

TOMBALL ISD

2021-2022

Annual Budget Report



Dr. Martha Salazar-Zamora, Superintendent

INTRODUCTION

Tomball Independent School District is fortunate to have a supportive community that is a partner in the education of our children. As steward of the community's investments in its schools, the district is committed to ensuring residents have easy access to and understanding of Tomball ISD's finances.

This budget information is presented in an easy-to-understand format and is an overview of the district's budgeted general operating activities, as well as key financial trends and data. There is further discussion on the child nutrition and debt service budgets. This report contains highlights of district finances, with key data taken from audited financial statements in the district's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2020, and is part of our commitment to transparency. To further evaluate the budget being presented some readers may be interested in exploring the more comprehensive CAFR. That document

can be found at www.tomballisd.net, under the Finance Department or on file with the Texas Education Agency (TEA).



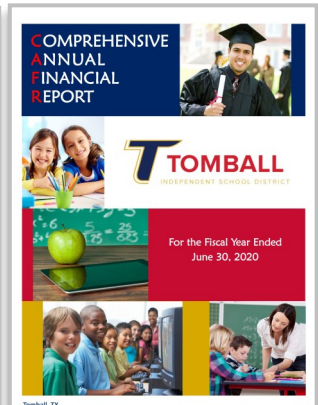
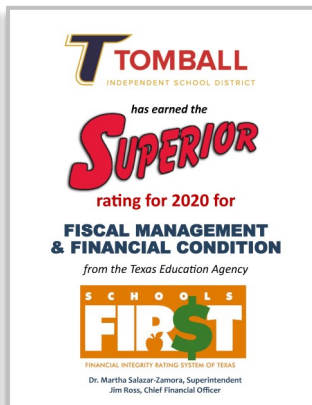
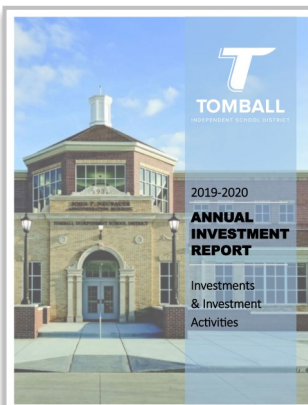
Jim Ross
Chief Financial Officer

The district's CAFR is prepared in accordance with Generally Accepted Accounting Principles (GAAP) for the United States. Because this report summarizes the district's financial activity in a reader-friendly format, it is not presented in conformity with GAAP.

Questions, comments and feedback about this report are encouraged. Please contact myself at the TISD Finance Office at (281) 357-3100 or email the Director of Finance, zacheryboles@tomballisd.net.

Respectfully submitted,

Jim Ross
Jim Ross
CFO



SCHOOL BOARD 2021

Board of Trustees — Tomball Independent School District is governed by an elected seven-member board. School Board members are guardians of the public trust and, through the policies they make, are ultimately responsible for the success or failure of your local independent school district. The board serves as the advocate for educational excellence for the community's youth and puts those interests first. The policies school boards make dictate the standards and philosophy by which our schools are run and the criteria used to judge whether they are being run well.

The key roles and responsibilities of the school board members are:

- ★ Hire and evaluate the superintendent and delegate all administrative responsibilities
- ★ Approve the school district's budget
- ★ Establish goals and evaluate outcomes
- ★ Adopt and evaluate policies
- ★ Communicate with the community
- ★ Adopt the tax rate



Matt Schiel
President
Serving Since 2016



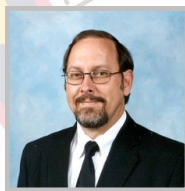
Kathy Handler
Vice President
Serving Since 2010



Lee McLeod
Secretary
Serving Since 2017



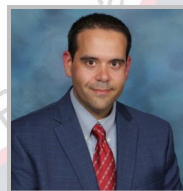
John E. McStravick
Assistant Secretary
Serving Since 2000



Mark Lewandowski
Trustee
Serving Since 2003



Michael J. Pratt
Trustee
Serving Since 2010



Justin Unser
Trustee
Serving June 2019

SUPERINTENDENT

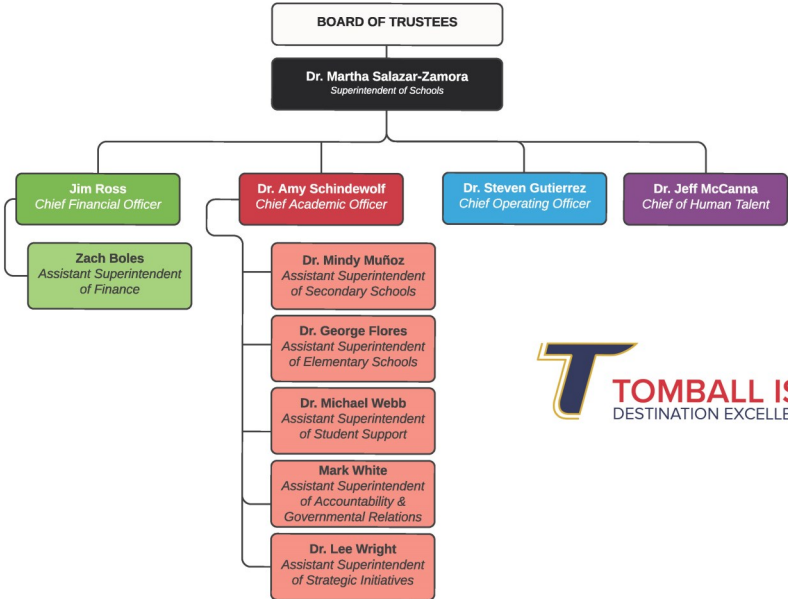


Dr. Martha Salazar-Zamora

Legal Responsibilities of the Superintendent

The Superintendent of the District is required to follow Sections 44.002 through 44.006 of the Texas Education Code that establish the legal basis for budget development in public school districts. The following six items summarize the legal requirements from the Texas Education Code:

- ★ *The Superintendent is the budget officer for the District and prepares or causes the budget to be prepared.*
- ★ *The District budget must be prepared by June 19th for the following fiscal year.*
- ★ *The President of the Board of Trustees must call a public meeting of the Board, giving ten days public notice in a newspaper, for the adoption of the District budget. Any taxpayer in the district may be present and participate in the meeting.*
- ★ *No funds may be expended in any manner other than as provided for in the adopted budget. The Board does have the authority to amend the budget or adopt a supplementary emergency budget to cover unforeseen expenditures.*
- ★ *The budget must be prepared in accordance with GAAP (generally accepted accounting principles) and state guidelines.*
- ★ *Budgets for the General Fund, the Food Service Fund and the Debt Service Fund must be included in the official district budget.*



STUDENT ENROLLMENT

In November of 2017 Tomball ISD voters approved Bond 2017 which addressed renovations at existing campuses, new technology, and the need for new facilities. This bond included our newest elementary school, Grand Oaks which opened in August 2020, Grand Lakes Junior High and a new district stadium and community center scheduled to open in August 2021 at the Elmer & Dorothy Beckendorf Educational Complex. In the next five years following the completion of Bond 2017 projects, Tomball ISD is projected to grow by more than 4,300 students, which will increase the district's enrollment to over 23,000 students.

