	34.68	001	W	R
332240	COMDOC, INC.	Curriculum	4/25/2016	12.47	001	W	R
332240	COMDOC, INC.	Data	4/25/2016	9.48	001	W	R
332240	COMDOC, INC.	Quarterly PO Jan, Feb, March	4/25/2016	317.79	001	W	R
332240	COMDOC, INC.	ACES	4/25/2016	323.44	001	W	R
332240	COMDOC, INC.	SRES	4/25/2016	223.74	001	W	R
332240	COMDOC, INC.	AES	4/25/2016	294.04	001	W	R
332240	COMDOC, INC.	OCES	4/25/2016	243.37	001	W	R
332240	COMDOC, INC.	TRES	4/25/2016	183.86	001	W	R
332240	COMDOC, INC.	WCES	4/25/2016	218.68	001	W	R
332240	COMDOC, INC.	ISES	4/25/2016	174.03	001	W	R
332240	COMDOC, INC.	GOES	4/25/2016	191.09	001	W	R
332240	COMDOC, INC.	OMES	4/25/2016	231.65	001	W	R
332240	COMDOC, INC.	LTES	4/25/2016	364.75	001	W	R
332240	COMDOC, INC.	JCES	4/25/2016	-	001	W	R
332240	COMDOC, INC.	FTES	4/25/2016	160.11	001	W	R
332240	COMDOC, INC.	CES	4/25/2016	488.66	001	W	R
332240	COMDOC, INC.	HES	4/25/2016	245.49	001	W	R

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332240	COMDOC, INC.	OSMS	4/25/2016	405.51	001	W	R
332240	COMDOC, INC.	LMS	4/25/2016	302.74	001	W	R
332240	COMDOC, INC.	OOMS	4/25/2016	300.07	001	W	R
332240	COMDOC, INC.	OHMS	4/25/2016	491.59	001	W	R
332240	COMDOC, INC.	OBMS	4/25/2016	480.03	001	W	R
332240	COMDOC, INC.	OHS	4/25/2016	308.33	001	W	R
332240	COMDOC, INC.	OLHS	4/25/2016	685.81	001	W	R
332240	COMDOC, INC.	OOHS	4/25/2016	484.29	001	W	R
332240	COMDOC, INC.	OA	4/25/2016	148.94	001	W	R
332240	COMDOC, INC.	Technology	4/25/2016	42.28	001	W	R
332240	COMDOC, INC.	Pupil Services/PreSchool	4/25/2016	63.18	001	W	R
332240	COMDOC, INC.	Treasury	4/25/2016	73.60	001	W	R
332240	COMDOC, INC.	HR	4/25/2016	29.41	001	W	R
332240	COMDOC, INC.	Curriculum	4/25/2016	18.46	001	W	R
332240	COMDOC, INC.	Data	4/25/2016	28.46	001	W	R
332241	Crozier, Debbie	MILEAGE REIUMBURSEMENT	4/25/2016	37.26	001	W	W
332242	DANITE SIGN COMPANY	Class of 2016 Senior Gift	4/25/2016	2,238.00	200	W	W
332243	DAUNER, LINDSEY	Reimbursement for expenses for	4/25/2016	25.00	001	W	R
332244	DAYTON CINCINNATI TECHNOLOGY	32 Chromebooks and charging	4/25/2016	9,974.00	018	W	W
332245	DELAWARE COUNTY SHERIFF'S OFF.	DISTRICT PAYMENT FOR 5 SCHOOL	4/25/2016	20,548.76	001	W	R
332246	DELAWARE LANES	MD/CD COMMUNITY TRIP	4/25/2016	551.25	516	W	W
332247	DELTA EDUCATION	Supplies from DELTA EDUCATION	4/25/2016	67.20	001	W	R
332247	DELTA EDUCATION	Supplies from DELTA EDUCATION	4/25/2016	17.64	001	W	R
332247	DELTA EDUCATION	9-050-0752-650 ELECTROMAGNET	4/25/2016	44.85	001	W	R
332247	DELTA EDUCATION	9-1412715-650 HAND GENERATOR	4/25/2016	47.97	001	W	R
332247	DELTA EDUCATION	9-110-8807-650 MOTOR KIT	4/25/2016	99.99	001	W	R
332247	DELTA EDUCATION	SHIPPING/HANDLING	4/25/2016	23.14	001	W	R
332248	DEMCO	Big Book Bags	4/25/2016	35.18	001	W	R
332248	DEMCO	Shipping/Handling	4/25/2016	7.95	001	W	R
332248	DEMCO	See attached for full order	4/25/2016	275.03	001	W	R
332248	DEMCO	(see attached for detail	4/25/2016	862.25	001	W	R
332248	DEMCO	Non-Glare Label Protectors 1.5	4/25/2016	31.58	018	W	R
332248	DEMCO	Imprinted Color Coded Paper	4/25/2016	11.59	018	W	R
332249	DICK BLICK ART MATERIALS	10 KIT CLASS PACK, HANDS	4/25/2016	220.77	009	W	R
332249	DICK BLICK ART MATERIALS	5LBS FLEX WAX	4/25/2016	37.65	009	W	R
332249	DICK BLICK ART MATERIALS	Art supplies needed for	4/25/2016	1,535.92	009	W	R
332249	DICK BLICK ART MATERIALS	10703-2681 STRATHMOORE	4/25/2016	61.00	009	W	R
332249	DICK BLICK ART MATERIALS	10703-2731 STRATHMOORE	4/25/2016	61.00	009	W	R
332249	DICK BLICK ART MATERIALS	10703-8401 STRATHMOORE	4/25/2016	30.50	009	W	R
332249	DICK BLICK ART MATERIALS	17184-8500 LOGAN REPLACEMENT	4/25/2016	23.53	009	W	R
332249	DICK BLICK ART MATERIALS	10059-1210 SAUNDERS WATERFORD	4/25/2016	145.74	009	W	R
332249	DICK BLICK ART MATERIALS	10059-2710 SAUNDERS WATERFORD	4/25/2016	15.08	009	W	R
332249	DICK BLICK ART MATERIALS	20528-0039 PRISMACOLOR	4/25/2016	29.09	009	W	R
332249	DICK BLICK ART MATERIALS	DISCOUNT	4/25/2016	(39.31)	009	W	R
332250	EAI EDUCATION	Words are CATegorical Book set	4/25/2016	69.49	018	W	R
332250	EAI EDUCATION	Close Reading w/ paired texts	4/25/2016	17.95	018	W	R
332250	EAI EDUCATION	IHave, Who Has? Lang Arts	4/25/2016	18.79	018	W	R
332250	EAI EDUCATION	3rd Grade Common Core Supplies	4/25/2016	163.23	001	W	R
332251	ETA hand2mind	Versatiles Classic Version 2nd	4/25/2016	-	018	W	V
332251	ETA hand2mind	Small Group Kit-2nd grade	4/25/2016	-	018	W	V
332252	A Kid Again, Inc.	DONATIONS FROM BENEFIT CONCERT	4/25/2016	1,147.60	200	W	W
332253	EDWARDS, JANE	Reimbursement for registration	4/25/2016	40.00	001	W	R
332254	EISMON, CHELSEA	MILEAGE J/F/M	4/25/2016	187.49	001	W	R
332255	ELITEFTS.COM	STUDENT FEES - PE/HEALTH	4/25/2016	56.25	009	W	W
332255	ELITEFTS.COM	A-ABAND EFS Pro stretch	4/25/2016	180.00	009	W	W
332255	ELITEFTS.COM	A-LBAND EFS Pro stretch light	4/25/2016	144.00	009	W	W
332255	ELITEFTS.COM	17% Shipping/Handling	4/25/2016	9.00	009	W	W
332256	FETTE, JACK	Mileage-Jack: Jan Feb Mar	4/25/2016	123.66	001	W	R
332257	FISHER SCIENCE EDUCATION	KNIFE EDGE CLAMPS	4/25/2016	300.51	001	W	R
332258	FLINN SCIENTIFIC INC	MODELING & MAPPING TOPOGRAPHY	4/25/2016	37.20	001	W	W
332258	FLINN SCIENTIFIC INC	10% DISCOUNT	4/25/2016	(3.72)	001	W	W
332259	FLOURISH INTEGRATED THERAPY	EDUCATIONAL SERVICES FOR IEP	4/25/2016	992.50	516	W	W
332260	FOLLETT SCHOOL SOLUTIONS, INC	Library Replacement Books -	4/25/2016	92.91	001	W	R
332261	FRANK MILLER LUMBER	STUDENT FEES - INDUSTRIAL TECH	4/25/2016	3,059.39	009	W	R
332262	FRITCH, BRUCE	Mileage report for Bruce	4/25/2016	106.92	001	W	R
332263	FROG PUBLICATIONS	Intervention Supplies	4/25/2016	84.95	001	W	W
332263	FROG PUBLICATIONS	Shipping	4/25/2016	12.74	001	W	W
332264	FUNDAMENTALS	(see attached for replacement	4/25/2016	69.55	001	W	W
332264	FUNDAMENTALS	Books needed for classroom	4/25/2016	643.36	009	W	W
332264	FUNDAMENTALS	Student Benefits:	4/25/2016	608.00	018	W	W
332265	GANDER PUBLISHING	1223266 V/V Comp. Workbooks	4/25/2016	44.95	001	W	R
332265	GANDER PUBLISHING	1223405 V/V Comp. Workbooks	4/25/2016	44.95	001	W	R
332265	GANDER PUBLISHING	1216017 V/V Stories Collection	4/25/2016	99.94	001	W	R
332265	GANDER PUBLISHING	Shipping	4/25/2016	19.00	001	W	R
332266	GILLIAM, DERRICK	Mileage report for Derrick	4/25/2016	54.54	001	W	R
332267	GLOBAL INDUSTRIAL EQUIP.	Teaching Aides - SLD	4/25/2016	378.95	001	W	W
332267	GLOBAL INDUSTRIAL EQUIP.	Shipping/Handling	4/25/2016	54.64	001	W	W
332268	GORDON, JEFF	JAN-MARCH	4/25/2016	295.38	001	W	R
332269	GRIFFITHS, ROB	MILEAGE FOR JAN-MARCH	4/25/2016	64.80	001	W	W

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332270	GROTH MUSIC	Music Classroom Materials -	4/25/2016	418.39	001	W	W
332270	GROTH MUSIC	Shipping	4/25/2016	33.47	001	W	W
332271	HALLENROSS & ASSOCIATES	Interpreter services	4/25/2016	57.00	001	W	W
332271	HALLENROSS & ASSOCIATES	INTREPRETER FOR JAN. - MARCH	4/25/2016	125.40	001	W	W
332271	HALLENROSS & ASSOCIATES	INTREPRETER FOR JAN. - MARCH	4/25/2016	235.13	001	W	W
332272	HANDWRITING WITHOUT TEARS	MEETING EXPENSES FOR HWT	4/25/2016	437.48	516	W	W
332273	HARMON, DANA	Principal Mileage	4/25/2016	58.43	001	W	W
332274	HAUGLAND LEARNING CENTER	EDUCATIONAL COSTS FOR W.	4/25/2016	5,000.00	516	W	W
332275	Hedgecoth, David	Adjudicator fee for OMS Solo &	4/25/2016	200.00	200	W	W
332276	HEINEMANN	E05362 Reader's Notebooks K-2,	4/25/2016	315.00	572	W	R
332276	HEINEMANN	shipping	4/25/2016	31.50	572	W	R
332276	HEINEMANN	EO2776 B.A. System 1, 2nd	4/25/2016	2,716.00	018	W	R
332276	HEINEMANN	EO2796 B.A. System 2, 2nd	4/25/2016	2,328.00	018	W	R
332276	HEINEMANN	Shipping and Handling	4/25/2016	453.96	018	W	R
332277	HOME FIELD ADVANTAGE	"CHARLOTTE'W WEB" tee-shirts	4/25/2016	330.00	200	W	W
332278	IBM	IBM SPSS Statistics Base	4/25/2016	215.20	001	W	R
332278	IBM	IBM SPSS Regression	4/25/2016	119.20	001	W	R
332278	IBM	IBM SPSS Advanced Statistics	4/25/2016	119.20	001	W	R
332279	US TOGETHER, INC.	ASL INTERPRETING FOR HEARING	4/25/2016	360.00	516	W	R
332280	JEAN/NSPA	NSPA Membership Renewal and	4/25/2016	189.00	200	W	W
332281	J.W. PEPPER	Open PO for Sheet Music for	4/25/2016	607.99	001	W	R
332281	J.W. PEPPER	Open PO for Sheet Music for	4/25/2016	39.90	001	W	R
332282	JOSTENS	Interact Club	4/25/2016	104.52	200	W	R
332282	JOSTENS	STATE OF OHIO HONOR SEALS	4/25/2016	130.00	009	W	R
332282	JOSTENS	SHIPPING	4/25/2016	7.93	009	W	R
332282	JOSTENS	DOUBLE GOLD CORDS (HONORS)	4/25/2016	202.15	009	W	R
332282	JOSTENS	Class of 2016 Graduation	4/25/2016	846.46	009	W	R
332283	JOSTEN'S MARKETING SERVICE	DIPLOMAS--NO NAMES--DATES AND	4/25/2016	26.10	009	W	R
332283	JOSTEN'S MARKETING SERVICE	SHIPPING	4/25/2016	10.19	009	W	R
332284	JUNIOR STATE OF AMERICA	JSA SPRING STATE REGISTRATION	4/25/2016	1,305.00	200	W	W
332285	DeJONG-RICHTER	2015-2016 District Enrollment	4/25/2016	1,875.00	001	W	W
332286	Keck, Rebecca L.	Adjudicator fee for Olentangy	4/25/2016	200.00	200	W	R
332287	KENNEY, JEANETTE	3rd quarter mileage	4/25/2016	77.76	001	W	R
332288	KIDS DISCOVER MAGAZINE	(Set of 10) The Maya Books,	4/25/2016	39.90	018	W	W
332288	KIDS DISCOVER MAGAZINE	(Set of 10) Inca Books, F15091	4/25/2016	39.90	018	W	W
332288	KIDS DISCOVER MAGAZINE	Native America Books, F15052	4/25/2016	19.96	018	W	W
332288	KIDS DISCOVER MAGAZINE	Shipping	4/25/2016	9.98	018	W	W
332289	KWIK KOPY	90 NOTE PADS, 50 SHEETS EACH	4/25/2016	189.00	001	W	W
332290	SLAVINSKI, JOHN	Consultant Fee (Pay \$625/month	4/25/2016	500.00	300	W	W
332291	RECREATION UNLIMITED	12 STUDENTS	4/25/2016	1,090.38	200	W	R
332291	RECREATION UNLIMITED	-12 STUDENTS	4/25/2016	1,272.18	200	W	R
332292	Ruffing, Mitchell	MEDICAL MUTUAL SCHOLARSHIP	4/27/2016	500.00	018	W	W
332293	Davidson College	Registration for AP Chemistry	4/27/2016	600.00	590	W	W
332294	SCHOOL SPECIALTY, INC.	Student Fee Purchases Art -	4/27/2016	1,722.84	009	W	W
332294	SCHOOL SPECIALTY, INC.	Student Fee Purchases Art -	4/27/2016	22.08	009	W	W
332294	SCHOOL SPECIALTY, INC.	Student Fee Purchases Art -	4/27/2016	92.90	009	W	W
332294	SCHOOL SPECIALTY, INC.	9-0894471-443 COMPASS PENCILS	4/27/2016	7.14	001	W	W
332294	SCHOOL SPECIALTY, INC.	9-085482-443 30"X1000' PAPER	4/27/2016	87.08	001	W	W
332294	SCHOOL SPECIALTY, INC.	Abilitations Cozy Shades 54x24	4/27/2016	34.44	001	W	W
332294	SCHOOL SPECIALTY, INC.	Abilitations Cozy Shades 54x24	4/27/2016	34.44	001	W	W
332294	SCHOOL SPECIALTY, INC.	Shipping/handling	4/27/2016	-	001	W	W
332294	SCHOOL SPECIALTY, INC.	4th Grade Classroom Supplies -	4/27/2016	102.04	001	W	W
332294	SCHOOL SPECIALTY, INC.	Kindergarten Classroom	4/27/2016	41.47	001	W	W
332294	SCHOOL SPECIALTY, INC.	Kindergarten Classroom	4/27/2016	258.21	001	W	W
332294	SCHOOL SPECIALTY, INC.	PE Supplies	4/27/2016	3.70	001	W	W
332294	SCHOOL SPECIALTY, INC.	#009692 - Bowling Pin Set	4/27/2016	66.75	001	W	W
332294	SCHOOL SPECIALTY, INC.	#1282641 - Scooter Connect -	4/27/2016	132.26	001	W	W
332294	SCHOOL SPECIALTY, INC.	#014820 - Blind folds	4/27/2016	24.69	001	W	W
332294	SCHOOL SPECIALTY, INC.	Student Fee Purchases.	4/27/2016	16.50	009	W	W
332294	SCHOOL SPECIALTY, INC.	Student Fee Purchases.	4/27/2016	352.39	009	W	W
332294	SCHOOL SPECIALTY, INC.	Student Fee Purchases.	4/27/2016	5.00	009	W	W
332294	SCHOOL SPECIALTY, INC.	Student Fee Purchases.	4/27/2016	22.00	009	W	W
332294	SCHOOL SPECIALTY, INC.	Please see attached order	4/27/2016	198.44	009	W	W
332294	SCHOOL SPECIALTY, INC.	Please see attached for item	4/27/2016	3,625.88	009	W	W
332294	SCHOOL SPECIALTY, INC.	Please see attached for item	4/27/2016	164.22	009	W	W
332294	SCHOOL SPECIALTY, INC.	Please see attached for item	4/27/2016	15.58	009	W	W
332294	SCHOOL SPECIALTY, INC.	Office supplies - see attached	4/27/2016	50.84	001	W	W
332294	SCHOOL SPECIALTY, INC.	2nd Grade Common Core Supplies	4/27/2016	221.55	001	W	W
332294	SCHOOL SPECIALTY, INC.	2nd Grade Common Core Supplies	4/27/2016	95.20	001	W	W
332294	SCHOOL SPECIALTY, INC.	Psych Supplies	4/27/2016	46.60	001	W	W
332294	SCHOOL SPECIALTY, INC.	Item #1313076 - Stack a File	4/27/2016	16.76	001	W	W
332294	SCHOOL SPECIALTY, INC.	Item #1405652 - Organizer Desk	4/27/2016	32.04	001	W	W
332294	SCHOOL SPECIALTY, INC.	Item #1401763 - stickers -	4/27/2016	10.07	001	W	W
332294	SCHOOL SPECIALTY, INC.	OT Classroom Supplies - see	4/27/2016	11.69	001	W	W
332294	SCHOOL SPECIALTY, INC.	OT Classroom Supplies - see	4/27/2016	18.78	001	W	W
332294	SCHOOL SPECIALTY, INC.	OT Classroom Supplies - see	4/27/2016	169.19	001	W	W
332294	SCHOOL SPECIALTY, INC.	Intervention Classroom	4/27/2016	59.88	001	W	W
332294	SCHOOL SPECIALTY, INC.	Intervention Classroom	4/27/2016	94.28	001	W	W
332294	SCHOOL SPECIALTY, INC.	Yellow Kraft Paper, 027291	4/27/2016	38.14	001	W	W

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332294	SCHOOL SPECIALTY, INC.	Aqua Kraft Paper, 006543	4/27/2016	71.49	001	W	W
332294	SCHOOL SPECIALTY, INC.	Dk. Blue Kraft Paper, 006258	4/27/2016	37.39	001	W	W
332294	SCHOOL SPECIALTY, INC.	Purple Kraft Paper, 006699	4/27/2016	74.74	001	W	W
332294	SCHOOL SPECIALTY, INC.	Brown Kraft Paper, 085467	4/27/2016	51.54	001	W	W
332294	SCHOOL SPECIALTY, INC.	Adhesive clips E-Z up Stikki,	4/27/2016	107.41	018	W	W
332294	SCHOOL SPECIALTY, INC.	Supply order for art room	4/27/2016	201.66	009	W	W
332294	SCHOOL SPECIALTY, INC.	Supply order for art room	4/27/2016	12.34	009	W	W
332294	SCHOOL SPECIALTY, INC.	Supply order for art room	4/27/2016	3.73	009	W	W
332294	SCHOOL SPECIALTY, INC.	Supply order for art room	4/27/2016	2.31	009	W	W
332294	SCHOOL SPECIALTY, INC.	see attached list of 4th grade	4/27/2016	62.08	001	W	W
332294	SCHOOL SPECIALTY, INC.	4th Grade Classroom Supplies -	4/27/2016	252.01	001	W	W
332294	SCHOOL SPECIALTY, INC.	067673 #5160 Labels	4/27/2016	44.90	001	W	W
332294	SCHOOL SPECIALTY, INC.	067676 #5163 Labels	4/27/2016	23.12	001	W	W
332294	SCHOOL SPECIALTY, INC.	1496461 Binder View 1" Red	4/27/2016	16.56	001	W	W
332294	SCHOOL SPECIALTY, INC.	(1467042) Unruled easel pads,	4/27/2016	38.99	001	W	W
332294	SCHOOL SPECIALTY, INC.	(008718) Crayola large	4/27/2016	51.99	001	W	W
332294	SCHOOL SPECIALTY, INC.	(1334629) Crayola color sticks	4/27/2016	64.15	001	W	W
332294	SCHOOL SPECIALTY, INC.	see attached list of KG items	4/27/2016	110.93	009	W	W
332294	SCHOOL SPECIALTY, INC.	Office Supplies	4/27/2016	177.66	001	W	W
332294	SCHOOL SPECIALTY, INC.	CLASSROOM SUPPLIES	4/27/2016	34.44	516	W	W
332294	SCHOOL SPECIALTY, INC.	CLASSROOM SUPPLIES	4/27/2016	37.68	516	W	W
332294	SCHOOL SPECIALTY, INC.	CLASSROOM SUPPLIES	4/27/2016	128.68	516	W	W
332294	SCHOOL SPECIALTY, INC.	1st Grade Classroom Supplies -	4/27/2016	105.31	001	W	W
332294	SCHOOL SPECIALTY, INC.	1st Grade Classroom Supplies -	4/27/2016	36.57	001	W	W
332294	SCHOOL SPECIALTY, INC.	1st Grade Classroom Supplies -	4/27/2016	7.40	001	W	W
332294	SCHOOL SPECIALTY, INC.	1st Grade Classroom Supplies	4/27/2016	137.89	001	W	W
332294	SCHOOL SPECIALTY, INC.	1st Grade Classroom Supplies	4/27/2016	11.65	001	W	W
332294	SCHOOL SPECIALTY, INC.	Classroom supplies, see	4/27/2016	58.16	018	W	W
332294	SCHOOL SPECIALTY, INC.	Classroom supplies, see	4/27/2016	5.52	018	W	W
332294	SCHOOL SPECIALTY, INC.	Classroom supplies, see	4/27/2016	45.49	018	W	W
332294	SCHOOL SPECIALTY, INC.	Classroom supplies, see	4/27/2016	22.84	001	W	W
332294	SCHOOL SPECIALTY, INC.	Classroom supplies, see	4/27/2016	79.39	001	W	W
332294	SCHOOL SPECIALTY, INC.	Please see attached supply	4/27/2016	499.99	009	W	W
332294	SCHOOL SPECIALTY, INC.	Please see attached supply	4/27/2016	2.84	009	W	W
332294	SCHOOL SPECIALTY, INC.	Please see attached supply	4/27/2016	8.30	009	W	W
332294	SCHOOL SPECIALTY, INC.	Please see attached supply	4/27/2016	32.04	009	W	W
332294	SCHOOL SPECIALTY, INC.	Misc. office supplies	4/27/2016	18.58	001	W	W
332294	SCHOOL SPECIALTY, INC.	Misc. office supplies	4/27/2016	229.85	001	W	W
332294	SCHOOL SPECIALTY, INC.	Misc. office supplies	4/27/2016	4.54	001	W	W
332294	SCHOOL SPECIALTY, INC.	Misc. office supplies	4/27/2016	56.35	001	W	W
332294	SCHOOL SPECIALTY, INC.	Misc. office supplies	4/27/2016	684.58	001	W	W
332294	SCHOOL SPECIALTY, INC.	Intervention Supplies - see	4/27/2016	36.24	001	W	W
332294	SCHOOL SPECIALTY, INC.	Intervention Supplies - see	4/27/2016	1.68	001	W	W
332294	SCHOOL SPECIALTY, INC.	Intervention Supplies - see	4/27/2016	128.50	001	W	W
332294	SCHOOL SPECIALTY, INC.	Intervention Supplies - see	4/27/2016	14.90	001	W	W
332294	SCHOOL SPECIALTY, INC.	Intervention Supplies - see	4/27/2016	19.29	001	W	W
332294	SCHOOL SPECIALTY, INC.	Gifted Classroom Supplies	4/27/2016	3.76	001	W	W
332294	SCHOOL SPECIALTY, INC.	Gifted Classroom Supplies	4/27/2016	40.78	001	W	W
332294	SCHOOL SPECIALTY, INC.	Gifted Classroom Supplies	4/27/2016	31.71	001	W	W
332294	SCHOOL SPECIALTY, INC.	Gifted Classroom Supplies	4/27/2016	1.66	001	W	W
332294	SCHOOL SPECIALTY, INC.	Gifted Classroom Supplies	4/27/2016	21.44	001	W	W
332294	SCHOOL SPECIALTY, INC.	Art supplies / Student Fees	4/27/2016	112.23	009	W	W
332294	SCHOOL SPECIALTY, INC.	Art supplies / Student Fees	4/27/2016	26.10	009	W	W
332294	SCHOOL SPECIALTY, INC.	Art supplies / Student Fees	4/27/2016	2,613.59	009	W	W
332294	SCHOOL SPECIALTY, INC.	Art supplies / Student Fees	4/27/2016	114.88	009	W	W
332294	SCHOOL SPECIALTY, INC.	Art supplies / Student Fees	4/27/2016	272.78	009	W	W
332294	SCHOOL SPECIALTY, INC.	Art supplies / Student Fees	4/27/2016	37.93	009	W	W
332294	SCHOOL SPECIALTY, INC.	Art supplies / Student Fees	4/27/2016	887.04	009	W	W
332295	STAPLES ADVANTAGE	TA/LD - see attached	4/27/2016	6.36	001	W	W
332295	STAPLES ADVANTAGE	TA/4 - see attached	4/27/2016	62.03	001	W	W
332295	STAPLES ADVANTAGE	TA/4 - see attached	4/27/2016	17.44	001	W	W
332295	STAPLES ADVANTAGE	TA/3 - see attached	4/27/2016	30.96	001	W	W
332295	STAPLES ADVANTAGE	TA/all - see attached	4/27/2016	21.16	001	W	W
332295	STAPLES ADVANTAGE	TA/5 - see attached	4/27/2016	7.16	001	W	W
332295	STAPLES ADVANTAGE	TA/5 - see attached	4/27/2016	2.88	001	W	W
332295	STAPLES ADVANTAGE	TA/all - see attached	4/27/2016	25.92	001	W	W
332295	STAPLES ADVANTAGE	#501954 Staples Gel Stick Grip	4/27/2016	17.90	018	W	W
332295	STAPLES ADVANTAGE	#811662 Staples Heavy Duty	4/27/2016	43.18	018	W	W
332295	STAPLES ADVANTAGE	#404061 Avery Name Badge	4/27/2016	14.02	018	W	W
332295	STAPLES ADVANTAGE	#826022 Pacon Tri-fold	4/27/2016	46.96	018	W	W
332295	STAPLES ADVANTAGE	#517336 Hammermill Color Copy	4/27/2016	37.58	018	W	W
332295	STAPLES ADVANTAGE	#958849 Hammermill Color Copy	4/27/2016	25.49	018	W	W
332295	STAPLES ADVANTAGE	Fifth grade supplies	4/27/2016	183.49	001	W	W
332295	STAPLES ADVANTAGE	Fifth grade supplies	4/27/2016	3.90	001	W	W
332295	STAPLES ADVANTAGE	4th Grade Classroom Money -	4/27/2016	6.33	001	W	W
332295	STAPLES ADVANTAGE	4th Grade Classroom Money -	4/27/2016	140.38	001	W	W
332295	STAPLES ADVANTAGE	Psych Supplies - see attached	4/27/2016	77.25	001	W	W
332295	STAPLES ADVANTAGE	ELL Aids - see attached order	4/27/2016	96.58	001	W	W
332295	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/27/2016	13.39	516	W	W

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332295	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/27/2016	2.49	516	W	W
332295	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/27/2016	1.48	516	W	W
332295	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/27/2016	61.03	516	W	W
332295	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/27/2016	1.97	516	W	W
332295	STAPLES ADVANTAGE	CLASSROOM SUPPLIES	4/27/2016	(0.59)	516	W	W
332295	STAPLES ADVANTAGE	Fourth grade supply order	4/27/2016	29.99	001	W	W
332295	STAPLES ADVANTAGE	Fourth grade supply order	4/27/2016	22.58	001	W	W
332295	STAPLES ADVANTAGE	Fourth grade supply order	4/27/2016	219.15	001	W	W
332295	STAPLES ADVANTAGE	#224535 Yellow file folders	4/27/2016	22.62	001	W	W
332295	STAPLES ADVANTAGE	#573945 Staples return address	4/27/2016	15.50	001	W	W
332295	STAPLES ADVANTAGE	#490948 Staples pastels	4/27/2016	4.43	001	W	W
332295	STAPLES ADVANTAGE	STUDENT SERVICES SUPPLIES	4/27/2016	142.99	001	W	W
332295	STAPLES ADVANTAGE	STUDENT SERVICES SUPPLIES	4/27/2016	46.90	001	W	W
332295	STAPLES ADVANTAGE	Office Supplies - see order	4/27/2016	355.42	001	W	W
332295	STAPLES ADVANTAGE	Guidance Supplies - order	4/27/2016	42.54	001	W	W
332295	STAPLES ADVANTAGE	1st Grade Foundations Supplies	4/27/2016	80.19	018	W	W
332295	STAPLES ADVANTAGE	Guidance Supplies - order	4/27/2016	8.36	001	W	W
332295	STAPLES ADVANTAGE	3rd Grade Classroom Supplies -	4/27/2016	60.98	001	W	W
332295	STAPLES ADVANTAGE	3rd Grade Classroom Supplies -	4/27/2016	13.19	001	W	W
332295	STAPLES ADVANTAGE	Music Classroom Supplies - see	4/27/2016	30.51	001	W	W
332295	STAPLES ADVANTAGE	Music Classroom Supplies - see	4/27/2016	29.49	001	W	W
332295	STAPLES ADVANTAGE	Speech Supplies - see attached	4/27/2016	21.08	001	W	W
332295	STAPLES ADVANTAGE	Speech Supplies - see attached	4/27/2016	4.12	001	W	W
332295	STAPLES ADVANTAGE	Speech Supplies - see attached	4/27/2016	26.74	001	W	W
332295	STAPLES ADVANTAGE	Speech Supplies - see attached	4/27/2016	11.19	001	W	W
332295	STAPLES ADVANTAGE	Speech Supplies - see attached	4/27/2016	35.67	001	W	W
332295	STAPLES ADVANTAGE	2nd Grade Classroom Supplies -	4/27/2016	187.59	001	W	W
332295	STAPLES ADVANTAGE	2nd Grade Classroom Supplies -	4/27/2016	2.24	001	W	W
332295	STAPLES ADVANTAGE	2nd Grade Classroom Supplies -	4/27/2016	12.39	001	W	W
332295	STAPLES ADVANTAGE	Fifth grade classroom supplies	4/27/2016	144.07	001	W	W
332295	STAPLES ADVANTAGE	Kindergarten Classroom	4/27/2016	154.34	001	W	W
332295	STAPLES ADVANTAGE	Kindergarten Classroom	4/27/2016	10.19	001	W	W
332295	STAPLES ADVANTAGE	Kindergarten Classroom	4/27/2016	10.19	001	W	W
332295	STAPLES ADVANTAGE	Kindergarten Classroom	4/27/2016	10.19	001	W	W
332295	STAPLES ADVANTAGE	Kindergarten Classroom	4/27/2016	20.38	001	W	W
332295	STAPLES ADVANTAGE	Central Office Workroom/Office	4/27/2016	82.53	001	W	W
332295	STAPLES ADVANTAGE	Literacy Support Supplies -	4/27/2016	80.77	001	W	W
332295	STAPLES ADVANTAGE	Literacy Support Supplies -	4/27/2016	19.22	001	W	W
332295	STAPLES ADVANTAGE	SCIENCE SUPPLIES FOR CLASSROOM	4/27/2016	12.99	009	W	W
332295	STAPLES ADVANTAGE	SCIENCE SUPPLIES FOR CLASSROOM	4/27/2016	623.40	009	W	W
332295	STAPLES ADVANTAGE	SCIENCE SUPPLIES FOR CLASSROOM	4/27/2016	496.84	009	W	W
332295	STAPLES ADVANTAGE	SCIENCE SUPPLIES FOR CLASSROOM	4/27/2016	(571.45)	009	W	W
332295	STAPLES ADVANTAGE	SUPPLIES JAN-MAR	4/27/2016	10.88	001	W	W
332295	STAPLES ADVANTAGE	SUPPLIES JAN-MAR	4/27/2016	714.07	001	W	W
332295	STAPLES ADVANTAGE	Science teaching aids	4/27/2016	61.92	001	W	W
332295	STAPLES ADVANTAGE	SEE ATTACHED FOR SCIENCE	4/27/2016	19.99	001	W	W
332295	STAPLES ADVANTAGE	Literacy Support Classroom	4/27/2016	40.99	001	W	W
332295	STAPLES ADVANTAGE	see attached STUDENT FEE	4/27/2016	569.62	009	W	W
332295	STAPLES ADVANTAGE	see attached 5th grade	4/27/2016	80.36	001	W	W
332295	STAPLES ADVANTAGE	see attached 2nd grade orders	4/27/2016	85.62	001	W	W
332295	STAPLES ADVANTAGE	Teaching Aids and Supplies	4/27/2016	67.08	001	W	W
332295	STAPLES ADVANTAGE	Please see attached order	4/27/2016	1.85	001	W	W
332295	STAPLES ADVANTAGE	Please see attached order	4/27/2016	8.50	001	W	W
332295	STAPLES ADVANTAGE	ITEM # 121962-HEAVYWIGHT CLASP	4/27/2016	14.70	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Natural Gas Jan to June 2016	4/27/2016	528.23	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	East Bus Garage	4/27/2016	324.06	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Wyandot Run	4/27/2016	935.16	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Scioto Ridge	4/27/2016	742.04	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Tyler Run	4/27/2016	422.08	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Indian Springs	4/27/2016	686.84	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Liberty Tree	4/27/2016	838.24	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Johnnycake Corners	4/27/2016	471.65	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Shanahan Middle	4/27/2016	2,167.04	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Liberty Middle	4/27/2016	1,505.93	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Hyatts Middle	4/27/2016	1,930.69	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Berkshire Middle	4/27/2016	1,104.97	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Liberty High School	4/27/2016	2,741.91	001	W	W
332296	DIRECT ENERGY MARKETING, INC.	Food Services above buildings	4/27/2016	234.64	006	W	W
332296	DIRECT ENERGY MARKETING, INC.	Maintenance	4/27/2016	90.06	001	W	W
332297	US BANCORP EQUIPMENT	DISTRICT COPIER Maintenance	4/27/2016	3,741.20	001	W	W
332297	US BANCORP EQUIPMENT	Administrative offices Copier	4/27/2016	83.93	001	W	W
332297	US BANCORP EQUIPMENT	DISTRICT COPIER LEASES	4/27/2016	133.06	001	W	W
332297	US BANCORP EQUIPMENT	Administrative offices Copier	4/27/2016	83.93	001	W	W
332298	DEL-CO WATER CO	West Bus Garage	4/27/2016	11.70	001	W	W
332298	DEL-CO WATER CO	East Bus Garage	4/27/2016	190.55	001	W	W
332298	DEL-CO WATER CO	Wyandot Run	4/27/2016	505.84	001	W	W
332298	DEL-CO WATER CO	Scioto Ridge	4/27/2016	269.91	001	W	W
332298	DEL-CO WATER CO	Tyler Run	4/27/2016	338.55	001	W	W
332298	DEL-CO WATER CO	Indian Springs	4/27/2016	433.22	001	W	W

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332298	DEL-CO WATER CO	Liberty Tree	4/27/2016	361.03	001	W	W
332298	DEL-CO WATER CO	Liberty Middle	4/27/2016	621.51	001	W	W
332298	DEL-CO WATER CO	Hyatts Middle	4/27/2016	597.96	001	W	W
332298	DEL-CO WATER CO	Liberty High School	4/27/2016	1,944.95	001	W	W
332298	DEL-CO WATER CO	Food Services D/W	4/27/2016	80.35	006	W	W
332299	AMERICAN ELECTRIC POWER	Liberty Tree	4/27/2016	4,081.89	001	W	W
332299	AMERICAN ELECTRIC POWER	Hyatts Middle	4/27/2016	8,458.32	001	W	W
332299	AMERICAN ELECTRIC POWER	Food Service D/W	4/27/2016	211.68	006	W	W
332300	CENTURY LINK	TELEPHONE SERVICE	4/27/2016	261.08	001	W	W
332300	CENTURY LINK	TELEPHONE SERVICE	4/27/2016	350.24	001	W	W
332301	FRONTIER NORTH INC.	District phone services	4/27/2016	201.20	001	W	W
332301	FRONTIER NORTH INC.	District phone services	4/27/2016	251.74	001	W	W
332302	PRODIGY STUDENT TRAVEL	DC SCHOLARSHIP MONEY TO	4/27/2016	1,116.00	018	W	R
332303	PRENTKE ROMICH COMPANY	REGISTRATIONS FOR STAFF TO	4/27/2016	5,162.00	516	W	W
332304	LOFT VIOLIN SHOP	CELLO OUTFIT--SHEN	4/27/2016	900.00	001	W	W
332304	LOFT VIOLIN SHOP	SET OF HELICORE STRINGS	4/27/2016	100.00	001	W	W
332305	MAGICAL ATTRACTIONS	BALANCE FOR OHS PROM APRIL 16,	4/27/2016	3,995.00	200	W	W
332306	Morgan, Mitchell	BEACON APP DEVELOPMENT	4/27/2016	300.00	200	W	W
332307	NETECH CORPORATION	Consulting Professional	4/27/2016	800.00	001	W	W
332308	ORIENTAL TRADING INC.	Color Your Own "Mom Artist	4/27/2016	95.94	009	W	W
332309	OTTEN, PAM	Reimbursement for registration	4/27/2016	99.00	001	W	W
332310	PEPSI COLA BOTTLING CO.	PEPSI THROUGH MAY	4/27/2016	487.20	300	W	W
332311	PORTA KLEEN	Portable toilet rental for	4/27/2016	205.00	300	W	W
332312	PRUFROCK PRESS	Primary Grade Challenge Math	4/27/2016	24.95	001	W	W
332312	PRUFROCK PRESS	Numbers and Operations 263449	4/27/2016	29.95	001	W	W
332312	PRUFROCK PRESS	Upper Elementary Challenge	4/27/2016	24.95	001	W	W
332312	PRUFROCK PRESS	Fractions 265849	4/27/2016	29.95	001	W	W
332312	PRUFROCK PRESS	10% shipping	4/27/2016	10.98	001	W	W
332312	PRUFROCK PRESS	9781618212658 Advanced CC Math	4/27/2016	29.95	001	W	W
332312	PRUFROCK PRESS	9781618214102 Challenging	4/27/2016	39.95	001	W	W
332312	PRUFROCK PRESS	Teacher to preview items. Has	4/27/2016	8.95	001	W	W
332313	R. B. POWERS	art show ribbons	4/27/2016	83.20	018	W	W
332313	R. B. POWERS	shipping	4/27/2016	12.22	018	W	W
332314	READYREFRESH	Water dispenser for Central	4/27/2016	95.25	007	W	W
332315	REALLY GOOD STUFF	Item #160103 Durable Book and	4/27/2016	83.76	001	W	W
332315	REALLY GOOD STUFF	S/H	4/27/2016	10.95	001	W	W
332315	REALLY GOOD STUFF	see attached list of KG items	4/27/2016	81.88	009	W	W
332315	REALLY GOOD STUFF	shipping	4/27/2016	10.95	009	W	W
332315	REALLY GOOD STUFF	see attached KG items	4/27/2016	86.97	001	W	W
332315	REALLY GOOD STUFF	shipping	4/27/2016	10.95	001	W	W
332316	RETTIG MUSIC INC.	Woodwind and Brass Instrument	4/27/2016	3,530.00	009	W	W
332317	RICHEY ATHLETICS		4/27/2016	1,500.00	300	W	W
332317	RICHEY ATHLETICS	-	4/27/2016	1,500.00	300	W	W
332318	Rohda, Noreen	Reimbursement for expenses for	4/27/2016	25.00	001	W	W
332319	RUSTY MUSKET	PROM FAVORS AND T-SHIRTS	4/27/2016	5,200.00	200	W	W
332320	RUSH, KEVIN	REIMBURSEMENT FOR MATERIALS	4/27/2016	545.35	200	W	R
332321	SAIBEN, CHRISTOPHER	Mileage - Principals Office	4/27/2016	34.02	001	W	W
332322	SARGENT WELCH	SEE ATTACHED LIST OF SUPPLIES	4/27/2016	667.32	009	W	W
332322	SARGENT WELCH	SEE ATTACHED LIST OF SUPPLIES	4/27/2016	860.95	009	W	W
332322	SARGENT WELCH	MEC DISCOUNT #202350CT	4/27/2016	-	009	W	W
332323	SCANTRON	100Q, 5 CHC ALPHA	4/27/2016	791.40	009	W	W
332323	SCANTRON	SHIPPING	4/27/2016	31.40	009	W	W
332324	SCHOOL NURSE SUPPLY, INC.	See attached detailed list for	4/27/2016	293.58	001	W	W
332325	STANTON'S SHEET MUSIC	Teaching Aids/Music	4/27/2016	374.76	001	W	W
332325	STANTON'S SHEET MUSIC	POP CONCERT CHOIR MUSIC	4/27/2016	748.94	001	W	W
332326	Sterling Paper Co.	11 X 1720#White 97	4/27/2016	546.00	001	W	W
332326	Sterling Paper Co.	s/h	4/27/2016	6.00	001	W	W
332326	Sterling Paper Co.	8.5 x 11 White Copy Paper	4/27/2016	1,768.00	001	W	W
332326	Sterling Paper Co.	8.5 x 11 White Copy Paper	4/27/2016	754.17	001	W	W
332326	Sterling Paper Co.	8.5 x 11 White Copy Paper	4/27/2016	117.83	001	W	W
332326	Sterling Paper Co.	ORDERING 100 CARTONS OF PAPER	4/27/2016	-	001	W	W
332326	Sterling Paper Co.	shipping	4/27/2016	6.00	001	W	W
332327	Susan Leohner Extraordinary	TABLES AND COAT RACK FOR PROM	4/27/2016	1,063.00	200	W	W
332328	TRANE PARTS & SUPPLY	Variable Frequency Drives	4/27/2016	550.00	001	W	W
332328	TRANE PARTS & SUPPLY	HVAC for facility/property	4/27/2016	250.00	001	W	W
332329	UPS	Package mailed for gifted	4/27/2016	13.95	001	W	W
332330	VERNIER SOFTWARE & TECHNOLOGIE	PHOTGATE ENCODER	4/27/2016	2,828.10	003	W	W
332330	VERNIER SOFTWARE & TECHNOLOGIE	STAINLESS STEEL TEMP PROBE	4/27/2016	116.00	001	W	W
332330	VERNIER SOFTWARE & TECHNOLOGIE	SHIPPING	4/27/2016	11.00	001	W	W
332331	WARD'S SCIENCE	2015-2016 SCIENCE OLYMPIAD	4/27/2016	-	200	W	V
332331	WARD'S SCIENCE	2015-2016 SCIENCE OLYMPIAD	4/27/2016	-	200	W	V
332332	WARD'S SCIENCE	361600 Ward's DNA Simulation	4/27/2016	-	018	W	V
332332	WARD'S SCIENCE	SPRING SET	4/27/2016	-	009	W	V
332332	WARD'S SCIENCE	SHIPPING	4/27/2016	-	009	W	V
332333	WEST MUSIC COMPANY	400278 West music recorder	4/27/2016	285.00	001	W	W
332334	WILSHIRE, RACHEL	Reimbursement for expenses for	4/27/2016	25.00	001	W	W
332335	WILSON LANGUAGE TRAINING	Intervention Materials	4/27/2016	44.00	001	W	W
332335	WILSON LANGUAGE TRAINING	Item #F2FLYBK1 - Books to	4/27/2016	44.00	001	W	W
332335	WILSON LANGUAGE TRAINING	Item #F2STORIES1 - Foundation	4/27/2016	45.00	001	W	W

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332335	WILSON LANGUAGE TRAINING	Shipping	4/27/2016	10.64	001	W	W
332336	SISKO, BOBBIE	MILEAGE FOR FEB-MAY	4/27/2016	63.18	001	W	W
332337	BLAKLEY, JENNIFER	Jennifer Blakely open for	4/27/2016	38.88	001	W	W
332338	O.A.S.C.	OASC MEMBERSHIP FOR STUDENT	4/27/2016	50.00	200	W	W
332339	US BANCORP EQUIPMENT	DISTRICT COPIER LEASES	4/29/2016	1,920.12	001	W	W
332339	US BANCORP EQUIPMENT	Administrative offices Copier	4/29/2016	49.23	001	W	W
332340	NATIONAL ACADEMIC QUIZ	REGISTRATIONS FOR 2016 MS	4/29/2016	1,110.00	200	W	W
332340	NATIONAL ACADEMIC QUIZ	DISCOUNT	4/29/2016	(60.00)	200	W	W
332340	NATIONAL ACADEMIC QUIZ	REGISTRATIONS FOR 2016 HS	4/29/2016	1,310.00	200	W	W
332340	NATIONAL ACADEMIC QUIZ	DISCOUNT	4/29/2016	(80.00)	200	W	W
332341	Solon City Schools	REGISTRATION AHBMP TOURNAMENT	4/29/2016	50.00	200	W	W
332342	COLUMBUS ZOO	5th grade field trip to	4/29/2016	207.00	018	W	W
332343	OHIO HISTORICAL SOCIETY	2nd Grade Field Trip	4/29/2016	824.00	018	W	W
332344	PASTARIA	STAFF APPRECIATION LUNCH	4/29/2016	500.00	007	W	W
332345	COLUMBUS ZOO	WALK-A-THON FUNDRAISER FOR	4/29/2016	2,888.00	200	W	W
332346	COLUMBUS ATHENAEUM	PROM DEPOSIT FOR 2017	4/29/2016	1,000.00	200	W	W
332347	SCHALLER, CAMPBELL & UNTIED	REFEREE FOR LEMIRE VS. OLSD	4/29/2016	150.00	001	W	W
332347	SCHALLER, CAMPBELL & UNTIED	REFEREE FOR LEMIRE VS. OLSD	4/29/2016	25.00	001	W	W
332347	SCHALLER, CAMPBELL & UNTIED	REFEREE FOR LEMIRE VS. OLSD	4/29/2016	100.00	001	W	W
332347	SCHALLER, CAMPBELL & UNTIED	REFEREE FOR LEMIRE VS. OLSD	4/29/2016	175.00	001	W	W
332347	SCHALLER, CAMPBELL & UNTIED	REFEREE FOR LEMIRE VS. OLSD	4/29/2016	125.00	001	W	W
332347	SCHALLER, CAMPBELL & UNTIED	REFEREE FOR LEMIRE VS. OLSD	4/29/2016	675.00	001	W	W
332347	SCHALLER, CAMPBELL & UNTIED	REFEREE FOR LEMIRE VS. OLSD	4/29/2016	100.00	001	W	W
332347	SCHALLER, CAMPBELL & UNTIED	REFEREE FOR LEMIRE VS. OLSD	4/29/2016	200.00	001	W	W
332348	BRIAN W. BARNES, MAI	APPRAISAL SERVICES	4/29/2016	3,000.00	001	W	W
332348	BRIAN W. BARNES, MAI	APPRAISAL SERVICES	4/29/2016	50.00	001	W	W
332348	BRIAN W. BARNES, MAI	ADDL. AMOUNT	4/29/2016	2,700.00	001	W	W
332349	MICRO CENTER	709220 Inland Mini DisplayPort	4/29/2016	74.95	401	W	W
332349	MICRO CENTER	310813 Inland 1.75mm White ABS	4/29/2016	89.94	401	W	W
332349	MICRO CENTER		4/29/2016	-	401	W	W
332350	COPLLEY HIGH SCHOOL	REGISTRATION	4/29/2016	60.00	200	W	W
332350	COPLLEY HIGH SCHOOL	TOURNAMENT FEES FOR 2 TEAMS	4/29/2016	110.00	200	W	W
332351	SCHOOL SPECIALTY, INC.	1334606 MOTOROLA MH230R 2 WAY	4/29/2016	362.64	401	W	W
332351	SCHOOL SPECIALTY, INC.	1334606 MOTOROLA MH230R	4/29/2016	362.64	401	W	W
332352	APPLE STORE (THE)	3 IPADS	4/29/2016	1,137.00	401	W	W
332353	ALL-LINES LEASING	SCRUBBERS	4/29/2016	2,972.83	001	W	W
332354	LEONARD, BILL	COMMISSIONS FOR STUDENTS	4/29/2016	600.00	200	W	W
332355	ETA hand2mind	Versatiles Classic Version 2nd	4/29/2016	539.70	018	W	W
332355	ETA hand2mind	Small Group Kit-2nd grade	4/29/2016	197.95	018	W	W
332356	ACORN DISTRIBUTORS	CUSTODIAL SUPPLIES	4/29/2016	424.39	001	W	W
332357	AMERIPRIDE LINEN & APPAREL	UNIFORM RENTALS	4/29/2016	265.79	001	W	W
332357	AMERIPRIDE LINEN & APPAREL	UNIFORM RENTALS	4/29/2016	269.12	001	W	W
332358	BATTERIES PLUS	CUSTODIAL SUPPLIES	4/29/2016	62.82	001	W	W
332358	BATTERIES PLUS	CUSTODIAL SUPPLIES	4/29/2016	202.41	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	1,255.82	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	258.95	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	465.22	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	429.39	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	95.00	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	20.40	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	85.48	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	154.87	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	133.03	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	440.40	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	140.75	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	252.15	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	733.45	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	130.55	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	400.35	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	262.63	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	-	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	213.95	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	449.09	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	149.90	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	70.95	001	W	W
332359	CARMEN'S DISTRIBUTION SYSTEMS	CUSTODIAL SUPPLIES	4/29/2016	486.84	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	21.04	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	154.79	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	798.40	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	65.96	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	131.92	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	114.27	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	446.33	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	564.88	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	430.71	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	439.84	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	388.58	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	639.38	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	14.92	001	W	W

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332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	(14.92)	001	W	W
332360	HP PRODUCTS	CUSTODIAL SUPPLIES	4/29/2016	408.60	001	W	W
332361	INTERIOR SUPPLY CO.	CUSTODIAL SUPPLIES	4/29/2016	234.31	001	W	W
332361	INTERIOR SUPPLY CO.	CUSTODIAL SUPPLIES	4/29/2016	(204.73)	001	W	W
332361	INTERIOR SUPPLY CO.	CUSTODIAL SUPPLIES	4/29/2016	252.41	001	W	W
332362	SCHILLING PROPANE SERVICE	CUSTODIAL SUPPLIES	4/29/2016	115.20	001	W	W
332363	UNISAN, LLC.	CUSTODIAL SUPPLIES	4/29/2016	296.00	001	W	W
332364	CHRIS CAKES	Driver breakfast	4/29/2016	344.00	007	W	W
332364	CHRIS CAKES	Driver breakfast	4/29/2016	351.00	007	W	W
332365	ADVANCED TURF SOLUTIONS	Parts D/W	4/29/2016	2,000.00	001	W	W
332365	ADVANCED TURF SOLUTIONS	CLAY FOR FIELDS	4/29/2016	903.20	300	W	W
332365	ADVANCED TURF SOLUTIONS	CLAY FOR FIELDS	4/29/2016	150.00	300	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	27.44	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	3.92	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	17.90	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	73.21	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	9.14	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	98.21	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	(18.97)	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	49.98	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	3.92	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	108.15	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	11.99	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	70.84	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	58.16	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	79.31	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	18.63	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	99.85	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	40.19	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	3.47	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	3.97	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	34.74	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	153.73	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	25.94	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	1.45	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	15.87	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	111.47	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	9.97	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	55.50	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	25.36	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	41.72	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	18.16	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	27.82	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	104.98	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	37.67	001	W	W
332366	HOME DEPOT	Parts D/W	4/29/2016	21.44	001	W	W
332367	ALARMAX DISTRIBUTORS, INC.	Parts D/W	4/29/2016	1,963.12	001	W	W
332368	AMERICAN ELECTRIC MOTOR SERVIC	Parts D/W	4/29/2016	20.71	001	W	W
332368	AMERICAN ELECTRIC MOTOR SERVIC	Parts D/W	4/29/2016	860.31	001	W	W
332369	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/29/2016	38.44	001	W	W
332369	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/29/2016	29.75	001	W	W
332369	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/29/2016	38.44	001	W	W
332369	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/29/2016	29.75	001	W	W
332370	ASSURED GLASS SERVICES	Repairs & Maintenance D/W	4/29/2016	315.00	001	W	W
332371	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/29/2016	29.75	001	W	W
332371	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/29/2016	38.44	001	W	W
332371	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/29/2016	29.75	001	W	W
332371	AMERIPRIDE LINEN & APPAREL	Uniform Rental D/W	4/29/2016	38.44	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	34.99	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	186.00	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	44.95	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	95.96	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	49.98	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	33.73	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	154.75	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	15.99	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	14.99	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	54.97	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	265.60	001	W	W
332372	BATTERIES PLUS	Parts D/W	4/29/2016	75.96	001	W	W
332373	CITY OF COLUMBUS	Parts D/W	4/29/2016	175.00	001	W	W
332374	COLUMBUS CLIMATE CONTROLS CO	Parts D/W	4/29/2016	1,022.61	001	W	W
332375	COLUMBUS CLAY AND	Parts D/W	4/29/2016	102.00	001	W	W
332376	CONSOLIDATED ELECTRICAL	Parts D/W	4/29/2016	309.51	001	W	W
332377	COLUMBUS TEMPERATURE CONTROL	Parts D/W	4/29/2016	75.40	001	W	W
332378	DELAWARE MOTIVE PARTS	Parts D/W	4/29/2016	12.87	001	W	W
332378	DELAWARE MOTIVE PARTS	Parts D/W	4/29/2016	57.80	001	W	W
332379	EVOLUTION AG, LLC	Parts D/W	4/29/2016	52.50	001	W	W
332380	EMERGENCY PLUMBING SERVICE	Repairs & Maintenance D/W	4/29/2016	179.00	001	W	W

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332381	EQUIPARTS CORP	Parts D/W	4/29/2016	259.39	001	W	W
332382	GOLDEN BEAR LOCK&SAFE	Parts D/W	4/29/2016	95.60	001	W	W
332382	GOLDEN BEAR LOCK&SAFE	Parts D/W	4/29/2016	168.80	001	W	W
332382	GOLDEN BEAR LOCK&SAFE	Parts D/W	4/29/2016	31.00	001	W	W
332383	GRAYBAR	Parts D/W	4/29/2016	115.56	001	W	W
332383	GRAYBAR	Parts D/W	4/29/2016	378.05	001	W	W
332383	GRAYBAR	Parts D/W	4/29/2016	313.76	001	W	W
332383	GRAYBAR	Parts D/W	4/29/2016	375.14	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	53.33	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	140.58	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	54.86	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	86.87	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	86.77	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	11.46	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	15.85	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	91.67	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	50.52	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	193.97	001	W	W
332384	GRAINGER, INC.	Parts D/W	4/29/2016	156.52	001	W	W
332385	HABITEC SECURITY	Professional & Technical	4/29/2016	1,790.43	001	W	W
332385	HABITEC SECURITY	Professional & Technical	4/29/2016	35.00	001	W	W
332385	HABITEC SECURITY	Parts D/W	4/29/2016	270.00	001	W	W
332385	HABITEC SECURITY	Professional & Technical	4/29/2016	201.61	001	W	W
332386	HARDWARE EX.	Parts D/W	4/29/2016	18.25	001	W	W
332387	HENDERSON TRUCKING CO.	Parts D/W	4/29/2016	406.52	001	W	W
332387	HENDERSON TRUCKING CO.	Parts D/W	4/29/2016	1,465.17	001	W	W
332388	HOSHIZAKI NORTH CENTRAL	Parts D/W	4/29/2016	49.13	001	W	W
332389	JD EQUIPMENT	Parts D/W	4/29/2016	833.47	001	W	W
332390	JOHN DEERE LANDSCAPES	Grounds Rentals D/W	4/29/2016	1,045.61	001	W	W
332391	KIMBALL MIDWEST	Parts D/W	4/29/2016	189.10	001	W	W
332392	KURTZ BROS. CENTRAL OHIO	Parts D/W	4/29/2016	1,619.38	001	W	W
332393	LASERFLEX CORPORATION	Parts D/W	4/29/2016	489.60	001	W	W
332394	LOEB ELECTRIC	Parts D/W	4/29/2016	53.20	001	W	W
332394	LOEB ELECTRIC	Parts D/W	4/29/2016	243.06	001	W	W
332394	LOEB ELECTRIC	Parts D/W	4/29/2016	1.81	001	W	W
332394	LOEB ELECTRIC	Parts D/W	4/29/2016	17.06	001	W	W
332394	LOEB ELECTRIC	Parts D/W	4/29/2016	574.88	001	W	W
332395	MARYSVILLE FENCE COMPANY	Parts D/W	4/29/2016	2,360.00	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	41.99	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	44.80	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	39.35	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	3.98	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	54.34	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	73.20	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	5.96	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	3.45	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	22.13	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	12.98	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	61.05	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	23.97	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	38.48	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	56.71	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	10.50	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	60.57	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	9.66	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	79.68	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	17.87	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	350.04	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	290.97	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	5.85	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	38.64	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	11.52	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	134.34	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	15.43	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	22.67	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	102.18	001	W	W
332396	MENARDS INC	Parts D/W	4/29/2016	15.70	001	W	W
332397	MARYSVILLE FENCE COMPANY	Parts D/W	4/29/2016	1,010.00	001	W	W
332398	MOTION INDUSTRIES, INC.	Parts D/W	4/29/2016	106.58	001	W	W
332399	OHIO DEPT OF COMMERCE	State Inspections D/W	4/29/2016	100.00	001	W	W
332400	Parrott Implement Co.	Repairs & Maintenance D/W	4/29/2016	206.35	001	W	W
332401	OHIO DEPT OF COMMERCE	State Inspections D/W	4/29/2016	247.25	001	W	W
332402	RANDY'S COUNTERTOPS, INC	Parts D/W	4/29/2016	248.00	001	W	W
332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	332.96	001	W	W
332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	355.75	001	W	W
332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	686.72	001	W	W
332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	581.90	001	W	W
332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	459.96	001	W	W
332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	668.81	001	W	W

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332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	132.00	001	W	W
332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	240.87	001	W	W
332403	RAIN ONE, INC.	Repairs & Maintenance D/W	4/29/2016	381.61	001	W	W
332404	SHIFFLER EQUIPMENT SALES	Parts D/W	4/29/2016	145.95	001	W	W
332404	SHIFFLER EQUIPMENT SALES	Parts D/W	4/29/2016	113.17	001	W	W
332405	SOUNDCOM SYSTEMS	Parts D/W	4/29/2016	525.00	001	W	W
332405	SOUNDCOM SYSTEMS	Parts D/W	4/29/2016	193.50	001	W	W
332406	SOUTHARD SUPPLY INC.	Parts D/W	4/29/2016	320.39	001	W	W
332406	SOUTHARD SUPPLY INC.	Parts D/W	4/29/2016	71.67	001	W	W
332406	SOUTHARD SUPPLY INC.	Parts D/W	4/29/2016	387.00	001	W	W
332406	SOUTHARD SUPPLY INC.	Parts D/W	4/29/2016	331.68	001	W	W
332406	SOUTHARD SUPPLY INC.	Parts D/W	4/29/2016	124.87	001	W	W
332406	SOUTHARD SUPPLY INC.	Parts D/W	4/29/2016	114.00	001	W	W
332406	SOUTHARD SUPPLY INC.	Parts D/W	4/29/2016	330.00	001	W	W
332407	SMART OIL LLC	Parts D/W	4/29/2016	276.62	001	W	W
332408	STEFFENS & SHULTZ, INC.	Parts D/W	4/29/2016	636.00	001	W	W
332409	TOTAL TENNIS, INC.	Parts D/W	4/29/2016	58.03	001	W	W
332410	UNITED REFRIGERATION	Parts D/W	4/29/2016	4.78	001	W	W
332410	UNITED REFRIGERATION	Parts D/W	4/29/2016	185.00	001	W	W
332410	UNITED REFRIGERATION	Parts D/W	4/29/2016	64.30	001	W	W
332410	UNITED REFRIGERATION	Parts D/W	4/29/2016	11.60	001	W	W
332410	UNITED REFRIGERATION	Parts D/W	4/29/2016	16.00	001	W	W
332411	WORTHINGTON BUILDING PRODUCTS	Repairs & Maintenance D/W	4/29/2016	1,737.00	001	W	W
332411	WORTHINGTON BUILDING PRODUCTS	Repairs & Maintenance D/W	4/29/2016	1,134.00	001	W	W
332412	DATATALK TELECOM, INC.	Professional & Technical	4/29/2016	1,920.00	001	W	W
332413	ORKIN EXTERMINATING	Professional & Technical	4/29/2016	125.00	001	W	W
332414	WESTWATER	Parts D/W	4/29/2016	44.27	001	W	W
332414	WESTWATER	Parts D/W	4/29/2016	10.43	001	W	W
332414	WESTWATER	Parts D/W	4/29/2016	37.54	001	W	W
332414	WESTWATER	Parts D/W	4/29/2016	1,857.85	001	W	W
332414	WESTWATER	Parts D/W	4/29/2016	261.58	001	W	W
332414	WESTWATER	Parts D/W	4/29/2016	89.54	001	W	W
332414	WESTWATER	Parts D/W	4/29/2016	50.00	001	W	W
332414	WESTWATER	Parts D/W	4/29/2016	59.44	001	W	W
332415	BICK, JIM	Girls lacrosse	4/29/2016	105.00	300	W	W
332416	GILL, ERIC	Girls lacrosse	4/29/2016	105.00	300	W	W
332417	Merritt, Jennifer	Girls lacrosse	4/29/2016	105.00	300	W	W
332418	SOLLER, MARTY	Girls lacrosse	4/29/2016	105.00	300	W	W
332419	SPOHN, MICHELLE	Girls lacrosse	4/29/2016	105.00	300	W	W
332420	WHITE, DIRK	Girls lacrosse	4/29/2016	105.00	300	W	W
332421	CORBETT, CHRISTOPHER	Boys lacrosse	4/29/2016	104.00	300	W	W
332422	DEVILBISS, DOUG	Boys lacrosse	4/29/2016	104.00	300	W	W
332423	DOYLE, MICHAEL	Boys lacrosse	4/29/2016	104.00	300	W	W
332424	HENDRICKSON, DAN	Boys lacrosse	4/29/2016	58.00	300	W	W
332425	SCARDENA, FRANK	Boys lacrosse	4/29/2016	104.00	300	W	W
332426	SHISLER, ERIC	Boys lacrosse	4/29/2016	58.00	300	W	W
332427	MOTTER, ROBERT	Baseball	4/29/2016	53.00	300	W	W
332428	MILLER, GLENN	Baseball	4/29/2016	38.00	300	W	W
332429	SERFOZO, ALEC	Baseball	4/29/2016	38.00	300	W	W
332430	VOLPE, CARL	Track	4/29/2016	94.00	300	W	W
332431	Wessel, Carol	Boys volleyball	4/29/2016	35.00	300	W	W
332431	Wessel, Carol	Boys volleyball	4/29/2016	50.00	300	W	W
332431	Wessel, Carol	Boys volleyball	4/29/2016	70.00	300	W	W
332432	MCCRAY, DAVID	Boys volleyball	4/29/2016	50.00	300	W	W
332433	TANNER, ARGEL	Boys volleyball	4/29/2016	70.00	300	W	W
332434	NICEWICZ, ED	Boys volleyball	4/29/2016	65.00	300	W	W
332435	SWARTZ, RANDY	Boys volleyball	4/29/2016	65.00	300	W	W
332436	REES, NANCY	Boys volleyball	4/29/2016	65.00	300	W	W
332437	MORRIS, RICK	Boys volleyball	4/29/2016	65.00	300	W	W
332438	BROWN, RICK	Boys volleyball	4/29/2016	65.00	300	W	W
332439	CHANDLER, MICHAEL	Boys volleyball	4/29/2016	65.00	300	W	W
332440	BIANCHI, JOHN	Baseball	4/29/2016	38.00	300	W	W
332441	FALTAS, NICHOLAS	Baseball	4/29/2016	38.00	300	W	W
332442	MCCORMIC, MICHAEL	Baseball	4/29/2016	40.00	300	W	W
332443	DELONG, DENNIS	Baseball	4/29/2016	40.00	300	W	W
332443	DELONG, DENNIS	Baseball	4/29/2016	40.00	300	W	W
332444	LUCAS, TODD	Baseball	4/29/2016	40.00	300	W	W
332445	CORDI, CHRISTOPHE	Baseball	4/29/2016	76.00	300	W	W
332446	SAPPER, GERRY	Baseball	4/29/2016	76.00	300	W	W
332447	MCGARRY, KEVIN	Baseball	4/29/2016	80.00	300	W	W
332448	HARNED, ERIC	Baseball	4/29/2016	80.00	300	W	W
332449	HAMMONDS, D'JUAN	Baseball	4/29/2016	40.00	300	W	W
332450	NASH, ANDREW	Baseball	4/29/2016	40.00	300	W	W
332451	MEYER, DOUG	Baseball	4/29/2016	53.00	300	W	W
332452	FIKE, BRIAN	Baseball	4/29/2016	53.00	300	W	W
332453	GUM, ANDREW	Baseball	4/29/2016	53.00	300	W	W
332454	PANEPINTO, DANIEL	Baseball	4/29/2016	53.00	300	W	W
332455	MERRILL, JOHN	Baseball	4/29/2016	38.00	300	W	W
332455	MERRILL, JOHN	Baseball	4/29/2016	40.00	300	W	W

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332456	HOHE, JOHN	Baseball	4/29/2016	38.00	300	W	W
332457	DAHAN, RICHARD	Baseball	4/29/2016	40.00	300	W	W
332458	BURTON, TIMOTHY	Baseball	4/29/2016	53.00	300	W	W
332459	BROWELL, NATHAN	Baseball	4/29/2016	53.00	300	W	W
332460	LEVIN, J ANDY	Baseball	4/29/2016	38.00	300	W	W
332461	BEAM, DANIEL	Baseball	4/29/2016	38.00	300	W	W
332462	DEMICO, RALPH	Baseball	4/29/2016	53.00	300	W	W
332463	HESS, DARIN	Baseball	4/29/2016	53.00	300	W	W
332464	BADERTSCHER, STEVE	Softball	4/29/2016	150.00	300	W	W
332465	BIGFORD, BYRON	Softball	4/29/2016	50.00	300	W	W
332466	BLACK, LARRY	Softball	4/29/2016	50.00	300	W	W
332467	CLARK, CLARENCE	Softball	4/29/2016	60.00	300	W	W
332468	CURTIN, MICHAEL F.	Softball	4/29/2016	-	300	W	V
332468	CURTIN, MICHAEL F.	Softball	4/29/2016	-	300	W	V
332469	EVERHART, MIKE	Softball	4/29/2016	50.00	300	W	W
332470	HANNON, MATTHEW	Softball	4/29/2016	60.00	300	W	W
332471	HOFFMAN, DOUGLAS	Softball	4/29/2016	50.00	300	W	W
332472	KINSEY, BRUCE E.	Softball	4/29/2016	50.00	300	W	W
332473	NICHOLSON, JOHN	Softball	4/29/2016	50.00	300	W	W
332474	O'BRIEN, DONALD	Softball	4/29/2016	75.00	300	W	W
332475	ORTIZ, ALBERT	Softball	4/29/2016	50.00	300	W	W
332476	SHAFFER, THOMAS	Softball	4/29/2016	50.00	300	W	W
332477	DUBLIN COFFMAN HIGH SCHOOL	BOYS TRACK Entry fees	4/29/2016	100.00	300	W	W
332477	DUBLIN COFFMAN HIGH SCHOOL	GIRLS TRACK Entry fees	4/29/2016	100.00	300	W	W
332478	OLENTANGY LIBERTY HIGH SCHOOL	BOYS TRACK Entry fees	4/29/2016	100.00	300	W	W
332478	OLENTANGY LIBERTY HIGH SCHOOL	GIRLS TRACK Entry fees	4/29/2016	100.00	300	W	W
332479	OLENTANGY ORANGE HIGH SCHOOL	BOYS TRACK Entry fees	4/29/2016	75.00	300	W	W
332479	OLENTANGY ORANGE HIGH SCHOOL	GIRLS TRACK Entry fees	4/29/2016	75.00	300	W	W
332480	HILLIARD DARBY HIGH SCHOOL	BOYS TRACK Entry fees	4/29/2016	75.00	300	W	W
332480	HILLIARD DARBY HIGH SCHOOL	GIRLS TRACK Entry fees	4/29/2016	75.00	300	W	W
332481	HILLIARD DAVIDSON	BOYS VOLLEYBALL Entry fees	4/29/2016	150.00	300	W	W
332482	OHSLA	Boys Lacrosse	4/29/2016	200.00	300	W	W
332483	BURKE, LAUREN	Boys Volleyball	4/29/2016	15.00	300	W	W
332484	DEMUTH, ERIC	Boys Track	4/29/2016	25.00	300	W	W
332485	GUZDANSKI, REID	Boys Lacrosse	4/29/2016	22.50	300	W	W
332485	GUZDANSKI, REID	Girls Lacrosse	4/29/2016	22.50	300	W	W
332485	GUZDANSKI, REID	Boys Volleyball	4/29/2016	15.00	300	W	W
332486	SHEALY, THOMAS	Boys Track	4/29/2016	24.75	300	W	W
332487	LENGE, JOSEPH	Boys Track	4/29/2016	120.00	300	W	W
332488	RAYMOND, SCOTT	Boys Track	4/29/2016	94.00	300	W	W
332488	RAYMOND, SCOTT	Boys Track	4/29/2016	120.00	300	W	W
332489	SWEENEY, LARRY	Boys Track	4/29/2016	120.00	300	W	W
332489	SWEENEY, LARRY	Boys Track	4/29/2016	94.00	300	W	W
332490	BALSIGER, WILLIE	Softball	4/29/2016	40.00	300	W	W
332491	BARKER, RANDY	Softball	4/29/2016	100.00	300	W	W
332492	GONCE, MARK	Softball	4/29/2016	100.00	300	W	W
332493	KING, JAMESION	Softball	4/29/2016	40.00	300	W	W
332494	LACH, FRANK	Softball	4/29/2016	40.00	300	W	W
332495	LEE, MARCUS	Softball	4/29/2016	50.00	300	W	W
332496	MAUK, TIMOTHY	Softball	4/29/2016	50.00	300	W	W
332497	SARICH, MATT	Softball	4/29/2016	40.00	300	W	W
332498	WRIGHT, MARCUS	Softball	4/29/2016	50.00	300	W	W
332499	BARRY, JAMES	Boys Volleyball	4/29/2016	30.00	300	W	W
332500	BROWN, FREDRIC	Boys Volleyball	4/29/2016	65.00	300	W	W
332501	FRANCESCON, LORI	Boys Volleyball	4/29/2016	40.00	300	W	W
332502	HAMMAR, JAMES P.	Boys Volleyball	4/29/2016	65.00	300	W	W
332503	MANGIA, LINDA	Boys Volleyball	4/29/2016	65.00	300	W	W
332504	LUSHER, CHAD	Boys Volleyball	4/29/2016	65.00	300	W	W
332505	MCCRAY, DAVID	Boys Volleyball	4/29/2016	30.00	300	W	W
332506	NICEWICZ, ED	Boys Volleyball	4/29/2016	65.00	300	W	W
332507	PRICE, GERALD	Boys Volleyball	4/29/2016	30.00	300	W	W
332508	ROLLER, WAYNE	Boys Volleyball	4/29/2016	65.00	300	W	W
332509	SHENEFIELD, STEVEN	Boys Volleyball	4/29/2016	65.00	300	W	W
332510	SHENEFIELD, JOSHUA	Boys Volleyball	4/29/2016	65.00	300	W	W
332511	PRICE, GERALD	Boys Volleyball	4/29/2016	30.00	300	W	W
332512	TANNER, ARGEL	Boys Volleyball	4/29/2016	40.00	300	W	W
332513	GUM, ANDREW	Baseball	4/29/2016	53.00	300	W	W
332514	HARVEY, JEFF	Baseball	4/29/2016	53.00	300	W	W
332515	BOOTHE, CHARLES	Baseball	4/29/2016	40.00	300	W	W
332516	Strait, Adam	Baseball	4/29/2016	40.00	300	W	W
332516	Strait, Adam	Baseball	4/29/2016	40.00	300	W	W
332517	GERBER, STEVE	Baseball	4/29/2016	40.00	300	W	W
332518	GERBER, KOREY	Baseball	4/29/2016	80.00	300	W	W
332519	Jaburek, Eric	Baseball	4/29/2016	80.00	300	W	W
332520	DENNISON, RAYCE	Baseball	4/29/2016	38.00	300	W	W
332521	PYKE, JOHN	Baseball	4/29/2016	38.00	300	W	W
332522	DENNISON, JERRY	Baseball	4/29/2016	40.00	300	W	W
332523	HARNED, ERIC	Baseball	4/29/2016	40.00	300	W	W
332524	NASH, ANDREW	Baseball	4/29/2016	40.00	300	W	W

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332525	SOFRANKO, WILLIAM	Baseball	4/29/2016	40.00	300	W	W
332526	LUCE, WILLIAM	Baseball	4/29/2016	53.00	300	W	W
332527	BURTON, TIMOTHY	Baseball	4/29/2016	53.00	300	W	W
332528	HESS, DARIN	Baseball	4/29/2016	53.00	300	W	W
332529	JOHNSON, REGGIE	Baseball	4/29/2016	53.00	300	W	W
332530	SMITH, GERALD	Baseball	4/29/2016	38.00	300	W	W
332531	JOHNSON, JAMES	Baseball	4/29/2016	38.00	300	W	W
332532	ROYER, TIM	Baseball	4/29/2016	38.00	300	W	W
332533	PULTZ, JOHN	Baseball	4/29/2016	38.00	300	W	W
332534	SAPPER, GERRY	Baseball	4/29/2016	40.00	300	W	W
332535	MERRILL, JOHN	Baseball	4/29/2016	40.00	300	W	W
332536	SEYMOUR, ROBERT JR.	Baseball	4/29/2016	53.00	300	W	W
332537	STOVER, BILL	Boys Lacrosse	4/29/2016	104.00	300	W	W
332538	TAYLOR, JAMES	Boys Lacrosse	4/29/2016	104.00	300	W	W
332539	PICKARSKI, MICHAEL	Boys Lacrosse	4/29/2016	58.00	300	W	W
332540	STOVER, BILL	Boys Lacrosse	4/29/2016	104.00	300	W	W
332541	MILLER, PHILIP	Boys Lacrosse	4/29/2016	-	300	W	V
332542	STOVER, BILL	Boys Lacrosse	4/29/2016	46.00	300	W	W
332543	LEHMAN, THOMAS	Boys Lacrosse	4/29/2016	46.00	300	W	W
332544	SINGER, DOUG	Boys Lacrosse	4/29/2016	46.00	300	W	W
332545	HARRIMAN, TYLER	Boys Lacrosse	4/29/2016	104.00	300	W	W
332546	HARRIMAN, DOUG	Boys Lacrosse	4/29/2016	104.00	300	W	W
332547	HOLLERN, PAUL	Boys Lacrosse	4/29/2016	58.00	300	W	W
332548	HANSEN, KURT	Boys Lacrosse	4/29/2016	46.00	300	W	W
332549	RICHARDSON, MARTIN	Boys Lacrosse	4/29/2016	46.00	300	W	W
332550	SHAVER, DAVID	Boys Lacrosse	4/29/2016	46.00	300	W	W
332551	BENDER, COLLEEN	Girls Lacrosse	4/29/2016	105.00	300	W	W
332552	GILL, ERIC	Girls Lacrosse	4/29/2016	105.00	300	W	W
332553	MCHUGH, MARISSA	Girls Lacrosse	4/29/2016	60.00	300	W	W
332554	BURWELL, TRAVIS	Girls Lacrosse	4/29/2016	60.00	300	W	W
332555	MILLER, GLENN	Baseball	4/29/2016	38.00	300	W	W
332556	CULP, KEVIN	Boys Lacrosse	4/29/2016	46.00	300	W	W
332557	BOLAND, JENNY	BOYS TRACK	4/29/2016	27.50	300	W	W
332558	FERRELL, KAREN	SPRING GATE HELP	4/29/2016	30.00	300	W	W
332559	HAUGH, SUSAN KAY	GIRLS LACROSSE	4/29/2016	30.00	300	W	W
332559	HAUGH, SUSAN KAY	BOYS TRACK	4/29/2016	30.00	300	W	W
332559	HAUGH, SUSAN KAY	SPRING GATE HELP	4/29/2016	30.00	300	W	W
332560	LEWIS, AMANDA	GIRLS LACROSSE	4/29/2016	27.50	300	W	W
332560	LEWIS, AMANDA	SPRING GATE HELP	4/29/2016	30.00	300	W	W
332560	LEWIS, AMANDA	SPRING GATE HELP	4/29/2016	30.00	300	W	W
332560	LEWIS, AMANDA	GIRLS LACROSSE	4/29/2016	17.50	300	W	W
332560	LEWIS, AMANDA	SPRING GATE HELP	4/29/2016	12.50	300	W	W
332561	SWEENEY, LARRY	BOYS TRACK	4/29/2016	94.00	300	W	W
332562	NISSENBAUM, MICHAEL	BOYS TRACK	4/29/2016	94.00	300	W	W
332563	HALL, JAMES	SOFTBALL	4/29/2016	60.00	300	W	W
332564	HAMILTON, WILLIAM	SOFTBALL	4/29/2016	50.00	300	W	W
332565	HARDING, LEO	SOFTBALL	4/29/2016	50.00	300	W	W
332566	HOWELL, TAVEN	SOFTBALL	4/29/2016	60.00	300	W	W
332567	KOUNS, ROBERT G.	SOFTBALL	4/29/2016	50.00	300	W	W
332568	KUSAN, JIM	SOFTBALL	4/29/2016	50.00	300	W	W
332569	MERCER, PAMELA	SOFTBALL	4/29/2016	50.00	300	W	W
332570	SHIPP, KEVIN	SOFTBALL	4/29/2016	50.00	300	W	W
332571	WOOD, DONALD	SOFTBALL	4/29/2016	60.00	300	W	W
332572	GORE, RITA	SOFTBALL	4/29/2016	40.00	300	W	W
332573	HAMMONDS, D'JUAN	SOFTBALL	4/29/2016	40.00	300	W	W
332574	MIGLIORE, MICHAEL	SOFTBALL	4/29/2016	50.00	300	W	W
332575	MILLER, CHAD	SOFTBALL	4/29/2016	50.00	300	W	W
332576	BERRIDGE, TIM	BOYS LACROSSE	4/29/2016	104.00	300	W	W
332577	BLUVOL, PETE	BOYS LACROSSE	4/29/2016	98.00	300	W	W
332578	CAVE, TIM	BOYS LACROSSE	4/29/2016	98.00	300	W	W
332579	CORBETT, CHRISTOPHER	BOYS LACROSSE	4/29/2016	58.00	300	W	W
332580	COTTER, THOMAS	BOYS LACROSSE	4/29/2016	58.00	300	W	W
332581	CULP, KEVIN	BOYS LACROSSE	4/29/2016	46.00	300	W	W
332582	DONLON, PATRICK	BOYS LACROSSE	4/29/2016	58.00	300	W	W
332583	HARRIMAN, DOUG	BOYS LACROSSE	4/29/2016	104.00	300	W	W
332584	MOORE, GREGORY	BOYS LACROSSE	4/29/2016	104.00	300	W	W
332585	MONTGOMERY, ERIC	BOYS LACROSSE	4/29/2016	58.00	300	W	W
332586	NIVES, KYLE	BOYS LACROSSE	4/29/2016	52.00	300	W	W
332587	RICHARDSON, MARTIN	BOYS LACROSSE	4/29/2016	104.00	300	W	W
332588	RILL, ALAN	BOYS LACROSSE	4/29/2016	104.00	300	W	W
332589	SCARDENA, FRANK	BOYS LACROSSE	4/29/2016	58.00	300	W	W
332590	SCOTT, TOM	BOYS LACROSSE	4/29/2016	104.00	300	W	W
332591	SHUSTER, DAVID	BOYS LACROSSE	4/29/2016	104.00	300	W	W
332592	SINGER, DOUG	BOYS LACROSSE	4/29/2016	52.00	300	W	W
332593	TODD, RON	BOYS LACROSSE	4/29/2016	104.00	300	W	W
332594	WYLLY, JON	BOYS LACROSSE	4/29/2016	46.00	300	W	W
332594	WYLLY, JON	BOYS LACROSSE	4/29/2016	52.00	300	W	W
332595	GERBER, KOREY	BASEBALL	4/29/2016	40.00	300	W	W
332595	GERBER, KOREY	BASEBALL	4/29/2016	40.00	300	W	W

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332596	LYONS, PETE	BASEBALL	4/29/2016	40.00	300	W	W
332597	LIMA, JERRY	BASEBALL	4/29/2016	40.00	300	W	W
332597	LIMA, JERRY	BASEBALL	4/29/2016	40.00	300	W	W
332598	MCCORMIC, MICHAEL	BASEBALL	4/29/2016	40.00	300	W	W
332599	MCGINNIS, DAN	BASEBALL	4/29/2016	53.00	300	W	W
332600	CRABTREE, JERRY	BASEBALL	4/29/2016	53.00	300	W	W
332601	BRANIGER, GREGOR	BASEBALL	4/29/2016	38.00	300	W	W
332602	MCGARRY, KEVIN	BASEBALL	4/29/2016	38.00	300	W	W
332603	TARNAPOLL, PETE	BASEBALL	4/29/2016	53.00	300	W	W
332603	TARNAPOLL, PETE	BASEBALL	4/29/2016	53.00	300	W	W
332603	TARNAPOLL, PETE	BASEBALL	4/29/2016	53.00	300	W	W
332603	TARNAPOLL, PETE	BASEBALL	4/29/2016	53.00	300	W	W
332604	FILKINS, MICHAEL	BASEBALL	4/29/2016	106.00	300	W	W
332605	GERBER, STEVE	BASEBALL	4/29/2016	106.00	300	W	W
332606	MEYER, DOUG	BASEBALL	4/29/2016	53.00	300	W	W
332607	PHILLIPS, JON	BASEBALL	4/29/2016	53.00	300	W	W
332608	HARVEY, JEFF	BASEBALL	4/29/2016	53.00	300	W	W
332609	FALTAS, HOUSAM	BASEBALL	4/29/2016	53.00	300	W	W
332610	BERKOWITZ, MARK	BASEBALL	4/29/2016	53.00	300	W	W
332611	BURTON, TIMOTHY	BASEBALL	4/29/2016	53.00	300	W	W
332612	CORDI, CHRISTINE	BASEBALL	4/29/2016	38.00	300	W	W
332613	OWEN, ANDREW	BASEBALL	4/29/2016	38.00	300	W	W
332614	HAMMONDS, D'JUAN	BASEBALL	4/29/2016	40.00	300	W	W
332615	SAPPER, GERRY	BASEBALL	4/29/2016	40.00	300	W	W
332615	SAPPER, GERRY	BASEBALL	4/29/2016	40.00	300	W	W
332616	PYKE, JOHN	BASEBALL	4/29/2016	38.00	300	W	W
332617	MERRILL, JOHN	BASEBALL	4/29/2016	40.00	300	W	W
332618	HOHE, JOHN	BASEBALL	4/29/2016	38.00	300	W	W
332619	BICK, JIM	GIRLS LACROSSE	4/29/2016	105.00	300	W	W
332620	BURWELL, TRAVIS	GIRLS LACROSSE	4/29/2016	60.00	300	W	W
332621	MCHUGH, MARISSA	GIRLS LACROSSE	4/29/2016	60.00	300	W	W
332622	STELLINI, NATALIE	GIRLS LACROSSE	4/29/2016	105.00	300	W	W
332623	OHIO MIDDLE SCHOOL LAX ASSOC.	Registration fees- Lacrosse	4/29/2016	170.00	300	W	W
332623	OHIO MIDDLE SCHOOL LAX ASSOC.	Officials- Lacrosse	4/29/2016	45.00	300	W	W
332624	DUBLIN COFFMAN GIRLS	Registration Fees- Girls Lax	4/29/2016	150.00	300	W	W
332625	BIG WALNUT MIDDLE SCHOOL	Registration Fees- track	4/29/2016	125.00	300	W	W
332626	ALTHOFF, RONALD	Officials- track	4/29/2016	74.00	300	W	W
332627	CHADDOCK, ROBERT	Officials- Lacrosse	4/29/2016	90.00	300	W	W
332628	CRAWFORD, WILLIE	Officials- softball	4/29/2016	57.00	300	W	W
332629	GARNER, JULIE	Officials- girls lacrosse	4/29/2016	90.00	300	W	W
332630	GARNER, ALEX	Officials- girls lacrosse	4/29/2016	90.00	300	W	W
332631	MCCOY, JOHN	Officials- track	4/29/2016	74.00	300	W	W
332632	MYGRANT, JOHN	Officials- softball	4/29/2016	57.00	300	W	W
332632	MYGRANT, JOHN	Officials- softball	4/29/2016	57.00	300	W	W
332633	HAIN, JAMES	Officials- baseball	4/29/2016	57.00	300	W	W
332634	NOURSE, ROGER	Officials- baseball	4/29/2016	38.00	300	W	W
332635	HAIN, JAMES	Officials- baseball	4/29/2016	38.00	300	W	W
332636	LEONHARDT, HAYDEN	Officials- baseball	4/29/2016	57.00	300	W	W
332637	THOMAS, FREDERICK	Officials- softball	4/29/2016	38.00	300	W	W
332638	JOHNSON, ALEX	Officials- softball	4/29/2016	38.00	300	W	W
332639	SCARDENA, FRANK	Officials- Lacrosse	4/29/2016	90.00	300	W	W
332640	BURGAN, SHAWN	Boys Lacrosse Gate Help	4/29/2016	15.00	300	W	W
332640	BURGAN, SHAWN	Boys Lacrosse Gate Help	4/29/2016	22.50	300	W	W
332640	BURGAN, SHAWN	Boys Lacrosse Gate Help	4/29/2016	22.50	300	W	W
332640	BURGAN, SHAWN	Boys Lacrosse Gate Help	4/29/2016	20.00	300	W	W
332641	HOEFT, NATHAN	Boys Lacrosse Gate Help	4/29/2016	30.00	300	W	W
332642	CURTIN, MICHAEL F.	Softball Officials	4/29/2016	114.00	300	W	W
332643	DOWNERD, JAMES	Baseball Officials	4/29/2016	38.00	300	W	W
332644	DOWNERD, TIMOTHY	Baseball Officials	4/29/2016	38.00	300	W	W
332645	FISHER, CARL	Track Officials	4/29/2016	74.00	300	W	W
332645	FISHER, CARL	Track Officials	4/29/2016	74.00	300	W	W
332646	GARNER, ALEX	Boys Lacrosse Officials	4/29/2016	45.00	300	W	W
332647	JOHNSON, VERA	Girls Lacrosse Officials	4/29/2016	67.50	300	W	W
332648	KINNAMON, THOMAS	Baseball Officials	4/29/2016	57.00	300	W	W
332649	KUSAN, JOHN	Girls Lacrosse Officials	4/29/2016	67.50	300	W	W
332650	LATHROP, JIM	Boys Lacrosse Officials	4/29/2016	90.00	300	W	W
332651	LAWRENCE, RICHARD	Softball Officials	4/29/2016	57.50	300	W	W
332652	LINDQUIST, ERIC	Baseball Officials	4/29/2016	57.00	300	W	W
332653	MAUK, TIMOTHY	Softball Officials	4/29/2016	114.00	300	W	W
332653	MAUK, TIMOTHY	Softball Officials	4/29/2016	57.00	300	W	W
332654	OWEN, ANDREW	Baseball Officials	4/29/2016	57.00	300	W	W
332655	POLHEMUS, JEFF	Track Officials	4/29/2016	74.00	300	W	W
332656	RAYMOND, SCOTT	Track Officials	4/29/2016	74.00	300	W	W
332657	SEVERT, LAUREN	Girls Lacrosse Officials	4/29/2016	45.00	300	W	W
332658	SINGER, DOUG	Boys Lacrosse Officials	4/29/2016	90.00	300	W	W
332659	SWEENEY, LARRY	Track Officials	4/29/2016	74.00	300	W	W
332660	YAZROMBEK, ROBERT	Baseball Officials	4/29/2016	57.00	300	W	W
332661	DOWNERD, JAMES	Baseball Officials	4/29/2016	38.00	300	W	W
332662	DOWNERD, TIMOTHY	Baseball Officials	4/29/2016	38.00	300	W	W

OLENTANGY LOCAL SCHOOL DISTRICT
CHECK REGISTER DETAIL
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Check Number	Vendor	Description	Date	Amount	Fund	Original Item Status	Item Status
332663	NEU, DOMINIC	Baseball Officials	4/29/2016	38.00	300	W	W
332664	LEONHARDT, HAYDEN	Baseball Officials	4/29/2016	38.00	300	W	W
332665		ArbiterSports	4/29/2016	110.00	300	W	W
332666	OHIO MIDDLE SCHOOL LAX ASSOC.	Lacrosse Assignor	4/29/2016	45.00	300	W	W
332666	OHIO MIDDLE SCHOOL LAX ASSOC.	Boys Lacrosse	4/29/2016	170.00	300	W	W
332667	BIG WALNUT MIDDLE SCHOOL	Track Entry Fees	4/29/2016	125.00	300	W	W
332668	WESTERVILLE WALNUT SPRINGS	Track Entry Fees	4/29/2016	75.00	300	W	W
332669	WORTHINGWAY MIDDLE SCHOOL	Track Entry Fees	4/29/2016	200.00	300	W	W
332670	BERRIDGE, TIM	Boys lacrosse officials	4/29/2016	45.00	300	W	W
332671	DEWEY, DAVE	Boys lacrosse officials	4/29/2016	45.00	300	W	W
332672	DOWNERD, JAMES	Baseball officials	4/29/2016	38.00	300	W	W
332673	DOWNERD, TIMOTHY	Baseball officials	4/29/2016	38.00	300	W	W
332674	GILL, ERIC	Boys lacrosse officials	4/29/2016	45.00	300	W	W
332675	KINNAMON, THOMAS	Baseball officials	4/29/2016	57.00	300	W	W
332676	Kusan, Casey	girls lacrosse officials	4/29/2016	45.00	300	W	W
332677	Lomax, Howard	softball officials	4/29/2016	57.00	300	W	W
332678	NEWELL, DARREN	Baseball officials	4/29/2016	57.00	300	W	W
332679	SARICH, MATT	softball officials	4/29/2016	38.00	300	W	W
332679	SARICH, MATT	softball officials	4/29/2016	57.00	300	W	W
332680	SHAVER, DAVID	Boys lacrosse officials	4/29/2016	45.00	300	W	W
332681	SHISLER, ERIC	Boys lacrosse officials	4/29/2016	45.00	300	W	W
332682	WESTERVILLE NORTH HIGH SCHOOL	BOYS CROSS COUNTRY FEES - OLMS	4/29/2016	80.00	300	W	W
332682	WESTERVILLE NORTH HIGH SCHOOL	GIRLS CROSS COUNTRY FEES -	4/29/2016	80.00	300	W	W
332683	DUBLIN COFFMAN GIRLS	Girls LAX registration fees	4/29/2016	150.00	300	W	W
332684	OHIO MIDDLE SCHOOL LAX ASSOC.	Boys LAX registration fees	4/29/2016	215.00	300	W	W
332685	WORTHINGWAY MIDDLE SCHOOL	Track invitational fees	4/29/2016	200.00	300	W	W
332686	LEONHARDT, HAYDEN	Baseball officials	4/29/2016	38.00	300	W	W
332687	PULTZ, JOHN	Baseball officials	4/29/2016	38.00	300	W	W
332688	ARTHURS, SHAUN	Baseball officials	4/29/2016	76.00	300	W	W
332689	BELL, MICHAEL	Boys Lacrosse Officials	4/29/2016	45.00	300	W	W
332690	BERRIDGE, TIM	Boys Lacrosse Officials	4/29/2016	45.00	300	W	W
332691	CLARK, CLARENCE	Softball Officials	4/29/2016	57.00	300	W	W
332692	COUGHLIN, JOHNHENRY	Baseball officials	4/29/2016	38.00	300	W	W
332693	NEU, DOMINIC	Baseball officials	4/29/2016	38.00	300	W	W
332694	Harris, Lauren	Girls Lacrosse Officials	4/29/2016	67.50	300	W	W
332695	MCGARRY, KEVIN	Baseball officials	4/29/2016	76.00	300	W	W
332696	MCHUGH, MARISSA	Girls Lacrosse Officials	4/29/2016	22.50	300	W	W
332697	Miller, Gary	Baseball officials	4/29/2016	57.00	300	W	W
332698	NIELSEN, JASON	Softball Officials	4/29/2016	57.00	300	W	W
332699	VOLPE, CARL	Track Officials	4/29/2016	74.00	300	W	W
332700	HESS, DARIN	Baseball officials	4/29/2016	38.00	300	W	W
332701	BAYNUM, NATHAN	BASEBALL OFFICIALS	4/29/2016	57.00	300	W	W
332702	CULP, KEVIN	BOYS LAX OFFICIALS	4/29/2016	90.00	300	W	W
332703	Evans, Ven	SOFTBALL OFFICIALS	4/29/2016	38.00	300	W	W
332704	Palmer, George	BASEBALL OFFICIALS	4/29/2016	57.00	300	W	W
332704	Palmer, George	BASEBALL OFFICIALS	4/29/2016	38.00	300	W	W
332705	LEONHARDT, HAYDEN	BASEBALL OFFICIALS	4/29/2016	38.00	300	W	W
332705	LEONHARDT, HAYDEN	BASEBALL OFFICIALS	4/29/2016	57.00	300	W	W
332706	MERRILL, JOHN	BASEBALL OFFICIALS	4/29/2016	57.00	300	W	W
332707	NEU, DOMINIC	BASEBALL OFFICIALS	4/29/2016	57.00	300	W	W
332708	RIDDLE, GEORGE	GIRLS LAX OFFICIALS	4/29/2016	90.00	300	W	W
332709	SCHILLING, TIM	BOYS LAX OFFICIALS	4/29/2016	90.00	300	W	W
332710	SCHWIETERMAN, RYAN	BOYS LAX OFFICIALS	4/29/2016	90.00	300	W	W
332710	SCHWIETERMAN, RYAN	BOYS LAX OFFICIALS	4/29/2016	90.00	300	W	W
332711	SWEENEY, LARRY	TRACK OFFICIALS	4/29/2016	74.00	300	W	W
332712	Walker III, Lawrence	BASEBALL OFFICIALS	4/29/2016	38.00	300	W	W
332713	WALKER, LEWIS	SOFTBALL OFFICIALS	4/29/2016	57.00	300	W	W
332714	HERSHEY, DAVID	TRACK OFFICIALS	4/29/2016	74.00	300	W	W
332715	WOOD, DONALD	SOFTBALL OFFICIALS	4/29/2016	57.00	300	W	W
332716	BUTLER, JANE	Boys lacrosse assignor	4/29/2016	15.00	300	W	W
332717	HILLYARD	CUSTODIAL SUPPLIES	4/29/2016	41.26	001	W	W
332718	JUDY'S CAFE & CATERING	VIP Breakfast - catering	4/29/2016	595.00	007	W	W
332719	SUBURBAN NATURAL GAS	Freedom Trail	4/29/2016	1,011.76	001	W	W
332719	SUBURBAN NATURAL GAS	Cheshire	4/29/2016	1,063.28	001	W	W
332719	SUBURBAN NATURAL GAS	Food Service Above Buildings	4/29/2016	64.18	006	W	W
332720	DEL-CO WATER CO	East Bus Garage	4/29/2016	105.42	001	W	W
332720	DEL-CO WATER CO	Johnnycake Corners	4/29/2016	417.25	001	W	W
332720	DEL-CO WATER CO	Berkshire Middle	4/29/2016	765.35	001	W	W
332720	DEL-CO WATER CO	Food Services D/W	4/29/2016	20.63	006	W	W
332721	REPUBLIC SERVICES #046	Trash Hauling Jan to June 2016	4/29/2016	141.75	001	W	W
332722	XO Communications Services	DISTRICT WIDE PHONE SERVICES	4/29/2016	1,450.52	001	W	W
332722	XO Communications Services	DISTRICT WIDE PHONE SERVICES	4/29/2016	1,344.97	001	W	W
332723	ONDRUS, MELANY	Q3 Mileage reimbursement for	4/29/2016	299.43	001	W	W
332724	VOGEL, ISABEL	mileage reimbursement	4/29/2016	34.27	001	W	W
332725	MORGAN, HEATHER	CERTIFIED MILEAGE (TRAVELING	4/29/2016	87.48	001	W	W
332726	ROSCOE, JACLYN	Open PO for principal's	4/29/2016	90.41	001	W	W
332726	ROSCOE, JACLYN	JOB FAIR AT WRIGHT STATE	4/29/2016	85.00	001	W	W
332727	MAXIM HEALTHCARE SERVICES, INC	INCREASE PO	4/29/2016	750.75	516	W	W
332727	MAXIM HEALTHCARE SERVICES, INC	INCREASE PO	4/29/2016	1,171.50	516	W	W

OLENTANGY LOCAL SCHOOL DISTRICT
CHECK REGISTER DETAIL
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Check Number	Vendor	Description	Date	Amount	Fund	Original Item Status	Item Status
332728	MORAN, SHARON	Employee meal reimbursement	4/29/2016	6.45	001	W	W
332729	HOME DEPOT	Food Service Maint. misc parts	4/29/2016	34.68	006	W	W
332729	HOME DEPOT	Food Service Maint. misc parts	4/29/2016	19.97	006	W	W
332729	HOME DEPOT	Food Service Maint. misc parts	4/29/2016	15.32	006	W	W
332729	HOME DEPOT	Food Service Maint. misc parts	4/29/2016	18.42	006	W	W
332730	NATIONWIDE CHILDREN'S HOSPITAL	EDUCATIONAL COSTS	4/29/2016	937.20	001	W	W
332730	NATIONWIDE CHILDREN'S HOSPITAL	EDUCATIONAL COSTS	4/29/2016	312.40	001	W	W
332730	NATIONWIDE CHILDREN'S HOSPITAL	EDUCATIONAL COSTS	4/29/2016	1,249.60	001	W	W
332730	NATIONWIDE CHILDREN'S HOSPITAL	EDUCATIONAL COSTS	4/29/2016	781.00	001	W	W
332731	OSU SPEECH & LANGUAGE	EDUCATIONAL COSTS FOR	4/29/2016	2,650.00	516	W	W
332732	SAM'S CLUB DIRECT	Sam's-teaching aids	4/29/2016	43.92	001	W	W
332732	SAM'S CLUB DIRECT	Sam's-Office supply	4/29/2016	27.42	001	W	W
332732	SAM'S CLUB DIRECT	repairs & maint	4/29/2016	31.46	001	W	W
332732	SAM'S CLUB DIRECT	Sam's-teaching aids	4/29/2016	98.28	001	W	W
332732	SAM'S CLUB DIRECT	Sam's-Office supply	4/29/2016	71.50	001	W	W
332733	SEARCHSOFT SOLUTIONS, INC.	License Subscription / Annual	4/29/2016	4,250.00	001	W	W
332734	SEDOTI, KAREN	Mileage for Northeast Ohio	4/29/2016	149.99	001	W	W
332735	SPECIALIZED SPEECH TECH., INC.	INCREASE PO	4/29/2016	18,882.50	516	W	W
332736	SYROKA, JUSTIN J.	Xavier University Southwest	4/29/2016	135.00	001	W	W
332736	SYROKA, JUSTIN J.	Meals	4/29/2016	-	001	W	W
332737	WEST CENTRAL JUVENILE	EDUCATIONAL COSTS FOR OLS	4/29/2016	1,058.00	001	W	W
332738	Artis-Welch, Khalila	Xavier University Southwest	4/29/2016	133.92	001	W	W
332738	Artis-Welch, Khalila	Meals	4/29/2016	-	001	W	W
332739	LENKO, BETHANY	Mileage for Jan - March, 2016	4/29/2016	49.68	006	W	W
				2,426,297.75	Total		

Memo Checks:

Purchase Card (PNC)	180,273.17
Foundation	464,852.79
Insurance	151,318.38
Workers' Comp	5,329.91
Moneris/AMEX (Online Pmnt Fees)	13,851.43
Payroll	2,652,882.86
Bonds Payable	-
HSA Funding	2,400.00
Sales Tax (School Stores)	130.09
STRS	1,079,342.00
Self-Insurance	2,082,164.73
Payroll	9,436,140.44
Reduction of Expenditures	4,867.06
Fund to Fund Transfers	-
Checks voided from prior month	(1,644.81)

18,498,205.80 Total

18,498,205.80 Per Financial Detail

- Variance

OLENTANGY LOCAL SCHOOL DISTRICT
APPROPRIATION ACCOUNT SUMMARY
APRIL 2016

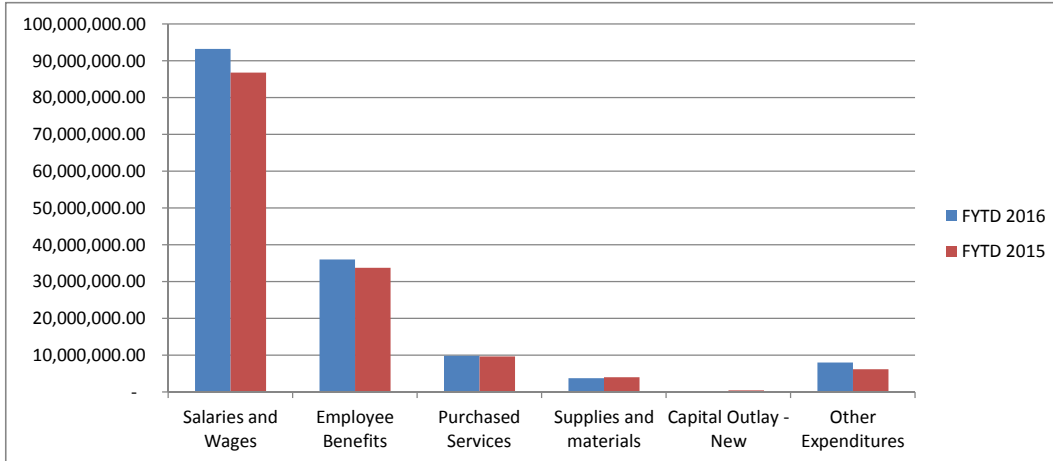
Object	Object Description Encumbrances	FYTD Appropriated	Prior FY Carryover Encumbrances	FYTD Expendable	FYTD Actual Expenditures	MTD Actual Expenditures	Current Encumbrances	FYTD Unencumbered Balance	FYTD Percent Exp/Enc
GENERAL FUND 001									
1100 REGULAR INSTRUCTION									
100	Salaries and Wages	67,196,907.00	-	67,196,907.00	55,922,141.38	5,620,611.60	-	11,274,765.62	83.22%
200	Employee Benefits	24,360,125.68	9,615.00	24,369,740.68	20,286,076.30	2,108,494.59	11,208.00	4,072,456.38	83.29%
400	Purchased Services	5,750,878.61	28,815.40	5,779,694.01	3,815,040.29	545,498.40	1,592,571.16	372,082.56	93.56%
500	Supplies and materials	1,906,102.54	34,343.08	1,940,445.62	1,034,981.79	133,266.22	532,129.78	373,334.05	80.76%
600	Capital Outlay - New	350.00	-	350.00	341.97	-	-	8.03	97.71%
800	Other Expenditures	81,755.00	-	81,755.00	47,652.21	7,940.85	61,621.89	(27,519.10)	133.66%
1200 SPECIAL INSTRUCTION									
100	Salaries and Wages	14,942,101.00	-	14,942,101.00	12,044,255.20	1,226,820.46	-	2,897,845.80	80.61%
200	Employee Benefits	5,976,531.00	-	5,976,531.00	4,606,734.22	474,864.02	-	1,369,796.78	77.08%
400	Purchased Services	428,852.00	18,581.42	447,433.42	243,817.13	28,335.58	20,818.35	182,797.94	59.15%
500	Supplies and materials	58,044.66	2,043.69	60,088.35	37,361.37	5,789.16	16,292.08	6,434.90	89.29%
800	Other Expenditures	5,709,201.00	563,627.97	6,272,828.97	5,095,073.21	594,818.94	1,173,877.20	3,878.56	99.94%
1300 VOCATIONAL INSTRUCTION									
100	Salaries and Wages	776,135.00	-	776,135.00	712,632.24	71,905.02	-	63,502.76	91.82%
200	Employee Benefits	293,505.00	-	293,505.00	253,036.30	26,237.16	-	40,468.70	86.21%
400	Purchased Services	2,600.00	-	2,600.00	678.02	71.98	1,283.60	638.38	75.45%
500	Supplies and materials	3,937.50	-	3,937.50	2,040.93	-	1,620.00	276.57	92.98%
2100 SUPPORT SERVICES									
100	Salaries and Wages	4,243,372.00	-	4,243,372.00	3,594,296.60	352,437.44	-	649,075.40	84.70%
200	Employee Benefits	1,507,569.00	-	1,507,569.00	1,271,342.21	126,910.63	-	236,226.79	84.33%
400	Purchased Services	403,694.93	66,380.74	470,075.67	287,977.01	24,634.73	133,151.45	48,947.21	89.59%
500	Supplies and materials	36,139.14	2,198.38	38,337.52	27,710.58	3,064.79	7,807.67	2,819.27	92.65%
600	Capital Outlay - New	13,766.61	-	13,766.61	4,215.73	1,467.00	9,550.53	0.35	100.00%
800	Other Expenditures	123,320.00	-	123,320.00	90,112.04	10,994.86	385.00	32,822.96	73.38%
2200 EDUCATIONAL MEDIA SERVICES									
100	Salaries and Wages	2,909,333.00	-	2,909,333.00	2,370,382.54	217,411.38	-	538,950.46	81.48%
200	Employee Benefits	1,080,242.00	-	1,080,242.00	881,555.56	86,542.94	-	198,686.44	81.61%
400	Purchased Services	407,290.20	41,815.34	449,105.54	114,041.41	6,186.42	157,895.63	177,168.50	60.55%
500	Supplies and materials	204,322.53	25,144.57	229,467.10	135,526.85	9,565.51	63,729.64	30,210.61	86.83%
600	Capital Outlay - New	1,000.00	-	1,000.00	-	-	-	1,000.00	0.00%
800	Other Expenditures	2,325.00	-	2,325.00	1,717.00	-	450.00	158.00	93.20%
2300 SUPPORT SERVICES - BOARD OF EDUCATION									
100	Salaries and Wages	15,000.00	-	15,000.00	11,745.00	625.00	-	3,255.00	78.30%
200	Employee Benefits	5,656.00	-	5,656.00	2,942.10	246.56	-	2,713.90	52.02%
400	Purchased Services	954,500.00	116,383.47	1,070,883.47	734,114.93	85,565.87	190,784.50	145,984.04	86.37%
800	Other Expenditures	193,120.25	305.00	193,425.25	144,930.88	1,176.00	42,735.61	5,758.76	97.02%
2400 SUPPORT SERVICES - ADMINISTRATION									
100	Salaries and Wages	5,916,554.00	-	5,916,554.00	5,288,299.53	503,481.76	52,769.27	575,485.20	90.27%
200	Employee Benefits	3,027,971.00	-	3,027,971.00	2,533,366.07	247,110.86	-	494,604.93	83.67%
400	Purchased Services	109,122.41	7,937.95	117,060.36	68,848.10	3,993.79	33,320.69	14,891.57	87.28%
500	Supplies and materials	35,723.80	2,557.50	38,281.30	23,937.30	3,086.58	11,207.38	3,136.62	91.81%
800	Other Expenditures	4,634.13	-	4,634.13	-	-	4,300.00	334.13	92.79%
		28,100.00	3,307.50	31,407.50	22,707.18	-	428.30	8,272.02	73.66%
2500 FISCAL SERVICES									
100	Salaries and Wages	635,671.00	-	635,671.00	548,293.11	55,276.24	-	87,377.89	86.25%
200	Employee Benefits	261,998.00	-	261,998.00	230,863.70	24,023.13	-	31,134.30	88.12%
400	Purchased Services	105,050.00	63,381.83	168,431.83	86,350.77	12,948.63	46,480.67	35,600.39	78.86%
500	Supplies and materials	7,550.00	152.75	7,702.75	4,532.92	165.00	2,215.39	954.44	87.61%
800	Other Expenditures	2,384,000.00	195.00	2,384,195.00	2,320,462.04	69,641.36	61,138.66	2,594.30	99.89%

OLENTANGY LOCAL SCHOOL DISTRICT
APPROPRIATION ACCOUNT SUMMARY
APRIL 2016

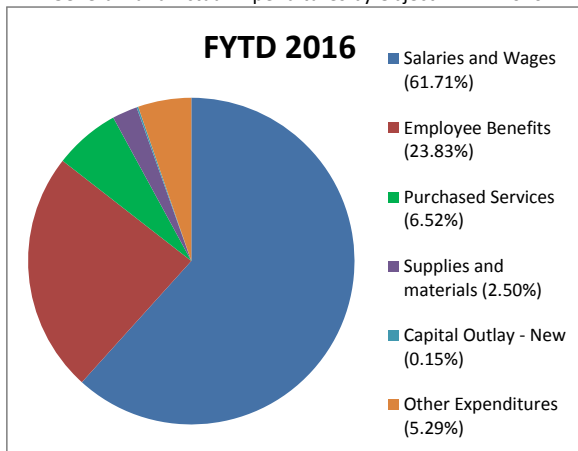
Object	Object Description Encumbrances	FYTD	Prior	FYTD Expendable	FYTD Actual Expenditures	MTD Actual Expenditures	Current Encumbrances	FYTD	FYTD Percent Exp/Enc
		Appropriated	FY Carryover Encumbrances					Unencumbered Balance	
2600 SUPPORT SERVICES - BUSINESS									
100	Salaries and Wages	392,051.00	-	392,051.00	282,823.10	28,632.70	-	109,227.90	72.14%
200	Employee Benefits	186,020.00	-	186,020.00	135,600.21	14,233.50	-	50,419.79	72.90%
400	Purchased Services	55,000.00	311.02	55,311.02	51,764.59	24,091.05	1,535.55	2,010.88	96.36%
500	Supplies and materials	6,700.00	55.00	6,755.00	3,110.40	-	3,643.40	1.20	99.98%
800	Other Expenditures	1,385.00	-	1,385.00	1,363.00	-	-	22.00	98.41%
2700 OPERATION AND MAINTENANCE OF PLANT SERVICES									
100	Salaries and Wages	6,029,437.00	-	6,029,437.00	4,944,776.40	469,708.15	-	1,084,660.60	82.01%
200	Employee Benefits	2,847,554.00	-	2,847,554.00	2,312,506.30	230,185.88	-	535,047.70	81.21%
400	Purchased Services	4,601,572.50	323,102.22	4,924,674.72	3,596,913.75	338,927.83	1,524,104.01	(196,343.04)	103.99%
500	Supplies and materials	1,417,000.00	85,850.95	1,502,850.95	1,080,317.44	118,759.91	302,458.21	120,075.30	92.01%
600	Capital Outlay - New	250,000.00	1,096.22	251,096.22	211,154.34	953.64	39,541.71	400.17	99.84%
800	Other Expenditures	17,300.00	1,455.50	18,755.50	10,596.75	422.25	4,600.00	3,558.75	81.03%
2800 SUPPORT SERVICES - PUPIL TRANSPORTATION									
100	Salaries and Wages	4,855,280.00	-	4,855,280.00	4,075,904.47	397,503.93	-	779,375.53	83.95%
200	Employee Benefits	2,882,506.00	(657.72)	2,881,848.28	2,316,865.22	231,159.72	(657.72)	565,640.78	80.37%
400	Purchased Services	562,907.25	95,558.60	658,465.85	364,498.71	20,100.26	219,921.04	74,046.10	88.75%
500	Supplies and materials	1,567,150.00	108,679.52	1,675,829.52	827,302.23	117,547.68	398,541.10	449,986.19	73.15%
600	Capital Outlay - New	24,000.00	2,119.43	26,119.43	13,221.82	489.00	11,866.18	1,031.43	96.05%
800	Other Expenditures	100.00	-	100.00	100.00	-	-	-	100.00%
2900 SUPPORT SERVICES - CENTRAL									
100	Salaries and Wages	1,773,351.00	-	1,773,351.00	1,560,925.64	153,268.19	-	212,425.36	88.02%
200	Employee Benefits	828,748.00	-	828,748.00	688,810.66	69,237.50	-	139,937.34	83.11%
400	Purchased Services	675,715.15	7,029.16	682,744.31	393,234.44	5,443.97	94,223.95	195,285.92	71.40%
500	Supplies and materials	723,223.11	9,387.71	732,610.82	604,981.41	2,150.61	123,024.83	4,604.58	99.37%
600	Support Services Central	-	3,000.00	3,000.00	1,449.99	-	-	1,550.01	48.33%
800	Other Expenditures	2,410.00	-	2,410.00	1,800.00	-	450.00	160.00	93.36%
4100 ACADEMIC ORIENTED ACTIVITIES									
100	Salaries and Wages	612,202.00	-	612,202.00	326,253.35	4,409.39	-	285,948.65	53.29%
200	Employee Benefits	101,256.00	-	101,256.00	59,461.79	834.09	-	41,794.21	58.72%
400	Forensics - Purchased Services	-	-	-	-	-	-	-	0.00%
4500 SPORT ORIENTED ACTIVITIES									
100	Salaries and Wages	2,196,124.00	-	2,196,124.00	1,597,781.96	78,379.05	-	598,342.04	72.75%
200	Employee Benefits	525,740.00	-	525,740.00	438,931.59	26,441.51	-	86,808.41	83.49%
400	Purchased Services	124,000.00	32,412.00	156,412.00	93,274.88	9,064.33	38,505.69	24,631.43	84.25%
800	Other Expenditures	15,000.00	-	15,000.00	10,907.00	-	8,621.00	(4,528.00)	130.19%
5100 SITE ACQUISITION SERVICES									
800	Other Expenditures	30,000.00	-	30,000.00	21,836.00	-	-	8,164.00	72.79%
5900 OTHER FACILITIES ACQUISITION AND CONSTRUCTION SERVICES									
100	Salaries and Wages	-	-	-	-	-	-	-	0.00%
200	Employee Benefits	-	-	-	-	-	-	-	0.00%
400	Purchased Services	-	-	-	-	-	-	-	0.00%
500	Supplies and materials	-	-	-	-	-	-	-	0.00%
600	Capital Outlay - New	-	-	-	-	-	-	-	0.00%
800	Other Expenditures	-	-	-	-	-	-	-	0.00%
7100 CONTINGENCIES									
900	Other Uses	-	-	-	-	-	-	-	0.00%
TOTAL FUND 001		\$ 185,407,783.00	\$ 1,656,186.20	\$ 187,063,969.20	\$ 150,930,601.16	\$ 15,033,154.60	\$ 7,000,151.40	\$ 29,133,216.64	
Per APPSUM		185,407,783.00	1,656,186.20	187,063,969.20	150,930,601.16	15,033,154.60	7,000,151.40	29,133,216.64	

OLENTANGY LOCAL SCHOOL DISTRICT
COMPARITIVE CHARTS
APRIL 2016

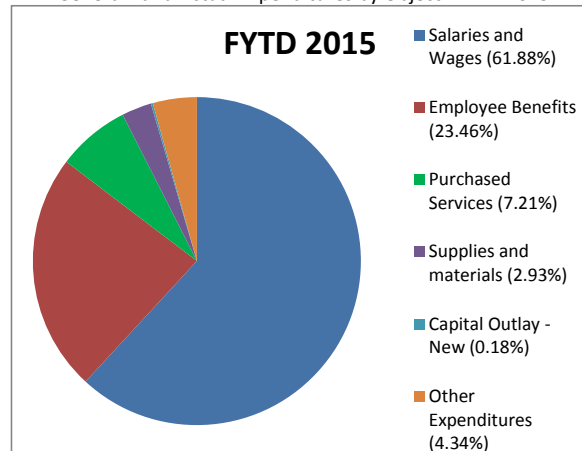
General Fund Actual Expenditures by Object (FYTD 2016/FYTD 2015)



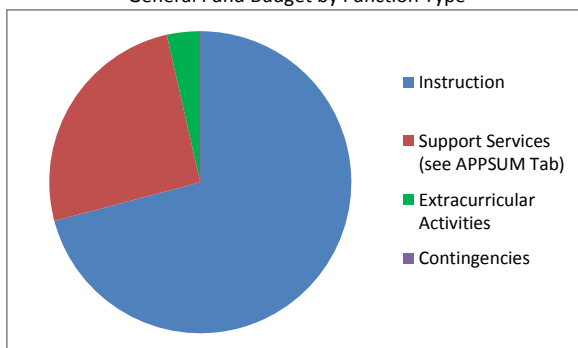
General Fund Actual Expenditures by Object - FYTD 2016



General Fund Actual Expenditures by Object - FYTD 2015



General Fund Budget by Function Type



Appropriations Adjustments

Fund	6/9/2016 Adjustments	Explanation:
004 - Building	\$ 79,560,000.00	Bond Issuance
200 - Student Activity	\$ <u>8,000.00</u>	New Activities/Fundraisers
	\$ 79,568,000.00	

CERTIFIED CONTRACTS
2016-17 School Year

Recommended for Board of Education Approval on June 9, 2016

Employee Name			Position	Location	Contract		
Last Name	First Name	Middle			Effective Date	Term	Salary
Emery	Erin	E.	Grade 8 Mathematics and Science	OLMS	08/15/16	1-Year	\$ 39,434.00
Frazier	James	M.	Integrated Language Arts	OA	08/15/16	1-Year	\$ 46,453.00
Lee	Karen	E.	Intervention Specialist - LD	OHS	08/15/16	1-Year	\$ 70,448.00
Stevens	Lacey	A.	Integrated Science	OHS	08/15/16	1-Year	\$ 44,540.00
Teller	Albert	A.	Integrated Social Studies	OA	08/15/16	1-Year	\$ 74,628.00
Webber	Michael	S.	Visual Art	OHS/OOHS	08/15/16	1-Year	\$ 42,730.00
Wolfer	Heidi	A.	Grade 4	WRES	08/15/16	1-Year	\$ 61,753.00

CERTIFIED NEW TEACHER ACADEMY STIPEND PAID THROUGH MEMORANDUM BILLING
2016-17 School Year

Recommended for Board of Education Approval on June 9, 2016

Last Name	First Name	Middle
Emery	Erin	E.
Frazier	James	M.
Hendrickson	Krista	D.
Lee	Karen	E.
Stevens	Lacey	A.
Teller	Albert	A.
Webber	Michael	S.
Wolfer	Heidi	A.