The District operates eight elementary schools (grades K-4), three elementary schools (grades K-5), three intermediate schools (grades 5-6), one junior high school (grades 6-8), two junior high schools (grades 7-8), two high schools

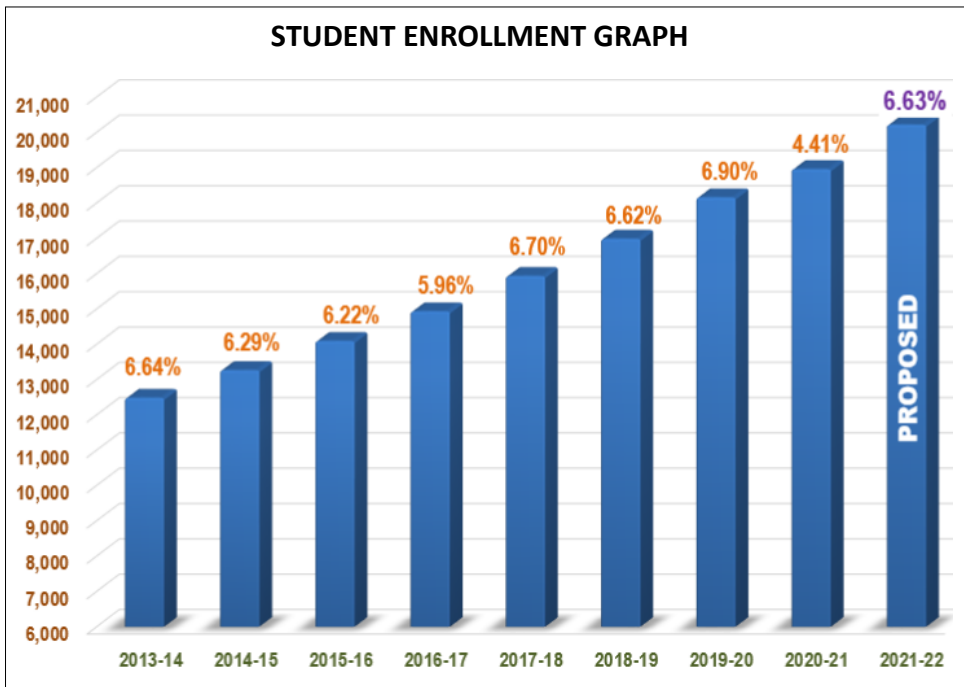
(grades 9-12), and two alternative learning campuses. All schools are fully accredited by the Texas Education Agency and the Southern Association of Colleges and Schools.

The current facility capacities are as follows:

Elementary Schools (K-4)	7,036
Elementary Schools (K-5)	2,476
Intermediate Schools (5-6)	2,994
Junior High Schools (7-8)	5,442
High Schools (9-12)	6,611

The current enrollment is as follows:

Elementary Schools (K-4)	5,613
Elementary Schools (K-5)	2,039
Intermediate Schools (5-6)	2,325
Junior High Schools (7-8)	3,335
High Schools (9-12)	5,315

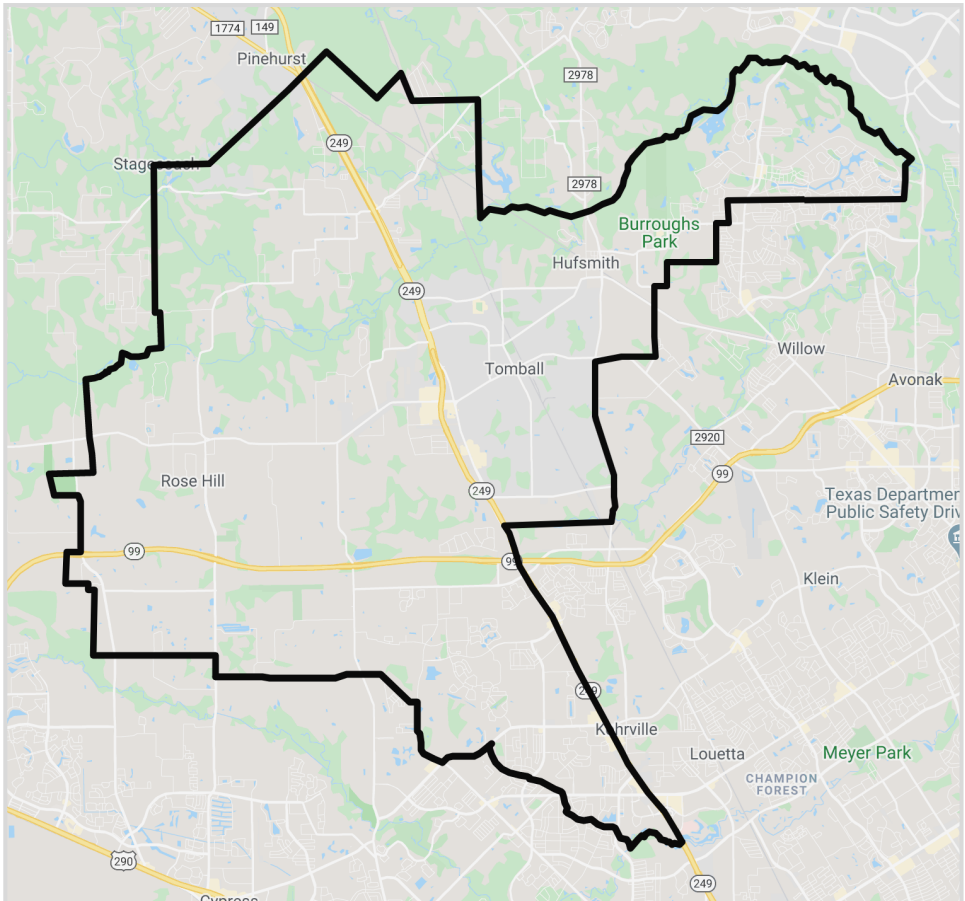


ABOUT TOMBALL ISD

Formed in 1937 the district encompasses portions of Harris and Montgomery counties, near the City of Tomball, approximately 20 miles northwest of Houston's central business district and 15 miles southwest of the Woodlands.

The 2021 district enrollment is 18,959, about 4.41% more than the previous year. This was a dramatic slowdown in growth compared to the past five years that averaged over 6% each year. A respiratory disease named "2019 Novel Coronavirus" ("COVID-19") spread across the world, including the U.S. and Texas. On March 13, 2020, the U.S.

President declared a national emergency and the Governor of Texas declared COVID-19 as a statewide public health disaster. The state and national economies virtually shut down. With parents having options of virtual or face-to-face learning, enrollment growth for schools either decreased or remain unchanged. While enrollment growth has slowed the District saw the highest increase in its tax base in several years with an increase of 9.28% over the prior year. The tax base is considered very diverse with the top ten leading taxpayers comprising less than 7% of the total base. The major growth seen with this change was in residential.



BUDGET PREPARATION

The Tomball Independent School District uses the Priority-Based Budgeting method in budget preparation. Priority-Based Budgeting is a way for local governments to spend within their means by continuously focusing on the results most relevant to the community and the programs that influence those results to the highest possible degree.

Priority-Based Budget Process

The process involves a systematic review of existing services, why they exist, what value they offer our students, how they benefit our students and community, what they cost, and what objectives and student and parent demands they are achieving.

The measurement of this budget process can be seen in the success shown in reports and data produced by the Texas Education Agency (TEA). School performance is reported by TEA in the Texas Academic Performance Reports (TAPR). This annual report uses a wide range of information on the performance of students in each school and district in Texas and assigns a grade of A to F for four different domains of data. Performance is shown disaggregated by student groups, including ethnicity and socioeconomic status. Each domain is rated A through F and the average of all parts leads to the district final grade. In the last year of rating before COVID-19 Tomball ISD was rated an A in all four domains for a district overall grade of A and was one of only 153 out of 1,223 school districts and charters to receive this grade. Obviously as an education provider Tomball ISD provides excellent academic results for students at all levels; a value for students and parents.

In preparing the 2021-2022 budget the District faced a number of challenges from both internal and external sources. Internally the District had to face dealing with the rapid increase in special education costs, providing a general pay increase to keep up with inflation, costs of opening new facilities, and dealing with enrollment fluctuations and the impact on staffing. External issues affecting the District were the impact of COVID-19 on district operations overall, maintaining construction schedules, the availability of supplies and materials, and the changes being discussed in funding in the 87th Legislative Session. Legislative issues of concern for revenue generation are state funding concerns tied to House Bill 3 and the fact that no revenue source to fund this bill has been identified. A legislative issue of interest is adoption of HB 1525 with a change in the funding calculations that increase the Fast Growth Allotment.

Financially Tomball ISD continues to perform well. There are numerous reports that show that in comparison to similar districts demographically and geographically Tomball ISD's expenditures per pupil are consistently very low year-after-year. This can be seen in reports available on-line of Texas SmartSchools and the Financial Allocation System of Texas (FAST). In fact Tomball ISD is one of only 26 public school districts in the state to receive the highest rating in these reports.