CERTIFIED POSITION(S) PAID THROUGH MEMORANDUM BILLING
2015-16 School Year

Recommended for Board of Education Approval on June 9, 2016

Employee Name			Position	Hours	Salary	
Last Name	First Name	MI			Per Hour	Total
Extended School Year Services						
Kirk	Ezra	P.	Instructor, OHS	90.00	\$ 25.00	\$ 2,250.00
Malinowski	Maureen	R.	Instructor, OHS	10.00	\$ 25.00	\$ 250.00
Stumpf	Rena	L.	Instructor, OHS	5.00	\$ 25.00	\$ 125.00
Halls	Allyson	L.	Instructor, OLHS	10.00	\$ 25.00	\$ 250.00
Tekaucic	Mary	A.	Instructor, OLHS	9.00	\$ 25.00	\$ 225.00
Arganbright	Dawn	M.	Instructor, OOHS	30.00	\$ 25.00	\$ 750.00
Brenning	Jennifer	L.	Instructor, OOHS	10.00	\$ 25.00	\$ 250.00
Lower	Marcia	S.	Instructor, OOHS	12.00	\$ 25.00	\$ 300.00
McDermott	Terence	E.	Instructor, OOHS	5.00	\$ 25.00	\$ 125.00
Zabonik	Miriam	R.	Instructor, OOHS	8.00	\$ 25.00	\$ 200.00
Wood	Melissa	L.	Instructor, OBMS	24.00	\$ 25.00	\$ 600.00
Muntean	Nicole	V.	Instructor, OHMS	9.50	\$ 25.00	\$ 237.50
Polhemus	Eric	J.	Instructor, OHMS	42.00	\$ 25.00	\$ 1,050.00
Reep	Shannon	J.	Instructor, OHMS	84.50	\$ 25.00	\$ 2,112.50
Buckerfield	Abby	M.	Instructor, OLMS	14.00	\$ 25.00	\$ 350.00
Castiglione	Donna	M.	Instructor, OOMS	79.50	\$ 45.00	\$ 3,577.50
Sansbury	Christopher	M.	Instructor, OOMS	6.00	\$ 25.00	\$ 150.00
Wiedemann	Taylor	N.	Instructor, OOMS	15.00	\$ 25.00	\$ 375.00
Ford	Ryan	M.	Instructor, ACES	5.00	\$ 25.00	\$ 125.00
Harrington	Jill	R.	Instructor, ACES	14.00	\$ 25.00	\$ 350.00
McDowell	Heidi	L.	Instructor, AES	12.00	\$ 25.00	\$ 300.00
St. Germain	Jennifer	L.	Instructor, AES	10.50	\$ 25.00	\$ 262.50
Casto	Katherine	J.	Instructor, CES	10.00	\$ 25.00	\$ 250.00
Gilliam	Ami	E.	Instructor, CES	6.00	\$ 25.00	\$ 150.00
Mauk	Whitney	E.	Instructor, CES	54.00	\$ 25.00	\$ 1,350.00
Moder	Angela	J.	Instructor, CES	18.00	\$ 25.00	\$ 450.00
Hall	Rebecca	E.	Instructor, FTES/OSMS	12.00	\$ 45.00	\$ 540.00
Beabout	Bree	L.	Instructor, GOES	39.00	\$ 25.00	\$ 975.00
Robart	Melissa	C.	Instructor, GOES	24.00	\$ 25.00	\$ 600.00
Cervi	Tammera	S.	Instructor, HES	10.00	\$ 25.00	\$ 250.00
Holly	Kelly	R.	Instructor, HES	10.00	\$ 25.00	\$ 250.00
Schwartz	Sarah	M.	Instructor, HES	9.00	\$ 25.00	\$ 225.00
Petercsak	Emily	B.	Instructor, ISES	39.00	\$ 25.00	\$ 975.00
Baker	Emily	F.	Instructor, JCES	22.00	\$ 25.00	\$ 550.00
Cunningham	Maryann	R.	Instructor, JCES	8.00	\$ 25.00	\$ 200.00
Cunningham	Maryann	R.	Instructor, JCES	48.00	\$ 45.00	\$ 2,160.00
Maloney	Kathleen	E.	Instructor, JCES	36.00	\$ 25.00	\$ 900.00
Anderson	Angela	M.	Instructor, LTES	24.00	\$ 25.00	\$ 600.00
Smith	Amy	C.	Instructor, LTES	25.00	\$ 25.00	\$ 625.00
Swan	Stacy	A.	Instructor, LTES	84.00	\$ 25.00	\$ 2,100.00
Vedder	Kimberlee	A.	Instructor, LTES	14.00	\$ 25.00	\$ 350.00
Bigley	Katherine	R.	Instructor, OCES	20.00	\$ 25.00	\$ 500.00
Clark	Tiffany	R.	Instructor, OCES	21.00	\$ 25.00	\$ 525.00
Gallo	Jaime	P.	Instructor, OMES	9.00	\$ 25.00	\$ 225.00
Gibson	Sara	E.	Instructor, OMES	30.50	\$ 40.00	\$ 1,220.00
Gibson	Sara	E.	Instructor, OMES	18.00	\$ 25.00	\$ 450.00
Fratianne	Laura	R.	Instructor, TRES	12.00	\$ 25.00	\$ 300.00
Harden	Dana	A.	Instructor, TRES	33.00	\$ 45.00	\$ 1,485.00
Barnes	Megan	A.	Instructor, WCES	10.00	\$ 25.00	\$ 250.00
Chimbidis	Jennifer	A.	Instructor, WCES	24.00	\$ 25.00	\$ 600.00

CERTIFIED POSITION(S) PAID THROUGH MEMORANDUM BILLING
2015-16 School Year

Recommended for Board of Education Approval on June 9, 2016

Employee Name			Position	Hours	Salary	
Last Name	First Name	MI			Per Hour	Total
Karam	Melissa		Instructor, WRES	10.00	\$ 25.00	\$ 250.00

CERTIFIED POSITION(S) PAID THROUGH MEMORANDUM BILLING
2015-16 School Year
Recommended for Board of Education Approval on June 9, 2016

Employee Name			Position	Hours	Salary	
Last Name	First Name	MI			Per Hour	Total
Home Instruction						
Vitale	Gina	A.	Instructor, OA	24.00	\$ 25.00	\$ 600.00
Baxendale	Alison	D.	Instructor, OLHS	30.00	\$ 25.00	\$ 750.00
Berndt	Matthew	A.	Instructor, OOHS	25.00	\$ 25.00	\$ 625.00
Chirpas	Gina	M.	Instructor, OSMS	30.00	\$ 25.00	\$ 750.00
Moder	Angela	J.	Instructor, CES	48.00	\$ 25.00	\$ 1,200.00
Schwartz	Sarah	M.	Instructor, HES	28.00	\$ 25.00	\$ 700.00

CLASSIFIED SUBSTITUTES
2016-17 School Year

Recommended for Board of Education Approval on June 9, 2016

Armstrong, Joyce L.	Kraft, Debra K.
Ball, Kevin E.	Kreutzer, Andrew
Benoit, Lynnette C.	Lansdale, Heather L.
Berardi, Samuel F.	Leonard, Noreen M.
Bleedorn, Traci L.	Lewis, Cynthia L.
Buening, Michele S.	Louks, Michelle
Callison, Shonda L.	Marshall, Melanie D.
Chafin, Bobby J.	Matous, Diane M.
Chatto, Leslie G.	McDermott, Tricia
Cooke, Trudy D.	Meade, Katherine S.
Coy, Jennifer A.	Miller, Tyler S.
Diehr, Kelley E.	Miller, Laura L.
Drosos, Katherine L.	O'Sullivan, Gayle L.
Evanko, Kimberly A.	Pfeifer, Johanna Y.
Evans, Michelle C.	Randall, Dana Y.
Fleshman, Natalina	Rivera, Kathy M.
Garwood, Kimberlee	Sanchez, Jose
Geller, Mary H.	Saylor, Annette J.
Gibson, Jeffrey W.	Schlagenhaft, Kathy J.
Gilliam, Jarrod T.	Schueren, Anne P.
Gossing, Cheryl A.	Sink, Kyle J.
Grote, Theresa S.	Skelton, David J.
Hagemeier, Kristine S.	Smith, Rene R.
Heller, Linda M.	Soundarajan, Chitra
Hicks Jr, William L.	St John, Nancy V.
Hilt, Christine D.	Steward, Malinda A.
Hoaeae, Richard D.	Swank, Bobbie L.
Hughes, Paula J.	Taylor, Retno W.
Immel, Kirk H.	Travis, Gordon A.
Jacknewitz, Amy T.	Varughese, Vinoyi
Kabelac, Mary Alice	Vesper, Anne
Keene, Cynthia S.	Wade, Wallace L.
Keller, Michael L.	Wallace, Colleen M.
Kemmerling Brown, Angela R.	Wang, Renee L.
Klekotka, Karin A.	Williams, Michael D.
Knight, Angela C.	Wray, Sally K.
Knore, Kim E.	Wright, Nathan F.
Knowles, Christopher R.	Xenakis, Jamie M.
Knowlton, Kim	Yarnell, Kenneth P.
Kolp, Theresa D.	

CLASSIFIED POSITION(S) PAID THROUGH MEMORANDUM BILLING
2015-16 School Year

Recommended for Board of Education Approval on June 9, 2016

Employee Name			Position	Hours	Salary	
Last Name	First Name	MI			Per Hour	Total
Extended School Year Services						
Michael	Debra	A.	Instructor, OLMS	13.00	\$ 25.00	\$ 325.00
Kaufman	Jeanine	L.	Instructor, OLMS	84.00	\$ 25.00	\$ 2,100.00
Tudor Stegner	Kari		Instructor, SRES	48.00	\$ 25.00	\$ 1,200.00
Lauer	Kyle	J.	Instructor, OCES	6.00	\$ 25.00	\$ 150.00
Steward	Malinda	A.	Instructor, WRES	12.00	\$ 25.00	\$ 300.00
Sauer	Melissa	D.	Instructor, OLMS	32.00	\$ 25.00	\$ 800.00
Henderson	Raye Ann		Instructor, WRES	18.00	\$ 25.00	\$ 450.00
Shiner	Sally	J.	Instructor, OLMS	10.00	\$ 25.00	\$ 250.00
Rockwell	Shari	L.	Instructor, WRES	12.00	\$ 25.00	\$ 300.00

Student Overnight and Out-of-State Trip Requests for 6/9/16 BOE Approval

School	Beginning Date of Trip	Return Date	School Days Missed	Event	Location	Transportation	Approximate Number of Students	Estimated Transportation Cost to District
OSMS	6/9/2016	6/11/2016	0	Eastern Ohio Boys Basketball Camp	Sherrodsville, OH	Parents	25	\$0
OOHS	6/12/2016	6/14/2016	0	Nortre Dame Girls Basketball Team Camp	South Bend, IN	Parents	26	\$0
OOHS	6/15/2016	6/18/2016	0	Boys Basketball Hope Team Camp	Holland, MI	Charter	25	\$0
OHS	6/19/2016	6/21/2016	0	Eastern Ohio Boys Basketball Camp	Sherrodsville, OH	Parents	25	\$0
OOHS	3/1/2017	3/5/2017	2	NYC Choir Performance Trip	New york, NY	Charter	70	\$0
OSMS	5/22/2017	5/25/2017	3	8th Grade Washington DC Trip	Washington DC	Charter	315	\$0

ADOPTED JULY 2015

Ohio's New Learning Standards:

Physical Education Standards

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The Goal

The goal of physical education is to develop physically literate individuals who have the knowledge, skills and confidence to enjoy a lifetime of healthful physical activity.

To pursue a lifetime of healthful physical activity, a physically literate individual:

- Has learned the skills necessary to participate in a variety of physical activities;
- Knows the implications and the benefits of involvement in various types of physical activities;
- Participates regularly in physical activity;
- Is physically fit;
- Values physical activity and its contributions to a healthful lifestyle.

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The Standards

A physically literate individual...

STANDARD 1

Demonstrates competency in a variety of motor skills and movement patterns.

STANDARD 2

Applies knowledge of concepts, principles, strategies and tactics related to movement and performance.

STANDARD 3

Demonstrates the knowledge and skills to achieve and maintain a health-enhancing level of physical activity and fitness.

STANDARD 4

Exhibits responsible, personal and social behavior that respects self and others.

STANDARD 5

Recognizes the value of physical activity for health, enjoyment, challenge, self-expression and/or social interaction.

Standard 1

DEMONSTRATES COMPETENCY IN A VARIETY OF MOTOR SKILLS AND MOVEMENT PATTERNS.

Grades K-2

Benchmark A	Demonstrate locomotor and non-locomotor skills in a variety of ways.
Grade Band	K-2
KINDERGARTEN	
Locomotor skills	1. Demonstrate walk, run and slide locomotor skills using critical elements.
Non-locomotor	2. Explore locomotor skills of jump, gallop, skip, hop and leap in a stable environment. 3. Use non-locomotor skills (e.g., bend, twist, turn, sway, stretch) in exploratory and a stable environment. 4. Balance using a variety of body parts (e.g., 1/2/3/4 point balances) and body shapes (e.g., wide, narrow, twisted). 5. Transfer weight by rocking and rolling. 6. Move in time with a changing beat (e.g., music, drum, clap, stomp).
GRADE ONE	
Locomotor skills	1. Demonstrate gallop and hop locomotor skills using critical elements.
Non-locomotor	2. Perform locomotor skills (e.g., walk, run, gallop, slide, hop) while changing pathway, direction and/or speed. 3. Use non-locomotor skills in exploratory and controlled settings and in response to verbal and non-verbal (e.g., mirroring or matching a partner) stimuli. 4. Balance in a variety of ways using equipment (e.g., balance ball or board) and/or apparatus (e.g., beam or box). 5. Perform a variety of different rocking (e.g., forward/backward, slide/side) and rolling skills (e.g., log, egg, parachute, circle, shoulder). 6. Move to a rhythmic beat or pattern.
GRADE TWO	
Locomotor skills	1. Demonstrate all fundamental locomotor skills (walk, run, slide, gallop, hop, skip, jump, leap) using critical elements.
Non-locomotor	2. Perform combinations of locomotor, non-locomotor, weight transfer and static and dynamic balance skills. 3. Perform combinations of non-locomotor and locomotor skills in a movement pattern. 4. Demonstrate static and balance skills as part of a movement pattern. 5. Perform combinations of rolling and balance skills. 6. Perform rhythmic dance steps and sequences.

Standard 1 DEMONSTRATES COMPETENCY IN A VARIETY OF MOTOR SKILLS AND MOVEMENT PATTERNS.

Grades K-2

Benchmark B	Demonstrate developing control of fundamental manipulative skills.
Grade Band	K-2
KINDERGARTEN	
Manipulative skills	<ol style="list-style-type: none"> 1. Throw objects in a variety of ways to oneself. 2. Catch a bounced ball. 3. Use different body parts to strike a lightweight object (e.g., balloon) and keep it in the air. 4. Kick a stationary ball. 5. Dribble objects with the hand in a closed or stable environment. 6. Roll a ball underhand.
GRADE ONE	
Manipulative skills	<ol style="list-style-type: none"> 1. Throw using variations in time/force. 2. Catch a self-tossed object with hands or an implement. 3. Strike an object (e.g., ball, balloon) using different body parts. 4. Kick a ball for force using a backswing with the kicking leg and stepping next to the ball without hesitating or stopping prior to kick. 5. Dribble an object with hands and feet in a stable environment through self and general space. 6. Roll a ball to a specified target.
GRADE TWO	
Manipulative skills	<ol style="list-style-type: none"> 1. Throw overhand a variety of objects demonstrating a side orientation. 2. Catch objects coming from different directions, heights and speed. 3. Strike a variety of objects with the hand or an implement with purpose to control force/direction. 4. Kick a rolled or moving ball with the laces for power. 5. Dribble a ball with hands and feet using variations in speed, direction, pathway and relationship with objects. 6. Roll a ball or object to a moving target.

Standard 1 DEMONSTRATES COMPETENCY IN A VARIETY OF MOTOR SKILLS AND MOVEMENT PATTERNS.

Grades 3-5

Benchmark A	Combine locomotor and non-locomotor skills into movement patterns.
Grade Band	3-5
GRADE THREE	
Combined skills	<ol style="list-style-type: none"> 1. Perform a sequence of movements (e.g., dance, gymnastics, jump rope) with a beginning, middle and end. 2. Jump rope demonstrating a variety of footwork skills. 3. Balance on different bases of support and on apparatus demonstrating different levels, shapes and patterns. 4. Perform teacher-selected and developmentally appropriate dance steps and movement patterns.
GRADE FOUR	
Combined skills	<ol style="list-style-type: none"> 1. Perform a movement sequence comprised of both basic and intermediate skills (e.g., dance, gymnastics, jump rope). 2. Jump rope demonstrating a variety of footwork and arm action skills. 3. Combine balance and weight transfer skills in a movement sequence. 4. Combine locomotor movement patterns and dance steps to create and perform a dance.
GRADE FIVE	
Combined skills	<ol style="list-style-type: none"> 1. Perform a movement sequence comprised of both basic and intermediate skills (e.g., dance, gymnastics, jump rope) with smooth transitions between those movements. 2. Jump rope demonstrating a variety of footwork, arm action skills and/or tricks of choice. 3. Combine balance and transferring weight with movement skills in a gymnastics or dance sequence. 4. Combine skills in dances with correct rhythm and pattern.

Standard 1 DEMONSTRATES COMPETENCY IN A VARIETY OF MOTOR SKILLS AND MOVEMENT PATTERNS.

Grades 3-5

Benchmark B	Apply the critical elements of fundamental manipulative skills in a variety of physical activities.
Grade Band	3-5
GRADE THREE	
Application of skills	<ol style="list-style-type: none"> 1. Throw overhand with force using appropriate critical elements. 2. Catch a variety of objects in dynamic conditions using the critical elements. 3. Strike an object with an implement using the critical elements. 4. Kick a ball with the inside of the foot to a target using the critical elements. 5. Dribble and maintain control while moving through space using the critical elements. 6. Send (e.g., pass, roll) an object to a target using critical elements in a stable environment.
GRADE FOUR	
Application of skills	<ol style="list-style-type: none"> 1. Throw overhand with varying degrees of force using appropriate critical elements to reach different distances. 2. Catch two-handed during a game or game-like situation using the critical elements. 3. Strike an object with an implement using the critical elements. 4. Kick a ball with the inside of the foot using the critical elements to targets at different distances, locations and relationship to objects. 5. Dribble with control while moving through space to avoid stationary objects using the critical elements. 6. Send (e.g., pass, roll) an object to a target using critical elements while varying space, distance, location and relationship to objects.
GRADE FIVE	
Application of skills	<ol style="list-style-type: none"> 1. Throw overhand to reach a medium-sized target with sufficient force using appropriate critical elements. 2. Catch with an implement (e.g., glove, scoop) using the critical elements. 3. Strike an object with an implement using critical elements in relation to distance, space and direction demands. 4. Receive a kick, dribble and then kick a ball to a target using the critical elements (e.g., move into line with the ball, receiving foot to the ball, move the ball in the direction of the dribble, keep the ball close in the dribble, pass to target). 5. Dribble under control during a game or game-like situation using the critical elements. 6. Send (e.g., pass, roll) an object using critical elements while varying body, space, effort and relationship to defenders.

Standard 1 DEMONSTRATES COMPETENCY IN A VARIETY OF MOTOR SKILLS AND MOVEMENT PATTERNS.

Grades 6-8

Benchmark A	Demonstrate movement skills and patterns in a variety of individual performance activities and lifetime physical activities.
Grade Band	6-8
GRADE SIX	
Specialized skills and movement patterns	<ol style="list-style-type: none"> 1. Demonstrate movement patterns in dance, gymnastics or fitness (e.g., yoga, Zumba). 2. Demonstrate the critical elements of specialized locomotor and non-locomotor skills in a variety of movement forms (e.g., fitness, track and field, martial arts, outdoor activities, aquatics, cycling, rollerblading) in controlled settings. 3. Perform simple dance sequences.
GRADE SEVEN	
Specialized skills and movement patterns	<ol style="list-style-type: none"> 1. Demonstrate a routine that includes variety of movement patterns in dance, gymnastics or fitness (e.g., yoga, Zumba) with a partner or small group. 2. Demonstrate the critical elements of specialized locomotor and non-locomotor skills in a variety of movement forms (e.g., fitness, track and field, martial arts) in various settings. 3. Perform basic folk/square/line-dance sequences to music.
GRADE EIGHT	
Specialized skills and movement patterns	<ol style="list-style-type: none"> 1. Demonstrate a routine that combines movement patterns (e.g., traveling, rolling, balance, weight transfer) into a smooth, flowing sequence coordinated with the music rhythm. 2. Demonstrate the critical elements of specialized locomotor and non-locomotor skills in a variety of individual performance activities (e.g., fitness, track and field, martial arts). 3. Perform a variety of simple dance sequences to the music or rhythm as an individual, with a partner or in a small group.

Standard 1 DEMONSTRATES COMPETENCY IN A VARIETY OF MOTOR SKILLS AND MOVEMENT PATTERNS.

Grades 6-8

Benchmark B	Demonstrate critical elements of specialized manipulative skills in a variety of settings.
Grade Band	6-8
GRADE SIX Application of specialized manipulative skills	<ol style="list-style-type: none"> 1. Send, receive, dribble and shoot in game-like practice using appropriate critical elements. 2. Strike an object with hand or implement in game-like practice using appropriate critical elements. 3. Strike and field an object with foot, hand or implement in game-like practice. 4. Send an object to a target in game-like practice using appropriate critical elements.
GRADE SEVEN Application of specialized manipulative skills	<ol style="list-style-type: none"> 1. Send, receive, dribble and shoot using appropriate critical elements in practice and small-sided invasion games. 2. Strike an object with hand or implement using appropriate critical elements in controlled practice and singles/small-sided net/wall games. 3. Strike and field an object with foot, hand or implement using appropriate critical elements in controlled practice and small-sided striking/fielding games. 4. Send an object to a target in controlled practice and individual/small-sided games.
GRADE EIGHT Application of specialized manipulative skills	<ol style="list-style-type: none"> 1. Send, receive, dribble and shoot in practice and apply these skills to invasion games to achieve successful game-related outcomes. 2. Strike an object with hand or implement in controlled practice and apply these skills to net/wall games to achieve successful game-related outcomes. 3. Strike and field an object with foot, hand or implement in controlled practice and apply these skills to striking/fielding games to achieve successful game-related outcomes. 4. Send an object to a target in controlled practice and apply these skills to target games to achieve successful game-related outcomes.

Standard 1 DEMONSTRATES COMPETENCY IN A VARIETY OF MOTOR SKILLS AND MOVEMENT PATTERNS.

Grades 9-12

Benchmark A	Demonstrate combined movement skills and patterns in authentic settings.
Grade Band	9-12
HIGH SCHOOL I	
Combined movement skills and patterns	<ol style="list-style-type: none"> 1. Design and demonstrate a routine that combines complex movement patterns (e.g., traveling, rolling, balance, weight transfer) into a smooth, flowing sequence with the music or rhythm as an individual or with a partner or group in a performance setting. 2. Demonstrate consistency in individual specialized skills in health-related fitness activities (e.g., resistance training, yoga, kickboxing, fitness walking). 3. Demonstrate consistency in performing individual specialized skills in a variety of movement forms (e.g., aquatics, outdoor/recreational activities, track and field).
HIGH SCHOOL II	
Combined movement skills and patterns	<ol style="list-style-type: none"> 1. Demonstrate competent performance of basic and advanced skills within current and traditional dance genres (e.g., line, hip-hop, aerobic, square, jazz, tap, modern, ballet, interpretive, folk, social, African American cultural). 2. Demonstrate competent performance of individual specialized skills in health-related fitness activities (e.g., resistance training, yoga, kickboxing, fitness walking). 3. Demonstrate competent performance of individual specialized skills in select movement forms (e.g., aquatics, outdoor activities, track and field, gymnastics).

Standard 1 DEMONSTRATES COMPETENCY IN A VARIETY OF MOTOR SKILLS AND MOVEMENT PATTERNS.

Grades 9-12

Benchmark B	Demonstrate specialized manipulative skills in a variety of settings.
Grade Band	9-12
HIGH SCHOOL I	
Specialized skill performance	<ol style="list-style-type: none"> 1. Demonstrate competent skill performance by maintaining possession, scoring and defending scoring in small-sided and/or full-sided invasion games (e.g., soccer, basketball, hockey, team handball, rugby, lacrosse). 2. Demonstrate competent skill performance by scoring and defending scoring in small-sided and/or full-sided net-wall games (e.g., badminton, volleyball, tennis, racquetball, pickleball, squash). 3. Demonstrate competent skill performance by scoring (e.g., base running, batting) and defending scoring (e.g., pitching, bowling, fielding) in small-sided and/or full-sided striking and fielding games (e.g., softball, cricket, rounders, baseball). 4. Demonstrate competent skill performance by scoring and preventing scoring in target games with and without an opponent (e.g., golf, archery, bowling, shuffleboard, croquet, bocce, baggo).
HIGH SCHOOL II	
Specialized skill performance	<ol style="list-style-type: none"> 1. Demonstrate competent skill performance of basic and advanced skills by maintaining possession, scoring and defending scoring in invasion games within authentic settings. 2. Demonstrate competent skill performance of basic and advanced skills by scoring and defending scoring in net-wall games within authentic settings. 3. Demonstrate competent skill performance of basic and advanced skills by scoring and defending scoring in striking and fielding games within authentic settings. 4. Demonstrate competent skill performance of basic and advanced skills by scoring and preventing scoring in target games within authentic settings.

Standard 2

APPLIES KNOWLEDGE OF CONCEPTS, PRINCIPLES, STRATEGIES AND TACTICS RELATED TO MOVEMENT AND PERFORMANCE.

Grades K-2

Benchmark A	Demonstrate knowledge of movement concepts related to body, space, effort and relationships.
Grade Band	K-2
KINDERGARTEN	
Movement concepts	<ol style="list-style-type: none"> 1. Establish a movement vocabulary through exploration of body, space, effort and relationships. 2. Recall pathways, direction, levels and relationships (e.g., near/far, lead/follow). 3. Distinguish between different degrees of effort (e.g., strong, weak, fast, slow, bound, free). 4. Identify boundaries for self-space and general space.
GRADE ONE	
Movement concepts	<ol style="list-style-type: none"> 1. Describe movement vocabulary terms in body, space, effort and relationships. 2. Demonstrate an understanding of relationships (e.g., lead, follow, over, under) in a variety of physical activities. 3. Apply different degrees of force, speed and direction when directed by the teacher. 4. Apply concepts of self and general space to accomplish movement tasks.
GRADE TWO	
Movement concepts	<ol style="list-style-type: none"> 1. Apply movement vocabulary of body, space, effort and relationships to complete movement tasks. 2. Apply movement concepts to modify performance (e.g., use more body parts, keep the object closer). 3. Apply different degrees of effort, force, speed and direction to accomplish a task (e.g., adjust speed). 4. Apply concepts of general and personal space to accomplish movement tasks in movement patterns, games and tasks.

Standard 2 APPLIES KNOWLEDGE OF CONCEPTS, PRINCIPLES, STRATEGIES AND TACTICS RELATED TO MOVEMENT AND PERFORMANCE.

Grades K-2

Benchmark B	Demonstrate knowledge of critical elements of fundamental motor skills.
Grade Band	K-2
KINDERGARTEN	
Knowledge of critical elements	<ol style="list-style-type: none"> 1. Differentiate among locomotor skills. 2. Repeat cue words for fundamental motor skills.
GRADE ONE	
Knowledge of critical elements	<ol style="list-style-type: none"> 1. Differentiate among non-locomotor and manipulative skills. 2. Repeat cue words for fundamental motor skills and apply them to improve performance.
GRADE TWO	
Knowledge of critical elements	<ol style="list-style-type: none"> 1. Differentiate between locomotor, non-locomotor and manipulative skills. 2. Identify critical elements which lead to successful performance of locomotor, non-locomotor and manipulative skills.

Standard 2 APPLIES KNOWLEDGE OF CONCEPTS, PRINCIPLES, STRATEGIES AND TACTICS RELATED TO MOVEMENT AND PERFORMANCE.

Grades 3-5

Benchmark A	Demonstrate and apply basic tactics and principles of movement.
Grade Band	3-5
GRADE THREE	
Strategies and tactics	<ol style="list-style-type: none"> 1. Modify movement to meet the demands of a task (e.g., throw with more or less force to reach a target or teammate). 2. Explain how the characteristics of an object (e.g., size, material, weight) affect performance of manipulative skills. 3. Recognize offensive and defensive situations. 4. Identify the choices to make (e.g., shoot, pass, dribble) to score a goal or point.
GRADE FOUR	
Strategies and tactics	<ol style="list-style-type: none"> 1. Explain the importance of weight transfer in object propulsion skills (e.g., throw, strike). 2. Describe and demonstrate the correct movement or movement qualities based on the characteristics of the task (e.g., size of object, distance to target, goal, speed or time to complete movement) and/or environment (e.g., space, number of players). 3. Identify open space and areas of space to defend in a dynamic environment (e.g., partner or small group dance spacing, proximity to the ball or teammate in small-sided games). 4. Select correct decision when presented with a tactical problem to score (e.g., ball possession, attack, moving an opponent).
GRADE FIVE	
Strategies and tactics	<ol style="list-style-type: none"> 1. Identify similar patterns/concepts across related activities (e.g., striking with a bat, tennis forehand). 2. Analyze and modify a movement based on the characteristics of the task (e.g., size of object, distance to target, goal, speed or time to complete movement) and/or environment (e.g., space, number of players) in a dynamic or changing environment. 3. Demonstrate offensive and defensive positioning in simple game settings (e.g., maintain or return to base position, positioning relative to a goal or opponent). 4. Demonstrate basic decision-making capabilities in simple performance settings (e.g., what skill should I use?).

Standard 2 APPLIES KNOWLEDGE OF CONCEPTS, PRINCIPLES, STRATEGIES AND TACTICS RELATED TO MOVEMENT AND PERFORMANCE.

Grades 3-5

Benchmark B	Demonstrate knowledge of critical elements for more complex motor skills.
Grade Band	3-5
GRADE THREE	
Principles and critical elements	<ol style="list-style-type: none"> 1. Describe the critical elements of the manipulative skills (e.g., throw, catch, kick, strike) and activity-specific skills. 2. Explain how appropriate practice improves performance.
GRADE FOUR	
Principles and critical elements	<ol style="list-style-type: none"> 1. Identify correct and incorrect aspects of skill performance using critical elements. 2. Explain how to improve performance of a movement or skill.
GRADE FIVE	
Principles and critical elements	<ol style="list-style-type: none"> 1. Apply critical elements to analyze and provide feedback on motor-skill performance of others. 2. Suggest ways to improve skill performance using the principles of practice (e.g., part-practice, variable practice, simplifying the environment, identifying key cues).

Standard 2 APPLIES KNOWLEDGE OF CONCEPTS, PRINCIPLES, STRATEGIES AND TACTICS RELATED TO MOVEMENT AND PERFORMANCE.

Grades 6-8

Benchmark A	Apply tactical concepts and performance principles in game-like settings.
Grade Band	6-8
GRADE SIX	
Tactics and principles	<ol style="list-style-type: none"> 1. Demonstrate understanding of basic offensive tactics related to off-the-ball movements while participating in game-like settings (e.g., when and where should I move?). 2. Demonstrate understanding of basic defensive tactics related to defending space while participating in game-like settings (e.g., when and where should I move?). 3. Identify correct decision in game-like settings.
GRADE SEVEN	
Tactics and principles	<ol style="list-style-type: none"> 1. Create space and position self in space to create scoring opportunities. 2. Defend space and position self in space to prevent opponents from attacking or scoring. 3. Select correct decision in game-like settings.
GRADE EIGHT	
Tactics and principles	<ol style="list-style-type: none"> 1. Move to open space to receive passes or create space for others. 2. Move to mark or guard opponents, deny space and prevent opponents from attacking or scoring. 3. Consistently choose the best option (e.g., attack, pass, maintain possession, reposition) in game play.

Standard 2 APPLIES KNOWLEDGE OF CONCEPTS, PRINCIPLES, STRATEGIES AND TACTICS RELATED TO MOVEMENT AND PERFORMANCE.

Grades 6-8

Benchmark B	Demonstrate knowledge of critical elements and biomechanical principles for specialized skills.
Grade Band	6-8
GRADE SIX	
Principles and critical elements	<ol style="list-style-type: none"> 1. Demonstrate understanding of movement principles through knowledge of critical elements (key points) of specialized skills in fitness, sport/games, individual performance activities and movement forms. 2. Analyze skills in fitness, sport/games, individual performance activities and movement forms to identify strengths and areas to improve.
GRADE SEVEN	
Principles and critical elements	<ol style="list-style-type: none"> 1. Analyze movement using knowledge of critical elements (key points) in specialized skills in fitness, sport/games, individual performance activities and movement forms. 2. Identify ways to improve movement performance using cues, drills or fitness activities.
GRADE EIGHT	
Principles and critical elements	<ol style="list-style-type: none"> 1. Analyze specific sport and movement skills using biomechanical principles and critical elements. 2. Develop a plan to improve movement performance using movement principles, critical elements, drills and biomechanical principles.

Standard 2 APPLIES KNOWLEDGE OF CONCEPTS, PRINCIPLES, STRATEGIES AND TACTICS RELATED TO MOVEMENT AND PERFORMANCE.

Grades 9-12

Benchmark A	Apply knowledge of tactical concepts and strategies in authentic settings.
Grade Band	9-12
HIGH SCHOOL I	
Strategies and tactics	<ol style="list-style-type: none"> 1. Describe tactics to participate successfully in small-sided games across multiple categories of movement forms (e.g., games, individual performance activities, lifetime physical activities). 2. Describe effective strategies for successful performance in select categories of movement forms (e.g., games, individual performance activities, lifetime physical activities). 3. Describe the transfer knowledge of previously learned tactics and strategies to similar but different movement forms (e.g., games, individual performance activities, lifetime physical activities).
HIGH SCHOOL II	
Strategies and tactics	<ol style="list-style-type: none"> 1. Apply tactics to participate successfully in full-sided games across multiple categories of movement forms (e.g., games, individual performance activities, lifetime physical activities). 2. Implement effective strategies for successful performance in select categories of movement forms (e.g., games, individual performance activities, lifetime physical activities). 3. Transfer knowledge of previously learned tactics and strategies to participate in similar but different movement forms (e.g., games, individual performance activities, lifetime physical activities).

Standard 2 APPLIES KNOWLEDGE OF CONCEPTS, PRINCIPLES, STRATEGIES AND TACTICS RELATED TO MOVEMENT AND PERFORMANCE.

Grades 9-12

Benchmark B	Apply biomechanical principles to performance in authentic settings.
Grade Band	9-12
HIGH SCHOOL I	
Principles and critical elements	<ol style="list-style-type: none"> 1. Describe critical elements and biomechanical principles (e.g., stability, rotation, linear and angular motion) to perform movement forms. 2. Analyze performance of self and others in select movement forms. 3. Identify ways to improve performance of select movement forms using cues, practice drills and fitness activities.
HIGH SCHOOL II	
Principles and critical elements	<ol style="list-style-type: none"> 1. Apply critical elements and biomechanical principles (e.g., stability, rotation, linear and angular motion) to perform increasingly complex movement forms. 2. Analyze and evaluate performance of self and others across multiple movement forms. 3. Apply biomechanical principles, knowledge of critical elements, cues, practice drills and fitness activities to improve movement performance.

Standard 3

DEMONSTRATES THE KNOWLEDGE AND SKILLS TO ACHIEVE AND MAINTAIN A HEALTH-ENHANCING LEVEL OF PHYSICAL ACTIVITY AND FITNESS.

Grades K-2

Benchmark A	Describes current level of physical activity and identifies additional physical activity opportunities.
Grade Band	K-2
KINDERGARTEN	
Physical activity knowledge	1. Recognize and differentiate between physical activity and inactivity.
Evaluate level of physical activity	2. Track the amount of physical activity within physical education.
Healthy habits in relation to physical activity	3. Recognize that food provides energy for physical activity.
GRADE ONE	
Physical activity knowledge	1. Identify opportunities for physical activity during the school day.
Evaluate level of physical activity	2. Track the amount of physical activity within the school day.
Healthy habits in relation to physical activity	3. Differentiate between healthy and unhealthy food and beverage choices for physical activity.
GRADE TWO	
Physical activity knowledge	1. Identify opportunities for physical activity at school, home and in the community.
Evaluate level of physical activity	2. Track the amount of physical activity within the school day and compare it to the recommendation for daily physical activity.
Healthy habits in relation to physical activity	3. Suggest alternatives to unhealthy food and beverage choices related to physical activity.

Standard 3 DEMONSTRATES THE KNOWLEDGE AND SKILLS TO ACHIEVE AND MAINTAIN A HEALTH-ENHANCING LEVEL OF PHYSICAL ACTIVITY AND FITNESS.

Grades K-2

Benchmark B	Understand the principles, components and practices of health-related physical fitness.
Grade Band	K-2
KINDERGARTEN	
Cardio	1. Recognize activities that could be used to improve each component of health-related fitness.
Muscular strength and endurance	2. Recognize that when one moves fast, the heart beats faster and breathing becomes faster.
Flexibility	3. Recognize the importance of muscular strength to support body weight.
	4. Identify ways to stretch muscles in the body.
GRADE ONE	
Cardio	1. Identify activities that align with each component of health-related fitness.
Muscular strength and endurance	2. Identify the heart as a muscle that grows stronger with exercise and physical activity.
Flexibility	3. Identify ways to strengthen muscles.
	4. Identify ways to stretch muscles in the upper and lower body.
GRADE TWO	
Cardio	1. Recall activities that align with each component of health-related fitness.
Muscular strength and endurance	2. Name activities that increase heart rate.
Flexibility	3. Identify activities to improve muscular strength.
	4. Identify ways to stretch muscles in various parts of the body.

Standard 3 DEMONSTRATES THE KNOWLEDGE AND SKILLS TO ACHIEVE AND MAINTAIN A HEALTH-ENHANCING LEVEL OF PHYSICAL ACTIVITY AND FITNESS.

Grades 3-5

Benchmark A	Describes current level of physical activity and identifies additional physical activity opportunities to create calorie balance.
Grade Band	3-5
GRADE THREE	
Physical activity knowledge	1. Identify school, home and community physical activity opportunities to meet physical activity guidelines.
Evaluate level of physical activity	2. Track physical activity minutes inside and outside of school to determine progress toward daily recommendation.
Healthy habits in relation to physical activity	3. Identify a variety of nutritious food choices from each food group that will help balance the body with physical activity.
GRADE FOUR	
Physical activity knowledge	1. Identify school, home and community physical activity opportunities to meet physical activity guidelines.
Evaluate level of physical activity	2. Track physical activity minutes to determine progress toward daily recommendation.
Healthy habits in relation to physical activity	3. Recognize the benefits of food choices from each food group related to physical activity.
GRADE FIVE	
Physical activity knowledge	1. Identify school, home and community physical activity opportunities to meet physical activity guidelines.
Evaluate level of physical activity	2. Track physical activity minutes to determine progress toward daily recommendation.
Healthy habits in relation to physical activity	3. Discuss the benefits of healthy eating in relation to physical activity.

Standard 3 DEMONSTRATES THE KNOWLEDGE AND SKILLS TO ACHIEVE AND MAINTAIN A HEALTH-ENHANCING LEVEL OF PHYSICAL ACTIVITY AND FITNESS.

Grades 3-5

Benchmark B	Understand the principles, components and practices of health-related physical fitness to maintain or improve one's level of fitness.
Grade Band	3-5
GRADE THREE	
Health-related fitness knowledge	1. Identify specific activities that could improve each health-related fitness component.
Cardio	2. Assess heart rate during physical activity and exercise.
Muscular strength and endurance	3. Identify activities to improve muscular strength and endurance in the core area.
Flexibility	4. Recognize the importance of warm-up and cool-down activities.
Planning	5. Analyze the results of a fitness assessment to determine areas in a healthy fitness zone (HFZ).
(FITT and other principles)	6. Identify the frequency and type of exercise in relationship to the FITT principle.
GRADE FOUR	
Health-related fitness knowledge	1. Link specific activities to the appropriate health-related fitness component.
Cardio	2. Interpret heart rate during physical activity and exercise to sustain a moderate to vigorous activity for longer periods of time.
Muscular strength and endurance	3. Identify activities to improve muscular strength and endurance in the upper and lower body.
Flexibility	4. Identify warm-up and cool-down activities.
Planning	5. Analyze the results of a fitness assessment to determine areas in the HFZ and those that need improvement.
(FITT and other principles)	6. Identify the intensity and time of exercise in relationship to the FITT principle.
GRADE FIVE	
Health-related fitness knowledge	1. Recall specific activities that could improve each health-related fitness component.
Cardio	2. Interpret heart rate during physical activity and exercise to determine appropriate level of intensity.
Muscular strength and endurance	3. Identify specific activities to improve muscular strength and endurance throughout the body.
Flexibility	4. Identify warm-up and cool-down activities.
Planning	5. Analyze the results of a fitness assessment to identify exercises and/or activities to improve or maintain health-related fitness components.
(FITT and other principles)	6. Link/match the FITT principle with the appropriate description.

Standard 3 DEMONSTRATES THE KNOWLEDGE AND SKILLS TO ACHIEVE AND MAINTAIN A HEALTH-ENHANCING LEVEL OF PHYSICAL ACTIVITY AND FITNESS.

Grades 6-8

Benchmark A	Develops a plan to meet the recommendation for daily physical activity.
Grade Band	6-8
GRADE SIX	
Physical activity knowledge Evaluate level of physical activity	<ol style="list-style-type: none"> 1. Identify a variety of moderate to vigorous school, home and community physical activity opportunities to meet physical activity guidelines. 2. Identify active alternatives to screen time. 3. Collect physical activity assessment data and create a plan to improve or maintain physical activity levels.
GRADE SEVEN	
Physical activity knowledge Evaluate level of physical activity	<ol style="list-style-type: none"> 1. Analyze a variety of moderate to vigorous school, home and community physical activity opportunities to meet physical activity guidelines. 2. Identify active alternatives to screen time. 3. Analyze physical activity assessment data and create a plan to improve or maintain physical activity levels.
GRADE EIGHT	
Physical activity knowledge Evaluate level of physical activity	<ol style="list-style-type: none"> 1. Plan a variety of moderate to vigorous school, home and community physical activity opportunities to meet physical activity guidelines and personal preferences. 2. Identify active alternatives to screen time. 3. Analyze physical activity assessment data and create a plan to improve or maintain physical activity levels.

Standard 3 DEMONSTRATES THE KNOWLEDGE AND SKILLS TO ACHIEVE AND MAINTAIN A HEALTH-ENHANCING LEVEL OF PHYSICAL ACTIVITY AND FITNESS.

Grades 6-8

Benchmark B	Utilizes principles and practices to design a personalized health-related fitness plan.
Grade Band	6-8
GRADE SIX	
Health-related fitness knowledge	1. Describe and use technology to monitor fitness (e.g., heart monitor, pedometer, phone and iPod apps).
Cardio	2. Calculate target heart rate and describe rates of perceived exertion (using RPE scale).
Muscular strength and endurance	3. Identify major muscles used in selected physical activities.
Flexibility	4. Identify activities to improve upper body flexibility.
Planning	5. Apply principles of training (e.g., specificity, overload, progression) to maintain or improve health-related fitness.
(FITT and other principles)	6. Identify foods and appropriate servings to balance calorie intake with energy expenditure.
Healthy habits in relation to fitness	
GRADE SEVEN	
Health-related fitness knowledge	1. Describe and use technology to monitor fitness (e.g., heart monitor, pedometer, phone and iPod apps).
Cardio	2. Adjust intensity and/or pace to stay within target heart rate or rate of perceived exertion (using RPE scale).
Muscular strength and endurance	3. Apply the principle of specificity to identify exercises to improve muscular strength and endurance.
Flexibility	4. Identify activities to improve lower body flexibility.
Planning	5. Design a fitness plan based on the results of health-related fitness assessment.
(FITT and other principles)	6. Identify healthy food choices and appropriate servings to balance calorie intake with energy expenditure.
Healthy habits in relation to fitness	
GRADE EIGHT	
Health-related fitness knowledge	1. Describe and use various forms of technology to monitor fitness (e.g., heart monitor, pedometer, phone and iPod apps).
Cardio	2. Apply target heart rate and rates of perceived exertion (using RPE scale) to improve or maintain cardiorespiratory endurance.
Muscular strength and endurance	3. Apply the principle intensity and duration to determine appropriate repetitions, sets and weight for muscular strength and endurance activities.
Flexibility	4. Develop a series of activities to improve flexibility and to warm-up and cool-down for each activity.
Planning	5. Design and implement a fitness plan based on the results of health-related fitness assessment.
(FITT and other principles)	6. Apply nutritional concepts and strategies to balance healthy foods, snacks and beverages with fitness levels.
Healthy habits in relation to fitness	

Standard 3 DEMONSTRATES THE KNOWLEDGE AND SKILLS TO ACHIEVE AND MAINTAIN A HEALTH-ENHANCING LEVEL OF PHYSICAL ACTIVITY AND FITNESS.

Grades 9-12

Benchmark A	Develops a current and lifetime physical activity plan.
Grade Band	9-12
HIGH SCHOOL I	
Physical activity knowledge	1. Identify current and future lifetime physical activity opportunities.
Evaluate level of physical activity	2. Analyze technology, social media or community physical activity opportunities. 3. Create a physical activity plan to meet current needs and interests.
HIGH SCHOOL II	
Physical activity knowledge	1. Identify current and future physical activity opportunities along with barriers and helpers to being physically active.
Evaluate level of physical activity	2. Analyze community physical activity opportunities for quality, accessibility and availability. 3. Create a lifetime physical activity plan to meet adult physical activity needs.

Standard 3 DEMONSTRATES THE KNOWLEDGE AND SKILLS TO ACHIEVE AND MAINTAIN A HEALTH-ENHANCING LEVEL OF PHYSICAL ACTIVITY AND FITNESS.

Grades 9-12

Benchmark B	Implements principles and practices to develop a fitness and nutritional plan to meet individual needs.
Grade Band	9-12
HIGH SCHOOL I	
Health-related fitness knowledge	1. Analyze and apply technology to support fitness and physical activity.
Cardio	2. Identify activities and apply fitness principles (e.g., rates of perceived exertion, pacing) to maintain or improve cardiorespiratory endurance.
Muscular strength and endurance	3. Identify different types of strength activities and apply fitness principles to develop muscular strength and endurance.
Flexibility	4. Identify activities and apply FITT principles to improve or maintain flexibility.
Planning (FITT and other principles)	5. Create a health-related fitness plan that applies fitness concepts and principles for each component of fitness.
Healthy habits in relation to fitness	6. Apply nutritional concepts for exercise and create a snack plan for before, during and after exercise to meet nutrition needs.
HIGH SCHOOL II	
Health-related fitness knowledge	1. Analyze and apply technology and social media tools to support fitness and physical activity.
Cardio	2. Develop a cardiorespiratory endurance plan that identifies activities and applies fitness principles to improve or maintain.
Muscular strength and endurance	3. Develop a muscular strength and endurance plan that identifies activities and applies fitness principles to improve or maintain.
Flexibility	4. Develop a flexibility plan that identifies activities and applies fitness principles to improve or maintain flexibility.
Planning (FITT and other principles)	5. Create a health-related fitness plan that applies fitness concepts and principles for each component of fitness for a college-age student or adult.
Healthy habits in relation to fitness	6. Design a plan to maintain an appropriate energy balance for a healthy, active lifestyle.

Standard 4

EXHIBITS RESPONSIBLE PERSONAL AND SOCIAL BEHAVIOR THAT RESPECTS SELF AND OTHERS.

Grades K-2

Benchmark A	Know and follow procedures and safe practices.
Grade Band	K-2
KINDERGARTEN	
Self-direction	1. Respond positively to reminders of appropriate safety procedures.
Safety	2. Follow directions and handle equipment safely. 3. Work independently and safely in self and shared space. 4. Explain rules related to safety and activity-specific procedures.
GRADE ONE	
Self-direction	1. Respond positively to reminders of appropriate safety procedures.
Safety	2. Follow directions and handle equipment safely. 3. Work independently and complete activities. 4. Explain rules related to safety and activity-specific procedures.
GRADE TWO	
Self-direction	1. Respond positively to reminders of appropriate safety procedures.
Safety	2. Follow directions and handle equipment safely. 3. Complete activities and take responsibility for actions. 4. Explain rules related to safety and activity-specific procedures.

Standard 4 EXHIBITS RESPONSIBLE PERSONAL AND SOCIAL BEHAVIOR THAT RESPECTS SELF AND OTHERS.

Grades K-2

Benchmark B	Responsible behavior in physical activity settings.
Grade Band	K-2
KINDERGARTEN	
Cooperation	1. Follow instructions and class procedures while participating in physical education activities.
Respect	2. Demonstrate cooperation and consideration of others in partner and group physical activities. 3. Demonstrate willingness to work with a variety of partners in physical education activities.
GRADE ONE	
Cooperation	1. Follow instructions and class procedures while participating in physical education activities.
Respect	2. Describe examples of cooperation and sharing in a variety of physical activities. 3. Demonstrate consideration of others with varying skill or fitness levels while participating in physical education activities.
GRADE TWO	
Cooperation	1. Follow instructions and class procedures while participating in physical education activities.
Respect	2. Demonstrate cooperation with others when resolving conflicts. 3. Interact positively with others in partner and small group activities without regard to individual differences. 4. Take turns using equipment or performing a task.

Standard 4 EXHIBITS RESPONSIBLE PERSONAL AND SOCIAL BEHAVIOR THAT RESPECTS SELF AND OTHERS.

Grades 3-5

Benchmark A	Understand the purpose of and apply appropriate rules, procedures and safe practices in physical activity settings.
Grade Band	3-5
GRADE THREE	
Self-direction	1. Follow rules, safe practices and engage in class activities.
Safety	2. Identify equipment-specific safety rules and follow them. 3. Recognize characteristics of the equipment and environment that affect safe play.
GRADE FOUR	
Self-direction	1. Follow rules and safe practices and engage in class activities.
Safety	2. Adjust performance to characteristics of the environment to ensure safe play (e.g., space, equipment, others). 3. Engage in activities and stay on task with prompts and encouragement from others.
GRADE FIVE	
Self-direction	1. Adhere to class and activity-specific rules and safe practices.
Safety	2. Adjust performance to characteristics of the environment to ensure safe play (e.g., space, equipment, others). 3. Engage in activities and take responsibility for actions.

Standard 4 EXHIBITS RESPONSIBLE PERSONAL AND SOCIAL BEHAVIOR THAT RESPECTS SELF AND OTHERS.

Grades 3-5

Benchmark B	Interact and communicate positively with others.
Grade Band	3-5
GRADE THREE	
Cooperation	1. Work cooperatively with a partner in the development of an activity, dance sequence or game.
Respect	2. Cooperate with a partner or small group by taking turns and sharing equipment.
Resolving conflict	3. Demonstrate acceptance of skill and ability of others through verbal and non-verbal behavior. 4. Demonstrate cooperation with others when resolving conflict.
GRADE FOUR	
Cooperation	1. Listen, discuss options and develop a plan to accomplish a partner or group task or to improve play.
Respect	2. Participate with a group in cooperative problem-solving activities.
Resolving conflict	3. Demonstrate cooperation with and respect for peers different from oneself. 4. Demonstrate cooperation with others when resolving conflict.
GRADE FIVE	
Cooperation	1. Lead, follow and support group members to improve play in cooperative and competitive settings.
Respect	2. Evaluate personal behavior to ensure positive effects on others.
Resolving conflict	3. Demonstrate respectful and responsible behavior toward peers different from oneself. 4. Demonstrate cooperation with others when resolving conflict.

Standard 4 EXHIBITS RESPONSIBLE PERSONAL AND SOCIAL BEHAVIOR THAT RESPECTS SELF AND OTHERS.

Grades 6-8

Benchmark A	Develop and apply rules, safe practices and procedures in physical activity settings.
Grade Band	6-8
GRADE SIX	
Safety	1. Make a conscious decision about playing within the rules, procedures and etiquette of a game or activity.
Self-direction	2. Acknowledge and apply rules to game situations to ensure personal and group safety. 3. Make choices to demonstrate self-direction and effort.
GRADE SEVEN	
Safety	1. Make a conscious decision about playing within the rules, procedures and etiquette of a game or activity.
Self-direction	2. Acknowledge and apply rules to game situations to ensure personal and group safety. 3. Engage in activities, stay on task, challenge oneself and take responsibility for actions.
GRADE EIGHT	
Safety	1. Work cooperatively with peers of differing skill to promote a safe school environment.
Self-direction	2. Recognize causes and demonstrate possible solutions to issues related to a safe school environment and physical activity setting. 3. Make choices to demonstrate self-direction and effort in individual, small and large group activities without prompts or constant supervision from the teacher.

Standard 4 EXHIBITS RESPONSIBLE PERSONAL AND SOCIAL BEHAVIOR THAT RESPECTS SELF AND OTHERS.

Grades 6-8

Benchmark B	Communicate effectively with others to promote respect and conflict resolution in physical activity settings.
Grade Band	6-8
GRADE SIX	
Cooperation	1. Offer positive suggestions to facilitate group progress in physical activities.
Respect	2. Demonstrate cooperation with peers of different gender, race and ability in physical activity settings.
Resolving conflict	3. Show consideration of the rights and feelings of others when resolving conflict.
	4. Accept decisions made by the designated official and return to activity.
GRADE SEVEN	
Cooperation	1. Offer positive suggestions or constructive feedback to facilitate group progress.
Respect	2. Demonstrate cooperation with peers of different gender, race and ability in physical activity settings.
Resolving conflict	3. Resolve conflict with sensitivity to the rights and feelings of others.
	4. Accept and respect decisions made by the designated official.
GRADE EIGHT	
Cooperation	1. Provide support or positive suggestions to facilitate group progress or success.
Respect	2. Demonstrate and encourage respect for individual similarities and differences through positive interaction.
Resolving conflict	3. Resolve conflict with sensitivity to the rights and feelings of others.
	4. Accept and respect decisions made by the designated official.

Standard 4 EXHIBITS RESPONSIBLE PERSONAL AND SOCIAL BEHAVIOR THAT RESPECTS SELF AND OTHERS.

Grades 9-12

Benchmark A	Demonstrate leadership by holding self and others responsible for following safe practices, rules, procedures and etiquette in physical activity settings.
Grade Band	9-12
HIGH SCHOOL I	
Safety	1. Contribute to the development and maintenance of rules that provide for safe participation in physical activities.
Self-direction	2. Identify unsafe practices and offer appropriate alternatives. 3. Give consistent effort at an appropriate level of challenge and take responsibility for individual actions.
HIGH SCHOOL II	
Safety	1. Contribute to the development and maintenance of rules that provide for safe participation in physical activities.
Self-direction	2. Recognize unsafe conditions in an athletic venue and independently take steps to correct them. 3. Demonstrate leadership in physical activity settings (e.g., officiate a game, make own calls, resolve conflicts). 4. Demonstrate self-direction in a variety of physical activities and try out new or different tasks or challenges.

Benchmark B	Initiate responsible, personal, social behavior and positively influence the behavior of others in physical activity settings.
Grade Band	9-12
HIGH SCHOOL I	
Cooperation	1. Communicate effectively with others to promote respect and conflict resolution in cooperative and competitive physical activities.
Respect	2. Recognize how to modify group activities, game expectations or behaviors to accommodate individuals with lesser or greater skills or special needs.
Resolving conflict	3. Accept decisions made by the designated official and respond to winning or losing with dignity and respect.
HIGH SCHOOL II	
Cooperation	1. Encourage appropriate cooperative and socially responsible behavior of participants and audience.
Respect	2. Modify group activities, game expectations or behaviors to accommodate individuals with lesser or greater skills or special needs.
Resolving conflict	3. Accept decisions made by the designated official and respond to winning or losing with dignity and respect.

Standard 5

RECOGNIZES THE VALUE OF PHYSICAL ACTIVITY FOR HEALTH, ENJOYMENT, CHALLENGE, SELF-EXPRESSION AND/OR SOCIAL INTERACTION.

Grades K-2

Benchmark A	Identifies health benefits as reasons to value physical activity.
Grade Band	K-2
KINDERGARTEN	
Health reasons to be physically active	1. Recognize physical activity has positive health benefits.
GRADE ONE	
Health reasons to be physically active	1. Recognize more physical activity leads to additional health benefits.
GRADE TWO	
Health reasons to be physically active	1. Identify specific health benefits from participation in daily physical activity.

Benchmark B	Identifies reasons to participate in physical activity.
Grade Band	K-2
KINDERGARTEN	
Enjoyment	1. Identify physical activities that are fun.
GRADE ONE	
Enjoyment	1. Identify why a physical activity is fun.
GRADE TWO	
Enjoyment	1. Discuss personal reasons (why?) for enjoying physical activity.

Standard 5 RECOGNIZES THE VALUE OF PHYSICAL ACTIVITY FOR HEALTH, ENJOYMENT, CHALLENGE, SELF-EXPRESSION AND/OR SOCIAL INTERACTION.

Grades 3-5

Benchmark A	Identifies multiple, specific health benefits as a reason to value physical activity.
Grade Band	3-5
GRADE THREE	
Health reasons to be physically active	1. Identify two health benefits from different dimensions (e.g., physical, emotional, intellectual) by participation in physical activity.
GRADE FOUR	
Health reasons to be physically active	1. Identify three health benefits from different dimensions (e.g., physical, emotional, intellectual) by participation in physical activity.
GRADE FIVE	
Health reasons to be physically active	1. Identify multiple specific health benefits from different dimensions (e.g., physical, emotional, intellectual) from participation in physical activity.

Benchmark B	Expresses multiple, specific reasons (enjoyment, challenge, social) to participate in physical activity.
Grade Band	3-5
GRADE THREE	
Values physical activity through various means	<ol style="list-style-type: none"> 1. Identify reasons for enjoying a selected physical activity. 2. Identify the feelings that come with the challenge of learning a new physical activity. 3. Recognize that physical activity provides opportunities for social interaction.
GRADE FOUR	
Values physical activity through various means	<ol style="list-style-type: none"> 1. Identify specific reasons for enjoying a selected physical activity. 2. Identify aspects of a physical activity that are challenging. 3. Identify the social benefits of a selected physical activity.
GRADE FIVE	
Values physical activity through various means	<ol style="list-style-type: none"> 1. Identify multiple specific reasons for enjoying a selected physical activity. 2. Identify aspects of a physical activity that are challenging, yet enjoyable. 3. Identify specific social benefits of a selected physical activity.

Standard 5 RECOGNIZES THE VALUE OF PHYSICAL ACTIVITY FOR HEALTH, ENJOYMENT, CHALLENGE, SELF-EXPRESSION AND/OR SOCIAL INTERACTION.

Grades 6-8

Benchmark A	Makes a connection between participation in physical activity and physical, emotional and intellectual health.
Grade Band	6-8
GRADE SIX	
Health reasons to be physically active	<ol style="list-style-type: none"> 1. Describe how being physically active contributes to a healthy body. 2. Describe how being physically active contributes to emotional health. 3. Describe how being physically active contributes to intellectual health.
GRADE SEVEN	
Health reasons to be physically active	<ol style="list-style-type: none"> 1. Identify activities that can provide health benefits for at least three components of fitness. 2. Describe how different physical activities have an impact on emotional health. 3. Describe how different physical activities have an impact on intellectual health.
GRADE EIGHT	
Health reasons to be physically active	<ol style="list-style-type: none"> 1. Link the health benefits that result from participation in specific physical activities. 2. Make a connection between physical activities and emotional health. 3. Make a connection between physical activity and intellectual health.

Standard 5 RECOGNIZES THE VALUE OF PHYSICAL ACTIVITY FOR HEALTH, ENJOYMENT, CHALLENGE, SELF-EXPRESSION AND/OR SOCIAL INTERACTION.

Grades 6-8

Benchmark B	Discusses the positive impact physical activity has on his or her life.
Grade Band	6-8
GRADE SIX	
Values physical activity through various means	<ol style="list-style-type: none"> 1. Identify enjoyable physical activities. 2. Identify a specific activity the student plays because he or she finds it challenging. 3. Identify a specific activity the student plays because of the opportunities for social interaction.
GRADE SEVEN	
Values physical activity through various means	<ol style="list-style-type: none"> 1. Analyze reasons to enjoy specific physical activities. 2. Analyze a specific activity the student plays because he or she finds it challenging. 3. Analyze reasons to enjoy specific physical activities the student plays because of the opportunities for social interaction.
GRADE EIGHT	
Values physical activity through various means	<ol style="list-style-type: none"> 1. Discuss the reasons for participating in a selected physical activity. 2. Discuss the challenging aspects of participating in a selected physical activity. 3. Discuss the social benefits of participating in a selected physical activity.

Standard 5 RECOGNIZES THE VALUE OF PHYSICAL ACTIVITY FOR HEALTH, ENJOYMENT, CHALLENGE, SELF-EXPRESSION AND/OR SOCIAL INTERACTION.

Grades 9-12

Benchmark A	Analyzes the activity to identify specific physical, mental and social health benefits.
Grade Band	9-12
HIGH SCHOOL I	
Health reasons to be physically active	<ol style="list-style-type: none"> 1. Analyze the impact of physical activity on the body and explain the health benefits of regular participation in moderate to vigorous physical activity. 2. Analyze the impact of physical activity on emotional health. 3. Analyze the connection between physical activity and intellectual health as it relates to the positive effects of physical activity on brain function.
HIGH SCHOOL II	
Health reasons to be physically active	<ol style="list-style-type: none"> 1. Analyze the impact of a specific physical activity on the body and link the benefits to all of the components of fitness. 2. Analyze the impact of a specific physical activity on emotional health. 3. Analyze the connection between a specific physical activity and intellectual health as it relates to the positive effects of physical activity on brain function.

Benchmark B	Expresses multiple, specific reasons (enjoyment, challenge, self-expression, social) to participate in a selected physical activity.
Grade Band	K-2
HIGH SCHOOL I	
Values physical activity through various means	<ol style="list-style-type: none"> 1. Share the specific reasons for participating in a selected physical activity. 2. Identify the challenges in learning a new physical activity. 3. Articulate reasons that specific physical activities would be enjoyable as lifetime pursuits. 4. Share the specific social benefits resulting from participation in a selected physical activity.
HIGH SCHOOL II	
Values physical activity through various means	<ol style="list-style-type: none"> 1. Articulate reasons to participate in specific physical activities that would be enjoyable as lifetime pursuits with a clear message about the reasons and effectively encourage others to participate in the activity. 2. Identify the feelings that come with the challenge of learning a new physical activity. 3. Research and identify options/ways for people to participate in the physical activity now and throughout their lives. 4. Describe the social benefits of participating in a selected lifetime physical activity.



Family and Consumer Sciences

CAREER FIELD TECHNICAL CONTENT STANDARDS

2015
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Foreword

The Career Field Technical Content Standards serve as the curricular framework for Ohio's career-technical education pathway programs as outlined in Ohio Administrative Code 3301-61-03 (Criteria for Secondary Workforce Development Programs).

Career Field Technical Content Standards outline the knowledge and skills needed for success in careers across multiple pathways. Validated by Ohio business and industry representatives in conjunction with Ohio educators, these standards form the basis for developing educational programming in Ohio secondary schools. The standards also serve as the framework for developing strong career pathways that connect secondary education with postsecondary education systems and the workplace.

This version of Career Field Technical Content Standards is intended to support the ongoing evolution of career technical education pathway programs. The standards tend to be somewhat broader than previous versions and are not repeated for individual pathways or occupational areas. The broader and non-duplicated statements are intended to capture the knowledge and skills that can be applied across any number of occupations in a pathway rather than focusing on the requirement of a single occupation. After all, the intent of a pathway program is to prepare a student for a range of educational and career opportunities following high school.

Pathway programs prepare students to combine broad knowledge, insight and understanding of business processes, academic attainment and workplace readiness with depth of knowledge and expertise in a technical area. Knowing that many careers will require some level of postsecondary education, the content standards also delineate the knowledge and skills necessary to seamlessly transition to postsecondary educational programs.

This document seeks to provide the basis for educational programming that will provide the employee with fundamental skill-sets that employers demand. This ensures that Ohio's workforce of tomorrow is competitive in a global environment. An environment that requires knowledge and skills can be applied in a broader context, aimed at innovation to support new products and services in an ever-changing economy.

In addition to the extensive engagement of secondary and postsecondary educators and business/industry professionals, development of these standards represents a collaborative effort of the following professional partners: the Ohio Department of Education's Office of Career-Technical Education and the Center on Education and Training for Employment at The Ohio State University.

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Office of Career-Technical Education
Ohio Department of Education

Acknowledgements

A number of individuals contributed their time and expertise to this development. Special thanks go to all the business representatives and educators named in this document.

Further acknowledgement is due to:

- Isaac Kershaw, Assistant Director, Office of Career-Technical Education, Ohio Department of Education;
- Cyndi Brill, Career-Technical Education Academic Content Expert and Educational Consultant, Office of Career-Technical Education, Ohio Department of Education;
- Mary Jo Kohl, Consultant, Office of Career-Technical Education, Ohio Department of Education;
- Kelly Jung, Consultant, Office of Career-Technical Education, Ohio Department of Education;
- Robert Mahlman, Director, the Center on Education and Training for Employment at The Ohio State University;
- Adrienne Boggs, Program Manager, the Center on Education and Training for Employment at The Ohio State University;
- and
- Alicia Willis, Program Coordinator - Editorial Projects, the Center on Education and Training for Employment at The Ohio State University.

Those listed above provided vision and implementation support for the Family and Consumer Sciences Career Field Technical Content Standards and Ohio's Family and Consumer Sciences educational programs.

Philosophy and Principles for Implementation

Ohio Career Field Initiative

The overarching framework for Ohio career-technical education is outlined in the Ohio Revised Code and subsequent administrative rules, which specify career-technical programming based on 16 career fields. To view the full text of Administrative Rule 3301-61-03 (Criteria for Secondary Workforce Development Programs), go to: <http://education.ohio.gov/Topics/Career-Tech/Career-Development/CTE-Administrative-Rules-Update>. These 16 fields provide the framework for an Ohio career field initiative that seeks to foster the educational shift necessary to respond to the needs of a rapidly changing global environment.

A career field is a “group of occupations and broad industries based on common characteristics” (see www.careertech.org). Career fields are the basis for developing both broad and specialized technical content standards that serve as a framework for curriculum, instruction, assessment and program design, addressing the needs of an entire industry and business sector. Ohio’s 16 career fields align with national efforts to broaden career-technical education, integrate career-technical with academic study and reflect the workforce needs of today and tomorrow. For today’s students to be adequately prepared for tomorrow’s workforce, they must have an education that:

- **Incorporates a broad, long-term conception of work in combination with the depth of specialization skills;**
Employees need a comprehensive understanding beyond a single occupational area. Career-technical programming needs to be provided in a larger context, so students can generalize learning, make connections between education and work and adapt to changes in their careers. Workplace knowledge and skills are needed to prepare employees for collaborating and problem solving while contributing to the broader business process.
- **Emphasizes the acquisition of strong academic knowledge and skills; and**
Academic skills provide the foundation for career success. The integration of academic content standards with career field technical content standards helps to contextualize learning for students, making English language arts, mathematics, social studies and science relevant to students as a means to an important end—success at work and in life.
- **Facilitates high-school-to-postsecondary transitions.**
A lifetime of change means a lifetime of learning, including postsecondary education. Students need knowledge and skills for success in a variety of postsecondary options, including apprenticeships, industry credentialing through adult education, two- and four-year college degree programs and graduate school.

Career Pathways

A key component of the Ohio Career Field Initiative is a career pathway, which is a coherent, articulated sequence of rigorous academic and career-technical coursework commencing in the middle grades and leading to an associate degree, baccalaureate degree and beyond—an industry-recognized certificate and/or licensure. Pathways facilitate a seamless transition from high school to postsecondary education (including apprenticeships, adult education, two- and four-year colleges and graduate school) and from postsecondary education to the workplace. The career pathway is developed, implemented and maintained in partnership among secondary and postsecondary education, business and employers. Career pathways are available to all students, including adult learners and lead to rewarding careers.

To effectively facilitate the transition from secondary to postsecondary education and a career, high school career pathways should encompass:

1. Challenging technical coursework in a chosen career field based on career field technical content standards;
2. Rigorous academics that meet Ohio's academic content standards and grade-level expectations;
3. Electives that relate to career objectives;
4. Instructional enhancements, such as experiential and authentic learning opportunities (e.g., work-based learning, mentorships, internships) and career-technical student organization participation;
5. Opportunities (when appropriate) for program and student certification and licensure;
6. Preparation for transition to further study that includes college readiness and opportunities to earn college credit while in high school;
7. Preparation for transition to employment with advancement opportunities;
8. Performance targets that include high school academic and technical testing/exit and postsecondary entry/placement requirements;
9. Various sector(s) within an industry or encompass a function that crosses industry sectors;
10. The scope of opportunities in the related industry and available college programs;
11. Opportunities to prepare for a range of careers, including
 - a. multiple employment opportunities after high school and
 - b. opportunities for students to enter and succeed in postsecondary and continuing education programs;
12. Transferable skills required for employment in the range of occupations aligned to the pathway; and
13. Opportunities to learn skills across the pathway as well as in specialized areas.

For additional information on the Career Field Initiative, including Ohio Career Field Technical Content Standards and Career Pathways, go to <http://education.ohio.gov/Topics/Career-Tech/Career-Fields>.

Structure and Format

The Career Field Technical Content Standards document is composed of a series of strands comprised of outcomes that each contain a set of competencies.

- A strand is a large content area under which multiple outcomes are organized, regardless of the pathway. It includes a title and a concise description with statements that capture multiple, broad areas of learner knowledge and skills expected across all outcomes in the strand. There are approximately six strands of content per career field.
- An outcome is an overarching statement that summarizes the knowledge and skills described in a set of individual competencies to be learned by the end of the 12th grade. There are usually 5–15 outcomes within a strand, depending on the breadth of content to be addressed.
- A competency is a specific statement of essential knowledge or skill to be learned in the pathway program. There are usually 5–12 competencies under an outcome.

Each set of outcomes and competencies is included in one or more pathways in the career field. Outcomes and competencies form the basis for developing secondary courses, programs, instruction and assessment, facilitating transition from one educational level to the next and to the workplace. This supports career readiness and long-term career success by:

- Providing the basis for effective collaboration, teamwork and communication across pathways;
- Laying the groundwork for successful transfer of knowledge and skills across pathways, thereby facilitating horizontal and vertical career success; and
- Equipping students and workers with the skills needed to transition to new and emerging careers throughout a working lifetime.

All outcomes and competencies in the Career Field Technical Content Standards have been verified as essential by labor representatives within the pathway or pathways specified.

These essential outcomes and competencies specify industry-based knowledge or hands-on skills that career-technical education students need by the end of the 12th grade to be successful in their selected career pathway and on-going learning (such as college, apprenticeships and military opportunities).

Development of Family and Consumer Sciences Career Field Technical Content Standards

The process for the development of the Family and Consumer Sciences Career Field Technical Content Standards began in August 2014 and culminated in June 2015. Over the course of 2014-2015, numerous secondary and postsecondary educators as well as business and industry representatives from across the state of Ohio took part in the formal development process. The following summarizes the various stages of the development process.

Research and Development

The involvement of subject matter experts, including educators, was critical to the completion of the draft revision of the document. Development was also informed by consulting the following sources of information:

- American Association of Family and Consumer Sciences;
- Arkansas Department of Career Education for Family And Consumer Sciences;
- Family, Career and Community Leaders of American (FCCLA);
- Georgia Human Services Career Technical and Agricultural Education standards;
- Indiana Depaction
 - Family and Consumer Sciences Standards and Course Frameworks;
 - Health and Wellness Academic Standards;
- Kentucky Occupational Skills Standards Assessment (KOSSA) for Consumer and Family Management and Early Childhood Education;
- National Association of State Administrators of Family and Consumer Sciences (NASAFACS);
- National Association of State Directors of Career Technical Education Consortium (NASDCTEc); Common Career Technical Core (CCTC) standards and Programs of Study;
- National Institute of Food and Agriculture;
- National Standards for Family and Consumer Sciences (NSFCS);
- Ohio Association of Family & Consumer Sciences;
- Ohio Department of Education
 - Agricultural and Environmental Systems Content Standards;
 - Financial Literacy Academic Content Standards;
 - Graduation, Reality And Dual-Role Skills (GRADS) Content Standards;
 - Health Science Content Standards
 - Hospitality and Tourism Content Standards;
- Pennsylvania Department of Education Academic Standards for Family and Consumer Sciences;
- Physical Activity Guidelines for Americans;

- Texas Essential Knowledge and Skills for Career and Technical Education for Dollars and Sense, Interpersonal Studies, Lifetime Nutrition and Wellness, Child Development and Guidance and Human Services standards;
- Utah State Office of Education Family and Consumer Sciences Education Pathways;
- The Ohio State University – Family and Consumer Sciences;
- United States Centers for Disease Control and Prevention (CDC);
- United States Department of Agriculture (USDA); and
- United States Securities and Exchange Commission.

Futuring Panel

On December 2, 2014, the Family and Consumer Sciences futuring panel brought together key business and industry representatives from across the state to advise the Ohio Department of Education on trends impacting the Family and Consumer Sciences career field. The participants were asked to share their perceptions on changes in education and the workplace, employment trends, changes in technical skill requirements, needed workplace readiness skills and available industry-recognized standards and credentials. This feedback was used to develop and streamline the standards document into what is most demanded by the community.

Standards Development Panel

A select group of Ohio Family and Consumer Sciences secondary instructors volunteered their time and expertise to assist with the development of the standards. These instructors participated in face-to-face meetings and conference calls to draft and refine the strands, outcomes, and competencies in the standards document.

Public Review Survey

From March 5 to 20, 2015, Ohio Family and Consumer Sciences secondary instructors, postsecondary faculty, and business and industry representatives completed a survey to provide feedback on the competencies in the draft standards document. Survey results remain anonymous.

Validation Survey

From April 13 to 24, 2015, a diverse group of Ohio business and industry representatives and postsecondary faculty participated in a survey to validate and rate the importance of the competencies in the draft standards document. Survey results remain anonymous.

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December 2, 2014

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Strand 1. Career Development

Develop skills in professionalism, leadership and communication, as applied to career planning and entrepreneurship, to succeed in educational and professional settings.

Outcome 1.1. Personal and Professional Skills

Develop personal and professional skills to transition through life.

Competencies

- 1.1.1. Identify the knowledge, skills and abilities necessary to succeed.
- 1.1.2. Describe the role and function of professional and community organizations, industry associations and organized labor.
- 1.1.3. Develop a networking plan to build and maintain professional relationships.
- 1.1.4. Explain the importance of work ethic, accountability and responsibility and demonstrate associated behaviors in fulfilling personal, community and workplace roles.
- 1.1.5. Apply problem-solving and critical-thinking skills to issues when making decisions and formulating solutions.
- 1.1.6. Identify the correlation between emotions, behavior and appearance and manage those to establish and maintain professionalism.
- 1.1.7. Give and receive constructive feedback to improve personal and professional habits.
- 1.1.8. Adapt personal coping skills to adjust to life and workplace demands.
- 1.1.9. Recognize different cultural beliefs and practices and demonstrate respect for them.

Outcome 1.2. Career Exploration

Explore career opportunities that reflect personal interests, strengths, values, personalities, skills and abilities.

Competencies

- 1.2.1. Develop a personal career inventory.
- 1.2.2. Identify career pathways related to interests and talents.
- 1.2.3. Research career opportunities and occupational trend projections.
- 1.2.4. Develop a career plan.
- 1.2.5. Determine the education, training, certification, licensure and experience requirements for selected careers.
- 1.2.6. Set educational and volunteer goals that support progress toward meeting career goals.
- 1.2.7. Develop strategies for self-promotion.
- 1.2.8. Write professional correspondence, job applications and resumé.

Outcome 1.3. Leadership and Communication

Develop leadership, team-building and communication skills to promote collaboration.

Competencies

- 1.3.1. Extract relevant, valid information from materials and cite sources of information.
- 1.3.2. Deliver and critique formal and informal presentations.
- 1.3.3. Identify and use verbal, nonverbal and active listening skills to communicate effectively.
- 1.3.4. Use negotiation and conflict-resolution skills to reach solutions.
- 1.3.5. Communicate information for an intended audience and purpose.
- 1.3.6. Use proper grammar and expression in all aspects of communication.
- 1.3.7. Use consensus-building techniques to draw conclusions and determine next steps.
- 1.3.8. Compare the strengths, weaknesses and characteristics of leadership styles that influence personal versus professional relationships.
- 1.3.9. Identify advantages and disadvantages involving digital and/or electronic communications.
- 1.3.10. Use interpersonal skills to provide group leadership, promote collaboration and work in a team.
- 1.3.11. Use technical writing skills to complete forms and create reports.
- 1.3.12. Use motivational strategies to accomplish goals.

Outcome 1.4. Resource Management and Information Technology

Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in personal and professional settings.

Competencies

- 1.4.1. Use home office equipment to communicate.
- 1.4.2. Select and use software applications to locate, record, analyze and present information.
- 1.4.3. Use system hardware to support software applications.
- 1.4.4. Apply safety and security rules and regulations (e.g., parental controls, identity protection, password protection, Health Insurance Portability and Accountability Act [HIPAA], custodial rights).
- 1.4.5. Use information technology tools to maintain, secure and monitor records.
- 1.4.6. Use personal organization management and productivity applications to optimize assigned tasks.
- 1.4.7. Use electronic media to communicate, following online etiquette guidelines.

Outcome 1.5. Global Environment

Evaluate how beliefs, values, attitudes and behaviors influence personal and professional goals.

Competencies

- 1.5.1. Describe the interdependence of cultural understanding and cultural intelligence skills.
- 1.5.2. Describe how cultural intelligence skills influence the overall success and survival of a community.
- 1.5.3. Use continual awareness to interact and exchange ideas with individuals from diverse cultural settings.
- 1.5.4. Recognize barriers in cross-cultural relationships and implement behavioral adjustments.
- 1.5.5. Recognize the ways in which bias, stereotypes and discrimination may influence self-worth and group dynamics.
- 1.5.6. Analyze tasks for understanding and interpretation from a different cultural perspective.
- 1.5.7. Identify how multicultural teaming and globalization can foster recognition of new opportunities.
- 1.5.8. Compare multigenerational characteristics.

Outcome 1.6. Entrepreneurship

Develop skills and knowledge to transition a strength into a business.

Competencies

- 1.6.1. Create a list of strengths, values, skills and abilities needed to be successful as an entrepreneur.
- 1.6.2. Identify business opportunities and develop a plan to produce a competitive product or service.
- 1.6.3. Explain the role of profit as an incentive to become an entrepreneur.
- 1.6.4. Identify the factors that contribute to the success and failure of entrepreneurial ventures.
- 1.6.5. Assess the roles of nonprofit and for-profit businesses.
- 1.6.6. Explain pathways used to become an entrepreneur.
- 1.6.7. Identify resources available to entrepreneurs (e.g., Small Business Administration, mentors, information resources, educational opportunities).
- 1.6.8. Follow compliance regulations for intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets).
- 1.6.9. Propose alternatives when entrepreneurial goals are not achieved.

Strand 2. Family Development

Develop personal attributes that contribute to healthy families, community involvement and workplace productivity.

Outcome 2.1. Family Units

Examine the effects of family units on individuals and society.

Competencies

- 2.1.1. Identify the structure of family units and the impact on society.
- 2.1.2. Evaluate the effects of change on family units at each lifecycle stage.
- 2.1.3. Explain the importance of cultural traditions in a family unit.
- 2.1.4. Evaluate how a family unit builds the independence, interdependence and commitment of its members.
- 2.1.5. Analyze the impact of factors that influence individual growth and family development.

Outcome 2.2. Parenting Roles and Responsibilities

Evaluate parenting roles and responsibilities at each developmental stage and within different cultures.

Competencies

- 2.2.1. Differentiate among the parenting roles of support, nurturance and guidance.
- 2.2.2. Explain how parents provide for a child's basic needs, health and safety.
- 2.2.3. Identify parenting strategies to accommodate children's personalities and special needs.
- 2.2.4. Compare theories of how to develop a child's morals, values and self-esteem.
- 2.2.5. Explain how to develop mutual respect between a parent and child.
- 2.2.6. Compare the effects of parental involvement on a child's education.
- 2.2.7. Compare the benefits and consequences of different discipline practices.
- 2.2.8. Describe the role of available services (e.g., Department of Job and Family Services, community education classes) in supporting parenting roles and responsibilities.

Outcome 2.3. Parenting Styles

Analyze the parenting styles needed to assume parenting roles and responsibilities.

Competencies

- 2.3.1. Compare the types of parenting styles and the impact they have on child growth and development.
- 2.3.2. Describe the impacts of emotional, intellectual and physical nurturing on human growth and development.
- 2.3.3. Evaluate impacts of abuse and neglect based on signs and symptoms.
- 2.3.4. Determine methods and resources needed to address signs of abuse or neglect.
- 2.3.5. Explain the positive and negative impacts technology has on family relationships.
- 2.3.6. Identify a parenting style that reflects personal strengths, beliefs and values.

Outcome 2.4. Prenatal Care

Analyze prenatal healthcare needs and the effects on family planning.

Competencies

- 2.4.1. Identify alternate methods of becoming a parent (e.g., adoption, artificial insemination, surrogacy).
- 2.4.2. Identify signs, symptoms and stages of pregnancy.
- 2.4.3. Explain physical and psychological characteristics of pre-pregnancy mothers and fathers that contribute to a healthy birth.
- 2.4.4. Discuss the father's role in prenatal care.
- 2.4.5. Summarize the stages of fetal development.
- 2.4.6. Determine how to meet the nutritional requirements for a healthy mother and baby based on prenatal conditions.
- 2.4.7. Identify the medical procedures conducted during prenatal care.
- 2.4.8. Describe the effects of adverse medical and environmental prenatal conditions on a healthy delivery.

Outcome 2.5. Birth and Postpartum Care

Examine birth and postpartum care.

Competencies

- 2.5.1. Discuss the advantages of participating in childbirth preparation classes.
- 2.5.2. Explain the stages of labor and methods of delivery.
- 2.5.3. Describe the signs of preterm labor and consequences of preterm delivery.
- 2.5.4. Identify medical procedures conducted during labor and delivery.
- 2.5.5. Identify common fears and misconceptions about labor and delivery.
- 2.5.6. Explain the importance of a postpartum health examination.
- 2.5.7. Describe the physical changes of the mother following delivery.
- 2.5.8. Describe the initial post-delivery care provided to newborns and mothers.
- 2.5.9. Explain emotional responses and warning signs of depression during the postpartum period.
- 2.5.10. Explain the role of a support network in postpartum care.

Outcome 2.6. Infant Care

Analyze the developmental needs of an infant and provide care.

Competencies

- 2.6.1. Develop a schedule to meet an infant's nutritional and physical needs.
- 2.6.2. Compare infant feeding options.
- 2.6.3. Demonstrate safe infant care techniques.
- 2.6.4. Describe diet- and sleep-related illnesses and soothing techniques.
- 2.6.5. Identify community infant care support resources (e.g., Women, Infants and Children [WIC]; health department; children's services).
- 2.6.6. Identify an infant's characteristics and behaviors.
- 2.6.7. Describe how to respond to abnormalities in an infant.
- 2.6.8. Explain the importance of bonding with an infant.
- 2.6.9. Examine the role and responsibility of fathers in infant care.

Outcome 2.7. Child Growth and Development

Promote child growth and development across the lifespan.

Competencies

- 2.7.1. Explain research findings on current and emerging trends in human growth and development.
- 2.7.2. Compare the characteristics and milestones of each developmental stage.
- 2.7.3. Assess a child's abilities at each developmental stage based on developmental milestones.
- 2.7.4. Determine a child's learning styles and the teaching strategies needed to support the child's intellectual development.
- 2.7.5. Promote a child's self-development through the use of parenting strategies and techniques.
- 2.7.6. Compare the effects of cultural, socioeconomic and environmental contributions on a child's intellectual growth and development.
- 2.7.7. Compare peer influences experienced at various developmental stages.
- 2.7.8. Identify interventions, resources and support systems that enhance growth and development.
- 2.7.9. Identify learned and innate behaviors.

Outcome 2.8. Childcare

Evaluate safe and healthy childcare services.

Competencies

- 2.8.1. Differentiate among child development theories and their implications for childcare practices.
- 2.8.2. Evaluate quality indicators for childcare options.
- 2.8.3. Compare childcare services, facilities, curriculum and providers.
- 2.8.4. Describe how to evaluate in-home childcare providers.
- 2.8.5. Discuss mandated reporting laws for child abuse, neglect and abduction.
- 2.8.6. Describe parental consent and custody issues that affect childcare.

Strand 3. Food and Nutrition

Develop knowledge of food and nutrition to make informed choices that support safe, affordable and sustainable food practices.

Outcome 3.1. Nutritional Information

Analyze nutritional information to guide food choices.

Competencies

- 3.1.1. Describe sources of nutrients and their contributions to dietary needs.
- 3.1.2. Identify the role of the digestive system in nutrient absorption.
- 3.1.3. Identify symptoms of nutrient deficiencies and toxicity.
- 3.1.4. Calculate nutrient values of meals based on the food labels of products and ingredients.
- 3.1.5. Identify suitable ingredient substitutes to meet special dietary needs.
- 3.1.6. Compensate for nutritional deficiencies.
- 3.1.7. Evaluate the nutritional effects of fad diets, food addictions and eating disorders on individual wellness.

Outcome 3.2. Weight Management

Manage weight throughout the lifecycle.

Competencies

- 3.2.1. Identify factors that influence body weight.
- 3.2.2. Explain the criteria for determining healthy body weight.
- 3.2.3. Describe eating disorder warning signs, prevention methods and management techniques.
- 3.2.4. Evaluate the effectiveness of weight management programs.
- 3.2.5. Explain the importance of portion control and eating behaviors in weight management.
- 3.2.6. Calculate the energy output needed to balance caloric input.
- 3.2.7. Compare the benefits and detriments of nutrient supplements used in weight management.

Outcome 3.3. Food Selection

Analyze safe and affordable foods that promote a healthy lifestyle.

Competencies

- 3.3.1. Justify the use of prepackaged versus from scratch foods based on cost, time, nutrition and ease of preparation.
- 3.3.2. Evaluate challenges that prevent individuals from obtaining nutritious food choices.
- 3.3.3. Evaluate meat and poultry based on cuts and grading standards.
- 3.3.4. Identify quality standards used to select food products.
- 3.3.5. Select nutritious food choices at home and when dining out.
- 3.3.6. Describe the impact of social and cultural influences on dietary patterns.
- 3.3.7. Create daily food plans that meet current United States Department of Agriculture (USDA) dietary guidelines and contribute to healthy eating habits.
- 3.3.8. Create menus for special occasions and events that reflect knowledge of special dietary and nutritional needs.

Outcome 3.4. Food Safety and Sanitation

Promote food safety and sanitation using proper food handling and storage.

Competencies

- 3.4.1. Identify major foodborne illnesses, causes, preventions and entrances into the food supply.
- 3.4.2. Prevent food safety risks by controlling conditions under which bacteria grow.
- 3.4.3. Compare the effects of food labeling, preservation, packaging and storage on food safety, freshness and longevity.
- 3.4.4. Compare food preservation methods (e.g., freezing, drying, canning) used to optimize shelf life.
- 3.4.5. Regulate food temperatures throughout purchase, storage, handling, cooking and serving.
- 3.4.6. Apply personal, food safety and sanitation processes and procedures to prevent contamination and cross-contamination at home and in the workplace.

Outcome 3.5. Food Preparation

Prepare foods through different cooking methods to preserve nutrient values.

Competencies

- 3.5.1. Evaluate the physical, biological and chemical makeup of foods and the effects on food preparation.
- 3.5.2. Develop recipes that preserve nutrient values and promote healthy eating patterns.
- 3.5.3. Identify seasonings, oils, flavor enhancers and food additives by type, class or purpose.
- 3.5.4. Calculate solid and liquid measurements and apply ratios and equations to convert U.S. and metric measurements.
- 3.5.5. Adjust and convert recipes to achieve specific serving sizes and ingredient substitutions.
- 3.5.6. Select cooking methods to retain nutritional values of fruits, vegetables, grains, protein and dairy.
- 3.5.7. Adjust cooking time and temperature based on convention, convection and microwave ovens.
- 3.5.8. Prepare sauces and gravies using thickening agents.
- 3.5.9. Adjust to weather and altitude conditions when preparing baked products.
- 3.5.10. Prepare a variety of confections, pastries and baked products.

Outcome 3.6. Dining Etiquette

Analyze dining etiquette, settings and service styles that enhance the food experience.

Competencies

- 3.6.1. Compare formal and informal dining settings.
- 3.6.2. Identify the components of place settings.
- 3.6.3. Create and place table decorations based on the event.
- 3.6.4. Decorate or garnish plated foods to enhance presentation.
- 3.6.5. Apply social and dining etiquette rules that reflect the setting.
- 3.6.6. Serve foods according to the selected serving style.
- 3.6.7. Apply tipping etiquette when calculating services rendered.
- 3.6.8. Explain the responsibilities of a host and guest.

Outcome 3.7. Sustainable Food Practices

Analyze key components of local, healthy, sustainably-grown foods.

Competencies

- 3.7.1. Identify available resources that ensure adequate, secure food supplies.
- 3.7.2. Use seasonal foods to support local economies and help reduce carbon footprints.
- 3.7.3. Plan a food garden.
- 3.7.4. Identify the role of local producers, food distributors and current farm practices to support sustainable agriculture.
- 3.7.5. Explain research findings on current and emerging trends in the food industry.
- 3.7.6. Compare renewable and non-renewable resource practices, related to food and food packaging waste.
- 3.7.7. Compare community-based food systems and resources.

Strand 4. Personal Finance and Consumerism

Develop skills to achieve personal financial wellness and become an educated consumer.

Outcome 4.1. Financial Goals

Achieve financial goals to establish financial stability.

Competencies

- 4.1.1. Identify the economic principles that affect the cost of living.
- 4.1.2. Identify income sources and expenditures.
- 4.1.3. Establish personal resources and evaluate their effects on earning potential.
- 4.1.4. Compare gross and net income and identify the categories of deduction (e.g., union dues, retirement plans, garnishments).
- 4.1.5. Evaluate the role of federal, state and local taxes in financial planning.
- 4.1.6. Identify local, state and federal tax obligations and develop a tax payment plan.
- 4.1.7. Prepare personal income tax filings.
- 4.1.8. Set financial goals to influence current and future economic choices.
- 4.1.9. Create a spending plan that reflects financial goals.
- 4.1.10. Interpret personal financial documents to monitor financial goal progress.
- 4.1.11. Adjust resource allocations based on financial goal progress.
- 4.1.12. Measure and track financial wellbeing.
- 4.1.13. Evaluate investments and calculate potential earnings.

Outcome 4.2. Financial Services

Analyze financial institutions and services.

Competencies

- 4.2.1. Identify financial institutions and available services.
- 4.2.2. List characteristics of reputable financial institutions.
- 4.2.3. Compare financial services based on lending terms and conditions.
- 4.2.4. Evaluate the impact of government regulations, global economics and environmental conditions on investment and retirement plans.
- 4.2.5. Compare and select retirement plans.
- 4.2.6. Compare advantages and disadvantages of investment strategies.
- 4.2.7. Create an investment plan to meet financial goals.

Outcome 4.3. Credit and Debt

Analyze how credit and debt affect the achievement of financial goals.

Competencies

- 4.3.1. Identify credit types and purposes for establishing credit.
- 4.3.2. Describe how reporting agencies use an individual's financial decisions to determine personal credit scores.
- 4.3.3. Describe how to secure and maintain credit.
- 4.3.4. Explain how credit ratings affect access to products, services and employment opportunities.
- 4.3.5. Establish solutions to correct debt problems.

Outcome 4.4. Asset Protection

Analyze risk management strategies used to protect assets.

Competencies

- 4.4.1. Identify the relationships among economy, society and environment that lead to financial stability.
- 4.4.2. Describe the effects of inflation, recession and world crises and the impact on financial planning.
- 4.4.3. Summarize types of insurance and identify how each mitigates financial risk and prevents loss.
- 4.4.4. Identify how to reduce risk of identity theft and rectify a compromised identity.
- 4.4.5. Describe how agencies (e.g., Attorney General's Office, Better Business Bureau, Food and Drug Administration, Federal Trade Commission) help protect consumers.
- 4.4.6. Select risk management solutions to protect personal property and assets.
- 4.4.7. Minimize risk through asset allocation, diversification and rebalancing.

Outcome 4.5. Purchasing Decisions

Apply strategies to make purchasing decisions.

Competencies

- 4.5.1. Compare products based on features, costs and benefits.
- 4.5.2. Compare the effects of a direct cost versus an indirect cost on a purchase.
- 4.5.3. Explain the effects of economic trends and conditions on purchasing decisions.
- 4.5.4. Describe the impact of supply and demand on product availability and pricing.
- 4.5.5. Determine how purchasing decisions are influenced by brand identity and marketing techniques.
- 4.5.6. Compare the advantages and disadvantages of online and in-store purchasing and the effects on the local economy.
- 4.5.7. Summarize the terms of a sales contract for a product or service.
- 4.5.8. Evaluate leasing and purchasing options for major purchases.
- 4.5.9. Calculate interest rates to determine the projected cost of an item.
- 4.5.10. Complete financial transactions using various purchasing methods.

Outcome 4.6. Ethics, Law and Consumer Issues

Analyze how professional, ethical and legal behaviors contribute to continuous improvement in regulatory compliance.

Competencies

- 4.6.1. Describe how regulatory compliance affects the consumer.
- 4.6.2. Use ethical character traits consistent with personal and professional standards.
- 4.6.3. Explain how consumer protections laws (e.g., Equal Opportunity Act, Fair Credit Reporting Act, Consumer Protection Agency, Family and Medical Leave Act [FMLA], Family Educational Rights and Privacy Act [FERPA]) help safeguard individuals from fraud and potential loss.
- 4.6.4. Access and implement safety compliance measures (e.g., recommended manufacturers' guidelines, product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA], American Association of Poison Control Centers) to maintain product warranty and protect the consumer.
- 4.6.5. Identify fraudulent and deceptive practices (e.g., bait and switch, unlawful door-to-door sales, deceptive service estimates, misrepresentations) and their overall impact on the consumer.
- 4.6.6. Identify the labor laws (e.g., Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC]) that affect employment and the consequences of noncompliance for both employee and employer.
- 4.6.7. Identify potential conflicts of interest between personal and professional ethical standards.
- 4.6.8. Identify ways to advocate for public policies, legislation and government regulations.

Strand 5. Health and Wellness

Develop wellness practices that promote a healthy lifestyle.

Outcome 5.1. Lifespan Wellness

Adopt wellness practices at each stage of the lifespan.

Competencies

- 5.1.1. Explain how the seven dimensions of wellness (i.e., emotional, environmental, intellectual, occupational, physical, social, spiritual) impact overall health.
- 5.1.2. Identify how to prevent or reduce the risk of health problems.
- 5.1.3. Explain the effects of engaging in healthy and unhealthy behaviors.
- 5.1.4. Describe the effects of external factors on personal health.
- 5.1.5. Evaluate overall health to determine present and future healthcare needs.
- 5.1.6. Create a long-term personal health plan that promotes lifespan wellness.
- 5.1.7. Describe environmental issues and lifestyle habits that lead to poor health.
- 5.1.8. Explain the effect hygiene has on health and wellness.
- 5.1.9. Describe the consequences of the use and misuse of health products.
- 5.1.10. Explain the effect allergies and sensitivities have on overall health.
- 5.1.11. Identify the principles of dental procedures and comprehensive dental care.
- 5.1.12. Compare types of immunizations throughout the lifespan.
- 5.1.13. Compare vaccination risks to the consequences of refusing vaccines.

Outcome 5.2. Physical Activity

Promote a healthy lifestyle through physical activity, relaxation and sleep.

Competencies

- 5.2.1. Describe the short- and long-term health benefits of physical activity, relaxation and sleep.
- 5.2.2. Compare exercise guidelines across the lifespan.
- 5.2.3. Compare strength, flexibility and endurance and describe the importance of each.
- 5.2.4. Compare the advantages and disadvantages of aerobic activities versus a sedentary lifestyle.
- 5.2.5. Describe each phase of the sleep cycle.
- 5.2.6. Identify sleep disorder symptoms and effects on the phases of the sleep cycle.
- 5.2.7. Execute techniques to improve sleep.
- 5.2.8. Analyze the effects of stress and stress reducing activities on overall health.

Outcome 5.3. Emergency Preparedness

Analyze emergency preparedness procedures.

Competencies

- 5.3.1. Identify the signs and symptoms of common illnesses.
- 5.3.2. Describe what should be on hand for emergencies and treatment of common illnesses.
- 5.3.3. Determine when to seek emergency medical care.
- 5.3.4. Create an action plan for emergency situations.
- 5.3.5. Assess the situation and administer necessary first aid procedures.
- 5.3.6. Perform cardiopulmonary resuscitation (CPR), automated external defibrillation (AED) and the Heimlich maneuver.

Outcome 5.4. Mental Health

Analyze strategies to maintain positive mental health.

Competencies

- 5.4.1. Describe mental health issues, symptoms and prevention methods.
- 5.4.2. Identify symptoms and long-term effects of substance abuse and chemical dependency.
- 5.4.3. Determine when to seek support, treatment and counseling resources.
- 5.4.4. Identify suicidal tendencies and prevention methods.
- 5.4.5. Identify barriers to seeking treatment and support for mental health issues.
- 5.4.6. Describe the challenges of living with mental health issues or chemical dependencies.
- 5.4.7. Create mental health management and substance abuse recovery plans.
- 5.4.8. Identify the stages of grief and develop coping strategies.

Outcome 5.5. Human Sexuality

Analyze the impact of human sexuality on health and wellness.

Competencies

- 5.5.1. Differentiate between the male and female reproductive system, structures and functions.
- 5.5.2. Describe the decisions and responsibilities associated with sexual relationships.
- 5.5.3. Identify types, effects and prevention methods of sexually transmitted diseases (STDs).
- 5.5.4. Evaluate family planning techniques for the different lifecycle stages.
- 5.5.5. Describe the effects of genetic disorders and fertility issues on family planning.

Outcome 5.6. Personal Safety

Implement personal safety procedures.

Competencies

- 5.6.1. Identify threatening behaviors and corrective strategies.
- 5.6.2. Identify the signs, symptoms and impacts of dating and domestic violence.
- 5.6.3. Implement strategies to protect self and others from illness, injury, abuse and abduction.
- 5.6.4. Identify resources, organizations and agencies committed to assisting victims.
- 5.6.5. Implement methods needed to support victims and families.
- 5.6.6. Describe the impact of initiating self-defense actions.
- 5.6.7. Develop a personal safety plan.

Strand 6. Design

Apply the principles of design to interior and exterior spaces and textiles.

Outcome 6.1. Design Principles

Apply principles of design to convey ideas.

Competencies

- 6.1.1. Identify the principles and elements of design.
- 6.1.2. Evaluate the physiological and psychological ways humans interact with spaces and furnishings.
- 6.1.3. Apply design elements and principles to develop and enhance visual effects.
- 6.1.4. Evaluate the use of design in textiles, interiors or exteriors.
- 6.1.5. Prepare sketches, patterns or elevations.
- 6.1.6. Generate and manipulate two-dimensional (2D) and three-dimensional (3D) digital designs.
- 6.1.7. Create a virtual rendering using design principles and elements.

Outcome 6.2. Textile Design

Evaluate fabrics and finishes for design, appearance, construction and performance.

Competencies

- 6.2.1. Categorize textile fibers and describe the uses for each.
- 6.2.2. Explain how fiber, weave, texture, pattern and finishes affect the visual appearance and functionality of fabric.
- 6.2.3. Evaluate performance characteristics of fabrics and finishes.
- 6.2.4. Analyze the effects of textile characteristics on design and construction.
- 6.2.5. Design textile products using design elements and principles.

Outcome 6.3. Produce, Alter and Repair Textiles

Produce, alter and repair textile products.

Competencies

- 6.3.1. Select the type of production, alteration or repair needed based on the characteristics of woven, knit and non-woven textile products.
- 6.3.2. Explain research findings on current textile-design and -production technologies and trends.
- 6.3.3. Develop textile products using the production sequence.
- 6.3.4. Alter and repair textile products.
- 6.3.5. Repurpose, redesign and recreate a textile product.
- 6.3.6. Determine the processes needed to protect and preserve products based on textile characteristics.

Outcome 6.4. Interior and Exterior Design

Design interior and exterior spaces.

Competencies

- 6.4.1. Determine available space based on blueprints or floorplans.
- 6.4.2. Measure and estimate the dimensions of interior or exterior areas.
- 6.4.3. Create a design that incorporates environmental psychology, architecture and product design elements.
- 6.4.4. Draft space plans to scale using architectural symbols.
- 6.4.5. Revise plans to improve aesthetics, function, safety and return on investment.
- 6.4.6. Incorporate universal design principles, building codes and regulations in space planning.
- 6.4.7. Develop a project scope of work.
- 6.4.8. Compare quotes and select products or services based on project criteria.
- 6.4.9. Estimate costs and value gains of a remodel or redesign.

Outcome 6.5. Interior and Exterior Decorating

Decorate interior and exterior spaces.

Competencies

- 6.5.1. Explain the roles of ergonomics and anthropometrics in product selection.
- 6.5.2. Select floor and wall coverings, window treatments and lighting based on form and function.
- 6.5.3. Select furnishings based on product longevity, product safety and maintenance.
- 6.5.4. Select architectural décor and features to compliment the home's style and theme.
- 6.5.5. Furnish spaces, according to principles of design, to accommodate traffic flow, activity and existing architectural features.
- 6.5.6. Repair, reuse and repurpose home furnishings and décor.

Strand 7. Living Environment

Develop knowledge and skills to maintain a healthy living environment.

Outcome 7.1. Clean Environment

Maintain a clean living environment.

Competencies

- 7.1.1. Compare and select cleaning products based on price, availability and sustainable practices.
- 7.1.2. Describe the effects of cleaning products and methods on the environment and personal health.
- 7.1.3. Clean textile products according to recommended manufacturers' instructions.
- 7.1.4. Clean and treat stains on natural and synthetic surfaces (e.g., stone, wood, fabric) with cleaning solutions and materials recommended by industry guidelines.
- 7.1.5. Describe procedures for safely handling, storing and disposing of hazardous materials and waste products, according to federal and state safety regulations.
- 7.1.6. Create a seasonal cleaning plan, including checklists, job specifications and costs.

Outcome 7.2. Home and Family Organization

Organize a home and family by using technology and storage strategies.

Competencies

- 7.2.1. Use storage products to maximize space and improve home organization.
- 7.2.2. Implement technologies to manage family organization and resources.
- 7.2.3. Identify advanced technology needs based on price, style and purpose.
- 7.2.4. Create a plan to implement home technology solutions.

Outcome 7.3. Property Maintenance

Preserve the financial value of a home through property maintenance.

Competencies

- 7.3.1. Determine home and property maintenance needed to preserve financial value.
- 7.3.2. Compare and select appliances based on price, availability and ease of use.
- 7.3.3. Perform maintenance, repairs and replacements according to appliance manuals.
- 7.3.4. Determine service schedules for equipment based on service contract and warranty recommendations.
- 7.3.5. Create a property maintenance schedule.
- 7.3.6. Compare quotes and references for maintenance services.
- 7.3.7. Estimate costs and value gains of repairs versus replacements.

Outcome 7.4. Environmental Sustainability

Analyze environmentally-sustainable practices to maintain a home.

Competencies

- 7.4.1. Justify the use of eco-friendly versus traditional products and principles based on the environmental impact.
- 7.4.2. Conduct an energy audit to determine the financial benefits of maintaining an energy-efficient home.
- 7.4.3. Select energy sources based on economic viability, sustainability and environmental impact.
- 7.4.4. Apply household practices to reduce water and energy use.
- 7.4.5. Apply green products and practices to clean and maintain property.
- 7.4.6. Compare products and services from manufacturers who promote environmentally-sustainable practices.

Outcome 7.5. Safe and Secure Living Environment

Implement measures to ensure a safe and secure living environment.

Competencies

- 7.5.1. Implement home safety and security measures to minimize risk.
- 7.5.2. Identify animal owner responsibilities that ensure a safe and secure living environment.
- 7.5.3. Create a home safety checklist and implement needed safety measures.
- 7.5.4. Prepare, plan and stay informed for natural disasters.
- 7.5.5. Prepare and plan for extended time away from home.
- 7.5.6. Select, install and maintain fire detecting and gas monitoring systems.
- 7.5.7. Determine extinguishing methods for each class of fire.

Arts and Communication Career Field Webb's Depth of Knowledge (DOK) Ratings

In June 2015, Norman Webb and Sara Christopherson, Director of WebbAlign Studies at the Wisconsin Center for Education Products and Services, analyzed the Family and Consumer Sciences standards and assigned Depth of Knowledge (DOK) levels to each competency. On June 12, 2015, Sara facilitated a discussion with ODE (Ohio Department of Education) and CETE (Center on Education and Training for Employment, at the Ohio State University) consultants to form a consensus on ratings of competencies to which she and Norman each assigned a different DOK level. The following table reflect the final DOK level at which each competency will be assessed. Classroom instruction can include higher DOK levels, as long as students are prepared to answer assessment items at the level to which they are written.

DOK 1 (Recall)

DOK 1 is defined by the recall of information or performance of a simple, routine procedure, including execution of a well-defined multi-step procedure, protocol or adherence to a set of rules, such as following a recipe. DOK 1 also includes receiving or reciting facts acquired by processing text or by other instructional exposure. Tasks require only a shallow understanding of the text or concepts presented and may consist of verbatim recall from text/instruction or slight paraphrasing of specific details without a need for processing the content. A student answering a Level 1 assessment item either knows the answer or does not (i.e., the item does not need to be “figured out” or “solved”). Assessment items at this level may ask the student to recall who, what, when and where. Items that require students to “describe” and “explain” could be classified as DOK 1 or 2 depending on what is to be described and explained. A DOK 1 “describe” or “explain” would require a student to recall, recite or reproduce information.

DOK 2 (Skills and Concepts)

DOK 2 involves engaging in some mental processing beyond a habitual response and beyond recalling or reproducing a response. DOK 2 expectations and tasks require both comprehension and subsequent processing of text or of concepts presented through instruction. This category may require conceptual understanding and/or demonstrating conceptual knowledge by explaining thinking in terms of concepts or by applying procedures or principles. DOK 2 tasks can involve selection, choice and decision-making about how to approach the problem or activity. Tasks require consideration of context and drawing relationships between and among ideas. DOK 2 activities may also involve paraphrasing or summarizing that requires understanding of the underlying concepts, ideas and context to put concepts and ideas into one's own words. Estimation is normally at this level because the process requires some comparisons to reach a conclusion. Adapting skills or making adjustments to the workplace or home life requires understanding of the underlying concepts and skills to allow for application in a different context. At DOK 2, students may be required to contrast or compare people, places, events and concepts; convert information from one form to another; classify or sort items into meaningful categories; describe or explain issues and problems in their own words; describe or explain patterns, cause and effect, significance or impact, relationships, points of view or processes. DOK 2 “describe” or “explain” requires students to describe or explain dynamic situations that have multiple interacting factors.

DOK 3 (Strategic Thinking)

At DOK 3 deep knowledge becomes a greater focus. Students are expected to go beyond knowing how and why to justifying the how and why through application and evidence. DOK 3 involves conducting analyses of text or concepts; making inferences; conducting critical reviews; evaluating internal logic; considering implied values, attitudes and biases; deep and abstract reasoning; critiques of arguments; making decisions based on evidence; planning; raising valid alternative hypotheses and conclusions to those presented in instructional contexts. Operating on or working with phenomena, systems or models with many parts and very fine distinctions can be a DOK 3, such as understanding the interaction of causes of the U.S. financial crisis of 2008, and may involve consideration of a topic or scenario from multiple perspectives. DOK 3

expectations and tasks require judgment and evaluation of a situation to inform action or response and analyzing and explaining research results and trends in a field of work. Creating an original and new process or product requiring planning and problem solving is a DOK 3, but creating a plan with well-defined constraints, specifications and conditions could be a DOK 2 or a DOK 3 depending on the amount of decision making required. DOK 3 problems are those for which it is not evident from the first reading what is needed to derive a solution and so require demanding reasoning to work through.

DOK 4 (Extended Thinking)

DOK 4 involves at least as complex content as in the DOK 3 category, but also requires working on a task over an extended period of time such as when conducting a research project over weeks. The extended time that accompanies this type of activity allows for creation of original work and requires metacognitive awareness that typically increases the complexity of a DOK 4 task overall, in comparison with DOK 3 activities. The extended time period is not a distinguishing factor if the required work is only repetitive and does not require the application of significant conceptual understanding and higher-order thinking. It may be difficult to determine if a learning or performance expectation represents a DOK 3 or DOK 4 if the expectations about project duration are not explicit in the statement. A likely DOK 4 activity would be developing a plan that requires original research, consulting different sources of information, weighing a number of factors, generating different models and then reaching some conclusion or course of action. It is unlikely that all of these steps could be performed meaningfully without devoting a number of days, weeks or months to the task.

Standard/Outcome/Competency	DOK Level
Strand II: Career Development	
Outcome 1.1. Personal and Professional Skills: Develop personal and professional skills to transition through life.	
1.1.1. Identify the knowledge, skills and abilities necessary to succeed.	2
1.1.2. Describe the role and function of professional and community organizations, industry associations and organized labor.	2
1.1.3. Develop a networking plan to build and maintain professional relationships.	3
1.1.4. Explain the importance of work ethic, accountability and responsibility and demonstrate associated behaviors in fulfilling personal, community and workplace roles.	2
1.1.5. Apply problem-solving and critical-thinking skills to issues when making decisions and formulating solutions.	3
1.1.6. Identify the correlation between emotions, behavior and appearance and manage those to establish and maintain professionalism.	2
1.1.7. Give and receive constructive feedback to improve personal and professional habits.	3
1.1.8. Adapt personal coping skills to adjust to life and workplace demands.	2
1.1.9. Recognize different cultural beliefs and practices and demonstrate respect for them.	2
Outcome 1.1. DOK Frequency – Level 1 = 0, Level 2 = 6, Level 3 = 3, Level 4 = 0	
Outcome 1.2. Career Exploration: Explore career opportunities that reflect personal interests, strengths, values, personalities, skills and abilities.	