AWARDS & RECOGNITIONS

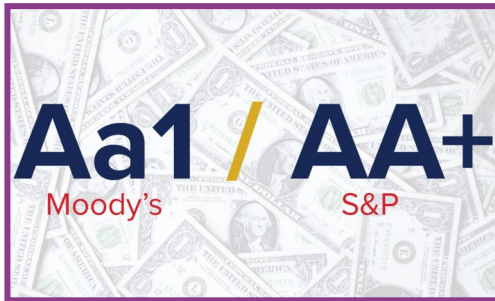
Financial statements of Tomball ISD are annually submitted to both The Association of School Business Officials, International (ASBO) and The Government Finance Officers Association (GFOA) for review. These organizations encourage excellence in financial reporting by state and local governments, and enforce strict disclosure requirements on entities requesting review. Tomball ISD is committed to significantly higher standards in financial reporting and has received awards for financial statement presentation and disclosure from both associations for 22 consecutive years. It should be noted that less than 4.5% of the school districts in Texas receive both these awards. Tomball ISD has a financial rating with Standard & Poor's Rating Services of AA+. The district is one of only 21 school districts of 1,022 districts in the State of Texas to earn the AA+ financial rating. The rating is based on the district's continued and projected maintenance of a strong tax base, tax-raising flexibility, very strong reserves, and moderately high debt burden. Tomball ISD also has a financial rating with Moody's Financial Services of Aa1 (equivalent to S&P's AA+).

The district's Chief Financial Officer Jim Ross states he is always conscientious of Tomball ISD's financial condition. Ross said, "When I joined Tomball ISD 18 years ago, I was confident the district had the potential to be a financial leader among school districts across the state. Through the years, we've practiced a conservative approach to spending, which is one of the contributing factors resulting in our AA+ financial rating. Tomball ISD has maintained a history of fiscal responsibility,

and the AA+ recognition is an outstanding accomplishment that affirms our district is among the best in Texas."

According to Standard & Poor's rating report, additional underlying factors that led to the rating were the district's good financial management practices and policies and strong financial condition, despite rapid enrollment growth, under the current State of Texas funding formula. According to Ross, the rating benefits Tomball ISD with current and future bond issuance. "The AA+ rating saves us millions of

dollars. We have such a strong financial reputation that when we sell bonds we see heavy investor interest and demand for bonds of all maturity lengths."



Tomball ISD administrators have a history of being good stewards of tax dollars, and make financial decisions that are in the best interest of students and their educational needs. For seven consecutive years, Tomball ISD held a flat tax rate of \$1.36. From 2015 through 2019, the total tax rate was lowered to \$1.34. Once again the district lowered the total tax rate to \$1.29 for 2019 and 2020, and decreases will continue in 2021 with a reduction to \$1.25.

Another component in the district's approach to managing finances included setting aside funds in preparation for opening new schools. Voters have approved a bond referendum in November 2017. Bond 2017 for \$275 million dollars has enabled the district to meet the continued needs of a growing student population and to stay current with ever-changing technology.

TISD FUN FACTS!



We served
1,111,320
cartons
of milk!



Transportation performs
over 280 bus oil changes

Our district website has been
viewed over **4,144,740** times
from over 616,00 users!



We have used
over 219,000
Gallons of
Diesel
Fuel in a year!



WHY TOMBALL ISD?

EXCEPTIONAL FACILITIES
GROWING DISTRICT
STATE-OF-THE-ART- STADIUM
ENGAGED COMMUNITY



OUTSTANDING STUDENT ACHIEVEMENT
REPUTATION OF EXCELLENCE
CAREER & COLLEGE PROGRAMS
A DESTINATION
SMALL SCHOOL COMMUNITY
INNOVATIVE LONG RANGE PLANNING
DEDICATED TEACHERS
ENGAGED FAMILIES
INNOVATIVE TECHNOLOGY
FINANCIAL INTEGRITY



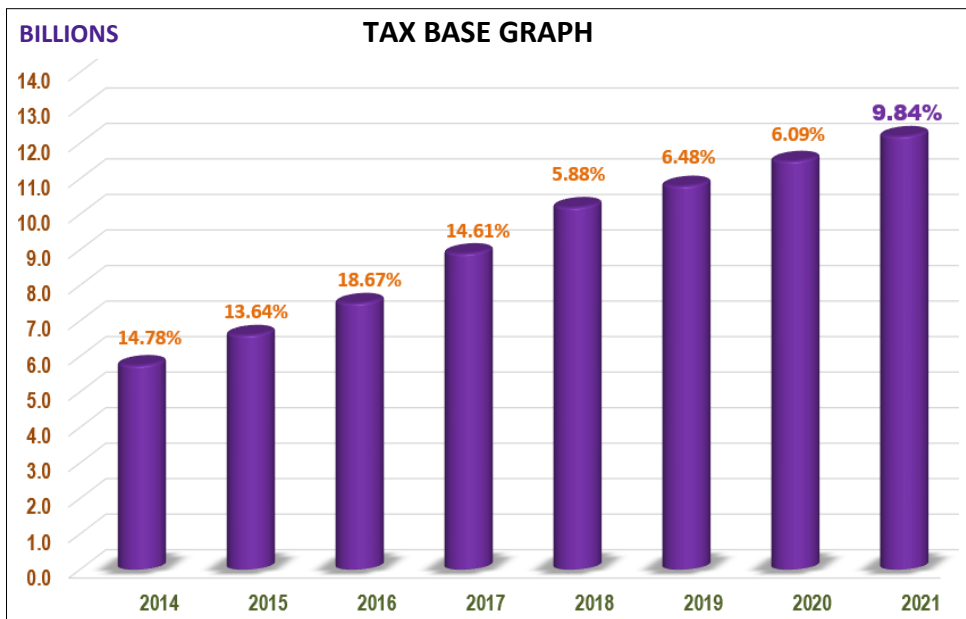
TAX BASE CHANGE & METHODOLOGY

Tomball ISD has two major sources of revenue: local property taxes and state funding. Local property taxes are dependent on the tax rate set on the assessed taxable values of the district. These assessed taxable values are determined by the Harris County Appraisal District (HCAD) and Montgomery County Appraisal District (MCAD). By state funding design, revenue per pupil is limited to a set amount. This amount is then multiplied by the number of students in average daily attendance to establish the total amount of funding. Local tax revenues are applied first to the full funding amount. Any portion of the total not paid by local tax revenues is then paid by the State. If the local tax base increases and local tax revenues increase, state aid decreases. If local tax revenues decrease, then state aid increases. State formulas cap the maximum tax rate allowed.

During the 2019 Legislative Session, the State Legislature made several significant changes to the funding methodology for school districts. The 2019 Legislation

divides a school district's M&O tax rate into two distinct parts: the "Tier One Tax Rate", which is the local M&O tax rate required for a school district to receive any part of the basic level of State funding under the Foundation School Program, and the "Enrichment Tax Rate", which is any local M&O tax effort in excess of its Tier One Tax Rate. The 2019 Legislation amended formulas for the State Compression Percentage and Maximum Compressed Tax Rate to compress M&O tax rates in response to year-over-year increases in property values across the State and within a school district, respectively.

House Bill 3, passed by the Legislature in 2019, has a requirement of tax rate reduction corresponding to tax base increases. The Legislature stated the mandated reduction in tax rate would be fully funded by the State. That is not the case for Tomball ISD and increases in the tax base and the related mandated reduction in tax rate are only being replaced at a rate of 75 cents of the dollar reduced. This is creating a serious problem for the District over time.

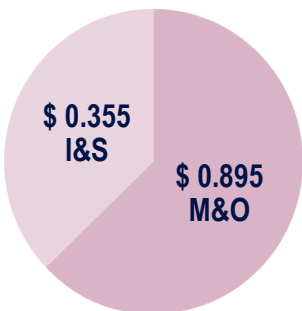


RATE HISTORY & PROPOSED RATES

SCHOOL YEAR	M&O TAX RATE	I&S TAX RATE	TOTAL TAX RATE
2011-2012	1.010	0.350	1.360
2012-2013	1.010	0.350	1.360
2013-2014	1.020	0.340	1.360
2014-2015	1.020	0.340	1.360
2015-2016	1.020	0.320	1.340
2016-2017	1.040	0.300	1.340
2017-2018	1.040	0.300	1.340
2018-2019	1.040	0.300	1.340
2019-2020	0.970	0.320	1.290
2020-2021	0.940	0.350	1.290
PROPOSED	0.895	0.355	1.250

The district passed a \$1.01 M&O tax rate from 2008-09 through 2012-13. The 2013-14, 2014-15 and 2015-16 M&O tax rate was \$1.02 and from 2016-17 to 2018-19 M&O was \$1.040. In 2019-20 House Bill 3 took effect and the M&O tax rate was required to be reduced 7 cents to \$0.97. In 2020-21 the tax base again increased, as it has each year with growth, and the M&O tax rate was required to be reduced by 3 cents to \$0.94. For 2021-22 the tax base

again increased, as it has each year with growth, and the M&O tax rate was required to be reduced by 4.5 cents to \$0.94.