Standard/Outcome/Competency	DOK Level
1.2.1. Develop a personal career inventory.	3
1.2.2. Identify career pathways related to interests and talents.	2
1.2.3. Research career opportunities and occupational trend projections.	2
1.2.4. Develop a career plan.	2
1.2.5. Determine the education, training, certification, licensure and experience requirements for selected careers.	2
1.2.6. Set educational and volunteer goals that support progress toward meeting career goals.	3
1.2.7. Develop strategies for self-promotion.	2
1.2.8. Write professional correspondence, job applications and resumés.	3
Outcome 1.2. DOK Frequency – Level 1 = 0, Level 2 = 5, Level 3 = 3, Level 4 = 0	
Outcome 1.3. Leadership and Communication: Develop leadership, team-building and communication skills to promote collaboration.	
1.3.1. Extract relevant, valid information from materials and cite sources of information.	3
1.3.2. Deliver and critique formal and informal presentations.	3
1.3.3. Identify and use verbal, nonverbal and active listening skills to communicate effectively.	2
1.3.4. Use negotiation and conflict-resolution skills to reach solutions.	3
1.3.5. Communicate information for an intended audience and purpose.	3
1.3.6. Use proper grammar and expression in all aspects of communication.	2
1.3.7. Use consensus-building techniques to draw conclusions and determine next steps.	3
1.3.8. Compare the strengths, weaknesses and characteristics of leadership styles that influence personal versus professional relationships.	2
1.3.9. Identify advantages and disadvantages involving digital and/or electronic communications.	2
1.3.10. Use interpersonal skills to provide group leadership, promote collaboration and work in a team.	3
1.3.11. Use technical writing skills to complete forms and create reports.	3
1.3.12. Use motivational strategies to accomplish goals.	3
Outcome 1.3. DOK Frequency – Level 1 = 0, Level 2 = 4, Level 3 = 8, Level 4 = 0	
Outcome 1.4. Resource Management and Information Technology: Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in personal and professional settings.	
1.4.1. Use home office equipment to communicate.	2
1.4.2. Select and use software applications to locate, record, analyze and present information.	3

Standard/Outcome/Competency	DOK Level
1.4.3. Use system hardware to support software applications.	2
1.4.4. Apply safety and security rules and regulations (e.g., parental controls, identity protection, password protection, Health Insurance Portability and Accountability Act [HIPAA], custodial rights).	2
1.4.5. Use information technology tools to maintain, secure and monitor records.	2
1.4.6. Use personal organization management and productivity applications to optimize assigned tasks.	3
1.4.7. Use electronic media to communicate, following online etiquette guidelines.	2
Outcome 1.4. DOK Frequency – Level 1 = 0, Level 2 = 5, Level 3 = 2, Level 4 = 0	
Outcome 1.5. Global Environment: Evaluate how beliefs, values, attitudes and behaviors influence personal and professional goals.	
1.5.1. Describe the interdependence of cultural understanding and cultural intelligence skills.	2
1.5.2. Describe how cultural intelligence skills influence the overall success and survival of a community.	2
1.5.3. Use continual awareness to interact and exchange ideas with individuals from diverse cultural settings.	2
1.5.4. Recognize barriers in cross-cultural relationships and implement behavioral adjustments.	2
1.5.5. Recognize the ways in which bias, stereotypes and discrimination may influence self-worth and group dynamics.	2
1.5.6. Analyze tasks for understanding and interpretation from a different cultural perspective.	3
1.5.7. Identify how multicultural teaming and globalization can foster recognition of new opportunities.	2
1.5.8. Compare multigenerational characteristics.	2
Outcome 1.5. DOK Frequency – Level 1 = 0, Level 2 = 7, Level 3 = 1, Level 4 = 0	
Outcome 1.6. Entrepreneurship: Develop skills and knowledge to transition a strength into a business.	
1.6.1. Create a list of strengths, values, skills and abilities needed to be successful as an entrepreneur.	2
1.6.2. Identify business opportunities and develop a plan to produce a competitive product or service.	4
1.6.3. Explain the role of profit as an incentive to become an entrepreneur.	2
1.6.4. Identify the factors that contribute to the success and failure of entrepreneurial ventures.	2
1.6.5. Assess the roles of nonprofit and for-profit businesses.	2
1.6.6. Explain pathways used to become an entrepreneur.	2
1.6.7. Identify resources available to entrepreneurs (e.g., Small Business Administration, mentors, information resources, educational opportunities).	1

Standard/Outcome/Competency	DOK Level
1.6.8. Follow compliance regulations for intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets).	2
1.6.9. Propose alternatives when entrepreneurial goals are not achieved.	3
Outcome 1.6. DOK Frequency – Level 1 = 1, Level 2 = 6, Level 3 = 1, Level 4 = 1	
Strand 1. DOK Frequency – Level 1 = 1, Level 2 = 33, Level 3 = 18, Level 4 = 1	
Strand 2: Family Development	
Outcome 2.1. Family Units: Examine the effects of family units on individuals and society.	
2.1.1. Identify the structure of family units and the impact on society.	3
2.1.2. Evaluate the effects of change on family units at each lifecycle stage.	3
2.1.3. Explain the importance of cultural traditions in a family unit.	2
2.1.4. Evaluate how a family unit builds the independence, interdependence and commitment of its members.	3
2.1.5. Analyze the impact of factors that influence individual growth and family development.	3
Outcome 2.1. DOK Frequency – Level 1 = 0, Level 2 = 1, Level 3 = 4, Level 4 = 0	
Outcome 2.2. Parenting Roles and Responsibilities: Evaluate parenting roles and responsibilities at each developmental stage and within different cultures.	
2.2.1. Differentiate among the parenting roles of support, nurturance and guidance.	2
2.2.2. Explain how parents provide for a child's basic needs, health and safety.	2
2.2.3. Identify parenting strategies to accommodate children's personalities and special needs.	2
2.2.4. Compare theories of how to develop a child's morals, values and self-esteem.	2
2.2.5. Explain how to develop mutual respect between a parent and child.	2
2.2.6. Compare the effects of parental involvement on a child's education.	2
2.2.7. Compare the benefits and consequences of different discipline practices.	2
2.2.8. Describe the role of available services (e.g., Department of Job and Family Services, community education classes) in supporting parenting roles and responsibilities.	1
Outcome 2.2. DOK Frequency – Level 1 = 1, Level 2 = 7, Level 3 = 0, Level 4 = 0	
Outcome 2.3. Parenting Styles: Analyze the parenting styles needed to assume parenting roles and responsibilities.	
2.3.1. Compare the types of parenting styles and the impact they have on child growth and development.	2
2.3.2. Describe the impacts of emotional, intellectual and physical nurturing on human growth and development.	2
2.3.3. Evaluate impacts of abuse and neglect based on signs and symptoms.	3

Standard/Outcome/Competency	DOK Level
2.3.4. Determine methods and resources needed to address signs of abuse or neglect.	3
2.3.5. Explain the positive and negative impacts technology has on family relationships.	2
2.3.6. Identify a parenting style that reflects personal strengths, beliefs and values.	2
Outcome 2.3. DOK Frequency – Level 1 = 0, Level 2 = 4, Level 3 = 2, Level 4 = 0	
Outcome 2.4. Prenatal Care: Analyze prenatal healthcare needs and the effects on family planning.	
2.4.1. Identify alternate methods of becoming a parent (e.g., adoption, artificial insemination, surrogacy).	1
2.4.2. Identify signs, symptoms and stages of pregnancy.	1
2.4.3. Explain physical and psychological characteristics of pre-pregnancy mothers and fathers that contribute to a healthy birth.	2
2.4.4. Discuss the father's role in prenatal care.	2
2.4.5. Summarize the stages of fetal development.	2
2.4.6. Determine how to meet nutritional requirements for a healthy mother and baby based on prenatal conditions.	3
2.4.7. Identify the medical procedures conducted during prenatal care.	1
2.4.8. Describe the effects of adverse medical and environmental prenatal conditions on a healthy delivery.	2
Outcome 2.4. DOK Frequency – Level 1 = 3, Level 2 = 4, Level 3 = 1, Level 4 = 0	
Outcome 2.5. Birth and Postpartum Care: Examine birth and postpartum care.	
2.5.1. Discuss the advantages of participating in childbirth preparation classes.	2
2.5.2. Explain the stages of labor and methods of delivery.	2
2.5.3. Describe the signs of preterm labor and consequences of preterm delivery.	2
2.5.4. Identify medical procedures conducted during labor and delivery.	1
2.5.5. Identify common fears and misconceptions about labor and delivery.	1
2.5.6. Explain the importance of a postpartum health examination.	2
2.5.7. Describe the physical changes of the mother following delivery.	2
2.5.8. Describe the initial post-delivery care provided to newborns and mothers.	2
2.5.9. Explain emotional responses and warning signs of depression during the postpartum period.	2
2.5.10. Explain the role of a support network in postpartum care.	1
Outcome 2.5. DOK Frequency – Level 1 = 3, Level 2 = 7, Level 3 = 0, Level 4 = 0	
Outcome 2.6. Infant Care: Analyze the developmental needs of an infant and provide care.	
2.6.1. Develop a schedule to meet an infant's nutritional and physical needs.	2

Standard/Outcome/Competency	DOK Level
2.6.2. Compare infant feeding options.	2
2.6.3. Demonstrate safe infant care techniques.	2
2.6.4. Describe diet- and sleep-related illnesses and soothing techniques.	2
2.6.5. Identify community infant care support resources (e.g., Women, Infants and Children [WIC]; health department; children's services).	1
2.6.6. Identify an infant's characteristics and behaviors.	1
2.6.7. Describe how to respond to abnormalities in an infant.	2
2.6.8. Explain the importance of bonding with an infant.	2
2.6.9. Examine the role and responsibility of fathers in infant care.	2
Outcome 2.6. DOK Frequency – Level 1 = 2, Level 2 = 7, Level 3 = 0, Level 4 = 0	
Outcome 2.7. Child Growth and Development: Promote child growth and development across the lifespan.	
2.7.1. Explain research findings on current and emerging trends in human growth and development.	2
2.7.2. Compare the characteristics and milestones of each developmental stage.	2
2.7.3. Assess a child's abilities at each developmental stage based on developmental milestones.	3
2.7.4. Determine a child's learning styles and the teaching strategies needed to support the child's intellectual development.	3
2.7.5. Promote a child's self-development through the use of parenting strategies and techniques.	3
2.7.6. Compare the effects of cultural, socioeconomic and environmental contributions on a child's intellectual growth and development.	2
2.7.7. Compare peer influences experienced at various developmental stages.	2
2.7.8. Identify interventions, resources and support systems that enhance growth and development.	1
2.7.9. Identify learned and innate behaviors.	1
Outcome 2.7. DOK Frequency – Level 1 = 2, Level 2 = 4, Level 3 = 3, Level 4 = 0	
Outcome 2.8. Childcare: Evaluate safe and healthy childcare services.	
2.8.1. Differentiate among child development theories and their implications for childcare practices.	3
2.8.2. Evaluate quality indicators for childcare options.	3
2.8.3. Compare childcare services, facilities, curriculum and providers.	2
2.8.4. Describe how to evaluate in-home childcare providers.	2
2.8.5. Discuss mandated reporting laws for child abuse, neglect and abduction.	2
2.8.6. Describe parental consent and custody issues that affect childcare.	2
Outcome 2.8. DOK Frequency – Level 1 = 0, Level 2 = 4, Level 3 = 2, Level 4 = 0	

Standard/Outcome/Competency	DOK Level
Strand 2. DOK Frequency – Level 1 = 11, Level 2 = 39, Level 3 = 12, Level 4 = 0	
Strand 3: Food and Nutrition	
Outcome 3.1. Nutritional Information: Analyze nutritional information to guide food choices.	
3.1.1. Describe sources of nutrients and their contributions to dietary needs.	2
3.1.2. Identify the role of the digestive system in nutrient absorption.	1
3.1.3. Identify symptoms of nutrient deficiencies and toxicity.	1
3.1.4. Calculate nutrient values of meals based on the food labels of products and ingredients.	1
3.1.5. Identify suitable ingredient substitutes to meet special dietary needs.	1
3.1.6. Compensate for nutritional deficiencies.	1
3.1.7. Evaluate the nutritional effects of fad diets, food addictions and eating disorders on individual wellness.	3
Outcome 3.1. DOK Frequency – Level 1 = 5, Level 2 = 1, Level 3 = 1, Level 4 = 0	
Outcome 3.2. Weight Management: Manage weight throughout the lifecycle.	
3.2.1. Identify factors that influence body weight.	1
3.2.2. Explain the criteria for determining healthy body weight.	2
3.2.3. Describe eating disorder warning signs, prevention methods and management techniques.	1
3.2.4. Evaluate the effectiveness of weight management programs.	2
3.2.5. Explain the importance of portion control and eating behaviors in weight management.	2
3.2.6. Calculate the energy output needed to balance caloric input.	1
3.2.7. Compare the benefits and detriments of nutrient supplements used in weight management.	2
Outcome 3.2. DOK Frequency – Level 1 = 3, Level 2 = 4, Level 3 = 0, Level 4 = 0	
Outcome 3.3. Food Selection: Analyze safe and affordable foods that promote a healthy lifestyle.	
3.3.1. Justify the use of prepackaged versus from scratch foods based on cost, time, nutrition and ease of preparation.	3
3.3.2. Evaluate challenges that prevent individuals from obtaining nutritious food choices.	2
3.3.3. Evaluate meat and poultry based on cuts and grading standards.	2
3.3.4. Identify quality standards used to select food products.	1
3.3.5. Select nutritious food choices at home and when dining out.	1
3.3.6. Describe the impact of social and cultural influences on dietary patterns.	2
3.3.7. Create daily food plans that meet current United States Department of Agriculture (USDA) dietary guidelines and contribute to healthy eating habits.	2

Standard/Outcome/Competency	DOK Level
3.3.8. Create menus for special occasions and events that reflect knowledge of special dietary and nutritional needs.	2
Outcome 3.3. DOK Frequency – Level 1 = 2, Level 2 = 5, Level 3 = 1, Level 4 = 0	
Outcome 3.4. Food Safety and Sanitation: Promote food safety and sanitation using proper food handling and storage.	
3.4.1. Identify major foodborne illnesses, causes, preventions and entrances into the food supply.	1
3.4.2. Prevent food safety risks by controlling conditions under which bacteria grow.	2
3.4.3. Compare the effects of food labeling, packaging and storage on food safety, freshness and longevity.	2
3.4.4. Compare food preservation methods (e.g., freezing, drying, canning) used to optimize shelf life.	2
3.4.5. Regulate food temperatures throughout purchase, storage, handling, cooking and serving.	1
3.4.6. Apply personal, food safety and sanitation processes and procedures to prevent contamination and cross-contamination at home and in the workplace.	1
Outcome 3.4. DOK Frequency – Level 1 = 3, Level 2 = 3, Level 3 = 0, Level 4 = 0	
Outcome 3.5. Food Preparation: Prepare foods through different cooking methods to preserve nutrient values.	
3.5.1. Evaluate the physical, biological and chemical makeup of foods and the effects on food preparation.	2
3.5.2. Develop recipes that preserve nutrient values and promote healthy eating patterns.	2
3.5.3. Identify seasonings, oils, flavor enhancers and food additives by type, class or purpose.	1
3.5.4. Calculate solid and liquid measurements and apply ratios and equations to convert U.S. and metric measurements.	1
3.5.5. Adjust and convert recipes to achieve specific serving sizes and ingredient substitutions.	2
3.5.6. Select cooking methods to retain nutritional values of fruits, vegetables, grains, protein and dairy.	1
3.5.7. Adjust cooking time and temperature based on convention, convection and microwave ovens.	1
3.5.8. Prepare sauces and gravies using thickening agents.	1
3.5.9. Adjust to weather and altitude conditions when preparing baked products.	2
3.5.10. Prepare a variety of confections, pastries and baked products.	1
Outcome 3.5. DOK Frequency – Level 1 = 6, Level 2 = 4, Level 3 = 0, Level 4 = 0	
Outcome 3.6. Dining Etiquette: Analyze dining etiquette, settings and service styles that enhance the food experience.	
3.6.1. Compare formal and informal dining settings.	1

Standard/Outcome/Competency	DOK Level
3.6.2. Identify the components of place settings.	1
3.6.3. Create and place table decorations based on the event.	1
3.6.4. Decorate or garnish plated foods to enhance presentation.	1
3.6.5. Apply social and dining etiquette rules that reflect the setting.	1
3.6.6. Serve foods according to the selected serving style.	1
3.6.7. Apply tipping etiquette when calculating services rendered.	1
3.6.8. Explain the responsibilities of a host and guests.	1
Outcome 3.6. DOK Frequency – Level 1 = 8, Level 2 = 0, Level 3 = 0, Level 4 = 0	
Outcome 3.7. Sustainable Food Practices: Analyze key components of local, healthy, sustainably-grown foods.	
3.7.1. Identify available resources that ensure adequate, secure food supplies.	1
3.7.2. Use seasonal foods to support local economies and help reduce carbon footprints.	1
3.7.3. Plan a food garden.	2
3.7.4. Identify the role of local producers, food distributors and current farm practices to support sustainable agriculture.	1
3.7.5. Explain research findings on current and emerging trends in the food industry.	2
3.7.6. Compare renewable and non-renewable resource practices, related to food and food packaging waste.	2
3.7.7. Compare community-based food systems and resources.	2
Outcome 3.7. DOK Frequency – Level 1 = 3, Level 2 = 4, Level 3 = 0, Level 4 = 0	
Strand 3. DOK Frequency – Level 1 = 30, Level 2 = 21, Level 3 = 2, Level 4 = 0	
Strand 4: Personal Finance and Consumerism	
Outcome 4.1. Financial Goals: Achieve financial goals to establish financial stability.	
4.1.1. Identify the economic principles that affect the cost of living.	1
4.1.2. Identify income sources and expenditures.	1
4.1.3. Establish personal resources and evaluate their effects on earning potential.	2
4.1.4. Compare gross and net income and identify the categories of deduction (e.g., union dues, retirement plans, garnishments).	1
4.1.5. Evaluate the role of federal, state and local taxes in financial planning.	2
4.1.6. Identify local, state and federal tax obligations and develop a tax payment plan.	2
4.1.7. Prepare personal income tax filings.	2
4.1.8. Set financial goals to influence current and future economic choices.	2

Standard/Outcome/Competency	DOK Level
4.1.9. Create a spending plan that reflects financial goals.	2
4.1.10. Interpret personal financial documents to monitor financial goal progress.	2
4.1.11. Adjust resource allocations based on financial goal progress.	2
4.1.12. Measure and track financial wellbeing.	2
4.1.13. Evaluate investments and calculate potential earnings.	2
Outcome 4.1. DOK Frequency – Level 1 = 3, Level 2 = 10, Level 3 = 0, Level 4 = 0	
Outcome 4.2. Financial Services: Analyze financial institutions and services.	
4.2.1. Identify financial institutions and available services.	1
4.2.2. List characteristics of reputable financial intuitions.	1
4.2.3. Compare financial services based on lending terms and conditions.	2
4.2.4. Evaluate the impact of government regulations, global economics and environmental conditions on investment and retirement plans.	3
4.2.5. Compare and select retirement plans.	2
4.2.6. Compare advantages and disadvantages of investment strategies.	2
4.2.7. Create an investment plan to meet financial goals.	3
Outcome 4.2. DOK Frequency – Level 1 = 2, Level 2 = 3, Level 3 = 2, Level 4 = 0	
Outcome 4.3. Credit and Debt: Analyze how credit and debt affect the achievement of financial goals.	
4.3.1. Identify credit types and purposes for establishing credit.	1
4.3.2. Describe how reporting agencies use an individual's financial decisions to determine personal credit scores.	1
4.3.3. Describe how to secure and maintain credit.	1
4.3.4. Explain how credit ratings affect access to products, services and employment opportunities.	1
4.3.5. Establish solutions to correct debt problems.	2
Outcome 4.3. DOK Frequency – Level 1 = 4, Level 2 = 1, Level 3 = 0, Level 4 = 0	
Outcome 4.4. Asset Protection: Analyze risk management strategies used to protect assets.	
4.4.1. Identify the relationships among economy, society and environment that lead to financial stability.	2
4.4.2. Describe the effects of inflation, recession and world crises and the impact on financial planning.	2
4.4.3. Summarize types of insurance and identify how each mitigates financial risk and prevents loss.	2
4.4.4. Identify how to reduce risk of identity theft and rectify a compromised identity.	1

Standard/Outcome/Competency	DOK Level
4.4.5. Describe how agencies (e.g., Attorney General’s Office, Better Business Bureau, Food and Drug Administration, Federal Trade Commission) help protect consumers.	1
4.4.6. Select risk management solutions to protect personal property and assets.	3
4.4.7. Minimize risk through asset allocation, diversification and rebalancing.	2
Outcome 4.4. DOK Frequency – Level 1 = 2, Level 2 = 4, Level 3 = 1, Level 4 = 0	
Outcome 4.5. Purchasing Decisions: Apply strategies to make purchasing decisions.	
4.5.1. Compare products based on features, costs and benefits.	2
4.5.2. Compare the effects of a direct cost versus an indirect cost on a purchase.	2
4.5.3. Explain the effects of economic trends and conditions on purchasing decisions.	2
4.5.4. Describe the impact of supply and demand on product availability and pricing.	2
4.5.5. Determine how purchasing decisions are influenced by brand identity and marketing techniques.	2
4.5.6. Compare the advantages and disadvantages of online and in-store purchasing and the effects on the local economy.	2
4.5.7. Summarize the terms of a sales contract for a product or service.	2
4.5.8. Evaluate leasing and purchasing options for major purchases.	2
4.5.9. Calculate interest rates to determine the projected cost of an item.	1
4.5.10. Complete financial transactions using various purchasing methods.	1
Outcome 4.5. DOK Frequency – Level 1 = 2, Level 2 = 8, Level 3 = 0, Level 4 = 0	
Outcome 4.6. Ethics, Law and Consumer Issues: Analyze how professional, ethical and legal behaviors contribute to continuous improvement in regulatory compliance.	
4.6.1. Describe how regulatory compliance affects the consumer.	2
4.6.2. Use ethical character traits consistent with personal and professional standards.	1
4.6.3. Explain how consumer protections laws (e.g., Equal Opportunity Act, Fair Credit Reporting Act, Consumer Protection Agency, Family and Medical Leave Act [FMLA], Family Educational Rights and Privacy Act [FERPA]) help safeguard individuals from fraud and potential loss.	2
4.6.4. Access and implement safety compliance measures (e.g., recommended manufacturers' guidelines, product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA], American Association of Poison Control Centers) to maintain product warranty and protect the consumer.	2
4.6.5. Identify fraudulent and deceptive practices (e.g., bait and switch, unlawful door-to-door sales, deceptive service estimates, misrepresentations) and their overall impact on the consumer.	1

Standard/Outcome/Competency	DOK Level
4.6.6. Identify the labor laws (e.g., Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC]) that affect employment and the consequences of noncompliance for both employee and employer.	1
4.6.7. Identify potential conflicts of interest between personal and professional ethical standards.	1
4.6.8. Identify ways to advocate for public policies, legislation and government regulations.	1
Outcome 4.6. DOK Frequency – Level 1 = 5, Level 2 = 3, Level 3 = 0, Level 4 = 0	
Strand 4. DOK Frequency – Level 1 = 18, Level 2 = 29, Level 3 = 3, Level 4 = 0	
Strand 5: Health and Wellness	
Outcome 5.1. Lifespan Wellness: Adopt wellness practices at each stage of the lifespan.	
5.1.1. Explain how the seven dimensions of wellness (i.e., emotional, environmental, intellectual, occupational, physical, social, spiritual) impact overall health.	2
5.1.2. Identify how to prevent or reduce the risk of health problems.	1
5.1.3. Explain the effects of engaging in healthy and unhealthy behaviors.	2
5.1.4. Describe the effects of external factors on personal health.	2
5.1.5. Evaluate overall health to determine present and future healthcare needs.	2
5.1.6. Create a long-term personal health plan that promotes lifespan wellness.	3
5.1.7. Describe environmental issues and lifestyle habits that lead to poor health.	1
5.1.8. Explain the effect hygiene has on health and wellness.	1
5.1.9. Describe the consequences of the use and misuse of health products.	1
5.1.10. Explain the effect allergies and sensitivities have on overall health.	1
5.1.11. Identify the principles of dental procedures and comprehensive dental care.	1
5.1.12. Compare types of immunizations throughout the lifespan.	1
5.1.13. Compare vaccination risks to the consequences of refusing vaccines.	2
Outcome 5.1. DOK Frequency – Level 1 = 7, Level 2 = 5, Level 3 = 1, Level 4 = 0	
Outcome 5.2. Physical Activity: Promote a healthy lifestyle through physical activity, relaxation and sleep.	
5.2.1. Describe the short- and long-term health benefits of physical activity, relaxation and sleep.	1
5.2.2. Compare exercise guidelines across the lifespan.	2
5.2.3. Compare strength, flexibility and endurance and describe the importance of each.	2
5.2.4. Compare the advantages and disadvantages of aerobic activities versus a sedentary lifestyle.	2
5.2.5. Describe each phase of the sleep cycle.	1
5.2.6. Identify sleep disorder symptoms and effects on the phases of the sleep cycle.	1

Standard/Outcome/Competency	DOK Level
5.2.7. Execute techniques to improve sleep.	1
5.2.8. Analyze the effects of stress and stress reducing activities on overall health.	2
Outcome 5.2. DOK Frequency – Level 1 = 4, Level 2 = 4, Level 3 = 0, Level 4 = 0	
Outcome 5.3. Emergency Preparedness: Analyze emergency preparedness procedures.	
5.3.1. Identify the signs and symptoms of common illnesses.	1
5.3.2. Describe what should be on hand for emergencies and treatment of common illnesses.	1
5.3.3. Determine when to seek emergency medical care.	2
5.3.4. Create an action plan for emergency situations.	2
5.3.5. Assess the situation and administer necessary first aid procedures.	2
5.3.6. Perform cardiopulmonary resuscitation (CPR), automated external defibrillation (AED) and the Heimlich maneuver.	1
Outcome 5.3. DOK Frequency – Level 1 = 3, Level 2 = 3, Level 3 = 0, Level 4 = 0	
Outcome 5.4. Mental Health: Analyze strategies to maintain positive mental health.	
5.4.1. Describe mental health issues, symptoms and prevention methods.	1
5.4.2. Identify symptoms and long-term effects of substance abuse and chemical dependency.	1
5.4.3. Determine when to seek support, treatment and counseling resources.	2
5.4.4. Identify suicidal tendencies and prevention methods.	1
5.4.5. Identify barriers to seeking treatment and support for mental health issues.	1
5.4.6. Describe the challenges of living with mental health issues or chemical dependencies.	2
5.4.7. Create mental health management and substance abuse recovery plans.	3
5.4.8. Identify the stages of grief and develop coping strategies.	2
Outcome 5.4. DOK Frequency – Level 1 = 4, Level 2 = 3, Level 3 = 1, Level 4 = 0	
Outcome 5.5. Human Sexuality: Analyze the impact of human sexuality on health and wellness.	
5.5.1. Differentiate between the male and female reproductive system, structures and functions.	1
5.5.2. Describe the decisions and responsibilities associated with sexual relationships.	2
5.5.3. Identify types, effects and prevention methods of sexually transmitted diseases (STDs).	1
5.5.4. Evaluate family planning techniques for the different lifecycle stages.	2
5.5.5. Describe the effects of genetic disorders and fertility issues on family planning.	2
Outcome 5.5. DOK Frequency – Level 1 = 2, Level 2 = 3, Level 3 = 0, Level 4 = 0	
Outcome 5.6. Personal Safety: Implement personal safety procedures.	
5.6.1. Identify threatening behaviors and corrective strategies.	1

Standard/Outcome/Competency	DOK Level
5.6.2. Identify the signs, symptoms and impacts of dating and domestic violence.	1
5.6.3. Implement strategies to protect self and others from illness, injury, abuse and abduction.	2
5.6.4. Identify resources, organizations and agencies committed to assisting victims.	1
5.6.5. Implement methods needed to support victims and families.	2
5.6.6. Describe the impact of initiating self-defense actions.	1
5.6.7. Develop a personal safety plan.	2
Outcome 5.6. DOK Frequency – Level 1 = 4, Level 2 = 3, Level 3 = 0, Level 4 = 0	
Strand 5. DOK Frequency – Level 1 = 24, Level 2 = 21, Level 3 = 2, Level 4 = 0	
Strand 6: Design	
Outcome 6.1. Design Principles: Apply principles of design to convey ideas.	
6.1.1. Identify the principles and elements of design.	1
6.1.2. Evaluate the physiological and psychological ways humans interact with spaces and furnishings.	3
6.1.3. Apply design elements and principles to develop and enhance visual effects.	2
6.1.4. Evaluate the use of design in textiles, interiors or exteriors.	2
6.1.5. Prepare sketches, patterns or elevations.	2
6.1.6. Generate and manipulate two-dimensional (2D) and three-dimensional (3D) digital designs.	2
6.1.7. Create a virtual rendering using design principles and elements.	3
Outcome 6.1. DOK Frequency – Level 1 = 1, Level 2 = 4, Level 3 = 2, Level 4 = 0	
Outcome 6.2. Textile Design: Evaluate fabrics and finishes for design, appearance, construction and performance.	
6.2.1. Categorize textile fibers and describe the uses for each.	2
6.2.2. Explain how fiber, weave, texture, pattern and finishes affect the visual appearance and functionality of fabric.	2
6.2.3. Evaluate performance characteristics of fabrics and finishes.	2
6.2.4. Analyze the effects of textile characteristics on design and construction.	3
6.2.5. Design textile products using design elements and principles.	3
Outcome 6.2. DOK Frequency – Level 1 = 0, Level 2 = 3, Level 3 = 2, Level 4 = 0	
Outcome 6.3. Produce, Alter and Repair Textiles: Produce, alter and repair textile products.	
6.3.1. Select the type of production, alteration or repair needed based on the characteristics of woven, knit and non-woven textile products.	2
6.3.2. Explain research findings on current textile-design and -production technologies and trends.	2

Standard/Outcome/Competency	DOK Level
6.3.3. Develop textile products using the production sequence.	2
6.3.4. Alter and repair textile products.	1
6.3.5. Repurpose, redesign and recreate a textile product.	2
6.3.6. Determine the processes needed to protect and preserve products based on textile characteristics.	2
Outcome 6.3. DOK Frequency – Level 1 = 1, Level 2 = 5, Level 3 = 0, Level 4 = 0	
Outcome 6.4. Interior and Exterior Design: Design interior and exterior spaces.	
6.4.1. Determine available space based on blueprints or floorplans.	1
6.4.2. Measure and estimate the dimensions of interior or exterior areas.	2
6.4.3. Create a design that incorporates environmental psychology, architecture and product design elements.	3
6.4.4. Draft space plans to scale using architectural symbols.	2
6.4.5. Revise plans to improve aesthetics, function, safety and return on investment.	3
6.4.6. Incorporate universal design principles, building codes and regulations in space planning.	2
6.4.7. Develop a project scope of work.	2
6.4.8. Compare quotes and select products or services based on project criteria.	2
6.4.9. Estimate costs and value gains of a remodel or redesign.	2
Outcome 6.4. DOK Frequency – Level 1 = 1, Level 2 = 6, Level 3 = 2, Level 4 = 0	
Outcome 6.5. Interior and Exterior Decorating: Decorate interior and exterior spaces.	
6.5.1. Explain the roles of ergonomics and anthropometrics in product selection.	2
6.5.2. Select floor and wall coverings, window treatments and lighting based on form and function.	2
6.5.3. Select furnishings based on product longevity, product safety and maintenance.	2
6.5.4. Select architectural décor and features to compliment the home's style and theme.	2
6.5.5. Furnish spaces, according to principles of design, to accommodate traffic flow, activity and existing architectural features.	2
6.5.6. Repair, reuse and repurpose home furnishings and décor.	2
Outcome 6.5. DOK Frequency – Level 1 = 0, Level 2 = 6, Level 3 = 0, Level 4 = 0	
Strand 6. DOK Frequency – Level 1 = 3, Level 2 = 24, Level 3 = 6, Level 4 = 0	
Strand 7: Living Environment	
Outcome 7.1. Clean Environment: Maintain a clean living environment.	
7.1.1. Compare and select cleaning products based on price, availability and sustainable practices.	2

Standard/Outcome/Competency	DOK Level
7.1.2. Describe the effects of cleaning products and methods on the environment and personal health.	2
7.1.3. Clean textile products according to recommended manufacturers' instructions.	1
7.1.4. Clean and treat stains on natural and synthetic surfaces (e.g., stone, wood, fabric) with cleaning solutions and materials recommended by industry guidelines.	1
7.1.5. Describe procedures for safely handling, storing and disposing of hazardous materials and waste products, according to federal and state safety regulations.	1
7.1.6. Create a seasonal cleaning plan, including checklists, job specifications and costs.	2
Outcome 7.1. DOK Frequency – Level 1 = 3, Level 2 = 3, Level 3 = 0, Level 4 = 0	
Outcome 7.2. Home and Family Organization: Organize a home and family by using technology and storage strategies.	
7.2.1. Use storage products to maximize space and improve home organization.	1
7.2.2. Implement technologies to manage family organization and resources.	2
7.2.3. Identify advanced technology needs based on price, style and purpose.	2
7.2.4. Create a plan to implement home technology solutions.	3
Outcome 7.2. DOK Frequency – Level 1 = 1, Level 2 = 2, Level 3 = 1, Level 4 = 0	
Outcome 7.3. Property Maintenance: Preserve the financial value of a home through property maintenance.	
7.3.1. Determine home and property maintenance needed to preserve financial value.	2
7.3.2. Compare and select appliances based on price, availability and ease of use.	2
7.3.3. Perform maintenance, repairs and replacements according to appliance manuals.	2
7.3.4. Determine service schedules for equipment based on service contract and warranty recommendations.	2
7.3.5. Create a property maintenance schedule.	2
7.3.6. Compare quotes and references for maintenance services.	2
7.3.7. Estimate costs and value gains of repairs versus replacements.	2
Outcome 7.3. DOK Frequency – Level 1 = 0, Level 2 = 7, Level 3 = 0, Level 4 = 0	
Outcome 7.4. Environmental Sustainability: Analyze environmentally-sustainable practices to maintain a home.	
7.4.1. Justify the use of eco-friendly versus traditional products and principles based on the environmental impact.	3
7.4.2. Conduct an energy audit to determine the financial benefits of maintaining an energy-efficient home.	2
7.4.3. Select energy sources based on economic viability, sustainability and environmental impact.	2
7.4.4. Apply household practices to reduce water and energy use.	1

Standard/Outcome/Competency	DOK Level
7.4.5. Apply green products and practices to clean and maintain property.	1
7.4.6. Compare products and services from manufacturers who promote environmentally-sustainable practices.	2
Outcome 7.4. DOK Frequency – Level 1 = 2, Level 2 = 3, Level 3 = 1, Level 4 = 0	
Outcome 7.5. Safe and Secure Living Environment: Implement measures to ensure a safe and secure living environment.	
7.5.1. Implement home safety and security measures to minimize risk.	1
7.5.2. Identify animal owner responsibilities that ensure a safe and secure living environment.	1
7.5.3. Create a home safety checklist and implement needed safety measures.	2
7.5.4. Prepare, plan and stay informed for natural disasters.	2
7.5.5. Prepare and plan for extended time away from home.	2
7.5.6. Select, install and maintain fire detecting and gas monitoring systems.	1
7.5.7. Determine extinguishing methods for each class of fire.	1
Outcome 7.5. DOK Frequency – Level 1 = 4, Level 2 = 3, Level 3 = 0, Level 4 = 0	
Strand 7. DOK Frequency – Level 1 = 10, Level 2 = 18, Level 3 = 2, Level 4 = 0	
Family and Consumer Sciences DOK Frequency – Level 1 = 97, Level 2 = 185, Level 3 = 45, Level 4 = 1	



Ohio

Business and Administrative Services, Finance and Marketing

CAREER FIELD TECHNICAL CONTENT STANDARDS

2014
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Foreword

The Career Field Technical Content Standards serve as the curricular framework for Ohio's career-technical education pathway programs as outlined in Ohio Administrative Code 3301-61-03 (Criteria for Secondary Workforce Development Programs).

Career Field Technical Content Standards outline the knowledge and skills needed for success in careers across multiple pathways. Validated by Ohio business and industry representatives, these standards form the basis for developing educational programming in Ohio secondary schools. The standards also serve as the framework for developing strong career pathways that connect secondary education with postsecondary education systems and the workplace.

This version of Career Field Technical Content Standards is intended to support the ongoing evolution of career technical education pathway programs. The standards tend to be somewhat broader than previous versions and are not repeated for individual pathways or occupational areas. The broader and non-duplicated statements are intended to capture the knowledge and skills that can be applied across any number of occupations in a pathway rather than focusing on the requirement of a single occupation. After all, the intent of a pathway program is to prepare a student for a range of educational and career opportunities following high school.

Pathway programs prepare students to combine broad knowledge, insight and understanding of business processes, academic attainment and workplace readiness with depth of knowledge and expertise in a technical area. Knowing that many careers will require some level of postsecondary education, the content standards also delineate the knowledge and skills necessary to seamlessly transition to postsecondary educational programs.

This document seeks to provide the basis for educational programming that will provide the employee with fundamental skill-sets that employers demand. This ensures that Ohio's workforce of tomorrow is competitive in a global environment. An environment that requires knowledge and skills can be applied in a broader context, aimed at innovation to support new products and services in an ever-changing economy.

In addition to the extensive engagement of secondary and postsecondary educators and business/industry professionals, development of these standards represents a collaborative effort of the following professional partners: the Ohio Department of Education's Office of Career-Technical Education; the Ohio Board of Regents Secondary Career-Technical Alignment Initiative; and MBA Research and Curriculum Center.

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Acknowledgements

A number of individuals contributed their time and expertise to this development. Special thanks go to all the business representatives and educators named in this document.

Further acknowledgement is due to:

- Steve Gratz, Director, Office of Career-Technical Education, Ohio Department of Education;
- Isaac Kershaw, Assistant Director, Office of Career-Technical Education, Ohio Department of Education;
- Dwight Anstaett , Assistant Director, Office of Career-Technical Education, Ohio Department of Education;
- Cyndi Brill, Career-Technical Education (CTE) Academic Content Expert, Educational Consultant, Office of Career-Technical Education, Ohio Department of Education;
- Dee Sturgill, Career Field Consultant for Business Management, Finance and Marketing, Office of Career Technical Education, Ohio Department of Education;
- Paula Compton, Associate Vice Chancellor, Articulation and Transfer, Ohio Board of Regents;
- Robert Casto, Consultant, Ohio Board of Regents;
- James Gleason, Project Director, MBA Research and Curriculum Center;
- Beth Osteen, Project Manager, MBA Research and Curriculum Center;
- Tiffany Crosby, Content Developer, MBA Research and Curriculum Center;
- Rick Mangini, Project Assistant, MBA Research and Curriculum Center;
- April Miller, Project Assistant, MBA Research and Curriculum Center and
- Donna Montgomery, Business/Industry Liaison, MBA Research and Curriculum Center.

Those listed above provided vision and implementation support for the Business and Administrative Services, Finance and Marketing Career Fields Technical Content Standards and Ohio's Business, Finance and Marketing educational programs.

Philosophy and Principles for Implementation

Ohio Career Field Initiative

The overarching framework for Ohio career-technical education is outlined in the Ohio Revised Code and subsequent administrative rules, which specify career-technical programming based on 16 career fields. To view the full text of Administrative Rule 3301-61-03 (Criteria for Secondary Workforce Development Programs), go to: <http://education.ohio.gov/Topics/Career-Tech/Career-Development-OCIS/CTE-Administrative-Rules-Update>. These 16 fields provide the framework for an Ohio career field initiative that seeks to foster the educational shift necessary to respond to the needs of a rapidly changing global environment.

A career field is a “group of occupations and broad industries based on common characteristics” (see www.careertech.org). Career fields are the basis for developing both broad and specialized technical content standards that serve as a framework for curriculum, instruction, assessment and program design, addressing the needs of an entire industry and business sector. Ohio’s 16 career fields align with national efforts to broaden career-technical education, integrate career-technical with academic study and reflect the workforce needs of today and tomorrow. For today’s students to be adequately prepared for tomorrow’s workforce, they must have an education that:

- **Incorporates a broad, long-term conception of work in combination with the depth of specialization skills;**
Employees need a comprehensive understanding beyond a single occupational area. Career-technical programming needs to be provided in a larger context, so students can generalize learning, make connections between education and work and adapt to changes in their careers. Workplace knowledge and skills are needed to prepare employees for collaborating and problem solving while contributing to the broader business process.
- **Emphasizes the acquisition of strong academic knowledge and skills; and**
Academic skills provide the foundation for career success. The integration of academic content standards with career field technical content standards helps to contextualize learning for students, making English language arts, mathematics, social studies and science relevant to students as a means to an important end—success at work and in life.
- **Facilitates high-school-to-postsecondary transitions.**
A lifetime of change means a lifetime of learning, including postsecondary education. Students need knowledge and skills for success in a variety of postsecondary options, including apprenticeships, industry credentialing through adult education, two- and four-year college degree programs and graduate school.

Career Pathways

A key component of the Ohio Career Field Initiative is a career pathway, which is a coherent, articulated sequence of rigorous academic and career-technical coursework commencing in the ninth grade and leading to an associate degree, baccalaureate degree and beyond—an industry-recognized certificate and/or licensure. Pathways facilitate a seamless transition from high school to postsecondary education (including apprenticeships, adult education, two- and four-year colleges and graduate school) and from postsecondary education to the workplace. The career pathway is developed, implemented and maintained in partnership among secondary and postsecondary education, business and employers. Career pathways are available to all students, including adult learners and lead to rewarding careers.

To effectively facilitate the transition from secondary to postsecondary education and a career, high school career pathways should encompass:

1. Challenging technical coursework in a chosen career field based on career field technical content standards;
2. Rigorous academics that meet Ohio's academic content standards and grade-level expectations;
3. Electives that relate to career objectives;
4. Instructional enhancements such as experiential and authentic learning opportunities (e.g., work-based learning, mentorships, internships) and career-technical student organization participation;
5. Opportunities (when appropriate) for program and student certification and licensure;
6. Preparation for transition to further study that includes college readiness and opportunities to earn college credit while in high school;
7. Preparation for transition to employment with advancement opportunities;
8. Performance targets that include high school academic and technical testing/exit and postsecondary entry/placement requirements;
9. Various sector(s) within an industry or encompass a function that crosses industry sectors;
10. The scope of opportunities in the related industry and available college programs;
11. Opportunities to prepare for a range of careers, including
 - a. multiple employment opportunities after high school and
 - b. opportunities for students to enter and succeed in postsecondary and continuing education programs;
12. Transferable skills required for employment in the range of occupations aligned to the pathway; and
13. Opportunities to learn skills across the pathway as well as in specialized areas.

For additional information on the Career Field Initiative, including Ohio Career Field Technical Content Standards and Career Pathways, go to <http://education.ohio.gov/Topics/Career-Tech/Career-Fields>.

Structure and Format

The Career Field Technical Content Standards document is composed of a series of strands comprised of outcomes that each contains a set of competencies.

- A strand is a large content area under which multiple outcomes are organized, regardless of the pathway. It includes a title and a concise description with statements that capture multiple, broad areas of learner knowledge and skills expected across all outcomes in the strand. There are approximately six strands of content per career field. Strand 1, Business Operations/21st Century Skills (employability skills, leadership and communications, business ethics and law, knowledge management and information technology, global environment, business literacy, entrepreneurship/entrepreneurs, operations management, financial management, sales and marketing and principles of business economics), is the same for all career-technical education career fields.
- An outcome is an overarching statement that summarizes the knowledge and skills described in a set of individual competencies to be learned by the end of the 12th grade. There are usually 5–15 outcomes within a strand, depending on the breadth of content to be addressed.
- A competency is a specific statement of essential knowledge or skill to be learned in the pathway program. There are usually 5–12 competencies under an outcome.

Each set of outcomes and competencies is included in one or more pathways in the career field. Outcomes and competencies form the basis for developing secondary courses, programs, instruction and assessment, facilitating transition from one educational level to the next and to the workplace. This supports career readiness and long-term career success by:

- Providing the basis for effective collaboration, teamwork and communication across pathways;
- Laying the groundwork for successful transfer of knowledge and skills across pathways, thereby facilitating horizontal and vertical career success and
- Equipping students and workers with the skills needed to transition to new and emerging careers throughout a working lifetime.

All outcomes and competencies in the Career Field Technical Content Standards have been verified as essential by business and labor representatives within the pathway or pathways specified, or they were considered essential by postsecondary faculty.

These essential outcomes and competencies specify industry-based knowledge or hands-on skills that CTE students need by the end of the 12th grade to be successful in their selected career pathway and on-going learning (such as college, apprenticeships and military opportunities).

Development of the Business and Administrative Services, Finance and Marketing Career Fields Technical Content Standards

The process for the development of the Business and Administrative Services, Finance and Marketing Career Fields Technical Content Standards began in February 2013 and culminated in January 2014. Over the course of 2013, numerous business and industry representatives as well as secondary and postsecondary educators from across the state of Ohio took part in the formal development process. The following summarizes the various stages of the development process.

Research and Development

The involvement of subject matter experts was critical to the completion of the draft revision of the document. Development was also informed by consulting the following sources of information:

- American Marketing Association marketing careers, salaries, and emerging trends
- American Accounting Association and American Institute of Certified Public Accountants Pathways Commission
- American Association for Community Colleges
- American Society for Training and Development
- Aspen Institute
- Association for Career and Technical Education
- Bureau of Economic Analysis and the United States Regional Economic Analysis Project
- Bureau of Labor Statistics
- CareerOneStop
- Career-Technical Transfer Assurance Guides (CTAGs);
- Department of Education, Office of Career-Technical Education in CA, FL, IL, KY, NC, OH, OK, PA, TX, VA, and WA
- Harvard Graduate School of Education Pathways to Prosperity project
- Industry-based certifications/standards;
 - Alliance of Hazardous Materials Professionals
 - American Academy of Professional Coders
 - American Bankers Association
 - American Health Information Management Association
 - American Marketing Association
 - American Society for Quality
 - APICS Association for Operations Management
 - Association for Financial Professionals
 - Association of Professionals in Business Management
 - eMarketing Association

- Financial Planning Association
- Global Association of Risk Professionals
- Green Building Certification Institute (LEED)
- HR Certification Institute
- International Association of Administrative Professionals
- International Customer Management Institute
- International Facilities Management Association
- International Institute of Business Analysis
- Marketing Research Association
- National Contract Management Association
- National Retail Federation Foundation
- Object Management Group (Business Process Management)
- Professional Pricing Society
- Project Management Institute
- Promotional Products Association International
- Society for Human Resources and Management
- Insurance Education Foundation
- Jobs for the Future
- Mc-Graw Hill Research Foundation Credentials project
- National Academy Foundation
- National Association of State Directors of Career Technical Education Consortium (NASDCTEc) Common Career Technical Core (CCTC) standards and Programs of Study;
- National Business Education Association
- National Center for Supply Chain Technology Education
- Occupational Information Network (O*Net)
- Ohio Department of Jobs and Family Services, Bureau of Labor Market Information
- Ohio Development Services Agency Industries Series and Economic Overview
- Ohio Industry Employment Projections Report, 2008-18
- Partnership for 21st Century Skills
- SkillsUSA
- Southern Regional Education Board
- University System of Ohio Academic Program Guide

Futuring Panels

On May 21, 2013, May 22, 2013 and May 23, 2013, the Business and Administrative Services, Finance and Marketing futuring panels brought together key business and industry representatives and postsecondary faculty from across the state to advise the Ohio Department of Education on trends impacting the Business and Administrative Services, Finance and Marketing career fields. The participants were asked to share their perceptions on changes in the workplace, employment trends, changes in technical skill requirements, needed workplace readiness skills and available industry-recognized standards and credentials. This feedback was used to develop and streamline the standards document into what is most demanded by the labor market.

Validation Panels

On October 2, 2013, October 9, 2013, October 16, 2013 and October 22, 2013, a diverse group of Ohio business and industry representatives participated in panels to validate and rate the importance of the work-related competencies in the draft standards document. Drawn from various sectors and regions of the state, the panels identified what employees should know and be able to do in the Business and Administrative Services, Finance and Marketing pathways. Secondary representatives participated on the panels to gain an understanding of the standards development process as well as to provide their perspective to the business representatives, when needed.

Postsecondary Alignment

The goal of the Secondary Career-Technical Alignment Initiative (SCTAI) was to develop new statewide Career-Technical Assurance Guides (CTAGs) for secondary career-technical institutions using the combined process of the Ohio Board of Regents' CTAG development process with the Ohio Department of Education's Career Field Technical Content Standards development process. The result of this collaboration was a tighter alignment between secondary career-technical and postsecondary content and the development of pathways that encourage college-going and increase statewide postsecondary options for career technical students. For more information on CTAGs and opportunities for statewide postsecondary articulated transfer credit, visit <https://student-transfer.ohiohighered.org>.

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Career Pathways Definitions

The Business Management and Administrative Services Finance and Marketing Career Fields prepare students for careers in various business disciplines across a variety of industries important to the economic vitality of the State of Ohio. Students may also pursue entrepreneurship within a specific discipline.

Business Management and Administrative Services

The Business Management and Administrative Services program areas will prepare students for technical and professional level careers in business management, human resources, operations management, distribution and logistics, supply chain and legal or medical office management.

Careers for which this pathway prepares students include:

Business Information Specialist	Project Coordinator
Customer Service Associate	Records Manager
Distribution Manager	Small Business Owner
Medical Billing and Coding Associate	Supply Chain Associate
Office Manager	Training Specialist
Product Associate	Transportation Manager

Postsecondary majors for which this pathway prepares students include:

Business Administration or Management	Medical Coding
Business Information Systems	Office Administration
Entrepreneurship	Operations Management
Human Resources Management	Project Management
International Business	Supply Chain Management

Finance

The Finance program areas will prepare students for technical and professional level careers in financial and operational accounting, financial and investment planning, banking, insurance and business financial management.

Careers for which this pathway prepares students include:

Benefits Manager	Financial Analyst
Cash Manager	Financial Planner
Claims Adjuster	Loss Control Manager
Compliance Associate	Small Business Accounting
Customer Service Representative	Treasury Associate

Postsecondary majors for which this pathway prepares students include:

Accounting
Business Analysis
Economics
Finance

Financial Services
Insurance
Management Information Systems
Real Estate and Urban Analysis

Marketing

The Marketing program areas will prepare students for technical and professional level careers in planning, managing and performing marketing activities such as communications, promotion, pricing, research, product and service management and professional selling to reach organizational objectives.

Careers for which this pathway prepares students include:

Assistant Media Buyer
Digital Marketer
Events and Promotions Coordinator
Marketing Specialist
Merchandiser

Promoter
Public Relations Manager
Research Assistant
Sales Representative
Social Media Manager

Postsecondary majors for which this pathway prepares students include:

Brand Marketing
Business Management
Direct Marketing

Entrepreneurship
Sales Management
Sales and Services Marketing

Strand/Outcome Pathway Chart

An "X" indicates that the pathway applies to the outcome.

Strand/Outcome	Pathway		
	Business Management and Administrative Services	Finance	Marketing
Strand 1: Business Operations/21st Century Skills Page 2			
Outcome 1.1: Employability Skills	X	X	X
Outcome 1.2: Leadership and Communications	X	X	X
Outcome 1.3: Business Ethics and Law	X	X	X
Outcome 1.4: Knowledge Management and Information Technology	X	X	X
Outcome 1.5: Global Environment	X	X	X
Outcome 1.6: Business Literacy	X	X	X
Outcome 1.7: Entrepreneurship/Entrepreneurs	X	X	X
Outcome 1.8: Operations Management	X	X	X
Outcome 1.9: Financial Management	X	X	X
Outcome 1.10: Sales and Marketing	X	X	X
Outcome 1.11: Principles of Business Economics	X	X	X
Strand 2: Business Foundations Page 12	X	X	X
Outcome 2.1: Business Activities	X	X	X
Outcome 2.2: Economic Principles	X	X	X
Outcome 2.3: International Business	X	X	X
Outcome 2.4: Business Processes	X	X	X
Strand 3: Business Relationships Page 16			
Outcome 3.1: Customer Relations	X	X	X
Outcome 3.2: Relationship Management	X	X	X
Outcome 3.3: Business Communications Management	X	X	X
Outcome 3.4: Social Media Communications	X	X	X
Strand 4: Business Governance Page 20			
Outcome 4.1: Enterprise Risk Management Fundamentals	X	X	X
Outcome 4.2: Enterprise Risk Management for Financial Institutions		X	
Outcome 4.3: Compliance	X	X	X
Outcome 4.4: Legal Environment	X		
Outcome 4.5: Legal Research	X		
Outcome 4.6: Corporate Social Responsibility (CSR)	X	X	X

Strand/Outcome	Pathway		
	Business Management and Administrative Services	Finance	Marketing
Outcome 4.7: Governance Structures	X	X	X
Outcome 4.8: Legal Foundations	X		
Strand 5: Marketing Page 28			
Outcome 5.1: Marketing Fundamentals			X
Outcome 5.2: Channel Management			X
Outcome 5.3: Marketing Information Management			X
Outcome 5.4: Marketing Research			X
Outcome 5.5: Market Planning			X
Outcome 5.6: Pricing			X
Outcome 5.7: Product and Service Management			X
Outcome 5.8: Branding			X
Outcome 5.9: Marketing Communications			X
Outcome 5.10: Marketing Communications Management			X
Outcome 5.11: Selling			X
Outcome 5.12: Marketing Operations			X
Strand 6: Resource Management Page 39			
Outcome 6.1: Management Fundamentals	X	X	X
Outcome 6.2: Information Management	X	X	X
Outcome 6.3: Business Applications	X		X
Outcome 6.4: Knowledge Management	X		
Outcome 6.5: Human Resources Planning	X		
Outcome 6.6: Talent Acquisition	X		X
Outcome 6.7: Talent Onboarding and Development	X	X	X
Outcome 6.8: Total Rewards and Recognition	X		
Outcome 6.9: Employee Engagement, Experience and Relations	X	X	X
Outcome 6.10: Human Resources Operations	X		
Strand 7: Operations Management Page 49			
Outcome 7.1: Safety, Health and Security	X		
Outcome 7.2: Sourcing and Procurement	X	X	X
Outcome 7.3: Inventory Management	X	X	X
Outcome 7.4: Quality Management	X	X	X
Outcome 7.5: Facilities Management	X		
Outcome 7.6: Distribution and Logistics Management	X		

Strand/Outcome	Pathway		
	Business Management and Administrative Services	Finance	Marketing
Outcome 7.7: Supply Chain Management	X		
Outcome 7.8: Operations Risk Management	X		
Strand 8: Process Management			
Page 57			
Outcome 8.1: Business Process Analysis	X	X	X
Outcome 8.2: Data Research and Analysis	X	X	X
Outcome 8.3: Project Management	X	X	X
Outcome 8.4: Contract Oversight	X	X	X
Outcome 8.5: Financial Operations		X	
Outcome 8.6: Medical Operations	X		
Outcome 8.7: Medical Coding and Billing	X		
Strand 9: Financial Analysis and Evaluation			
Page 64			
Outcome 9.1: Financial Principles	X	X	X
Outcome 9.2: Corporate Investments		X	
Outcome 9.3: Financial Risk Management		X	
Outcome 9.4: Internal Controls	X	X	
Outcome 9.5: Financial Accounting		X	
Outcome 9.6: Financial Reporting and Auditing		X	
Outcome 9.7: Managerial Accounting	X	X	X
Strand 10: Strategic Management			
Page 71			
Outcome 10.1: Strategic Planning	X	X	X
Outcome 10.2: Strategic Execution	X	X	X
Outcome 10.3: Change Management	X	X	X
Outcome 10.4: Cash Management		X	
Outcome 10.5: Capital Management		X	
Outcome 10.6: Product Development	X	X	X
Total Outcomes by Pathway:	57	50	55
Total Outcomes:	77		

**BUSINESS AND
ADMINISTRATIVE SERVICES,
FINANCE AND MARKETING**

**CAREER FIELD
TECHNICAL CONTENT STANDARDS**

STRANDS 1-10

Strand 1. Business Operations/21st Century Skills

Learners apply principles of economics, business management, marketing and employability in an entrepreneur, manager and employee role to the leadership, planning, developing and analyzing of business enterprises related to the career field.

Outcome 1.1. Employability Skills

Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse business settings.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.1.1. Identify the knowledge, skills and abilities necessary to succeed in careers.
- 1.1.2. Identify the scope of career opportunities and the requirements for education, training, certification, licensure and experience.
- 1.1.3. Develop a career plan that reflects career interests, pathways and secondary and postsecondary options.
- 1.1.4. Describe the role and function of professional organizations, industry associations and organized labor and use networking techniques to develop and maintain professional relationships.
- 1.1.5. Develop strategies for self-promotion in the hiring process (e.g., filling out job applications, résumé writing, interviewing skills, portfolio development).
- 1.1.6. Explain the importance of work ethic, accountability and responsibility and demonstrate associated behaviors in fulfilling personal, community and workplace roles.
- 1.1.7. Apply problem-solving and critical-thinking skills to work-related issues when making decisions and formulating solutions.
- 1.1.8. Identify the correlation between emotions, behavior and appearance and manage those to establish and maintain professionalism.
- 1.1.9. Give and receive constructive feedback to improve work habits.
- 1.1.10. Adapt personal coping skills to adjust to taxing workplace demands.
- 1.1.11. Recognize different cultural beliefs and practices in the workplace and demonstrate respect for them.
- 1.1.12. Identify healthy lifestyles that reduce the risk of chronic disease, unsafe habits and abusive behavior.

Outcome 1.2. Leadership and Communications

Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.2.1. Extract relevant, valid information from materials and cite sources of information (e.g., medical reports, fitness assessment, medical test results).
- 1.2.2. Deliver formal and informal presentations.
- 1.2.3. Identify and use verbal, nonverbal and active listening skills to communicate effectively.
- 1.2.4. Use negotiation and conflict-resolution skills to reach solutions.
- 1.2.5. Communicate information for an intended audience and purpose.
- 1.2.6. Use proper grammar and expression in all aspects of communication.
- 1.2.7. Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.
- 1.2.8. Identify the strengths, weaknesses and characteristics of leadership styles that influence internal and external workplace relationships.
- 1.2.9. Identify advantages and disadvantages involving digital and/or electronic communications.
- 1.2.10. Use interpersonal skills to provide group leadership, promote collaboration and work in a team.
- 1.2.11. Write professional correspondence, documents, job applications and résumés.
- 1.2.12. Use technical writing skills to complete forms and create reports.
- 1.2.13. Identify stakeholders and solicit their opinions.
- 1.2.14. Use motivational strategies to accomplish goals.

Outcome 1.3. Business Ethics and Law

Analyze how professional, ethical and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.3.1. Analyze how regulatory compliance affects business operations and organizational performance.
- 1.3.2. Follow protocols and practices necessary to maintain a clean, safe and healthy work environment.
- 1.3.3. Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).
- 1.3.4. Identify how federal and state consumer protection laws affect products and services.
- 1.3.5. Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.
- 1.3.6. Identify deceptive practices (e.g., bait and switch, identity theft, unlawful door-to-door sales, deceptive service estimates, fraudulent misrepresentations) and their overall impact on organizational performance.
- 1.3.7. Identify the labor and practice laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview, testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC], human trafficking) and interpret personal safety rights according to the employee Right-to-Know Plan.
- 1.3.8. Verify compliance with computer and intellectual property laws and regulations.
- 1.3.9. Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational and professional ethical standards.

Outcome 1.4. Knowledge Management and Information Technology

Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.4.1. Use office equipment to communicate (e.g., phone, radio equipment, fax machine, scanner, public address systems).
- 1.4.2. Select and use software applications to locate, record, analyze and present information (e.g., word processing, e-mail, spreadsheet, databases, presentation, Internet search engines).
- 1.4.3. Verify compliance with security rules, regulations and codes (e.g., property, privacy, access, accuracy issues, client and patient record confidentiality) pertaining to technology specific to the industry pathway.
- 1.4.4. Use system hardware to support software applications.
- 1.4.5. Use information technology tools to maintain, secure and monitor business records.
- 1.4.6. Use an electronic database to access and create business and technical information.
- 1.4.7. Use personal information management and productivity applications to optimize assigned tasks (e.g., lists, calendars, address books).
- 1.4.8. Use electronic media to communicate and follow network etiquette guidelines.

Outcome 1.5. Global Environment

Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.5.1. Describe how cultural understanding, cultural intelligence skills and continual awareness are interdependent.
- 1.5.2. Describe how cultural intelligence skills influence the overall success and survival of an organization.
- 1.5.3. Use cultural intelligence to interact with individuals from diverse cultural settings.
- 1.5.4. Recognize barriers in cross-cultural relationships and implement behavioral adjustments.
- 1.5.5. Recognize the ways in which bias and discrimination may influence productivity and profitability.
- 1.5.6. Analyze work tasks for understanding and interpretation from a different cultural perspective.
- 1.5.7. Use intercultural communication skills to exchange ideas and create meaning.
- 1.5.8. Identify how multicultural teaming and globalization can foster development of new and improved products and services and recognition of new opportunities.

Outcome 1.6. Business Literacy

Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.6.1. Identify business opportunities.
- 1.6.2. Assess the reality of becoming an entrepreneur, including advantages and disadvantages (e.g., risk versus reward, reasons for success and failure).
- 1.6.3. Explain the importance of planning your business.
- 1.6.4. Identify types of businesses, ownership and entities (i.e., individual proprietorships, partnerships, corporations, cooperatives, public, private, profit, not-for-profit).
- 1.6.5. Describe organizational structure, chain of command, the roles and responsibilities of the organizational departments and interdepartmental interactions (e.g., following physician's orders).
- 1.6.6. Identify the target market served by the organization, the niche that the organization fills and an outlook of the industry.
- 1.6.7. Identify the effect of supply and demand on products and services.
- 1.6.8. Identify the features and benefits that make an organization's product or service competitive.
- 1.6.9. Explain how the performance of an employee, a department and an organization is assessed.
- 1.6.10. Describe the impact of globalization on an enterprise or organization.
- 1.6.11. Describe how all business activities of an organization work within the parameters of a budget.
- 1.6.12. Describe classifications of employee benefits, rights, deductions and compensations.

Outcome 1.7. Entrepreneurship/Entrepreneurs

Analyze the environment in which a business operates and the economic factors and opportunities associated with self-employment.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.7.1. Compare and contrast the four types of business ownership (i.e., individual proprietorships, partnerships, corporations, cooperatives).
- 1.7.2. Explain the role of profit as the incentive to entrepreneurs in a market economy.
- 1.7.3. Identify the factors that contribute to the success and failure of entrepreneurial ventures.
- 1.7.4. Assess the roles of nonprofit and for-profit businesses.
- 1.7.5. Develop a business plan.
- 1.7.6. Describe life cycles of an entrepreneurial business and an entrepreneur.
- 1.7.7. Create a list of personal strengths, weaknesses, skills and abilities needed to be successful as an entrepreneur.
- 1.7.8. Explain pathways used to become an entrepreneur.
- 1.7.9. Conduct a self-assessment to determine entrepreneurial potential.
- 1.7.10. Describe techniques for obtaining experience (e.g., apprenticeship; co-operative [co-op] education, work placement, internship, job shadowing) related to an entrepreneurial objective.
- 1.7.11. Identify initial steps in establishing a business (e.g., limited liability company [LLC], tax ID, permits, insurance, licensing).
- 1.7.12. Identify resources available to entrepreneurs (e.g., Small Business Administration, mentors, information resources, educational opportunities).
- 1.7.13. Protect intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets, processes).