During a three year time period the District has reduced its M&O tax rate by 14.5 cents. If the State was fully funding the forced

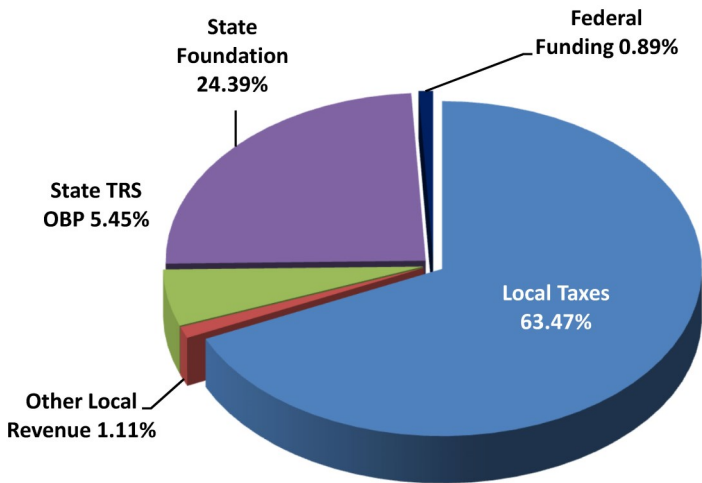
reduction in tax rate, tied to the formulas required by law in House Bill 3, state funding would have increased by a total of \$19,380,265 for the hold-harmless replacement of forced M&O tax rate reduction. Instead the State has only replaced \$14,535,198 and the District has lost \$4,845,067 in revenue generating capacity. This will lead to future issues.

The combination of the M&O tax rate and the I&S tax rate is the total tax rate. The District has a history of maintaining a level or decreasing total tax rate. A school district that is experiencing rapid growth in student enrollment will typically see a corresponding increase in the taxable base. Increased student enrollment requires additional facilities which will increase operating costs. The I&S tax rate pays for the construction of facilities. The M&O tax rate pays for the perpetual operating costs. The HB3 forced tax rate reduction is not allowing sufficient funding for facilities being added for growth.

BUDGETED OPERATING REVENUES

A spreadsheet on the following page compares the actual audited financial data from prior years to the 2020-2021 projected revenues and the 2021-2022 proposed revenues. This spreadsheet shows an increase in both state funding and local taxes for 2021-2022 due to the slight increase in the taxable property value combined with enrollment growth. The total projected operating revenue is \$172,000,000 and is 5.57% higher than the previous year amended.

The total operating revenue per pupil (WADA) of \$7,418 is a 3.75% increase from \$7,020 in the prior year. The Texas Legislature changed funding in the 2019 Session increasing it significantly for many districts. However, the change was a very modest 3% increase overall for Tomball ISD due to repurposing of revenue available in the previous existing funding structure.



Revenue is projected to increase by \$12,029,610 over the prior year with local funding 69.27% of total funding and state funding 29.84% of total funding. The state increase of \$7,654,389 is primarily driven with a tax rate buy-down hold-harmless amount.

REVENUE	2020-2021	2021-2022
State Funding	\$ 43,674,298	\$ 51,328,687
Local Funding	114,796,092	119,146,313
Federal Funding	1,500,000	1,525,000
TOTAL	\$ 159,970,390	\$ 172,000,000
Percent Change	4.52%	7.52%
Revenue per WADA	\$ 7,020	\$ 7,418
WADA	22,788	23,187

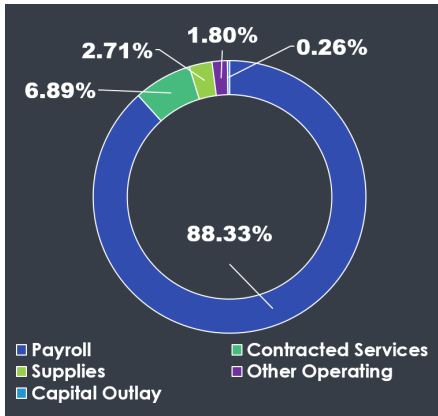
2021-2022 PROPOSED BUDGET

Revenues

<i>DESCRIPTION</i>	2018-2019	2019-2020	2020-2021	2021-2022
	10-Month	Audited	PROJECTED	PROPOSED
Pupil Weighted ADA	19,637,356	21,144,317	22,787,780	23,187,510
% change from prior year	7.13%	7.67%	7.77%	18.08%
GENERAL FUND				
Local Property Taxes	108,540,987	110,342,346	112,670,214	117,230,552
% of Fund Revenues	78.04%	72.10%	70.43%	68.16%
Other Local Revenues	2,306,837	2,479,486	2,125,878	1,915,761
% of Fund Revenues	1.66%	1.62%	1.33%	1.11%
State Assistance	26,158,098	38,500,606	43,674,298	51,328,687
% of Fund Revenues	18.81%	25.16%	27.30%	29.84%
Federal Assistance	2,074,767	1,723,835	1,500,000	1,525,000
% of Fund Revenues	1.49%	1.13%	0.94%	0.89%
GENERAL FUND Total Revenue	139,080,689	153,046,273	159,970,390	172,000,000
per WADA Pupil Revenue	7,082	7,238	7,020	7,418
% Change from Prior Year per Pupil	4.86%	2.20%	-3.01%	4.73%
DEBT SERVICE				
Local Revenues	31,499,790	35,445,704	42,444,978	45,739,749
% of Fund Revenues	98.33%	98.62%	98.71%	98.79%
State Assistance	536,107	494,264	555,022	560,251
% of Fund Revenues	1.67%	1.38%	1.29%	1.21%
DEBT SERVICE Total Revenue	32,035,897	35,939,968	43,000,000	46,300,000
per WADA Pupil Revenue	1,631	1,700	1,887	1,997
% Change from Prior Year per Pupil	-5.62%	4.19%	11.02%	22.40%
FOOD SERVICE				
Local Revenues	3,538,527	2,968,447	4,372,590	4,381,225
% of Fund Revenues	54.94%	46.17%	55.56%	54.87%
State Assistance	153,001	215,100	172,680	187,000
% of Fund Revenues	2.38%	3.35%	2.19%	2.34%
Federal Assistance	2,749,112	3,245,556	3,324,160	3,417,000
% of Fund Revenues	42.68%	50.48%	42.24%	42.79%
FOOD SERVICE Total Revenue	6,440,640	6,429,103	7,869,430	7,985,225
per WADA Pupil Revenue	328	304	345	344
% Change from Prior Year per Pupil	-2.28%	-7.29%	13.58%	5.00%

GENERAL FUND APPROPRIATIONS

The 2021-2022 proposed General Fund budget is \$172,000,000, which is 5.57% higher than the 2020-2021 amended budget. The budget is divided into five major expenditure categories, with these expenditure categories called object codes in school accounting.



The object codes indicate expenses in payroll, contracted services, supplies and materials, other operating costs, and capital outlay. Education is a service-

oriented business, and typical for this type of business, payroll costs are a very high percentage of expenditures. As can be seen in the pie chart, payroll is the largest expense in the General Fund budget at 88.33% of the total budget.

The 2021-2022 total General Fund budget increased by \$9,073,120 over the previous year. Payroll increased by \$12,602,037 or 9.04% over the previous year. Contracted Services is primarily the cost of utilities and 6.89% of the total budget. Supplies and materials are 2.71%. Other Operating Expenses are 1.80% of the total budget and primarily includes the costs related to travel and property casualty insurance. This budget category increased by \$404,045 or 15.06% from the prior year due to the cost for additional property insurance for new facilities. Capital Outlay is 0.17% of the total budget.

Contracted Services, and Supplies and Materials were reduced to amounts below the previous year to offset adjustments made for COVID for that year.

EXPENDITURES	2020-2021	2021-2022
Payroll	\$ 139,333,673	\$ 150,935,710
Contracted Services	13,930,316	11,855,694
Supplies & Materials	6,335,651	4,665,951
Other Operating Expenses	2,683,447	3,087,492
Capital Outlay	643,793	455,153
TOTAL	\$ 162,926,880	\$ 172,000,000
Percent Change from Prior	16.33%	5.57%

FUNCTION CODE DEFINITIONS

Texas public school accounting expenditures are coded by function codes to identify the purpose of the expense. Budgets must be approved by fund and by function.

10 Instruction & Instructional-Related Services This function code series is used for expenditures/expenses that provide direct interaction between staff and students to achieve learning, and provide staff members with the appropriate resources to achieve the appropriate student learning through either materials or development. Technology used by students is also included here (11, 12, 13).

20 Instructional and School Leadership This function code series is used for expenditures that relate to the managing, directing, supervising and leadership of staff who are providing either instructional or instructional-related services. This function code series also includes the general management and leadership of a school campus (21, 23).

30 Student Support Services This function code series is used for expenditures/expenses that directly support and improve students' well-being and that supplement the teaching process. This includes guidance services, health services, psychological services, and support services for students with disabilities (31, 32, 33, 34, 36).

40 Administrative Support Services A
function code series for the over all
general administrative support services of
the school district. This includes
planning, research, development,
evaluation, information, & statistical/data
processing services (41).

50 Non-Student Based Support Services This function code series is used for expenditures/expenses that are school district support services (51, 52, 53).

60 Ancillary Services This function code series is used for expenditures/expenses that are for school district support services supplemental to the operation of the school district. This includes transportation and school maintenance (61).

70 Debt Service This function code series is used for expenditures that are used for the payment of debt principal and interest (71).

80 Capital Outlay This function code series is used for expenditures that are acquisitions, construction, or major renovation of school district facilities (81).

90 Intergovernmental Charges This function code is appropriate where one governmental unit transfers resources to another (95, 99).



BUDGET BY DETAILED FUNCTION CODES

The General Fund budget must be approved by the Board of Trustees by Fund and Function. Functions are classified by code in five general categories. Instruction is made up of the function codes beginning with a "1" and are 62.74% of the total budget. Campus and Instruction Administration are the function codes beginning with a "2" and are 8.71% of the total budget. Student Support are the function codes beginning with a "3" and are 12.10% of the total budget. General Administration is the single function code beginning with a "4" and 3.97% of the total budget. Non-Student Support are the function codes beginning with a "5" and are 11.69% of the total budget. Other less significant function codes beginning with a "6, 8, or 9" are only 0.79% of the total budget.

Direct instruction of students (11) is 60.98% of the total budget appropriations and is the largest single cost. Plant maintenance and operations (51) is the

second highest cost and includes costs of building maintenance and repairs, lighting and conditioning of facilities. This function is 9.60% of the total budget. Campus leadership (23) includes the costs for student and staff management at the campus level. This function is 6.20% of the total budget.

Frequently discussion focuses on the costs for extracurricular activities such as athletics. This cost is included in function 36 and is only 2.30% of the total budget. Another issue of contentious discussion is the cost of administrators not at the campus level. Function 41 and Function 21 account for these costs and combined are 6.48% of the total budget. What is also included in the costs for function 41 are support staff needed for payroll processing, for reporting to federal and state agencies, and for processing payments to vendors. The school district is a normal business operation with typical business processing and reports.

EXPENDITURES

Function 11 (Instruction)	\$ 104,887,492
Function 12 (Instructional Media Services)	2,002,673
Function 13 (Curriculum/Staff Development)	1,018,098
Function 21 (Instructional Leadership)	4,321,261
Function 23 (Campus Leadership)	10,664,177
Function 31 (Guidance & Counseling)	6,700,961
Function 32 (Social Services)	82,842
Function 33 (Health Services)	2,566,920
Function 34 (Transportation)	7,508,246
Function 36 (Extracurricular)	3,954,243
Function 41 (General Administration)	6,828,600
Function 51 (Plant Maintenance & Operations)	16,517,405
Function 52 (Security Services)	1,145,650
Function 53 (Data Processing)	2,435,432
Function 61 (Community Services)	21,000
Function 95 (JJAEP)	25,000
Function 99 (Other Government Agencies)	1,320,000
TOTAL	\$ 172,000,000

2021-2022 PROPOSED BUDGET

Expenditures

DESCRIPTION	2018-2019 10-Month	2019-2020 Audited	2020-2021 Amended	2021-2022 Proposed
Pupil Weighted ADA	19,637,356	21,144,317	22,787.78	23,187.510
% change from prior year	7.13%	7.67%	7.77%	9.66%
GENERAL FUND less Construction				
Instructional Services	79,199,491	91,872,969	107,947,650	107,908,263
per WADA Pupil Costs 10's	4,033	4,345	4,737	4,654
Function % of Fund Expenditures	66.30%	65.36%	66.26%	62.74%
School/Instruc Leadership	9,362,148	11,003,627	11,710,368	14,985,438
per WADA Pupil Costs 20's	477	520	514	646
Function % of Total Expenditures	7.84%	7.83%	7.19%	8.71%
Student Support Services	14,307,484	16,150,319	19,096,000	20,813,212
per WADA Pupil Costs 30's	729	764	838	898
Function % of Fund Expenditures	11.98%	11.49%	11.72%	12.10%
Administrative Support Services	3,379,619	4,517,201	5,075,139	6,828,600
per WADA Pupil Costs 40's	172	214	223	294
Function % of Fund Expenditures	2.83%	3.21%	3.11%	3.97%
Non-Student Support Services	12,138,724	14,705,249	17,802,604	20,098,487
per WADA Pupil Costs 50's	618	695	781	867
Function % of Fund Expenditures	10.16%	10.46%	10.93%	11.69%
Other/Ancillary Expenses	1,073,303	2,316,815	1,295,119	1,366,000
per WADA Pupil Costs 60 & 90's	55	110	57	59
Function % of Total Expenditures	0.90%	1.65%	0.79%	0.79%
GENERAL FUND Expenditures	119,460,769	140,566,179	162,926,880	172,000,000
per WADA Pupil Costs	6,083	6,648	7,150	7,418
% Change from Prior Year per Pupil Costs	-12.99%	9.28%	7.55%	3.75%
Dollar Difference from Prior Year	-8,706,441	21,105,411	22,360,701	9,073,120
% Change from Prior Year in Dollars	-6.79%	17.67%	15.91%	5.57%
DEBT SERVICE Expenditures	33,770,000	36,000,000	43,000,000	46,300,000
per WADA Pupil Costs 70's	1,720	1,703	1,887	1,997
% Change from Prior Year per Pupil Costs	-7.50%	-0.99%	10.83%	5.82%
FOOD SERVICE Expenditures	6,787,400	7,025,900	7,664,160	7,846,805
per WADA Pupil Costs 35	346	332	336	338
% Change from Prior Year per Pupil Costs	5.52%	-3.86%	1.22%	0.62%

STAFF COUNT HISTORY-BY POSITION

The District currently has 2,355 employees. This staff is comprised of 1,464 (62.2%) professional and 891 (37.8%) non-professional positions. Of the total staff 1,172 (49.8%) are teachers, 210 (8.9%) are professional support such as librarians and counselors, 73 (3.1%) are campus administrators, 9 (0.38%) are professionals that have district-wide administrative duties, 237 (10.1%) are educational aides providing direct assistance to teachers, and 654 (27.8%) are support personnel for providing food services, custodial services, clerical support, transportation services, and maintenance of district plant facilities and grounds. From 2016-2017 to 2019-2020

the number of employees rose at an average rate of 4.40% per year while student enrollment has risen at an average rate of 6.8%. During this time period the growth was 181 (71%) professional positions and 75 (29%) non-professional positions. The percentage change in total employees from year to year was: 2017-2018 increased by 6.23%, 2018-2019 increased by 2.49%, 2019-2020 increased by 3.68%, and 2020-2021 increased by 5.20%. The primary driver for the staffing increases in the past has been the opening of new schools. The district will be opening Grand Lakes Junior High this fall which is partially driving the 4.46% increase in staffing.