Outcome 1.8. Operations Management

Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.8.1. Forecast future resources and budgetary needs using financial documents (e.g., balance sheet, demand forecasting, financial ratios).
- 1.8.2. Select and organize resources to develop a product or a service.
- 1.8.3. Analyze the performance of organizational activities and reallocate resources to achieve established goals.
- 1.8.4. Identify alternative actions to take when goals are not met (e.g., changing goals, changing strategies, efficiencies).
- 1.8.5. Use inventory and control systems to purchase materials, supplies and equipment (e.g., Last In, First Out [LIFO]; First In, First Out [FIFO]; Just in Time [JIT]; LEAN).
- 1.8.6. Identify the advantages and disadvantages of carrying cost and Just-in-Time (JIT) production systems and the effects of maintaining inventory (e.g., perishable, shrinkage, insurance) on profitability.
- 1.8.7. Collect information and feedback to help assess the organization's strategic planning and policymaking processes.
- 1.8.8. Identify routine activities for maintaining business facilities and equipment.
- 1.8.9. Develop a budget that reflects the strategies and goals of the organization.
- 1.8.10. Analyze how business management and environmental management systems (e.g., health, safety) contribute to continuous improvement and sustainability.

Outcome 1.9. Financial Management

Use financial tools, strategies and systems to develop, monitor and control the use of financial resources to ensure personal and business financial well-being.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.9.1. Create, analyze and interpret financial documents (e.g., budgets, income statements).
- 1.9.2. Identify tax obligations.
- 1.9.3. Review and summarize savings, investment strategies and purchasing options (e.g., cash, lease, finance, stocks, bonds).
- 1.9.4. Identify credit types and their uses in order to establish credit.
- 1.9.5. Identify ways to avoid or correct debt problems (e.g., collection agency payments and post-collection agency payments).
- 1.9.6. Explain how credit ratings and the criteria lenders use to evaluate repayment capacity affect access to loans.
- 1.9.7. Review and summarize categories (types) of insurance and identify how insurances can reduce financial risk.
- 1.9.8. Identify income sources and expenditures.
- 1.9.9. Compare and contrast different banking services available through financial institutions.
- 1.9.10. Identify the role of depreciation in tax planning and liability.

Outcome 1.10. Sales and Marketing

Manage pricing, place, promotion, packaging, positioning and public relations to improve quality customer service.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.10.1. Identify how the roles of sales, advertising and public relations contribute to a company's brand.
- 1.10.2. Determine the customer's/client's needs and identify solutions and potential community resources.
- 1.10.3. Communicate features, benefits and warranties of a product or service to the customer/client.
- 1.10.4. Identify the company policies and procedures for initiating product and service improvements.
- 1.10.5. Monitor customer/client expectations and determine product/service satisfaction by using measurement tools.
- 1.10.6. Discuss the importance of correct pricing to support a product's or service's positioning in the marketing mix.
- 1.10.7. Describe the importance and diversity of distribution channels (i.e., direct, indirect) to sell a product.
- 1.10.8. Use promotional techniques to maximize sales revenues (e.g., advertising, sales promotions, publicity, public relations).
- 1.10.9. Describe how product mix (e.g., product line, product items) maximizes sales revenues, market, share and profit margin.
- 1.10.10. Demonstrate sales techniques.

Outcome 1.11. Principles of Business Economics

Examine and employ economic principles, concepts and policies to accomplish organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 1.11.1. Identify the economic principles that guide geographic location of an industry's facilities (e.g., relative scarcity, price, quantity of products and services).
- 1.11.2. Identify the difference between monetary and nonmonetary incentives and explain how changes in incentives cause changes in behavior.
- 1.11.3. Use economic indicators to identify economic trends and conditions (e.g., inflation, interest rate fluctuations, unemployment rates).
- 1.11.4. Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy.
- 1.11.5. Analyze factors that affect currency and exchange rates.
- 1.11.6. Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits and unemployment.
- 1.11.7. Describe how economic performance and culture are interdependent.
- 1.11.8. Identify the relationships between economy, society and environment that lead to sustainability.
- 1.11.9. Describe how laws and regulations influence domestic and international trade.

Strand 2. Business Foundations

Learners acquire foundational knowledge of business activities in a global environment that are undergirded by economic principles and business processes.

Outcome 2.1. Business Activities

Relate business functions to business models, business strategies and organizational goal achievement.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 2.1.1 Explain the reasons that businesses and organizations exist and their role in society, and describe types of business models.
- 2.1.2 Describe the business changes that are occurring in response to the external environment in which businesses operate.
- 2.1.3 Describe types of business activities, or functions (e.g., accounting, finance, human resources management, information management, marketing, operations, sales and strategic management); the interactions among business functions, or activities; and the differences in implementation that occur in big versus small business.
- 2.1.4 Explain forces that are driving business changes (e.g., globalization, consumer demand, government policies, political climate, diversity, spending trends, industry structure changes) and how organizations are adapting to today's business environment (e.g., proactive management, competitive aggression, innovative management, agile management, organizational learning, market orientation, slack resources).
- 2.1.5 Describe the need for and role of accounting and finance (e.g., understanding accounting treatment, verifying information, analyzing variances, guiding decision-making), and explain how they interact with and impact other business activities or functions.
- 2.1.6 Explain the role and function of human resources management, describe its interactions with other functional areas, and identify its contributions to an organization.
- 2.1.7 Explain the nature and scope of information management and its contributions to business operations.
- 2.1.8 Describe marketing's role and function in business and its contributions to overall business strategy.
- 2.1.9 Explain factors that motivate customers, clients and businesses to buy and actions employees can take to achieve the company's desired results.
- 2.1.10 Describe connections between company actions and results (e.g., influencing consumer behavior, gaining market share).
- 2.1.11 Differentiate between operations and supply chain, and describe their components, or activities, and contributions to business.
- 2.1.12 Explain the nature of management and levels of management (e.g., front line, middle management, executive).
- 2.1.13 Identify ways that technology impacts business activities.
- 2.1.14 Describe the evolution of business.

Outcome 2.2. Economic Principles

Relate principles and concepts of applied economics to business models, business activities and organizational goal achievement.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 2.2.1 Describe the concepts of economic goods and services, economics and economic activities (i.e., production, distribution, exchange, consumption and circular flow of income model).
- 2.2.2 Explain types of economic resources, competition and economic systems (e.g., traditional, command, market); and describe the systems' characteristics, their advantages and disadvantages and impact on business.
- 2.2.3 Identify the impact of small business and entrepreneurship on market economies.
- 2.2.4 Determine economic utilities created by business activities (e.g., time, place, possession, form or task).
- 2.2.5 Determine types of business risks (e.g., pure, speculative, natural, human, economic).
- 2.2.6 Distinguish between gross and net profit, identify factors affecting a business's profit (e.g., demand, chance, pricing, expenses, costs, the economy), and recognize controllable and non-controllable expenses.
- 2.2.7 Determine the relationship between government and business, identify government agencies that facilitate trade, and describe the impact of government regulations on business activities.
- 2.2.8 Describe the nature of taxes paid by businesses and their impact.
- 2.2.9 Explain the concept of productivity, how it is measured and its importance to business.
- 2.2.10 Analyze the impact of specialization and division of labor on productivity.
- 2.2.11 Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process.
- 2.2.12 Explain the impact of the law of diminishing returns and the concept of economies of scale.
- 2.2.13 Describe the types of market structures (e.g., monopolistic, monopsonistic).
- 2.2.14 Explain the role of the Federal Reserve System, describe ways that it influences the availability of money and credit, and describe ways that it adjusts the money supply.
- 2.2.15 Describe the phases of business cycles (i.e., expansion, peak, contraction, trough) and industry cycles (i.e., start-up or innovations, dominance, shakeout or consolidation, maturity, decline), benefits of understanding them, their internal and external causes, their impact on business and ways businesses deal with the different phases.

Outcome 2.3. International Business

Relate factors impacting international business to internal business operations, practices and strategies.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 2.3.1 Describe the global environment in which businesses operate, identify leading economies, and explain how the global environment impacts a business's overall global strategy.
- 2.3.2 Describe market-entry strategies for conducting business globally (e.g., import and export, technology licensing, franchising, wholly owned branch and subsidiary operations, joint ventures, consortia) and the considerations impacting the decision to offer goods or services globally.
- 2.3.3 Explain the nature of global trade and the impact of cultural and social environments on it.
- 2.3.4 Explain labor issues associated with global trade.
- 2.3.5 Describe the impact of the political environment on global trade (e.g., type of government, political stability, government policies about business).
- 2.3.6 Explain the impact of a country's or area's geography and history on global trade.
- 2.3.7 Explain the impact of a country's economic development on global trade (e.g., type of economic system, natural resources, educational level, types of industries, infrastructure, technology availability or adoption).
- 2.3.8 Describe the impact of digital communication tools (e.g., Internet, video- and computer conferencing, webcasts, email, social media, digital communications) on global business activities.
- 2.3.9 Identify examples of emerging economies, and describe their potential impact on business activities.
- 2.3.10 Describe product standards' issues associated with global business.
- 2.3.11 Explain the nature of global legal systems (e.g., civil or code, common, statutory), their impact on global trade and the approaches and legal recourse available to resolve disputes in global markets.
- 2.3.12 Explain regulations governing bribery and foreign monetary payments, and describe their impact on business.
- 2.3.13 Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management.
- 2.3.14 Describe customs regulations, their impact on global business and the government agencies that facilitate trade.
- 2.3.15 Analyze U.S. competitiveness at a global level for different industries, and describe factors impacting competitiveness.

Outcome 2.4. Business Processes

Relate business-process design to organizational structure and organizational goal achievement.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 2.4.1 Explain the impact of organizational design (e.g., reporting lines) on business process design.
- 2.4.2 Identify types of business processes, their purposes (e.g., added customer value, increased efficiencies), their characteristics, their components (e.g., events, activities, decision points, metrics) and their interrelationships.
- 2.4.3 Describe the importance of outcomes and value in business processes and the business problems created by inefficient business processes (e.g., unhappy customers, increased costs, missed deadlines, frustrated coworkers).
- 2.4.4 Describe the relationship among policies, processes and procedures.
- 2.4.5 Compare business-process thinking with results-oriented thinking, and explain how business-process thinking helps to break through a business's functional silo mentality.
- 2.4.6 Identify reasons that business processes change.
- 2.4.7 Describe business-process management, the role of IT and the integration of social networking into business-process performance.
- 2.4.8 Explain how the need to protect assets and reduce the risk of fraud impacts the design of business processes (e.g., segregation of duties, internal controls).

Strand 3. Business Relationships

Learners apply tactics, processes and strategies to develop and build relationships with stakeholders (e.g., customers, staff, vendors), to address stakeholder interactions and problems and to develop a collaborative work environment.

Outcome 3.1. Customer Relations

Apply techniques, strategies and tools to develop, maintain and grow positive internal and external customer, or client, relationships.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 3.1.1 Explain the nature of positive customer, or client, relations and their role in keeping customers; and describe the importance of meeting and exceeding customer expectations.
- 3.1.2 Compare the cost to acquire customers with the cost to maintain customers, and explain how these costs impact business strategy and influence which customers to maintain.
- 3.1.3 Apply a customer-service mindset in a culturally appropriate manner (e.g., respond to customer inquiries; reinforce service through effective, ongoing communication).
- 3.1.4 Build rapport with customers, and use this rapport to inform customers about company policies, consequences of noncompliance with recommendations or requirements and service or account terminations.
- 3.1.5 Maintain confidentiality or privacy of internal and external customers.
- 3.1.6 Reinforce company's image and culture to exhibit the business's brand promise.
- 3.1.7 Describe the scope of customer-relationship management to show its contribution to business.
- 3.1.8 Build, maintain and improve relationships with customers, or clients; and promote brand and solicit new ideas and solutions using social media.
- 3.1.9 Identify opportunities to use crowdsourcing to engage customers or clients, to improve customer or client relationships, to promote brand and to solicit new ideas and solutions.
- 3.1.10 Confer with patients about their rights and responsibilities as stated in the Patient Bill of Rights, the legal ownership of medical records, advanced directives and informed consent.

Outcome 3.2. Relationship Management

Apply techniques and strategies to develop, maintain and grow positive relationships with employees, peers and stakeholders.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 3.2.1 Recognize, value, and leverage personality types in business situations.
- 3.2.2 Adapt management style to the personality type of others.
- 3.2.3 Align personal vision and goals with organizational or departmental goals, objectives and initiatives.
- 3.2.4 Adapt to and lead workplace changes or situations.
- 3.2.5 Manage crises in relationships.
- 3.2.6 Determine the nature of office politics, and overcome problems and difficulties associated with office politics and turf wars.
- 3.2.7 Identify when and how to take risks to achieve objectives.
- 3.2.8 Describe the nature of organizational culture and its impact on business, and interpret and adapt to a business's culture.
- 3.2.9 Establish strategic relationships with others.
- 3.2.10 Share best practices with key individuals and groups within and outside the business.
- 3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth.
- 3.2.12 Describe ways that businesses build positive employer-employee relationships.

Outcome 3.3. Business Communications Management

Apply strategies and procedures to plan, create, implement and evaluate internal and external company communications.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 3.3.1 Identify organizational communication hierarchies, and select the appropriate communication strategy to use for the hierarchy.
- 3.3.2 Explain how the content of written communications (e.g., email, text messages, chats) creates reputational, legal and regulatory exposure for organizations; and describe how to manage the risk individually and collectively.
- 3.3.3 Adapt personal communication style to audiences in virtual intercultural environments.
- 3.3.4 Implement strategies to solicit feedback.
- 3.3.5 "Sell" ideas to internal and external audiences.
- 3.3.6 Communicate the business's plans, strategies and procedures; and verify the understanding of recipients.
- 3.3.7 Develop, implement, monitor and adjust communications plan to meet the information needs of internal and external customers.
- 3.3.8 Collaborate on and aggregate complex internal documents to create a common voice that is vision, mission and brand-consistent.
- 3.3.9 Conduct creative briefing, and gain commitment from clients.
- 3.3.10 Develop a crisis-management plan to control communications and mitigate damage to company's image.
- 3.3.11 Develop an integrated approach for social media content creation that provides for consistent branding and messaging across channels for original and repurposed content.
- 3.3.12 Repurpose content for use in business communications.
- 3.3.13 Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations.
- 3.3.14 Communicate research information to others (e.g., display data in charts or graphs, prepare presentations, prepare written reports).

Outcome 3.4. Social Media Communications

Apply tools, strategies and processes to plan, create, implement, monitor and evaluate social media communications to support corporate brand and strategy.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 3.4.1 Describe the impact of a person's social media brand on the achievement of organizational goals.
- 3.4.2 Compare and contrast the use of social media for personal and business purposes.
- 3.4.3 Evaluate the impact of mobile-device capabilities and usage patterns on social media effectiveness.
- 3.4.4 Establish and implement approaches to grow following and engagement, both paid and organic.
- 3.4.5 Maintain a consistent brand voice in social content that resonates with the community and fits the platform.
- 3.4.6 Monitor user-generated content (UGC), and moderate social chats.
- 3.4.7 Escalate social comments as necessary to solicit appropriate responses and highlight opportunities.
- 3.4.8 Maintain and manage day-to-day content on social platforms and company's community-based forums.
- 3.4.9 Develop and package content for social distribution, showcase articles, video, galleries and shows.
- 3.4.10 Monitor daily social media analytics to gauge success of social media efforts and initiatives.
- 3.4.11 Identify opportunities and trends in the social media space (e.g. demographic preferences).
- 3.4.12 Implement an integrated social media strategy that complies with legal requirements and company policy.
- 3.4.13 Identify emerging customer trends through social networking.

Strand 4. Business Governance

Learners apply governance principles to plan, organize and monitor an organization’s strategy, structure and systems to ensure achievement of organizational goals and objectives.

Outcome 4.1. Enterprise Risk Management Fundamentals

Apply foundational business skills and tools to identify risks and seize opportunities related to the achievement of business objectives.

An “X” indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 4.1.1 Explain the role of enterprise risk management in protecting and creating value for stakeholders (e.g., owners, employees, customers, regulators, vendors, society).
- 4.1.2 Describe the impact of governmental and self-regulatory agency requirements on the structure, focus and cost of enterprise risk management.
- 4.1.3 Describe ways that businesses prevent, control, transfer and retain risks.
- 4.1.4 Identify events (e.g., disasters, cyber-attacks, product launch) and stakeholder activities (e.g., supplier bankruptcy, rogue employee, compromised personal information, competitor exit) that could facilitate or prevent an organization from achieving its objectives; i.e., risk at the organizational level.
- 4.1.5 Describe quantitative and qualitative approaches to measuring and analyzing risk.
- 4.1.6 Distinguish among key risk indicators, key performance indicators and process indicators.
- 4.1.7 Develop a risk appetite goal using the risk-reward relationship.
- 4.1.8 Select strategies for managing risk (e.g., strategic planning, insurance, internal controls, policies and procedures, good hiring procedures, training, tracking performance, self-regulation), for responding to risky situations and for recovering from disasters.
- 4.1.9 Describe the elements of an enterprise risk-management policy.
- 4.1.10 Compare business governance and data governance issues and strategies.
- 4.1.11 Execute strategies for managing portfolio risk that consider business risk tolerance and financial and operational goals.

Outcome 4.2. Enterprise Risk Management for Financial Institutions

Relate financial institutions' risk profile, regulatory compliance requirements and business objectives to enterprise risk-management processes.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

- 4.2.1 Explain key banking and insurance calculations (e.g., interest, annual percentage rate, exchange rates, RAROC [Risk-Adjusted Return on Capital], claim loss ratio) and requirements established in regulatory guidelines.
- 4.2.2 Explain rating systems and guidelines used by regulatory agencies to assess a financial institution's compliance (e.g., CAMELS [Capital Adequacy, Asset Quality, Management Administration, Earnings, Liquidity and Sensitivity]) and the rules regarding use and disclosure.
- 4.2.3 Explain the risks associated with banking services (e.g., default, fraudulent transactions, falsified information) and techniques used to manage these risks for a financial institution (e.g., loan criteria, credit-based scoring models, identity verification).
- 4.2.4 Explain the risks associated with insurance services (e.g., underwriting, claims) and techniques used to reduce, mitigate and measure risks at the enterprise level (e.g., insurability provisions, credit-based scoring models, actuarial sciences, reinsurance).
- 4.2.5 Explain the risks associated with securities products and trust services (e.g., suitability, risk of loss) and strategies used to manage these risks for a financial institution (e.g., investment profiles, validated asset allocation models, disclosures).
- 4.2.6 Interpret banking and insurance risk measures and metrics (e.g., interest rate risk, liquidity risk, credit risk, underwriting risk).

Outcome 4.3. Compliance

Develop compliance systems, processes and procedures used to manage compliance risk across an organization.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 4.3.1 Compare and contrast internal and external authoritative sources of compliances standards (e.g., legal code, government agencies and self-regulatory organizations), the types of institutions governed and the penalties associated with noncompliance.
- 4.3.2 Explain the impact of compliance requirements on business structure, functions (e.g., marketing, information technology, human resources), products and services and pricing.
- 4.3.3 Explain the elements of a compliance program and how requirements and expectations differ across industry sectors (e.g., financial services, healthcare, consumer products, restaurants food and beverages).
- 4.3.4 Describe the factors that influence compliance program costs, effectiveness and value (e.g., organizational size and structure, accreditation, incentives availability).
- 4.3.5 Develop the elements of a basic compliance program to promote consistent behaviors (e.g., policies, procedures, training).
- 4.3.6 Analyze existing policies, procedures and documents to ascertain compliance with regulatory requirements (e.g., Centers for Medicare and Medicaid Services [CMS], Health Insurance Portability and Accountability Act [HIPAA]) and self-regulatory guidelines.
- 4.3.7 Monitor compliance with organizational or departmental compliance policies and procedures (e.g., continuing education requirements, prevention of fraudulent practices, record falsification or alteration, patient or customer abuse, lack of follow-up).
- 4.3.8 Identify strategies for managing professional liability and malpractice risks (e.g., incompetent or impaired physicians, unnecessary procedures, patient or customer misconduct, service or medical errors, lack of training, poor documentation).
- 4.3.9 Explain the value and purpose of compliance assessment activities (e.g., due-diligence reviews, internal audits, work plan reviews).

Outcome 4.4. Legal Environment

Identify the requirements of the legal environment in which business and society operate to facilitate lawful and ethical operations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 4.4.1 Distinguish between secured and unsecured creditors, explain the debtor-creditor relationship and legal protections provided each party, and determine relief options for debtors.
- 4.4.2 Describe consumer rights and responsibilities, services provided by consumer protection agencies and consumer protection laws.
- 4.4.3 Explain businesses' responsibility for product safety, and identify product liability issues and the applicable laws and regulations.
- 4.4.4 Describe advertising laws and regulations in digital and brick-and-mortar business environments.
- 4.4.5 Identify employment laws, and describe the rights and responsibilities of parties to an employment contract, types of workplace regulations (e.g., OSHA, ADA, FMLA), role of equal opportunity employment and the role of unions in business.
- 4.4.6 Explain retirement plans, and describe pension and profit-sharing laws.
- 4.4.7 Explain tax regulations affecting business, tax reporting requirements, penalties for noncompliance with tax laws and the tax enforcement process.
- 4.4.8 Identify the characteristics and process differences that distinguish commercial real estate settlement from residential real estate settlement.
- 4.4.9 Describe legal documents relating to the purchase, sell and lease of residential property, insurance requirements, and residential real-estate settlement procedures.
- 4.4.10 Identify the duties of landlords and tenants.
- 4.4.11 Describe forms of bankruptcy and bankruptcy proceedings, and explain the impact of these proceedings on business.
- 4.4.12 Identify legal procedures pertinent to estates, and identify types of legal documents associated with estates (e.g., testamentary letters, wills, trusts, power of attorney, estate tax returns).
- 4.4.13 Describe family and domestic relations law considerations for adoption, eldercare and assisted living.

Outcome 4.5. Legal Research

Apply legal reasoning to establish a legal position that effectively and efficiently discharges legal obligations while supporting business operations and the achievement of business objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 4.5.1 Conduct legal research, and organize results in logical order.
- 4.5.2 Identify required process for obtaining access to information.
- 4.5.3 Draft release or access documents.
- 4.5.4 Validate information (e.g. factual documents, evidence, exhibits, legal client matters) for use in legal proceedings.
- 4.5.5 Prepare fully-compliant legal documents, common court documents and supporting documentation (e.g., digests of deposition transcripts, exhibit lists).
- 4.5.6 Identify interrelationships among cases, statutes, regulations and other legal authorities; and apply a recognized legal authority to specific factual situation(s).
- 4.5.7 Recognize when and why varied fact situations allow for exceptions to general legal rules.

Outcome 4.6. Corporate Social Responsibility (CSR)

Interpret, apply, and communicate an organization’s ethics and social responsibility policies and code of conduct in routine and ambiguous situations.

An “X” indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 4.6.1 Compare and contrast ethical standards and challenges in domestic and international markets and across countries or areas (e.g., Brazil, China, Latin America, Pacific Rim).
- 4.6.2 Compare and contrast ethical challenges across industry sectors (e.g., healthcare, financial services, consumer products, manufacturing, retail) and functional areas (e.g., marketing, human resources, financial reporting).
- 4.6.3 Describe social responsibility policies and practices, and explain their impact on business operations and performance (e.g. community development, charitable foundations, green practices).
- 4.6.4 Identify factors that impact the social responsibility policies implemented by businesses (e.g., national and state regulations, market or customer requirements, profit considerations).
- 4.6.5 Develop ethics and CSR policies and reporting processes.
- 4.6.6 Analyze the impact of ethics and CSR policies on business operations and financial performance.
- 4.6.7 Monitor compliance with CSR policies, ethics policies and codes of conduct.
- 4.6.8 Recommend actions to resolve noncompliance with ethics and CSR policies and codes of conduct.
- 4.6.9 Exhibit ethical behavior and social responsibility in the global environment in which business operates.

Outcome 4.7. Governance Structures

Relate governance structures to organizational goal achievement.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 4.7.1 Explain the need for and impact of governance on business management, performance and regulatory oversight.
- 4.7.2 Describe the relationship between governance structures, ownership structures (e.g., corporation, privately owned, nonprofit, limited-liability companies) and organizational size and reach (e.g., microenterprise, middle-market, large corporate, multinational, global).
- 4.7.3 Explain the roles and responsibilities of governing committees (e.g., Board of Directors, Audit and Finance Committees, Risk Committees), strategies used to fulfill these responsibilities and the impact on strategic planning and management functions (i.e., planning, organizing, directing, staffing and controlling).
- 4.7.4 Identify the elements of a governance process (e.g., minutes, records, proxies), and distinguish elements contained in public and private businesses.
- 4.7.5 Identify the elements of a corporate governance structure that impact staff decision-making authority.
- 4.7.6 Determine situations in which escalation to a governance member is appropriate.

Outcome 4.8. Legal Foundations

Identify the legal principles that undergird business operations, and apply regulatory provisions to business situations.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 4.8.1 Acquire information about the role of the constitution in business law, sources of law in the United States and the role of the U.S. judicial system.
- 4.8.2 Distinguish among types of laws (e.g., criminal, civil, regulatory), and explain their major functions.
- 4.8.3 Describe criminal and civil law and proceedings that impact legal requirements from initial filing activities to settlement and appeals.
- 4.8.4 Explain the functions performed by officials in the court system, the differences in functions and procedures among the different courts (e.g., trial court, appellate court, administrative hearings) with the state and federal court systems and the impact of these differences on the management of documentation and evidence.
- 4.8.5 Describe how the legal environment in which businesses operate is affected by the civil infrastructure (e.g., torts, contracts, legal agreements) of the United States.
- 4.8.6 Distinguish among types of torts (i.e., intentional, negligence and strict liability), and explain the impact of tort law on business.
- 4.8.7 Describe legal issues affecting businesses and the impact of government regulations and regulatory agencies on businesses.
- 4.8.8 Identify factors impacting the options available to settle a legal matter (e.g., contract terms, statutory requirements, legal precedents, evidence).
- 4.8.9 Identify requirements needed for an enforceable contract, and differentiate among types of contracts (e.g., oral, written, implied, transferable, nontransferable).
- 4.8.10 Determine the rights of parties in a contract, how the contract can be discharged and what actions can occur with a breach of contract.
- 4.8.11 Determine tactics businesses can take to avoid litigation and alternative methods and processes they can use to resolve disputes.
- 4.8.12 Explain the importance of property in the legal environment of business; and describe how ownership rights are acquired, held and transferred.
- 4.8.13 Identify areas of law relevant to a particular situation, define statutes of limitations for areas of law, and distinguish between substantive and procedural law.
- 4.8.14 Describe environmental law agencies and regulations, procedures for reporting violations and the impact of environmental law on business.
- 4.8.15 Describe administrative law and the types and powers of administrative agencies.

Strand 5. Marketing

Learners implement tactics, processes and strategies to create, communicate, deliver and exchange offerings of value to others by understanding and applying marketing functions, including channel management, marketing-information management, market planning, pricing, product and service management, promotion and selling.

Outcome 5.1. Marketing Fundamentals

Describe principles of marketing, marketing functions and the factors influencing their effectiveness.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.1.1 Identify marketing functions, their interrelatedness, their overall contributions to business strategy and the metrics used to measure success.
- 5.1.2 Identify legal and ethical issues associated with marketing activities or functions, describe the organizational values impacted, and identify the marketing-mix components (e.g., product, price, promotion, place) affected.
- 5.1.3 Explain the nature, scope, benefits and considerations in channel management (e.g., how channels perform or interact).
- 5.1.4 Describe the marketing-information management function, its nature and considerations (e.g., types of relevant information, uses, legal and ethical concerns).
- 5.1.5 Describe the function of pricing to understand its role in marketing.
- 5.1.6 Explain factors affecting pricing decisions (e.g., customer value perception, brand, negotiating power, corporate policies, competitive strategy, stage of customer life cycle).
- 5.1.7 Describe foundational concepts associated with product and service management to understand its nature and scope (e.g., product life cycles).
- 5.1.8 Explain the drivers of brand and the impact, benefits and drawbacks of branding.
- 5.1.9 Describe promotion's nature, scope and role in meeting business objectives (e.g., types of promotion, promotional mix, promotional channels).
- 5.1.10 Describe the impact of industry, environment and culture on the nature and scope of selling and sales activities (e.g., customer service, relationship building).
- 5.1.11 Describe sales processes and techniques that can be used to facilitate selling.
- 5.1.12 Explain the impact of technology on marketing costs, marketing strategy and marketing return on investment.

Outcome 5.2. Channel Management

Apply the concepts and processes needed to identify, select, monitor and evaluate distribution channels that support achievement of organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.2.1 Distinguish among distribution channels for consumer goods, industrial goods and services.
- 5.2.2 Coordinate channel management with other marketing activities.
- 5.2.3 Analyze channel-member relationships, taking corrective measures when needed.
- 5.2.4 Analyze the strengths, weaknesses, opportunities and threats associated with affinity partner relationships.
- 5.2.5 Evaluate the impact of push and pull strategies on channel management.
- 5.2.6 Select channels of distribution.
- 5.2.7 Evaluate channel member performance and suitability.
- 5.2.8 Assess channel-management strategies to improve their effectiveness, minimize their costs and identify opportunities that benefit multiple channels.

Outcome 5.3. Marketing Information Management

Apply the concepts, systems and tools needed to gather, synthesize, evaluate and disseminate marketing information for use in making business decisions that achieve organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.3.1 Distinguish between market-driven and customer-driven information, and explain the need for marketing information.
- 5.3.2 Describe the factors that determine the relevancy of information for marketing purposes.
- 5.3.3 Describe data and reports that are monitored for marketing decision-making.
- 5.3.4 Communicate marketing-information to others that delivers relevant insights into issues, problems, questions or opportunities.
- 5.3.5 Track business information to stay abreast of trends and changes that could impact marketing (e.g., customer databases, partners' and competitors' activities, sales and operational data, environmental changes).
- 5.3.6 Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e., unstructured data).
- 5.3.7 Develop insights using trends occurring in other industries.

Outcome 5.4. Marketing Research

Apply qualitative and quantitative research methods, techniques and tools to gather, synthesize, evaluate and disseminate information about a specified problem, issue or opportunity for use in making business decisions that achieve organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.4.1 Explain reasons for conducting marketing research and the importance and scope of marketing-research activities, and distinguish among research types (e.g., primary, secondary, quantitative, qualitative).
- 5.4.2 Determine the need for and value of marketing research, describe its impact on business strategies, and set research objectives.
- 5.4.3 Explain marketing-research design considerations; and identify the type of research appropriate for different business objectives, problems or opportunities.
- 5.4.4 Evaluate the appropriateness of the marketing-research design for the research problem, issue or opportunity.
- 5.4.5 Determine who and how many respondents are needed for marketing research findings to adequately represent the population.
- 5.4.6 Describe quantitative and qualitative marketing research data-collection methods.
- 5.4.7 Determine how to obtain needed marketing-research data.
- 5.4.8 Develop quantitative and qualitative data-collection instruments, and collect the data to answer research questions or resolve issues.
- 5.4.9 Apply analytical tracking tools to manage and perform marketing research activities.
- 5.4.10 Identify techniques used to process marketing data.
- 5.4.11 Process marketing data to translate them into useful insights or knowledge (e.g., code research data, transcribe conversations, tabulate data, analyze narrative text).
- 5.4.12 Assess marketing research briefs to determine comprehensiveness and clarity.
- 5.4.13 Interpret quantitative patterns and qualitative research findings by applying descriptive statistical methods, using software systems and evaluating trade-offs.
- 5.4.14 Evaluate marketing research procedures, proposals and findings to assess their credibility and to determine needed improvements.
- 5.4.15 Facilitate functional decision-making in marketing through the use of marketing information.

Outcome 5.5. Market Planning

Utilize principles and tools to select an audience and to identify and select marketing strategies to reach targeted audiences.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.5.1 Distinguish between marketing strategies and tactics.
- 5.5.2 Explain the considerations used to develop and implement domestic and global marketing strategies.
- 5.5.3 Describe the concepts of market and market identification.
- 5.5.4 Identify market segments, and select target market(s).
- 5.5.5 Profile target customer to determine market needs and customer demand for products and services.
- 5.5.6 Explain the role of situation analysis in the marketing planning process.
- 5.5.7 Conduct a market analysis (e.g., market size, area, potential).
- 5.5.8 Assess global trends and opportunities.
- 5.5.9 Conduct a competitive analysis.
- 5.5.10 Forecast sales, and establish sales goals.
- 5.5.11 Set marketing goals, objectives and budget to achieve corporate goals and objectives.
- 5.5.12 Select and apply marketing metrics applicable to the problem, issue or opportunity.
- 5.5.13 Develop a marketing plan that addresses strategic and operational plans.
- 5.5.14 Align sales plan and marketing plan.
- 5.5.15 Assess marketing strategies to improve return on marketing investment (ROMI).

Outcome 5.6. Pricing

Apply the concepts and strategies needed to determine and adjust prices to maximize return and meet customers' or clients' perception of value.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.6.1 Describe the functions of prices in markets.
- 5.6.2 Establish pricing objectives that support business strategy and that consider the outcome of marketing research and planning.
- 5.6.3 Select approach for setting a base price (e.g., cost, demand, competition).
- 5.6.4 Determine product's cost (e.g., breakeven, ROI, markup).
- 5.6.5 Employ pricing strategies to set prices throughout the product and customer life cycle.
- 5.6.6 Adjust prices to maximize profitability throughout the product and customer lifecycle.
- 5.6.7 Develop seasonal and situational (e.g., unexpected event) pricing policies.
- 5.6.8 Evaluate pricing strategies to identify needed changes and to improve profitability throughout the product and customer life cycle.
- 5.6.9 Compare and contrast the pricing of goods and services in business-to-business (B2B) and business-to-consumer (B2C) environments.
- 5.6.10 Compare and contrast the pricing of tangible versus the pricing of intangible products.

Outcome 5.7. Product and Service Management

Apply the concepts and processes needed to obtain, develop, maintain and improve a product or service mix in response to market opportunities.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.7.1 Describe quality assurances (e.g., guarantees, warranties, standards) used to inform customers and encourage sales.
- 5.7.2 Employ product-development processes to maintain an up-to-date product pipeline.
- 5.7.3 Nurture product ideas through to fruition.
- 5.7.4 Determine opportunities to improve products and services (e.g., extend product lines, create niche markets, increase differentiation, close a gap in service) using marketing-research insights.
- 5.7.5 Explain how financial and operational metrics (e.g., net margin, term margin, time or speed to market) impact market opportunities and the implications for product and service management.
- 5.7.6 Employ product-mix strategies to meet customer or client expectations.
- 5.7.7 Evaluate effectiveness of product-mix strategies.
- 5.7.8 Determine width and depth of assortment strategies with consideration to seasonal assortment strategies.
- 5.7.9 Develop merchandise plans (budgets) to guide selection of retail products (e.g., calculating open-to-buy, planning stock, planning reductions, planning purchases, planning gross and net margins).
- 5.7.10 Perform buying activities to obtain products for resale (determining quality to offer, what to buy or reorder, stock turnover, quantities to buy or reorder and when to buy or reorder; and setting reorder points).
- 5.7.11 Implement techniques to increase customer exposure to products.

Outcome 5.8. Branding

Apply branding techniques and methods to acquire position in the minds of internal and external customers that is consistent with organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.8.1 Describe the role and importance of customer voice in branding and how this voice may vary across media and channels.
- 5.8.2 Identify customer touch points, and align branding strategies to ensure appropriate and consistent end-to-end communications and actions.
- 5.8.3 Determine brand reputation, and develop strategies to protect it.
- 5.8.4 Determine company's unique selling proposition.
- 5.8.5 Position products or services to acquire desired business image.
- 5.8.6 Distinguish between product or service branding and corporate branding.
- 5.8.7 Develop and implement strategies to build brand by creating relevant, personalized experiences for customers.
- 5.8.8 Evaluate opportunity costs associated with different branding strategies, and prioritize spending on branding efforts.
- 5.8.9 Determine and communicate brand values to customers and employees.
- 5.8.10 Assess customer experiences, and evaluate consistency in delivering on brand values.
- 5.8.11 Assess product packaging to improve its function and brand recognition (e.g., packaging requirements, graphic design, adequacy).
- 5.8.12 Identify need to rebrand.
- 5.8.13 Build brand, and use grassroots and co-branding strategies.

Outcome 5.9. Marketing Communications

Apply the concepts and determine the strategies needed to communicate information about products, services, images or ideas to achieve desired outcomes that support organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.9.1 Describe types of promotional channels used to communicate with targeted audiences (e.g., word-of-mouth, direct, advertising, social) and the use of public-relations activities and trade shows or expositions.
- 5.9.2 Explain types of media used in advertising (e.g., print, broadcast, digital, out-of-home, specialty, direct mail, product placement) and the types of advertisements used by those media.
- 5.9.3 Explain the use of an advertisement's components to communicate with targeted audiences.
- 5.9.4 Critique advertisements to ensure achievement of goals or objectives.
- 5.9.5 Explain considerations affecting global marketing communications.
- 5.9.6 Implement word-of-mouth strategies to build brand and to promote products using word-of-mouth strategies.
- 5.9.7 Identify product-placement opportunities, and use them to promote products.
- 5.9.8 Execute direct-marketing strategies to attract attention and to build brand (e.g., direct mail, online advertising, email marketing, websites, social media, podcasts and webcasts, videos and images, mobile, search-engine optimization, crowdsourcing).
- 5.9.9 Develop and critique content for use in inbound and outbound marketing communications.
- 5.9.10 Describe design principles to be able to communicate needs to designers or creatives.
- 5.9.11 Employ publicity to inform audiences of business activities, to create goodwill and to establish or reinforce brand (e.g., press releases, public-service announcements, press kits).
- 5.9.12 Participate in community outreach involvement that fosters a positive company image and networking.
- 5.9.13 Employ sales-promotion activities to inform or remind customers of business or product (e.g., signage, slogans and taglines, brand identifiers, frequency or loyalty programs, specialty promotions, special events, trade shows or expositions, web games).
- 5.9.14 Apply display techniques to attract customers and increase sales potential (e.g., types of arrangements, display maintenance, display creation, set-up and dismantling; signage, selection of fixtures and forms, lighting, point-of-sale displays).

Outcome 5.10. Marketing Communications Management

Plan and control marketing communications activities consistent with brand guidelines, organizational and departmental strategies and marketing plans and budgets.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.10.1 Identify and evaluate inbound and outbound marketing communications tactics and strategies, and recommend improvements.
- 5.10.2 Negotiate media buys and placement to enhance return on investment.
- 5.10.3 Develop and execute visual merchandising strategies to increase interest in product offerings (merchandise placement, on-floor assortments, cross-merchandising, planograms).
- 5.10.4 Develop marketing or creative briefs to assist with acceptance, design and implementation of promotional strategies by others (e.g., art director, copywriter, website developer).
- 5.10.5 Evaluate promotional strategies and activities, and recommend improvements.
- 5.10.6 Describe the role, organization and fee structures of advertising agencies.
- 5.10.7 Select and collaborate with third-party vendors (e.g., advertising agencies, researchers), and evaluate their work.
- 5.10.8 Develop and implement digital strategies using responsive design.
- 5.10.9 Evaluate digital strategies.

Outcome 5.11. Selling

Determine client needs, wants and fears; and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.11.1 Describe motivational theories that can be used to enhance customer relationships and increase the likelihood of making sales.
- 5.11.2 Explain the impact of sales and buying cycles on sales activities.
- 5.11.3 Describe the impact that digital communication is having on selling.
- 5.11.4 Identify sources of product information that can be used to communicate product benefits and ensure appropriateness of a product for the customer or client.
- 5.11.5 Perform pre-sales activities to facilitate sales presentation (e.g., prospecting, preliminary customer or client qualification, pre-visit research, appointment booking, sales material preparation and assembly).
- 5.11.6 Implement sales processes and techniques to enhance customer relationships and increase the likelihood of making sales (e.g., rapport and credibility building, recognizing and responding appropriately to prospect's personality, using buying motives, facilitating buying decisions, questioning to understand prospect, assessing needs in relation to product offerings, demonstrating solution, converting objections to selling points, closing sales, negotiating terms or agreements, overseeing order fulfillment).
- 5.11.7 Develop and present sales proposal.
- 5.11.8 Process the sale to complete the exchange, and collect payment from customer to complete sales transactions.
- 5.11.9 Conduct post-sales follow-up activities to foster ongoing relationships with customers or clients (e.g., follow-up strategies, sales reports, post-sales service, client feedback, self-assessment of performance, ongoing client relationship).
- 5.11.10 Plan sales activities to increase sales efficiency and effectiveness (sales quotas, strategies to win back former clients, sales-call patterns, sales terms, key accounts, sales plans).
- 5.11.11 Implement retail sales support activities that facilitate the sales process (delivery, packing and wrapping, special orders, gift certificates, returns or exchanges, retail sales documentation).
- 5.11.12 Staff sales force to meet customer and organizational objectives (structure of department, sales force size, sales territories).
- 5.11.13 Develop a system to guide sales staff to improve their success rate and to minimize staff turnover (e.g., sales-training needs, sales training, motivation strategies, field accompaniments, sales meetings).
- 5.11.14 Develop a system to control sales activities to meet sales goals or objectives (setting sales quotas, analyzing sales reports, monitoring sales performance, designing incentive programs, managing under-performance).

Outcome 5.12. Marketing Operations

Apply operational policies to perform procedures and activities that ensure marketing's efficiency and effectiveness.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
		X

Competencies

- 5.12.1 Apply marketing analytics.
- 5.12.2 Create dashboards and reports to measure marketing performance.
- 5.12.3 Document and improve marketing processes.
- 5.12.4 Measure and report marketing return on investment.
- 5.12.5 Leverage data to recommend personalized, relevant campaigns.
- 5.12.6 Develop marketing campaign workflows.
- 5.12.7 Leverage data to support real-time customization of customer interactions.
- 5.12.8 Identify and evaluate marketing data needs.
- 5.12.9 Cleanse existing marketing data to maintain relevancy.
- 5.12.10 Determine sources of relevant, new marketing data, and evaluate options to purchase or sell marketing data.
- 5.12.11 Develop processes to acquire marketing data from external sources.

Strand 6. Resource Management

Learners develop a deep understanding of the role of management in organizations and the strategies, processes, procedures and tools needed for efficient, effective management of business information, knowledge and talent.

Outcome 6.1. Management Fundamentals

Describe business management practices and their contributions to goal achievement and organizational success.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 6.1.1 Distinguish between management and leadership, and describe the factors that influence management.
- 6.1.2 Describe decision-making styles (e.g., analytical, abstract or conceptual, intuitive, creative, procedural or directive), and identify the factors that influence their effectiveness.
- 6.1.3 Describe the types of resources managed in business and their significance in business operations, and explain the differences between managing internal versus external resources.
- 6.1.4 Explain the purposes and nature of management functions (e.g., strategic and tactical planning, organizing, directing, staffing, controlling), and describe considerations in the business environment that impact their use.
- 6.1.5 Compare management and motivation theories, and determine appropriate situations in which each would be used.
- 6.1.6 Explain the expectations-setting process as a motivational strategy and a management control for both upward and downward management.
- 6.1.7 Describe the nature of global management strategies.
- 6.1.8 Distinguish among the scope and purposes of data management, information management and knowledge management; and explain legal and ethical considerations associated with each.
- 6.1.9 Describe knowledge management strategies.
- 6.1.10 Describe the need for and impact of quality management in organizations.
- 6.1.11 Explain the role of supply chain management and its contributions to business operations; and identify its activities, measures and issues.
- 6.1.12 Describe project management processes, skills and knowledge necessary for successful project outcomes.
- 6.1.13 Contrast operational risk with other types of business risk (e.g., market risk, credit risk, strategic risk).
- 6.1.14 Identify the factors that contribute to operational risk (e.g., insufficient training, lack of supervision, inadequate security, poor system design, poor human-resources policies).
- 6.1.15 Describe the nature of organizational development and its impact on business success.

Outcome 6.2. Information Management

Institute and evaluate information management tools, policies, procedures and strategies to achieve business unit and organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 6.2.1 Apply information literacy skills to assess information needs, identify and evaluate information quality (e.g., sufficiency, trustworthiness or reliability), and apply information to accomplish a task.
- 6.2.2 Manage business records to maintain needed documentation (e.g., routing orders, tracking shipments, expense reports, healthcare data, customer data, budget data, quality data, human resources data).
- 6.2.3 Monitor and audit internal records.
- 6.2.4 Identify critical artifacts requiring preservation, establish retention guidelines, and archive information according to retention systems and procedures and regulatory requirements.
- 6.2.5 Select and use tools, systems and processes to manage the preparation of documentation for teams and projects in a cost-effective manner (e.g., agendas, reports, minutes, training materials, RFPs [Requests for Proposal], process analysis charts, diagrams).
- 6.2.6 Perform scheduling functions to facilitate on-time, prompt completion of work activities (e.g., calendars, travel arrangements and itineraries, meeting arrangements and requests for audio-visual or technical support and information).
- 6.2.7 Conduct an environmental scan to obtain information on the internal and external business environment and to identify changing conditions and current issues or trends impacting business (e.g, business intelligence, insights).
- 6.2.8 Conduct information technology needs assessment, and analyze company's data requirements.
- 6.2.9 Create policies and procedures to protect data and intangibles.
- 6.2.10 Identify strategies for integrating technology into department or enterprise operations.

Outcome 6.3. Business Applications

Apply tools, processes and procedures to manage the efficient and effective use of technology to achieve organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		X

Competencies

- 6.3.1 Distinguish between primary and secondary data, and establish appropriate storage and usage parameters for both data types.
- 6.3.2 Mine standard databases (e.g., accounting, customer, product, vendor, sales, operations, human resources, patient, supplier, procurement), apply analytical tools, and interpret the findings.
- 6.3.3 Implement collaborative or groupware and cloud computing applications (e.g., services, application, virtual environments) to facilitate projects and business operations.
- 6.3.4 Research and use website creation tools to post web pages and storefronts that support multimedia use and achieve operational metrics (e.g., load time, availability, usability, search engine optimization) on multiple devices and platforms.
- 6.3.5 Research and incorporate visual, interactive and social media content into business communications.
- 6.3.6 Conduct usability testing, and develop strategies to enhance the usability and scalability of systems and compatibility of applications.
- 6.3.7 Maintain a multimedia website, and test and post website design changes.
- 6.3.8 Establish operational performance benchmarks for websites and storefronts (e.g., maintenance and load times) that consider the impact of scalable design requirements (e.g., number of users, bandwidth and content).
- 6.3.9 Describe the impact of service-level agreements on data processing and management.
- 6.3.10 Manage data change risks (e.g., change authorization, change documentation, spreadsheet controls, test databases, offsite backups).
- 6.3.11 Identify the information technology needs of a new business venture, project, product, or service.

Outcome 6.4. Knowledge Management

Apply systems, strategies and practices to share, organize, store, analyze and facilitate the use of a business's insights, processes, procedures and experiences as a strategic asset.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 6.4.1 Identify and employ a taxonomy and metadata schema to organize and catalogue information.
- 6.4.2 Determine the factors that impact the scalability of knowledge management frameworks and the ability for organizations to identify, create or summarize, store, share and apply knowledge in centralized and dispersed environments.
- 6.4.3 Select and implement offline tools and techniques to gather, document and organize the knowledge residing with employees across the organization (e.g., relational networks, brainstorming, learning and idea capture, peer assist, learning reviews, storytelling, collaborative physical workspace, knowledge cafés, communities of practice).
- 6.4.4 Select and apply online networks and tools to disseminate knowledge and effective practices (e.g., document libraries, Wikis, blogs, social networking sites or services, knowledge clusters, expert locators, collaborative virtual workspaces, interfaces).
- 6.4.5 Describe the impact of an organization's knowledge validation and security strategy.
- 6.4.6 Use knowledge-management metrics to determine the effectiveness of the information system.
- 6.4.7 Maintain and update knowledge management systems (e.g., incorporate new social networks, identify or create new queries, purge outdated information).

Outcome 6.5. Human Resources Planning

Plan talent-management activities that align with organizational and human-resources strategy and provide appropriate guidance for talent-management decision-making.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 6.5.1 Explain the functions of human-resources management.
- 6.5.2 Describe factors that impact human-resources management (e.g., availability of qualified people, alternative staffing methods, employment laws and regulations, company policies and procedures, total rewards programs, diversity and inclusion, technology).
- 6.5.3 Describe the impact of an organization's global business strategy, structure and culture on human-resources strategies.
- 6.5.4 Describe ways that businesses build their employer brand and the brand's significance through human-resources management.
- 6.5.5 Describe planning techniques used in the hiring process (e.g., succession planning, workforce planning or forecasting, staff and leadership development, sourcing, selection).
- 6.5.6 Evaluate the use of alternative staffing methods to meet organizational and departmental objectives (e.g., outsourcing, telecommuting, shared responsibilities, flexible work schedules, virtual teams, contracted workers, interns).
- 6.5.7 Develop or tailor job application forms or blanks.
- 6.5.8 Develop job descriptions, job specifications and job profiles.
- 6.5.9 Explain assessment methods used in the hiring process, and choose employment assessments to administer to job applicants based on objectives.
- 6.5.10 Develop hiring policies and employee-selection procedures.
- 6.5.11 Develop a short-term staffing plan that supports business needs and facilitates strategic placement of talent.
- 6.5.12 Compare and contrast staffing and workforce planning.

Outcome 6.6. Talent Acquisition

Apply policies, procedures and strategies to obtain the best qualified candidates for job positions in union and non-union environments while minimizing associated costs.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		x

Competencies

- 6.6.1 Determine staffing needs, and evaluate availability of talent.
- 6.6.2 Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, older people, non-U.S. citizens).
- 6.6.3 Develop strategies to market the organization to potential employees.
- 6.6.4 Identify and implement legally compliant strategies to recruit and track job applicants domestically and internationally.
- 6.6.5 Write and post job announcements for job openings.
- 6.6.6 Screen and interview job applicants using culturally appropriate techniques.
- 6.6.7 Administer employment assessments (e.g., leadership and communication styles, personality or skill assessments) to evaluate character and competency.
- 6.6.8 Conduct a legally compliant investigation of applicant's background consistent with role, job and regulatory requirements; and investigate potential for growth and development in the business.
- 6.6.9 Make hiring decisions, and follow up with applicants in a consistent and compliant manner.
- 6.6.10 Make job offers explaining contingencies underlying the offers, and negotiate employment terms or contracts.
- 6.6.11 Evaluate effectiveness of recruitment sources (e.g., recruiting firms, social networks), and apply staffing metrics to assess the effectiveness of hiring decisions (e.g., retention or turnover, cost-benefit analysis, costs per hire, selection ratios, adverse impact).

Outcome 6.7. Talent Onboarding and Development

Apply strategies, policies and procedures to orient new hires and provide growth opportunities to engage new and existing union and non-union employees in the workplace.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 6.7.1 Explain standard relocation practices and expatriation and repatriation issues and practices, and assist with employee relocation and logistics.
- 6.7.2 Conduct human resources onboarding activities (e.g., employment eligibility verification [I-9 form], tax paperwork, contracts, benefit plans, policy orientation).
- 6.7.3 Orient talent to organizational culture, values and norms using appropriate techniques (e.g., coaching or mentoring, cross-departmental networking, toolkits, training).
- 6.7.4 Determine employee and business talent-development needs (task or process analysis, gap or needs analysis).
- 6.7.5 Determine and obtain resources and tools for talent development, and ensure environment is appropriate for training.
- 6.7.6 Administer talent-development activities and training, and coach for performance or development using talent-development theories.
- 6.7.7 Select and administer assessments to evaluate employee learning.
- 6.7.8 Conduct and document performance reviews to enhance performance and development and to protect the organization.
- 6.7.9 Apply performance improvement plans to build accountability and strengthen relationships.
- 6.7.10 Determine when employee corrective measures are needed, and take needed action to address problem or issue (e.g., retraining, reassignment, reprimand, demotion, dismissal, coaching).
- 6.7.11 Calculate and analyze costs associated with talent-development activities.
- 6.7.12 Identify leadership-development activities appropriate to the position or level.
- 6.7.13 Develop and facilitate programs, practices and services that promote the physical and mental well-being of individuals in the workplace.
- 6.7.14 Make recommendations for succession planning and for the development of a succession and workforce program tied to leadership and staff development.
- 6.7.15 Facilitate career-development planning.

Outcome 6.8. Talent Rewards and Recognition

Apply strategies, processes and procedures to administer and assess compensation and benefits plans in union and non-unionized environments.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 6.8.1 Describe compensation methods; their advantages and disadvantages; legal ramifications; and the impact on achievement of corporate, team and individual goals.
- 6.8.2 Explain compensation issues associated with interns, retirees, consultants or contractors, union agreements and fair pay.
- 6.8.3 Classify jobs (e.g., Fair Labor Standards Act [FLSA] exempt, non-exempt, Equal Employment Opportunity Commission [EEOC] occupational category); and apply salary ranges, pay grades or bands and benefits eligibility.
- 6.8.4 Conduct legally acceptable research to determine competitiveness of compensation and benefits.
- 6.8.5 Explain total rewards strategies (e.g., benefit plans, fitness or wellness programs, retirement plans, executive compensation, alternative work practices, leave techniques, tuition reimbursement).
- 6.8.6 Evaluate impact of total rewards options (e.g., retirement plans, benefits plans, pay-for-performance, market-based pay system) for employees, and make recommendations to improve value of total rewards options.
- 6.8.7 Administer total rewards programs and strategies.
- 6.8.8 Compare company's total rewards practices with those of successful businesses to determine competitiveness of offerings.

Outcome 6.9. Employee Engagement, Experience and Relations

Identify and administer strategies, policies, activities and procedures to promote employee satisfaction, engagement and retention and to minimize costs.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 6.9.1 Explain the impact and cost of dissatisfied or disengaged employees, and identify the factors contributing to employee satisfaction and engagement.
- 6.9.2 Recognize or reward employees for their work efforts and contributions.
- 6.9.3 Coach or mentor employees on issues to improve performance.
- 6.9.4 Implement processes to promote equitable opportunities for employees.
- 6.9.5 Address and document employee issues, and recommend resolutions.
- 6.9.6 Identify issues associated with a diverse team (e.g., generational, ethnic, gender, religious) to achieve organizational inclusion objectives.
- 6.9.7 Champion and leverage workplace diversity and inclusion to achieve workplace objectives.
- 6.9.8 Use community involvement as a talent acquisition, development and retention strategy (e.g., determine interest in community activities, coordinate involvement).
- 6.9.9 Assess employer-employee relationships and talent engagement strategies, resolving identified issues.
- 6.9.10 Delegate work to others, and assist with prioritizing work responsibilities.

Outcome 6.10. Human Resource Operations

Develop, implement and evaluate the day-to-day policies, procedures and activities that are used to ensure efficient, effective human-resources management.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 6.10.1 Develop methods to facilitate the coaching and mentoring of supervisors to assist them in implementing performance appraisals.
- 6.10.2 Process human-resource compliance paperwork, and complete required reporting (e.g., workers' compensation claims, Occupational Safety and Health Administration [OSHA] documents, employment documents, fair medical leave, disability, unemployment).
- 6.10.3 Facilitate career transitions of employees.
- 6.10.4 Identify and analyze the costs and benefits of implementing innovative approaches to human-resources management.
- 6.10.5 Identify performance-management systems and written performance-management procedures appropriate to organizational size and values.
- 6.10.6 Communicate policies and procedures to staff through an employee handbook and policy and procedures manual.
- 6.10.7 Establish performance improvement plans and processes.
- 6.10.8 Determine the extent and causes of employee turnover, identify corrective measures, and make recommendations to manage the issues arising from employee turnover.
- 6.10.9 Analyze and report on the cost of turnover, lost time and ineffective employee relations.
- 6.10.10 Demonstrate human-resources management's contribution to organizational effectiveness (e.g., human-resources management analytics) using objective evidence.
- 6.10.11 Describe talent-management issues associated with organizational changes (e.g., rightsizing, downsizing, talent reallocation, organizational restructuring or redesign).
- 6.10.12 Conduct talent-management audit (e.g., identify key persons, identify at-risk employees).

Strand 7. Operations Management

Learners apply business operational principles to plan, organize and monitor an organization or department's day-to-day activities to ensure continued business functioning and maximize contribution to organizational goals and objectives.

Outcome 7.1. Safety, Health and Security

Develop, administer and manage policies and procedures to promote business safety, health and security and to reduce risk of loss.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 7.1.1 Promote adherence to health and safety regulations to support a safe work environment.
- 7.1.2 Identify needed safety and security policies and procedures to protect organizational stakeholders (e.g., employees, contractors, directors and officers, customers, guests and visitors).
- 7.1.3 Identify types of hazardous materials, and describe their impact on human health and environmental resources.
- 7.1.4 Describe the requirements for the treatment, storage and disposal of hazardous materials; and evaluate the impact of hazardous material releases on organizational performance.
- 7.1.5 Identify strategies for protecting business's digital assets, customer data and other confidential business information.
- 7.1.6 Develop policies, procedures, performance aids and monitoring activities to promote and support workplace safety and security goals
- 7.1.7 Conduct safety inspections.
- 7.1.8 Develop and implement programs containing safety and security policies and procedures to minimize risk.
- 7.1.9 Recommend emergency response, business recovery, and incidence response plans based on available organizational and community resources.
- 7.1.10 Conduct business continuity and disaster reaction exercises.
- 7.1.11 Investigate safety and security incidents.
- 7.1.12 Evaluate the impact of third-party (e.g., supplier, contractor, foreign joint venture) workplace incidents on business reputation, brand and performance; and describe strategies to reduce risk.
- 7.1.13 Adjust emergency and incidence response plans to address hazardous materials' presence or release.

Outcome 7.2. Sourcing and Procurement

Implement sourcing and procurement activities to obtain resources that enable achievement of organizational goals and objectives and to enhance the organization’s financial wellbeing.