	6.23%		2.49%		3.68%		5.20%		4.46%	
	2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
TOTAL PERSONNEL	2,107		2,159		2,239		2,355		2,460	
TEACHERS	988	46.9%	1045	48.4%	1083	48.4%	1172	49.8%	1253	50.9%
Pre-K & Kindergarten	83		88		85		98		ADD 81	
Elementary	412		431		521		570			
Secondary	462		495		437		477			
All Level	32		31		40		27			
SUPPORT STAFF	165	7.8%	177	8.2%	185	8.3%	210	8.9%	258	10.5%
Counselors	31		34		34		35		ADD 48.0	
Educ Diagnosticians	13		14		12		17			
Librarians	18		18		18		19			
Nurses	18		20		17		20			
Therapists	15		19		21		21			
Psychologists	7		9		11		10			
Other Support Staff	63		63		72		88			
ADMINISTRATORS	80	3.8%	82	3.8%	81	3.6%	82	3.5%	91	3.7%
Admin/Instr Officers	17		17		16		19		ADD 9.0	
Principals	19		20		20		20			
Assistant Principals	35		36		35		34			
Superintendent	1		1		1		1			
Ass't Supt's	8		8		9		8			
TOTAL PROFESSIONAL	1,233	58.5%	1,304	60.4%	1,349	60.3%	1,464	62.2%	1,602	65.1%
EDUCATIONAL AIDES	211	10.0%	213	9.9%	189	8.4%	237	10.1%	276	11.2%
AUXILIARY STAFF	663	31.5%	642	29.7%	701	31.3%	654	27.8%	582	23.7%
	16,042		16,971		18,159		19,183		19,183	
Student/Teacher Ratio	16.23		16.24		16.77		16.37		15.31	
Student/Staff Ratio	7.62		7.86		8.11		8.15		7.80	

2021-2022 FOOD SERVICE BUDGET

The total proposed Child Nutrition and Food Service budget for 2021-2022 is \$7,985,225.

Various revenues from local, state, and federal sources will fully fund this budget. Local revenue from local meal charges will generate \$4,381,225 (54.87%) of the funding for this department. Federal child nutrition funds for subsidized free and reduced meal costs will pay \$3,417,000 or 42.79% of the costs for this department. State on-behalf payments for the TRS pension fund of \$187,000 (2.34%) will

bring the total to \$7,985,225 in total revenue.

The cost of food is the largest expense in the food service budget, and totals 50.43% of the total budget. Payroll is second largest expense at 46.68% of the total budget. Other expenses included in the Food Service budget are for contracted services, miscellaneous operating expenses, and capital outlay. These account for the remaining 2.89% of the total budget. Total budgeted appropriations is \$7,846,805.



FOOD SERVICE 2021-2022

Payroll 46.68%	\$ 3,663,505
Contracted Services 2.02%	\$ 158,310
Supplies & Materials 50.43%	\$ 3,957,060
Other Operating Exp. 0.23%	\$ 18,050
Capital Outlay 0.64%	\$ 49,880
TOTAL	\$ 7,846,805

2021-2022 DEBT SERVICE BUDGET

The Debt Service Fund is used to account for the accumulation of resources for the payment of general long-term debt principal and interest and for 2021-2022 this payment amount is \$46,300,000.

A separate tax rate is assessed to fund the debt payments based on the scheduled maturities. This debt tax rate, called the Interest and Sinking (I&S) tax rate, is approved by the Board of Trustees annually. The proposed Interest and Sinking tax rate for 2021-2022 is \$0.355, an increase over previous year. This rate is required to fully pay the debt payments for bonds recently sold.

On March 9, 2016 Standard & Poor's (S&P) Ratings Services raised its underlying rating on Tomball Independent

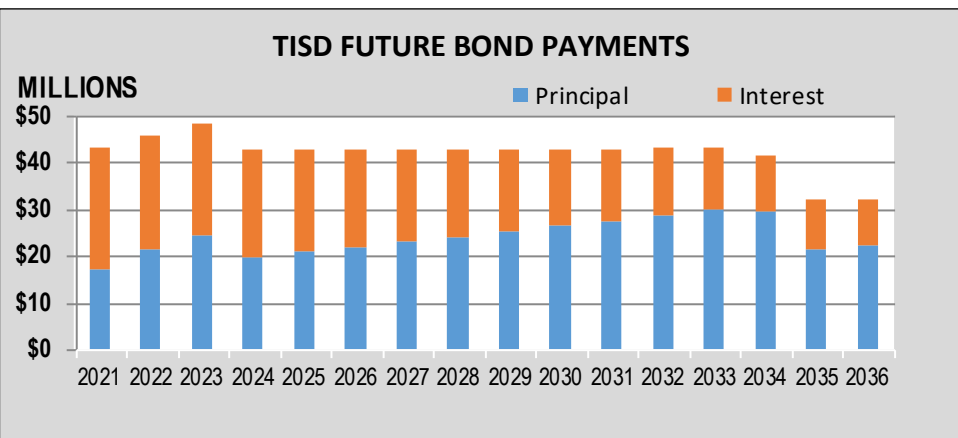
School District (ISD), Texas' general obligation (GO) debt one-notch to 'AA+' from 'AA'. The outlook is stable. The upgrade was based on the district's continued and projected maintenance of strong tax base growth, tax-raising flexibility, very strong reserves, and moderately high debt burden. Of the 1,020 Texas school districts only 20 other districts have an S&P rating this high.

DEBT SERVICE 2021-2022

Principal	\$ 20,925,000
Interest	\$ 23,096,123
TOTAL	\$44,021,123*

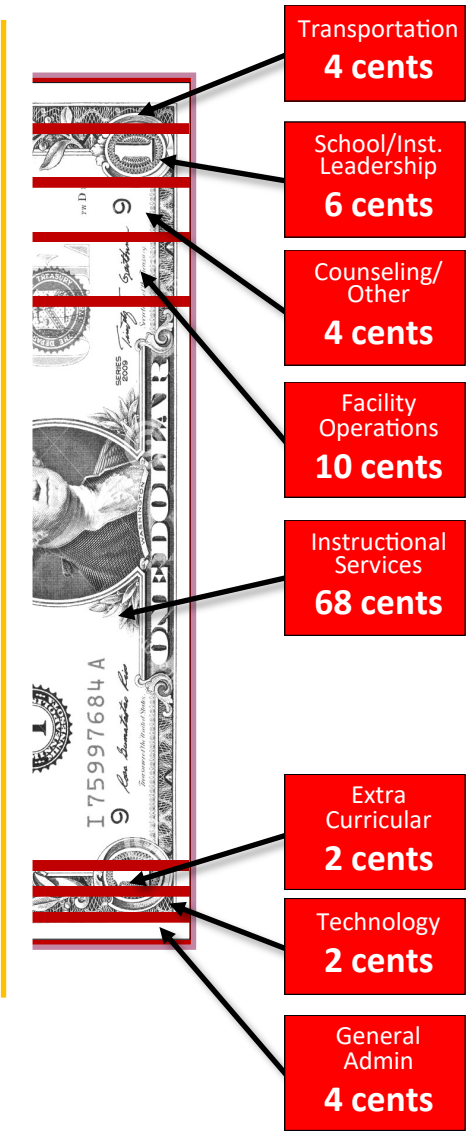
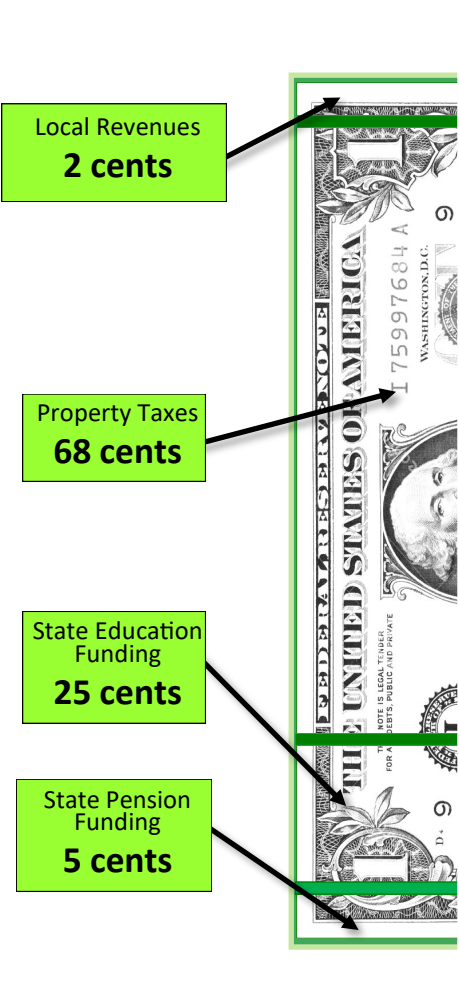
*Does not include fees.