An “X” indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 7.2.1 Differentiate among purchasing, procurement and sourcing.
- 7.2.2 Identify potential sources of materials or services locally, nationally and globally; and make purchases.
- 7.2.3 Evaluate the impact of using global sources.
- 7.2.4 Manage the bid or contracting process (e.g., bid specification, vendor or supplier search, bid review, selection of vendor) to achieve business goals.
- 7.2.5 Negotiate vendor contracts with suppliers (e.g., service and maintenance, supplies, system development).
- 7.2.6 Monitor and evaluate vendor performance and relationships (e.g., supplier visits, scorecards).
- 7.2.7 Determine organizational strategies (e.g., quality, availability, productivity, sustainability, supply chain management, corporate social responsibility, ethical business practices) impacting expense control options, and incorporate them into expense control plans.
- 7.2.8 Implement expense control strategies (e.g., reduce use of supplies or services, develop budgets, review overhead or operating costs, renegotiate contracts).
- 7.2.9 Identify opportunities to incorporate operational objectives into the procurement process (e.g., supplier diversity initiatives, supply chain management goals, regulatory compliance).
- 7.2.10 Evaluate whether to make or buy products.
- 7.2.11 Assess the impact of accepting gifts on procurement decisions, business performance and brand image.

Outcome 7.3. Inventory Management

Plan, acquire, maintain and monitor inventory to support the achievement of organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 7.3.1 Calculate the cost of carrying inventory.
- 7.3.2 Identify the advantages and disadvantages of Just-in-Time(JIT) inventory processes.
- 7.3.3 Describe the factors considered in establishing inventory thresholds (e.g., tolerance for stock-outs, supply chain process goals).
- 7.3.4 Maintain inventory systems and controls to efficiently monitor, safeguard and replenish inventory (e.g., JIT, Lean, FIFO, LIFO, inventory counts) based on usage levels, lead times and forecasts.
- 7.3.5 Use demand forecasts and capacity planning strategies (e.g., lead strategy, lag strategy, match strategy).
- 7.3.6 Create a master production schedule.
- 7.3.7 Evaluate the effectiveness and efficiency of a production schedule.
- 7.3.8 Allocate and track merchandise stock by classification, department, class, vendor and location.
- 7.3.9 Implement category management processes.
- 7.3.10 Plan merchandise flow for timely delivery (e.g., turnover, lead time, peak seasons, delivery dates).
- 7.3.11 Determine shelf space allocation.
- 7.3.12 Assess distribution strategies (sales or stock performance, inventory status or performance) using performance metrics.
- 7.3.13 Conduct inventory valuation.
- 7.3.14 Determine potential inventory issues, and develop backup options to obtain needed materials and maintain operations.
- 7.3.15 Describe how inventory management principles apply to intangible services (e.g. insurance website).

Outcome 7.4. Quality Management

Design, implement, and manage quality-control processes to minimize errors, expedite workflow, and achieve performance objectives at a reasonable cost, using continuous improvement techniques (e.g., lean, Six Sigma or DMAIC [i.e., Define, Measure, Analyze, Improve and Control]).

An “X” indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 7.4.1 Describe the nature of quality, and identify quality-control measures and techniques.
- 7.4.2 Explain the components of a quality plan, its purpose for the organization, the development process and the role of employees and data integrity in the process.
- 7.4.3 Evaluate the impact of quality on internal and external brand experience, reputation, financial performance (e.g., healthcare reimbursement), procurement and sourcing options and process design.
- 7.4.4 Utilize quantitative and qualitative quality control measures and methods to evaluate prevention, appraisal and internal and external failures (e.g., mean time to failure, mean time to repair, training scores, scrap analysis, complaint analysis, warranty analysis).
- 7.4.5 Describe common elements and different types of documentation systems and their role in quality assurance and quality control (e.g., configuration management, quality manual, document control).
- 7.4.6 Analyze and report quality of products and services using recognized quality standards and specifications.
- 7.4.7 Describe validation and qualification methods used in new or revised products, processes and services (e.g., alpha and beta testing, first-article, customer satisfaction surveys).
- 7.4.8 Select, apply and interpret quality tools to manage the quality process (e.g., flowcharts, Pareto charts, cause-and-effect diagrams, check sheets, scatter diagrams, histograms).
- 7.4.9 Develop a plan for quality improvement.

Outcome 7.5. Facilities Management

Plan, maintain and monitor property and equipment to facilitate ongoing business activities.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 7.5.1 Identify routine activities for maintaining, disposing, retiring and replacing business facilities and equipment.
- 7.5.2 Implement a preventive maintenance program that considers workflow efficiencies and production requirements.
- 7.5.3 Monitor, evaluate and improve maintenance program.
- 7.5.4 Identify waste-reduction opportunities to improve costs, reduce environmental impact or obtain LEED certification.
- 7.5.5 Determine opportunities to "green" the workplace.
- 7.5.6 Evaluate the feasibility of obtaining LEED certification using LEED project site factors and evaluation criteria.
- 7.5.7 Evaluate emergency preparedness.
- 7.5.8 Describe factors to consider in managing space-renovation projects.
- 7.5.9 Develop a strategy to optimize the use of a facility's space to lower operating costs (e.g., space planning).
- 7.5.10 Evaluate options for securing facilities and office space to support growth, risk mitigation strategies (e.g., off-site data centers) and new ventures.

Outcome 7.6. Distribution and Logistics Management

Coordinate the movement of materials and information into an organization and the movement of finished products and services out of an organization efficiently and effectively to achieve organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 7.6.1 Explain the elements that influence the design of transportation, distribution and logistical strategies (e.g., geographical locations, transportation costs, storage capacities, process design, regulations).
- 7.6.2 Compare and contrast the transportation systems for tangible and intangible items (e.g., natural gas, electricity, telecommunications).
- 7.6.3 Analyze the cost structure and advantages and disadvantages of different transportation modes.
- 7.6.4 Analyze the impact of warehouse size and space layout on inventory management options, materials handling and logistical requirements.
- 7.6.5 Implement receiving and fulfillment processes to meet organizational goals.
- 7.6.6 Explain the impact of packaging on achievement of organizational goals, and choose appropriate packaging materials to pack products.
- 7.6.7 Develop and manage transportation plans or networks to meet customer requirements and to comply with domestic and international regulations.
- 7.6.8 Implement processes to comply with export or import licensing regulations and obtain releases and clearances to export products.
- 7.6.9 Describe commonly used metrics for evaluating transportation efficiency and effectiveness.
- 7.6.10 Execute product tagging and coding to track the movement of goods.
- 7.6.11 Examine reverse logistics' processes and costs, and describe strategies used to reduce costs.

Outcome 7.7. Supply Chain Management

Conduct supply chain management activities to coordinate supply-chain design and operations to achieve organizational goals and objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 7.7.1 Discuss the relationship between economic output and a society's standard of living.
- 7.7.2 Analyze the effects of inputs and outputs on productivity levels.
- 7.7.3 Describe supply chain's impact on customer satisfaction and perceived value.
- 7.7.4 Describe supply chains, and explain their integration with and influence on business activities and functions (e.g., product development, production, marketing, finance).
- 7.7.5 Trace and track the end-to-end supply-chain network.
- 7.7.6 Measure supply chain effectiveness, efficiency, adaptability and sustainability.
- 7.7.7 Evaluate risk factors and social economic trends affecting supply chain systems and the range of decisions available to management (e.g., sustainability focus, industry self-regulatory standards, globalization).
- 7.7.8 Identify opportunities to improve supply-chain processes through service levels, quality or cost enhancements.
- 7.7.9 Implement supply-chain management strategies.
- 7.7.10 Compare challenges in supply chain design and operations for national and multinational organizations.
- 7.7.11 Select strategies for improving customer and supplier relationships to support achievement of supply-chain goals.

Outcome 7.8. Operations Risk Management

Identify and execute strategies to reduce the risk of loss from operational failures to acceptable levels.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 7.8.1 Compare the costs of routine operational failures (e.g., execution errors, accidents, processing failures) with non-routine operational failures (e.g., fraud, conscious violation of professional ethics, acts of nature).
- 7.8.2 Identify foreign influences that increase the risk of routine and non-routine operational failures in multinational corporations.
- 7.8.3 Describe strategies for reducing the risk of routine and non-routine operational risk as staffing size and organizational complexity increase (e.g., automation, procedures, checklists).
- 7.8.4 Describe factors that create a chain of trust in the tracking of physical and non-physical assets.
- 7.8.5 Identify the operational risk factors associated with new ventures or business changes (e.g., new product, market, system, process).
- 7.8.6 Develop alternative strategy for performing operational duties in a disaster situation.

Strand 8. Process Management

Learners apply principles of business-process management to define, execute, visualize, analyze, measure and improve processes to achieve organizational goals.

Outcome 8.1. Business Process Analysis

Conduct business process analysis to identify, analyze, and solve business problems and improve process performance.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 8.1.1 Explain approaches for documenting business processes that identify risks, controls and performance issues.
- 8.1.2 Document the process activities, records or information and systems involved in business activities (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people).
- 8.1.3 Identify process requirements and performance expectations.
- 8.1.4 Identify measurements and metrics for evaluating process effectiveness and efficiency.
- 8.1.5 Identify and select approaches for acquiring and evaluating quantitative and qualitative business-process data (e.g., observation, re-performance, surveys, data analysis).
- 8.1.6 Identify a business problem, define data needs and constraints and assumptions, and communicate the scope of a business analysis project.
- 8.1.7 Make recommendations for areas of improvement in a business process, and quantify the costs and benefits.

Outcome 8.2. Data Research and Analysis

Apply structured approaches and tools to capture, analyze, and interpret data to assist in the achievement of organizational goals.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 8.2.1 Create databases to capture and manipulate structured data for problem-solving and business needs (e.g., reporting, compliance).
- 8.2.2 Distinguish among normal and abnormal variations, causality and correlation in patterns.
- 8.2.3 Explain factors used to select appropriate data analysis techniques (e.g., if-then rule, similarity-driven model, equation models, linear or non-linear regression).
- 8.2.4 Identify challenges associated with data analysis, implications on problem solving and potential solutions (e.g., if-then rule, missing data, microdata).
- 8.2.5 Explain factors used to challenge the usability of rules (e.g., support, confidence, target model performance [lift], actionable).
- 8.2.6 Describe the nature of mining unstructured data (e.g., online discussion forums, social networks, call scripts).
- 8.2.7 Evaluate data structures using data tables and field mapping.
- 8.2.8 Develop specifications that produce accurate and properly reported data.
- 8.2.9 Use statistical methods and software systems to aid in data interpretation.
- 8.2.10 Preserve, convert, or migrate existing data files; and analyze data using computer programs and scripts.
- 8.2.11 Integrate data mining (analytics) into business operations (e.g., issue identification, network analytics, web analytics, fraud analytics, customer analytics, risk analytics, web analytics).

Outcome 8.3. Project Management

Plan, manage, monitor and control projects to improve workflow, minimize costs and achieve intended project outcomes using planning and project-management tools.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 8.3.1 Compare and contrast the role and responsibilities of project sponsors, project managers, and project team members.
- 8.3.2 Explain the impact of expectation setting on project outcomes.
- 8.3.3 Define project objectives, scope, outputs, and resource requirements (i.e., project charter and statement of work).
- 8.3.4 Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources.
- 8.3.5 Manage project scope and activities as project progresses (e.g., identify scope changes, monitor critical path, update project activities).
- 8.3.6 Manage project schedule, resources, costs and quality as project progresses (e.g., review project completion status, identify potential delays, review costs, review drafts).
- 8.3.7 Monitor and communicate project status, issues and changes to stakeholders.
- 8.3.8 Manage the project team throughout the project to reduce conflict, minimize rework, and meet the project objectives (e.g., enforce ground rules, identify and provide training, facilitate cross-team communications, catalog and resolve issues, provide feedback).
- 8.3.9 Close project (e.g., obtain buyer acceptance, finalize billing, archive documentation).
- 8.3.10 Evaluate project results (e.g., compare project results to expectations, conduct surveys, review lessons learned), and recommend follow-up actions.

Outcome 8.4. Contract Oversight

Administer contracts to achieve organizational goals and minimize risk.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 8.4.1 Distinguish among types of contracts (e.g., oral, written, implied, transferable, nontransferable, vendor contracts, labor agreement, statement of work, master services agreement, letters of intent, memoranda of understanding).
- 8.4.2 Explain contract components and their associated risks, terms and conditions.
- 8.4.3 Identify financial arrangements in contracts and the financial information required to verify compliance with the contract terms (e.g., cost plus pricing, contingent pricing, time and materials pricing, profit-sharing, percentage-based fees).
- 8.4.4 Identify contract terms that might restrict future business activity (e.g., required credit rating, maximum debt-to-equity ratio, minimum cash reserve, prohibited lease transactions, shared information).
- 8.4.5 Identify contract terms that mandate reporting of financial and non-financial information, and establish processes to collect and submit required information.
- 8.4.6 Develop process to monitor contract terms for compliance and to protect against breach of contract or default.
- 8.4.7 Determine strategies to manage compliance of outsourced and hosted service providers.
- 8.4.8 Describe options available to resolve breach of contract efficiently and effectively to reduce business loss (e.g., renegotiation of terms, settlement).
- 8.4.9 Explain factors considered when evaluating acceptance of offers.
- 8.4.10 Plan for contract terminations.
- 8.4.11 Maintain contract compliance documentation for required timeframe.

Outcome 8.5. Financial Operations

Develop foundational skills and knowledge to execute the operational processes in financial institutions.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

- 8.5.1 Describe lines of business (e.g., retail, commercial), and identify products and product features.
- 8.5.2 Describe functions of operations departments in financial-services companies (i.e., banking, insurance, and securities operations), and explain their interdepartmental and intercompany dependencies.
- 8.5.3 Perform transaction-execution support, recording, processing and settlement (e.g., input deposit, process check, record securities buy or sale, scan and index documents).
- 8.5.4 Manage customer accounts in accordance with policies and governmental mandates (e.g., verify information, complete required forms, report mandated information).
- 8.5.5 Explain segregation of duties controls (e.g., dual vault control).
- 8.5.6 Analyze unique physical and information security risk factors applicable to financial services.
- 8.5.7 Recommend strategies to address the unique physical and information security risk factors applicable to financial services.
- 8.5.8 Perform daily branch operating procedures (e.g., process cash deposits and withdrawals, perform currency exchanges, balance drawer).
- 8.5.9 Use techniques to underwrite loan and insurance applications.
- 8.5.10 Service loans and accounts in accordance with applicable regulations (e.g., mortgage, trust, agency).
- 8.5.11 Handle problem loans and accounts.
- 8.5.12 Investigate and process insurance claims (e.g., conduct interviews, inspect property, review medical reports, assign value, compile report).
- 8.5.13 Negotiate insurance claims.
- 8.5.14 Analyze claim activity for fraud.
- 8.5.15 Calculate, record and analyze commissions.

Outcome 8.6. Medical Operations

Develop foundational skills and knowledge to execute the operational processes in medical offices.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 8.6.1 Register, screen and direct patients and non-patient visitors.
- 8.6.2 Adapt patient handling approach to address cultural needs of different patient groups (e.g., elderly, non-native English speaking).
- 8.6.3 Prepare data for a referring physician.
- 8.6.4 Recognize and respond to medical emergencies based on protocols, standard triage procedures and first aid and cardiopulmonary resuscitation (CPR) practices.
- 8.6.5 Conduct telephone triage procedures to obtain information required to identify urgency of needs and to direct phone calls properly.
- 8.6.6 Determine the cause of denied insurance claims, and recommend follow-up actions to resolve claims.
- 8.6.7 Process payments on accepted insurance claim, and post adjustments and write-offs.
- 8.6.8 Initiate procedures to collect remaining balances (e.g., bill patient responsibility, initiate secondary insurance claim).
- 8.6.9 Analyze and establish fee schedules and discounts.
- 8.6.10 Manage a scheduling and registration system (e.g., monitor patient flow, verify insurance coverage, confirm appointments, process referrals).
- 8.6.11 Complete and maintain the medical office credentialing process.
- 8.6.12 Prepare for on-site inspection by credentialing authority.

Outcome 8.7. Medical Billing and Coding

Code and bill medical procedures in accordance with applicable requirements and guidelines.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X		

Competencies

- 8.7.1 Explain the need for standardized patient terminology in insurance coding and processing.
- 8.7.2 Identify coding conventions used to obtain standardization.
- 8.7.3 Explain the health-care insurance system and factors impacting processing and payment of insurance claims (e.g., eligibility, insurance networks, primary and secondary providers).
- 8.7.4 Identify the appropriate section of authorized resources (e.g., ICD-10-CM alphabetical index and tabular list) to locate and assign a code at the highest level of detail required for the code to be valid.
- 8.7.5 Identify condition modifiers that impact code selection (e.g., acute or chronic condition, late effects, secondary manifestations or complications, threatened condition, laterality, syndromes).
- 8.7.6 Identify diagnoses and conditions that have specific coding guidelines in addition to general guidelines (e.g., Human Immunodeficiency Virus [HIV], antibiotic resistant infections, sepsis, neoplasms, blood diseases), and evaluate factors influencing the reporting and collection of data on these diagnoses or conditions.
- 8.7.7 Code diseases for human anatomical systems (e.g., endocrine, nervous, circulatory, respiratory, digestive, musculoskeletal).
- 8.7.8 Code obstetric and perinatal conditions and progressions.
- 8.7.9 Code external causes of injury, poisoning and morbidity.
- 8.7.10 Code outpatient services.
- 8.7.11 Distinguish between principal diagnosis and additional diagnoses.
- 8.7.12 Complete required procedures and insurance forms for private insurance carriers, self-pay patients and government-insured patients using the coding of the International Classification of Diseases (ICD10) and Current Procedural Terminology (CPT) coding systems.
- 8.7.13 Identify required data elements, and manage the conversion of patient information to electronic medical records (e.g., manage data collection; process consent forms; input, review, edit documents).

Strand 9. Financial Analysis and Evaluation

Learners apply principles of financial and managerial accounting to accurately summarize, record, report and analyze financial data; evaluate investment opportunities and businesses; and recommend portfolio investments.

Outcome 9.1. Financial Principles

Apply tools, strategies and systems to plan and monitor the use of financial resources.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 9.1.1 Compare and contrast types of business, types of business ownership and the role of profit and taxes in influencing business structure.
- 9.1.2 Explain the principles of domestic and international financial exchange that influence business strategy (e.g., forms of exchange, types of currency, time value of money).
- 9.1.3 Explain the impact of tariffs, dumping and prohibited transaction rules on the financial performance of foreign operations.
- 9.1.4 Determine risks to short-term and long-term business strategy using critical information on financial documents (e.g., pay register, bank statements, income tax forms, financial statements).
- 9.1.5 Explain how accounting and accounting standards impact business financial performance, and distinguish between cash and accrual methods of accounting.
- 9.1.6 Distinguish among profit, cash flows and return-on-investment (ROI) measures; and identify factors that could cause different outcomes within these three measures of business performance.
- 9.1.7 Interpret cost-benefit analysis and revenue analysis (e.g., total revenue, marginal revenue, output, profit).
- 9.1.8 Describe fiscal year and the factors driving businesses to select different fiscal years in different industries.
- 9.1.9 Calculate sales and financial ratios.
- 9.1.10 Forecast sales, and interpret financial ratios.
- 9.1.11 Calculate insurable losses.
- 9.1.12 Review and analyze business tax returns to profile a business.
- 9.1.13 Compare and contrast financing options for domestic and international markets.
- 9.1.14 Monitor and calculate profitability and return on investment (ROI).
- 9.1.15 Explain the impact of net present value and opportunity costs on capital investment decisions.

Outcome 9.2. Corporate Investments

Implement tools and strategies to evaluate business performance for investment purposes.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

- 9.2.1 Identify sources of and interpret securities information.
- 9.2.2 Interpret changes in equity.
- 9.2.3 Explain capital markets and corporate valuation models used in finance.
- 9.2.4 Compare business performance within and across industry sectors using financial analysis (e.g., ratio analysis, trend analysis, fundamental analysis).
- 9.2.5 Predict business performance using financial statements and financial analysis, and describe the limitations of financial analysis.
- 9.2.6 Describe how a business's financial needs at different stages of development may impact performance and company value.
- 9.2.7 Explain how business decisions influence capital market prices (i.e., stocks and bonds) and company value.
- 9.2.8 Predict bankruptcy potential for a business.
- 9.2.9 Compare asset allocation strategies, risk profiles and investment objectives.
- 9.2.10 Select investments that generate revenue for clients, comply with securities laws and regulations, fit within diversification and portfolio management strategies and achieve client's financial goals and objectives.

Outcome 9.3. Financial Risk Management

Implement tools and strategies to evaluate business performance for investment purposes.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

- 9.3.1 Evaluate and forecast company performance using business ratios (e.g., liquidity ratios, efficiency ratios, debt leverage ratios, market ratios) and peer-to-peer comparisons; and identify incongruent relationships for further review.
- 9.3.2 Calculate internal performance measures (e.g., product-line profitability, business unit profitability, return on investments, working capital).
- 9.3.3 Calculate cash needs using the time value of money.
- 9.3.4 Analyze the impact of changes in benchmark rates on lending and borrowing costs (e.g., fed funds rate, 10-year treasury rate, London Interbank Offered Rate [LIBOR]).
- 9.3.5 Set achievable business financial goals using internal and external economic indicators.
- 9.3.6 Measure cost-effectiveness of expenditures.
- 9.3.7 Analyze transactions and accounts (e.g. purchases, sales, sales returns and allowances) to identify manageable risks and opportunities.
- 9.3.8 Determine aspects of international corporate finance impacting company performance (e.g., transaction exposure, financing costs).
- 9.3.9 Determine financial risk-management techniques and associated risks (e.g., derivative contracts, insurance, indemnity agreements, self-insured retentions, captives).
- 9.3.10 Describe factors influencing retirement plan administration and selection of an administrative agent.

Outcome 9.4. Internal Controls

Establish suitable internal controls to ensure the proper recording and reporting of transactions in compliance with applicable standards.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	

Competencies

- 9.4.1 Describe the impact of financial reporting and internal control regulations on control requirements (e.g., Sarbanes-Oxley Act of 2002, Dodd-Frank Wall Street Reform Act, Model Audit Rule, Government Accountability Standards).
- 9.4.2 Assess and identify the risk of errors and fraud in transactions and accounts (e.g., unusual activity, abnormal variations).
- 9.4.3 Assess the effectiveness of internal controls.
- 9.4.4 Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, capital asset controls, data protection, personal information controls).
- 9.4.5 Inspect and ensure the continued functioning of internal controls.
- 9.4.6 Analyze the impact of organizational growth and complexity on the effectiveness of internal controls.

Outcome 9.5. Financial Accounting

Track, record, and summarize financial transactions to enable accurate reporting of financial activity to external parties.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

- 9.5.1 Describe how basic accounting principles and requirements of accounting-standards setting bodies impact the accounting and auditing process (e.g., Generally Accepted Accounting Principles [GAAP], required set of financial statements).
- 9.5.2 Explain the accounting concepts that form the basis for accounting systems that comply with GAAP (e.g., accounting cycle, accounting method, accounting equation).
- 9.5.3 Create a GAAP-compliant chart of accounts providing a sufficient level of detail to support other managerial objectives (e.g., cost center reporting).
- 9.5.4 Predict balance sheet changes using the accounting equation and account characteristics (e.g., debit or credit).
- 9.5.5 Classify and record standard business transactions (e.g., cash, accounts receivable, accounts payable, inventory, plant assets) to the general ledger using journals and reconciliation rules to reduce errors.
- 9.5.6 Identify, evaluate and determine the accounting for nonstandard transactions.
- 9.5.7 Record adjusting entries, closing entries and post-closing correcting and reversing entries to general ledger accounts using journals (e.g., depreciation, allowances, consolidation).
- 9.5.8 Classify asset and liability accounts into current and non-current categories.
- 9.5.9 Manage accounting processes in accordance with accounting standards and organizational policies and procedures (e.g., cash, accounts receivable, accounts payable, inventory usage valuation, payroll expenses and benefits, long-term assets, intangible assets).
- 9.5.10 Summarize accounting data in trial balances, worksheets and financial statements.
- 9.5.11 Perform procedures to validate accuracy of accounting data, to identify errors and to make corrections (e.g., review trial balance, reconcile cash, proof ledgers, count inventory).
- 9.5.12 Calculate and process tax and benefit payments.
- 9.5.13 Perform automated accounting functions using available hardware and software applications.
- 9.5.14 Identify and preserve accounting information in compliance with regulations and policies.

Outcome 9.6. Financial Reporting and Auditing

Perform specialized accounting; and summarize, report and evaluate the accuracy of a company's financial information.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

- 9.6.1 Explain the importance of accurately reporting a business's financial position and activities, the types of systems that are used for that purpose (i.e., tax systems, financial and cost systems) and the linkage to operational systems (i.e., enterprise systems).
- 9.6.2 Determine the level and type of reporting required to achieve business objectives; and comply with regulatory requirements (e.g. compilation, audit, GAAP, International Financial Reporting Standards [IFRS], Small- and Medium-Sized Entities [SME] Financial Reporting Framework, fund accounting).
- 9.6.3 Account for partnership activity and allocation of partnership profits and losses in accordance with partnership agreements.
- 9.6.4 Account for corporate equity activity (e.g., stock issuance, dividends, stock repurchases).
- 9.6.5 Account for specialized transactions (e.g., acquisitions, disposals).
- 9.6.6 Describe the elimination process to account for consolidated entities and the purpose of consolidated financial reports.
- 9.6.7 Determine accounts and transactions requiring adjustments for local versus international accounting requirements.
- 9.6.8 Identify tax accounting differences (e.g., accelerated depreciation).
- 9.6.9 Analyze financial statements and accounts to prepare supplemental schedules and reports that comply with reporting requirements (e.g., notes to financial statements, management discussion and analysis, sustainability disclosures, earnings per share disclosure).
- 9.6.10 Prepare and file financial reports and business tax returns.
- 9.6.11 Identify the requirements associated with planning, conducting, supervising and reporting the results of internal and external audits in accordance with auditing and attestation standards and state regulations.
- 9.6.12 Comply with internal and external confidentiality and non-disclosure requirements.

Outcome 9.7. Managerial Accounting

Track, report and analyze a company's financial information to enable decision-making by internal parties.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 9.7.1 Select cost accounting technique, and determine processes and procedures required to effectively and efficiently implement it.
- 9.7.2 Track and allocate costs to projects and cost centers (e.g., job order cost sheets, standard cost application, overhead calculation).
- 9.7.3 Apply cost accounting techniques to challenge prices and to calculate cost of goods sold (e.g., job and process costing, activity-based costing).
- 9.7.4 Calculate break-even; and analyze cost, volume and profit variances (c-v-p).
- 9.7.5 Set break-even and c-v-p targets.
- 9.7.6 Apply cost and revenue data for short-term and long-term decision-making, strategic planning and forecasting.
- 9.7.7 Project future revenues and expenses for budgeting and forecasting purposes.
- 9.7.8 Interpret pro-forma financial statements (e.g., balance sheet, income statement, cash flow statement) to determine impact of a proposed action.
- 9.7.9 Develop budgeting process (e.g., top-down, bottom-up, incremental) to support business goals and objectives.
- 9.7.10 Prepare budget and forecast reports (e.g., overhead, production, operating, capital expenditure) and budgeted operating statements using preliminary budget detail.
- 9.7.11 Calculate quality costs (e.g., prevention, appraisal, failure).
- 9.7.12 Improve budgeting and forecasting accuracy.

Strand 10. Strategic Management

Learners apply principles of corporate planning and analysis, product development, and cash and capital management to manage the liquidity and solvency of an organization; define strategies; and establish tactical plans to successfully implement strategies.

Outcome 10.1. Strategic Planning

Implement planning tools to guide organization’s or department’s activities.

An “X” indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 10.1.1 Describe the strategic-planning process in an organization and the relationship between strategic planning, organizational business plans and departmental plans.
- 10.1.2 Define business mission.
- 10.1.3 Translate the business mission into departmental imperatives.
- 10.1.4 Conduct an organizational or departmental situational analysis of the internal and external environment to support development of a strategic plan.
- 10.1.5 Identify and benchmark key performance indicators (e.g., dashboards, scorecards) and key risk indicators.
- 10.1.6 Develop and communicate time-bound company or departmental vision, goals and objectives.
- 10.1.7 Develop strategic action plans at the departmental level to achieve goals and objectives (e.g., marketing, research and development, procurement, production, human resources, information technology).
- 10.1.8 Track achievement of goals and objectives using benchmarking techniques and internal information.
- 10.1.9 Determine the effectiveness of the strategic-planning process.
- 10.1.10 Describe the process and structure of business planning.

Outcome 10.2. Strategic Execution

Apply the principles and concepts used to align organizational and departmental strategies with tactical execution plans.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 10.2.1 Identify activities required to support the strategic goals, objectives and plans of the organization; and adjust departmental focus.
- 10.2.2 Identify functions, skills and capabilities required to execute strategy; and determine whether those skills and capabilities are present or available.
- 10.2.3 Compare options for departmental structure, and evaluate their ability to support plan execution (e.g., in-house or outsourced; centralized, remote, hybrid; cross-functional teams or specialized groups).
- 10.2.4 Describe the relationship of departmental strategies to departmental goals and objectives.
- 10.2.5 Determine departmental policies required to support strategy.
- 10.2.6 Explain uses of and differences in financial and operational information analysis (e.g., financial KPIs, marketing KPIs, logistics KPIs), and identify metrics that promote a balanced and successful approach to execute strategy.
- 10.2.7 Determine alternative actions to take when goals are not being met (e.g., modify tactics, increase allocated resources, challenge goals, identify exit options).
- 10.2.8 Determine factors influencing the organizational structure and strategies for foreign businesses.

Outcome 10.3. Change Management

Adapt to, manage, and create change initiatives in an organization to accomplish organizational objectives.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 10.3.1 Explain the internal and external factors that create resistance to change, and describe their impact on the speed of change.
- 10.3.2 Describe the relationship among innovation, learning and change.
- 10.3.3 Compare and contrast strategies and approaches for leading changes involving how things are done (second-order change) versus organizational values and culture (third-order change).
- 10.3.4 Evaluate opportunities for company or departmental changes.
- 10.3.5 Identify the factors considered in establishing organizational development objectives to support change initiatives.
- 10.3.6 Analyze the factors included in a change-management initiative.
- 10.3.7 Explain the change-management life cycle and its relationship with project management.
- 10.3.8 Measure the success of change efforts.

Outcome 10.4. Cash Management

Monitor and control internal and external cash flows and currencies.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

- 10.4.1 Prepare short-term, medium-term and long-term cash budgets to determine a company's cash requirements.
- 10.4.2 Develop strategies to meet company's cash requirements.
- 10.4.3 Determine payment and collection system structure that minimizes amount of cash required to fund daily operations and associated limitations and requirements (e.g., National Automated Clearinghouse Association [NACHA]).
- 10.4.4 Identify strategies for managing the risks associated with opening, managing and closing corporate bank accounts (e.g., Payment Card Industry [PCI] compliance/Health Insurance Portability and Accountability Act [HIPAA]).
- 10.4.5 Manage the use and acceptance of credit cards.
- 10.4.6 Manage extensions of credit to customers and vendors.
- 10.4.7 Select strategies for making and receiving international payments, loans and investments.
- 10.4.8 Select working capital improvement strategies (i.e., receivables, payables and inventory).
- 10.4.9 Use variance analysis to correct errors in forecasts and budgets.

Outcome 10.5. Capital Management

Explain capital structures used to support organizational liquidity and solvency.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
	X	

Competencies

- 10.5.1 Select technique to analyze proposed capital investments based on advantages, disadvantages and available information (e.g., payback, net present value, internal rate of return).
- 10.5.2 Select appropriate technique to evaluate and prioritize business project funding (e.g., discounted cash flows, marginal analysis, cost-benefit analysis).
- 10.5.3 Evaluate the impact of capital-expenditures budgets on liquidity, competitiveness, solvency and goal-setting.
- 10.5.4 Explain the impact of mandatory cash levels, or reserves, established by legal or regulatory requirements, as applicable, on capital plans (e.g., legal capital, loan loss reserves, net capital reserves, statutory minimum capital, surplus requirements).
- 10.5.5 Describe the requirements for using capital market securities as a source of financing.
- 10.5.6 Identify factors impacting dividend policy, and evaluate dividend impact.
- 10.5.7 Select a dividend policy.
- 10.5.8 Assess the impact of capital transactions on the cost of debt, cost of equity, cost of capital and minimum capital requirements.
- 10.5.9 Describe factors to consider in evaluating mergers and acquisitions, restructuring opportunities and divestiture options.
- 10.5.10 Describe the factors to consider in establishing domestic and international tax strategies.

Outcome 10.6. Product Development

Generate, screen and develop ideas into new products and services that can be commercialized.

An "X" indicates that the pathway applies to the outcome.

Business Management and Administrative Services	Finance	Marketing
X	X	X

Competencies

- 10.6.1 Generate ideas for new products and services using innovation skills, creative-thinking techniques and crowdsourcing.
- 10.6.2 Develop decision-making criteria, and define the decision-making process that will be used to screen ideas for feasibility.
- 10.6.3 Research the potential costs, revenues and profits and marketing strategy of the new product or service (i.e., conduct feasibility study).
- 10.6.4 Consider legal restrictions and requirements impacting the sale and marketing of new products and services (e.g., non-disclosure agreements, non-compete agreements, statement-of-work, master service agreements).
- 10.6.5 Determine and solicit the involvement of other business functions and resources to test product ideas, and evaluate product ideas against existing portfolios and strategies.
- 10.6.6 Coordinate development of prototype or proof-of-concept.
- 10.6.7 Evaluate and apply product-development system to speed commercialization time while meeting other business objectives (e.g., stage-gate, synapse, agile).
- 10.6.8 Determine resources available to advance ideas to the commercialization stage in either an intrapreneurship or entrepreneurship capacity (e.g., grants, business-development agencies and incubators, partnerships, joint ventures).
- 10.6.9 Create a business plan.
- 10.6.10 Implement the initial steps to establish a business (e.g., select business structure, complete legal and regulatory filings, establish financial and tax accounts).
- 10.6.11 Identify the purposes and the components of a business plan.

Webb's Depth of Knowledge Analysis

This analysis identifies Webb's Depth of Knowledge (DOK) level for each competency organized into strands and outcomes based on the four levels of DOK:

1. Recall and reproduction
2. Skills and concepts
3. Short-term strategic thinking
4. Extended thinking.

Assigning competencies to a level in the DOK involves consideration of the competency's complexity, students' prior knowledge requirements, and the mental processes used.

Strands	Outcomes	DOK	Competencies
Business Foundations	Business Activities	1	
			2.1.1 Explain the reasons that businesses and organizations exist and their role in society, and describe types of business models.
			2.1.2 Describe the business changes that are occurring in response to the external environment in which businesses operate.
			2.1.3 Describe types of business activities, or functions (e.g., accounting, finance, human resources management, information management, marketing, operations, sales and strategic management); the interactions among business functions, or activities; and the differences in implementation that occur in big versus small business.
			2.1.4 Explain forces that are driving business changes (e.g., globalization, consumer demand, government policies, political climate, diversity, spending trends, industry structure changes) and how organizations are adapting to today's business environment (e.g., proactive management, competitive aggression, innovative management, agile management, organizational learning, market orientation, slack resources).
		2	2.1.5 Describe the need for and role of accounting and finance (e.g., understanding accounting treatment, verifying information, analyzing variances, guiding decision-making), and explain how they interact with and impact other business activities or functions.
			2.1.6 Explain the role and function of human resources management, describe its interactions with other functional areas, and identify its contributions to an organization.
			2.1.7 Explain the nature and scope of information management and its contributions to business operations.
			2.1.8 Describe marketing's role and function in business and its contributions to overall business strategy.
			2.1.9 Explain factors that motivate customers, clients and businesses to buy and actions employees can take to achieve the company's desired results.
			2.1.13 Identify ways that technology impacts business activities.

Strands	Outcomes	DOK	Competencies	
Business Foundations		3	2.1.14 Describe the evolution of business.	
			2.1.10 Describe connections between company actions and results (e.g., influencing consumer behavior, gaining market share).	
			2.1.11 Differentiate between operations and supply chain, and describe their components, or activities, and contributions to business.	
			4	2.1.12 Explain the nature of management and levels of management (e.g., front line, middle management, executive).
	Economic Principles		1	
			2	2.2.1 Describe the concepts of economic goods and services, economics and economic activities (i.e., production, distribution, exchange, consumption and circular flow of income model).
				2.2.2 Explain types of economic resources, competition and economic systems (e.g., traditional, command, market); and describe the systems' characteristics, their advantages and disadvantages and impact on business.
				2.2.3 Identify the impact of small business and entrepreneurship on market economies.
				2.2.4 Determine economic utilities created by business activities (e.g., time, place, possession, form or task).
				2.2.5 Determine types of business risks (e.g., pure, speculative, natural, human, economic).
2.2.6 Distinguish between gross and net profit, identify factors affecting a business's profit (e.g., demand, chance, pricing, expenses, costs, the economy), and recognize controllable and non-controllable expenses.				
2.2.7 Determine the relationship between government and business, identify government agencies that facilitate trade, and describe the impact of government regulations on business activities.				
2.2.8 Describe the nature of taxes paid by businesses and their impact.				
2.2.9 Explain the concept of productivity, how it is measured and its importance to business.				
			2.2.12 Explain the impact of the law of diminishing returns and the concept of economies of scale.	
			2.2.13 Describe the types of market structures (e.g., monopolistic, monopsonistic).	
			2.2.14 Explain the role of the Federal Reserve System, describe ways that it influences the availability of money and credit, and describe ways that it adjusts the money supply.	
			2.2.15 Describe the phases of business cycles (i.e., expansion, peak, contraction, trough) and industry cycles (i.e., start-up or innovations, dominance, shakeout or consolidation, maturity, decline), benefits of understanding them, their internal and external causes, their impact on business and ways businesses deal with the different phases.	

Strands	Outcomes	DOK	Competencies
Business Foundations		3	2.2.11 Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process.
		4	2.2.10 Analyze the impact of specialization and division of labor on productivity.
	International Business	1	
		2	2.3.1 Describe the global environment in which businesses operate, identify leading economies, and explain how the global environment impacts a business's overall global strategy.
			2.3.2 Describe market-entry strategies for conducting business globally (e.g., import and export, technology licensing, franchising, wholly owned branch and subsidiary operations, joint ventures, consortia) and the considerations impacting the decision to offer goods or services globally.
			2.3.3 Explain the nature of global trade and the impact of cultural and social environments on it.
		3	2.3.4 Explain labor issues associated with global trade.
			2.3.5 Describe the impact of the political environment on global trade (e.g., type of government, political stability, government policies about business).
			2.3.6 Explain the impact of a country's or area's geography and history on global trade.
			2.3.7 Explain the impact of a country's economic development on global trade (e.g., type of economic system, natural resources, educational level, types of industries, infrastructure, technology availability or adoption).
			2.3.8 Describe the impact of digital communication tools (e.g., Internet, video- and computer conferencing, webcasts, email, social media, digital communications) on global business activities.
			2.3.9 Identify examples of emerging economies, and describe their potential impact on business activities.
			2.3.10 Describe product standards' issues associated with global business.
			2.3.11 Explain the nature of global legal systems (e.g., civil or code, common, statutory), their impact on global trade and the approaches and legal recourse available to resolve disputes in global markets.
			2.3.12 Explain regulations governing bribery and foreign monetary payments, and describe their impact on business.
2.3.13 Describe costs associated with global business, methods used to analyze those costs and the role of outsourcing and offshoring in cost management.			
2.3.14 Describe customs regulations, their impact on global business and the government agencies that facilitate trade.			
4	2.3.15 Analyze U.S. competitiveness at a global level for different industries, and describe factors impacting competitiveness.		

Strands	Outcomes	DOK	Competencies
Business Foundations	Business Processes	1	
		2	2.4.6 Identify reasons that business processes change. 2.4.7 Describe business-process management, the role of IT and the integration of social networking into business-process performance.
		3	2.4.1 Explain the impact of organizational design (e.g., reporting lines) on business process design. 2.4.2 Identify types of business processes, their purposes (e.g., added customer value, increased efficiencies), their characteristics, their components (e.g., events, activities, decision points, metrics) and their interrelationships. 2.4.3 Describe the importance of outcomes and value in business processes and the business problems created by inefficient business processes (e.g., unhappy customers, increased costs, missed deadlines, frustrated coworkers). 2.4.4 Describe the relationship among policies, processes and procedures. 2.4.5 Compare business-process thinking with results-oriented thinking, and explain how business-process thinking helps to break through a business's functional silo mentality. 2.4.8 Explain how the need to protect assets and reduce the risk of fraud impacts the design of business processes (e.g., segregation of duties, internal controls).
		4	

Strands	Outcomes	DOK	Competencies
Business Relationships	Customer Relations	1	
		2	3.1.1 Explain the nature of positive customer, or client, relations and their role in keeping customers; and describe the importance of meeting and exceeding customer expectations.
			3.1.7 Describe the scope of customer-relationship management to show its contribution to business.
		3	3.1.9 Identify opportunities to use crowdsourcing to engage customers or clients, to improve customer or client relationships, to promote brand and to solicit new ideas and solutions.
			4
		3.1.2 Compare the cost to acquire customers with the cost to maintain customers, and explain how these costs impact business strategy and influence which customers to maintain.	
		3.1.3 Apply a customer-service mindset in a culturally appropriate manner (e.g., respond to customer inquiries; reinforce service through effective, ongoing communication).	
		3.1.4 Build rapport with customers, and use this rapport to inform customers about company policies, consequences of noncompliance with recommendations or requirements and service or account terminations.	
		3.1.5 Maintain confidentiality or privacy of internal and external customers.	
		3.1.6 Reinforce company's image and culture to exhibit the business's brand promise.	
	3.1.8 Build, maintain and improve relationships with customers, or clients; and promote brand and solicit new ideas and solutions using social media.		
	3.1.10 Confer with patients about their rights and responsibilities as stated in the Patient Bill of Rights, the legal ownership of medical records, advanced directives and informed consent.		
	Relationship Management	1	
		2	3.2.8 Describe the nature of organizational culture and its impact on business, and interpret and adapt to a business's culture.
3.2.12 Describe ways that businesses build positive employer-employee relationships.			
3		3.2.7 Identify when and how to take risks to achieve objectives.	
4		3.2.1 Recognize, value, and leverage personality types in business situations.	
		3.2.2 Adapt management style to the personality type of others.	
	3.2.3 Align personal vision and goals with organizational or departmental goals, objectives and initiatives.		
	3.2.4 Adapt to and lead workplace changes or situations.		
		3.2.5 Manage crises in relationships.	

Strands	Outcomes	DOK	Competencies
Business Relationships			3.2.6 Determine the nature of office politics, and overcome problems and difficulties associated with office politics and turf wars. 3.2.9 Establish strategic relationships with others. 3.2.10 Share best practices with key individuals and groups within and outside the business. 3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth.
	Business Communications Management	1	
		2	3.3.2 Explain how the content of written communications (e.g., email, text messages, chats) creates reputational, legal and regulatory exposure for organizations; and describe how to manage the risk individually and collectively.
		3	3.3.1 Identify organizational communication hierarchies, and select the appropriate communication strategy to use for the hierarchy.
		4	3.3.3 Adapt personal communication style to audiences in virtual intercultural environments. 3.3.4 Implement strategies to solicit feedback. 3.3.5 "Sell" ideas to internal and external audiences. 3.3.6 Communicate the business's plans, strategies and procedures; and verify the understanding of recipients. 3.3.7 Develop, implement, monitor and adjust communications plan to meet the information needs of internal and external customers. 3.3.8 Collaborate on and aggregate complex internal documents to create a common voice that is vision, mission and brand-consistent. 3.3.9 Conduct creative briefing, and gain commitment from clients. 3.3.10 Develop a crisis-management plan to control communications and mitigate damage to company's image. 3.3.11 Develop an integrated approach for social media content creation that provides for consistent branding and messaging across channels for original and repurposed content. 3.3.12 Repurpose content for use in business communications. 3.3.13 Interpret research data into information for decision-making (e.g., interpret descriptive statistics, correlations), and translate findings into actionable business recommendations. 3.3.14 Communicate research information to others (e.g., display data in charts or graphs, prepare presentations, prepare written reports).

Strands	Outcomes	DOK	Competencies
Business Relationships	Social Media Communications	1	
		2	3.4.1 Describe the impact of a person's social media brand on the achievement of organizational goals.
			3.4.2 Compare and contrast the use of social media for personal and business purposes.
		3	3.4.3 Evaluate the impact of mobile-device capabilities and usage patterns on social media effectiveness.
			3.4.11 Identify opportunities and trends in the social media space (e.g. demographic preferences).
			3.4.13 Identify emerging customer trends through social networking.
		4	3.4.4 Establish and implement approaches to grow following and engagement, both paid and organic.
			3.4.5 Maintain a consistent brand voice in social content that resonates with the community and fits the platform.
			3.4.6 Monitor user-generated content (UGC), and moderate social chats.
			3.4.7 Escalate social comments as necessary to solicit appropriate responses and highlight opportunities.
			3.4.8 Maintain and manage day-to-day content on social platforms and company's community-based forums.
			3.4.9 Develop and package content for social distribution, showcase articles, video, galleries and shows.
			3.4.10 Monitor daily social media analytics to gauge success of social media efforts and initiatives.
3.4.12 Implement an integrated social media strategy that complies with legal requirements and company policy.			

Strands	Outcomes	DOK	Competencies
Business Governance	Enterprise Risk Management	1	4.1.9 Describe the elements of an enterprise risk-management policy.
		2	4.1.1 Explain the role of enterprise risk management in protecting and creating value for stakeholders (e.g., owners, employees, customers, regulators, vendors, society).
			4.1.2 Describe the impact of governmental and self-regulatory agency requirements on the structure, focus and cost of enterprise risk management.
			4.1.3 Describe ways that businesses prevent, control, transfer and retain risks.
			4.1.5 Describe quantitative and qualitative approaches to measuring and analyzing risk.
		3	4.1.4 Identify events (e.g., disasters, cyber-attacks, product launch) and stakeholder activities (e.g., supplier bankruptcy, rogue employee, compromised personal information, competitor exit) that could facilitate or prevent an organization from achieving its objectives; i.e., risk at the organizational level.
			4.1.6 Distinguish among key risk indicators, key performance indicators and process indicators.
	4.1.10 Compare business governance and data governance issues and strategies.		
	4	4.1.7 Develop a risk appetite goal using the risk-reward relationship.	
		4.1.8 Select strategies for managing risk (e.g., strategic planning, insurance, internal controls, policies and procedures, good hiring procedures, training, tracking performance, self-regulation), for responding to risky situations and for recovering from disasters.	
4.1.11 Execute strategies for managing portfolio risk that consider business risk tolerance and financial and operational goals.			
Enterprise Risk Management for Financial Institutions	1	4.2.1 Explain key banking and insurance calculations (e.g., interest, annual percentage rate, exchange rates, RAROC [Risk-Adjusted Return on Capital], claim loss ratio) and requirements established in regulatory guidelines.	
		4.2.2 Explain rating systems and guidelines used by regulatory agencies to assess a financial institution's compliance (e.g., CAMELS [Capital Adequacy, Asset Quality, Management Administration, Earnings, Liquidity and Sensitivity]) and the rules regarding use and disclosure.	
	2	4.2.3 Explain the risks associated with banking services (e.g., default, fraudulent transactions, falsified information) and techniques used to manage these risks for a financial institution (e.g., loan criteria, credit-based scoring models, identity verification).	
		4.2.4 Explain the risks associated with insurance services (e.g., underwriting, claims) and techniques used to reduce, mitigate and measure risks at the enterprise level (e.g., insurability provisions, credit-based scoring models, actuarial sciences, reinsurance).	

Strands	Outcomes	DOK	Competencies	
Business Governance			4.2.5 Explain the risks associated with securities products and trust services (e.g., suitability, risk of loss) and strategies used to manage these risks for a financial institution (e.g., investment profiles, validated asset allocation models, disclosures).	
		3	4.2.6 Interpret banking and insurance risk measures and metrics (e.g., interest rate risk, liquidity risk, credit risk, underwriting risk).	
		4		
	Compliance		1	
			2	4.3.1 Compare and contrast internal and external authoritative sources of compliances standards (e.g., legal code, government agencies and self-regulatory organizations), the types of institutions governed and the penalties associated with noncompliance. 4.3.2 Explain the impact of compliance requirements on business structure, functions (e.g., marketing, information technology, human resources), products and services and pricing. 4.3.4 Describe the factors that influence compliance program costs, effectiveness and value (e.g., organizational size and structure, accreditation, incentives availability). 4.3.9 Explain the value and purpose of compliance assessment activities (e.g., due-diligence reviews, internal audits, work plan reviews).
			3	4.3.3 Explain the elements of a compliance program and how requirements and expectations differ across industry sectors (e.g., financial services, healthcare, consumer products, restaurants food and beverages). 4.3.8 Identify strategies for managing professional liability and malpractice risks (e.g., incompetent or impaired physicians, unnecessary procedures, patient or customer misconduct, service or medical errors, lack of training, poor documentation).
			4	4.3.5 Develop the elements of a basic compliance program to promote consistent behaviors (e.g., policies, procedures, training). 4.3.6 Analyze existing policies, procedures and documents to ascertain compliance with regulatory requirements (e.g., Centers for Medicare and Medicaid Services [CMS], Health Insurance Portability and Accountability Act [HIPAA]) and self-regulatory guidelines. 4.3.7 Monitor compliance with organizational or departmental compliance policies and procedures (e.g., continuing education requirements, prevention of fraudulent practices, record falsification or alteration, patient or customer abuse, lack of follow-up).

Strands	Outcomes	DOK	Competencies
Business Governance	Legal Environment	1	<p>4.4.2 Describe consumer rights and responsibilities, services provided by consumer protection agencies and consumer protection laws.</p> <p>4.4.4 Describe advertising laws and regulations in digital and brick-and-mortar business environments.</p> <p>4.4.11 Describe forms of bankruptcy and bankruptcy proceedings, and explain the impact of these proceedings on business.</p>
		2	<p>4.4.1 Distinguish between secured and unsecured creditors, explain the debtor-creditor relationship and legal protections provided each party, and determine relief options for debtors.</p> <p>4.4.3 Explain businesses' responsibility for product safety, and identify product liability issues and the applicable laws and regulations.</p> <p>4.4.5 Identify employment laws, and describe the rights and responsibilities of parties to an employment contract, types of workplace regulations (e.g., OSHA, ADA, FMLA), role of equal opportunity employment and the role of unions in business.</p> <p>4.4.6 Explain retirement plans, and describe pension and profit-sharing laws.</p> <p>4.4.7 Explain tax regulations affecting business, tax reporting requirements, penalties for noncompliance with tax laws and the tax enforcement process.</p> <p>4.4.8 Identify the characteristics and process differences that distinguish commercial real estate settlement from residential real estate settlement.</p> <p>4.4.9 Describe legal documents relating to the purchase, sell and lease of residential property, insurance requirements, and residential real-estate settlement procedures.</p> <p>4.4.10 Identify the duties of landlords and tenants.</p> <p>4.4.12 Identify legal procedures pertinent to estates, and identify types of legal documents associated with estates (e.g., testamentary letters, wills, trusts, power of attorney, estate tax returns).</p> <p>4.4.13 Describe family and domestic relations law considerations for adoption, eldercare and assisted living.</p>
		3	
		4	

Strands	Outcomes	DOK	Competencies
Business Governance	Legal Research	1	
		2	
		3	4.5.2 Identify required process for obtaining access to information.
		4	4.5.1 Conduct legal research, and organize results in logical order.
			4.5.3 Draft release or access documents.
			4.5.4 Validate information (e.g. factual documents, evidence, exhibits, legal client matters) for use in legal proceedings.
			4.5.5 Prepare fully-compliant legal documents, common court documents and supporting documentation (e.g., digests of deposition transcripts, exhibit lists).
	4.5.6 Identify interrelationships among cases, statutes, regulations and other legal authorities; and apply a recognized legal authority to specific factual situation(s).		
	4.5.7 Recognize when and why varied fact situations allow for exceptions to general legal rules.		
	Corporate Social Responsibility (CSR)	1	
		2	4.6.4 Identify factors that impact the social responsibility policies implemented by businesses (e.g., national and state regulations, market or customer requirements, profit considerations).
		3	4.6.1 Compare and contrast ethical standards and challenges in domestic and international markets and across countries or areas (e.g., Brazil, China, Latin America, Pacific Rim).
			4.6.2 Compare and contrast ethical challenges across industry sectors (e.g., healthcare, financial services, consumer products, manufacturing, retail) and functional areas (e.g., marketing, human resources, financial reporting).
			4.6.3 Describe social responsibility policies and practices, and explain their impact on business operations and performance (e.g. community development, charitable foundations, green practices).
4		4.6.5 Develop ethics and CSR policies and reporting processes.	
		4.6.6 Analyze the impact of ethics and CSR policies on business operations and financial performance.	
		4.6.7 Monitor compliance with CSR policies, ethics policies and codes of conduct.	
		4.6.8 Recommend actions to resolve noncompliance with ethics and CSR policies and codes of conduct.	
	4.6.9 Exhibit ethical behavior and social responsibility in the global environment in which business operates.		

Strands	Outcomes	DOK	Competencies
Business Governance	Governance Structures	1	
		2	4.7.1 Explain the need for and impact of governance on business management, performance and regulatory oversight.
			4.7.2 Describe the relationship between governance structures, ownership structures (e.g., corporation, privately owned, nonprofit, limited-liability companies) and organizational size and reach (e.g., microenterprise, middle-market, large corporate, multinational, global).
			4.7.3 Explain the roles and responsibilities of governing committees (e.g., Board of Directors, Audit and Finance Committees, Risk Committees), strategies used to fulfill these responsibilities and the impact on strategic planning and management functions (i.e., planning, organizing, directing, staffing and controlling).
			4.7.4 Identify the elements of a governance process (e.g., minutes, records, proxies), and distinguish elements contained in public and private businesses.
			4.7.5 Identify the elements of a corporate governance structure that impact staff decision-making authority.
3	4.7.6 Determine situations in which escalation to a governance member is appropriate.		
4			

Strands	Outcomes	DOK	Competencies
Business Governance	Legal Foundations	1	4.8.1 Acquire information about the role of the constitution in business law, sources of law in the United States and the role of the U.S. judicial system.
			4.8.3 Describe criminal and civil law and proceedings that impact legal requirements from initial filing activities to settlement and appeals.
			4.8.4 Explain the functions performed by officials in the court system, the differences in functions and procedures among the different courts (e.g., trial court, appellate court, administrative hearings) with the state and federal court systems and the impact of these differences on the management of documentation and evidence.
		2	4.8.2 Distinguish among types of laws (e.g., criminal, civil, regulatory), and explain their major functions.
			4.8.9 Identify requirements needed for an enforceable contract, and differentiate among types of contracts (e.g., oral, written, implied, transferable, nontransferable).
			4.8.12 Explain the importance of property in the legal environment of business; and describe how ownership rights are acquired, held and transferred.
		3	4.8.5 Describe how the legal environment in which businesses operate is affected by the civil infrastructure (e.g., torts, contracts, legal agreements) of the United States.
			4.8.6 Distinguish among types of torts (i.e., intentional, negligence and strict liability), and explain the impact of tort law on business.
			4.8.7 Describe legal issues affecting businesses and the impact of government regulations and regulatory agencies on businesses.
			4.8.8 Identify factors impacting the options available to settle a legal matter (e.g., contract terms, statutory requirements, legal precedents, evidence).
			4.8.10 Determine the rights of parties in a contract, how the contract can be discharged and what actions can occur with a breach of contract.
			4.8.11 Determine tactics businesses can take to avoid litigation and alternative methods and processes they can use to resolve disputes.
			4.8.14 Describe environmental law agencies and regulations, procedures for reporting violations and the impact of environmental law on business. 4.8.15 Describe administrative law and the types and powers of administrative agencies.
4	4.8.13 Identify areas of law relevant to a particular situation, define statutes of limitations for areas of law, and distinguish between substantive and procedural law.		

Strands	Outcomes	DOK	Competencies
Marketing	Marketing Fundamentals	1	
			5.1.1 Identify marketing functions, their interrelatedness, their overall contributions to business strategy and the metrics used to measure success.
			5.1.2 Identify legal and ethical issues associated with marketing activities or functions, describe the organizational values impacted, and identify the marketing-mix components (e.g., product, price, promotion, place) affected.
			5.1.3 Explain the nature, scope, benefits and considerations in channel management (e.g., how channels perform or interact).
			5.1.4 Describe the marketing-information management function, its nature and considerations (e.g., types of relevant information, uses, legal and ethical concerns).
			5.1.5 Describe the function of pricing to understand its role in marketing.
			5.1.6 Explain factors affecting pricing decisions (e.g., customer value perception, brand, negotiating power, corporate policies, competitive strategy, stage of customer life cycle).
		2	5.1.7 Describe foundational concepts associated with product and service management to understand its nature and scope (e.g., product life cycles).
			5.1.8 Explain the drivers of brand and the impact, benefits and drawbacks of branding.
			5.1.9 Describe promotion's nature, scope and role in meeting business objectives (e.g., types of promotion, promotional mix, promotional channels).
			5.1.10 Describe the impact of industry, environment and culture on the nature and scope of selling and sales activities (e.g., customer service, relationship building).
			5.1.11 Describe sales processes and techniques that can be used to facilitate selling.
			5.1.12 Explain the impact of technology on marketing costs, marketing strategy and marketing return on investment.
	3		
	4		

Strands	Outcomes	DOK	Competencies
Marketing	Channel Management	1	
		2	5.2.1 Distinguish among distribution channels for consumer goods, industrial goods and services.
		3	5.2.2 Coordinate channel management with other marketing activities.
			5.2.3 Analyze channel-member relationships, taking corrective measures when needed.
			5.2.4 Analyze the strengths, weaknesses, opportunities and threats associated with affinity partner relationships.
		4	5.2.5 Evaluate the impact of push and pull strategies on channel management.
			5.2.6 Select channels of distribution.
			5.2.7 Evaluate channel member performance and suitability.
	5.2.8 Assess channel-management strategies to improve their effectiveness, minimize their costs and identify opportunities that benefit multiple channels.		
	Marketing-information Management	1	
		2	5.3.1 Distinguish between market-driven and customer-driven information, and explain the need for marketing information.
			5.3.2 Describe the factors that determine the relevancy of information for marketing purposes.
			5.3.3 Describe data and reports that are monitored for marketing decision-making.
		3	5.3.6 Identify challenges associated with data relevance and usability in a globally connected, digital society (i.e., unstructured data).
			5.3.5 Track business information to stay abreast of trends and changes that could impact marketing (e.g., customer databases, partners' and competitors' activities, sales and operational data, environmental changes).
4	5.3.4 Communicate marketing-information to others that delivers relevant insights into issues, problems, questions or opportunities.		
Marketing Research	1		
	2	5.4.1 Explain reasons for conducting marketing research and the importance and scope of marketing-research activities, and distinguish among research types (e.g., primary, secondary, quantitative, qualitative).	
		5.4.2 Determine the need for and value of marketing research, describe its impact on business strategies, and set research objectives.	
		5.4.3 Explain marketing-research design considerations; and identify the type of research appropriate for different business objectives, problems or opportunities.	
		5.4.6 Describe quantitative and qualitative marketing research data-collection methods.	