RATING YEAR	MOODY'S	STANDARD & POOR'S	FITCH RATINGS
2020	Aa1 (Stable)	AA+ (Stable)	AA (Stable)
2019	Aa1 (Stable)	AA+ (Stable)	AA (Stable)
2018	Aa1 (Stable)	AA+ (Stable)	AA (Stable)
2017	Aa1	AA+ (Stable)	AA
2016	Aa1	AA+ (Stable)	AA



FINANCIAL OVERVIEW-ONE DOLLAR

Where the money comes from for operations.



Where the money goes.

2021-2022 PROPOSED BUDGET

Run Date:

06/01/21

	Function Code	Object Code	General Fund	Debt Service Fund	Food Service Fund	Total All Funds
Instruction:	11					
Payroll Costs		6100	102,172,079	0	0	102,172,079
Contracted Services		6200	753,680	0	0	753,680
Supplies & Materials		6300	1,752,115	0	0	1,752,115
Other Operating Costs		6400	209,518	0	0	209,518
Capital Outlay		6600	100	0	0	100
		Total	\$104,887,492	\$0	\$0	\$104,887,492
Instruction Resources and Media Services:	12					
Payroll Costs		6100	1,847,965	0	0	1,847,965
Contracted Services		6200	9,153	0	0	9,153
Supplies & Materials		6300	142,910	0	0	142,910
Other Operating Costs		6400	2,645	0	0	2,645
Capital Outlay		6600	0	0	0	0
		Total	\$2,002,673	\$0	\$0	\$2,002,673
Curriculum and Staff Development:	13					
Payroll Costs		6100	219,450	0	0	219,450
Contracted Services		6200	440,036	0	0	440,036
Supplies & Materials		6300	114,748	0	0	114,748
Other Operating Costs		6400	243,864	0	0	243,864
Capital Outlay		6600	0	0	0	0
		Total	\$1,018,098	\$0	\$0	\$1,018,098
Instructional Leadership:	21					
Payroll Costs		6100	4,200,000	0	0	4,200,000
Contracted Services		6200	28,999	0	0	28,999
Supplies & Materials		6300	40,162	0	0	40,162
Other Operating Costs		6400	52,100	0	0	52,100
Capital Outlay		6600	0	0	0	0
		Total	\$4,321,261	\$0	\$0	\$4,321,261

2021-2022 PROPOSED BUDGET

06/01/21	Function Code	Object Code	General Fund	Debt Service Fund	Food Service Fund	Total All Funds
<hr/>						
School Leadership	23					
Payroll Costs		6100	10,442,699	0	0	10,442,699
Contracted Services		6200	61,834	0	0	61,834
Supplies & Materials		6300	70,690	0	0	70,690
Other Operating Costs		6400	88,954	0	0	88,954
Capital Outlay		6600	0	0	0	0
		Total	\$10,664,177	\$0	\$0	\$10,664,177
<hr/>						
Guidance, Counseling, and Evaluation	31					
Payroll Costs		6100	6,284,173	0	0	6,284,173
Contracted Services		6200	302,700	0	0	302,700
Supplies & Materials		6300	83,963	0	0	83,963
Other Operating Costs		6400	30,125	0	0	30,125
Capital Outlay		6600	0	0	0	0
		Total	\$6,700,961	\$0	\$0	\$6,700,961
<hr/>						
Social Work Services	32					
Payroll Costs		6100	82,042	0	0	82,042
Contracted Services		6200	0	0	0	0
Supplies & Materials		6300	0	0	0	0
Other Operating Costs		6400	800	0	0	800
Capital Outlay		6600	0	0	0	0
		Total	\$82,842	\$0	\$0	\$82,842
<hr/>						
Health Services	33					
Payroll Costs		6100	2,507,000	0	0	2,507,000
Contracted Services		6200	2,200	0	0	2,200
Supplies & Materials		6300	55,220	0	0	55,220
Other Operating Costs		6400	2,500	0	0	2,500
Capital Outlay		6600	0	0	0	0
		Total	\$2,566,920	\$0	\$0	\$2,566,920

2021-2022 PROPOSED BUDGET

06/01/21	Function Code	Object Code	General Fund	Debt Service Fund	Food Service Fund	Total All Funds
<hr/>						
Student Transportation	34					
Payroll Costs		6100	6,503,346	0	0	6,503,346
Contracted Services		6200	205,240	0	0	205,240
Supplies & Materials		6300	725,610	0	0	725,610
Other Operating Costs		6400	74,050	0	0	74,050
Capital Outlay		6600	0	0	0	0
		Total	\$7,508,246	\$0	\$0	\$7,508,246
<hr/>						
Food Services	35					
Payroll Costs		6100	0	0	3,663,505	3,663,505
Contracted Services		6200	0	0	158,310	158,310
Supplies & Materials		6300	0	0	3,957,060	3,957,060
Other Operating Costs		6400	0	0	18,050	18,050
Capital Outlay		6600	0	0	49,880	49,880
		Total	\$0	\$0	\$7,846,805	\$7,846,805
<hr/>						
Cocurricular/Extra-curricular Activities	36					
Payroll Costs		6100	2,826,587	0	0	2,826,587
Contracted Services		6200	252,489	0	0	252,489
Supplies & Materials		6300	217,416	0	0	217,416
Other Operating Costs		6400	607,751	0	0	607,751
Capital Outlay		6600	50,000	0	0	50,000
		Total	\$3,954,243	\$0	\$0	\$3,954,243
<hr/>						
General Administration	41					
Payroll Costs		6100	5,203,200	0	0	5,203,200
Contracted Services		6200	874,825	0	0	874,825
Supplies & Materials		6300	258,265	0	0	258,265
Other Operating Costs		6400	418,310	0	0	418,310
Capital Outlay		6600	74,000	0	0	74,000
		Total	\$6,828,600	\$0	\$0	\$6,828,600

2021-2022 PROPOSED BUDGET

06/01/21	Function Code	Object Code	General Fund	Debt Service Fund	Food Service Fund	Total All Funds
Plant Maintenance	51					
Payroll Costs		6100	7,061,000	0	0	7,061,000
Contracted Services		6200	6,625,270	0	0	6,625,270
Supplies & Materials		6300	1,144,807	0	0	1,144,807
Other Operating Costs		6400	1,355,275	0	0	1,355,275
Capital Outlay		6600	331,053	0	0	331,053
Total			\$16,517,405	\$0	\$0	\$16,517,405
Security	52					
Payroll Costs		6100	165,169	0	0	165,169
Contracted Services		6200	930,836	0	0	930,836
Supplies & Materials		6300	49,545	0	0	49,545
Other Operating Costs		6400	100	0	0	100
Capital Outlay		6600	0	0	0	0
Total			\$1,145,650	\$0	\$0	\$1,145,650
Data Processing	53					
Payroll Costs		6100	2,400,000	0	0	2,400,000
Contracted Services		6200	23,432	0	0	23,432
Supplies & Materials		6300	10,500	0	0	10,500
Other Operating Costs		6400	1,500	0	0	1,500
Capital Outlay		6600	0	0	0	0
Total			\$2,435,432	\$0	\$0	\$2,435,432
Community Services	61					
Payroll Costs		6100	21,000	0	0	21,000
Contracted Services		6200	0	0	0	0
Other Operating Costs		6400	0	0	0	0
Total			\$21,000	\$0	\$0	\$21,000
Debt Service	71					
Capital Outlay		6500	0	46,300,000	0	46,300,000
Total			\$0	46,300,000	\$0	\$46,300,000
Facilities/Construction	81					
Debt Service		6600	0	0	0	0
Total			\$0	0	\$0	\$0
SSA-Pymnts to JJAEP	95					
Contracted Services		6200	25,000	0	0	25,000
Total			\$25,000	\$0	\$0	\$25,000
Other Intergovernmental	99					
		6200	1,320,000	0	0	1,320,000
Total			\$1,320,000	\$0	\$0	\$1,320,000

2021-2022 PROPOSED BUDGET

06/01/21

PROPOSED ESTIMATED EXPENDITURES

			Debt	Food	Total
	Object	General	Service	Service	All
	Code	Fund	Fund	Fund	Funds
Summary:					
Payroll Costs	6100	151,935,710	0	3,663,505	155,599,215
Contracted Services	6200	11,855,694	0	158,310	12,014,004
Supplies & Materials	6300	4,665,951	0	3,957,060	8,623,011
Other Operating Costs	6400	3,087,492	0	18,050	3,105,542
Debt Service	6500	0	46,300,000	0	46,300,000
Capital Outlay	6600	455,153	0	49,880	505,033
Total Appropriations		\$172,000,000	46,300,000	\$7,846,805	\$226,146,805

2021-2022

PROPOSED ESTIMATED REVENUES

		0.895	0.355		1.250
			Debt	Food	Total
	Object	General	Service	Service	All
	Code	Fund	Fund	Fund	Funds
Local Property Taxes	571X	117,230,552	45,677,749	0	162,908,301
Other Local Revenues	57XX	1,915,761	62,000	4,381,225	6,358,986
State On-Behalf Payments	583X	9,376,261	0	0	9,376,261
State Foundation Payments	581X	41,952,426	0	0	41,952,426
Other State Funds	5829	0	560,251	187,000	747,251
Federal CNP Program	592X	0	0	3,417,000	3,417,000
Other Federal Programs	59XX	1,525,000	0	0	1,525,000
Transfers In	7XXX	0	0	0	0
Total Revenues		\$172,000,000	46,300,000	\$7,985,225	\$226,285,225

PROPOSED CHANGES IN FUND BALANCES

	General	Debt	Food	Total
	Fund	Service	Service	All
	Fund	Fund	Fund	Funds
Changes in Undesignated Unreserved Gen Fund	0	0	0	0
Changes in Reserves for Debt Service	0	0	0	0
Changes in Reserves for Food Service	0	0	138,420	138,420
	\$0	\$0	\$138,420	\$138,420

2021-2022 TOMBALL ISD CALENDAR

<div><div>JULY 2021</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td></tr><tr><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr><tr><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr><tr><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td></tr><tr><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td></tr></table></div>	S	M	T	W	T	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	<div><div><div><div>T</div><div>TOMBALL</div><div>INDEPENDENT SCHOOL DISTRICT</div></div></div><div>2021-2022 Calendar</div><div>First Day of School August 17, 2021</div><div>Last Day of School May 26, 2022</div><div>Staff & Student Holidays</div><div>Independence Day - July 2</div><div>Labor Day - September 6</div><div>Thanksgiving - November 22-26</div><div>Winter Break - Dec. 20-Dec. 31</div><div>Martin Luther King Day - Jan. 17</div><div>Presidents Day - February 21</div><div>Spring Break - March 14-18</div><div>Good Friday - April 15</div><div>Memorial Day - May 30</div><div>Staff Development/Workdays</div><div>Student Holidays</div><div>August 3-5 (New Teacher)</div><div>August 9-13</div><div>August 16</div><div>October 11</div><div>November 2</div><div>January 3-4</div><div>February 18</div><div>March 21</div><div>May 27</div><div>May 31</div><div>Early Release Days</div><div>All Schools: Oct. 8, Dec.17, May 26</div><div>High Schools Only: Dec. 16, May 25</div><div>Make Up Days (if needed)</div><div>February 21</div><div>March 21</div><div>May 27</div><div>Reporting Periods End</div><div>October 8</div><div>December 17</div><div>March 11</div><div>May 26</div></div>	<div><div>JANUARY 2022</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr><tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr><tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr><tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr><tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr></table></div>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
S	M	T	W	T	F	S																																																																																							
				1	2	3																																																																																							
4	5	6	7	8	9	10																																																																																							
11	12	13	14	15	16	17																																																																																							
18	19	20	21	22	23	24																																																																																							
25	26	27	28	29	30	31																																																																																							
S	M	T	W	T	F	S																																																																																							
						1																																																																																							
2	3	4	5	6	7	8																																																																																							
9	10	11	12	13	14	15																																																																																							
16	17	18	19	20	21	22																																																																																							
23	24	25	26	27	28	29																																																																																							
30	31																																																																																												
<div><div>AUGUST 2021</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr><tr><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td></tr><tr><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr><tr><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td></tr><tr><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td><td></td></tr></table></div>	S	M	T	W	T	F	S	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						<div><div>FEBRUARY 2022</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr><tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr><tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr><tr><td>26</td><td>27</td><td>28</td><td></td><td></td><td></td><td></td></tr></table></div>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28											
S	M	T	W	T	F	S																																																																																							
1	2	3	4	5	6	7																																																																																							
8	9	10	11	12	13	14																																																																																							
15	16	17	18	19	20	21																																																																																							
22	23	24	25	26	27	28																																																																																							
29	30	31																																																																																											
S	M	T	W	T	F	S																																																																																							
			1	2	3	4																																																																																							
5	6	7	8	9	10	11																																																																																							
12	13	14	15	16	17	18																																																																																							
19	20	21	22	23	24	25																																																																																							
26	27	28																																																																																											
<div><div>SEPTEMBER 2021</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr><tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr><tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr><tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td></tr></table></div>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				<div><div>MARCH 2022</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr><tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr><tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr><tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td></tr></table></div>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
S	M	T	W	T	F	S																																																																																							
			1	2	3	4																																																																																							
5	6	7	8	9	10	11																																																																																							
12	13	14	15	16	17	18																																																																																							
19	20	21	22	23	24	25																																																																																							
26	27	28	29	30																																																																																									
S	M	T	W	T	F	S																																																																																							
			1	2	3	4																																																																																							
5	6	7	8	9	10	11																																																																																							
12	13	14	15	16	17	18																																																																																							
19	20	21	22	23	24	25																																																																																							
26	27	28	29	30	31																																																																																								
<div><div>OCTOBER 2021</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td></tr><tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr><tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr><tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr><tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr><tr><td>31</td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table></div>	S	M	T	W	T	F	S						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								<div><div>APRIL 2022</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td></tr><tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr><tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr><tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr><tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr></table></div>	S	M	T	W	T	F	S						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
S	M	T	W	T	F	S																																																																																							
					1	2																																																																																							
3	4	5	6	7	8	9																																																																																							
10	11	12	13	14	15	16																																																																																							
17	18	19	20	21	22	23																																																																																							
24	25	26	27	28	29	30																																																																																							
31																																																																																													
S	M	T	W	T	F	S																																																																																							
					1	2																																																																																							
3	4	5	6	7	8	9																																																																																							
10	11	12	13	14	15	16																																																																																							
17	18	19	20	21	22	23																																																																																							
24	25	26	27	28	29	30																																																																																							
<div><div>NOVEMBER 2021</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr><tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr><tr><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr><tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr><tr><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td><td></td></tr></table></div>	S	M	T	W	T	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						<div><div>MAY 2022</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr><tr><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td></tr><tr><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr><tr><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td></tr><tr><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td><td></td></tr></table></div>	S	M	T	W	T	F	S	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31											
S	M	T	W	T	F	S																																																																																							
	1	2	3	4	5	6																																																																																							
7	8	9	10	11	12	13																																																																																							
14	15	16	17	18	19	20																																																																																							
21	22	23	24	25	26	27																																																																																							
28	29	30																																																																																											
S	M	T	W	T	F	S																																																																																							
1	2	3	4	5	6	7																																																																																							
8	9	10	11	12	13	14																																																																																							
15	16	17	18	19	20	21																																																																																							
22	23	24	25	26	27	28																																																																																							
29	30	31																																																																																											
<div><div>DECEMBER 2021</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr><tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr><tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr><tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td></tr></table></div>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			<div><div>JUNE 2022</div><table><tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr><tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr><tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr><tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr><tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td></tr></table></div>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30									
S	M	T	W	T	F	S																																																																																							
			1	2	3	4																																																																																							
5	6	7	8	9	10	11																																																																																							
12	13	14	15	16	17	18																																																																																							
19	20	21	22	23	24	25																																																																																							
26	27	28	29	30	31																																																																																								
S	M	T	W	T	F	S																																																																																							
			1	2	3	4																																																																																							
5	6	7	8	9	10	11																																																																																							
12	13	14	15	16	17	18																																																																																							
19	20	21	22	23	24	25																																																																																							
26	27	28	29	30																																																																																									