Strands	Outcomes	DOK	Competencies
Marketing			5.4.10 Identify techniques used to process marketing data.
		3	5.4.4 Evaluate the appropriateness of the marketing-research design for the research problem, issue or opportunity. 5.4.5 Determine who and how many respondents are needed for marketing research findings to adequately represent the population. 5.4.7 Determine how to obtain needed marketing-research data.
	Marketing Research	4	5.4.8 Develop quantitative and qualitative data-collection instruments, and collect the data to answer research questions or resolve issues. 5.4.9 Apply analytical tracking tools to manage and perform marketing research activities. 5.4.11 Process marketing data to translate them into useful insights or knowledge (e.g., code research data, transcribe conversations, tabulate data, analyze narrative text). 5.4.12 Assess marketing research briefs to determine comprehensiveness and clarity. 5.4.13 Interpret quantitative patterns and qualitative research findings by applying descriptive statistical methods, using software systems and evaluating trade-offs. 5.4.14 Evaluate marketing research procedures, proposals and findings to assess their credibility and to determine needed improvements. 5.4.15 Facilitate functional decision-making in marketing through the use of marketing information.
		1	
		2	5.5.1 Distinguish between marketing strategies and tactics. 5.5.2 Explain the considerations used to develop and implement domestic and global marketing strategies. 5.5.3 Describe the concepts of market and market identification. 5.5.6 Explain the role of situation analysis in the marketing planning process.
	Market Planning	3	5.5.4 Identify market segments, and select target market(s). 5.5.5 Profile target customer to determine market needs and customer demand for products and services. 5.5.8 Assess global trends and opportunities.
		4	5.5.7 Conduct a market analysis (e.g., market size, area, potential). 5.5.9 Conduct a competitive analysis. 5.5.10 Forecast sales, and establish sales goals. 5.5.11 Set marketing goals, objectives and budget to achieve corporate goals and objectives. 5.5.12 Select and apply marketing metrics applicable to the problem, issue or opportunity. 5.5.13 Develop a marketing plan that addresses strategic and operational plans. 5.5.14 Align sales plan and marketing plan. 5.5.15 Assess marketing strategies to improve return on marketing investment (ROMI).

Strands	Outcomes	DOK	Competencies	
	Pricing	1		
		2	5.6.1 Describe the functions of prices in markets.	
		3	5.6.2	Establish pricing objectives that support business strategy and that consider the outcome of marketing research and planning.
			5.6.3	Select approach for setting a base price (e.g., cost, demand, competition).
			5.6.4	Determine product's cost (e.g., breakeven, ROI, markup).
			5.6.7	Develop seasonal and situational (e.g., unexpected event) pricing policies.
			5.6.9	Compare and contrast the pricing of goods and services in business-to-business (B2B) and business-to-consumer (B2C) environments.
		5.6.10	Compare and contrast the pricing of tangible versus the pricing of intangible products.	
	4	5.6.5	Employ pricing strategies to set prices throughout the product and customer life cycle.	
		5.6.6	Adjust prices to maximize profitability throughout the product and customer lifecycle.	
		5.6.8	Evaluate pricing strategies to identify needed changes and to improve profitability throughout the product and customer life cycle.	
	Product and Service Management	1		
		2	5.7.1 Describe quality assurances (e.g., guarantees, warranties, standards) used to inform customers and encourage sales.	
		3	5.7.5 Explain how financial and operational metrics (e.g., net margin, term margin, time or speed to market) impact market opportunities and the implications for product and service management.	
4		5.7.2	Employ product-development processes to maintain an up-to-date product pipeline.	
		5.7.3	Nurture product ideas through to fruition.	
		5.7.4	Determine opportunities to improve products and services (e.g., extend product lines, create niche markets, increase differentiation, close a gap in service) using marketing-research insights.	
		5.7.6	Employ product-mix strategies to meet customer or client expectations.	
	5.7.7	Evaluate effectiveness of product-mix strategies.		
5.7.8	Determine width and depth of assortment strategies with consideration to seasonal assortment strategies.			
5.7.9	Develop merchandise plans (budgets) to guide selection of retail products (e.g., calculating open-to-buy, planning stock, planning reductions, planning purchases, planning gross and net margins).			

Strands	Outcomes	DOK	Competencies	
Marketing			5.7.10 Perform buying activities to obtain products for resale (determining quality to offer, what to buy or reorder, stock turnover, quantities to buy or reorder and when to buy or reorder; and setting reorder points). 5.7.11 Implement techniques to increase customer exposure to products.	
	Branding	1		
		2		5.8.1 Describe the role and importance of customer voice in branding and how this voice may vary across media and channels. 5.8.6 Distinguish between product or service branding and corporate branding.
		3		5.8.2 Identify customer touch points, and align branding strategies to ensure appropriate and consistent end-to-end communications and actions. 5.8.3 Determine brand reputation, and develop strategies to protect it. 5.8.4 Determine company's unique selling proposition. 5.8.8 Evaluate opportunity costs associated with different branding strategies, and prioritize spending on branding efforts. 5.8.9 Determine and communicate brand values to customers and employees. 5.8.10 Assess customer experiences, and evaluate consistency in delivering on brand values. 5.8.11 Assess product packaging to improve its function and brand recognition (e.g., packaging requirements, graphic design, adequacy). 5.8.12 Identify need to rebrand.
		4		5.8.5 Position products or services to acquire desired business image. 5.8.7 Develop and implement strategies to build brand by creating relevant, personalized experiences for customers. 5.8.13 Build brand, and use grassroots and co-branding strategies.
	Marketing Communications	1		
		2		5.9.1 Describe types of promotional channels used to communicate with targeted audiences (e.g., word-of-mouth, direct, advertising, social) and the use of public-relations activities and trade shows or expositions. 5.9.2 Explain types of media used in advertising (e.g., print, broadcast, digital, out-of-home, specialty, direct mail, product placement) and the types of advertisements used by those media. 5.9.3 Explain the use of an advertisement's components to communicate with targeted audiences. 5.9.5 Explain considerations affecting global marketing communications.
		3		5.9.4 Critique advertisements to ensure achievement of goals or objectives. 5.9.10 Describe design principles to be able to communicate needs to designers or creatives.

Strands	Outcomes	DOK	Competencies	
Marketing		4	5.9.6 Implement word-of-mouth strategies to build brand and to promote products using word-of-mouth strategies.	
			5.9.7 Identify product-placement opportunities, and use them to promote products.	
			5.9.8 Execute direct-marketing strategies to attract attention and to build brand (e.g., direct mail, online advertising, email marketing, websites, social media, podcasts and webcasts, videos and images, mobile, search-engine optimization, crowdsourcing).	
			5.9.9 Develop and critique content for use in inbound and outbound marketing communications.	
			5.9.11 Employ publicity to inform audiences of business activities, to create goodwill and to establish or reinforce brand (e.g., press releases, public-service announcements, press kits).	
			5.9.12 Participate in community outreach involvement that fosters a positive company image and networking.	
			5.9.13 Employ sales-promotion activities to inform or remind customers of business or product (e.g., signage, slogans and taglines, brand identifiers, frequency or loyalty programs, specialty promotions, special events, trade shows or expositions, web games).	
			5.9.14 Apply display techniques to attract customers and increase sales potential (e.g., types of arrangements, display maintenance, display creation, set-up and dismantling; signage, selection of fixtures and forms, lighting, point-of-sale displays).	
			1	
			2	5.10.6 Describe the role, organization and fee structures of advertising agencies.
3				
4	5.10.1 Identify and evaluate inbound and outbound marketing communications tactics and strategies, and recommend improvements.			
	5.10.2 Negotiate media buys and placement to enhance return on investment.			
	5.10.3 Develop and execute visual merchandising strategies to increase interest in product offerings (merchandise placement, on-floor assortments, cross-merchandising, planograms).			
	5.10.4 Develop marketing or creative briefs to assist with acceptance, design and implementation of promotional strategies by others (e.g., art director, copywriter, website developer).			
	5.10.5 Evaluate promotional strategies and activities, and recommend improvements.			
	5.10.7 Select and collaborate with third-party vendors (e.g., advertising agencies, researchers), and evaluate their work.			
	5.10.8 Develop and implement digital strategies using responsive design.			
	5.10.9 Evaluate digital strategies.			
Marketing Communications Management				

Strands	Outcomes	DOK	Competencies
Marketing	Selling	1	
		2	<p>5.11.1 Describe motivational theories that can be used to enhance customer relationships and increase the likelihood of making sales.</p> <p>5.11.2 Explain the impact of sales and buying cycles on sales activities.</p> <p>5.11.3 Describe the impact that digital communication is having on selling.</p> <p>5.11.4 Identify sources of product information that can be used to communicate product benefits and ensure appropriateness of a product for the customer or client.</p>
		3	<p>5.11.5 Perform pre-sales activities to facilitate sales presentation (e.g., prospecting, preliminary customer or client qualification, pre-visit research, appointment booking, sales material preparation and assembly).</p> <p>5.11.6 Implement sales processes and techniques to enhance customer relationships and increase the likelihood of making sales (e.g., rapport and credibility building, recognizing and responding appropriately to prospect's personality, using buying motives, facilitating buying decisions, questioning to understand prospect, assessing needs in relation to product offerings, demonstrating solution, converting objections to selling points, closing sales, negotiating terms or agreements, overseeing order fulfillment).</p> <p>5.11.7 Develop and present sales proposal.</p> <p>5.11.8 Process the sale to complete the exchange, and collect payment from customer to complete sales transactions.</p> <p>5.11.9 Conduct post-sales follow-up activities to foster ongoing relationships with customers or clients (e.g., follow-up strategies, sales reports, post-sales service, client feedback, self-assessment of performance, ongoing client relationship).</p>
		4	<p>5.11.10 Plan sales activities to increase sales efficiency and effectiveness (sales quotas, strategies to win back former clients, sales-call patterns, sales terms, key accounts, sales plans).</p> <p>5.11.11 Implement retail sales support activities that facilitate the sales process (delivery, packing and wrapping, special orders, gift certificates, returns or exchanges, retail sales documentation).</p> <p>5.11.12 Staff sales force to meet customer and organizational objectives (structure of department, sales force size, sales territories).</p> <p>5.11.13 Develop a system to guide sales staff to improve their success rate and to minimize staff turnover (e.g., sales-training needs, sales training, motivation strategies, field accompaniments, sales meetings).</p> <p>5.11.14 Develop a system to control sales activities to meet sales goals or objectives (setting sales quotas, analyzing sales reports, monitoring sales performance, designing incentive programs, managing under-performance).</p>

Strands	Outcomes	DOK	Competencies
Marketing	Marketing Operations	1	
		2	
		3	5.12.4 Measure and report marketing return on investment. 5.12.8 Identify and evaluate marketing data needs. 5.12.9 Cleanse existing marketing data to maintain relevancy. 5.12.10 Determine sources of relevant, new marketing data, and evaluate options to purchase or sell marketing data.
		4	5.12.1 Apply marketing analytics. 5.12.2 Create dashboards and reports to measure marketing performance. 5.12.3 Document and improve marketing processes. 5.12.5 Leverage data to recommend personalized, relevant campaigns. 5.12.6 Develop marketing campaign workflows. 5.12.7 Leverage data to support real-time customization of customer interactions. 5.12.8 Identify and evaluate marketing data needs. 5.12.11 Develop processes to acquire marketing data from external sources.

Strands	Outcomes	DOK	Competencies
Resource Management	Management Fundamentals	1	
		2	6.1.1 Distinguish between management and leadership, and describe the factors that influence management.
			6.1.2 Describe decision-making styles (e.g., analytical, abstract or conceptual, intuitive, creative, procedural or directive), and identify the factors that influence their effectiveness.
			6.1.3 Describe the types of resources managed in business and their significance in business operations, and explain the differences between managing internal versus external resources.
6.1.4 Explain the purposes and nature of management functions (e.g., strategic and tactical planning, organizing, directing, staffing, controlling), and describe considerations in the business environment that impact their use.			
6.1.5 Compare management and motivation theories, and determine appropriate situations in which each would be used.			
6.1.6 Explain the expectations-setting process as a motivational strategy and a management control for both upward and downward management.			
6.1.7 Describe the nature of global management strategies.			
6.1.8 Distinguish among the scope and purposes of data management, information management and knowledge management; and explain legal and ethical considerations associated with each.			
6.1.9 Describe knowledge management strategies.			
6.1.10 Describe the need for and impact of quality management in organizations.			
6.1.11 Explain the role of supply chain management and its contributions to business operations; and identify its activities, measures and issues.			
6.1.12 Describe project management processes, skills and knowledge necessary for successful project outcomes.			
6.1.15 Describe the nature of organizational development and its impact on business success.			
3	6.1.13 Contrast operational risk with other types of business risk (e.g., market risk, credit risk, strategic risk).		
	6.1.14 Identify the factors that contribute to operational risk (e.g., insufficient training, lack of supervision, inadequate security, poor system design, poor human-resources policies).		
4			

Strands	Outcomes	DOK	Competencies	
Resource Management	Information Management	1		
		2		
		3	6.2.1	Apply information literacy skills to assess information needs, identify and evaluate information quality (e.g., sufficiency, trustworthiness or reliability), and apply information to accomplish a task.
			6.2.2	Manage business records to maintain needed documentation (e.g., routing orders, tracking shipments, expense reports, healthcare data, customer data, budget data, quality data, human resources data).
			6.2.3	Monitor and audit internal records.
			6.2.4	Identify critical artifacts requiring preservation, establish retention guidelines, and archive information according to retention systems and procedures and regulatory requirements.
			6.2.10	Identify strategies for integrating technology into department or enterprise operations.
		4	6.2.5	Select and use tools, systems and processes to manage the preparation of documentation for teams and projects in a cost-effective manner (e.g., agendas, reports, minutes, training materials, RFPs [Requests for Proposal], process analysis charts, diagrams).
			6.2.6	Perform scheduling functions to facilitate on-time, prompt completion of work activities (e.g., calendars, travel arrangements and itineraries, meeting arrangements and requests for audio-visual or technical support and information).
	6.2.7		Conduct an environmental scan to obtain information on the internal and external business environment and to identify changing conditions and current issues or trends impacting business (e.g, business intelligence, insights).	
	6.2.8		Conduct information technology needs assessment, and analyze company's data requirements.	
	6.2.9	Create policies and procedures to protect data and intangibles.		
	Business Applications	1		
2		6.3.1 Distinguish between primary and secondary data, and establish appropriate storage and usage parameters for both data types.		
3		6.3.2	Mine standard databases (e.g., accounting, customer, product, vendor, sales, operations, human resources, patient, supplier, procurement), apply analytical tools, and interpret the findings.	
		6.3.3	Implement collaborative or groupware and cloud computing applications (e.g., services, application, virtual environments) to facilitate projects and business operations.	
6.3.11	Identify the information technology needs of a new business venture, project, product, or service.			

Strands	Outcomes	DOK	Competencies	
Resource Management		4	6.3.4 Research and use website creation tools to post web pages and storefronts that support multimedia use and achieve operational metrics (e.g., load time, availability, usability, search engine optimization) on multiple devices and platforms.	
			6.3.5 Research and incorporate visual, interactive and social media content into business communications.	
			6.3.6 Conduct usability testing, and develop strategies to enhance the usability and scalability of systems and compatibility of applications.	
			6.3.7 Maintain a multimedia website, and test and post website design changes.	
			6.3.8 Establish operational performance benchmarks for websites and storefronts (e.g., maintenance and load times) that consider the impact of scalable design requirements (e.g., number of users, bandwidth and content).	
			6.3.9 Describe the impact of service-level agreements on data processing and management.	
			6.3.10 Manage data change risks (e.g., change authorization, change documentation, spreadsheet controls, test databases, offsite backups).	
	Knowledge Management		1	
			2	6.4.2 Determine the factors that impact the scalability of knowledge management frameworks and the ability for organizations to identify, create or summarize, store, share and apply knowledge in centralized and dispersed environments.
			3	6.4.2 Determine the factors that impact the scalability of knowledge management frameworks and the ability for organizations to identify, create or summarize, store, share and apply knowledge in centralized and dispersed environments. 6.4.3 Select and implement offline tools and techniques to gather, document and organize the knowledge residing with employees across the organization (e.g., relational networks, brainstorming, learning and idea capture, peer assist, learning reviews, storytelling, collaborative physical workspace, knowledge cafés, communities of practice). 6.4.4 Select and apply online networks and tools to disseminate knowledge and effective practices (e.g., document libraries, Wikis, blogs, social networking sites or services, knowledge clusters, expert locators, collaborative virtual workspaces, interfaces). 6.4.5 Describe the impact of an organization's knowledge validation and security strategy. 6.4.6 Use knowledge-management metrics to determine the effectiveness of the information system.

Strands	Outcomes	DOK	Competencies
Resource Management		4	6.4.1 Identify and employ a taxonomy and metadata schema to organize and catalogue information. 6.4.7 Maintain and update knowledge management systems (e.g., incorporate new social networks, identify or create new queries, purge outdated information).
		1	
	Human Resources Planning	2	6.5.1 Explain the functions of human-resources management.
		3	6.5.2 Describe factors that impact human-resources management (e.g., availability of qualified people, alternative staffing methods, employment laws and regulations, company policies and procedures, total rewards programs, diversity and inclusion, technology).
			6.5.3 Describe the impact of an organization's global business strategy, structure and culture on human-resources strategies.
			6.5.4 Describe ways that businesses build their employer brand and the brand's significance through human-resources management.
			6.5.5 Describe planning techniques used in the hiring process (e.g., succession planning, workforce planning or forecasting, staff and leadership development, sourcing, selection).
			6.5.9 Explain assessment methods used in the hiring process, and choose employment assessments to administer to job applicants based on objectives.
		6.5.12 Compare and contrast staffing and workforce planning.	
	4	6.5.6 Evaluate the use of alternative staffing methods to meet organizational and departmental objectives (e.g., outsourcing, telecommuting, shared responsibilities, flexible work schedules, virtual teams, contracted workers, interns). 6.5.7 Develop or tailor job application forms or blanks. 6.5.8 Develop job descriptions, job specifications and job profiles. 6.5.10 Develop hiring policies and employee-selection procedures. 6.5.11 Develop a short-term staffing plan that supports business needs and facilitates strategic placement of talent.	
	Talent Acquisition	1	
		2	
		3	6.6.1 Determine staffing needs, and evaluate availability of talent. 6.6.2 Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, older people, non-U.S. citizens).
			6.6.3 Develop strategies to market the organization to potential employees.
		4	6.6.4 Identify and implement legally compliant strategies to recruit and track job applicants domestically and internationally.
			6.6.5 Write and post job announcements for job openings.
	6.6.6 Screen and interview job applicants using culturally appropriate techniques.		

Strands	Outcomes	DOK	Competencies
Resource Management			<p>6.6.7 Administer employment assessments (e.g., leadership and communication styles, personality or skill assessments) to evaluate character and competency.</p> <p>6.6.8 Conduct a legally compliant investigation of applicant’s background consistent with role, job and regulatory requirements; and investigate potential for growth and development in the business.</p> <p>6.6.9 Make hiring decisions, and follow up with applicants in a consistent and compliant manner.</p> <p>6.6.10 Make job offers explaining contingencies underlying the offers, and negotiate employment terms or contracts.</p> <p>6.6.11 Evaluate effectiveness of recruitment sources (e.g., recruiting firms, social networks), and apply staffing metrics to assess the effectiveness of hiring decisions (e.g., retention or turnover, cost-benefit analysis, costs per hire, selection ratios, adverse impact).</p>
		1	
		2	
		3	<p>6.7.1 Explain standard relocation practices and expatriation and repatriation issues and practices, and assist with employee relocation and logistics.</p> <p>6.7.4 Determine employee and business talent-development needs (task or process analysis, gap or needs analysis).</p> <p>6.7.5 Determine and obtain resources and tools for talent development, and ensure environment is appropriate for training.</p> <p>6.7.12 Identify leadership-development activities appropriate to the position or level.</p>
		4	<p>6.7.2 Conduct human resources onboarding activities (e.g., employment eligibility verification [I-9 form], tax paperwork, contracts, benefit plans, policy orientation).</p> <p>6.7.3 Orient talent to organizational culture, values and norms using appropriate techniques (e.g., coaching or mentoring, cross-departmental networking, toolkits, training).</p> <p>6.7.6 Administer talent-development activities and training, and coach for performance or development using talent-development theories.</p> <p>6.7.7 Select and administer assessments to evaluate employee learning.</p> <p>6.7.8 Conduct and document performance reviews to enhance performance and development and to protect the organization.</p> <p>6.7.9 Apply performance improvement plans to build accountability and strengthen relationships.</p> <p>6.7.10 Determine when employee corrective measures are needed, and take needed action to address problem or issue (e.g., retraining, reassignment, reprimand, demotion, dismissal, coaching).</p> <p>6.7.11 Calculate and analyze costs associated with talent-development activities.</p>
	Talent Onboarding and Development		

Strands	Outcomes	DOK	Competencies	
Resource Management			6.7.13 Develop and facilitate programs, practices and services that promote the physical and mental well-being of individuals in the workplace. 6.7.14 Make recommendations for succession planning and for the development of a succession and workforce program tied to leadership and staff development. 6.7.15 Facilitate career-development planning.	
	Total Rewards and Recognition	1		
		2		
		3	6.8.1 Describe compensation methods; their advantages and disadvantages; legal ramifications; and the impact on achievement of corporate, team and individual goals. 6.8.2 Explain compensation issues associated with interns, retirees, consultants or contractors, union agreements and fair pay. 6.8.5 Explain total rewards strategies (e.g., benefit plans, fitness or wellness programs, retirement plans, executive compensation, alternative work practices, leave techniques, tuition reimbursement).	
		4	6.8.3 Classify jobs (e.g., Fair Labor Standards Act [FLSA] exempt, non-exempt, Equal Employment Opportunity Commission [EEOC] occupational category); and apply salary ranges, pay grades or bands and benefits eligibility. 6.8.4 Conduct legally acceptable research to determine competitiveness of compensation and benefits. 6.8.6 Evaluate impact of total rewards options (e.g., retirement plans, benefits plans, pay-for-performance, market-based pay system) for employees, and make recommendations to improve value of total rewards options. 6.8.7 Administer total rewards programs and strategies. 6.8.8 Compare company's total rewards practices with those of successful businesses to determine competitiveness of offerings.	
		Employee Engagement and Relations	1	
			2	6.9.10 Delegate work to others, and assist with prioritizing work responsibilities.
	3		6.9.1 Explain the impact and cost of dissatisfied or disengaged employees, and identify the factors contributing to employee satisfaction and engagement. 6.9.2 Recognize or reward employees for their work efforts and contributions. 6.9.3 Coach or mentor employees on issues to improve performance. 6.9.4 Implement processes to promote equitable opportunities for employees. 6.9.6 Identify issues associated with a diverse team (e.g., generational, ethnic, gender, religious) to achieve organizational inclusion objectives.	

Strands	Outcomes	DOK	Competencies	
Resource Management		4	6.9.5 Address and document employee issues, and recommend resolutions.	
			6.9.7 Champion and leverage workplace diversity and inclusion to achieve workplace objectives.	
			6.9.8 Use community involvement as a talent acquisition, development and retention strategy (e.g., determine interest in community activities, coordinate involvement).	
			6.9.9 Assess employer-employee relationships and talent engagement strategies, resolving identified issues.	
	Human Resources Operations		1	
			2	
			3	
			4	6.10.1 Develop methods to facilitate the coaching and mentoring of supervisors to assist them in implementing performance appraisals.
				6.10.2 Process human-resource compliance paperwork, and complete required reporting (e.g., workers' compensation claims, Occupational Safety and Health Administration [OSHA] documents, employment documents, fair medical leave, disability, unemployment).
				6.10.3 Facilitate career transitions of employees.
6.10.4 Identify and analyze the costs and benefits of implementing innovative approaches to human-resources management.				
6.10.5 Identify performance-management systems and written performance-management procedures appropriate to organizational size and values.				
6.10.6 Communicate policies and procedures to staff through an employee handbook and policy and procedures manual.				
6.10.7 Establish performance improvement plans and processes.				
6.10.8 Determine the extent and causes of employee turnover, identify corrective measures, and make recommendations to manage the issues arising from employee turnover.				
6.10.9 Analyze and report on the cost of turnover, lost time and ineffective employee relations.				
6.10.10 Demonstrate human-resources management's contribution to organizational effectiveness (e.g., human-resources management analytics) using objective evidence.				
6.10.11 Describe talent-management issues associated with organizational changes (e.g., rightsizing, downsizing, talent reallocation, organizational restructuring or redesign).				
6.10.12 Conduct talent-management audit (e.g., identify key persons, identify at-risk employees).				

Strands	Outcomes	DOK	Competencies	
Operations Management	Safety, Health, and Security	1		
		2		
		3	7.1.1	Promote adherence to health and safety regulations to support a safe work environment.
			7.1.2	Identify needed safety and security policies and procedures to protect organizational stakeholders (e.g., employees, contractors, directors and officers, customers, guests and visitors).
			7.1.3	Identify types of hazardous materials, and describe their impact on human health and environmental resources.
			7.1.4	Describe the requirements for the treatment, storage and disposal of hazardous materials; and evaluate the impact of hazardous material releases on organizational performance.
			7.1.5	Identify strategies for protecting business's digital assets, customer data and other confidential business information.
	4	7.1.6	Develop policies, procedures, performance aids and monitoring activities to promote and support workplace safety and security goals	
		7.1.7	Conduct safety inspections.	
		7.1.8	Develop and implement programs containing safety and security policies and procedures to minimize risk.	
		7.1.9	Recommend emergency response, business recovery, and incidence response plans based on available organizational and community resources.	
		7.1.10	Conduct business continuity and disaster reaction exercises.	
		7.1.11	Investigate safety and security incidents.	
Sourcing and Procurement	1			
	2	7.2.1	Differentiate among purchasing, procurement and sourcing.	
	3	7.2.2	Identify potential sources of materials or services locally, nationally and globally; and make purchases.	
		7.2.3	Evaluate the impact of using global sources.	
		7.2.4	Manage the bid or contracting process (e.g., bid specification, vendor or supplier search, bid review, selection of vendor) to achieve business goals.	
4	7.2.11	Assess the impact of accepting gifts on procurement decisions, business performance and brand image.		
	7.2.5	Negotiate vendor contracts with suppliers (e.g., service and maintenance, supplies, system development).		
	7.2.6	Monitor and evaluate vendor performance and relationships (e.g., supplier visits, scorecards).		

Strands	Outcomes	DOK	Competencies	
Operations Management			7.2.7 Determine organizational strategies (e.g., quality, availability, productivity, sustainability, supply chain management, corporate social responsibility, ethical business practices) impacting expense control options, and incorporate them into expense control plans.	
			7.2.8 Implement expense control strategies (e.g., reduce use of supplies or services, develop budgets, review overhead or operating costs, renegotiate contracts).	
			7.2.9 Identify opportunities to incorporate operational objectives into the procurement process (e.g., supplier diversity initiatives, supply chain management goals, regulatory compliance).	
			7.2.10 Evaluate whether to make or buy products.	
	Inventory Management	1		
		2		7.3.2 Identify the advantages and disadvantages of Just-in-Time(JIT) inventory processes.
				7.3.3 Describe the factors considered in establishing inventory thresholds (e.g., tolerance for stock-outs, supply chain process goals).
		3		7.3.1 Calculate the cost of carrying inventory.
		4		7.3.4 Maintain inventory systems and controls to efficiently monitor, safeguard and replenish inventory (e.g., JIT, Lean, FIFO, LIFO, inventory counts) based on usage levels, lead times and forecasts.
				7.3.5 Use demand forecasts and capacity planning strategies (e.g., lead strategy, lag strategy, match strategy).
	7.3.6 Create a master production schedule.			
	7.3.7 Evaluate the effectiveness and efficiency of a production schedule.			
	7.3.8 Allocate and track merchandise stock by classification, department, class, vendor and location.			
		7.3.9 Implement category management processes.		
		7.3.10 Plan merchandise flow for timely delivery (e.g., turnover, lead time, peak seasons, delivery dates).		
		7.3.11 Determine shelf space allocation.		
		7.3.12 Assess distribution strategies (sales or stock performance, inventory status or performance) using performance metrics.		
		7.3.13 Conduct inventory valuation.		
		7.3.14 Determine potential inventory issues, and develop backup options to obtain needed materials and maintain operations.		
		7.3.15 Describe how inventory management principles apply to intangible services (e.g. insurance website).		

Strands	Outcomes	DOK	Competencies
Operations Management	Quality Management	1	
		2	7.4.1 Describe the nature of quality, and identify quality-control measures and techniques.
			7.4.2 Explain the components of a quality plan, its purpose for the organization, the development process and the role of employees and data integrity in the process.
		3	7.4.3 Evaluate the impact of quality on internal and external brand experience, reputation, financial performance (e.g., healthcare reimbursement), procurement and sourcing options and process design.
			7.4.5 Describe common elements and different types of documentation systems and their role in quality assurance and quality control (e.g., configuration management, quality manual, document control).
			7.4.7 Describe validation and qualification methods used in new or revised products, processes and services (e.g., alpha and beta testing, first-article, customer satisfaction surveys).
		4	7.4.4 Utilize quantitative and qualitative quality control measures and methods to evaluate prevention, appraisal and internal and external failures (e.g., mean time to failure, mean time to repair, training scores, scrap analysis, complaint analysis, warranty analysis).
			7.4.6 Analyze and report quality of products and services using recognized quality standards and specifications.
			7.4.8 Select, apply and interpret quality tools to manage the quality process (e.g., flowcharts, Pareto charts, cause-and-effect diagrams, check sheets, scatter diagrams, histograms).
	7.4.9 Develop a plan for quality improvement.		
	Facilities Management	1	
		2	7.5.1 Identify routine activities for maintaining, disposing, retiring and replacing business facilities and equipment.
		3	7.5.2 Implement a preventive maintenance program that considers workflow efficiencies and production requirements.
			7.5.3 Monitor, evaluate and improve maintenance program.
7.5.4 Identify waste-reduction opportunities to improve costs, reduce environmental impact or obtain LEED certification.			
7.5.5 Determine opportunities to "green" the workplace.			
4		7.5.8 Describe factors to consider in managing space-renovation projects.	
	7.5.6 Evaluate the feasibility of obtaining LEED certification using LEED project site factors and evaluation criteria.		
	7.5.7 Evaluate emergency preparedness.		
	7.5.9 Develop a strategy to optimize the use of a facility's space to lower operating costs (e.g., space planning).		

Strands	Outcomes	DOK	Competencies	
Operations Management			7.5.10 Evaluate options for securing facilities and office space to support growth, risk mitigation strategies (e.g., off-site data centers) and new ventures.	
	Distribution and Logistics Management	1		
		2		
		3	7.6.1	Explain the elements that influence the design of transportation, distribution and logistical strategies (e.g., geographical locations, transportation costs, storage capacities, process design, regulations).
			7.6.2	Compare and contrast the transportation systems for tangible and intangible items (e.g., natural gas, electricity, telecommunications).
			7.6.3	Analyze the cost structure and advantages and disadvantages of different transportation modes.
			7.6.4	Analyze the impact of warehouse size and space layout on inventory management options, materials handling and logistical requirements.
			7.6.6	Explain the impact of packaging on achievement of organizational goals, and choose appropriate packaging materials to pack products.
		7.6.9	Describe commonly used metrics for evaluating transportation efficiency and effectiveness.	
	4	7.6.5	Implement receiving and fulfillment processes to meet organizational goals.	
		7.6.7	Develop and manage transportation plans or networks to meet customer requirements and to comply with domestic and international regulations.	
		7.6.8	Implement processes to comply with export or import licensing regulations and obtain releases and clearances to export products.	
		7.6.10	Execute product tagging and coding to track the movement of goods.	
7.6.11		Examine reverse logistics' processes and costs, and describe strategies used to reduce costs.		
Supply Chain Management	1			
	2	7.7.1	Discuss the relationship between economic output and a society's standard of living.	
		7.7.3	Describe supply chain's impact on customer satisfaction and perceived value.	
		7.7.4	Describe supply chains, and explain their integration with and influence on business activities and functions (e.g., product development, production, marketing, finance).	
	3	7.7.2	Analyze the effects of inputs and outputs on productivity levels.	
		7.7.5	Trace and track the end-to-end supply-chain network.	
7.7.6		Measure supply chain effectiveness, efficiency, adaptability and sustainability.		

Strands	Outcomes	DOK	Competencies
Operations Management			7.7.7 Evaluate risk factors and social economic trends affecting supply chain systems and the range of decisions available to management (e.g., sustainability focus, industry self-regulatory standards, globalization). 7.7.8 Identify opportunities to improve supply-chain processes through service levels, quality or cost enhancements. 7.7.10 Compare challenges in supply chain design and operations for national and multinational organizations.
		4	7.7.9 Implement supply-chain management strategies. 7.7.11 Select strategies for improving customer and supplier relationships to support achievement of supply-chain goals.
		1	
		2	7.8.1 Compare the costs of routine operational failures (e.g., execution errors, accidents, processing failures) with non-routine operational failures (e.g., fraud, conscious violation of professional ethics, acts of nature). 7.8.2 Identify foreign influences that increase the risk of routine and non-routine operational failures in multinational corporations.
	Operations Risk Management	3	7.8.3 Describe strategies for reducing the risk of routine and non-routine operational risk as staffing size and organizational complexity increase (e.g., automation, procedures, checklists). 7.8.4 Describe factors that create a chain of trust in the tracking of physical and non-physical assets. 7.8.5 Identify the operational risk factors associated with new ventures or business changes (e.g., new product, market, system, process).
		4	7.8.6 Develop alternative strategy for performing operational duties in a disaster situation.

Strands	Outcomes	DOK	Competencies
Process Management	Business Process Analysis	1	
		2	
		3	8.1.1 Explain approaches for documenting business processes that identify risks, controls and performance issues. 8.1.2 Document the process activities, records or information and systems involved in business activities (e.g., developing new products, acquiring new customers, producing inventory for sale, selling goods and services, managing people). 8.1.4 Identify measurements and metrics for evaluating process effectiveness and efficiency. 8.1.5 Identify and select approaches for acquiring and evaluating quantitative and qualitative business-process data (e.g., observation, re-performance, surveys, data analysis).
		4	8.1.3 Identify process requirements and performance expectations. 8.1.6 Identify a business problem, define data needs and constraints and assumptions, and communicate the scope of a business analysis project. 8.1.7 Make recommendations for areas of improvement in a business process, and quantify the costs and benefits.
		1	
		2	
		3	8.2.2 Distinguish among normal and abnormal variations, causality and correlation in patterns. 8.2.3 Explain factors used to select appropriate data analysis techniques (e.g., if-then rule, similarity-driven model, equation models, linear or non-linear regression). 8.2.4 Identify challenges associated with data analysis, implications on problem solving and potential solutions (e.g., if-then rule, missing data, microdata). 8.2.5 Explain factors used to challenge the usability of rules (e.g., support, confidence, target model performance [lift], actionable). 8.2.6 Describe the nature of mining unstructured data (e.g., online discussion forums, social networks, call scripts). 8.2.7 Evaluate data structures using data tables and field mapping.
	Data Research and Analysis	1	
		2	
		3	
		4	

Strands	Outcomes	DOK	Competencies
Process Management	Data Research and Analysis	4	<p>8.2.1 Create databases to capture and manipulate structured data for problem-solving and business needs (e.g., reporting, compliance).</p> <p>8.2.8 Develop specifications that produce accurate and properly reported data.</p> <p>8.2.9 Use statistical methods and software systems to aid in data interpretation.</p> <p>8.2.10 Preserve, convert, or migrate existing data files; and analyze data using computer programs and scripts.</p> <p>8.2.11 Integrate data mining (analytics) into business operations (e.g., issue identification, network analytics, web analytics, fraud analytics, customer analytics, risk analytics, web analytics).</p>
	Project Management	1	
		2	8.3.1 Compare and contrast the role and responsibilities of project sponsors, project managers, and project team members.
			8.3.2 Explain the impact of expectation setting on project outcomes.
		3	8.3.3 Define project objectives, scope, outputs, and resource requirements (i.e., project charter and statement of work).
			8.3.4 Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources.
			8.3.9 Close project (e.g., obtain buyer acceptance, finalize billing, archive documentation).
		4	8.3.10 Evaluate project results (e.g., compare project results to expectations, conduct surveys, review lessons learned), and recommend follow-up actions
	8.3.5 Manage project scope and activities as project progresses (e.g., identify scope changes, monitor critical path, update project activities).		
	8.3.6 Manage project schedule, resources, costs and quality as project progresses (e.g., review project completion status, identify potential delays, review costs, review drafts).		
8.3.7 Monitor and communicate project status, issues and changes to stakeholders.			
8.3.8 Manage the project team throughout the project to reduce conflict, minimize rework, and meet the project objectives (e.g., enforce ground rules, identify and provide training, facilitate cross-team communications, catalog and resolve issues, provide feedback).			
Contract Oversight	1		
	2	8.4.1 Distinguish among types of contracts (e.g., vendor contracts, labor agreement, statement of work, master services agreement, letters of intent, memoranda of understanding).	
8.4.2 Explain contract components and their associated risks, terms and conditions.			

Strands	Outcomes	DOK	Competencies	
Process Management		3	8.4.3 Identify financial arrangements in contracts and the financial information required to verify compliance with the contract terms (e.g., cost plus pricing, contingent pricing, time and materials pricing, profit-sharing, percentage-based fees).	
			8.4.4 Identify contract terms that might restrict future business activity (e.g., required credit rating, maximum debt-to-equity ratio, minimum cash reserve, prohibited lease transactions, shared information).	
			8.4.5 Identify contract terms that mandate reporting of financial and non-financial information, and establish processes to collect and submit required information.	
			8.4.7 Determine strategies to manage compliance of outsourced and hosted service providers.	
			8.4.8 Describe options available to resolve breach of contract efficiently and effectively to reduce business loss (e.g., renegotiation of terms, settlement).	
			8.4.9 Explain factors considered when evaluating acceptance of offers.	
		4	8.4.6 Develop process to monitor contract terms for compliance and to protect against breach of contract or default.	
			8.4.10 Plan for contract terminations.	
			8.4.11 Maintain contract compliance documentation for required timeframe.	
	Financial Operations		1	
			2	8.5.1 Describe lines of business (e.g., retail, commercial), and identify products and product features.
				8.5.2 Describe functions of operations departments in financial-services companies (i.e., banking, insurance, and securities operations), and explain their interdepartmental and intercompany dependencies.
			3	8.5.5 Explain segregation of duties controls (e.g., dual vault control).
				8.5.6 Analyze unique physical and information security risk factors applicable to financial services.
8.5.7 Recommend strategies to address the unique physical and information security risk factors applicable to financial services.				
4	8.5.13 Negotiate insurance claims.			
	8.5.14 Analyze claim activity for fraud.			
	8.5.3 Perform transaction-execution support, recording, processing and settlement (e.g., input deposit, process check, record securities buy or sale, scan and index documents).			
	8.5.4 Manage customer accounts in accordance with policies and governmental mandates (e.g., verify information, complete required forms, report mandated information).			
			8.5.8 Perform daily branch operating procedures (e.g., process cash deposits and withdrawals, perform currency exchanges, balance drawer).	

Strands	Outcomes	DOK	Competencies
Process Management			8.5.9 Use techniques to underwrite loan and insurance applications. 8.5.10 Service loans and accounts in accordance with applicable regulations (e.g., mortgage, trust, agency). 8.5.11 Handle problem loans and accounts. 8.5.12 Investigate and process insurance claims (e.g., conduct interviews, inspect property, review medical reports, assign value, compile report).
		1	
		2	
		3	8.6.1 Register, screen and direct patients and non-patient visitors. 8.6.2 Adapt patient handling approach to address cultural needs of different patient groups (e.g., elderly, non-native English speaking). 8.6.3 Prepare data for a referring physician. 8.6.4 Recognize and respond to medical emergencies based on protocols, standard triage procedures and first aid and cardiopulmonary resuscitation (CPR) practices. 8.6.5 Conduct telephone triage procedures to obtain information required to identify urgency of needs and to direct phone calls properly. 8.6.6 Determine the cause of denied insurance claims, and recommend follow-up actions to resolve claims. 8.6.7 Process payments on accepted insurance claim, and post adjustments and write-offs.
			4
	Medical Coding and Billing	1	
		2	8.7.1 Explain the need for standardized patient terminology in insurance coding and processing. 8.7.2 Identify coding conventions used to obtain standardization. 8.7.3 Explain the health-care insurance system and factors impacting processing and payment of insurance claims (e.g., eligibility, insurance networks, primary and secondary providers).
			3

Strands	Outcomes	DOK	Competencies
Process Management			8.7.6 Identify diagnoses and conditions that have specific coding guidelines in addition to general guidelines (e.g., Human Immunodeficiency Virus [HIV], antibiotic resistant infections, sepsis, neoplasms, blood diseases), and evaluate factors influencing the reporting and collection of data on these diagnoses or conditions.
		4	8.7.7 Code diseases for human anatomical systems (e.g., endocrine, nervous, circulatory, respiratory, digestive, musculoskeletal). 8.7.8 Code obstetric and perinatal conditions and progressions. 8.7.9 Code external causes of injury, poisoning and morbidity. 8.7.10 Code outpatient services. 8.7.11 Distinguish between principal diagnosis and additional diagnoses. 8.7.12 Complete required procedures and insurance forms for private insurance carriers, self-pay patients and government-insured patients using the coding of the International Classification of Diseases (ICD10) and Current Procedural Terminology (CPT) coding systems. 8.7.13 Identify required data elements, and manage the conversion of patient information to electronic medical records (e.g., manage data collection; process consent forms; input, review, edit documents).

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation	Financial Principles	1	
		2	9.1.1 Compare and contrast types of business, types of business ownership and the role of profit and taxes in influencing business structure.
			9.1.2 Explain the principles of domestic and international financial exchange that influence business strategy (e.g., forms of exchange, types of currency, time value of money).
			9.1.3 Explain the impact of tariffs, dumping and prohibited transaction rules on the financial performance of foreign operations.
			9.1.5 Explain how accounting and accounting standards impact business financial performance, and distinguish between cash and accrual methods of accounting.
			9.1.6 Distinguish among profit, cash flows and return-on-investment (ROI) measures; and identify factors that could cause different outcomes within these three measures of business performance.
			9.1.8 Describe fiscal year and the factors driving businesses to select different fiscal years in different industries.
		3	9.1.4 Determine risks to short-term and long-term business strategy using critical information on financial documents (e.g., pay register, bank statements, income tax forms, financial statements).
			9.1.7 Interpret cost-benefit analysis and revenue analysis (e.g., total revenue, marginal revenue, output, profit).
			9.1.9 Calculate sales and financial ratios.
9.1.11 Calculate insurable losses.			
9.1.12 Review and analyze business tax returns to profile a business.			
4	9.1.13 Compare and contrast financing options for domestic and international markets.		
	9.1.14 Monitor and calculate profitability and return on investment (ROI).		
	9.1.15 Explain the impact of net present value and opportunity costs on capital investment decisions.		
			9.1.10 Forecast sales, and interpret financial ratios.

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation	Corporate Investments	1	
		2	9.2.1 Identify sources of and interpret securities information. 9.2.2 Interpret changes in equity. 9.2.3 Explain capital markets and corporate valuation models used in finance. 9.2.8 Predict bankruptcy potential for a business.
		3	9.2.4 Compare business performance within and across industry sectors using financial analysis (e.g., ratio analysis, trend analysis, fundamental analysis). 9.2.5 Predict business performance using financial statements and financial analysis, and describe the limitations of financial analysis. 9.2.6 Describe how a business's financial needs at different stages of development may impact performance and company value. 9.2.7 Explain how business decisions influence capital market prices (i.e., stocks and bonds) and company value. 9.2.9 Compare asset allocation strategies, risk profiles and investment objectives.
		4	9.2.10 Select investments that generate revenue for clients, comply with securities laws and regulations, fit within diversification and portfolio management strategies and achieve client's financial goals and objectives.
	Financial Risk Management	1	
		2	
		3	9.3.10 Describe factors influencing retirement plan administration and selection of an administrative agent.
		4	9.3.1 Evaluate and forecast company performance using business ratios (e.g., liquidity ratios, efficiency ratios, debt leverage ratios, market ratios) and peer-to-peer comparisons; and identify incongruent relationships for further review. 9.3.2 Calculate internal performance measures (e.g., product-line profitability, business unit profitability, return on investments, working capital). 9.3.3 Calculate cash needs using the time value of money. 9.3.4 Analyze the impact of changes in benchmark rates on lending and borrowing costs (e.g., fed funds rate, 10-year treasury rate, London Interbank Offered Rate [LIBOR]). 9.3.5 Set achievable business financial goals using internal and external economic indicators. 9.3.6 Measure cost-effectiveness of expenditures. 9.3.7 Analyze transactions and accounts (e.g. purchases, sales, sales returns and allowances) to identify manageable risks and opportunities.

Strands	Outcomes	DOK	Competencies	
Financial Analysis and Evaluation			<p>9.3.8 Determine aspects of international corporate finance impacting company performance (e.g., transaction exposure, financing costs).</p> <p>9.3.9 Determine financial risk-management techniques and associated risks (e.g., derivative contracts, insurance, indemnity agreements, self-insured retentions, captives).</p>	
	Internal Controls	1		
		2	9.4.1	Describe the impact of financial reporting and internal control regulations on control requirements (e.g., Sarbanes-Oxley Act of 2002, Dodd-Frank Wall Street Reform Act, Model Audit Rule, Government Accountability Standards).
		3	9.4.2	Assess and identify the risk of errors and fraud in transactions and accounts (e.g., unusual activity, abnormal variations).
			9.4.3	Assess the effectiveness of internal controls.
	4	9.4.6	Analyze the impact of organizational growth and complexity on the effectiveness of internal controls.	
		9.4.4	Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, capital asset controls, data protection, personal information controls).	
	Financial Accounting		9.4.5	Inspect and ensure the continued functioning of internal controls.
		1		
		2	9.5.1	Describe how basic accounting principles and requirements of accounting-standards setting bodies impact the accounting and auditing process (e.g., Generally Accepted Accounting Principles [GAAP], required set of financial statements).
			9.5.2	Explain the accounting concepts that form the basis for accounting systems that comply with GAAP (e.g., accounting cycle, accounting method, accounting equation).
		3	9.5.14	Identify and preserve accounting information in compliance with regulations and policies.
		4	9.5.3	Create a GAAP-compliant chart of accounts providing a sufficient level of detail to support other managerial objectives (e.g., cost center reporting).
			9.5.4	Predict balance sheet changes using the accounting equation and account characteristics (e.g., debit or credit).
9.5.5			Classify and record standard business transactions (e.g., cash, accounts receivable, accounts payable, inventory, plant assets) to the general ledger using journals and reconciliation rules to reduce errors.	
9.5.6	Identify, evaluate and determine the accounting for nonstandard transactions.			
	9.5.7	Record adjusting entries, closing entries and post-closing correcting and reversing entries to general ledger accounts using journals (e.g., depreciation, allowances, consolidation).		
	9.5.8	Classify asset and liability accounts into current and non-current categories.		

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation			<p>9.5.9 Manage accounting processes in accordance with accounting standards and organizational policies and procedures (e.g., cash, accounts receivable, accounts payable, inventory usage valuation, payroll expenses and benefits, long-term assets, intangible assets).</p> <p>9.5.10 Summarize accounting data in trial balances, worksheets and financial statements.</p> <p>9.5.11 Perform procedures to validate accuracy of accounting data, to identify errors and to make corrections (e.g., review trial balance, reconcile cash, proof ledgers, count inventory).</p> <p>9.5.12 Calculate and process tax and benefit payments.</p> <p>9.5.13 Perform automated accounting functions using available hardware and software applications.</p>
		1	
		2	<p>9.6.1 Explain the importance of accurately reporting a business's financial position and activities, the types of systems that are used for that purpose (i.e., tax systems, financial and cost systems) and the linkage to operational systems (i.e., enterprise systems).</p> <p>9.6.6 Describe the elimination process to account for consolidated entities and the purpose of consolidated financial reports.</p>
		3	<p>9.6.2 Determine the level and type of reporting required to achieve business objectives and comply with regulatory requirements (e.g. compilation, audit, GAAP, IFRS, SME, fund accounting).</p> <p>9.6.11 Identify the requirements associated with planning, conducting, supervising, and reporting the results of internal and external audits in accordance with auditing and attestation standards and state regulations.</p> <p>9.6.12 Comply with internal and external confidentiality and non-disclosure requirements.</p>
		4	<p>9.6.3 Account for partnership activity and allocation of partnership profits and losses in accordance with partnership agreements.</p> <p>9.6.4 Account for corporate equity activity (e.g., stock issuance, dividends, stock repurchases).</p> <p>9.6.5 Account for specialized transactions (e.g., acquisitions, disposals).</p> <p>9.6.7 Determine accounts and transactions requiring adjustments for local versus international accounting requirements.</p> <p>9.6.8 Identify tax accounting differences (e.g., accelerated depreciation).</p> <p>9.6.9 Analyze financial statements and accounts to prepare supplemental schedules and reports that comply with reporting requirements (e.g., notes to financial statements, management discussion and analysis, sustainability disclosures, earnings per share disclosure).</p> <p>9.6.10 Prepare and file financial reports and business tax returns.</p>

Strands	Outcomes	DOK	Competencies
Financial Analysis and Evaluation	Accounting for Decision-making	1	
		2	
		3	9.7.1 Select cost accounting technique, and determine processes and procedures required to effectively and efficiently implement it. 9.7.5 Set break-even and c-v-p targets. 9.7.11 Calculate quality costs (e.g., prevention, appraisal, failure).
		4	9.7.2 Track and allocate costs to projects and cost centers (e.g., job order cost sheets, standard cost application, overhead calculation). 9.7.3 Apply cost accounting techniques to challenge prices and to calculate cost of goods sold (e.g., job and process costing, activity-based costing). 9.7.4 Calculate break-even; and analyze cost, volume and profit variances (c-v-p). 9.7.6 Apply cost and revenue data for short-term and long-term decision-making, strategic planning and forecasting. 9.7.7 Project future revenues and expenses for budgeting and forecasting purposes. 9.7.8 Interpret pro-forma financial statements (e.g., balance sheet, income statement, cash flow statement) to determine impact of a proposed action. 9.7.9 Develop budgeting process (e.g., top-down, bottom-up, incremental) to support business goals and objectives. 9.7.10 Prepare budget and forecast reports (e.g., overhead, production, operating, capital expenditure) and budgeted operating statements using preliminary budget detail. 9.7.12 Improve budgeting and forecasting accuracy.

Strands	Outcomes	DOK	Competencies
Strategic Management	Strategic Planning	1	10.1.10 Describe the process and structure of business planning.
		2	10.1.1 Describe the strategic-planning process in an organization and the relationship between strategic planning, organizational business plans and departmental plans.
		3	10.1.2 Define business mission. 10.1.3 Translate the business mission into departmental imperatives.
		4	10.1.4 Conduct an organizational or department situational analysis of the internal and external environment to support development of a strategic plan. 10.1.5 Identify and benchmark key performance indicators (e.g., dashboards, scorecards) and key risk indicators. 10.1.6 Develop and communicate time-bound company or departmental vision, goals, and objectives. 10.1.7 Develop strategic action plans at the departmental level to achieve goals and objectives (e.g., marketing, research and development, procurement, production, human resources, information technology). 10.1.8 Track achievement of goals and objectives using appropriate benchmarking techniques and internal information. 10.1.9 Determine the effectiveness of the strategic-planning process, and react to it.
	Strategic Execution	1	
		2	10.2.4 Describe the relationship of departmental strategies to departmental goals and objectives. 10.2.6 Explain uses of and differences in financial and operational information analysis (e.g., financial KPIs, marketing KPIs, logistics KPIs), and identify metrics that promote a balanced and successful approach to execute strategy.
		3	10.2.1 Identify activities required to support the strategic goals, objectives and plans of the organization; and adjust departmental focus. 10.2.2 Identify functions, skills and capabilities required to execute strategy; and determine whether those skills and capabilities are present or available. 10.2.3 Compare options for departmental structure, and evaluate their ability to support plan execution (e.g., in-house or outsourced; centralized, remote, hybrid; cross-functional teams or specialized groups). 10.2.5 Determine departmental policies required to support strategy. 10.2.8 Determine factors influencing the organizational structure and strategies for foreign businesses.
		4	10.2.7 Determine alternative actions to take when goals are not being met (e.g., modify tactics, increase allocated resources, challenge goals, identify exit options).

Strands	Outcomes	DOK	Competencies
Strategic Management	Change Management	1	
		2	10.3.1 Explain the internal and external factors that create resistance to change, and describe their impact on the speed of change. 10.3.2 Describe the relationship among innovation, learning and change.
		3	10.3.3 Compare and contrast strategies and approaches for leading changes involving how things are done (second-order change) versus organizational values and culture (third-order change). 10.3.4 Evaluate opportunities for company or departmental changes. 10.3.5 Identify the factors considered in establishing organizational development objectives to support change initiatives. 10.3.6 Analyze the factors included in a change-management initiative. 10.3.7 Explain the change-management life cycle and its relationship with project management.
		4	10.3.8 Measure the success of change efforts.
	Cash Management	1	
		2	
		3	10.4.4 Identify strategies for managing the risks associated with opening, managing and closing corporate bank accounts (e.g., Payment Card Industry [PCI] compliance/Health Insurance Portability and Accountability Act [HIPAA]). 10.4.5 Manage the use and acceptance of credit cards. 10.4.6 Manage extensions of credit to customers and vendors.
		4	10.4.1 Prepare short-term, medium-term and long-term cash budgets to determine a company's cash requirements. 10.4.2 Develop strategies to meet company's cash requirements. 10.4.3 Determine payment and collection system structure that minimizes amount of cash required to fund daily operations and associated limitations and requirements (e.g., National Automated Clearinghouse Association [NACHA]). 10.4.7 Select strategies for making and receiving international payments, loans and investments. 10.4.8 Select working capital improvement strategies (i.e., receivables, payables and inventory). 10.4.9 Use variance analysis to correct errors in forecasts and budgets.
	Capital Management	1	
		2	10.5.5 Describe the requirements for using capital market securities as a source of financing. 10.5.9 Describe factors to consider in evaluating mergers and acquisitions, restructuring opportunities and divestiture options. 10.5.10 Describe the factors to consider in establishing domestic and international tax strategies.

Strands	Outcomes	DOK	Competencies
Strategic Management		3	10.5.1 Select technique to analyze proposed capital investments based on advantages, disadvantages and available information (e.g., payback, net present value, internal rate of return).
			10.5.2 Select appropriate technique to evaluate and prioritize business project funding (e.g., discounted cash flows, marginal analysis, cost-benefit analysis).
			10.5.4 Explain the impact of mandatory cash levels, or reserves, established by legal or regulatory requirements, as applicable, on capital plans (e.g., legal capital, loan loss reserves, net capital reserves, statutory minimum capital, surplus requirements).
			10.5.6 Identify factors impacting dividend policy, and evaluate dividend impact.
		4	10.5.3 Evaluate the impact of capital-expenditures budgets on liquidity, competitiveness, solvency and goal-setting.
			10.5.7 Select a dividend policy. 10.5.8 Assess the impact of capital transactions on the cost of debt, cost of equity, cost of capital and minimum capital requirements.
	Product Development	1	
		2	
		3	
		4	10.6.1 Generate ideas for new products and services using innovation skills, creative-thinking techniques and crowdsourcing. 10.6.2 Develop decision-making criteria, and define the decision-making process that will be used to screen ideas for feasibility. 10.6.3 Research the potential costs, revenues and profits and marketing strategy of the new product or service (i.e., conduct feasibility study). 10.6.4 Consider legal restrictions and requirements impacting the sale and marketing of new products and services (e.g., non-disclosure agreements, non-compete agreements, statement-of-work, master service agreements). 10.6.5 Determine and solicit the involvement of other business functions and resources to test product ideas, and evaluate product ideas against existing portfolios and strategies. 10.6.6 Coordinate development of prototype or proof-of-concept. 10.6.7 Evaluate and apply product-development system to speed commercialization time while meeting other business objectives (e.g., stage-gate, synapse, agile). 10.6.8 Determine resources available to advance ideas to the commercialization stage in either an intrapreneurship or entrepreneurship capacity (e.g., grants, business-development agencies and incubators, partnerships, joint ventures). 10.6.9 Create a business plan. 10.6.10 Implement the initial steps to establish a business (e.g., select business structure, complete legal and regulatory filings, establish financial and tax accounts).

Webb's Depth of Knowledge Analysis

The second analysis summarizes the DOK allocation for strand using the percentage breakdown.

Strands	Number of Competencies in the Strand	Webb's DOK Levels	Percentage of DOK by Level
Business Foundations	52	1	0%
		2	56%
		3	40%
		4	4%
Business Relationships	49	1	0%
		2	14%
		3	12%
		4	74%
Business Governance	76	1	12%
		2	42%
		3	22%
		4	24%
Marketing	139	1	0%
		2	28%
		3	27%
		4	45%
Resource Management	111	1	0%
		2	15%
		3	32%
		4	53%
Operations Management	86	1	0%
		2	13%
		3	38%
		4	49%
Process Management	79	1	0%
		2	11%
		3	46%
		4	43%
Financial Analysis and Evaluation	79	1	0%
		2	19%
		3	30%
		4	51%
Strategic Management	54	1	1%
		2	15%
		3	35%
		4	49%
Totals	726	1	1.5%
		2	23.0%
		3	31.5%
		4	44.0%

Date:
5/25/2016

Project Name:	Olentangy HighSchool
Project Number:	
Garland Rep:	Wes Van Autreve

Bidders:	JB Roofing	Smith Roofing	Quinn Contracting	Commerical Painting	Phinney Roofing
Base Bid	\$ 53,485.00	\$ 52,000.00	\$ 52,500.00	\$ 41,562.00	No bid
Tuff Stuff Gray	\$ 25.00	\$ 20.00	\$ 25.00	\$ 18.00	
Rust Go Primer	\$ 15.00	\$ 7.00	\$ 7.00	\$ 5.00	
Rust Go Top Coat	\$ 20.00	\$ 15.00	\$ 15.00	\$ 18.00	
Alternate #1	\$ 31,679.00	\$ 30,000.00	\$ 31,000.00	\$ 19,827.00	
Tuff Stuff Gray	\$ 10.00	\$ 15.00	\$ 20.00	\$ 14.00	
Rust Go Primer	\$ 5.00	\$ 3.00	\$ 3.00	\$ 2.00	
Rust Go Top Coat	\$ 12.00	\$ 7.00	\$ 7.00	\$ 7.00	
Total Price (minus chimney)	\$ 85,164.00	\$ 82,000.00	\$ 83,500.00	\$ 61,389.00	\$ -